



## Contemporary trends in motivating employees

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# Contemporary trends in motivating employees

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**Abstract:** the article presents systems for motivating employees in two enterprises. The company referred to as 1 has been operating on the market since 1992 and runs bicycles and bicycle parts wholesale. The company marked as 2 was founded in 1982 and deals with the production of door automation, metal fittings for gardens, furniture and power tools. Data for research was collected from employees registered in these enterprises. A total of 126 people from both enterprises participated in the research. A questionnaire form was used. The research has shown how employees are motivated and what these employees' opinions on the subject are.

**Keywords:** enterprise, employees, motivation, wage motivation, non-wage motivation.

## ***Introduction***

Etymologically, motivation is associated with stimulation to performance and its task is to persuade to act in the intellectual or physical sphere [1]. In an enterprise, motivating is a process of deliberate influencing the behavior of employees by creating conditions which enable employees to meet their needs in order to contribute to the organization's goals [2]. The motivating unit is usually the supervisor to whom the employees are subject. The applied systems and motivational actions play an important role in managerial work and should create conditions for fulfilling the motivational expectations of the decisive agent [3]. Employees are motivated by the ability to meet their needs. In order for motivation to be effective, the incentives used should create a coherent system, they should be accepted by the employees while management should distinguish the incentive process that is individualized and specific for every person, from the process of motivating, or the process of affecting by incentives [4]. The variety of human characteristics, needs, values held and aspirations as well as ways of thinking and changing all of these under the influence of various circumstances, cause that the design of motivational systems should be subject to modifications and even ought to be individualized, while the design of an incentive system is a difficult tasks in management [5]. Motivating is a system of actions implemented by managements that guide and support the behavior of subordinates, allowing the achievement of organizational goals. The motivating process in an enterprise is regulated by motivating tools. They are a collection of procedures

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and organizational solutions. There are three main groups of motivating factors: coercive, encouragement or persuasion measures [6]. Along with social and economic development, views on effective management have changed, which in turn influenced changes in motivation models [7]. They have evolved from the traditional model, through the human relations model and to the human resources model. The main assumption of the last of these is a subjective treatment of employees, introducing integration of an organization's goals with its employees' goals and the creation of technical and organizational conditions that trigger self-direction and self-control among employees [8]. The aim of the research was to learn about motivating employees in enterprises, to get to know employees' opinions on the subject and to identify the most motivating factors.

### ***Methodology***

The data provided by the two companies were used. Information was obtained from the management of these enterprises, HR departments, marketing departments and employees who, with the consent of the management, filled out questionnaires. The survey covered all employees from the companies. In enterprise 1, 56 employees completed the survey, which accounted for 75% of all employees. In company 2, completed questionnaires were received from 70 employees, which accounted for 82% of employees. In total, the two companies provided opinions from 126 people. The database was created and calculations were made in Excel. The research was anonymous, its respondents passed the questionnaires to an interviewer, who was not an employee of any of the enterprises.

### ***Characteristics of the enterprises***

Company 1 started its activity in 1992 as a civil partnership. Currently, it is a large and well-known bicycle accessories wholesale company on the Polish market, it produces bicycle wheels and sells and services bicycles. The enterprise cooperates with numerous world-renowned companies producing bicycle tires, lighting, frames, meters, pulsometers and monitors for bicycles, devices that help to lead an active lifestyle with a bicycle as well as bicycle clothing. These are such companies as: Kenda, Trigon, Rower Tour de France, Bion, Ravx. A wide range of products from the bicycle industry makes the company provide everything that a cyclist needs. In 2011, the company resigned from its own transport and

established cooperation with specialist shipping companies and now customers can order goods online.

Company 2 started its activity in 1982 and in the first years it was involved in the production and selling of furniture. In 2000, the company resigned from furniture production. It focused on the manufacture of power tools and parts for them and started the production of cast iron products, mainly gate automation and metal fittings for gardens and furniture. The company produces, retail sales and wholesale, as well as provides assembly services. Customers can also place orders online, and external shipping companies deliver goods to a given address. The company cooperates with Italian, Chinese and Belgian enterprises from related industries, which allows to expand its commercial offer.

### ***Findings***

In both enterprises, employees with secondary education prevail. In company 2 there are more employees with higher and vocational education. Few employees in the companies reported that they have primary education. The gender structure in both enterprises is dominated by men. The structure of seniority in the surveyed enterprises shows that the most people have worked longer than 6 years, which informs that the movement of the crew is not excessive. It can be positively assessed that in the structure of seniority there are also junior employees who have been employed for less than a year. The monthly gross salary for a majority of the respondents ranges from 2001 to PLN 4,000. In company 1, one fifth of the respondents and in company 2 one fourth reported a level of gross remuneration from PLN 4001 to PLN 6,000. Individual employees from company 2 reported that their remuneration ranged from PLN 6001 to PLN 10,000. In both enterprises, no one reported a salary higher than PLN 10,000 (Table 1).

