

REVIEW OF MOTIVATION THEORY AND THE METHODS FOR ITS IMPLEMENTATION IN MINING INDUSTRY

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Purpose: The aim of this article is to present a review of selected motivation theories and indicating their components implemented in a mining industry enterprise.

Design/methodology/approach: The article is cognitive in nature and the basic research method is the analysis of literature on the subject. Literature studies include the analysis of domestic and foreign literature. The article also uses a case study based on the analysis of internal documentation of a selected mining enterprise.

Findings: The analysis of the literature performed shows that the theory of motivation has undergone a significant evolution. Contemporary motivation systems should draw from all theories, which will allow us to construct a comprehensive and diverse motivation systems.

Research limitations/implications: The survey research presented in the article is theoretical in its nature and may contribute to further empirical research.

Practical implications: The practical implications of the conducted research make it possible to use them to build motivation systems in enterprises.

Originality/value: The literature review regarding the subject indicates the need for a comprehensive approach to building a motivation system in an enterprise.

Keywords: motivation theories, motivation.

Category of the paper: General review.

1. Introduction

One of the most important components of effective human resource management in an enterprise is motivating employees. The essence of motivating is to stimulate and maintain the internal strength to act. Motivation is an inherently individual problem concerning a specific employee (Kopertyńska, 2009). The term "motivation" comes from the Latin words motus, which signifies mental activity, running, movement, as well as moveo meaning stimulating to action, encouraging someone to do something, influencing someone. The literature on this

subject defines the concept of motivation in many ways. One can meet the definition that motivation includes all the driving forces that stimulate an individual to make a choice, take an action, or remain ready to act (Jasiński, 2001). According to S. Borkowska, motivation is the internal state of a person with an attributive dimension, being a characteristic of every human being, however the process of motivating has an action-related and functional dimension, consisting in a conscious and intentional influence on the motive of people's behaviour by creating means and the possibility of implementing their value systems, expectations to achieve goals (Borkowska, 1985). In general, it is the intention to do something to achieve something.

In the past, views and understanding of motivation were changing. Initially, the focus was only on remuneration. Such an approach to motivation is presented by Adam Smith in his book "The Wealth of Nations". In his opinion, salaries/wages should reflect the differences in qualifications and talents of employees, while the market was to be the main regulator of their amounts. Basically, however, in the past it was believed that workers' wages should be as low as possible, but high enough to support and raise another generation of workers.

The Human Relations school was the initiator of greater interest in the dignity aspects of human work and non-material motivators. The warfare in the second half of the 20th century, as well as the rivalry between the two economic systems at that time, meant that decent pays and working conditions, and thus raising the standard of living, were treated as an important factor indicating the superiority of liberal democracy over communism (Penc, 2000). Other equally important factors influencing the change in the approach to the subject of motivation included, among others, the development of globalisation and the relocation of production.

Particularly intensive development of research on the issue of motivation began in the 1950s. At that time, several globally popular theories of motivation emerged, which became the basis for many modern concepts in the field of motivation (Karaś, 2003). In the short development period of management science, three main concepts of human in the organisation emerged (Sikorski, 2004). The concept of "economic man" was present in the nineteenth and twentieth centuries, during the development of "scientific management". According to the concept, a man is one of the organisation components, but differs from other resources in that he works for money and seeks to maximise his/her benefits. The employee, according to the concept, is willing to put additional effort into work, if he/she expects to get benefits associated with it. The concept of "economic man" found fertile ground, born as a result of fascination, monotony and mass functioning of mechanical devices. The ubiquitous adoration of efficiency has pushed all non-economic human needs into the background. The concept of "social man" emerged as a result of the famous Hawthorne experiment in the 1910s. The result of the research was to indicate that social working conditions, strongly related to the sense of belonging to a group, as well as the sense of personal bond with its members, are much more important than physical working conditions. It was then that the humanistic trend in the science of management

was born, known as "human relations", which indicated that economic stimuli became not the only stimuli affecting the employee. Economic reforms made it necessary to rebuild the motivation system, being its central element. The main economic goals and priorities of the 1980s were to increase production, restore the market balance, eliminate waste, improve management efficiency, and optimise the use of material and human resources. This could only be achieved if both people and companies were interested in their implementation (Kabaj, 1984).

