

MATURITY OF NON-WAGE MOTIVATION SYSTEMS ACCORDING TO POLAND'S MACHINERY SECTOR COMPANIES – FROM MANAGEMENT THEORY TO PRACTICE

Bogdan NOGALSKI^{1*}, Przemysław NIEWIADOMSKI²

¹ WSB in Gdańsk, Institute of Management and Finances; bogdannogalski.bn@gmail.com,
ORCID: 0000-0003-0262-8355

² University of Zielona Góra, Faculty of Economics and Management; p.niewiadomski@wez.uz.zgora.pl,
ORCID: 0000-0002-2805-4671

* Correspondence author

Abstract: Due to major fluctuations in the labour market, the issue of motivation is again becoming one of the fundamental subjects of modern management and quality sciences. It seems that the complexity of the problems – apart from limited scientific recognition so far – justify treatment of the mentioned matters as the subject matter of research. Thus, the main goal of this paper is to assess the level of maturity of manufacturing enterprises in the area of effective implementation of non-wage systems to motivate executive employees. With reference to the objective outlined in this way, it was recommended as a necessary action; on the theoretical level – to apply the method of reconstruction and interpretation of Polish and foreign literature related to this subject – to nominate questions assessing the level of maturity of non-wage incentive systems; on a project level – to compile a research tool in the form of an evaluation sheet constituting the resultant literature exploration and research among intentionally selected respondents (executive employees); on an empirical level – to conduct investigation among manufacturers of the agricultural machinery sector (expert assessment).

Keywords: maturity, incentive systems, agricultural machinery manufacturer.

*If you get up in the morning and think
the future is going to be better,
it is a bright day.
Otherwise, it is not*

Elon MUSK

1. Introduction

Each day of human life is associated with the motivation to take specific actions. Motivation is a stimulus that makes us set goals for ourselves and drives us to pursue them. People's ambitions may require effort or labour input at varying levels of intensity¹. Nevertheless, all, even the simplest activities that a person performs every day, require proper motivation.

Studies on motivation allow us to conclude that motivation is one of the key concepts in social sciences. Both in theory and practice there are many categories, types and approaches to its exploration, while separate analytical approaches are developed on the basis of different currents and approaches. In connection with the above, the theory of motivation is in the area of interest of people representing various branches of science, such as educators, economists, sociologists or psychologists. Despite many studies and analyses carried out by outstanding scientists – related with constant changes taking place in the economy – the universal theory of motivation has not been invented yet; the views and priorities forced by employees and employers are constantly evolving.

Employers should provide their employees with an appropriate level of motivation to make the most of their potential, which is beyond doubt². Many enterprises have realized that a good employee is not solely gained by giving orders to him/her. The employee's voice is becoming increasingly appreciated. S/He is treated with due respect as an expert in the given field. It may turn out that the employee is the best and the most reliable source of knowledge on a certain process or technology.

At this point it should be emphasized that monetary remuneration is a very important, but not the only element of motivation. Higher pay in the form of bonuses or allowances does not always compensate for the decrease in motivation to work, which may be caused by, e.g. lack of promotion, onerous working conditions or the lack of self-fulfilment. For many people, work is not only a source of income, but also a tool to meet individual needs and ambitions.

That is why non-wage motivational tools play such an important role. Their goal is to shape the work potential of people employed in the company, and expand solutions in the field of long-term and effective motivation. They contribute to the integration and identification of employees with the enterprise. Non-wage compensations expose the employee's function in the company and facilitate the performance of tasks. In addition, they increase the attractiveness of the company on the labour market and attract without the need to offer very high earnings, qualified employees. From the company's point of view, non-wage benefits allow more efficient use of energy and working time of employees.

¹ According to J. Pyka (2016, p. 435), human activity has always been oriented towards the economization of their effort and has always been about achieving the goal with the least effort (outlay of resources).

² Especially, taking into account the fact that those business models that are based on knowledge are increasingly important for value creation (cf. Brzóska, 2015, p. 58).

In the context of the above, the issue of non-wage motivation is becoming one of the fundamental issues of modern management and quality sciences. It seems that the complexity of the problems, apart from limited scientific recognition so far, justify treatment of the mentioned matters as the subject matter of research. Thus, the main goal of this paper is to assess the level of maturity of manufacturing enterprises in the area of effective implementation of non-wage systems to motivate executive employees. With reference to the objective outlined in this way, it was recommended as a necessary action; on the theoretical level – to apply the method of reconstruction and interpretation of Polish and foreign literature related to this subject, hence, to nominate questions assessing the level of maturity of non-wage incentive systems; on a project level – to compile a research tool in the form of an evaluation sheet constituting the resultant literature exploration and research among intentionally selected respondents (executive employees); on an empirical level – to conduct investigation among manufacturers of the agricultural machinery sector (expert assessment).

In the paper, it has been assumed that, to perform specific tasks, there is a close relationship between the needs of people and their motivation. Therefore, the construction and continuous improvement of the incentive system becomes a compromise between the employees' needs and the employer's capabilities and expectations. Therefore, the selection and determination of the hierarchy of determinants of non-wage motivation constituted the basis for further actions that will allow achieving the expected stability and achieving joint success of the interested parties.

