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**MOTIVATING FACTORS APPLIED IN SMALL
AND MEDIUM ENTERPRISES**

**CZYNNIKI MOTYWUJĄCE DO PRACY STOSOWANE
W MAŁYCH I ŚREDNICH PRZEDSIĘBIORSTWACH**

Abstract: This article presents a discussion of issues connected with motivating employees to work. It contains theoretical principles of psychology of motivation, as well as a self-study connected with the presented topic. The theoretical part of this article presents a detailed definition of motivation, the scope of interest of motivational psychology as well as different types

of motivation drivers applied by managers. On the other hand, the empirical part presents results of the research related to motivational systems applied in Silesian enterprises. This article aimed at showing different ways of motivating employees of small and medium enterprises to work, as well as defining, which factors are, in their opinions, the most encouraging to intensive work, which can contribute to the development of motivational systems in enterprises.

Keywords: motivating, organisation, management, small and medium enterprises

Streszczenie: Artykuł porusza kwestie związane z zagadnieniem motywacji do pracy. Zawarto w nim zarówno podstawy teoretyczne psychologii motywacji, jak i opracowanie badań własnych związanych z prezentowaną tematyką. W części teoretycznej szczegółowo omówione zostało pojęcie motywacji, zakres zainteresowania psychologii motywacji, jak również rodzaje stosowanych przez menedżerów motywatorów. Z kolei część empiryczna prezentuje wyniki przeprowadzonych badań dotyczących stosowanych systemów motywacyjnych w śląskich przedsiębiorstwach. Celem niniejszego artykułu jest ukazanie, w jaki sposób motywowani są pracownicy MŚP oraz które czynniki w ich ocenie najbardziej zachęcają do wyťažonej pracy, co z kolei może przyczynić się do opracowania systemów motywacji w przedsiębiorstwach.

Słowa kluczowe: motywowanie, organizacja, zarządzanie, małe i średnie przedsiębiorstwa

Introduction

The word motivation stems from the Latin word *emovere*, which means no more no less than „to move”¹. Nowadays, this term is understood in many different ways. In the context of management it is understood as ‘everything, which causes, directs and sustains human behaviour’². M. Armstrong sees motivation as such a way of influencing others that makes them to behave in certain way³. Motivation is, in his opinion, a process made up of four elements: the need, establishing goals, and next taking up actions, which will enable attaining the goal. (Figure 1). In the common expression, motivation is defined as ‘disturbing peace and driving the behaviour of an individual’⁴ – in other words, it is taking a certain action in response to an incentive.

¹ G. Mietzel, *Wprowadzenie do psychologii*, GWP, Gdańsk 1998, p. 259.

² G. Aniszewska (red.), *Kultura organizacyjna w zarządzaniu*, PWE, Warszawa 2007, p. 133.

³ M. Armstrong, *Zarządzanie zasobami ludzkimi*, Oficyna a Wolters Kluwer business, Kraków 2007, p. 211.

⁴ W. Bańka, *Operacyjne kierowanie pracownikami w organizacjach*, Wydawnictwo Adam Marszałek, Toruń 2007, p. 207.

Figure 1. The process of motivation model
 Rysunek 1. Schemat procesu motywacji



Source: M. Armstrong, *Zarządzanie zasobami ludzkimi*, Oficyna a Wolters Kluwer business, Kraków 2007, p. 211.

Motivation, in relation to management is a complicated process, which is essential about encouraging employees to performing their tasks in such a way that will satisfy their supervisor as well as provide benefit for an enterprise. Psychology of motivation deals with the factors, which influence the effective process of motivation and their dependencies.

1. Motivational factors

The branch of research, called psychology of motivation, deals with the recognition of the factors, which influence encouraging an individual's actions. The primary incentive that makes people to take actions is usually the need to achieve a specific goal. However, the goal needs to have a certain motive, in other words – the reason why a person wants to achieve it. Despite many people may aim at achieving the same goal, their motivation can be different. It is also dependent on individual's features, their needs or possibilities to act⁵. Also, there may be differences between individuals' motivation to act, which are mostly conditioned, inter alia, by changes in their behaviour in time-frame – one day an employee can work with a full, above average commitment and the other day they work with only a minimum commitment to their work. Psychology of motivation focuses on the needs and the feel of insufficiency in relation to their unfulfill-

⁵ F. Rheinberg, *Psychologia motywacji*, Wydawnictwo WAM, Kraków 2006, p. 15.

ment, therefore it approaches the motivation from the content and simply put, it aims at answering the following question ‘what motivates an individual to work?’ A manager, whose role in an enterprise is to apply such means, which will encourage employees to take up a specified activity at work, should answer a similar question.

