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MOTIVATION SYSTEMS IN SHAPING THE DEVELOPMENT OF SME EMPLOYEES IN AN INCREASINGLY GLOBALIZING WORLD

SYSTEMY MOTYWACJI W KSZTAŁTOWANIU ROZWOJU PRACOWNIKÓW MŚP W DOBIE ROSNĄCEJ GLOBALIZACJI

Summary: The aim of this paper is to present the functioning of motivation systems that shape the development of employees of small and medium-sized enterprises in an increasingly globalizing world. The discussion is theoretical and empirical. The theoretical part identifies the nature and factors of motivation at workplace. The empirical part shows systems of employee motivation applied in small and medium-sized enterprises. It also describes a model presentation of employee motivation focusing on the challenges in employee motivation in an increasingly globalizing world.

Key words: work motivation, motivation factors, motivation model, motivation system, globalisation

Streszczenie: Celem opracowania jest wskazanie funkcjonowania systemów motywacji kształtujących rozwój pracowników małych i średnich przedsiębiorstw w dobie rosnącej globalizacji. Rozważania te mają charakter teoretyczno-empiryczny. Część teoretyczna identyfikuje istotę i czynniki motywacji w miejscu pracy. Część empiryczna przedstawia systemy motywacji pracowników stosowane w małych i średnich przedsiębiorstwach. Charakteryzuje również modelowe ujęcie motywacji pracowników z ukierunkowaniem na wyzwania motywacji pracowników w dobie rosnącej globalizacji.

Słowa kluczowe: motywacja do pracy, czynniki motywacji, model motywowania, system motywacji, globalizacja

Introduction

In today's world that dynamically develops, in a highly competitive environment, enterprises fight not only to survive on the market, but also to thrive and constantly develop. Success of an enterprise to a large degree depends on its employees, who constitute the most valuable capital of an organisation. To achieve that, good, appropriate and effective work motivation is needed. A system of employee motivation involves a range of conditions and factors that should guarantee appropriate level of motivation, which creates the basis for proper use of human potential for development of an organisation regardless of its size. Creating and improving an effective system for employee motivation is not an easy task, therefore it's worth stressing that the motivation systems discussed constitute one of the most important elements determining effectiveness of the process of managing human resources.

1. Essence and concept of a motivation system

A motivation system is a tool through which managers of an organisation exert influence on employees to increase their work effectiveness. Its aim is to improve the functioning of an organisation. A successful motivation system should include incentives, measures, principles and conditions, tailored to needs, designed to elicit employees' involvement ensuring mutual benefits for employees and an organisation.[1]

Academic literature provides a number of definitions of a motivation system. According to J. Penc, a motivation system is a system intentionally created in an organisation that is a composition of various motivation tools.[2] According to A. Stabryła, a motivation system is an ordered set of tools designed to increase work productivity and effectiveness, with simultaneous improvement of employees' qualifications and broadening of their skills. An ideal motivation system is one that makes employees feel an inner need to do what managers would like to be done.[3] J. Woźniak thinks that "a motivation system refers to ways of exerting motivational influence on employees that are used in an organisation and are expressed in organisational procedures, so they are as a rule public and universal, i.e. addressed to people

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[1]　Z. Sekuła, *Motywowanie do pracy, Teorie i instrumenty*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2008, p. 225.
[2]　J. Penc, *Motywowanie w zarządzaniu*, Wydawnictwo Profesjonalnej Szkoły Biznesu, Kraków 2000, p. 203.
[3]　Stabryła A., *Podstawy zarządzania firmą*, Wydawnictwo Antykwa, Kluczbork 1997, p. 187.

fulfilling certain formal conditions - rather than being discretionary actions taken by specific persons and addressed to certain individuals."[4]

According to L. Kozioł and M. Tyrańska, a motivation system should be understood as an ordered set of motivation tools and factors that are interrelated and form a whole designed to create conditions and induce employees to behave in an organisation in a way that serves the company's goals.[5] S. Borkowska writes that "a motivation system is a coherent set of motivation tools intentionally selected from the perspective of implementation of the objectives of an organisation and employees."[6]

Analysing the definitions presented above, it should be stressed that an important aspect of a motivation system is its subsystems which include[7]:

1.   Motivating factors, which directly belong to the group of instruments for managing human resources. These instruments also include directive factors (orders and prohibitions), economic and financial parameters, legal norms, negotiation techniques, accounting methods (e.g. economic analysis, optimisation methods). A set of motivating factors contains a sub-class of conditions characteristic of the working environment, and a sub-class of incentives and persuasion measures.

2.   task system of an enterprise, i.e. focus on the employee. Its main role is to give quantitative and qualitative dimensions to different work processes, to define and assess effectiveness of individual, group and team work.

3.   total labour costs, which have influence on the results achieved in an enterprise. Proper decisions regarding incentives, employment level, development of its structure, matrix of salaries and benefits paid to employees impact production costs and work productiveness.

4.   participation of employees, i.e. direct or indirect influence of employees on decisions regarding the functioning and management of an organisation.