While solving subsequent research problems, the authors based their findings on the achievements of social sciences, in particular, literature on human resource management, including the theory of motivation. The considerations contained in the paper are embedded in social sciences, and more specifically, in the field of management and quality sciences.

2. Fundamentals of motivation theory

Motivation is the factor leading to the effective use of employee predispositions. People who are motivated work better. In management and quality sciences, modelling of motivation is a complex statement, because a large number of factors, as motivators, can be used by a manager. It is in the interest of managers to develop a strategy and a method for assessing motivation, ensuring continuous employee involvement, encouraging the improvement of qualifications for the success of the company, and thus providing job satisfaction.

Motivation is the internal and individual state of each person with an attribute dimension (Borkowska, 1985, p. 11). It can therefore be concluded that the actions of people are justified and are to bring a concrete result. Motivation is, thus, a goal-oriented behaviour (Armstrong, 2005, p. 211). Motivating is the conscious creation of situations that encourage employees to

carry out the tasks assigned to them (Sudoł, 2006, p. 170). Thanks to this, the main goal of the company is achieved. People are motivated in a situation when the next steps of their actions will allow them to achieve their goals, which will be something beneficial and attractive for them. The goal can be a salary increase, bonus or promotion. The motivation process should take place on the basis of a continuous exchange between the employee and the institution that employs him/her (Sikorski, 2004, p. 7). Both in the organization and between people (employees), certain processes are constantly taking place. Thanks to cooperation, both parties can simultaneously achieve a common goal and meet individual needs. In this case, motivation would be a kind of investment, costs incurred on the part of the employee, while simultaneously achieving some profits (or even further profits). The motivation of the employed person will be greater the more s/he devotes in order to obtain the expected results (e.g. in the form of a financial reward). Given this approach, the principle that should apply in the organization is reciprocity; e.g. if employees expect a higher bonus, the employer should provide it to them. Motivation is both a helmsman and a source of people's behaviour. It brings about a situation wherein there is a constant need or desire to set further goals and strive to achieve them.

The current conditions of disposal create opportunities for the flourishing of intelligent, rational, flexible organizations with a flat structure and good communication. Organizations in which values such as wisdom, responsibilities, creativity, morals and employee ethics are the priority in seeking employment. The development of the organization expected in the key vision of the aspirations and mission defining the ideas of its operation is precisely conditioned by the development and argumentation of its employees. Motivating employees in development management forces evolution in culture and order behaviour initiated in the processes of shaping and communicating organizational policy changes, communicating their effects, job evaluation methods, assessment systems, remuneration and employee development. The system supporting the determination of the scope of indicated changes as well as modifications is the system analysis of the problem of implementing the motivational function in managing the development of the organization.

Motivating employees seen through the prism of the management function is quite unusual in this respect that while the implementation of other functions can be appraised based on the analysis of planning, organization and control documentation, the assessment of the results of motivation is shaped by the individual, subjective feelings of people motivated in the processes implemented in various areas of the organization's functioning. One of the main obstacles in shaping the motivational system is recognizing the various conditions of the connections between motivational processes in managing the development of an organization. It is necessary to know the goals and conditions of the organization, as well as the intellectual, emotional potential and the interpersonal communication abilities of employees. This knowledge, in the conditions of high dynamics of changes, covering all areas of activity of people and organizations, must be systematically developed, updated and verified. The quality and effectiveness of motivational processes are identified by organizational culture and the resulting

interpersonal communication standards. Recognizing and monitoring the process of motivating employees to dispose of development must cover all spheres of their activity in the organization.

Many employers attach great importance to employee satisfaction, assuming that increased satisfaction will contribute to increasing work efficiency. Although the results of research on the relationship between the employee's emotional attitude to his/her work and behaviour are not clear, and still satisfaction is often a key element of many employee motivation theories³. Defining employee satisfaction, including workplace satisfaction, based on social literature is related to the individual's ability to meet his/her needs, goals, values and beliefs (Bartkowiak, 2009, p. 116). This possibility of achieving one's own values and goals is seen as the basis for developing the employee's attitude towards his/her own work. Indeed, as V.H. Vroom (1964, p. 99) has defined satisfaction as an attitude, so a positive attitude towards work is the same as job satisfaction. He developed his considerations in the assumptions of the well-known theory of expectations, where the condition of employee satisfaction is the fulfilment of expectations. Another classic researcher of behaviours in the organization, E.A. Locke (1976, p. 1319) defines job satisfaction as a result of perceiving one's own work as one that enables achieving important values from work, provided that these values are in line with the needs or help in implementation of basic human needs. It follows from the above definition that what the employee perceives as valuable at work will directly result from his/her internal needs. On the other hand, achieving results valued by an employee is tantamount to his/her satisfaction. P.E. Spector (1997, p. 2) departs from the importance of needs in achieving employee satisfaction, which indicates the dominant role of cognitive processes in shaping attitudes towards work, where employee satisfaction is a key element. Also P.K. Nair (2007, p. 47) understands satisfaction as an attitude based on individual assessment of one's workplace. It therefore includes more than just feelings, because it also reflects the judgement and perception of the values of own work.

