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WORK COMMITMENT AS AN EFFECT OF APPLIED SYSTEM OF MOTIVATION

ZAANGAŻOWANIE W PRACĘ JAKO EFEKT STOSOWANEGO SYSTEMU MOTYWACJI

Abstract: This article presents a discussion of issues related to the work commitment, which is an effect of motivating employees' to work. In this publication, authors presented the most popular theories of motivation, as well as results of self-study related to work commitment

in small and medium enterprises of Silesian Voivodship. The main goal of this article is to determine, which factors influence the work commitment and work results in an enterprise. The conclusions of the investigation can provide a basis for the management of small and medium enterprises when choosing the factors, which can influence their employees' work commitment and thus increase the effects of enterprises activity.

Keywords: commitment, motivating, organisation, management, small and medium enterprises

Streszczenie: Artykuł zawiera omówienie zagadnień związanych z zaangażowaniem w pracę, które jest efektem motywowania pracowników do pracy. W publikacji autorki zaprezentowały najpopularniejsze teorie motywacji, jak również wyniki badań własnych dotyczące zaangażowania w pracę w małych i średnich przedsiębiorstwach województwa śląskiego. Głównym celem niniejszego artykułu jest określenie, jakie czynniki wywierają wpływ na zaangażowanie i wyniki pracy w przedsiębiorstwie. Wnioski z badania stanowią mogą punkt wyjścia przy wyborze czynników przez władze małych i średnich przedsiębiorstw, które to czynniki będą miały wpływ na zaangażowanie pracowników w pracę, a co za tym idzie – zwiększenie efektów działalności przedsiębiorstw.

Słowa kluczowe: zaangażowanie, motywowanie, organizacja, zarządzanie, małe i średnie przedsiębiorstwa

Introduction

Every enterprise aims at making highest profit of its activity. This is possible most of all thanks to the people employed in the organisation, who work together towards its success. However, to make it happen, this work needs to be coordinated in a way that enables making the most of employees' skills and qualifications. For a diligent and effective work, employees should be fairly rewarded – in material, as well as in non-material terms. Actions described above are components of human resources management, which in simple terms is a strategy and a practice of obtaining, using, improving and keeping people – their possibilities and skills in an entrepreneurship¹. There are four contexts contributing to the human resources management in an enterprise: legal, psychological, ethical and cultural. The Human Resources Officer should therefore know all the legal acts in force at the company as well as the labour law and ensure that they are all respected. Such a person should also be able to supervise employees, have a proper knowledge about particular workers after recognizing their personal features and know motivational tools, as well as be able to adjust them to the person in order to obtain the best results of their work².

¹ M. Adamiec, B. Kożusznik, *Zarządzanie zasobami ludzkimi. Aktor – Kreator – Inspirator*, Wydawnictwo Akade, Katowice 2000, p. 18.

² Ibidem, p. 19-21.

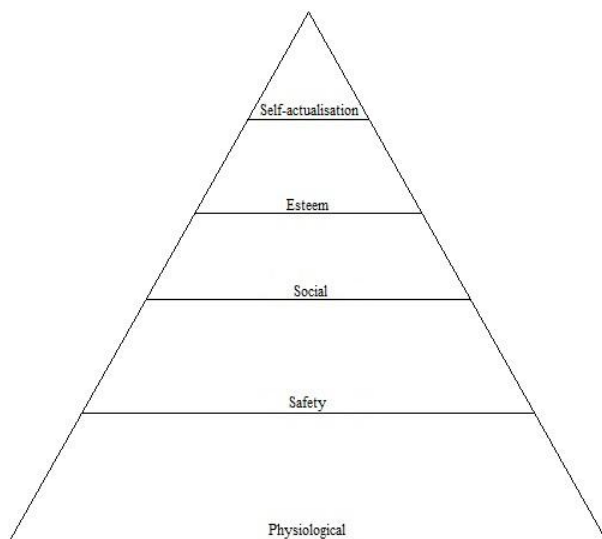
1. Work commitment as a result of motivational process

A good manager should be able to adjust motivational tools to the particular employee, but most of all, to know them all. It is also worth to know theoretical principles of psychology of motivation as well as the most important theories related to motivating to work.