The aim of creating a motivation system is to ensure success of an organisation and its employees. From the perspective of an enterprise, effectiveness of motivation is measured in terms of the achievement of goals, whereas from the perspective of an employee, it is measured by the level of satisfaction and contentment of their lack.[8] A motivation system is also an important element of the art of recruitment and selection of staff. However, it has to be appropriately adjusted to the whole organisation.[9]

According to M. Armstrong, the basic aims of a motivation system include:
- ✓   optimal use of the potential of employees to achieve an organisation's goals,
- ✓   increase in work effectiveness by making salary dependent on job performance,
- ✓   employees' identification with an organisation's goals and activities,
- ✓   increase in motivation of a group,
- ✓   increase in employees' individual motivation.[10]

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[4]   J. Woźniak, *Współczesne systemy motywacyjne*, Wydawnictwo PWN, Warszawa 2012, p. 21.
[5]   L. Kozioł, M. Tyrańska, *Motywowanie pracowników w teorii i praktyce*, Wydawnictwo Biblioteczka Pracownika, Warszawa 2002, pp. 28-29.
[6]   S. Borkowska, *Motywacja i motywowanie*, [in:] *Zarządzanie zasobami ludzkimi*, red. H. Król, A. Ludwiczyński, Wydawnictwo Naukowe PWN, Warszawa 2008, p. 342.
[7]   L. Kozioł, M. Tyrańska, *Motywowanie pracowników…*, op. cit., p. 32-34.
[8]   S. Borkowska, *System motywowania w przedsiębiorstwie*, PWN, Warszawa 1985, p. 16.
[9]   J.E. Karney, *Człowiek i praca. Wybrane zagadnienia z psychologii i pedagogiki pracy*, Międzynarodowa Szkoła Menadżerów, Warszawa 2000, p. 163.
[10]   M. Armstrong, *Jak być lepszym menadżerem*, Dom Wydawniczy ABC, Warszawa 1997, p. 255.

Creating and improving an effective system for employee motivation is not an easy task, therefore it's worth stressing that motivation systems are one of the most important elements determining effectiveness of work in a given organisation, which directly leads to increased morale of employees.[11]

Effectiveness of existing motivation systems can be examined from the perspective of an enterprise, and then the measure of effectiveness is the extent to which the objectives – tasks of the motivating person - have been achieved, whereas from the perspective of an employee, the measure of effectiveness is the level of satisfaction and contentment or their lack. Creation of motivation systems in an enterprise is determined by a range of factors that result from the external environment in relation to an organisation, and from relations with the internal environment. The basic determinants of shaping motivation systems in an enterprise include[12]:

- strategy,
- organisational culture,
- organisational structure,
- specificity of activity,
- financial situation,
- competitive environment,
- phase of a company's development,
- size of an enterprise,
- potential of human resources.

The determinants presented above impact the construction of motivation systems, but require that a preceding diagnosis is conducted covering employees, their needs, preferences, attitudes, and knowledge of motivation methods and techniques. Additionally, it is necessary to characterise and assess work situation, organisational conditions, system of work appraisal, and system of an enterprise management. It is also important to know the company's prospects for development.[13]

2. Factors of a motivation system

There are various instruments that influence motivation. Most often they are divided into coercive, incentive and persuasion measures. Coercive measures assume that an employee's behaviour is subordinated to the interests and will of the motivating person, no matter what the employee's expectations are. Incentive measures propose a certain reward for certain behaviour. Persuasion refers to the emotional sphere of a human being - the motivating person together with the employee establish and undertake behaviours that are desirable for the both parties.[14] A motivation system built in an enterprise is a system of incentives, measures and conditions that are intended to encourage employees to become involved in their work and duties in a way that is possibly most advantageous for the enterprise and gives the employees personal satisfaction, and encourage them to enterprise and creativity. For a good motivation

[11] J. Dzieńdziora, *Chapter 9 Employees' morale as a motivation factor at work*, [in:] *Toyotarity. Motivation features of managers*, eds. S. Borkowski, M. Blaskowa, M. Hitka, Publisher Yurii V. Makovetsky, Dnipropetrovsk 2009, p. 96.
[12] A. Benedikt, *Motywowanie pracowników w sytuacjach kryzysowych*, Wydawnictwo ASTRUM, Wrocław 2003, p. 29.
[13] J. Dzieńdziora, *Systemy motywacji w małych i średnich przedsiębiorstwach*, Zeszyty Naukowe Nr 579, Ekonomiczne problemy usług Nr 47, *Kreatywność – Innowacje – Przedsiębiorczość*, red. P. Niedzielski, J. Guliński, K.B. Matusiak, Wydawnictwo Naukowe Uniwersytetu Szczecińskiego, Szczecin 2010, p. 282.
[14] M.W. Kopertyńska, *Motywowanie pracowników. Teoria i praktyka*, Wydawnictwo PLACET, Warszawa 2008, p. 40.

system to be created, the managerial staff and persons involved in its creation have to know employees' expectations.[15] Effectiveness of various incentives depends on age, family status, aspirations and wealth not related with work.[16]

Development of a motivation system involves the following activities:
- analysis of long- and medium-term goals,
- identification of employees' values and needs,
- selection of the type, height, size, frequency and scale of intensity of incentives,
- establishing the relationships between employees' conduct and involvement and the incentives and their height,
- diagnosis of the measures used to measure work effects,
- matching drivers to employees and teams,
- selection of the forms of giving feedback on the results with the possibility of receiving rewards.[17]

These actions should provide an answer to the questions – what is the goal of employees, what are their values and expectations, what are necessary attitudes and behaviour to ensure proper performance of the tasks assigned, what type of instruments should be used, taking into account possibilities and conditions in an organisation?[18]

Motivation systems presented by various authors are aimed at identifying main elements of motivating that are of fundamental importance for the process of motivating from the perspective of a specific objective[19]. Authors differently define components of a motivation system, which is illustrated in table 1.

