MOTIVATING EMPLOYEES OF COMPANY X

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Purpose: The aim of the article is to determine the importance of motivating employees in the examined company X, in contemporary human resources management. The aim of the study was achieved on the basis of a case study in a branch of a telecommunications company in Krakow. The obtained results indicate that the surveyed employees are rather satisfied with their work in the surveyed organization.

Design/methodology/approach: The primary data were collected with a survey questionnaire. An original and anonymous questionnaire was e-mailed to employees of the Kraków branch of the company.

Findings: The article attempts to determine the importance of motivating employees in an organization.The needs of each employee are different. It is difficult to find one appropriate way to motivate employees. their needs depend on age, gender, position or social affiliation. the direct superior's management style also plays an important role in the motivation process.

Originality/value: Workplace motivation is both important and relevant because satisfied employees are more engaged in their duties. It is useful when building motivation systems.

Keywords: motivation, human resource management, leadership styles.

Category of the paper: Research paper.

1. Introduction

The importance of human resource management in business grows because people and their knowledge are critical for business performance. Employee satisfaction measurement is among the key aspects of human resource management. Organizations should strive to ensure high satisfaction levels among their employees, which is a prerequisite for improved productivity, response time, or service quality (Bayad, Govand, 2021). Motivating is a particularly important element of people management in modern organizations, hence on the one hand - the needs and expectations of employees, and on the other - the capabilities of the organization, including the motivational competences of managers, should be the starting point for constructing effective motivational solutions. The art of motivating employees is, above all, the ability to recognize

the potential and abilities of others and to influence employees in such a way as to effectively direct people's knowledge and abilities to achieve common goals (Knap-Stefaniuk, Karna et al., 2018).

Human resources are one of the critical assets in organizations. Employees' work and commitment are necessary to reach the organization's goal. Human resources are a capital that has to be stewarded every step of the growth path. They include every employee who can pursue tasks individually or in a team. It is every person linked to the organization. Proper motivating efforts improve enthusiasm for work and employees' readiness to realize the goals of their organization. Employee motivating efforts should be set to put their strengths into practice or take advantage of rising opportunities.

The aim of the study was to determine the importance of motivating employees in the examined enterprise X, in contemporary human resources management. An attempt was made to determine the effectiveness of the motivation system in the examined enterprise. The specific goal was to determine whether the management style of the direct superior influences the process of motivating employees. For the purpose of the article, the obtained results were divided into four separate groups of manager behaviors depending on the management style.

Research questions:
1. What factors of material and non-material motivation are more important for the surveyed employees?
2. Does the amount of remuneration influence employee satisfaction with their work?

2. Nature and significance of motivating

Motivation is an important aspect of effective work as it drives human efforts and actions. It requires a purposefully built system that combines economic and psychological instruments to incentivize employees, which is necessary for commercial success. Employee motivation is founded on monetary and non-monetary factors. Good employee motivation is key to the organization's success. Motivation is to find the need budding in employees and help them satisfy it. Employee motivating efforts expand their skills to meet the requirements of the organization. Every manager should be responsible for collaborating with employees to learn about their individual needs and combine them with the needs of the organization (Omollo, 2015). Motivation is what drives human activities and behaviour. It is an indispensable and critical factor for boosting work effectiveness. Recognizing employee motivation (the job of the manager) is very difficult because motives are internal. One can recognise their effects by carefully observing human behaviour. Nevertheless, it is necessary to identify both motivation and its determinants because it drives conscious and effective effort, leading to an even greater importance of motivation and an increase in work performance (Borkowska, 1985).

Remuneration remains the strongest motivator in Poland. Still, considering international trends, one can expect a gradual change in the motivational structure. The role of non-monetary bonuses will increase, also in Poland (Ciekanowski, Szymański, 2017).

