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IMPACT OF EMPLOYEES MOTIVATION ON WORK EFFECTIVENESS IN A COMPANY

WPŁYW MOTYWOWANIA PRACOWNIKÓW NA EFEKTYWNOŚĆ PRACY W PRZEDSIĘBIORSTWIE

Abstract: In modern times the company to gain a competitive advantage in the market should effectively manage its resources and in particular human resources. Workers are the guarantee of realization of the company. Therefore, it is important to motivate the employees, using appropriate motivators, as well motivated worker does his job better and this in turn has its reflection in effects, which reaches the company.

Keywords: motivating, employees, enterprise, financial and non-financial motivators

Streszczenie: We współczesnych czasach przedsiębiorstwa, aby uzyskać przewagę konkurencyjną na rynku, powinny efektywnie kierować posiadanymi zasobami, a w szczególności zasobami ludzkimi. To właśnie pracownicy są gwarantem realizacji zamierzeń przedsiębiorstwa. Dlatego też ważne jest właściwe motywowanie pracowników, przy zastosowaniu odpowiednich motywatorów, gdyż dobrze zmotywowany pracownik lepiej wykonuje swoją pracę, a to z kolei ma swoje przełożenie na efekty, jakie osiąga przedsiębiorstwo.

Słowa kluczowe: motywowanie pracowników, przedsiębiorstwo, motywatory płacowe i pozapłacowe

Introduction

The growing globalisation of economic processes, technological development, more and more demanding customers and competitive companies result in the fact that employers make the resource which contributes greatly to building a company's strong position on the market. More and more often company's management treat their workers as a valuable and precious capital, which cannot be reproduced but can surely be grown through constant improvement of its value. The process of human resources management has become critically important, in particular in the field of workforce motivation. The development of the modern enterprise requires from the management to be able to motivate their workers to[1]:

- constantly develop their knowledge, skills and qualifications,
- be innovative,
- be creative,
- share their knowledge and skills with other workers,
- enhance their communication skills,
- cooperate with other worker and be responsible,
- get involved,
- develop and maintain high ethical standards.

Motivation is essential to employees in order to increase the efficiency of their work as well as to make them happy and pleased with the work they are performing. Enhancing motivation shall therefore be in the workers' own interest. The work that is interesting, developing our skills, meaningful and can be performed in a relaxed and positive atmosphere is a fundamental value that a worker receives from an employer. In return, the employer shall expect higher-than-average results [2].

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[1]   Z. Gomółka, *Zarządzanie zasobami ludzkimi. System motywacji pracowników*, Uniwersytet Szczeciński, Szczecin 2005, s. 10.
[2]   R. Reinfuss, *Zagadka motywacji*, „Personel i Zarządzanie" 2015, nr 7 (304), s. 25.

1. The notion and essence of motivation

Managing an enterprise means managing people through the use of the following managerial functions: planning, organising, supervising and motivating. The latter one can be truly challenging to employers as it refers to the application of various initiatives that are supposed to inspire employees to work more efficiently as well as get fully involved in the realisation of company's needs. The employer shall first get familiar with employers' expectations, capacities and then create conditions aiming at enhancing their hidden potential.