One of the most popular motivation theories is the one by A. Maslow. He created a hierarchy of needs (fig. 1), according to which the basic needs of each human are the physiological ones such as food, water, shelter and rest. In terms of professional life, physiological needs are right to receive remuneration and an adequate work conditions. Meeting these requirements is what ensures an individual a decent life. On the other hand, meeting the requirements related to security and safety, which are a permanent employment and health insurance, allows surviving difficult life situations or simply to make a stable living. When all the needs mentioned above are met, the individual also feels the need for proper relations with other people through the membership in different social groups. In the context of an organisation, this need applies to the membership in a group of workers and keeping good relations with co-workers and supervisors. Another need focuses on the respect of others. This need can be met by employee's esteem and appreciation. The highest human need is the need for self-actualisation, which means the willingness to self-development and using one's inner potential³. In the opinion of the author of this theory, it is not possible to meet the needs of higher level without a prior meeting the lower needs.

Figure 1. Maslow's Hierarchy of Needs

Rysunek 1. Piramida hierarchii potrzeb według A. Maslowa



Source: Self-elaboration.

³ M. Strużycki (red.), *Podstawy zarządzania*, Oficyna Wydawnicza SGH, Warszawa 2008, p. 247-248.

However, Maslow's theory is not the only one that applies to the needs. Other theorists also stated that the willingness to satisfy the needs causes certain action. In response to Maslow's theory, the ERG theory by C. Alderfer was developed. He divided human needs into three categories: existence, relatedness and growth. In contrast to the Maslow's theory, Alderfer claimed that a human could be motivated by a few needs at the same time. On the other hand, the need that will remain unsatisfied at some high level, the individual will become frustrated, regress to a lower level, and begin to pursue lower-level needs again. D. McClelland divided human needs into the need of power, need of affiliation and need of achievement. Despite the author of this theory claims that every human feels all the needs mentioned above, every individual reflects each need with a different intensity. Domination of the need of power means that a person might feel satisfied with the kind of work, which gives the possibility of managing others. In case when the need of affiliation is the dominant one, the individual is willing to establish links with their co-workers and works in team. On the other hand, in case of a strong need of achievement, individuals perform certain tasks and are focused on achieving defined goals⁴. The last theory among theories of needs is the one by F. Herzberg – so called two-factor theory, which focuses on hygiene factors such as work conditions, supervision or human relations as well as on motivational factors such as promotion, recognition or development. In the first group we can find needs, which, if unsatisfied, cause individual's dissatisfaction, however if satisfied, they do not lead to individual's satisfaction. Motivational factors on the other hand work differently which means that if they are fulfilled, they lead to individual's satisfaction and if not, it does not mean individual's dissatisfaction⁵.

Another group of theories of motivation is related to the process. The principal among these is the expectancy theory by V. Vroom, according to which people are motivated to perform by the belief that it will result in a desirable reward. The higher is the desire to gain the reward, the higher effort will an individual put into their work. Another theory by J.S. Adams – theory of equity assumes that a human makes an effort to perform their work and to be rewarded and then compares the reward with the outputs gained by their co-workers. If the outputs are comparable, the employee feels the sense of fairness and will try to perform their tasks in a similar way. However, if they will not see this equity, they can either increase or decrease their input⁶. Goal-setting theory is another theory of motivation process. According to this theory, an employee takes up actions mostly because they have a goal they want to achieve. Therefore, to motivate employee for work, specific and demanding goals should be set. However, these goals should be adjusted to the particular individual, so that they will be possible to be achieved, as goals, which are impossible to be achieved, are considered disincentive⁷.

⁴ A. Potocki (red.), *Zachowania organizacyjne. Wybrane zagadnienia*, Difin, Warszawa 2005, p. 254-259.