Motivational incentives can be divided into three different categories: coercive measures, incentive measures and measures of persuasion⁶. All instruction directed by a supervisor to an employee are particularly classified as coercive measures. These measures do not take into account the needs of an individual but focus only on the enterprise’s business. Using coercive measures, despite it leads to the execution of an order or instruction, do not increase the effectiveness of employees. On the other hand, incentive measures are simply manager’s promises related to the consequences deriving from performing tasks. Thanks to clear information, what can a particular employee expect in return for their best activity, they aim at achieving their objectives. Among different incentive measures, we can distinguish all types of financial rewards such as remuneration, premium, social bonuses, non-wage benefits, etc. The last group of incentives are measures of persuasion. These refer to an employee’s internal motivation through emotional or reasonable actions, such as information, advisory or consulting⁷. Persuasion is usually applied as a supplement for the two other groups of incentives.

In practice, finance is the most significant motivational factor. To motivate an employee to an intensive work, the remuneration shall be adequate to the job performed, the level of difficulty and scope of responsibilities to be bore at this particular position. The remuneration shall not only include basic salary, but also all financial additions such as premium or financial rewards. Without any doubt, it can be claimed that premium and rewards have a stronger influence on the employee than a basic salary. These components are seen as a direct consequence of an effectively performed task or an award for an above average work⁸. Many enterprises apply premium systems, which clearly define when an employee can receive a premium, and what is its amount. Thanks to this solution, employees, if they want to be rewarded, direct themselves into specific aims of their work. Besides the premium, raising the basic salary, obligatory additional pays for on-call work, seniority or for night work, overtime and facultative additional pays such as long-service payments or responsibility bonuses are considered financial factors of motivation.

In relation to the non-wage factors of a financial character, special attention should be given to all kinds of social benefits, which are more and more often applied by employers to motivate their employees to work. As a part of the employment workers may have an access to a private health care, meals in a canteen, interest-free loans, co-financing of holidays or forms of recreation – passes or sports tickets, free transportation or reimburse-

⁶ S. Borkowska, *System motywowania w przedsiębiorstwie*, PWN, Warszawa 1995, p. 22.

⁷ U. Gołaszewska-Kaczan, *Proces kadrowy w przedsiębiorstwie*, Wydawnictwo Uniwersytetu w Białymstoku, Białystok 2002, p. 85-87.

⁸ Z. Jasiński (red.), *Motywowanie w przedsiębiorstwie*, Agencja Wydawnicza Placet, Warszawa 2001, p. 28.

ment for travel expenses related to their work. Supervisors also enable upgrading their employees' skills through participation in different types of trainings of co-financing their education. An enterprise that offers non-wages benefits is seen as a modern and protecting the interests of their employees' one. Thanks to these factors of motivation on the line enterprise – employee, a specific relation is established. This relation makes an employee feel appreciated but also they appreciate the place they work in. The employee realises that in case of losing the job, they will also lose some privileges, which are available for staff only⁹.

Nowadays, employers pay more attention to the non-material measures of motivation. The work shall not only provide financial means for living but also a development and employee's self-satisfaction. What is important, application of the non-material measures of motivation does not entail any significant costs to the enterprise. Nevertheless, it brings measureable benefits to the enterprise. Among these types of tools, the fundamental ones are motivators of an organisational character, such as promotion, employee's empowerment, and possibilities of making independent decisions, governance or flexible schedule, which would enable employees to perform their duties outside regular working hours. Motivators of a psychological character are all types of appreciations and distinctions directed to an employee, but also the sense of job security and a good atmosphere. Other factors, which also motivate to work, are an access to modern technologies and work safety – these are considered motivators of a technical character¹⁰.

Employers have at their disposal a wide variety of tools to motivate their employees to work in an effective way. Nevertheless, a manager should be able to adjust factors of motivation to individual features of an employee, as well as to their competences and needs for development¹¹.