The notions such as 'motivation of employees' and 'motivating' are used interchangeably in everyday speech. However, *motivation* is a psychological term, which aims at recognizing needs and values while *motivating* is one of managerial actions, the purpose of which is to influence others. E. Niedzielski and R. Walkowiak claim that the essence of motivating lies in the proper use of appropriately selected motivational tools. Those tools serve as the elements of motivational situation for the subordinates and their role is to promote specific behaviour among workers, according to the assumed objectives[3]. In turn, L.H. Haber defines' motivating to work' as a 'manager's individual approach towards an employee, getting insight into their system of needs and expectations, creating suitable working conditions as well as choosing the best possible way for workers' management, thanks to which the performed work by workers may become fundamental for company's goals accomplishment [4]. While for A. Pocztowski *motivating* means a conscious and intended manager's action which influences employees' behaviour through creation of favourable conditions to have workers' needs satisfied in return for their contribution to the realisation of company's objectives. The ability to motivate people successfully is one of the most important challenges that any manager or team leader needs to face. In order to motivate people effectively, one needs to be familiar with motivational mechanisms – necessary to build up motivational systems. Such motivation becomes an element supporting decision taking, planning or even supervising[5].
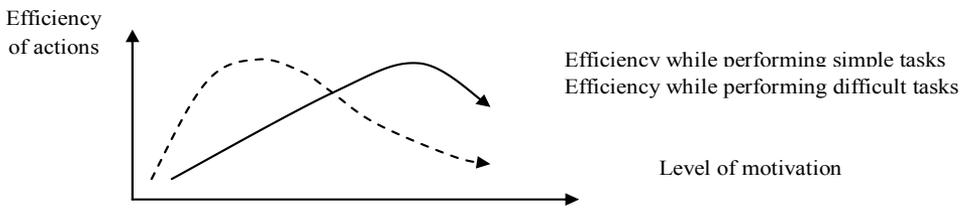
The greater the employees motivation, the greater their activity and determinedness in achieving goals. However, too much motivation may paralyse as well as disorganise human actions. Within the process of staff motivation it is crucial to identify employees' expectations to be able to offer them suitable incentives, as every worker is different and has completely different needs. Only in such a way, the appropriate motivational system may be constructed which will successfully enhance employees' motivation to work and their effective and strong commitment.

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[3] E. Niedzielski, R. Walkowiak, *Zarządzanie potencjałem społecznym w przedsiębiorstwie*, Uniwersytet Warmińsko-Mazurski, Olsztyn 2000, s. 51.
[4] L.H. Haber , *Management. Zarys zarządzania małą firmą*, WPSB, Kraków 1995, s. 144.
[5] A. Pocztowski, *Zarządzanie zasobami ludzkimi*, PWE, Warszawa 2007, s. 207.

Figure 1. Motivation intensity versus efficiency of actions
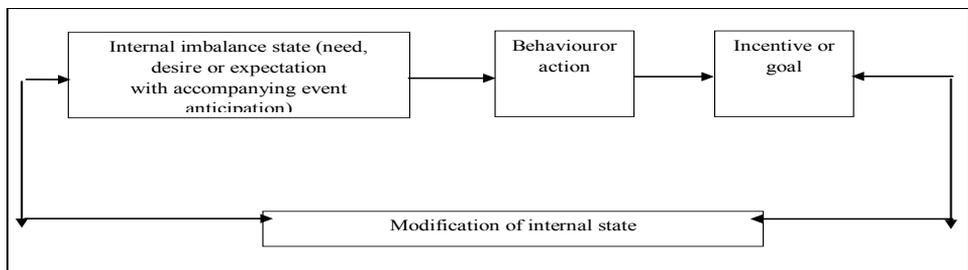Rysunek 1. Intensywność motywacji a sprawność działania

Efficiency
of actions

Efficiency while performing simple tasks
Efficiency while performing difficult tasks

Level of motivation

Source: J. Penc, *Motivationinmanagement*, Publishing House: Professional Business School, Cracow 2000, p. 208.

The process of motivation can be presented through the use of the model put forward by R.M. Steers and L.M. Porter (figure 2). The model of motivational process compromises three basic assumptionson human behaviour[6]:
1. It is a result of the interaction of certain factors.
2. It is always connected with some kind of goal.
3. Can be influenced.

Figure 2. Simplified model of the motivational process
Rysunek 2. Uogólniony model procesu motywacyjnego

| Internal imbalance state (need, desire or expectation with accompanying event anticipation) | → | Behaviouror action | → | Incentive or goal |

Modification of internal state

Source: L. Kozioł, A. Piechnik-Kurdziel, J. Kopeć, *Managing human resources in a company. Theoryand practice*, Publishing House: Publishing Library, Warsaw 2000, p. 207.

2. Selected theories of motivation - content theories

While discussing theories of motivation it must be stated that people are motivated by unfulfilled needs - they constitute a motivating factor. As we also know, the number of people's needs is unlimited. According to A.H. Maslow these unfulfilled needs create a logical system, a kind of 'hierarchy'; starting from low-level needs

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[6] L. Kozioł, A. Piechnik-Kurdziel, J. Kopeć, *Zarządzanie zasobami ludzkimi w firmie. Teoria i praktyka*, Wydawnictwo Biblioteczka Wydawnicza, Warszawa 2000, s. 207.

to high-level needs. 'The hierarchy of needs' by A.H. Maslow has found a broad application. It refers to motives of human behaviour and actions[7]. Maslow thought that a man should fulfil low-level needs, for instance physiological needs, and then high-level needs such as the need for recognition.