3. Employee motivation theory

Motivation significantly affects employee's commitment to their job duties and the use of their abilities, knowledge, and skills to pursue their goal (Korońska, Krzywonos, 2017). The word 'motivation' originates from the Latin *movere*, meaning 'to move' or more precisely from *moveo*, *movi*, *motum*, which mean 'to move, set in motion' and *semovere*, meaning 'get ready for something', 'start something', 'embark', 'cause', etc. Simply put, 'to motivate' can be seen as 'to move' and 'to encourage to act'. Motivation is also associated with such phrases as work commitment, work attitude, industry, readiness, devotion, dedication, and willingness to work, which are related to staffing, training, and performance evaluation. Motivation is an internal need or desire, which affects the human will and drives specific action. To motivate a team means to direct them towards specific activities they should do to complete the tasks they were assigned (Kazuś, Fierek, 2019). Motivating is a process of affecting people in such a way that they proceed as expected by the organization. Motivating is set to achieve a goal. When it happens, a need is satisfied. Motivating should serve the purposes of both parties, the motivator and the motivated (Różańska-Bińczyk, 2014). Motivating and inspiring employees to work effectively, constructively and efficiently has always played an important role in the human resources management process, regardless of the type and size of the organization (Domagalski, 2019). Employee motivation reflects the level of energy, commitment and creativity that employees of a given organization bring to their work. Motivated employees help the organization survive and develop, making it more dynamic and productive. The starting point for every manager is to learn the factors that motivate employees to work in the context of their roles in the organization. of all the functions that a manager performs, employee motivation is certainly the most complex, given the fact that the factors that motivate employees are constantly changing (Glišović, Jerotijević et al., 2019).

4. Tangible and intangible employee motivation

Tangible motivation has always been a key employee motivator regardless of their age. Financial safety is very important to people.

Financial reward is a central part of the job for all employees and potential employees. Many people believe that remuneration mostly defines an attractive job offer. Selection of the right motivation tools is critical for employee motivation. The tools come in two categories: tangible and intangible.

Remuneration is the leading factor when selecting an employer. With time, it becomes a factor that fosters workplace attachment (Armstrong, 2005).

Work motivation results from a psychological process. Its structure is shown in Table 1.

Table 1.
Employee motivation tools

Tangible		Intangible
Monetary	**Non-monetary**	
Base salary	Corporate bonds	Promotion and career
Pay rise	Training paid by the employer	Independence at work
Bonuses	Company car	Power to make decisions
Financial rewards	Additional paid leave	Successes
Functional allowance	Healthcare services paid by the employer	Recognition by the superior
Bonuses for overtime work	Public transport fee reimbursement for rides to work	Employee-friendly organization of work
Seniority allowances	Extra old-age and health insurance for employees	Flexible working time
Service anniversary awards	Team-building trips/events	Friendly workplace atmosphere

Source: original work based on Pietryka, 2015.

Selection of the right motivators is important for the employee motivating process and for their job satisfaction. For years, intangible means have been underestimated and not considered motivation tools at all. Motivating has changed significantly over the recent years. Organizations started to abandon negative reinforcement and appreciated the potential of non-monetary incentives (Głuch, 2013, p. 305). Note, however, that remuneration is undoubtedly still very important and non-monetary means make no sense for an employee dissatisfied with their salary. On the other hand, when the employee is satisfied financially and the right intangible incentives are applied, there is a considerable chance of synergy and enhancement of their effects. Every enterprise should make full use of this group of motivating techniques because they can yield surprising outcomes at a relatively low cost (Doleciński, 2018).

5. Motivation system

Human resource motivating effort is among the primary components of human resource management. Therefore, it is vital to build an appropriate motivation system. To this end, one has to define the motivational factors the employees in a particular organization are likely to respond to. It is crucial because the efficient operation of the motivation system contributes to improved employee performance, job satisfaction, and corporate profits (Doleciński, 2018).