Among numerous publications related to the analysis of attitudes and employee satisfaction itself, there is a lack of agreement as to the role of environmental and individual factors in the process of shaping satisfaction. The question still remains open to what extent satisfaction is the result of the work environment in which the employee is placed, and to what extent it results rather from his/her character traits and individual predispositions. Leaving aside the discussion about the superiority of one factor over the other, researchers investigating both of the areas identified key variables. The concept of V.H. Vroom (1964), who perceived employee satisfaction as a consequence of many analyses devoted to the study of employee satisfaction and the development of human resource management techniques, perceived satisfaction as a consequence of:

³ In this article, satisfaction will therefore be understood as *a degree of positive or negative well-being, generated as a result of tasks performed in specific physical and social conditions* (Gros, 2003, p. 115).

- expected value of the reward,
- effort put into achieving the desired result,
- perceiving the subjective probability of success,
- assessing the validity of the received reward,
- Comparing the reward with social standards.

The elaboration of the above issue can be found in the works of E.A. Locke, who indicates the conditions that a work must fulfil to give the employee satisfaction (Sikora, 2000, p. 37). They include:

- work that is an intellectual challenge for the employee that s/he can cope with,
- coherence of own goal with the organization goal,
- no excessive physical overload (work not above one's capabilities),
- fair remuneration, adequate to individual aspirations,
- physical working conditions that enable the achievement of goals and are in line with the employee's needs,
- respecting some of the organization's employees,
- support in combining individual and professional goals and minimizing conflict and role ambiguity (Locke, 1976, p. 1328).

The importance of workplace characteristics, with particular emphasis on the goals and tasks entrusted to employees, is also underlined by R. Katz (1978, p. 703). According to this researcher, the possibility and scope of decision-making, as well as the nature of tasks are a more frequent reason for employee satisfaction than the level of remuneration and promotions. Today, in the labour market, employees are increasingly provided with a flexible approach to employment, which, as it turned out, is also an important factor in the characteristics of work, positively affecting employee satisfaction (Origo, Pagani, 2008, p. 539).

The employer has many instruments that s/he has the opportunity to use to motivate employees. The market of non-wage benefits is actively developing. The question remains, however, whether it is really well-placed money and whether it actually translates into employee motivation.

Flexible management and measuring effectiveness largely affect the effectiveness of motivational tools. It is worth remembering that the company is a "living organism" which must closely watch and react to the market environment. Depending on the given period, the company's priorities change – sometimes innovation is needed, however, in other times, higher sales or larger savings are more vital. Therefore, depending on the specific needs of the company, managers should motivate towards high activity in various project areas. It should also not be forgotten that also the needs and attitudes of employees change – this is often influenced by the position in the company or by a random life situation. Achieving a good combination of these two aspects is a difficult task that requires a lot of work and time –

but it is necessary because only then will the effectiveness of incentive programs be at a high level.

It is impossible to present, in this short study, all definitions and approaches regarding motivation theory developed by Polish and foreign researchers; hence only the rudimentary – referring to conducted research – approaches and directions of perception are presented.

3. Material and methodology of testing

Applying the method of reconstruction and interpretation of subject literature (Armstrong, 2009; Pochtowski, 2003; Vroom, 1992; Schwartz, Lacey, 1982; Reykowski, 1970; Oleksyn, 2001; Niermeyer, 2009; Michalik, 2009; McGinnis, 2005; McGee, Rennie, 2015; Maslow, 2013; Madsen, 1980; Lenik, 2012; Kopertyńska, 2009; Juchnowicz, 2012; Borkowska, 2004; Franken, 2005) supported by the authors' own opinions and experience, a catalogue of issues related to the theory of motivation in the context of assessing its maturity was selected. Literature query supported by the opinion of purposively chosen experts (within the design domain) enabled compiling a research tool in the form of an evaluation sheet.

The qualitative research based on experience and expert knowledge made it possible to identify opinions, feelings and associations that were evoked in the analysed case by a number of factors related to the topic⁴; they helped generate areas for the next study; they provided interesting information about the language in which the phenomena under assessment are described by "sector experts". The authors believe this allowed the avoidance of mistakes at the stage of constructing the list.

By grouping all the mentioned opinions, and confronting them with the proposals of selected researchers, a catalogue of determinants (research tool in the form of a survey) formulated relevantly from the point of view of the research being conducted, was later verified among the intentionally selected executive employees (R¹ – relevance assessment of requirements) and representatives of enterprises from the agricultural machinery sector (R² – self-assessment of enterprises). The research implementation scheme is illustrated in Figure 1.

⁴ The technique that was chosen to conduct research and collect primary data was an in-depth individual interview carried out among 12 intentionally selected experts. The individual interview had a form of a casual conversation; it proceeded according to a pre-agreed scenario. First, general questions were presented, which gradually turned into a more detailed issue. The chosen method of recording data from the conducted qualitative research was to record the course of individual thematic sessions included in the study immediately after its completion. Seven business owners took part in the discussion (including the co-author of the study): an HR marketing director, an HR strategy director (specialization: development and implementation of incentive systems), the deputy director of the Regional Policy Department of the Marshal's Office of the Wielkopolska Region, the head of the Industrial Research Laboratory at the Agricultural Machinery Institute (Research Network – Łukasiewicz) and a representative of a university (Prof. dr hab. Bogdan Nogalski – co-author of the study).