Figure 3. Maslow's Pyramid of needs
Rysunek 3. Piramida potrzeb Maslowa
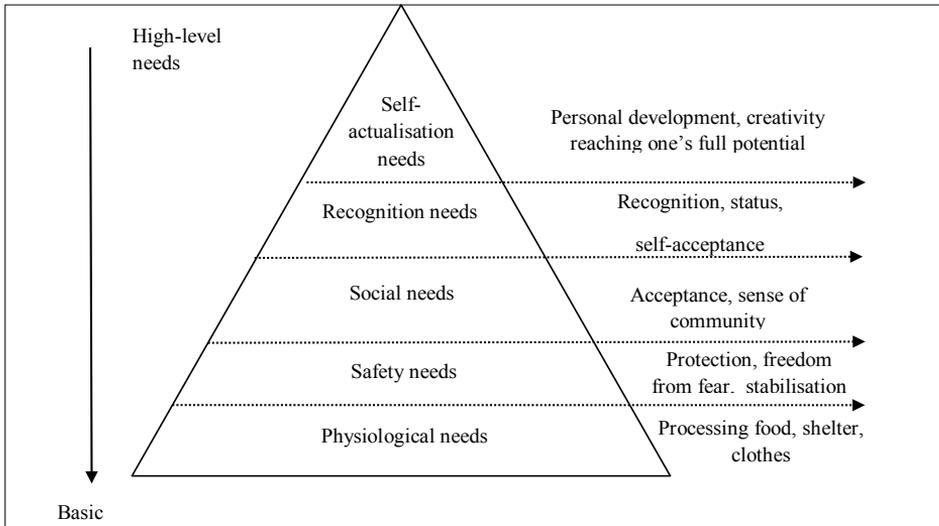
Source: D. Waters, *Operational Management*, PWN, Warsaw 2007, s. 464.

1. Physiological needs – result from the human biology – (satisfying hunger, sleep). If these needs are not met, then work will only be treated as the way to deliver financial means to satisfy these needs. Employees are going to perform their duties only to provide money to themselves and their families for basic things such as food or clothes.

2. Safety needs – refer to the environment people live and work in and in which they feel safe. If we think about working environment, we mean health and safety at work, guaranteed entitlement to receive remuneration, medical care, and at later stages of life - ill-health benefit or pension.

3. Needs for love and belongingness – need for establishing close relationships with other people, feeling of belonging to a group and being accepted by the family. At work - these needs are manifested by becoming a member of formal and informal groups which operate within the company.

4. Respect and recognition needs – people want to feel respected and recognised in their own and others' eyes, desire to become dominant and prestigious. At work these needs are manifested through determination to be successful, promotion, ad-

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[7] J. Altkorn, *Podstawy marketingu*, Instytut Marketingu, Kraków 1995, s. 73.

vancing constantly to a higher position in the organisation. Winning recognition in the eyes of others is sometimes a more precious reward than a financial one.

5. Self-Actualisation needs – developing skills, fulfilling personal dreams, gaining knowledge. The need for self-actualisation in the workplace refers to opportunities for employee development, trainings, being able to participate in making important decisions concerning the company[8].

Another theory worth mentioning is Herzberg's Two-Factor Theory, which listed the following in the workplace:

- motivators such as success, recognition, responsibility, promotion, opportunities for personal development. Motivational factors are such elements of working environment that let people fully realise their intellectual potential and get satisfaction from their jobs.

- occupational health factors, which have an impact on psychological comfort at work: supervisor-subordinate relationships, HR policy, working conditions, safety, job security, control, private life.

Another modification to Maslow's theory was applied by C.P. Alderfer (ERG theory), who confirmed Maslow's hierarchy of needs but also found out that people can strive for a few different needs at the same time. He defined the following needs:

- needs for existence (E - existence) – which include, among others, physiological needs, material needs, improvement of the working conditions (low-level needs in Maslow's theory);

- needs for social relations (R - relatedness) – personal needs and aspirations, need for the integration of the team (social needs in Maslow's theory);

- needs for personal development (G - growth) (high-level needs in Maslow's theory).