The concept of "self-actualised man", also known as the concept of "total man", began to spread in the context of changes, mainly in the environment of enterprises, caused by the market globalisation and a significant increase in competition. Innovation and the speed of adaptation to new conditions became more important than ever. This concept assumes that the employee should satisfy all the basic types of needs – including self-actualisation and development. Recognising the knowledge and the need to update it on a continuous basis is the most essential feature of the information civilisation era, regardless of the industry.

2. Classification of motivation theory

The ways of motivating, or shaping motivation, have evolved along with the exploring of the human nature complexities. Representatives of various sciences dealt with this research: philosophy, theology, psychology, and management sociology. The research dealt with human labour, people's attitude towards it, motivation and work management. Scientific achievements in the field of motivating initiated the process of arranging and classifying the existing concepts of motivation. Over the centuries, many different theories of motivation have been developed. The most important of them include:

- A) economic man or the theory of motivation in the traditional sense by F.W. Taylor,
- B) theories formed within the framework of the social system school, which can be classified in terms of subjects as:
 - theories of content (needs) – the essence of this doctrine is an attempt to find an answer to the question what motivates the employee, and thus emphasising the importance of needs as the basic motives for action. The most popular theories in this category were created by A. Maslow, F. Herzberg, C.P. Alderfer, D. McGregor;
 - process theories – in this case, the focus is both on motives and on the processes of choosing the direction and the pattern of behaviour. When applying these theories, one should answer the question: how to motivate effectively? One of the most popular theories of this type are expectation theories created by L.W. Porter, E. Lawler, V.H. Vroom and justice created by J.S. Adams;

- C) reinforcement theories – according to these theories, changes in individual behaviour result from reinforcements and experiences from the past – created by B.F. Skinner (Kopertyńska, 2009).

3. Traditional motivation theory

Created by F.W. Taylor is a traditional approach to motivation based on the assumptions of the scientific organisation school. This section of research was determined by the analysis of interpersonal relations prevailing in the feudal system, where the manager had power, while the subordinate was forced to perform his duties. Motivation at that time was based on the use of appropriate physical, mental and administrative coercive measures. However, the result of such treatment of employees is usually reluctance or even hostility towards the superior. Over time, these methods began to be abandoned. The overused punishments started losing its popularity being replaced by other means of motivation, such as rewards, incentives, and persuasion. The subordinate was treated as an equal partner. According to the F.W. Taylor theory, money is the most effective motivator. His research was based on the idea of the economic man (*homo economicus*). They showed that the employee would perform such activities that would result in higher remuneration. If the supervisor determines that the person will receive a higher salary when he/she achieves better productivity, it should be expected that his actions will be aimed at achieving this goal (Benedikt, 2003). The F.W. Taylor theory has many critics who claim that it is difficult to determine the real impact of material incentives due to their association with working conditions, the nature of work or attitudes at work, which also have a significant impact on employee motivation (Beech, McKenna, 1999).

4. Needs-based theories

The A. Maslow's hierarchy of needs theory was focused on the human. Maslow hypothesised that in actions man aims to satisfy a set of needs arranged in a hierarchical structure. The A. Maslow's theory was inspired by the achievements of E. Mayo's school of social relations (Moczyłowska, 2008). After the basic (physiological) needs are satisfied, the needs of a higher order should be also satisfied. However, it should be noted, that as long as the urgent need is not met, it remains a strong motivator. According to Maslow's theory, there are five groups of needs, arranged on five levels:

1. Physiological needs – these are basic matters necessary to survive and function in terms of biology. Within an organisation, they can include wages/salaries, lighting, sanitary facilities, temperature.
2. Safety needs – these are the needs for a stable mental and emotional environment. It is about ensuring safety, protection, justice and the elimination of threats. Examples of safety needs that can be satisfied by an organisation include: company housing, sickness benefits, pension and disability programmes, continuity of employment.
3. The needs of belonging – these are the needs related to the relationship with others, corresponding to the need for love and acceptance by the surrounding people. Failure to meet these needs can lead to feelings of rejection and alienation, as well as withdrawal and loneliness. This undoubtedly affects the functioning of the employee in the workplace and workplace efficiency.
4. The needs of recognition – this need manifests itself within a group of colleagues. It gives a sense of importance in the group and the public recognition of achievements. It can be divided into external, i.e. recognition in the eyes of others, and internal – a positive image of yourself in your own eyes. The examples of satisfying the need for recognition in an organisation include: company car, own office, position, job title.
5. The need for self-actualisation – unlike other needs, this one is related to the need for human development. At this level, people focus on fully actualising their own potential. Full satisfaction can be achieved by fulfilling their personal ambitions. In contrast to other needs, this one is never satisfied. We refer to it as the process of continuous improvement and development. Examples of fulfilling the need for self-actualisation within an organisation include: participation in management, autonomy at work.

In addition to the above needs the A. Maslow's theory also includes some additional needs that cannot be observed in all people. These are the needs for knowledge, understanding, curiosity or the needs for aesthetics. They are associated with the need for self-actualisation (Sekula, 2008).

The A. Maslow's theory is not universal. In fact, individual human needs are shaped by many factors, such as profession, life situation, education. The limits of satisfying these needs depend on social and cultural phenomena. For example, employees being dependent in the performance of their professional tasks or with low education often limit themselves to meeting basic needs.

The F. Herzberg's theory is based, just like the previous ones, on needs as the basic action motivators. There are two groups of motivators in this theory (Sikora, 2000):

- A) external (hygienic) factors – apply to the working environment, company policy and working conditions. They include i.a.:
 - quality of supervision,
 - work safety,

- interpersonal relations,
- pay.

Their improvement does not contribute to an increase in work motivation. They only allow to eliminate dissatisfaction.

- B) internal (motivating) factors – they apply to the work content. Such elements as an interesting job, the possibility of promotion, responsibility, recognition, the possibility of personal development, and power contribute to an increase in job satisfaction, which in turn leads to an increase in employee efficiency.

The C.P. Alderfer theory is a modified A. Maslow's theory. According to Alderfer, the hierarchical classification of needs reflects the complexity of human behaviour. The perception of human needs is a continuous and dynamic process. According to him, a person can have many needs at the same time, so he divided the needs according to the time they are felt into:

- short-time,
- long-term,
- occasional.

The model assumes that the lack of constant satisfaction of development needs frequently results in such employee reactions as: frustration, reluctance to work, fluctuation, which in turn may lead to the so-called burnout syndrome. The C.P. Alderfer's theory says that motivation is a function of need intensity classified into the following groups, corresponding to Maslow's hierarchy:

- the needs of existence – these include, for example, the need to satisfy hunger and thirst, but also the needs related to pay, additional benefits and working conditions. The defined needs correspond to the physiological and safety needs defined in the Maslow model;
- needs of relatedness – they correspond to the needs of belonging in Maslow's theory, assuming that people are not self-sufficient individuals, but must engage in relationships with other people. We can distinguish the needs of acceptance, understanding, confirmation, influence, affiliation;
- personal “growth” needs – are related to self-actualisation and recognition for the employee (Kozłowski, 2022).

Summary

The conducted research provides an important conclusion for the management. Namely, money is seen by workers (both regular workers and managers) as the most important motivator. Meanwhile, the salary motivators used in the surveyed company were poorly assessed by employees.

