
Effects of Employee Motivation in Business Organisations

Submitted 12/09/24, 1st revision 17/10/24, 2nd revision 28/10/24, accepted 15/11/24

Olimpia Grabiec¹, Justyna Małyśiak², Agnieszka Barcik³, Piotr Dziwiński⁴

Abstract:

Purpose: The main objective of the study was to identify and assess the effects of motivation among employees of organisations based in Poland.

Design/Methodology/Approach: Employees of organisations based in Poland were selected to carry out the research process. The research was conducted based on the survey method, while the research tool was survey questionnaires, constructed from closed questions. The surveys were conducted anonymously. The questionnaire was made available through Google Forms. In addition, a pilot face-to-face interview was conducted among the selected participants of the study, which allowed the pre-prepared questionnaire to be detailed. The adoption of these research techniques allowed the collection of statistical (quantitative, economic data) and qualitative (perceptions, value judgements, evaluations, opinions, awareness of facts) material.

Findings: The research confirmed that proper motivation of employees influences their level of work engagement and high work performance. Similarly, it is the case that employees achieve higher job satisfaction and well-being with the right motivation system. Companies are more likely to prefer to self-fund new investments and, the research also confirmed that employees indicate increasing stability and security as an effect of motivation.

Practical Implications: The paper sheds light on the relationship of employee motivation and its impact on work engagement and employee stability and security.

Originality/Value: The paper presents the results of a study on the evaluation of the effects of employee motivation in organisations in Poland.

Keywords: Management, Human Resource Management, employee motivation, motivation effects.

JEL classification: M12, M50, M54.

Paper Type: Research article.

¹Humanitas University, Sosnowiec, Poland, e-mail: olimpia.grabiec@humanitas.edu.pl;

²General Tadeusz Kościuszko Military University of Land Forces in Wrocław, Wrocław, Poland, e-mail: justyna.malysiak@awl.edu.pl;

³University of Bielsko-Biala, Bielsko-Biala, Poland, e-mail: abarcik@ubb.edu.pl;

⁴University of Bielsko-Biala, Bielsko-Biala, Poland, e-mail: pdziwinski@ubb.edu.pl;

1. Introduction

No organisation can fully serve people or produce without people. People are a key resource and capital for organisations. Therefore, human resource management is at the core of a company's organisational activities and is essential to the company's competitive success. It is also the reason why people are and should be valued as an enterprise resource and as capital for most commercial and non-commercial activities. Currently, people in organisations, by virtue of their knowledge, skills, abilities and other qualities, stand high in the hierarchy (Yabancı, 2020; Gross-Gołącka *et al.*, 2023).

Human resource management encompasses all management decisions and actions that affect the nature of the relationship between an organisation and its human resources. Being at the centre of organisational activity, human resource management is essential to the success of an organisation (Beer *et al.*, 1984), and human resource development is a top priority activity in which many organisations engage. This area of activity aims to develop the knowledge, experience, productivity and satisfaction of staff according to their professions (Werner and DeSimone, 2012).

The statement that people are the most important asset has been present in management since the 1970s. However, the prevailing opinion in the literature is that the concept of human capital in the strict sense has significantly influenced changes in the field of human resource management only in the last two decades. A manifestation of the new role of human capital in the enterprise as well as in the field of management science is the increasing emphasis on its importance in the statutory documents of organisations, as well as in the statements of enterprise presidents and management authorities (Sienkiewicz, 2018).

Given that people are the most important asset of an organisation, the main objective of this article is to identify and assess the effects of employee motivation among employees of organisations based in Poland.

2. Literature Review

Motivation is a multi-factor and complex phenomenon of the contemporary society which is influenced by the system of values, commitments and perceptions of various people (Aliekperova, 2018). Work motivation is one of the key elements of human resources management in an enterprise. Its aim is to influence an employee to behave in a certain way (Jasinski, 2001), which is most often expected to bring a certain benefit to the employer or more generally to the enterprise. While in the traditional approach to motivation, the only factor that could influence an employee's behaviour was remuneration, nowadays other types of motivators are also recognised, aimed at achieving a certain work outcome.