In turn, D. McClelland distinguishes the following needs: the need for achievement, the need for affiliation and the need for power/authority. According to McClellanda each of these needs is subject to training, in which we moderate the difficulty of tasks and degree of commitment.

- Need for achievement – it is connected with taking on challenges in a competitive situation. It encourages people to look for tasks which require the spirit of rivalry and can be a source of success and feedback on one's effectiveness.

- Need for affiliation – establishing and maintaining friendly interpersonal relations. Actions made by people with a high need for belonging are pursued based on their perceptions of other people's desires, in particular those of them, who they respect and dream of being respected by them. In order to motivate these people effectively, one needs to ensure a comfortable cooperative environment at work.

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8   I. Gawron, *Marketing wewnętrzny-pracownicy jako kluczowi klienci organizacji*, [w:] *Podejście procesowe w zarządzaniu*, tom I, red. M. Romanowska i M. Trocki, Szkoła Główna Handlowa w Warszawie, Warszawa 2004, s. 409-410.

- Need for power /authority – the need for having impact on others, the need for influencing the environment.

The above-mentioned selected content theories indicate that one shall be fully aware of what lies at the basis of human actions to be able to build motivational systems that work effectively.

3. Types of motivation in practice

Motivation to work may be of different nature as employees can find motivation to work on their own or can be motivated by managers by various motivating factors. Due to this motivational variety we talk about the following types of motivation:

- *external motivation* – this type of motivation derives from the need for needs fulfilment, its most common form is economic motivation; it aims at making people perform assigned tasks according to supervisor's instructions;

- *internal motivation* – takes place in situations where work is treated as employee's autonomous goal. An employee gets involved in any action because it gives him/her genuine pleasure or attracts his/her interest rather than because of external pressure or external benefits. This type of motivation may take various forms, such as involvement in activities; identification with the company; interestand passion for work and observing established rules and norms[9].

The subject literature suggests devision into two types of motivation: financial and non-financial. One of the most important motivational factors still is financial gratification. The remuneration for work is characterised by the following[10].

- it is a payment made by an employer to an employee by reason of his/her employment relationship;

- is an amount due to the worker under the employment relationship, liability for remuneration paymentlies with the entity or employer;

- is a payment for the actual work being performed by an employee;

- is a payment that increases employee's financial assets;

- is a regular payment by reason of employee's employment;

- is in a form of a contractual obligation;

- its amount shall be adequate to the work performed.

Remuneration is considered a traditional initiative encouraging employees to work effectively and efficiently, however we should not forget that it shall depend on the type of the work carried out as well achieved results. An employee shall be familiar with both renumeration system and its components. In turn, non-financial motivators shall, on the one hand, have impact on the improvement of the effectiveness of the applied financial incentives, on the other, are used to satisfy social needs and self-
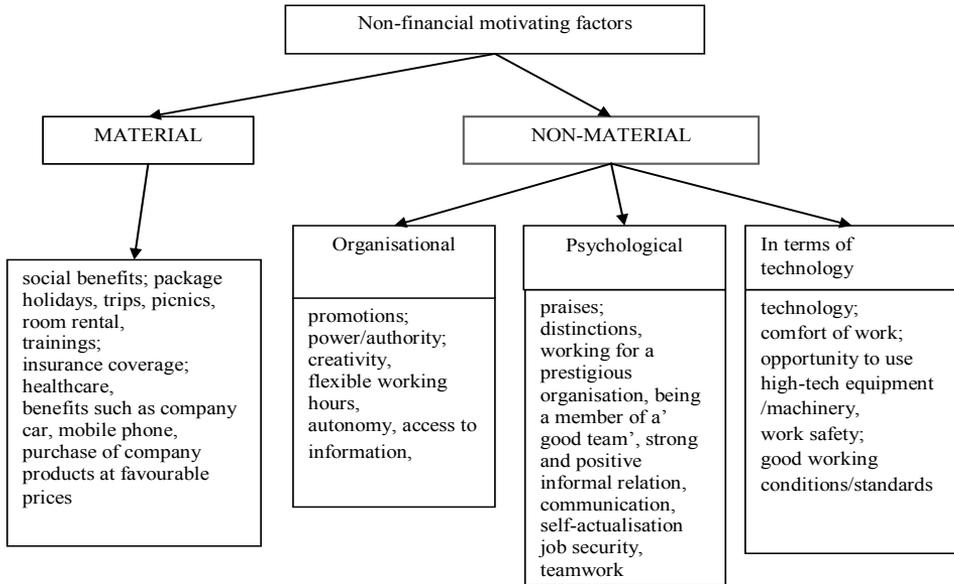
[9] A. Kijewska, *Pracownicy – kreatorzy zmian w przedsiębiorstwie*, Politechnika Śląska, Gliwice 2009, s. 48-49.
[10] Z. Pawlak, *Personalna funkcja firmy, procesy i procedury kadrowe*, Poltext, Warszawa 2003, s. 23.