Remuneration provides employees with decent living, thus fulfilling the economic wage function. Unfortunately, it does not fully fulfil the motivational function. This situation is partly due to the economic crisis which, in particular, has affected the coal sector. The payments of bonuses granted in accordance with the corporate collective labour agreement, i.e. the St. Barbara's Day award, the fourteenth salary and the coal allowance, are temporarily suspended. Pays for working on public holidays and overtime bonuses have also been reduced. These actions have significantly lowered the morale of employees, and the existing role of the pay as the main motivator is disturbed. This is by no means the only reason for low motivation level. The increase in wages and salaries does not compensate for the high inflation rate with which most countries, including the Polish economy, are struggling. Little or no increase in remuneration under these conditions not only has no stimulating effect on motivation, but also reduces it effectively. Satisfaction with the amount of earnings was declared by 35% of the respondents, such a small number of satisfied employees means that the wage/salary is below the expected value, therefore it has a motivation reducing effect. The employee needs to be aware of the relationship between the amount and work quality (contribution) and the pay received, so if the remuneration system is complex, incomprehensible by employees and does not allow to provide fair compensation, it is psychologically useless, which means that it motivates employees ineffectively. The conducted research shows that the wage/salary system in the mining enterprise under survey is illegible. The company should consider changing or updating the current remuneration system. Managerial staff, despite the fact that they know how to effectively motivate their subordinates, do not have many tools to do it effectively. Some of them believe that the current remuneration system does not work at all as a motivating factor. The pay structure should be restructured in such a way to differentiate the level of the awards granted and adjust them to employees' specific expectations, desires and aspirations, as well as to the goals and expectations shown by the organisation. The tools and forms of motivating should not be uniform, but rather diversified, at least for the profile of employment groups and decision-making levels. Motivating should be positive in nature, i.e. only the better than average or even the best results should be rewarded. Such motivation favours the release of initiatives and entrepreneurship, encourages the improvement of work results, and also facilitates maintaining various amounts and the frequency of bonuses, which increases their motivational power, as well as facilitates the economical and effective use of limited funds allocated for work remuneration. The impact of the employee on the rewarded work effect should be visible, because, as employees themselves say, "bonuses are well worth the try". Please note that in all environments, especially in the working-class environments, pay is the basic and even the most important means of motivation, because it create conditions for improving the quality of life and enriching its content in leisure time, at the same time increasing the financial status of the employee and his family. This statement is confirmed by the results of surveys for both employee groups.

5. Theory based on relations and human characteristics

The D. McGregor's X and Y theory is an attempt to define the relationship between employees and their superiors in a situation of intensive industrial development. This concept is based on two opposing views regarding human nature (Sekuła, 2008).

The first view – the X theory says that workers do not like work, are lazy, reluctant to take any responsibility, have problems solving problems and they want to be managed. They have to be forced or bribed to work. In this case, managers behave like tyrants, treating employees in an inhumane way, using them up to the limit. This theory used to support the classic approach to people management, where human actions are initiated to avoid punishment. Such an approach results in the inhibition of employees' development and enables manipulating them. Motivating employees is limited to meeting their physiological and safety needs. Most commonly, it is linked with a threat of depriving people the possibility of meeting these needs.

The second view – theory Y was created because the first concept was considered questionable by many psychologists. They believed that people were more active when not under the regime, showed greater interest in work, and that work was even necessary for them to develop. According to the Y theory, employees set themselves ambitious goals and have a desire to satisfy the higher order needs. No control is required then. An organisation that uses this approach places less emphasis on control and tries to ensure that employees are able to use their potential. Employees are given greater rights, but it is also associated with higher expectations placed on them. In such organisations the atmosphere of impossibility is practically absent, while appears a desire to act and pride in achievements.

The theory of achievements, created by J.W. Atkinson, tries to find an answer to the question of what individual human characteristics may influence his/her motivation to work. Atkinson has concluded that a person pursues a goal because it results from his belief in success, the incentive to achieve the goal, and the strength of the underlying motive or need. He identified the basic features of people with a high need for achievement, among which he distinguished (Boski, 1980):

- willingness to take responsibility for the tasks performed,
- using help only when it is really necessary and only with the most competent people,
- setting ambitious, but realistic goals by taking well-calculated risks,
- willingness to know the assessment of the goal achievement, regardless of whether it will be positive or negative.