In the organisational dimension, learning about the attitudes that influence the decisions made by an employee or job candidate can support relationship management by proposing an appropriate motivational system and implementing appropriate human resource management tools, including in shaping working conditions and professional development (Stachowska, 2019).

Moreover, as they indicated D. Štreimikienė and D. Grundey Happiness not only produces a quantitative improvement, by increasing efficiency, but also a qualitative one by making a better product by virtue of pride, belief and commitment to one's job. Motivation in work has also significant impact on happiness, productivity and satisfaction (Štreimikienė and Grundey, 2009).

Due to the ever-increasing competition in the market, entrepreneurs cannot afford to hire inefficient employees, which usually only generates losses for the company. On the other hand, every employer knows how difficult it is to find a conscientious and dedicated employee. For this reason, motivational systems are already successfully used not only in large institutions, but also in the smallest ones - small and medium-sized enterprises (Grabiec and Jędraszczyk-Kałwak, 2017).

Motivation is defined as inner and outer factors which encourage aspiration and dynamism in people to be continually interested and dedicated to a job, a role or a topic, or to try to reach a goal (Ingle, 2014). Motivations denote the needs, wants, desires or aspirations that impact, control or clarify the behaviour of individuals (Kumar et al., 2003). Intrinsic motivation refers to the intrinsic emotional stimulus arising from a person's values and beliefs, while extrinsic motivation is an expression of the formal motivation system in an organisation (Kawka and Listwan, 2004).

It is worth noting that superiors using only external motivation towards employees, for example in the form of financial bonuses, despite the almost immediate effects of their actions, observe the short-term effects of rewarding the employee. Long-term effects are produced by motivating with intrinsic factors, when the employee can count on a good 'quality of life at work' in his professional life.

The quoted term means nothing more than a philosophy of analysing the employee's attitudes, behaviour and attitude in the workplace and its impact on the functioning of the company. It aims to increase subordinates' involvement in the life of the organisation by endowing them with trust and responsibility. At the same time, employees must be equipped with the tools or information and have the relevant competences to perform their specific job.

Caring for quality of life at work also involves recognising the needs of the individual employee and providing the appropriate instruments to meet those needs (Kupczyk *et al.*, 2021; Kupczyk *et al.*, 2023).

Thus, the aim of ensuring good quality of life at work is to pursue the company's goals by meeting the needs of its employees (Rose *et al.*, 2006).

3. Methods and Materials

The organization of the research included five functional stages:

- stage 1 - research programming - defining the purpose, scope, sources of information, type of statistical material, preparation of research techniques and tools;
- stage 2 - observation - conducting a survey;
- stage 3 - control, ordering, grouping and processing of the collected information;
- stage 4 - analysis of the developed material;
- stage 5 - inference based on the analysis of the collected information.

The main objective of the research conducted was to identify and assess the effects of motivation among employees of organisations based in Poland.

The specific objectives of the study included:

- assessing overall job satisfaction and commitment.
- identification of the types of effects that occur in the process of motivating employees.
- employees' assessment of the effects of motivation.

The analyses conducted for the assignment allowed the formulation of the following research problems:

- are the surveyed employees of the organisation satisfied and engaged at work?
- what types of effects occur as a result of motivating employees?
- how do the employees evaluate the occurring motivation effects?

The following research hypotheses were set in the study:

- *H1: Employees rate their job satisfaction and job commitment highly*
- *H2: The effect of the motivational system used by the organisation is improved well-being, stability and security for employees*
- *H3: With adequate motivation, employees' job commitment increases.*

The research was conducted using a survey method. The survey was made available via Google Forms to employees of organisations based in Poland. In addition, a pilot face-to-face interview was conducted among selected participants of the study, which allowed the pre-prepared questionnaire to be detailed.

The adoption of these research techniques allowed the collection of statistical (quantitative, economic data) and qualitative (perceptions, value judgements, evaluations, opinions, awareness of facts) material.

The research was conducted in June 2024. The survey used a survey questionnaire constructed mostly of closed questions. 140 complete questionnaires were received and accepted for the present analysis.