Table 1. Components of a motivation system according to different authors

Author of the concept	Elements of the motivation system
G. Gruszczyńska-Malec	Assuming that the main instrument of a motivation system are mechanisms of rewarding, we distinguish: 1. material rewards: 　• cash rewards - salary, bonuses, perks, extra money, participation in a company's results, 　• non-cash rewards - emoluments, training courses, conferences, events, privileges; 2. non-material rewards: 　• in the organisational area - horizontal and vertical promotion, work content, access to information, 　• in the social and psychological area - commendations and distinctions, work in a good team, security of employment; 　• in the technical area - possibility of working on modern devices, computer aided work.

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[15] Z. Sekuła, *Motywowanie do pracy …*, op. cit., p. 225.
[16] T. Kruszewski, *Metody motywowania pracowników w firmie informatycznej*, „Personel" 2004, nr 10, pp. 28-30.
[17] Z. Sekuła, *Motywowanie do pracy …*, op. cit., p. 224.
[18] Ibidem.
[19] M.W. Kopertyńska, *System płac przedsiębiorstwa*, Wydawnictwo Akademii Ekonomicznej im. Oskara Langego we Wrocławiu, Wrocław 2000, p. 38.

L. Kozioł	Distinguishes the following groups of motivating instruments and factors that impact an employee's motivation: • structure of the work content, • scope of tasks, responsibilities and powers, • system of participation, • system of employee appraisal and development, • remuneration system, • organisation of working time, • human relations, • social policy and social security, • material working conditions.
A. Stabryła	A motivation system supports decision-making, planning and control processes. It consists of: 1. Motivating factors: • working environment - social environment, location of an enterprise and natural environment, technical equipment and economic situation; • incentives - material and non-material incentives; • persuasion measures - educational influence of the superiors and informing; 2. Task system of an enterprise: • catalogue of task units, • way of formulation, • assessing tasks. 3. Labour costs: • total labour costs. 4. System of employee participation in management includes: • scope of exclusive decisions of employees, • scope of shared decision-making by employees and management, • scope of negotiations - refers to: salaries, working conditions, social and housing matters and other, • scope of shared control of employees and management, • consultations and evaluation.
A. Szałkowski	A motivation system consists of the following elements: • sub-system of economic (material) incentives, • sub-system of social incentives, • sub-system of non-economic incentives, • sub-system of management, • sub-system of work appraisal.

A. Gick, M. Tarczyńska	A professional manager should use various motivation instruments:
	1. Material instruments, such as:
	• basic salary, which is characterised by providing constant reinforcement of employees regardless of their behaviour. It has to be fair, and its amount should allow an employee to have a normal existence,
	• bonuses and awards - they are an effective incentive when employees know and accept the criteria for awarding them, are awarded to employees who have contributed in a special way to the achievement of an organisation's objectives.
	• social security and retirement benefits - designed to ensure an employee certain protection in the event of illness or accident during his/her employment in an organisation,
	• financial benefits - designed to increase the quality of life of employees.
	2. Non-financial instruments, including:
	• status of the position held by an employee,
	• possibility of personal development,
	• promotion of an employee,
	• recognition,
	• good working conditions,
	• ensuring safety to employees,
	• image of an organisation.

Source: Own work based on: G. Gruszczyńska-Malec, *Koncepcja systemu motywacji pracowniczej*, „Ekonomika i Organizacja Przedsiębiorstwa" 1999, nr 5; A. Stabryła, *Podstawy zarządzania firmą*, Antykwa, Kraków – Kluczbork 1997, pp. 187-193; L. Kozioł, *Motywacja w pracy. Determinanty ekonomiczno- organizacyjne*, PWN, Warszawa 2002, pp. 66-67; A. Szałkowski (red.), *Wprowadzenie do zarządzania personelem*, Wyd. Akademii Ekonomicznej w Krakowie 2000, s. 158-159; A. Gick, M. Tarczyńska, *Motywowanie pracowników*, PWE, Warszawa 1999, pp. 159-289.

An appropriately selected system of financial incentives satisfying material, livelihood and consumption needs should be supported by non-financial incentives, connected e.g. with self-realisation, recognition.[20] A system of employee motivation also includes rules and procedures that constitute an element of systems influencing employee motivation. These are systems of training courses, development, assessment, remuneration and promotion, which significantly determine employees' motivation to work.

The most important role of each motivation system is to support an organisation in achieving its strategic objectives. Known concepts of a motivation system in an enterprise include: administrative coercive measures, incentives and persuasion measures. They define tasks for an employee in an obligatory and non-obligatory ways, and assume that the behaviour of the person being motivated is subordinated to the interests and will of the motivating person.[21]

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[20] M.W. Kopertyńska, *Motywowanie pracowników…*, op. cit., p. 200.
[21] L. Kozioł, *Motywacja w pracy. Determinanty ekonomiczno- organizacyjne*, Wydawnictwo Naukowe PWN, Warszawa – Kraków 2002, p. 59.