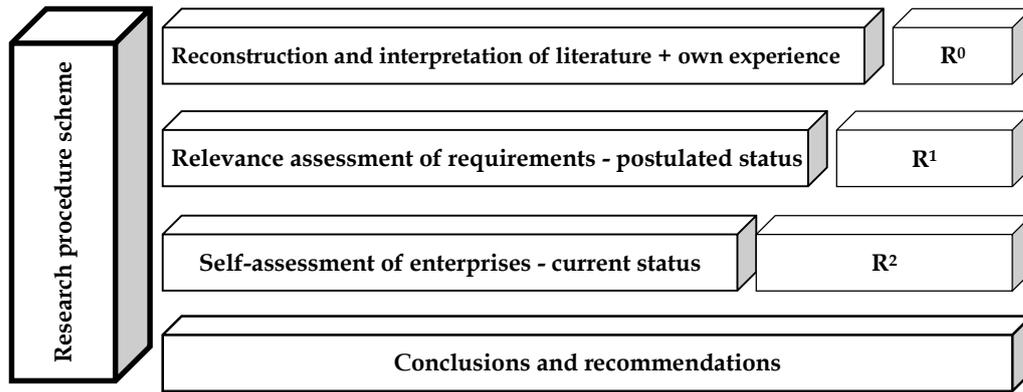


Figure 1. Research implementation scheme. Source: own study.

The proposed assessment concept included 26 characteristics classified in 2 areas (Figure 2).

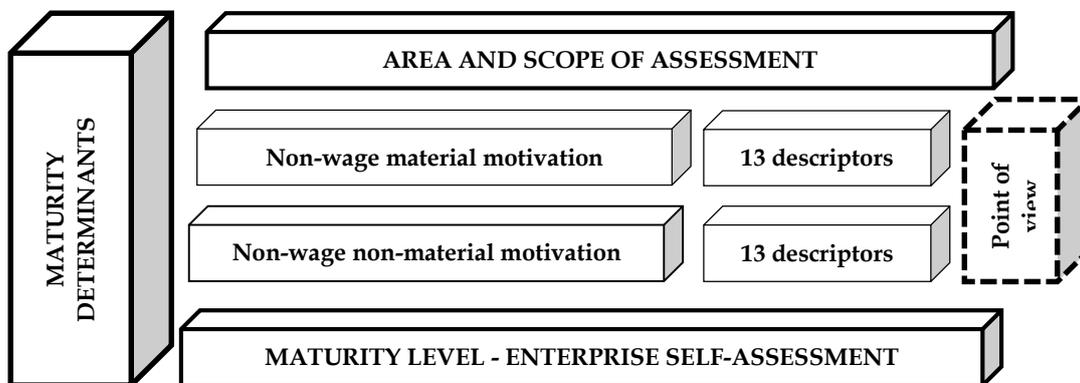


Figure 1. Evaluation areas. Source: own study.

The first stage of research (R^1), whose constitutive goal was to determine the significance of individual determinants of the maturity of the non-wage incentive system, was carried out in June 2019. The research was conducted in 3 enterprises. The population of the studied entities were: 1 small (production of spare parts for western machines) and 2 medium (manufacture of agricultural machinery, including: mowers, rapeseed attachments, straw shredders, etc.) manufacturing companies operating in the agricultural machinery sector for over 25 years. Regarding the distribution due to the predominant nature of production, mass or batch production activity was declared in the case of medium-sized enterprises, while in the case of the small enterprise; short-series or unit production was the usual practice. The production process implemented in the surveyed enterprises includes several phases in which components and finished products are manufactured in turn.

The study covered 68 executive employees, i.e.: 19 turners (27.94%), 15 welders (22.06%), 25 locksmiths (36.76%), 4 paint shop employees (5.88%) and 5 assembly workers (7.35%). Taking into account a distribution based on age, 23.53% of all respondents were 30 years old or younger, 27.94% were respondents in the 31-40 age range, 25.00% in the 41-50 age range, 16.18% in the age range between 51-60 years, while 7.35% of the respondents were over 60 years old. The most numerous group are people who have worked for 4 to 10 years (22.06%).

In contrast, the least numerous groups are respondents who worked for less than one year (10.29%), 21 to 25 years (13.24%) and over 25 years (4.41%). Other employees are people who have a very long seniority – between 11 and 20 years. In this case, the distribution is equal, i.e.: 16.18%. Most of the executive employees (79.41%) have been working in the studied enterprise for over 3 years. The remaining group (20.59%) are people who have cooperated with the company under 1 year.

Recognizing the significance of individual determinants and developing its target model allows for the analysis of the gap between the desired and current level of implementation of the selected descriptors. The proposed method of assessing the maturity of the non-wage incentive system is to be a universal and useful assessment tool. Owing to this method, enterprises will be able to make self-assessments and determine with which elements of the incentive system they may have great opportunities, and which of them should be subject to further improvement. To make this possible, it is necessary to know about the current status of implementation of the listed factors, which was verified in the next study (R^2), carried out in the period June-July 2019.

