



AN ANALYSIS OF EMPLOYEE MOTIVATION SYSTEMS IN POMERANIAN ENTERPRISES

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Abstract

Purpose. Effective business management allows taking action in line with one's mission and strategic goals. In the 21st century, it is becoming a priority for organizations, regardless of the size of its operations, to facilitate the work of the personnel. Human capital is the driving force behind the company's development and has a significant impact on its competitive position, and the motivation of employees is an integral part of a well-functioning company. How will motivated employees reflect on the performance and profits of the business. Therefore, the purpose of the study is to analyze incentive systems in Pomeranian enterprises and to identify the most effective motivators for their staff.

Methodology. The research objectives will be achieved by analyzing the available theory and conclusions from the author's empirical research conducted in 2017. Its primary objective was to determine the extent of application of the concept of human capital management in the audited entities and to identify the main determinants (including barriers) of its development. The study was designed as a general standardized questionnaire describing the study subject, as well as individual interviews with 600 respondents.

Findings. The analyses have clearly shown human capital to build competitive advantage in the examined entities. It has also been shown that effective motivation through non-pay elements is only possible if the staff are satisfied with their pay.

Keywords: human capital, intellectual capital, motivation, motivators

JEL classification: D 41; D 83; M 12

Introduction

The current market conditions, which determine the operation of business organizations, set directions for the development of modern business methods; these have the prin-

cial aim of supporting enterprises in their efforts to adapt to constant changes taking place in the environment. What makes these phenomena difficult to predict is their unprecedented nature and rapid emergence, making it management a very challenging task. Moreover, the present-day instability of the business environment has changed the idea of market success, dictating a new set of features that a company must possess in order to gain a competitive advantage.

A new type of economy, also known as the knowledge-based economy, has emerged. This involved a shift away from a typically material economy and towards one based on information and knowledge. Intangible assets are becoming increasingly important and crucial, as they embody human capital combined with knowledge and advanced technology. People who provide businesses with knowledge, a basic building block of the new economy, are becoming a central pillar of their activities. More and more often there is talk about a completely new type of society, which has the attributes necessary to create and design new values on the basis of available data and information.

The success of today's enterprises depends mainly on continuous cooperation with employees and an optimal use of their potential. Therefore, it is necessary to develop rules of cooperation with them, which are based on partnership relations as well as building proper motivation and mutual trust.

In the 1980s, an increase in demand for managers, specialists and human resources advisors in the world economy led to the creation of a separate HRM term for this unit – human resources management. This term can also be encountered in Poland. Views on the role and place of human beings in the organisation and the tasks assigned to them have undergone a significant evolution. At each stage of economic development, the human factor has changed its position in the organization. The emergence of new forms of work brought along with it a change in the problem-solving approach applied in the area of personnel functions. This has been due to technical, economic, legal and socio-cultural transformations. Apart from knowledge, the key determinants of the development of modern enterprises are the core skills and competences of their employees – outstanding individuals in specialized teams can make or break an organization and set it on a fast track to growth.

In the light of the above considerations, this paper will present the basic issues concerning the determination of the prevalence of the human capital management concept in Polish enterprises, as based on the author's own research. Therefore, the main aim of the work is to analyze the incentive systems in Pomeranian enterprises and to identify the most effective motivators for their employees.

1. Managing human capital in the 21st century

Two models describing the influence of various factors on management – Michigan and Harvard – have been important for the development of the modern philosophy of managing people in an organization.

The development of the Michigan model was the result of the work of a research group at Michigan University. Thanks to the research, they succeeded in developing a concept of strategic human resources management, integrating human resources management with the company's strategy and organizational structure. The model assumed that the proper design of individual areas of the cycle (selection of employees, assessment of their performance, motivation systems, employee development) would enable an effective impact to be made on their behaviour, resulting in desired performance, both individually and organization-wide. It was also assumed that these areas were important at every level of management – strategic, tactical and operational. The main priority was given to the strategic level. This meant that the management of people was determined solely by the role of the company's chosen strategy (Pocztowski, 2008).

The Harvard model identified four main areas of human resources management: employee participation, employee mobility, rewarding systems, work organisation. It was assumed that these areas of human resources management were influenced by the organization's stakeholders (employees, management staff) and impacted by situational factors such as employment structures, company strategy, labour market situation, technology, law and value systems. Human resource management decisions have direct (efficiency, commitment) and indirect (employee satisfaction, organisational efficiency, social wellbeing) impacts on human resources, resulting in a system of interdependencies (Pocztowski, 2008).