For a good motivation system to be created, the managerial staff and people involved in its creation have to know employees' needs and expectations. They have to know what importance employees attach to various incentives and whether there is correspondence between the attractiveness of reward for the employee and employees' activities that are relevant to the employer. Employees cannot feel manipulated, badly paid or overexploited.[22] In a motivation system it is important to appropriately select motivation instruments or tools in respect of an enterprise's conditions and goals.[23]

Today, managers have a lot of tools that can be used in the process of motivation, and they also can be sure that their activities will bring the desired result. However, there isn't one pre-defined method that could be used in all enterprises and would bring the expected effect in all of them. As was already mentioned, motivation measures are based on incentives; they are certain factors, tools, but their most important feature is the fact that they meet basic human needs. However, many companies decide to hire external companies which are tasked with improving the motivation system or introducing completely new principles. Often, even appropriately selected motivation factors are crushed by bad atmosphere in a company. It is important for a manager to know the mechanisms behind the motivation system, as this is the first and fundamental step to achieve success in managing people. Degree of knowledge of the mechanisms underlying the functioning of the whole motivation system determines successes in the area of managing human beings.

Creating an ideal motivation system, i.e. one that will be ideally adjusted to the needs of employees, management and the whole organisation, is very difficult. The most difficult period for companies is time of crisis, when they desperately try to survive on the market, and allocate much less resources to their motivation system.

3. Principles of building effective motivation systems

Today, managers have to know a lot about motivation, as they have to guide their subordinates to achieve their own objectives and those of the organisation. However, even the best manager cannot succeed in motivating employees if he/he acts alone, therefore it is important that an employee shows at least a little interest in and willingness to work. Unfortunately, managers are still relying on older theories of motivation, e.g. Herzberg's theory, because they have been using it for a long time, are attached to it and it is not difficult for them to implement it. Additionally, the advantage of older models of motivation is the fact that they can be applied to a large group of people. One of the latest studies point out that it is important to understand subordinates, precisely set objectives, be systematic and very patient when performing these tasks.

R.M. Steers and L.W. Porter presented conclusions that should be used by managers intending to implement modern theories of employee motivation in their enterprises. The first and basic conclusion from the assumptions of Steers and Porter is that it is the task of managers to actively and intentionally encourage employee to work. It is also important that before making an attempt to change and influence their subordinates, managers are able to identify

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[22]   Z. Sekuła, *Motywowanie do pracy …*, op. cit., p. 225.
[23]   J. Sikora, *Motywowanie pracowników*, Oficyna Wydawnicza Ośrodka Postępu Organizacyjnego Sp. z o.o., Byd-goszcz 2000, p. 53.

their strengths and weaknesses. In reality, every human being has different needs, different factors motivate him/her to work, and has different skills. It is thus important that managers take into account these characteristics of a human being when creating a motivation system. Employees should be appreciated not only for their period of service but above all for their results. People like being noticed and rewarded, as this gives them additional incentive to act. It is also understandable that the tasks that managers assign to their subordinates should be not only at high level but also constitute challenges and be varied. Employees should have clearly defined objectives and know what is expected from them and for what they can receive a particular type of reward. It is the task of management to care for the image of an enterprise, not only the external one, but above all the internal one, and prevent conflicts. If conflicts do appear, a manager has to react immediately. This means that a manager has to take care of employees, their emotional well-being, because an enterprise is not only managers but above all people who work there.[24]

For managers who try to build systems of employee motivation it is important to apply principles of effective motivation. These principles should be used according to certain criteria. The most important thing is to start the process of motivation by motivating oneself. In order to have influence on others and effectively motivate them, one has to first motivate oneself. If managers themselves don't believe in success of their company, it will be difficult for them to influence people. If positive energy emanates from them, as well as belief that the tasks can be performed, they encourage other employees to act jointly and set an example how others should behave.[25]

Another important element of an effective motivation is to establish objectives, and how they should be achieved, and to communicate them to employees, as people have to know what their employer expects from them. These objectives should be precisely defined and be unambiguous. Further, they should not be at a too low or too high level. If an objective will be too easy to achieve, it will not give satisfaction, if however it will be too difficult, it may cause frustration among employees, and become counter-productive. One should bear in mind the principle that people are more willing to perform tasks they were asked to do than those they were forced to do. Equally important is to know the needs of employees, as it is difficult to motivate people if their needs are not known. Remembering that people work to satisfy their needs, managers should organise work and set objectives in such a way that allows employees to satisfy their needs by performing tasks. It is thus important not to avoid talking with employees, as it is the only way for a manager to learn about his/her employees needs. When building an effective motivation system it is very important to trust subordinates. Constant control and lack of trust may make people feel intimidated and fail to perform tasks effectively.[26]

For a motivation system to be effective, a manager has to take care of the team as a whole. For projects and tasks to be implemented as planned, the whole team has to participate. The way people communicate during work creates positive relationships among them, which affects the whole process of motivation. It is also worth remembering to introduce competition

[24] J. Stoner, R. Freeman, D. Gilbert, *Kierowanie*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2001, p. 379.
[25] Ł. Harmoszeki, *Aktywność liderów jako szansa rozwoju organizacji trzeciego sektora w powiecie dzierżoniow-skim*, [in:] A. Stabryła, K. Woźniak (red.), *Determinanty potencjału rozwoju organizacji*, Wydawnictwo Mfiles, Kraków 2012, p. 201.
[26] Ibidem.

among employees. If it is at an appropriate level, it increases employees' ambitions - they want to catch up with the other employees or be better than them.[27]

One of important principles of effective motivation is to continuously influence subordinates. For a manager to be able to implement this principle, he/she has to learn to recognise which behaviour should be rewarded and which punished. Moreover, these types of behaviour should also be recognised by employees so that they don't make mistakes and are reprimanded. Managers should also remember that rewarding or punishing should not be postponed. This is a crucial element, as it is an important motivator, and when postponed it doesn't bring desired effects. [28]

The discussion above shows that every employer, head or manager should know and use the principles presented not only for the sake of the company but also people. Positive energy that can come from people who trust one another, are willing to work and cooperate, is the best and most profitable motivator for others.