A total of 140 people (N=140) took part in the survey, including 101 (72.1%) women and 49 (27.9%) men. Considering the age of the respondents, the structure is as follows:

- 18 - 30 years - 22.1%
- 31 - 40 years old - 29.3%
- 41 - 50 years old - 40.7%
- 51 - more years - 7.9%.

In terms of respondents' education, most respondents had a university degree, 53.6%, followed by secondary education 43.6%, vocational education 2.1% and primary education 0.7%. Considering the size of the organisation in which the respondents work, the largest group were organisations with 50 to 249 employees (32.1% of respondents, where n=140), followed by 31.4% with more than 250 employees, 26.4% with 10 to 49 employees and 10% with up to 9 employees.

Analysing the sector of the economy in which the respondents are employed, the service sector has the largest share at 46.4%, followed by the sector including research, social welfare, justice, military, police, public administration, leisure and tourism and health - here the percentage share is 26.4%. The next sector is the industrial sector 18.6%, the sector covering advanced services i.e. marketing, advertising, IT, banking, consulting, financial services and insurance 7.9%. Last is the agricultural industry 0.7%.

Another criterion considered is the position occupied. Most respondents occupy the position of specialist 35%, followed by the positions of director/manager 20.7%, office worker 18.6%, production/physical worker 15%, teacher 7.2%, sales assistant 2.1% and nurse/hygienist 1.4%.

4. Research Results and Discussion

Research has shown that employees in Polish organisations have the opportunity to develop their skills and qualifications. They also have the opportunity to voice their opinions and ideas in organisations. Analysing the results of the survey, it can also be seen that employees are satisfied with the positive and supportive atmosphere at work. 48.6% of the respondents have the opportunity to develop their skills and qualifications in the organisation. 13.6% do not have this opportunity, while 37.9%

sometimes do. As many as 60.7% of the respondents have the opportunity to present their opinions and ideas in the organisation, 25.7% sometimes and 13.6% do not. 58.6% have a positive and conducive working atmosphere, 29.3% sometimes, and 12.1% have an unfavourable and negative working atmosphere.

Table 1 shows employees' overall job satisfaction.

Table 1. Overall job satisfaction - % share $n = 140$ (1 - very dissatisfied, 5 - very satisfied)

	Assessment	Number n=140	Percentage share
Overall job satisfaction	1	6	4,3
	2	3	2,1
	3	39	27,9
	4	56	40,0
	5	36	25,7

Source: Own study.

Table 2 shows the results of the survey on appreciation and respect at work as assessed by employees.

Table 2. Appreciation and respect at work - % share $n = 140$ (1 - very undervalued, 5 - very appreciated)

	Assessment	Number n=140	Percentage share
Appreciation and respect at work	1	7	5,0
	2	13	9,3
	3	47	33,6
	4	47	33,6
	5	26	18,6

Source: Own study.

Table 3 shows the employees' assessment of their commitment at work.

Table 3. Evaluation of one's commitment to work - share % $n = 140$ (1 - poorly, 5 - very highly)

	Assessment	Number n=140	Percentage share
Assessment of one's commitment to work	1	1	0,7
	2	2	1,4
	3	15	10,7
	4	59	42,1
	5	63	45,0

Source: Own study.

The first research hypothesis (H1) is that employees rate their job satisfaction and job commitment highly. This hypothesis was confirmed.

Overall job satisfaction was rated quite high by the respondents. In 65.7% of the respondents, satisfaction received the highest scores, i.e., 4 and 5 (Table 1). On the other hand, when it comes to employee commitment at work, more than 87% rated it high and very high (Table 3). More than 50% of respondents feel valued and respected in the organisations where they work (Table 2).

Table 4 shows the evaluation of the effects of motivation in employees. This assessment is the subjective feeling of the employees. For the purposes of the study, the following employee motivation effects were identified:

- Increased work pace
- Improved mood/emotional stability
- High work performance/engagement
- Sense of decisiveness and satisfaction
- Willingness to develop professionally
- Sense of recognition/prestige
- Stability and security
- Sense of acceptance and belonging to a group.