We can state that these models were the starting point for further research, setting new directions for this area. Researchers investigating this concept began to take into account the economic situation in the country, traditions, experience in the field of human resources and cultural factors.

The core task of human capital management is to acquire, analyse and report the data that shape added value. This also includes investment and operational decisions on human resources management at the organisational and operational levels. A characteristic feature of human resource management is the use of meters that help shape the approach to human resource management and emphasize that strategic investments in these valuable resources can secure a competitive advantage.

Therefore, M. Armstrong and A. Baron (2008, p. 34) described human capital management as a joint effort to manage and develop human capabilities, resulting in significantly higher levels of efficiency. The main goals of this philosophy are:

- to acquire, analyse and report the data which are the basis for shaping human resources strategies and processes.
- to use measurements to prove that better personal strategies and processes can deliver better results.
- to promote the view that human capital management strategies and processes lead to value creation through people.

From the objectives mentioned above, it can be concluded that a good strategy requires the collection of data needed to describe staff. The interpretation of data analysis provides a starting point in the human capital management process.

2. The essence and structure of human capital

As the economy developed and the intellectual level of the working society rose, more and more issues emerged in relation to the form of human labour. It was necessary to legally define the current issues concerning working conditions and to adapt employees to the existing organisational structures. The process of changing the approach to employee management also included the human being's role in the work process. This proceeded from an understanding of this factor of production to the concept of human beings as individuals capable of independently and responsibly performing tasks and developing their potential.

A. Pocztowski (2008, pp. 27-28) presents five stages in the developmental trends of personnel functional cell. These include bureaucratization, institutionalisation, followed by humanisation and economization and lastly, internal and external entrepreneurship. The changes are similar to the three-phase division.

The human factor is playing an increasingly important role in corporate activities today. A company's human resources are an extremely important element of its development, because it is people's knowledge and skills that contribute to its effective functioning. A. Pocztowski (2008) explains the concept of human resources, stipulating that it should be assumed at the outset that people are not a resource but they have resources, that is to say, they possess all the features and qualities, which enable them to perform different roles in an organisation. The most important components of human resources are knowledge, abilities, skills, health, attitudes, values and motivation. Secondly, it should be remembered that human re-

sources are owned by individual workers, and it is they who ultimately decide on the degree of involvement of this resource in their work.

The new role of human capital, resulting from the emergence of a knowledge-based economy and the consequent dissemination of management sciences, shows how the employee concept is growing as the most important asset of an organisation. The terminology in the field is also changing. The concept of human resources is being replaced by that of human capital. Resources have a quantitative dimension, while capital is qualitative. In this context, Z. Piotrowski (2009, pp. 5-6) claims that human capital is more than just human resources, because it is a dynamic and qualitative category, suggesting the possibility of creating new values. On the other hand, a resource is to a greater extent a statistical and quantitative category. The knowledge and skills of employees have become an element that cannot be copied, which gives an advantage over the competition.

There are many definitions of human resources in the literature. Table 1 below shows some of them.

Table 1. Definitions of human resources

Author (s)	Definitions
A. Baron M. Armstrong	Knowledge, skills, opportunities and potential for development and innovation demonstrated by the people working in the company.
B. Kożuch	Knowledge and skills acquired through education and work experience, as well as health and vital energy resources.
A. Poczowski	All of the specific characteristics and properties that are embodied in the employees, which have a certain value and are a source of future income for both the owner and the organisation using this capital.
I. Miciuła	These are values inextricably embedded in man and incapable of providing income without his participation, such as: qualifications (knowledge and skills), social competences, attitudes and behaviours towards the organization (motivation and involvement).

Źródło: (Baron, Armstrong 2008, p. 41; Kożuch 2007; Poczowski 2008, p. 65; Miciuła, Miciuła 2008, p. 271).

They show what value (skills, knowledge and competence) a person brings to the company. There are many definitions of human capital and its structure. We can see some common features, which are mentioned by each of the authors. These elements are related to human personality, traits or abilities, such as: mental fitness, analytic and synthetic skills, intelligence, energy, mental keenness, common sense, intellectual agility. Most of the definitions presented above also emphasize the role of competence as a component of human capital structure.

Employee input is the driving force behind company growth. Not all of the employee resources are useful for the company – only those that will be beneficial may become a desirable value in the employee's competence. The responsibility for exploiting the potential of the employee lies with the owners and the employee. It is in the management's interests to ensure that an employee has the right conditions so that he/she can successfully use and develop his/her skills to increase the share capital. Convenient working conditions and proper pay become a driving force for increased work intensity and the desire to succeed in a given field.