2. Methodology of the research

Research results presented have been obtained throughout the course of the project titled *Motivation as an important element of the human resources management*. The analysis carried out for the needs of this task aimed most of all at helping to answer the following questions:

- which factors influence the work commitment and work results?
- how are the processes of rewarding employees realised in the investigated enterprise?
- what measures for motivation and at what extent are applied in the investigated organisation?

⁹ A. Zakrzewska-Bielawska (red.), *Podstawy zarządzania. Teoria i ćwiczenia*, Oficyna a Wolters Kluwer business, Warszawa 2012, s. 377.

¹⁰ Ibidem, p. 384-385.

¹¹ G. Aniszewska (red.), *Kultura organizacyjna w zarządzaniu...*, p. 134-136.

The investigations have been carried out by the questionnaire method. Additionally, in case of chosen subjects, a pilot direct interview has been carried out. This enabled to specify the initially prepared survey. Adopting such techniques enabled gathering statistic data (quantitative and economical data) as well as qualitative data (perception, value judgements, and opinions, views, and facts awareness).

The analysis was conducted in the period of July - August 2017 on a group of small and medium enterprises of Silesian Voivodship. The tool used to carry out the research was a questionnaire consisting mostly of closed questions. The questionnaire has been sent to 103 small and medium enterprises with a request to be filled by the employees. 219 complete and properly filled in questionnaires has been accepted for the purposes of this analysis.

The study results presented in this elaboration are only a part of the surveys carried out during the project titled *Motivation as an important element of the human resources management*. A total of 219 employees of small and medium enterprises of Silesian Voivodship voluntary took part in this research. Among these, 37,81% were women and 62,19% were men. Employees aged 36-41 (39%) and aged 26-35 (nearly 28%) were the most numerous group of respondents (table 1). In terms of respondents' education, the most numerous group was the one with vocational education (slightly more than 34% of all respondents) and with a university degree (slightly more than 25% of all respondents). In terms of the professional experience of respondents, the most numerous were those between 5 and 10 years (39,42%) and those up to 5 years (nearly 33%). Among the respondents, the largest group were physical workers (37,24%) and officers (29,36%).

Table 1 shows the characteristics of a surveyed population as regards age, education, professional experience and the position.

Table 1. Surveyed population characteristics in terms of age, education, seniority and position
Tabela 1. Charakterystyka badanej zbiorowości pod względem wieku, wykształcenia, stażu pracy i zajmowanego stanowiska

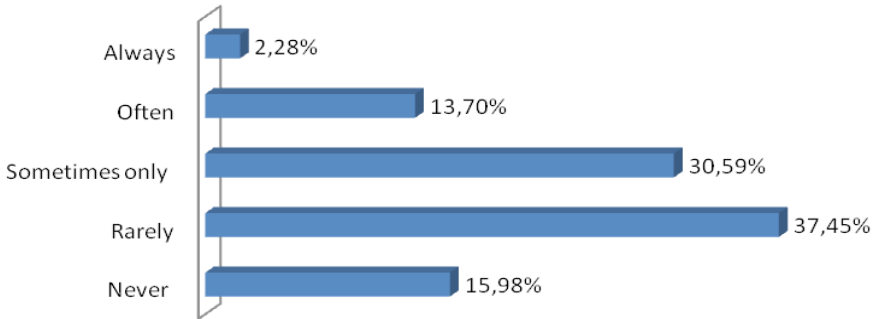
Feature	Structure in %				
	Age	up to 25 years	26 to 35 years	36 to 45 years	46 to 55 years
	15,89	27,89	39,05	9,26	7,91
Education	Primary	Vocational	Secondary	Post-secondary	University degree
	4,34	36,21	22,05	12,22	25,18
Seniority	up to 5 years	5 to 10 years	11 to 20 years	21 to 30 years	over 30 years
	32,87	39,42	19,10	8,15	0,46
Position	physical worker	customer service	officer	management	upper management
	37,24	9,12	29,36	15,27	9,01

Source: self-study based on the research.

3. Motivational incentives in the light of own research

The respondents stated that rarely or sometimes only they have a possibility to upgrade their skills or raise qualifications (68,04% of the respondents), and 2,28% of the surveyed population stated that they always have a chance to upgrade their skills.. Conclusion from all this is that the owners of small and medium enterprises do not care about upgrading skills of their employees or that there is no such need (results are presented in figure 2).