⁵ D.W. Organ, T. Bateman, *Organizational Behavior. An Applied Psychological Approach*, BPI/IRWIN, Homewood, Illinois 1986, p. 112.

⁶ W. Bańka, *Operacyjne kierowanie pracownikami w organizacjach*, Wydawnictwo Adam Marszałek, Toruń 2007, p. 209.

⁷ M. Strużycki, *Podstawy zarządzania...*, p. 254-255.

The last theory of motivation, which in the opinion of authors deserves to be emphasised, is reinforcement theory. According to its assumptions, all human behaviours are dependent on individual's predispositions as well as on the social and physical environment surrounding them. However, actions, which are followed by rewards, will be eagerly repeated and the individual will probably not take those, which are followed by a punishment, up again. Authors of this theory differentiated four basic elements, which may influence the motivation. These are: positive reinforcement – rewarding behaviour, avoidance – behaviour reinforcement through the avoidance of undesirable consequences, punishment – behaviour weakening through the undesirable consequences and elimination – behaviour weakening through the failure in being rewarded⁸.

All tools to motivate can be divided into those, which employees consider a reward and those, which are found as a punishment. As is well known, people prefer to be rewarded than punished. Therefore, it is an essence of motivation from an employee's point of view that through their work commitment they should receive rewards and avoid punishments. An employee usually subjectively assesses the value of a particular reward and two factors contribute to this assessment: the type of the reward obtained and some kind of sensitivity of the particular individual to the certain type of reward⁹. This means that supervisors should be able to use the tools, which will be considered as attractive by their employees, and what is more, they should not be limited to rewarding all employees in the same way – the employee should have an option to choose a reward, which is, in their opinion, the most attractive one. Receiving such an award, the employee evaluates its fairness by defining its value and the effort that they had to put into getting it.

2. Methodology of the research

Research results presented have been obtained throughout the course of the project titled *Motivation as an important element of the human resources management*. The analysis carried out for the needs of this task aimed most of all at helping to answer the following questions:

- which factors influence the work commitment and work results?
- how are the processes of rewarding employees realised in the investigated enterprise?
- what measures for motivation and at what extent are applied in the investigated organisation.

The investigations have been carried out by the questionnaire method. Additionally, in case of chosen subjects, a pilot direct interview has been carried out. This enabled to specify the initially prepared survey. Adopting such techniques enabled

⁸ A. Potocki (red.), *Zachowania organizacyjne. Wybrane zagadnienia...*, p. 264-265.

⁹ G. Bartkowiak, *Psychologia zarządzania*, Zachodnie Centrum Organizacji, Zielona Góra 2003, p. 180.

gathering statistic data (quantitative and economical data) as well as qualitative data (perception, value judgements, and opinions, views, and facts awareness).

The analysis was conducted in the period of July - August 2017 on a group of small and medium enterprises of Silesian Voivodship. The tool used to carry out the research was a questionnaire consisting mostly of closed questions. The questionnaire has been sent to 103 small and medium enterprises with a request to be filled by the employees. 219 complete and properly filled in questionnaires has been accepted for the purposes of this analysis.

The study results presented in this elaboration are only a part of the surveys carried out during the project titled Motivation as an important element of the human resources management.

A total of 219 employees of small and medium enterprises of Silesian Voivodship voluntary took part in this research. Among these, 37,81% were women and 62,19% were men. Employees aged 36-41 (39 %) and aged 26-35 (nearly 28%) were the most numerous group of respondents (table 1). In terms of respondents' education, the most numerous group was the one with vocational education (slightly more than 34% of all respondents) and with a university degree (slightly more than 25% of all respondents). In terms of the professional experience of respondents, the most numerous were those between 5 and 10 years (39,42%) and those up to 5 years (nearly 33%). Among the respondents, the largest group were physical workers (37,24%) and officers (29,36%).