3. Intellectual capital

The share capital of each market organisation consists of various types of assets. These are roughly divided into tangible and intangible ones, with monetary assets playing a vital role at the outset. Over time, however, intangible assets become increasingly important. One type of intangible assets is intellectual capital.

Intellectual capital is often replaced by the term intellectual assets, knowledge assets or intellectual property (Jarugowa, Fijałkowska 2002, p. 57). The oldest definition of intellectual capital says that it is the difference between the market value and the book value of an organization, i. e. the sum of hidden assets not included in the company balance sheet. Intellectual capital is therefore non-financial capital reflecting the gap between market and accounting value (Edvinsson, Malone 2001, p. 39).

In order to show how important intellectual capital is, L. Edvinsson and M. S. Malone (2002) used the metaphor of a tree. The tree is a company and the intangible assets are the roots. Though invisible, they decide the quality of the fruit, or in other words, the final outcome of work. To continue with the the metaphor, intellectual capital is the result of work at the root. Researchers stressed that intellectual capital is knowledge, relationships with customers, experience, organisational technology and professional skills.

Scandinavian insurance company Scandi published a report in 1994 on the state and application of intellectual capital measurement methods. This research resulted in another definition of intellectual capital, which has become the most popular since then. The work also resulted in the creation of a model of company market value. This model distinguishes two componets that form intellectual capital (Edvinsson, Malone 2001, p. 35):

- Human capital - knowledge, competences, abilities, abilities, motivations, attitudes, attitudes, values, culture, relationships and skills of employees.
- Structural capital-knowledge capital integrated into the company's structure, registered and state ownership of the company.

The Scandinavian model was refined by the appearance of a model developed by H. Saint-Onge at the Canadian Imperial Bank of Commerce (CIBC), which identified client capital as a separate category. In that concept, client capital forms part of the basic intellectual capital together with human and structural capital. Client capital is an important value of intellectual capital, which is the company's relationship with its environment, especially with customers, suppliers, the media and the local community. Despite its very important role, this department is not always well managed. Thanks to its clients, the company has the right to existence and potential profit, therefore client capital should be taken into account when developing strategy and management in the same way as other departments (LaBarre 1996, p. 56).

Modern organizations are beginning to recognize the particular importance of structural capital, which is a reflection of the relational capital created by the organization from an internal and external perspective. Maintaining good relations with suppliers, customers and distributors at every level of the company's operations is an extremely important element in building long-term relationships. Organisations are not interested in short, non-positive relationships. A constant tightening of the ties with the recipients of our products enables us to open up permanent channels of information flow and sales of products or services. Recognising the needs of counterparties and customers is necessary to meet their needs properly and to establish and maintain appropriate relationships. Maintaining good interpersonal relations between employees and customers enables us to better recognize the needs and tastes of our customers in order to satisfy them to the maximum extent possible. Good relations make it possible to communicate and cooperate with each other, they are a source of creativity, innovation and entrepreneurship. This leads to increased loyalty to the company and customer satisfaction.

In every model in the literature on the subject, we can see that intellectual capital is an important part of company assets. The changing perceptions of human resources lead to the expansion and increase of activities for the intellectual development of the company. Ensuring the appreciation and proper management of this resource will pay off in the future for the benefit of the organisation. Actions based on the development of the individual's knowledge and competence are conducive to the management of intellectual capital, based on the perception of wealth in the human factor.

4. The essence and importance of motivation

Motivating employees in such a way that they achieve better performance at work and at the same time satisfy their needs for many years is a key task of managers. It is not easy to guess what motivates an employee – human behaviour and desires are diverse. After a certain period of working time in a given company, an employee may feel dissatisfied with the work performed or want to earn more. In such a situation, he / she places great emphasis on working hard to achieve better results – but if the effort is not appreciated, his /her motivation decreases and the process of self-improvement begins by finding a new job that will be satisfactory. The important role of the manager is to observe and react accordingly. The knowledge of motivational mechanisms and the ability to use them is one of the success factors in managing people.