The respondents pointed out that in their enterprises, occasional bonuses (92%, 97%) and monthly bonuses (94%, 85%) are used in the context of financial incentive. Occasional bonuses are Christmas and Easter bonuses. In company 2, a monthly financial reward is paid out for the best employee. There are seasonal bonuses in enterprise 1, which is related to the seasonality of bicycle sales.

Table 1. Demographic characteristics of respondents and level of remuneration.

Level of education, gender, seniority in the enterprise		Enterprise	
		1	2
Level of education	full higher	19	29
	incomplete higher	-	6
	secondary	62	35
	vocational	13	24
	elementary	6	6
Gender [%]	females	30	19
	males	70	81
Seniority in the current company [%]	up to 1 year	13	9
	1-3 years	19	17
	4-6 years	11	23
	more than 6 years	57	51
Monthly gross salary [PLN]	more than 10000	-	-
	6001-10000	-	6
	4001- 6000	21	25
	2001-4000	71	65
	1001-2000	8	4

Source: Prepared on the basis of data from questionnaires.

When asked to indicate the most important factors based on which a bonus is paid and its amount calculated, the employees stated that it depends on the degree of personal involvement (100%, 100%) and on the quantity and quality of work (88%, 92%). In third place they reported various coincidental factors (24%, 25%).

The degree of motivation of the indicated factors to performing work-related duties was assessed on a five-point scale, where the number 1 expressed the lowest mark and the number 5 the highest. The highest score was obtained by the level of remuneration (5.0 and 5.0). In the second and third place with the similarly high rating in both companies, the respondents pointed to the atmosphere at work and good relations with superiors (4.9 and 4.6).

The employees comparably assessed the possibility of receiving pay rises (4.6 and 4.3) and employment stabilization (4.5 and 4.5). In the five-grade scale, the respondents also positively assessed the possibility of self-realization at the place of employment (4.0 and 4.1) and the ability to make decisions (4.2 and 4.1). In further places, the respondents emphasized the importance of praise, the possibility of participating in courses and also appreciated work benefits (Table 2).

The respondents in their opinions stated that the factors of non-wage motivation are also important to them. Among the factors used in their enterprises, they rated highest the use of a mobile phone (56%, 70%). The next were satisfactory working conditions (41%, 57%),

followed by a laptop computer (40%, 45%), co-financing holidays (25%, 30%), integration meetings for employees and families (19%, 32%), financing trainings or co-financing studies (15%, 26%) and medical care (18%, 25%). The employees expressed that their workplaces also offer free or discounted swimming pool and gym passes, as well as interest-free employee loans.

Table 2. Assessment of motivating factors in respondents' opinions

	Factor	Enterprise	
		1	2
1.	Satisfying remuneration for work	5.0	5.0
2.	Good atmosphere at work	4,9	4,6
3.	Good relations with superiors	4,9	4,6
4.	Receiving pay rises	4,6	4,3
5.	Stability of employment	4,5	4,5
6.	Possibility of self-realization and development	4,0	4,1
7.	Possibility to make individual decisions	4,2	4,0
8.	Interesting and satisfying job	3,9	3,8
9.	Use of public praise	3,5	3,2
10.	Possibility of participating in courses and trainings at the company's expense	2,5	3,0
11.	Attractive benefits	3,0	3,9

Source: Prepared on the basis of data from questionnaires.

Rating scale: 1 lowest rating, 5 highest rating.

The responses regarding satisfaction with the received remuneration level were as follows: 'rather yes' 63%, 80%, 'definitely yes' 37%, 20%. Among the respondents there were no indications for the response variants: 'not happy' and 'definitely not happy'.

The employees in their statements stressed that their enterprises also use penalties (100%, 95%). Most of the respondents believe that the use of penalties in a company mobilizes for better work (81%, 88%). Some have a different opinion and believe that the application of penalties discourages better work (13%, 6%). According to a small group, penalties have no impact on the quality of work (6%, 6%). The employee incentive system used in the enterprises was positively assessed (95%, 95%). Few people chose the answer of 'rather yes' (5%, 5%). None of the respondents indicated a negative answer, or 'rather not'. The non-wage incentive system was assessed by the respondents as follows: 'very good' 5%, 15%; 'good' 62%, 55%; 'sufficient' 29%, 25%, 'weak' 4%, 5%. A vast majority of the respondents from both companies are currently not considering changing their place of employment (92%, 85%). Some pointed out that they were considering employment changes in the past, but currently, after a change in the remuneration system, they are not considering it (8%,

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10%). Only a few respondents from company 2 (5%) are considering this situation, but are not ready to make a decision.

### *Summary*

Although the statements of particular respondents were diverse, which is a result of the individuality of each of the employees, the analysis of the collected opinions allowed to state that the incentive system is assessed positively by the employees in the enterprises concerned. In the motivation process, the managements use a wide set of wage and non-wage factors. Salaries are the most motivating factor. Other motivational factors of an economic nature are positively assessed by the employees. Non-wage benefits are characterized by high freedom and one can accept the thesis that the assessed enterprises have yet to take into account the needs and expectations of the employees. There is a need to review the penalties applied, because in the opinions of some employees they do not stimulate better work or do not affect the quality of work.

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