Table 1 shows the characteristics of a surveyed population as regards age, education, professional experience and the position.

Table 1. Surveyed population characteristics as regards age, education, seniority and position
Tabela 1. Charakterystyka badanej zbiorowości pod względem wieku, wykształcenia, stażu pracy i zajmowanego stanowiska

| Feature | Structure in % | | | | |
|-----------|-----------------|------------------|----------------|----------------|-------------------|
| Age | up to 25 years | 26 to 35 years | 36 to 45 years | 46 to 55 years | over 55 years |
| | 15,89 | 27,89 | 39,05 | 9,26 | 7,91 |
| Education | Primary | Vocational | Secondary | Post-secondary | University degree |
| | 4,34 | 36,21 | 22,05 | 12,22 | 25,18 |
| Seniority | up to 5 years | 5 to 10 years | 11 to 20 years | 21 to 30 years | over 30 years |
| | 32,87 | 39,42 | 19,10 | 8,15 | 0,46 |
| Position | physical worker | customer service | officer | management | upper management |
| | 37,24 | 9,12 | 29,36 | 15,27 | 9,01 |

Source: self-study based on the research.

3. Work commitment in the view of own research

During the research, respondents were asked to assess different factors, which may influence their commitment to work and work results in the enterprise (the results are presented in table 2). This analysis allowed pointing out factors, which contribute most to the work commitment and work results in small and medium enterprises. Among factors, which influence the work commitment and work results most, the following have been distinguished: financial rewards (87,22% of respondents), premium (over 83% of respondents), attractive work content (83,1%), distinctions (80,37%), promotion opportunity (73,52%), bonuses (69,87%), basic salary (over 68% of respondents), sense of job security (67,58%), interim evaluation and respect and thanks for a good performance (67,12%), good human relations (58,91%), pride of the work in the enterprise (54,79%), social benefits (51,15%), appreciation and respect (47,49%), adequate work conditions and reasonable persuasion (47,03% respondents), independent power of decision (45,66%). The following factors have been defined as less important: convenient forms of work organisation (36,53% of respondents), possibility of development (29,68%) and a flexible schedule (24,2%).

Table 2. Assessment of the factors which influence work commitment and work results in the enterprise (in %).

Tabela 2. Ocena czynników wywierających wpływ na zaangażowanie i wyniki pracy w przedsiębiorstwie (udział %).

| Factors | Assessment of the factors | | | | |
|----------------------------|---------------------------|-------------|------------|------------|----------------|
| | Definitely high | Rather high | Irrelevant | Rather low | Definitely low |
| Basic salary | 15,07 | 52,97 | 15,07 | 9,59 | 7,30 |
| Premium | 45,20 | 38,36 | 8,68 | 6,85 | 0,91 |
| Bonuses | 42,47 | 27,40 | 8,67 | 18,26 | 3,20 |
| Possibility of development | 13,70 | 15,98 | 40,64 | 23,74 | 5,94 |
| Interim evaluation | 31,05 | 36,07 | 15,52 | 10,05 | 7,31 |
| Promotion opportunity | 36,07 | 37,45 | 12,78 | 10,50 | 3,20 |
| Financial rewards | 43,38 | 43,84 | 8,67 | 4,11 | 0,00 |
| Adequate work conditions | 17,81 | 29,22 | 38,36 | 10,04 | 4,57 |
| Sense of job security | 31,51 | 36,07 | 25,57 | 5,02 | 1,83 |
| Appreciation and respect | 20,55 | 26,94 | 36,53 | 3,20 | 12,78 |