4. Motivating factors used in small and medium-sized enterprises

Level of development of small enterprises is essential due to the huge role of this sector for the economy in Poland. Analysis of factors affecting development of the SME sector in the Polish economy shows that there are certain areas that constitute barriers preventing the Polish small and medium-sized enterprises from taking full advantage of their potential.[29] One of undervalued areas of management in SMEs is management of human resources. The limitation of the sector of small business is mainly due to lack of appropriate human and financial potential.[30] Therefore, a particularly important element of management should be a motivation system that matches the specificity of an enterprise.

According to a questionnaire survey[31], the most important instrument of a personnel policy for an enterprise of the SME sector was organisation of work and management of the

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[27]   Ibidem.
[28]   Ibidem.
[29]   M. Sitek, *Wpływ wybranych czynników na rozwój małych i średnich przedsiębiorstw w Polsce*, [in:] *Determinanty rozwoju małych i średnich przedsiębiorstw w Polsce*, red. M. Okręglicka i O. Ławinska, Wyd. PCzęst., Częstochowa 2009, p. 157.
[30]   M. Sipa, *Czynniki wpływające na zwiększanie obszaru działalności małych przedsiębiorstw*, [in:] *Współczesne koncepcje i strategie zarządzania. Teoria a praktyka*, red. J. Wnuk, J. Ryśnik, Wyższa Szkoła Ekonomiczno-Humanistyczna, Bielsko-Biała 2010, p. 43.
[31]   The enterprises participating in the survey were located in Zagłębie Dąbrowskie region comprising: Sosnowiec gmina, Dąbrowa Górnicza, Jaworzno, Zawiercie, Będziński and Zawierciański poviats (80% of questionnaires were sent to enterprises localised in Sosnowiec gmina and Dąbrowa Górnicza). Among the enterprises surveyed, services companies constituted (41.8%), trade companies - (25.5%), production companies - (20.0%), services and trade companies (7.3%), production and trade companies - (3.6%), and services, production and trade companies accounted for (1.8%). Enterprises with registered seats located in cities and cities having the status of a poviat constituted the biggest groups - 56.4% and 40.0% respectively. In the case of the remaining 3.6% of the enterprises, their seats were located in gminas (1.8%) and rural gminas (1.8%). In terms of area of operation, enterprises can be divided into those operating nationwide (40.0%), regionally (25.5%), or locally (23.6%). The remaining 10.9% are mixed enterprises (operating locally and nationwide). As far as education of the owners of the enterprises is concerned, those with higher education dominated (76.8%). 21.4% of company owners had secondary education. The smallest group was entrepreneurs with vocational education (1.8%). Entrepreneurs aged 40-49 and 50-59 (29.1% for each group) dominated. Entrepreneurs aged 30-39 accounted for 27.3%, and those aged 60 and older made up 9.1%. The smallest group was entrepreneurs aged 29 and younger, accounting for only 5.5%. The average age of entrepreneurs was 46.

staff. It was followed by a motivation system, remuneration system and personnel improvement and development (figure 1). This order of using instruments of a personnel policy may mean that the SMEs surveyed recognise human resources of the organisation, and management is professionally interested in social and cultural problems.

Figure 1. Instruments of a personnel policy in an enterprise
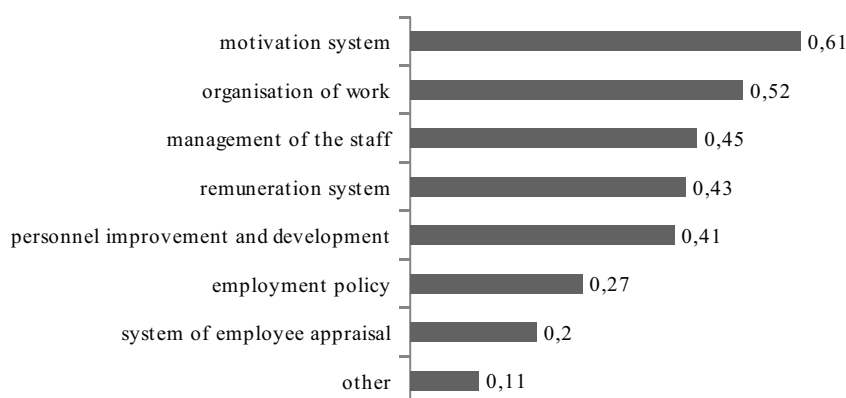
Source: Own work based on survey results.

In small and medium-sized enterprises, due to a small number of employees, a motivation system should be adapted to individual expectations of those employed and individual contribution to the task performed. When asked about motivation measures that are most often used, enterprises indicated salary incentives (figure 2). Almost 90% of the enterprises surveyed use this kind of incentives. Non-salary incentives are used in almost 40% of enterprises.