Initially, this stage of the study was planned to be carried out in two stages, using direct meetings that were scheduled on June 29-30, 2019 during the “Agro-Tech” Agricultural and Industrial Fair. In addition, in order to obtain greater representativeness of the studied target group and achieve the largest possible number of responses, a survey was carried out among intentionally selected enterprises cooperating with Zakład Produkcji Części Zamiennych i Maszyn Rolniczych “Fortschritt” [Manufacturing Plant for Spare Parts and Agricultural Machinery] as a research partner. The research was carried out on a sample of 51 people representing manufacturing companies operating in the agricultural machinery sector; these companies were selected in a targeted manner⁵. The respondents were the owners and managers representing: micro – 8 persons (15.69%), small – 13 persons (25.49%), medium – 26 persons (50.98%) and large companies – 3 persons (7.84%).

Taking into account the distribution based on age, 5.88% of respondents were 30 years old or younger, 21.57% were respondents in the 31-40 age range, 25.49% in the 41-50 age range, 37.25% in the age range between 51-60 years, while 9.80% of the respondents were over 60 years old (Table 1.).

⁵ A necessary condition was to select people interested in expressing their views and to assess whether a given respondent has sufficient knowledge and experience in the field of the issue. The application of the purposive sampling technique and conducting the study during business meetings undoubtedly impacted the reliability and “quality” of the responses.

Table 1.
Characteristics of the studied population by age (N=51)

Interval	Data (age)	
	Number	[%]
30 and less	N = 3	5.88
31 to 40	N = 11	21.57
41 to 50	N = 13	25.49
51 to 60	N = 19	37.25
above 60	N = 5	9.80
Total:	N = 51	100.00

Source: own study.

Among the surveyed, the group of people with secondary and higher education was the largest; with 58.82% of all respondents with higher education, 27.45% with secondary education, and 13.73% with vocational education. Detailed characteristics are shown in Table 2.

Table 2.
Characteristics of the studied population by education (N = 51)

Interval	Data (education)	
	Number	[%]
Vocational	N = 7	13.73
Secondary	N = 14	27.45
Higher	N = 30	58.82
Total:	N = 51	100.00

Source: own study.

At this stage of research, the respondents were asked to assess the maturity of the non-wage systems motivating executive employees that are used by the surveyed enterprises. A five-grade scale was used for this purpose, where 1 meant a very low maturity, and 5 – very high.

In the further part of the study, an attempt was made to interpret the results based on respondent declarations.

4. Results of own research

The purpose of the first stage of the research (R¹) was to identify and analyse non-wage factors motivating executive employees hired at manufacturing enterprises operating in the agricultural machinery sector. The diagnosis of these determinants was to be the basis for creating an effective incentive system and improving the efficiency of the company. The analysis of the results of surveys carried out using a questionnaire method has made it possible to draw significant conclusions. The detailed research results are shown in Table 3.

Table 3.*Determinants of non-wage material motivation in the respondents' opinion*

No.	FEATURE	% of INDICATIONS					\bar{X}
		FEATURE VALUE					
		1	2	3	4	5	
1.	Trainings	2.0	5.0	15.0	24.0	22.0	3.87
		2.9	7.4	22.1	35.3	32.4	
2.	Medical care	-	1.0	9.0	24.0	34.0	4.34
		-	1.5	13.2	35.3	50.0	
3.	Social benefits (e.g. trips)	3.0	8.0	11.0	26.0	20.0	3.76
		4.4	11.8	16.2	38.2	29.4	
4.	Policies	1.0	3.0	15.0	23.0	26.0	4.03
		1.5	4.4	22.1	33.8	38.2	
5.	Special events, integration trips	5.0	7.0	29.0	16.0	11.0	3.31
		7.4	10.3	42.6	23.5	16.2	
6.	Common meals, drinks	3.0	9.0	21.0	25.0	10.0	3.44
		4.4	13.2	30.9	36.8	14.7	
7.	Fuel surcharges	-	3.0	17.0	26.0	22.0	3.99
		-	4.4	25.0	38.2	32.4	
8.	Possibility of using company cars or other company resources	5.0	7.0	21.0	19.0	16.0	3.50
		7.4	10.3	30.9	27.9	23.5	
9.	Subsidies for housing or a company apartment	2.0	9.0	26.0	19.0	12.0	3.44
		2.9	13.2	38.2	27.9	17.6	
10.	Passes for swimming pool, gym or tennis courts	3.0	9.0	21.0	22.0	13.0	3.49
		4.4	13.2	30.9	32.4	19.1	
11.	Insurance	1.0	2.0	11.0	25.0	29.0	4.16
		1.5	2.9	16.2	36.8	42.6	
12.	Holiday or leisure financing	-	2.0	9.0	22.0	35.0	4.32
		-	2.9	13.2	32.4	51.5	
13.	Employee loans	-	4.0	11.0	24.0	29.0	4.15
		-	5.9	16.2	35.3	42.6	

Source: own study.

For executive employees, the most important determinant of non-wage material motivation is medical care (average rating 4.34; 50.0% of all indications, for a rating of 5 points). Another factor in terms of indications is co-financing holidays or recreation (average rating 4.32; 51.5% of all indications, for a rating of 5 points). The next important determinants are insurance, employee loans and life insurance respectively. The research shows that the possibility of training or self-improvement are relatively insignificant from the point of view of non-wage tools for motivating executive employees (average rate 3.87; 32.4% of all indications, for a grade of 5 points). As a result of in-depth research, it was found that training alone is not enough. In order to perceive it in the category of motivation, the training must include certain technical elements, such as:

- An analysis of expectations regarding final results.
- Training scenario including various improvement methods.
- The effects of training and its impact on the employee's "value".