| | | | | | |
|--|-------|-------|-------|-------|-------|
| Reasonable persuasion | 33,33 | 13,70 | 31,96 | 11,42 | 9,59 |
| Attractive job content | 44,29 | 38,81 | 12,33 | 4,57 | 0,00 |
| Pride of work in the enterprise | 21,46 | 33,33 | 21,46 | 16,44 | 7,31 |
| Convenient forms of work organisation | 15,52 | 21,01 | 35,16 | 13,70 | 14,61 |
| Flexible schedule | 11,42 | 12,78 | 39,27 | 19,18 | 17,35 |
| Social benefits | 22,84 | 28,31 | 22,37 | 16,89 | 9,59 |
| Distinctions | 35,62 | 44,75 | 11,41 | 3,20 | 5,02 |
| Good human relations | 29,23 | 29,68 | 19,18 | 15,52 | 6,39 |
| Respect, thanks for a good performance | 36,07 | 31,05 | 25,57 | 4,57 | 2,74 |
| Independent power of decision | 19,18 | 26,48 | 32,42 | 17,81 | 4,11 |

Source: self-study based on the research.

Respondents were also asked to mention the factors, which have negative or positive influence on their working conditions (table 3). The assessment used in this question was: 1 – definitely negative, 5 – definitely positive. Results analysis allowed to point out the factors, which have a positive or negative influence on working conditions. Among the factors which were defined as those with a positive influence, the following were mentioned: materials and tools for work (62,56% of the respondents), communication with supervisors (57,53%) and communication with co-workers (39,73%). On the other hand, among factors with a negative influence on work conditions, the following were mentioned: too many tasks to do (73,97% of the respondents), unfriendly atmosphere (72,15%), lack of cooperation between workers (66,21%), different working hours (51,6%) and monotonous work (47,94%). It is important to mention that this question did not show a definite direction of the assessment. These concern the question about organisation of work, which was negatively assessed by 33,33% of respondents. On the contrary, 36,99 mentioned this factor as a positive and 29,68% claimed that it is irrelevant. Also, measures for correcting mistakes was mentioned as a negative factor by 35,61%, positively by 35,17% and 29,22% of respondents answered that it was irrelevant.

Table 3. Factors with a negative or positive influence on working conditions (in%)

Tabela 3. Czynniki wpływające negatywnie bądź pozytywnie na warunki do wykonywania pracy (udział %)

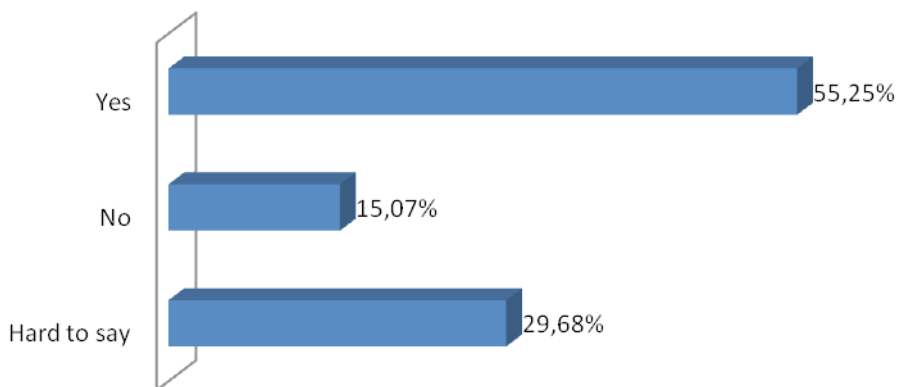
| Assessment in scale | | | | | |
|-------------------------------------|-------|-------|-------|-------|-------|
| | 1 | 2 | 3 | 4 | 5 |
| Materials and tools for work | 5,48 | 14,15 | 17,81 | 39,27 | 23,29 |
| Different working hours | 17,35 | 34,25 | 30,14 | 13,24 | 5,02 |
| To many tasks to do | 36,53 | 37,44 | 20,55 | 3,65 | 1,83 |
| Unfriendly atmosphere | 35,16 | 36,99 | 25,57 | 2,28 | 0,00 |
| Communication with supervisors | 7,77 | 21,46 | 13,24 | 40,18 | 17,35 |
| Communication with co-workers | 2,28 | 32,88 | 25,11 | 31,51 | 8,22 |
| Organisation of work | 5,02 | 28,31 | 29,68 | 26,03 | 10,96 |
| Monotonous work | 22,37 | 25,57 | 21,92 | 20,09 | 10,05 |
| Lack of cooperation between workers | 36,07 | 30,14 | 29,22 | 4,57 | 0,00 |
| Measures of correcting mistakes | 17,35 | 18,26 | 29,22 | 28,31 | 6,86 |

Source: self-study based on the research.