Motivation systems should provide a broad palette of solutions matching the employee's or team's needs. The modern employee increasingly often performs well driven by a sense of belonging to the organization, the urge to identify with it, and thanks to their impact on decisions (Amstrong, 2011). Enterprise motivation systems for more efficient work should be founded also on the above observations. According to Kopertyńska, motivating others to work is one of the most challenging managerial functions. It involves affecting employee behaviour through such stimuli that they will translate into actions in line with the objectives of the organization (Kopertyńska, 2008). An effective motivation system is of paramount importance for the organization because it boosts the organization's performance through more efficient work. Moreover, it enables the organization to:

- improve work quality in the short- and long-term,
- achieve full identification of the employee with the goals of their job and organization,
- build the right organizational culture,
- improve internal communications,
- improve employee business awareness and encourage them towards professional development, which will affect the results,
- limit fluctuations among the most valuable employees,
- improve the effectiveness of line managers,
- speed up corporate strategy implementation and amendments,
- optimize personnel costs (Mikołajczewska, 2011).

The motivation system is a set of logically coherent and complementary motivation tools. It covers an array of various motivators: monetary (tangible), and non-monetary (intangible). When building it, one should follow the principle of comprehensiveness and regularity and found the effort on a well-recognized hierarchy of values and expectations of employees combined with the organization's capabilities. It should also consider links between personnel and employment policies (Korońska, Krzywonos, 2017 quoted from Sedlak, 1997).

She believes that corporate motivation systems should take into account the widest possible array of factors, tangible and intangible both, that will support a continuous high level of employee motivation.

6. Selected management team leadership styles

A good team management style can be defined as the one that works for a particular group. Managers who have learnt how to modify their natural style according to the needs of the team they lead at various growth phases have a better chance of success.

The coercive style refers to the general belief that managers are authoritarian. This style represents autocratic decision-making, where subordinates are merely informed about the decision and can in no way shape it (Korycka, Pluciński, 2019).

The autocratic style means that employees implement the manager's vision. Many managers who represent this approach exhibit good team leadership skills. Subordinates have very limited possibilities of affecting the events. This style is used in organizations with strict division of labour, clear guidelines for completing tasks, and not much room for modifications. This style fosters efficiency because it seldom focuses on people but rather on projects and tasks. In this context, the employee is in a way put aside. Their needs, strengths, or weaknesses are not as important as performance. A clear labour structure gives subordinates intelligible guidelines with which they are evaluated. Therefore, the autocratic style is attractive to those who prefer a predictable work environment. In the autocratic approach, the manager is expected to have a proper vision for corporate growth. This style should not be mistaken for the coercive style, which is more extreme (https://witalni.pl/pojecie/styl-autokratyczny/).

The democratic style is typical of managers who discuss all relevant matters with their subordinates. Staff's brains are picked and the manager tries to make the final decisions as a team. Personnel involvement in decision-making guarantees substantial commitment to the pursuit of jointly set goals. A democratic manager fosters an atmosphere of trust and mutual respect and needs to be open to feedback. They need to select employees that are competent so they can help make decisions. Note that the manager always has the last word (Miściukiewicz, 2007).

The coaching style focuses on improving employee competencies by boosting their strengths and reinforcing weaknesses. Self-esteem building and new challenges are also part of this approach. When applying this style, the manager becomes a kind of coach who supports the professional and personal growth of their employees. Staff competence building is a long-term effort and inherent to this style. A strong subordinate-manager relationship is a characteristic attribute of this style as a critical component for empowering the former. The manager focuses on worse-faring employees more. In this case, the needs of more able members of the team are neglected. The coaching style needs employees to be engaged and is based on their intrinsic motivation. This is why subordinates sensitive to extrinsic motivation (pay rises, benefits such as sports cards) may find it hard to operate under this style. Moreover, this style requires a substantial effort from the manager because the energy spent to support the team is considerable (https://witalni.pl/pojecie/styl-trenerski/).