Moreover, in considering the current labour market, the possibility of taking part in training at the employer's expense is rather a standard. Employees are aware of the fact that the trainings give the opportunity to learn new working methods or available solutions, and are an escape

from everyday professional activities and drive to take action. They encourage efficient and creative work, and without them, motivation would not be possible, but they are not seen in the category of non-wage incentive systems. It is similar in the case of other tools. Special events, integration trips, joint meals, fuel surcharges, etc. are not relevant from the point of view of non-pay material motivation systems. Thus, they will not be taken into account when assessing the level of maturity of manufacturing enterprises in the area of effective implementation of non-wage systems to motivate executive employees.

Today, the need to ensure safe working conditions, care for good health and employee morale becomes evident. It is expedient to pay attention to the elimination of factors that cause fatigue, alienation, or frustration. Pathological behaviours should be eliminated, discrimination or mobbing should not be allowed. It is important for managers to create working conditions oriented towards the quality of action, openness of the supervisor and colleagues to the ideas of others, listening to and trying to understand opinions different from theirs (Table 4).

Table 4.

Determinants of non-wage non-material motivation in the respondents' opinion

No.	FEATURE	% of INDICATIONS					\bar{X}
		FEATURE VALUE					
		1	2	3	4	5	
1.	Promotion prospects	1.0	2.0	8.0	21.0	36.0	4.31
		1.5	2.9	11.8	30.9	52.9	
2.	Management recognition (awards, praise)	1.0	2.0	8.0	29.0	28.0	4.19
		1.5	2.9	11.8	42.6	41.2	
3.	Flexible working time	1.0	2.0	9.0	29.0	27.0	4.16
		1.5	2.9	13.2	42.6	39.7	
4.	Stable employment situation	-	-	6.0	17.0	45.0	4.57
		-	-	8.8	25.0	66.2	
5.	Good communication between employees and management	1.0	2.0	8.0	27.0	30.0	4.22
		1.5	2.9	11.8	39.7	44.1	
6.	Mental comfort at work	1.0	2.0	8.0	23.0	34.0	4.28
		1.5	2.9	11.8	33.8	50.0	
7.	Ability to make decisions independently	2.0	2.0	12.0	17.0	35.0	4.19
		2.9	2.9	17.6	25.0	51.5	
8.	Interesting work; no monotony	1.0	1.0	7.0	23.0	36.0	4.35
		1.5	1.5	10.3	33.8	52.9	
9.	Friendly atmosphere	-	-	4.0	23.0	41.0	4.54
		-	-	5.9	33.8	60.3	
10.	Possibility of freedom of action for active employees who want to implement creative ideas	2.0	3.0	11.0	30.0	22.0	3.99
		2.9	4.4	16.2	44.1	32.4	
11.	Ability to submit your own ideas without fear of being ignored	1.0	2.0	11.0	26.0	28.0	4.15
		1.5	2.9	16.2	38.2	41.2	
12.	Distance from home to work	2.0	3.0	22.0	30.0	11.0	3.66
		2.9	4.4	32.4	44.1	16.2	
13.	Security and ergonomics	2.0	3.0	9.0	21.0	33.0	4.18
		2.9	4.4	13.2	30.9	48.5	

Source: own study.

The carried out study shows that a large number of employees recognize employment stability as the most attractive feature of a modern employer (average rating 4.57; 66.2% of all indications, for a rating of 5 points). Therefore, every employee will expect potentially largest possible employment guarantees. Hence, it becomes extremely important to identify individual areas and regularly examine employee satisfaction levels, especially in the area of employment security. Knowledge of the factors that in the opinion of executive employees will affect their sense of security, will allow, on the one hand, to reduce their fears in this area, and on the other, to ensure good working conditions for many outstanding professionals.

The work environment, which is influenced by social factors, is very important for the development of the organization. A workplace with a creative atmosphere retains the best employees. Since strategy is not only a rigid scope of duties, it is also an atmosphere that supports the well-being of cooperating people. The working environment affects the formation of interpersonal relationships. The respondents recognized that the environment in which they perform their daily professional activities is very important (average rating 4.54; 60.3% of all responses, for an assessment of 5 points). The level of productivity is inextricably linked to the environment, personal opinions of employees about well-being in the workplace and raising mental comfort in the production hall. A good ambience at the workplace, including mutual respect and a friendly atmosphere, contributes to the efficiency of work.

In order to maintain an adequate level of employee productivity and not to expose them to occupational burnout caused by work and stress, it is necessary to maintain a proper balance between work and private life. Employers should take care of mental comfort, because it turns out to be an important motivating tool (average rating 4.28; 50.0% of all indications, for a rating of 5 points). For this reason, manufacturers should focus on monitoring indicators of perceived stress, and often talk to subordinates and implement solutions and various types of services that can increase mental comfort in the workplace. An important factor that determines the choice of employer is the opportunity for development and promotion. Employees convinced of the effectiveness of the promotion system in their company are twice as likely to put more effort into their work and plan their long-term future with the company. This belief of employees in the promotion system is an important link in the incentive system of the surveyed enterprises (average rating 4.31; 52.9% of all indications, for a rating of 5 points). Therefore, it should be the common denominator of those producers who want to enjoy universal trust and achieve good financial results.