-actualisation needs communicated by employees[11]. Among non-financial motivating factors we can define two types, namely: material and non-material (see figure 4).

Figure 4. Non-financial motivating factors
Rysunek 4. Pozapłacowe czynniki motywacyjne

Non-financial motivating factors

| MATERIAL | NON-MATERIAL |

MATERIAL

social benefits; package holidays, trips, picnics, room rental, trainings; insurance coverage; healthcare, benefits such as company car, mobile phone, purchase of company products at favourable prices

NON-MATERIAL

Organisational

promotions; power/authority; creativity, flexible working hours, autonomy, access to information,

Psychological

praises; distinctions, working for a prestigious organisation, being a member of a' good team', strong and positive informal relation, communication, self-actualisation job security, teamwork

In terms of technology

technology; comfort of work; opportunity to use high-tech equipment /machinery, work safety; good working conditions/standards

Source: M.W. Kopertyńska, *Staff management*, PWSZ in Legnica, Legnica 2002, s. 55.

An employer may use a number of different initiatives and tools to reward employees for their work. On the one hand, there is a guaranteed salary, which ensures their and their families survival and on the other, there are non-financial initiatives, which cannot be measured but may be of great importance to the employee. Sometimes a positive comment, recognition in the eyes of the supervisor or colleagues, promotion may work much better than a bonus, which has been received by other workers too. Motivating people is not a one-time process but a long-term one that takes place between a supervisor and a subordinate. In order to motivate people effectively, one should apply the following principles[12]:

- *principle of proportionality* – the principle says that the given awards for work results shall be adequate to requirements and results as well as employee's efforts made to achieve them;

- *principle of individualisation* – according to this principle every worker shall be treated individually, the motivational system shall be tailored to his/her needs and

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[11] M.W. Kopertyńska, *Motywowanie pracowników. Teoria i praktyka*, PLACET, Warszawa 2008, s. 199.
[12] L. Kozioł, A. Piechnik-Kurdziel, J. Kopeć, *Zarządzanie zasobami ludzkimi…*, s. 269-271.

requirements, which should be consistent with manager's expectations; motivational tools shall be varied, not the same for everybody;

- *principle of positive motivation* – supervisors / managers shall reward positive behaviours only; rewarded employees are more eager to act, show creativity and innovativeness at work;

- *principle of differentiation* – the amount of awards and their frequency shall be varied as both the unplanned frequency and the variety of rewards stimulate workers more;

- *principle of comprehensiveness* – it refers to the impact on socio-economical work results from the viewpoint of the society, enterprise and employee;

- *principle of regularity*– according to this principle the motivational tools in use shall be interconnected - by rewarding an employee we should take into account all up-to-date achievements at work;

- *principle of minimization* – it refers to the period of time between task completion and employee gratification and suggests that it should be as short as possible;

- *principle of worker's impact on rewarded work results*- according to this principle an employee shall be only responsible for works results that are dependent on him/her;

- *principle of choice* – an employer shall feel free to choose suitable behaviours and forms of gratification – thanks to it, we will be able to match employee's needs to the offered set of rewards better.

Conclusion

Successful employees motivation bring profits not only to workers but to the whole enterprise. Appropriately selected motivational tools, which results from the analysis of employees' expectations and needs, may contribute to workers' satisfaction, make them take a greater delight and energy at performing their work as well as reduce sickness absences in the workplace. Job satisfaction translates in to greater employee commitment, loyalty and identification with the organisation they work for. Well-motivated employees bring profits to their organisation in the form of new contracts being signed, satisfied customers and effective work being done for the company.

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