Table 4. Evaluation of the effects of motivation in employees (1 - not present; 2 - weak; 3 - moderate; 4 - quite high; 5 - very high).

Assessing the effects of motivation in employees	Assessment	Number n=140	Percentage share
Increased pace of work	1	21	15,0
	2	11	7,9
	3	44	31,4
	4	46	32,9
	5	18	12,8
Improved mood/emotional stability	1	10	7,1
	2	13	9,3
	3	41	29,3
	4	46	32,9
	5	30	21,4
High work performance/commitment	1	4	2,9
	2	12	8,6
	3	44	31,4
	4	52	37,1
	5	28	20,0
Sense of decisiveness and satisfaction	1	5	3,6
	2	20	14,3
	3	36	25,7
	4	52	37,1

	5	27	19,3
Willingness to develop professionally	1	5	3,6
	2	16	11,4
	3	40	28,6
	4	49	35,0
	5	30	21,4
Sense of recognition/prestige	1	6	4,3
	2	22	15,7
	3	37	26,4
	4	48	34,3
	5	27	19,3
Stabilisation and security	1	4	2,9
	2	13	9,3
	3	28	20,0
	4	51	36,4
	5	44	31,4
Sense of acceptance and belonging to a group	1	5	3,6
	2	13	9,3
	3	38	27,1
	4	43	30,7
	5	41	29,3

Source: Own study.

Hypothesis two (H2) assumes that the effect of the incentive system used by the organisation is improved employee wellbeing, stability and security. This hypothesis has been confirmed.

Hypothesis three (H3) assumes that with adequate motivation, employees' work commitment increases. This hypothesis was confirmed.

More than 50% of respondents indicated that the effect of motivating employees is improved well-being, mood and emotional stability. More than 67% noted that adequate motivation increases levels of stability and security. More than 57% of respondents also indicated that work performance and commitment increase (hypothesis H3).

More than 56% note a sense of decision-making and job satisfaction, an increased desire for professional development (56.4%), a sense of recognition and prestige (53.6%), and a sense of acceptance and belonging to a group (60%).

5. Conclusion

Being in a work environment involves all sorts of factors that contribute to an employee's sense of satisfaction or dissatisfaction. Employees who are satisfied with their working life are the strength of an organisation, and it is thanks to them that it

can function effectively. Taking care of employee satisfaction is particularly important due to the fact that subordinates who are dissatisfied with their work, through various counter-productive activities, pose a potential threat to the development of the company (Grabiec and Jędraszczyk-Kałwak, 2018).

It can be observed that still in many enterprises, employees are perceived as an unimportant element of the enterprise, moreover easily replaceable. In Poland, progress can be seen in the management of material and financial resources, but the situation is worse when it comes to human resources (Pocztowski, 1995).

Any organisation offering additional non-wage benefits is perceived as modern and caring for the interests of its employees. Thanks to the use of such motivational factors, a specific relationship is established between the organisation and the employee, which makes the employee feel appreciated, but also appreciates the place where he or she works, realising that in the case of dismissal he or she will have to give up certain privileges available to employees of the organisation (Zakrzewska-Bielawska, 2012).

It is important to note that every organisation has its own objectives, often this is to make as much profit as possible from its activities. This is primarily possible thanks to the people employed by the organisation, who work together for its success. However, for this to be the case, the work of the people must be coordinated in such a way that the skills and abilities of the employees are utilised to the greatest possible extent.

Employees, on the other hand, should be adequately rewarded for their conscientious and effective work - in both tangible and intangible ways. The above-described activities make up human resource management, which, in the simplest terms, is the strategy and practice of acquiring, using, improving and retaining people - their capabilities and skills within an enterprise (Adamiec and Kożusznik, 2000).