For many respondents, positive relationships with superiors (average rating 4.22; 44.1% of all responses, for a rating of 5 points) remain a factor significantly affecting job satisfaction. Good communication between the employee and the supervisor not only improves the work and positively influences its effects, but also has great psychological significance. Employees who see in their bosses a competent and trustworthy person, as well as a team leader who is always willing to help and look for the best solutions, will never have doubts whether to inform their supervisor about encountered difficulties. Fear of criticism will not have a destructive

effect on their work, and the awareness of "being" a team who together looks for the best solutions will certainly strengthen their commitment to perform their daily duties.

According to the research, praise and recognition for the employee are very strong motivators (average rating 4.19; 41.2% of all indications, for a rating of 5 points). Commitment to perform official duties greatly depends on whether the person feels appreciated. The results strengthen the belief that knowledge and competences are important for the company, but also reduce stress and build a positive atmosphere in the team⁶.

Flexible working hours play an important role in both professional and personal life (average rating 4.16; 39.7% of all responses, for a rating of 5 points). This allows employees to reconcile these two aspects, trust, herein, is the foundation of this form of work.

The maturity of manufacturing enterprises in the area of effective implementation of non-wage systems to motivate executive employees is inseparably connected with the processes of making independent decisions (average rating 4.19; 51.5% of all indications, for a rating of 5 points). The complexity of the environment in which modern organizations operate, as well as the pace of changes mean that the ability to make the right decisions at the right time is of particular importance from both the employee's and employer's point of view⁷. This involves solving emerging problems, setting goals and lines of action, and defining methods and ways of achieving them.

The sense of work security, understood as a sense of no threat to life and health during the performance of professional duties, is becoming increasingly important. A proper, and suitably maintained (at a high level), occupational health and safety management system has undoubtedly become a challenge for enterprises that must also keep up with constantly changing legal provisions in this area. At present, it would be difficult to identify any area of human activity in which security issues would not play a key role (see: Geller, 1996; Gembalska-Kwiecień, Kólkowska, 2005; Lis, 2010; Zymonik, Hamrol, Grudowski, 2013; Żurkowski, 2015). The search for new and better solutions in the area of security (in the opinion of the respondents) is a standard in the management process of each enterprise, hence, the limited level of perception of this feature as a determinant of the internal motivation of executive employees (average rating 4.18; 48.5% of all indications, for a rating of 5 points)⁸.

The research results clearly show that every activity performed by an executive employee, regardless of the position held, must arouse his/her curiosity and interest (average rate 4.35; 52.9% of all indications, for a rating of 5 points) giving satisfaction and motivation to work better and develop interests associated with it (more on this issue: Grela, 1986; Konarska, 2003; Franaszczuk, Kopaczewska, 1979). If an employee performs work that in his/her subjective

⁶ Lack of praise, recognition or positive comments from managers may result in employees disregarding their duties, and display lack of interest in performing their tasks reliably (Hysa, Grabowska, 2014, p. 330).

⁷ It is important for employees to be able and willing to draw conclusions from the experiences of others.

⁸ The development of a security culture, implementing new standards and focusing on preventive measures are an integral part of a comprehensive enterprise management system. Manufacturers are often actively involved in programs aimed at promoting health and an active lifestyle, thus contributing to better well-being of employees.

opinion is uninteresting, s/he has no motivation to improve productivity and the company's results⁹.

Respondents declare that an enterprise should give active employees freedom of action; attention is drawn to the possibility of submitting own ideas without fear of being disregarded (average rating 4.15; 41.2% of all indications, for a rating of 5 points). At the same time, a significant impact of the management on employees' activity in the area of taking actions is noted. The company should create the opportunity for active employees wanting to implement creative ideas (average rating 3.99; 32.4% of all indications, for a rating of 5 points). In contrast, the distance from the place of residence to work seems to be of little importance in the context of non-wage motivation tools (average rating 3.66; 16.2% of all indications, for a rating of 5 points).

In the context of assessing the maturity of manufacturing enterprises in the area of effective implementation of non-wage systems to motivate executive employees (current status), out of 26 identified tools, based on the created hierarchy, the authors qualified 16 factors¹⁰. After gaining familiarity with the level of impact of individual tools declared by employees, the next stage in the improvement process is to determine the gap understood as the difference between the level declared and that currently operative within the surveyed companies. The results of the research are illustrated in Table 5, wherein, as part of the analysis, the key was to identify the differences between the current and postulated level of implementation, hence no statistical verification of the significance of the differences was found.

Table 5.