People with such characteristics are honest, open-minded, focused on current tasks and financially interested, as long as it is a form of recognition of their success or information about their effectiveness. They usually become successful entrepreneurs, while honesty and focus on the most important issues make them attractive candidates for top management positions.

On the other hand, little interest in colleagues may reduce their effectiveness in dealing with people and managing them (Glick, Tarczyńska, 1999).

Further development of this theory was carried out by D. McClelland and H.A. Murray who, in addition to the need for achievement, distinguished (Moczyłowska, 2008):

- the need for power – in people with a high need for power, the features of controlling, managing and influencing others, maintaining the leadership position in the group,
- the need to belong – people with this need show a strong desire to win the recognition of others. They submit to the requests of people they respect or care about. They have a sincere interest in the feelings of others.

6. The theory of justice, expectations and reinforcements

The theory of justice, created by J.S. Adams assumes that a person should be fairly rewarded for the work performed. An employee often compares the amount of his earnings to other employees, which in the event of any deviations, leads to tensions. In this theory, distributive justice is distinguished, which means that the ratio of remuneration to employee costs should be proportional to other employees (Sekuła, 2008).

The theory of expectations, created by E.C. Tolman and K. Lewin in the 1930s, where motivation is understood as the desired results of an action, as well as the expectations that the results will be achieved (Sekuła, 2008). Motivation in this case is a function of the subjective value of each performance level and the subjective chance that a given level of intensity will lead to that level of performance. So, it can be said that motivation is linked with a certain level of intensity. The subjective value of a given level of performance depends on the subjective value of the results expected and the perception of relations, as well as to what extent a given level of task performance leads to specific results.

The theory of reinforcement was created by B.F. Skinner, stating that individual human behaviour is conditioned by previous experiences. People's behaviour depends on their past experiences, so some behaviours are associated with positive effects, while others with negative effects (Oleksyn, 2001). Based on this, the so-called law of effect has been created. It says that behaviour providing pleasant consequences is likely to be repeated, while behaviour associated with unpleasant consequences, will be abandoned. According to this Skinner theory, human behaviour is controlled by the social environment, but not all the determining factors have their source in the environment, but may have a genetic background. Translating the reinforcement theory into the context of organisation, it can be said that the change in employee behaviour focuses on the compensation policies and expressing recognition that facilitates employees to acquire work habits bringing satisfaction and achieve organisational goals.

Skinner's rules for modifying behaviour confirm the common knowledge that the most effective way to extinguish undesirable behaviours is the simultaneous use of negative reinforcements and providing the positive reinforcement of desired behaviours. Seemingly contrary to popular beliefs, a scheme of effective punishment has been created to become a tool to quickly extinguish undesirable behaviour. Two different reinforcement schemes cover the learning phase and the phase of manifesting the already learned behaviours that the rewards-holder wants to maintain in the individual (Woźniak, 2012).

7. Employee motivation in practice, based on the example of a selected mining industry enterprise

The evolution of the motivation theory has transformed the modern employee motivation programme into an extensive system, containing almost all the elements that individual theories addressed over the centuries. One of the industries widely recognised as having the most extensive employee motivation systems is the mining sector. In this sector there are numerous and quite complex documents regulating miners' wage matters, in particular, collective labour agreements. They were used as basis to create many remuneration components for employees in this industry. Motivation systems in the mining sector are not based solely on remuneration motivators. They are becoming more and more complex and use tools other than just salaries/wages. The examples include:

- supporting employees in personal development in accordance with their predispositions and abilities, e.g. by raising qualifications,
- participation in the management process, e.g. appointing members of the management board and supervisory board acting on behalf of employees,
- cafeteria-systems related to medical care, insurance package, rest subsidies and physical development.

A selected mining company was analysed as a case study of the contemporary motivation system. The company being the research subject was established in the early 1990s. Initially, it consisted of seven mines, now only four has remained. The company employs over 20 thousand employees, including over 17,000 underground workers (miners).