The pros and cons of the styles are summarized in Table 2.

Table 2.

The pros and cons of the management styles

Style	cons	pros
autocratic	Blocks initiative and reflection in subordinates.	Efficient completion of tasks.
democratic	Participatory decision-making takes time.	Encouragement to discuss problems and find solutions together reinforces relationships and fosters commitment.
coercive	The manager makes decisions and communicates them to the team. The group's potential remains untapped. Subordinates realize the manager's will.	Effective especially in crises when quick action is needed.
coaching	Individuals who need resolute instructions and a rigid labour framework may operate poorly under this style.	Strong employee-leader relationship, which is necessary to improve the employee's abilities and skills.

Source: Own work based on Szczupaczyński, 2014 and https://witalni.pl/slowniczek/zarzadzanie-zasobami-ludzkimi/style-zarzadzania/.

The literature suggests that the manager should apply several styles, the more the better. The most effective managers shift styles depending on the situation. They are aware of their impact and modify their behaviour to achieve the best outcomes (Olechnowicz, 2014).

7. General profile of the study subject

The company was established in the 1990s. It is one of the largest telecommunications service providers in Poland. It offers its services to individuals, businesses, and institutions. Every functional company has branches to pursue its goals and tasks. The investigated company also has nearly 70 offices throughout Poland.

A survey was conducted to obtain the data. This is a method that involves obtaining data by asking questions based on a specially developed survey questionnaire. The survey was conducted among employees of a telecommunications company in the Krakow branch. The survey questionnaire was sent by e-mail. This form of research shortens the time to obtain the necessary data and allows for easy distribution. The respondent can fill out the survey just as easily. The answers obtained are recorded on an ongoing basis. Survey research is the easiest and most effective method of obtaining data in the context of market research. Such research allows to obtain structured answers from the respondents. The survey was sent to all employees of the branch and was correctly completed and returned by all respondents.

8. Results

The survey was conducted in a branch of the company among all 28 employees. The data were collected with an anonymous survey sent to employees of the Kraków branch. All the respondents returned correctly completed questionnaires. Online questionnaires are a modern and effective survey tool.

Eighty-six per cent of the respondents were men and 14% were women. Their age varied from 20 to over 50 years. People aged 20–31 years constituted the most numerous group (57%). It was composed in 13% of women and 87% of men. The age group 32-40 constituted 32% of the sample, 11% of whom were women and 89%, men. Employees aged 41-50 made 7% of the respondents. Fifty-seven per cent of them were men and 43%, women. Only 4% of the employees were aged above 50 (only men). The team members were young, energetic, inventive, and enthusiastic. It is consistent with their length of service. Those who worked there for up to two years constituted 54%. Three to six years of work experience in the branch was declared by 28% of the respondents, while 18% of them worked there for less than 12 months.

The employees were asked whether their remuneration was adequate. Half of them answered 'definitely yes'. 'Somewhat yes' was selected by 36% of the respondents, while 14% of them declared the remuneration to be inadequate.

The employees were then asked whether their remuneration was the most important motivator for work. Their answers are summarized in figure 1.
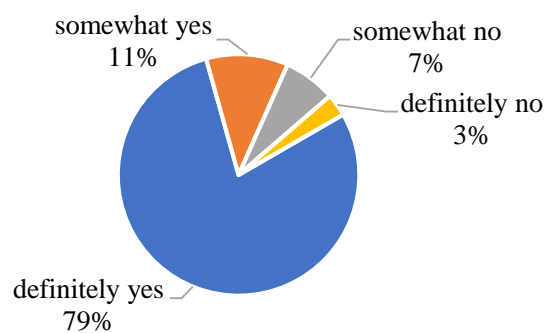

Figure 1. Answers to the question of whether remuneration was the primary motivator for work.
Source: original work.