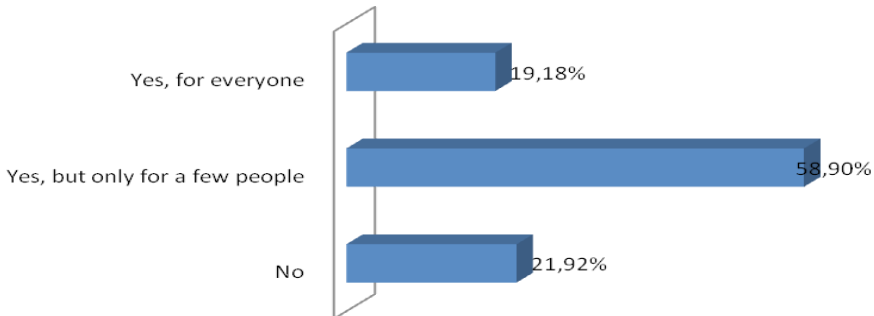
Figure 2. Is there a possibility to upgrade skills or raise qualifications?
 Rysunek 2. Czy istnieje możliwość doksztalcania się i podnoszenia kwalifikacji?



Source: self-study based on the research.

The research shows that there is a promotion opportunity, but only for a few people (58,90% of the respondents), and nearly 22% of the respondents admitted that there is no promotion opportunity in the investigated enterprise. Results are presented in figure 3.

Figure 3. Are there promotion opportunities?
 Rysunek 3. Czy w firmie istnieje możliwość awansu?



Source: self-study based on the research.

During the research, the respondents were asked to point out to the measures of motivation, which are applied in the enterprise as well as to evaluate how often they are applied (received results are presented in table 2). Friendly atmosphere, job security and comfort at work were the most popular answers. On the other hand, the motivators that are not applied or are not popular were flexible schedule and social packages.

Table 2. Measures of motivation applied in the enterprise (in %)

Tabela 2. Sposoby motywacji stosowane w przedsiębiorstwie (udział %)

	Always	Often	Sometimes	Never
High and secure salary	22,83	28,31	42,01	6,85
Social package	11,87	14,61	50,23	23,29
Comfort at work	23,74	16,89	47,95	11,42
Training and self-fulfilment opportunities	2,28	13,70	68,04	15,98
Job security	24,20	33,79	28,77	13,24
Job satisfaction	12,33	28,77	36,53	22,37
Friendly atmosphere	32,89	27,85	26,48	12,78
Flexible schedule	5,48	13,24	33,33	47,95
Financial rewards	14,61	30,59	47,94	6,86

Source: self-study based on the research.

Then the respondents were asked to evaluate the importance of particular motivators (results are presented in table 3). The lowest possible mark was one and the highest possible was five. The analysis allowed to determine, which motivators have the larger impact on work commitment and work results of employees of small and medium enterprises: high and secure salary (95,89% of the respondents), financial rewards (81,28%), job security (67,13%), friendly atmosphere (55,25%), social packages (48,86%), job satisfaction (46,57%) and comfort at work (45,66%).

Table 3. Importance of particular motivators. 1 – the lowest grade, 5 – the highest grade (in %)
 Tabela 3. Ważność motywatorów 1-ocena najniższa, 5-najwyższa (udział %)

Motivators	1	2	3	4	5
High and secure salary	0,00	0,91	3,20	38,81	57,08
Social package	4,57	16,89	29,68	34,25	14,61
Comfort at work	5,94	10,96	37,44	26,48	19,18
Training and self-fulfilment opportunities	10,50	15,07	34,25	26,94	13,24
Job security	1,37	9,13	22,37	31,51	35,62
Job satisfaction	11,87	13,24	28,32	33,33	13,24
Friendly atmosphere	3,20	13,70	27,85	35,62	19,63
Flexible schedule	11,42	19,18	26,03	21,46	21,91
Financial rewards	0,00	0,00	18,72	34,25	47,03

Source: self-study based on the research.