Figure 2. Incentives used in SMEs
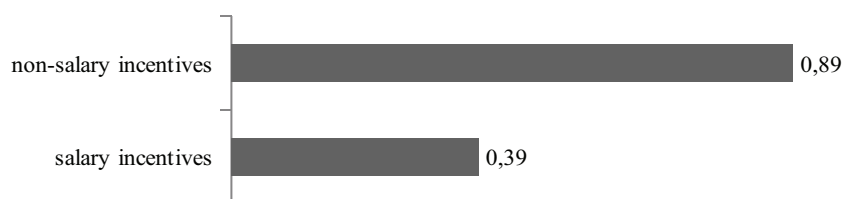
Source: Own work based on survey results.

Non-salary incentives have an important position in a system of employee motivation. Figure 3 presents average assessments for non-salary incentives. Each of the identified non-salary incentives was assessed by the respondents on a scale of 1 to 7, where "7" identified the motivator as very important, and "1" - as the least important. Respect shown by superiors (5.48%) and friendship and kind co-workers (5.48%) obtained the highest average scores.

Equally important incentives for the population surveyed are security of employment and improvement of qualifications. Possibility of being promoted within a year received the lowest scores, which may indicate lack of a defined path of career development in small and

medium-sized enterprises. It should be however stressed that non-salary incentives were assessed by the owners of enterprises, not employees. It can be assumed that during a crisis employees of the enterprises surveyed would have assessed these incentives differently. Analysis of a survey of employees of enterprises operating in Podlaskie and Warmińsko-Mazurskie Voivodeships shows that ensuring the sense of security and stabilisation of employment play an important role in the process of employee motivation.[32]
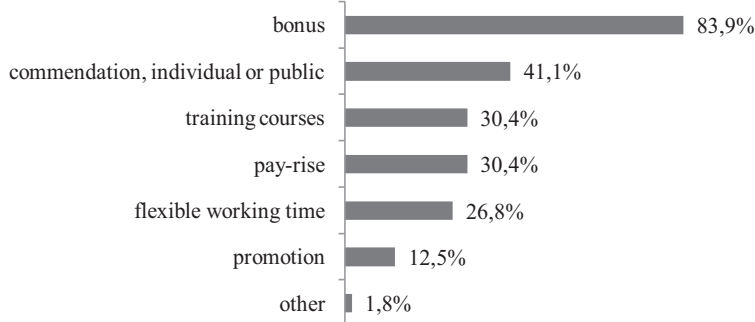
Figure 3. Average assessment of non-salary incentives used in an enterprise

Incentive	Value
respect shown by superiors	5,48
friendship and kind co-workers – nice atmosphere at work	5,48
security of employment	5,30
satisfactory remuneration system	5,09
possibility of increasing qualifications and developing capabilities	4,80
satisfactory social system	4,34
possibility of promotion within a year	3,96
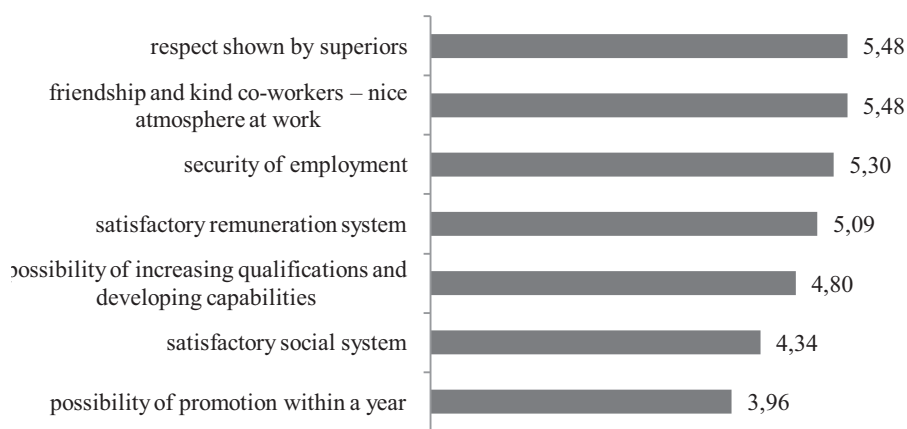
Source: own work based on survey results.

Bonuses (83.9%) are the incentives most often used in the enterprises surveyed. They are followed by verbal commendation, individual or public, training courses and pay-rises. Relatively least respondents indicated "promotion" and "other", which included material rewards (figure 4). The small number of responses indicating promotion of SME employees may be the result of a flat organisational structure in which vertical promotion is difficult.

Figure 4. Incentives most often used in SMEs

| Incentive	Percentage
bonus	83,9%
commendation, individual or public	41,1%
training courses	30,4%
pay-rise	30,4%
flexible working time	26,8%
promotion	12,5%
other	1,8%

Source: own work based on survey results.

[32] J.M. Moczydłowska, *Potrzeba bezpieczeństwa w systemach motywacyjnych*, „Ekonomika i Organizacja Przedsiębiorstwa" 2008, nr 11, p. 44.

Survey shows that the incentives discussed above are effective according to entrepreneurs, as confirmed by 80.4% of those surveyed. 7.1% assess the motivation system used as ineffective, and 12.5% of the population surveyed do not know whether the motivation system used is effective (figure 5).