The research confirms that remuneration was the primary motivator for work. The respondents were young, hence remuneration was obviously the most important motivator. Chart 1 shows that 79% of the respondents considered financial reward to be the most important factor motivating them to work in the organization. 'Somewhat yes' was selected by 11% of the respondents; 'somewhat no' and 'no' by 10% in total.

Work appreciation by the superior may be important for the mental health and subjective state of employees. As is the case with other emotions, appreciation can be conceptualized both as an emotion or disposition. The current emotional state of an employee may mean they feel grateful. Someone else can be happy. These statements describe emotions felt at the moment.

Appreciation is defined as 'acknowledging the value and meaning of something—an event, a person, a behaviour, an object—and feeling a positive emotional connection to it' (Adler, Fagley, 2005). The employees were asked whether their managers appreciated their work, see figure 2.
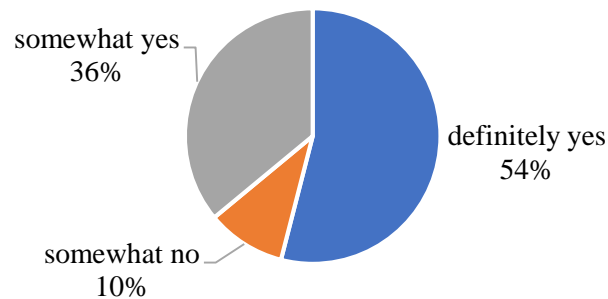

Figure 2. Answers to the question of whether the respondents believed their managers appreciated their work.

Source: original work.

Figure 2 shows that the employees believed their managers appreciated their work. Managers affect future behaviour with praise. 'Definitely yes' was selected by 54% of the respondents and 'somewhat yes' by 36%. The remaining portion believed they were 'somewhat' not appreciated. Note there is a difference between how managers appreciate employees and how employees feel appreciated. It is due to the effect of the illusion of transparency: people tend to overestimate the degree to which their emotions are evident to others.

The investigated organization has a motivation system. The employees were asked to assess its effectiveness. The results are shown in figure 3.
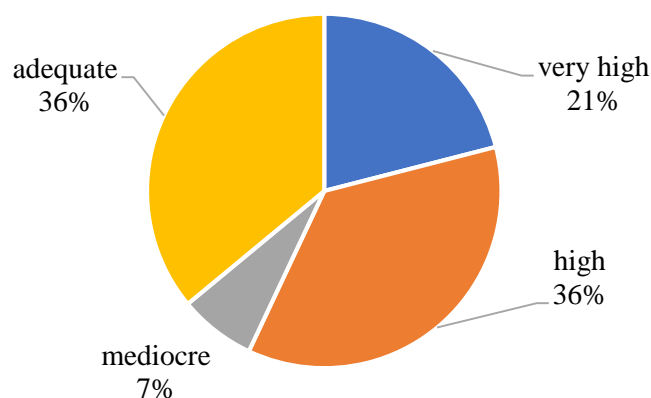

Figure 3. Answers concerning the motivation system in the organization.

Source: own work.

The respondents believed the effectiveness of the motivation system to be high and adequate (36%). Only 21% selected 'very high'. Mere 7% believed the effectiveness of the motivation system to be 'mediocre'. This assessment of the motivation system by the respondents may