The analysis allowed pointing out additional elements of salary, which are mostly appreciated by employees (table 4). It is important to mention that this was a question where a multiple answer was possible. The results are presented in figure 3. Among additional elements of salary, that employees wish to receive the most often are: gift vouchers (65,30% of the respondents), co-financing of apartments (56,16%), co-financing of meals (51,60%) and extra health care (44,29%). On the other hand, the elements of salary that were the least demanded we could point out to the following: co-financing of education (14,61% of the respondents) and language courses (18,72%).

Table 4. Additional elements of salary which employees wish to receive – multiple answer allowed (in %)

Tabela 4. Dodatkowe elementy wynagrodzenia, które chcieliby otrzymywać pracownicy – możliwość wielokrotnej odpowiedzi (% odpowiedzi)

Gift vouchers	65,30%
Professional trainings	28,77%
Language courses	18,72%
Training chosen according to an employee's preferences	31,96%
Extra health care	44,29%
Co-financing of education	14,61%
Extra days off	38,36%
Additional insurance	40,64%
Co-financing of apartments	56,16%
Co-financing of meals	51,60%

Source: self-study based on the research.

Aware of employees' opinions about additional elements of salary, they can be compared with the actual elements which they receive (table 5). The greatest discrepancy occurs in case of co-financing of apartments, gift vouchers and extra health care.

Table 5. Additional elements of salary, which employers receive – multiple answer possible (percentage of answers)

Tabela 5. Dodatkowe elementy wynagrodzenia, które otrzymują pracownicy – możliwość wielokrotnej odpowiedzi (% odpowiedzi)

Gift vouchers	24,66%
Professional trainings	17,81%
Language courses	11,87%
Training chosen according to an employee's preferences	9,59%
Extra health care	5,02%
Co-financing of education	4,11%
Extra days off	1,37%
Additional insurance	17,35%
Co-financing of apartments	0,00%
Co-financing of meals	28,77%

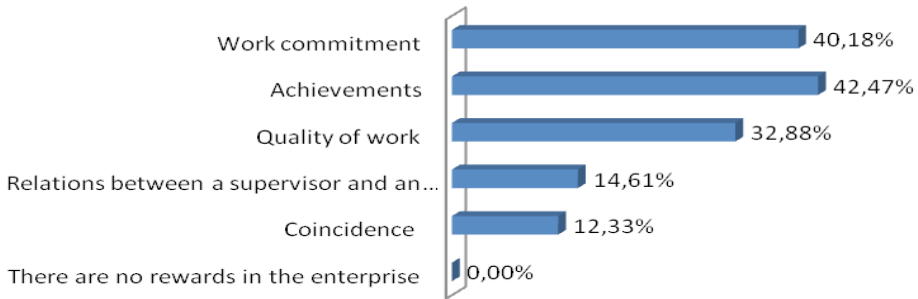
Source: self-study based on the research.

Another issue that was attempted to be solved was the question if the salary is the most important motivator for work to the employees of small and medium enterprises. As many as 54,34% of the respondents stated that the salary is the most important motivator for work and 18,72% claimed it is not. 26,94% of the respondents could not say if the salary is or if it is not the most important motivator for work.

The respondents were also asked about the factors which determine if they receive a reward in the investigated enterprises (figure 4). It is important to mention that this was a question where a multiple answer was possible.

Figure 4. Factors, which determine if an employee receives an award in the enterprise – multiple answer possible

Rysunek 4. Czynniki, od których zależy uzyskanie nagrody przez pracowników w przedsiębiorstwie – możliwość wielokrotnej odpowiedzi (% odpowiedzi)



Source: self-study based on the research.

Summary

Motivation is a necessary element of human resources management in an enterprise. System of motivation is a factor that integrates employees with their enterprise through the benefits, which it brings to both parties. An employer, who motivates their employees for work effectively, enjoys the successful results from their activity and employees, thanks to their Conscientious work, enjoy various privileges.

As the research shows, the most popular measures of motivation applied in small and medium enterprises are comfort of work, job security, friendly atmosphere and high salary. On the other hand, employers rarely motivate their workers with a flexible schedule. From the motivational factors applied by managers, these, which employees appreciate the most, are high salary, financial rewards and job security.

This article shows not only different types of applied incentives in the enterprises, where the respondents are employed, but also their expectations, which could point out the direction of demanded changes in systems of motivation used. Nevertheless, it is important to mention that every employee is different; therefore, motivation should be adjusted to their individual needs.

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