Figure 5. Entrepreneurs' opinions about effectiveness of the incentives used in their enterprise

are effective — 80,4%

I don't know — 12,5%

are ineffective — 7,1%
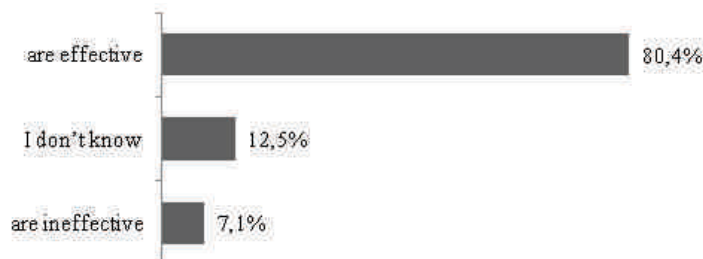
Source: own work based on survey results.

5. Examination of management systems as a tool for employee motivation in the age of globalisation

Growth of the market economy and possibility of becoming known on the market make global organisations increasingly interested in high quality products which have been manufactured in a manner that takes into account the natural environment. Many organisations strive to implement Quality Management System and Environmental Management System, as having these systems in place has become a standard. Implementation of management systems has a huge influence on functioning of an organisation in the age of globalisation, by increasing competitiveness and customer satisfaction, improving the use of resources, increasing sale of products and reducing waste. The implementation of these systems is confirmed by certificates through which an organisation increases its credibility among customers, confirms its modernity and improves its capability of competing with other organisations on the market. Management systems implemented in an organisation have to be subject to evaluation and should be continuously improved in accordance with the requirement of the standard PN-EN ISO 9001:2009 (it includes requirements for all types of organisations along with the possibility to make exclusions as specified in point 7 of the standard[33]). Therefore, it is crucial to implement improvement instruments which will make employees of an enterprise motivated to follow standards compatible with requirements, and above all motivated to follow procedures, processes covered by the system approach. Audit is one of basic methods of examining and evaluating the effectiveness of management systems.

The paper discusses this tool because practice of organisations shows that many management systems do not maintain high quality due to incorrect audit policy, lack of diligence and failure to systematically discuss discrepancies and observations regarding improvement with employees. This results in lack of employee motivation, lack of involvement in fulfilling

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[33]   *Norma PN-EN ISO 9001:2009: Systemy Zarządzania Jakością. Wymagania*, Wyd. PKN, Warszawa 2009.

the requirements of the system and failure to pursue continuous improvement. It should be stressed that in the age of globalisation, audits and their proper implementation have become crucial, which is reflected in the process of motivating employees to follow system requirements and implement methods of continuous improvement in a global organisation. Requirements regarding the use of audits are included in the standard PN-EN ISO 19011:2003, which is manifested in the obligation to carry out and document audits and necessity to take actions to correct the system and prevent discrepancies from appearing again. A well conducted audit allows to assess the effectiveness of the management system being examined, i.e. it allows to assess to what extent the system contributes to the achievement of objectives and tasks established by an organisation. The task of an audit is to provide an organisation with evidence that the system meets the requirements and is effective.
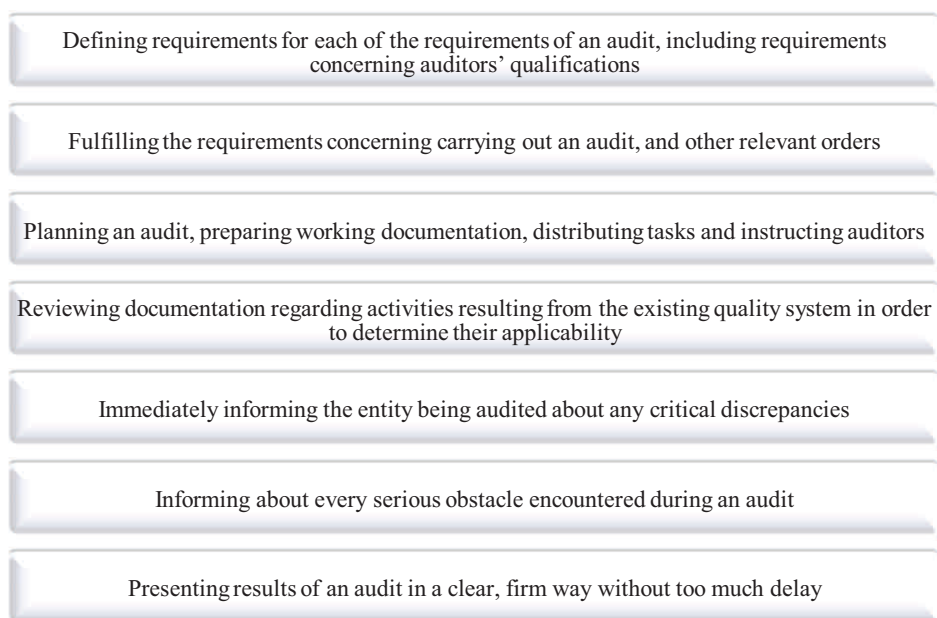
6. Motivation system and requirements of the standard PN-EN ISO 19011:2003

This standard presents guidelines on the principles of carrying out audits, managing audit programs and auditing Quality Management System and Environmental Management System, as well as guidelines on competences of auditors of Quality Management System and Environmental Management System. The guidelines contained in the standard are intended to be flexible and possible to be used by all users.[34] Trust in the process of an audit and its credibility depend on competences of the persons that carry out an audit, which are based on various tasks (figure 6).