Determinants of non-wage motivation – level of implementation

No.	FEATURE	Level anticipated	Current level	Difference*
1.	Promotion prospects	4.31	4.35	0.04
2.	Management recognition (awards, praise)	4.19	4.20	0.01
3.	Flexible working time	4.16	4.18	0.02
4.	Stable employment situation	4.57	4.63	0.06
5.	Good communication between employees and management	4.22	4.24	0.02
6.	Mental comfort at work	4.28	4.31	0.03
7.	Ability to make decisions independently	4.19	4.18	-0.01
8.	Interesting work; no monotony	4.35	4.16	-0.19
9.	Friendly atmosphere	4.54	4.55	0.01
10.	Ability to submit your own ideas without fear of being ignored	4.15	4.14	-0.01
11.	Security and work ergonomics	4.18	4.18	0.00
12.	Medical care	4.34	3.90	0.44
13.	Policies	4.03	4.00	-0.03

⁹ An important element in preventing negative effects caused by monotony is the selection of employees for monotonous work positions, i.e. the activation of the principles of preorientation and professional selection. If this proves impossible, first of all, the employer should listen to the employee and establish appropriate countermeasures; such work should be analysed and assessed taking into account many aspects related to it.

¹⁰ The tests included features whose average value of indications was equal to or greater than 4.0.

Cont. table 5.

14.	Insurance	4.16	4.22	0.06
15.	Holiday or leisure financing	4.32	4.33	0.01
16.	Employee loans	4.15	4.08	-0.07

*A negative feature value means that the anticipated level of feature intensity exceeds the (current) level of implementation; "immaturity".

Source: own study.

Out of the sixteen non-wage motivating systems for executive employees (the manufacturers), relatively the most critical of the descriptions they assess are the uniformity and repeatability of actions, and, consequently, the unchanging situation. In both cases, the difference between the desired and actual state fluctuates around the 0.2 point. Employee satisfaction should not be underestimated, because more effective cooperation and reduction of conflict situations depend upon productivity and a better atmosphere among employees. The situation is so serious that the performance of monotonous work carries the risk of limiting the employee's manual skills and limiting his/her professional development. If a situation arises that conflicts with the employee's expectations and abilities, and the type and manner of performing activities, a situation arises that is the basis for the development of negative relations between the employee and the employer. The employee cannot find more motivation to do this type of work. Hence, it is important for the manufacturer to perceive the relationship between poor productivity and the monotony of work; still, it should be emphasized that in some cases, satisfaction can be also observed in completing well, simple, dull and monotonous work. The satisfaction gained depends on the employee's expectations; the smaller the requirements, the greater the job satisfaction.

In the case of four descriptors, the difference between the anticipated and current levels is minimal, and in the case of one, the difference does not occur. For ten features, it is noted that the conditions offered by the company, to a minimum degree, exceed the expectations of executive employees. The detailed research results are shown in Table 5.

People are the unique capital of the organization, worth special care, and investment in human resources, although usually expensive, is highly profitable. Employee motivation should, therefore, be a fundamental value for both the organization and the employee. Among the surveyed companies, attention is paid to relatively high maturity in this respect. The attitude of creative activity and cooperation are vastly rated in enterprises; while the importance of creative activity should be understood here in two dimensions, paying attention to the benefits for the employee and the company. Important from the employee's point of view, and declared by enterprises, is stability of employment. Good communication between employees and management, on the other hand, affects mental comfort and atmosphere at work. The prospect of independent decision-making appears in the surveyed companies. The vast majority of respondents provide the opportunity to act independently, giving employees the opportunity to submit new ideas without fear of being ignored. Attention is also paid to the security and ergonomics of the workplace. Enterprises, although to a slightly lesser extent, try to provide employees with medical care, employee insurance, policies or co-financing holidays, leisure or fuel.

The presented results predispose the authors to the conclusion that the non-wage motivation tools used by enterprises are sufficient; motivation is an aware and mature process. This is evidenced by activities that are directed at acquiring, combining, shaping and using available knowledge and skills in the field of management and quality sciences, as well as other knowledge and skills for planning incentive systems. The designations identified in the study allow a conclusion that a high level of maturity exists in employee-oriented culture.

Conclusions

The research described in the publication were aimed at identifying the actual level of maturity of manufacturing enterprises in the area of effective implementation of non-wage systems to motivate executive employees. The adopted research methodology allowed the authors to recognize the quantitative and qualitative intensification of the features among selected managers of enterprises operating on the agricultural machinery market. The gathered research material allowed the drawing of conclusions of a general and cognitive nature. This paper proposes a procedure and a tool that enables identification of key non-wage designations of the systems for motivating executive employees, which, in the authors' view, will contribute to fragmentary filling of the lack of knowledge in this area. The maturity evaluation method discussed in the article is a part of a comprehensive approach towards holistic assessment of business maturity and clarification of management mechanisms. It is used to indicate the strengths and weaknesses and to identify subsystems requiring improvement. The studied enterprises declare a high level of maturity in the presented scope, which, according to the authors, proves their transformation is in line with the paradigms of today's management.

The system of "motivators" is always distinguished by a certain hierarchy. This means that some values are valued more than others. This relation may change over time. As a rule, employees prefer those values, the lack of which they experience the most, and those that are achievable. Therefore, the construction and continuous improvement of the incentive system becomes a compromise between the employees' needs and the employer's capabilities and expectations. The selection and determination of the hierarchy of determinants of non-wage motivation should constitute the basis for further actions that will allow achieving the expected stability and achieving joint success.

The results of the conducted research show that the key to the success of each production company is an effective motivation system developed adequately to the existing needs. The main purpose of such a system is to bring benefits both to employees and the employer. Incentive systems, to a great extent, warm up the image of each organization and make employees not want to leave the company, which is very important bearing in mind the deficit of specialists in the current labour market.

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