According to R. W. Griffin (2001, p. 457), motivation is defined as a set of forces that cause people to behave in a specific way. L. H. Haber (1995, p. 144) defines motivation as the activity consisting in the manager's individual approach to an employee, penetrating into his / her system of needs and expectations, creating appropriate working conditions and choosing the best way of management, thanks to which the work performed by the employee may become the basis for achieving the company's objectives. In turn, S. Borkowska (1996, p. 11) claims that it is a process of conscious and purposeful influence on the motives of people's behaviour through creating means and opportunities to implement their systems of values and expectations (targets of action) for achieving the motivational goal – employee motivation.

For the purposes of this study, the author would like to draw attention to the presentation of motivations by A. Poczowski (2008, p. 203) from two angles: attribute and action. Attribute motivation is an internal process that regulates people's behaviour in the work process – it influences their decisions to accept a job, commit themselves or resign. Motivation for work in the functional sense is defined as a conscious and intentional influence on the behaviour of people in the work process, using the knowledge about the factors that determine them. The motivation to work can be presented in the form of a process in which the employee is involved:

- He / she realizes the needs that are not met.
- He / she recognises the conditions and possibilities of meeting them.
- He / she undertakes actions intended to achieve the objectives (tasks).
- He / she achieves a certain level of tasks that is assessed.
- He / she receives rewards (penalties) whether or not they meet his needs
- He/ she assesses the degree of satisfaction of the needs, which in consequence leads to the awakening of new or modification of the existing needs.

By analyzing these definitions, we can say that motivation is the inner power of a human being, which activates and organises his / her behaviour aimed at achieving the goal. The mechanism that causes this is instincts, drives, wishes and states of tension. The magnitude and intensity of motivation determine the psychophysical activity of an individual, mobilization of forces and energy, as well as the willingness to undertake more difficult tasks and take risks. Those motivated to work are willing to do more work regardless of fatigue or physical exhaustion. Highly motivated employees usually work in a very well thought-out and logical way. They are

particularly ingenious in overcoming various obstacles and adapt the structure of their activities to changing situational conditions.

4.1. Modern motivating tools

Modern trends in human resources management are based on reaching out to the employee by looking at his / her needs, expectations, plans and dreams. The remuneration system must be designed to meet the needs and expectations of employees.

The attitude towards the employee can be best seen in the cafeteria remuneration system, where an employee can choose the most appropriate reward from a few or several proposals. These awards are not always monetary, .e.g, a day off work, coming to work for a certain period of time at a later hour, a trip abroad. This programme is useful for employees who receive high salaries and a possible increase in earnings is not satisfactory. In order for such a system to enter into force, the organisation must be properly prepared (Kopertyńska 2008):

- Wages and salaries should be within the limits of the amount that should be agreed upon in the company's collective agreements or payroll regulations.
- There must be designated groups of employees who have the right to use the cafeteria.
- Employees should be rewarded once they have checked their work and found that they deserve such a reward.
- The selection of employees is limited to the menu, i. e. the list set out in collective agreements or payroll regulations.
- The documents should also specify the percentages of remuneration to choose from compared to the basic salary. The percentages may be equal or different for individual employees.

An individual approach to the employee has great advantages - it is possible to obtain feedback on the structure and hierarchy of his/her needs. Thanks to this, there is an opportunity to make the offers more flexible for employees, and a change in their needs is reflected in the changing options prepared for them. The company also reduces the cost of labour by not having to pay ZUS contributions on certain menu items.

Another element could be remuneration for competences, which is often used in modern organisations. Competence-based rewarding is based on linking the results of competence-based assessments with bonuses. The scope of such bonuses is not large, but it broadens as the knowledge-based economy develops. In the case of competence bonuses, the following issues are important:

- selecting the right model of competence.
- determination of performance indicators.
- identification of the company's main success factors and its individual functions.
- defining the type and level of competences needed.
- evaluation of actual competence levels and comparison with assumed (required).
- determining deviations from competence profiles and the progress achieved in their area and, if necessary, behavioural tasks to improve competence levels.

We must remember that competence is the entire qualification potential of an employee. This is not only education and experience, but also skills, talents, behaviours and psychophysical traits essential for the performance of professional roles (Kopertyńska 2008, p. 70). In this case, the employee is not remunerated for the performance of the task but for the level of knowledge, skills and skills and for how he / she uses his / her qualifications at work. It is also important that the employee develops his / her level of knowledge and that the organisation creates the conditions for this.