References:

- Adamiec, M., Kożusznik, B. 2000. Zarządzanie Zasobami Ludzkimi. Aktor – Kreator – Inspirator, Wydawnictwo AKADE, Kraków.
- Aliekperova, N. 2018. Motivating Factors Effecting Work Efficiency of Employees in Ukrainian Pharmaceutical Sector, *Economics and Sociology*, 11(1), 61-74. doi:10.14254/2071-789X.2018/11-1/4.
- Beer, M., Spector, B., Lawrence, P.R., Quinn Mills, D., Walton, R.E. 1984. *Managing human assets: the groundbreaking Harvard Business School program*, The Free Press, New York.
- Grabiec, O., Jędraszczyk-Kałwak, J. 2017. Motywowanie do pracy w opinii pracowników małych i średnich przedsiębiorstw, *HUMANITAS Zarządzanie*, 18(1), 43-56. <https://doi.org/10.5604/01.3001.0010.2874>.

- Grabiec, O., Jędraszczyk-Kałwak, J. 2018. Job satisfaction in the opinion of employees of small and medium – sized enterprises. *HUMANITAS Zarządzanie*, 19(1), 37-49. <https://doi.org/10.5604/01.3001.0012.0503>.
- Gross-Gołacka, E., Kupczyk, T., Rzepka, A., Smolarek, M., Szczepańska –Woszczyzna, K. 2023. The concept of inclusion and diversity as an accelerator for building Society 5.0 and creating a managed organization in the 5.0 era. In: Rzepka, A., *Innovation in the Digital Economy: New Approaches to Management for Industry 5.0*. Abingdon, Oxon, Routledg, 62-72.
- Ingle, M. 2014. A study of role and importance of motivation in the development of work environment. *New Main International Journal of Multidisciplinary Studies*, 1(3), 283-287.
- Jasiński, Z. (red). 2001. *Motywowanie w przedsiębiorstwie*. Agencja Wydawnicza Placet, Warszawa.
- Kawka, T., Listwan, T. 2004. *Motywowanie pracowników*. In: Listwan, T. *Zarządzanie kadrami*, Wydawnictwo C.H. Beck, Warszawa.
- Kumar, S.A, Poornima, S.C, Abraham, M.K., Jayashree, K. 2003. *Entrepreneurship Development*, New Delhi: New Age International (P) Limited Publishers.
- Kupczyk, T., Gross-Gołacka, E., Rupa, P. 2023. Level of Fulfilment of Expectations towards Work and Employer of Generation Z. *European Research Studies Journal*, Volume XXVI, Issue 4, pp. 987-1000.
- Kupczyk, T., Rupa, P., Gross-Gołacka, E., Urbańska, K., Parkitna, A. 2021. Expectations and requirements of generation Z towards salary. *European Research Studies Journal*, Vol. XXIV, Issue 4, pp. 85-96.
- Pocztowski, A. 1995. *Jak poszukiwać i zjednywać najlepszych pracowników*, Wydawnictwo Profesjonalnej Szkoły Biznesu. Agencja Konsultingowa Sedlak & Sedlak, Kraków.
- Rose, R., Beh, L., Uli, J., Idris, K. 2006. An analysis of quality of work life and career-related variables. *American Journal of Applied Sciences*, 3(2), 2151-2159.
- Sienkiewicz, Ł. 2018. *Optymalizacja użyteczności kapitału ludzkiego. Perspektywa przedsiębiorstwa*, Oficyna Wydawnicza SGH, Warszawa.
- Stachowska, S. 2019. Podejście przedstawicieli pokolenia Z do własnego rozwoju i przyszłej kariery zawodowej – perspektywa studentów. *HUMANITAS Zarządzanie*, 20(4), 45-63. <https://doi.org/10.5604/01.3001.0014.0304>.
- Štreimikienė, D., Grundey, D. 2009. Life satisfaction and happiness – the factors in work performance. *Economics & Sociology*, Vol. 2, No 1, pp. 9-26.
- Werner, J.M., DeSimone, R.L. 2012. *Human resource development*. SouthWestern, United States.
- Yabanci, O. 2020. From human resource management to intelligent human resource management: a conceptual perspective. *Human-Intelligent Systems Integration*, Springer Nature Switzerland AG.
- Zakrzewska-Bielawska, A. (red.) 2012. *Podstawy zarządzania. Teoria i ćwiczenia*. Oficyna a Wolters Kluwer business, Warszawa.