The company's policy is mainly based on activities aimed at improving employees through providing appropriate trainings and courses, thanks to which they become qualified specialists. In addition, the company enables employees to gain new professional experience by changing the workplace within the company structure. The versatility of the areas for implemented processes allows employees to change their career path without having to change the employer.

The company's website shows that every effort is made to ensure that, through the development of skills, employees can show a high level of motivation, efficiency and fully utilise their potential, while the tasks they perform support the company's business goals. The company's management board declares that employees, their knowledge, skills and competence are the company's greatest value, therefore it tries to provide everyone with optimal conditions for professional and personal development. Relations within the company are based on mutual respect, trust, openness and operation transparency as well as providing reliable information. An important aspect of the company's policy is to provide work safety for employees, ensured by maintaining the highest and most modern standards of risk protection and the high technical level of mines' equipment.

As in the case of the entire mining industry, the company meets the requirements of the Collective Labour Agreement. It says that the remuneration offered to employees takes into account, first of all, the value of the workplace where the employee is employed, including:

- qualifications and responsibility,
- the complexity and variety of work,
- the degree of risk, nuisance and physical effort that occurs at a given position,
- the impact of decisions made in a given position on the Company's operations.

In addition, the amount of remuneration depends on:

- individual qualifications, skills and professional experience of the employee, and manual abilities,
- the employee's performance at work,
- employee's contribution to the Company's results,
- compliance with health and safety regulations and care for their own safety and other colleagues.

Employees covered by the Agreement are subject to a temporary – bonus-based compensation system. This form of remuneration includes the following components: basic salary, bonus, bonus depending on the length of service (seniority allowance). In addition, employees are paid functional bonuses such as: brigade foreman, ward paramedic, employee instructor for the newly hired.

For each work hour in harmful, arduous and dangerous conditions, the employee is entitled to a bonus depending on the degree to which a given job position is assigned. Health hazards, particular harms and risks occurring in the work environment are divided into several degrees depending on the position.

Regardless of the basic remuneration components, employees who meet certain criteria are entitled to:

- awards for the Miner's Day (St Barbara's Day), the so-called "Barbórka",
- an additional annual award, the so-called fourteenth salary,
- coal allowance in cash,

- jubilee awards,
- one-time severance pay for employment termination resulting from the acquisition of an old-age or disability pension rights.

In addition, in the Company structures there is an incentive bonus aimed at motivating employees to work effectively and rewarding efforts made in order to obtain the best possible results. The incentive bonus is granted for exceeding the tasks related to the implementation of mining and face works, meeting the deadline for reinforcement or abandonment, and performing additional underground tasks. The incentive bonus may apply only to mine workers employed underground in blue-collar and non-worker positions (supervisors), performing their work in strictly defined places, in accordance with the internal plant regulations. For managerial staff supervising several works, the incentive bonus is determined as the arithmetic mean of the percentage of the bonus obtained by workers in the supervised departments and mining plant areas. Per each percentage of exceeding the task, employees receive an incentive bonus calculated as the product of the job rate and the bonus percentage in the amount of 1.2% for each day's work on working days at the positions covered by the incentive bonus. The maximum bonus amount is limited to 24%.

8. Summary

Nowadays, motivating employees is a very important component necessary to achieve the objectives of a specific organisation. The literature analysis covering the theory of motivation shows that over the years these theories have changed due to human needs. Contemporary motivation systems draw from each of the presented theories, constituting an extensive and diversified set of motivators. According to the traditional Taylor's theory of motivation, money is the basic component of the motivation system used in the enterprise under analysis. In addition to the basic salary, employees receive cash bonuses, allowances and financial rewards. The motivation system takes into account many components addressed by Maslow, Herzberg and Alderfer in their theory of needs. However, it can be noticed that in the system of employee motivation instruments created in the company under analysis the main emphasis is placed on financial factors. It seems that the motivation system in a mining enterprise should draw more from the achievement theory or the reinforcement theory.

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