In turn, bundled remuneration, also known as compensation, is a form of rewarding an employee, which is characterized by the form of work performed and requirements set for a given

position. They are used to compensate for burdensome work. The development of this form of remuneration is based on the integration of employee and company interests and diversity of their system of values and expectations. The most commonly used compensations are company cars, mobile phones, business clothes, representation fund, health services, life insurance, low interest loans, trips. This applies to those employees who consistently strive to achieve the company's goals and are characterized by above-average activity. The strong incentive effect of compensation is linked to the need for recognition. It is certainly a distinction, and therefore it gives a sense of prestige, raising the status both in and outside the workplace, or emphasizes the importance of the function performed by the employee.

To sum up, meeting employee needs through various remuneration and additional rewards gives them a sense of appreciation and belonging. These are not just benefits for the employee, but costs for the employer. An employer who appreciates his staff in return finds reliable workers who are motivated and willing to achieve the company's goals. A satisfied employee will show it, also when off-duty. He / she will have respect for the work. We will not hear complaints or bad opinions from him. All this will make others see our company as a reliable partner.

5. Tools and principles for motivating employees in modern companies

The importance of employee management is growing all the time, as the times of building competitive advantage based on investments in material resources are a thing of the past. In the 21st century, it is intangible assets that play a key role in achieving the goals set by enterprises. Market success depends on the management of these companies – they are responsible for stimulating the entrepreneurial spirit of their employees and must develop their creativity by creating new ideas by creating working conditions in which employees feel they are partners rather than cheap labour.

The above assumptions are also reflected in economic practice, as confirmed by the author of the study.

The survey was conducted as part of the author's own research and financed with private funds in the first quarter of 2017. Its main goal was to identify and define new concepts and tools of employee management in modern enterprises. The entire research process covered two areas: the analysis of internal documents of the surveyed enterprises and two groups of employees in the surveyed enterprises – mid-level and senior managers (decision makers) and their subordinates – 610 respondents took part in the survey, but the survey was filled in correctly by 500 people.

For the purposes of this study, which represents only a small part of the overall survey, the presented data will only address employee motivation issues. The whole study will be discussed in a separate publication. In order to meet the needs of this article, a direct survey was conducted. This method made it possible to explain to the respondent the meaning of the questions and proved highly successful in obtaining accurate information. Questionnaires were distributed to the respondents in person, filled in and returned. The survey included questions about employee satisfaction with the work and level of motivation to do it. Questions were also asked about motivators for employees in their workplace and their individual feelings about the effectiveness of these motivators. The aim of this part of the study was to analyze the non-financial incentive elements as the most effective motivator of employees in research liberated enterprises.

The data below, though based on an unrepresentative group of employees, may indicate problems of the Polish economic market in the way human capital is used to build a competitive advantage. This was confirmed by the subsequent stages of research relating to cooperation with employees, which unfortunately is no longer based on the principles of mutual partnership and trust.

The respondents were employees of small and medium enterprises from Pomorskie Voivodeship. Women accounted for 58% of these, whereas men for 42%. This proportion is due to the nature of the posts, where the majority are women. The age range was established for five groups: 18-30, 31-40, 41-50 and 51 and over. The largest age group was between 31-40 years of age (66%). The next was the group between 41-50 years of age (20%) and 18-30 years of age (14%). Respondents aged 51 years and over did not appear.

The questionnaire participants were asked about their seniority in the current company. Length of employment was classified into five groups: less than one year, 1-3 years, 4-6 years, 7-10 years and 11 years and more. The majority of respondents responded within the range of 4-6 years (46%), followed by 1-3 years (30%). In the current company, 20% of respondents have been working for less than 3 years and 4% work from 7 to 10 years, none of the employees worked for more than 11 years in the surveyed company (detailed description of respondents is presented in Table 2).

Table 2. Characteristics of the respondent group

Characteristics	Number of respondents
Total	500
Age	
18-30 years	70
31-40 years	330
41-50 years	100
over 51 years	0
Education	
essential	10
professiona	100
average	190
higher	200
Length of employment	
less than one year	100
1-3 years	150
3-6 years	230
7-10 years	20
over 11 years	0

Source: own study.

At the beginning of the analysis of the survey results, we must point out that the attitude to the respondents' work is strongly influenced by their superior and their attitude to the employer as a person and their work. Respondents to the questionnaire questions about the influence of their supervisor on the approach to work answered by a large majority that it was important. No negative reply was received. In the author's opinion, such a result is a confirmation of the belief that the successes of the team and their failures depend to a large extent on the work and management of the manager. An authoritarian management staff is not good. When any attempts to suggest changes or implement new solutions are rejected by the manager, staff becomes less active, closes down and sees no sense in their work and is less motivated to perform their duties.