indicate that they are familiar with the motivation system in the company and know how it works. Identification of employee preferences regarding the factors that motivate them is crucial for motivation system analysis. The group was asked to select up to three such factors, see figure 4.
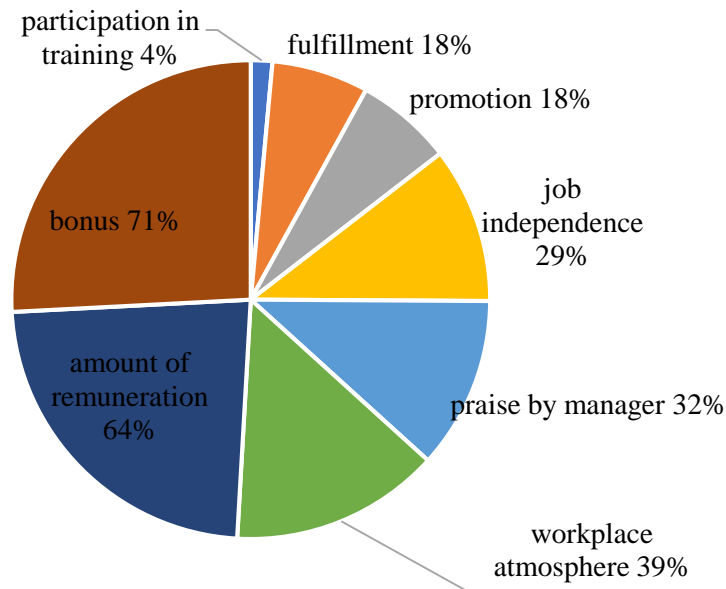

Figure 4. Respondents' opinions about selected factors that improve their motivation, in %.
Source: original work.

The study confirms that bonus payment is the primary motivator apart from base salary. Its importance lies in that it has a direct and strong relationship to the current employee's work performance. Bonuses are intended to incentivize employees to do more effective work, expand knowledge, or acquire new skills. Bonuses turned out to be the most important motivators for the respondents, with 71% selecting this answer. Regarding bonuses, the most motivating one was the monthly bonus (65%), quarterly bonus (18%), and annual bonus (17%). The value of remuneration as a tangible motivator was selected slightly less often (64%). Promotion is among the most important and effective motivators. However, it comes with a precondition that the employee accepts both a higher position and greater responsibility. If so, promotion satisfies the need for appreciation and positive self-assessment. Potential promotion was a positive motivator for 39% of the respondents. It is directly linked to the fact that with such appreciation, the employee believes in themself, considers themself valuable, has a higher sense of dignity, and strives for better professional results. Thirty-two per cent of the respondents found praise from the manager motivating. An appreciated employee feels more valuable and knows that their effort at work is recognized by the superior. An independent employee makes unaffected decisions, takes responsibility for their work, and can organize their work. Twenty-nine per cent of the respondents were motivated for better work by the possibility to exhibit independence. Fulfilment and a better atmosphere at work were motivating for 18% of the employees. Training opportunities affected motivation according to 4% of the respondents. The results are summarized in figure 4.

The group was then asked to indicate nonmonetary motivators employed in the branch. They could select multiple answers. The results are presented in figure 5.
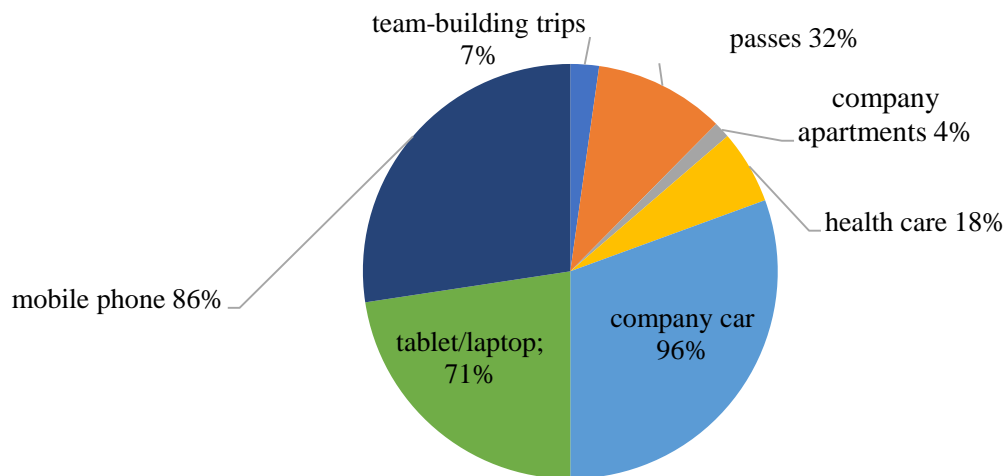

Figure 5. Answers regarding non-monetary motivators in the company.