During the research on employees' work commitment authors tried to get the answer to the following question – does the remuneration for the work performed have a reflection in employee's contribution to the work being performed. These results are presented in the figure 2. More than a half of the respondents (55,25%) confirmed and only 15,07% denied that the remuneration has an influence on the employee's contribution to their work.

Figure 2. Does the remuneration for work have a reflection in employee's contribution to their work?

Rysunek 2. Czy wysokość wynagrodzenia przekłada się na wkład w wykonywaną pracę?

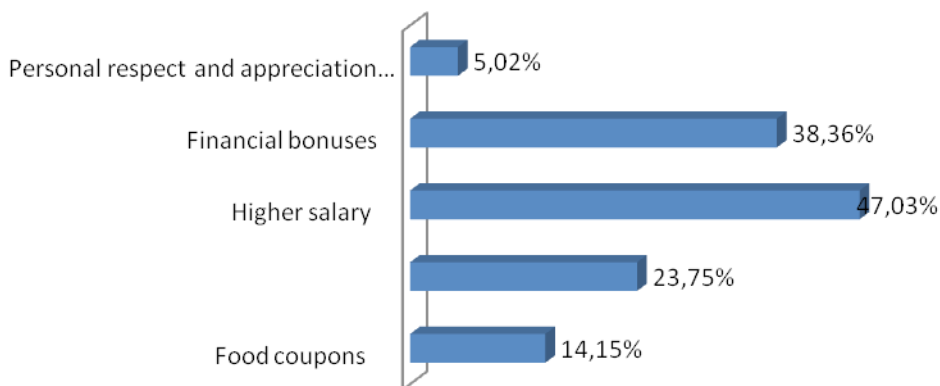


Source: self-study based on the research.

Another question was related to the question of means of motivation that should be applied by supervisors to increase their employees' contribution to work. It is important to mention, that multiple choice was possible in this case. The results are presented in figure 3.

Figure 3. Means of motivation that should be applied to increase employees' contribution to work

Rysunek 3. Środki motywacji, które powinny być zastosowane, aby wkład w pracę się zwiększył



Source: self-study based on the research.

These results are not surprising. The research shows that in most cases (more than 80%) they concern finance. 47% of the respondents expect higher salary, while slightly over 38% expect financial bonuses. It is important to point out that it is irrelevant for the employees of small and medium enterprises if they receive personal respect and appreciation expressed during larger gatherings of managers and workers. They simply expect to receive better remuneration for their work.

Summary

These results make it possible to draw significant conclusions. The factor which mostly influences employees' work commitment and their work results is finance, particularly financial rewards and premium. It is important to mention that the salary significantly influences their contribution to their work. Employees also pay attention to their work attractiveness as well as to distinctions or promotion possibilities. Respondents also highly assess sense of job security, respect and appreciation as well as good relations with co-workers. It is worth mentioning that among the factors which the least influence respondents' work commitment in small and medium enterprises are convenient forms of work organisation, possibility of development and a flexible schedule.

The analysis of the research shows that negative conditions for work performance is mostly influenced by too many tasks to do and unfriendly atmosphere. On the other hand, it is influenced positively by materials and tools for work as well as communication with supervisors.

As a conclusion it may be claimed that one of the most important elements of human resources management is to motivate employees in such a way, which will make them eager to commit to work as much as possible. This influences not only the results generated by the company but also employees' satisfaction and their self-esteem. Therefore the ability to adjust the tools of motivation to particular worker as an important feature of a good manager.

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