Being a puppet himself, the manager does not help to build motivation to work and integrate employees.

It also seems important that the vast majority of respondents (330 people) are quite satisfied with their salaries – 170 people stated this categorically. Such a distribution of responses, though certainly surprising, is probably pleasing to employers. This is a confirmation for the management of fair compensation of employees. In such companies, the lack of motivation cannot be caused by poor remuneration.

Every employee must be treated as an individual unit. The company's staff does not have the same priorities or ambitions. Looking at an employee as a unit will allow us to know his needs and expectations. For work well done, the employee should receive a financial or non-financial reward. An appropriate approach to rewarding the implemented plan will allow for high employee satisfaction. Staff members expect, most of all, to know their employees. In the question about how they were rewarded for their performance at work, the respondents most often indicated an increase (32%). Then there was a discretionary award (for example: excursion, vouchers, individual gift) – 22%. The next ones are bonuses (14%), praise (8%), flexible working hours (10%), commission on sales (6%). 1% received prizes such as promotion, special privileges (for example, a better parking space), subsidies for study costs (for example, studies, foreign languages) and passes for sports activities. Despite the satisfaction with the salary, as confirmed by the previous question, the cash prize is still the most effective. This testifies to the willingness for the workforce to increase their salary without a need for improving their qualifications or skills (see Figure 1 for a detailed breakdown of the answers).

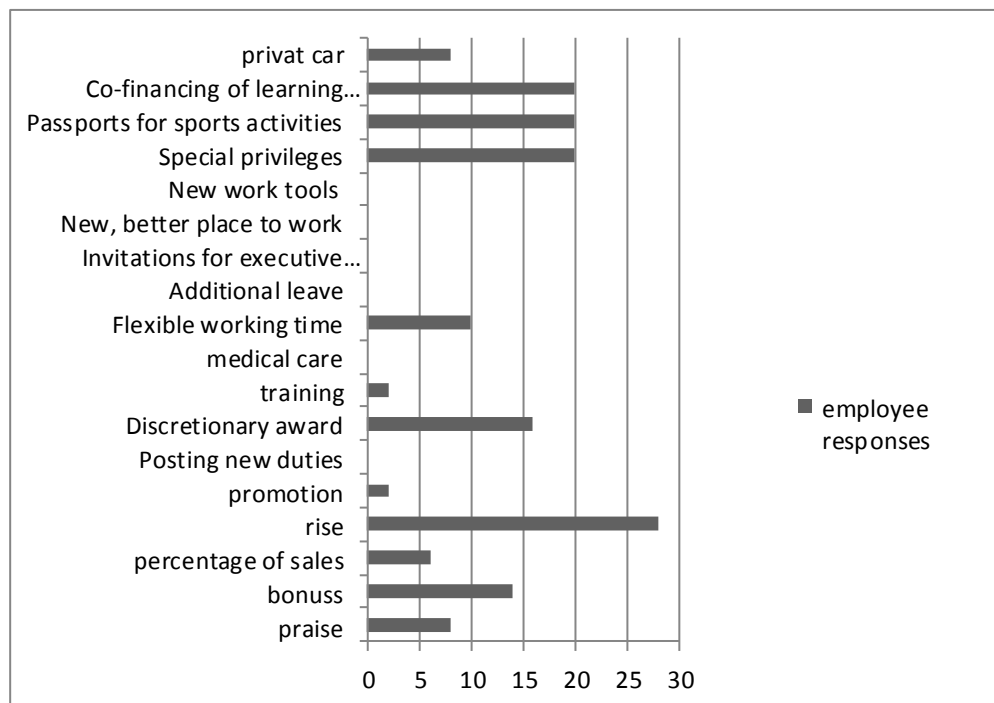


Figure 1. Method of remuneration for good performance

Source: own study.

Respondents who took part in the survey responded to the question concerning the sense of motivation to work as 'mostly' (62%) and 'rather yes' (38%). No answer was received about the lack of motivation of employees in bad companies. Subsequent questions were asked on factors that increase motivation. Respondents were asked to determine the level of motivation of

particular factors from 1 to 5, where 1 is the least motivating and 5 the most motivating. The following table 3 shows the results of this question in percentage terms.