Source: own work.

One of the most effective non-monetary motivators in the branch was access to a company car. It is a daunting and laborious task to hunt and retain a good employee, so companies increasingly often offer a company car as an added value. Data in figure 5 demonstrate that the company car was a non-monetary motivator for 96% of the respondents. In addition, a company laptop or tablet was an important non-monetary incentive for 71% of them. Thirty-two per cent were motivated by access to sports cards. Access to health services was selected by only 18% of the respondents, perhaps because most of the team were young (20-31 years) and not yet suffering from health conditions. Less than 7% indicated team-building trips as a non-monetary motivator.

Most probably, team-building events are reserved for employees with very high sales only.

Well-motivated personnel is one step towards the organization's success. To choose and employ the right incentives, the organisation has to map employee needs. One of the manager's tasks is to motivate employees towards specific results with the right management style, see figure 6.
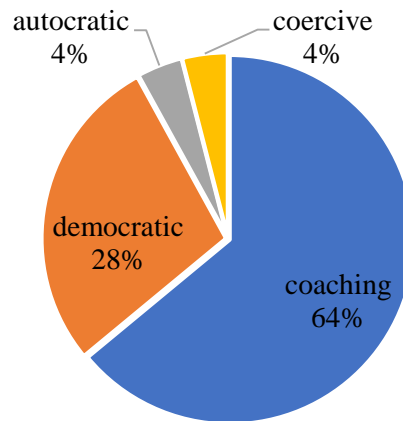
Figure 6. Answers regarding the management style of the direct superior.

Source: original work.

The employees were asked to assess the management style of their direct superior. According to 64% of the respondents, their manager employed the coaching style of management. It involves loyalty and support for every employee. When working with this style, the team leader focuses on the employee's strengths and weaknesses and fosters their individual development. The democratic style—where employees are not left to themselves—was selected by 28% of the respondents. Here, the employees are involved in decisions regarding activities and how work is done. The manager allows them to propose ideas, opinions, suggestions, and comments. Employees' needs are taken into consideration. The final decision is still taken by the manager. The coercive and autocratic styles were selected by a small portion of the employees (4%). The results are summarized in figure 6.

9. Conclusions

Employee motivating effort is the most challenging function in management. Employee's behavior and needs may be unpredictable. Each employee has different needs and getting to know and meet them is difficult, so an appropriate approach to the employee's needs is very important. Employees who are properly motivated and their hard work in pursuit of both personal and organizational goals can be a key competitive advantage for an organization. Employees can be motivated both with wage (material) and non-wage (intangible) means. Human resources management is about discovering what really motivates us to work more efficiently.

The study presented in the article has certain limitations resulting largely from the adopted methodology, based on the analysis of one case study. Its narrow scope of the study means that it does not exhaust the research problem, but only constitutes a contribution to further analyses.

Despite these limitations, it can be concluded that the study is important for practitioners and managers, as it contributes to the understanding of material and non-material motivation factors that may translate into increased employee involvement in more effective work and the willingness to identify with the organization.

- The study group consisted of young people aged 20-50 and more. The largest age group is those between 20 and 30 years old.
- As a result of the research, it turned out that the most important factor of material motivation for the studied group was remuneration.
- In the opinion of the surveyed employees, their superior appreciates their work in the organization.
- The surveyed employees believe that the motivation system in force in their organization is effective and clear.
- The surveyed employees indicated that among non-wage factors, the most motivating factor was the possibility of using a passenger car. According to the research, integration trips were not an important factor motivating work in the study group.
- The coaching style of management of the immediate superior, as indicated by the respondents, is characterized by constant motivation of subordinates. the manager tries to link their personal goals with the goals of the organization.

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