Table 3. Elements of motivation

	1 minimum	2	3	4	5 maximum
salary	0%	4%	18%	22%	54%
advancement	4%	8%	20%	40%	28%
personal development	8%	14%	40%	24%	14%
training courses, etc.	4%	22%	44%	10%	20%
interview with your manager	4%	10%	26%	24%	36%
bonuses	8%	12%	14%	38%	28%
stability of employment	0%	8%	12%	32%	48%
ambiance at work	0%	18%	34%	28%	20%
job satisfaction	0%	2%	14%	46%	38%
new challenges	18%	48%	26%	8%	0%
flexible working hours	0%	8%	54%	18%	22%
estimation	4%	32%	24%	18%	22%
integration outputs	28%	8%	30%	12%	22%
sports	16%	24%	24%	16%	14%
company cars	0%	2%	18%	42%	38%

Source: own study.

Most of the answers given to the question about motivating pointed once again to remuneration. This confirms that the employees are willing to earn an appropriate salary. Alongside finance appear employment stability and fear of losing one's job. The author's research shows that these responses were indicated by people aged 40+. The author has heard opinions many times that it is difficult to find a new job at an advanced age – especially for people in technical positions with vocational education. Another response, which received many points, was flexible working hours. Flexible working hours make it easier to manage your home responsibilities and spend time on family or hobbies.

Additionally, as part of the survey, the author wanted to assess job satisfaction in the surveyed company among the group of respondents. The results are not pessimistic, because 54% of respondents feel satisfaction with the job, 16% are very satisfied with the job and for 30%, it is difficult to tell. Many employers attach great importance to employee satisfaction. They believe that increasing satisfaction will contribute to improving work efficiency. Although the relationship between an employee's emotional attitude to his/her work and his/her behaviour is not always clear, satisfaction is often a key element of many theories of employee motivation.



Figure 2. Factors influencing employee satisfaction with the work performed

Source: own study.

At the end of the study, the author also identified factors that have a demotivating effect on the employee. Table No. 4 shows the ratios of the respondents' answers. These responses show that the most demotivating factor is precarious employment and low wages. Those with families and elderly people cannot afford to lose their jobs and must ensure a stable income for the family. People with more professional experience and more seniority have a different approach from young people. Young people without obligations can change jobs as soon as they feel the need or find that they are not suitable for a job. Once again, the atmosphere at work has received high scores as an important demotivating factor. People working in the 21st century, in changing market conditions, should be trained - this is already a necessity. In the answers of the respondents, we can observe that lack of training may result in a decrease of motivation to work in a given position.

Table 4. Demotivational factors

	1 minimum	2	3	4	5 maximum
low salary	2%	6%	8%	20%	54%
bad atmosphere	0%	6%	60%	12%	12%
instability in employment	0%	4%	18%	14%	64%
no possibility of promotion	28%	30%	22%	12%	8%
lack of training	32%	10%	46%	12%	0%
no bonus	0%	4%	20%	40%	36%
poor relations with manager	2%	4%	38%	10%	46%
working hours	2%	18%	42%	36%	2%
excess	26%	12%	32%	26%	4%

Source: own study.

To sum up, we can say that practically every surveyed company has an individual incentive system which is written down in the rules and taken into account when awarding staff. In these companies, only some of the motivational elements are used to stimulate employee motivation. They are selected according to the type of work performed and the position occupied.

Employees in months with increased revenues (the case in over 90% of the surveyed entities) can count on additional rewards. Unfortunately, this is a very rare situation in the rest of the period. However, according to the author, the most advantageous step for all companies that took part in the survey is to increase the number of motivators to work, including mainly giving employees more freedom to action.

The author of the study, when he started the research process, did not realize how important a motivating element was the ability to make independent decisions. In some of the surveyed companies, the management prefers authoritarian management style, which has a negative impact on the working staff. All decisions and changes must be made with the assistance or permission of the manager. The lack of ability to make independent decisions becomes troublesome during everyday work. The absence of a manager leads to many troublesome situations and the need for telephone contact. Increasing the freedom to make decisions will have a positive impact on the work of employees and enhance their value. By solving problems on their own, even if this is improvised, they will feel excited by the new possibilities. The new challenge they face can significantly improve their ability to cope with difficult and sudden situations.

It must also be possible for staff to decide how to do their work or at least have their voices heard. Employees who start working for the new company have a set of rules. But as fresh workers, they can see what can be changed. Unfortunately, the management rarely takes their assessment into account. However, it is easier for new people to notice the shortcomings and processes that need to be changed.

These motivational elements will help to create good working conditions for both employees and employers. They will allow discovering new sources of activity and make your company more efficient and effective. Thinking out what else can be changed or improved to achieve greater satisfaction of the people with whom you work on a daily basis will improve the company's performance.

Conclusion

Nowadays, when the labour market is focused on the employee rather than the employer, the struggle for good personnel is fierce. It is difficult to find an employee who will have the skills and competences that the employer wants. Also, a properly designed and insightful recruitment process generates costs. We can also invest in the current employee – a much better option. The costs of training the current employee will be lower than the cost of searching for new staff. Recruitment does not end only with searches. Then we have to implement a new person into the specific work and company systems. Unfortunately, there is no guarantee that this employee will remain with the Company for any longer – the management may not meet the employee's conditions, which will leave them short-staffed again.

The author believes that it is becoming increasingly important to create a positive atmosphere that frees the creative potential of employees. A modern manager should use a whole set of elements to shape appropriate attitudes and stimulate employees to creative engagement for the company. Research has shown that the main motivator of people to work is wages and various cash prizes. In addition to the payroll motivator, which has been mentioned many times by employees, the atmosphere at work is also an important element. Therefore, it is worth seeing the company not only as a whole, but also as a single person.

An employee who will have the option to choose a company: whether the one which has a lot of non-financial incentives to increase his motivation, or the one which offers a higher salary – will probably choose the higher remuneration. The allowances offered by the company to employees are not always tailored to their needs. That is why people prefer higher salaries than other substitutes. Each of us wants to have a prosperous life, so that we can afford certain pleasures and amenities. In order to achieve this, we need appropriate incomes. But on the other hand, there are groups of employees for whom an increase in the salary level will not make them more motivated to work. However, during the research, the author was unable to identify such a group of people. They were surveyed at a such a standard of living that, regardless of age, the level of pay was an important factor to continue working in the current company or to train a better paid employer.

To sum up effective motivation through non-financial elements, this is only possible if the staff is satisfied with their salary level. An employee who is unable to provide an adequate standard of living for his or her family will not be satisfied with the supplement in the form of a gym pass. The appropriate selection of gifts and additional benefits to individual employee needs is a recipe for employee's satisfaction – for his or her greater involvement in work and commitment to the company. In such a situation, everyone benefits - the employee and the employer. So the key to solving motivational issues is to get to know one's staff as individually as possible.

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ANALIZA SYSTEMÓW MOTYWOWANIA PRACOWNIKÓW W POMORSKICH PRZEDSIĘBIORSTWACH

Streszczenie

Cel. Efektywne zarządzanie przedsiębiorstwem pozwala na działanie zgodnie z przyjętą misją oraz celami strategicznymi. Dlatego też realizacja funkcji personalnej w danej organizacji, bez względu na rozmiar działalności, nabiera większego znaczenia. Kapitał ludzki stanowi bowiem podstawową siłę napędową rozwoju firmy oraz ma istotny wpływ na jej pozycję konkurencyjną. Proces motywowania pracowników jest nieodłącznym elementem dobrze funkcjonującej firmy. To jak będą zmotywowani pracownicy odzwierciedla się w wynikach i zyskach organizacji. Stąd też celem opracowania jest analiza systemów motywacyjnych w pomorskich przedsiębiorstwach oraz identyfikacja najskuteczniejszych motywatorów dla zatrudnionej w nich kadry.

Metoda. Założone cele badawcze zostaną osiągnięte w oparciu o analizę dostępnych źródeł teoretycznych i przeprowadzonych przez autora, w 2017 roku, badań empirycznych, których głównymi celami, było ogólne określenie stopnia występowania koncepcji zarządzania kapitałem ludzkim w badanych podmiotach wraz ze wskazaniem najistotniejszych uwarunkowań (w tym barier) jej rozwoju oraz określenie wpływu stosowania tej koncepcji w praktyce podczas budowy przewagi konkurencyjnej. Badanie zostało zaprojektowane w postaci ankiety ogólnej standaryzowanej, opisującej badany podmiot, a także wywiadów indywidualnych przeprowadzanych z 600 respondentami

Wyniki. Dokonane analizy jednoznacznie ukazały rolę kapitału ludzkiego w budowaniu przewagi konkurencyjnej w badanych podmiotach. Okazało się także, że skuteczne motywowanie elementami pozapłacowymi możliwe jest tylko w przypadku, kiedy personel jest zadowolony z poziomu swojego wynagrodzenia.

Słowa kluczowe: kapitał ludzki, kapitał intelektualny, motywacja, motywowanie, motywatory

Klasyfikacja JEL: D 41; D 83; M 12

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