Competences are based on display of characteristics, ability to use knowledge and skills acquired through education, work experience, training course for auditors and experience in auditing. Following these guidelines allows a global enterprise to increase its effectiveness, and motivates employees to comply with the processes and procedures. It should be noted that nowadays, in the age of globalisation, quality improvement is an element of quality management focused on increasing capability of meeting quality requirements.[35]

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[34] *Norma PN-EN ISO 19011:2004: Wytyczne dotyczące audytowania systemów zarządzania jakością i/lub zarządzania środowiskowego*, Wyd. PKN, Warszawa 2004.
[35] *Norma PN-EN ISO 9000:2006: Systemy Zarządzania Jakością. Podstawy i terminologia*, Wyd. PKN, Warszawa 2006.

Figure 6. Tasks of an auditor

Defining requirements for each of the requirements of an audit, including requirements concerning auditors' qualifications

Fulfilling the requirements concerning carrying out an audit, and other relevant orders

Planning an audit, preparing working documentation, distributing tasks and instructing auditors

Reviewing documentation regarding activities resulting from the existing quality system in order to determine their applicability

Immediately informing the entity being audited about any critical discrepancies

Informing about every serious obstacle encountered during an audit

Presenting results of an audit in a clear, firm way without too much delay

Source: own work.

7. Internal audits as management instruments in the age of globalisation

Audits constitute accurate comparison between the required state and the actual state, they not only verify whether the actual values correspond with the planned requirements, but also check whether the planned requirements were actually implemented in practice, rather than existing only on paper. Written formulation of the objectives and principles of action in the form of procedures and instructions of work will not give the desired result, if these instructions are not followed. Moreover, an audit also checks whether the planned requirements are appropriate in terms of achievement of qualitative objectives of an enterprise. Increasing importance of quality and standardised management systems forces enterprises to identify factors that have the biggest influence on their effectiveness and efficiency. Appropriate implementation of a management system provides a big chance for bringing order to the whole organisation and, more importantly - motivating the staff to implement the assumptions of the system. However, this should not be the only objective, it is also important that through the system introduced an enterprises see a chance for its development and can appropriately use the solutions proposed. Audit is undoubtedly one of the most valuable tools of improvement, but it should be stressed that the examination of the process should be performed in an independent, systematic and documented manner. Audit is an obligatory form of verification and improvement, required by relevant provisions of standards, but it is up to an organisation whether it will fully use this instrument.[36]

In managing an audit program, the following stages should be distinguished:
a) planning and establishing dates of audits,
b) defining scopes of audits - by organisational units, processes, points in the standard,

[36] Magazyn Zarządzanie Jakością: Nr 1/2010, Wyd. Polska Akademia Jakości, Kraków 2010.

c) selecting auditors and the leading auditor to carry out an audit,

d) monitoring the implementation of the program (dates, scopes),

e) controlling post-audit activities (if needed),

f) evaluating the effectiveness of the program and evaluating the auditors,

g) preparing reports for the top management on general results of the audit program,

h) formulating conclusions from the implementation of the audit program - as input for developing a plan for the next period.[37]

Carrying out an internal audit is required by standards, as is the development of a written procedure for it.[38]. External audits include audits generally known as second-party or third-party audits. Second-party audits are carried out by parties interested in an organisation, such as customers or other persons acting on their behalf. Third-party audits are carried out by independent external organisations, such as those offering certification of compliance with PN-EN ISO 9001:2009 or PN-EN ISO 14001.[39]

Such an audit is carried out by an independent, certification authority to grant a certificate, i.e. proof of conformity of the system examined with requirements of the standard. The certificate has a limited validity, usually for the period of 3 years. The certifying organisation monitors the quality management system of the registered enterprise by carrying out follow-up audits.[40]

Summing up, thanks to a professional approach to the process of auditing a system, i.e. following the requirements, cyclic examination of processes conducted by prepared internal and external auditors, following the procedures of the management system, as well as good communication with employees and evaluation of processes, and taking corrective and preventive actions, a management system functions correctly and significantly motivates employees, as they see the effects of cyclically introduced changes to the functioning of an enterprise.

8. Suggestion systems - how to motivate and involve employees in submitting their ideas to improve the functioning of management systems

In the age of global economy a suggestion system is an inseparable element of building and developing the culture of constant improvement.[41] It should be stressed that this approach effectively supports systematic and long-term increasing of an organisation's value, and what's more important - significantly motivates employees to be active in submitting proposals for improvements in an organisation. All that thanks to a great number of ideas for small improvements and large rationalisation projects.

Suggestion systems applied in pro-consumer enterprises fulfil a number of motivating functions:

1. They promote knowledge flow in an organisation, with focus on practical knowledge of line employees.

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[37] *ISO w praktyce*, Wyd. Wiedza i Praktyka, Warszawa 2009.

[38] A. Herdan, M. Stuss, J. Krasodomska, *Audyt wewnętrzny jako narzędzie wspomagające efektywny nadzór korporacyjny w spółkach akcyjnych*, Wyd. Uniwersytet Jagielloński, Kraków 2009.

[39] K. Winiarska, *Audyt wewnętrzny 2008*, Wyd. Difin, Warszawa 2008.

[40] S. Wawak, *Podręcznik wdrażania ISO 9001:2000*, Wyd. Helion, Gliwice 2007.

[41] http://pl.kaizen.com/glossary.html?no_cache=1&tx_contagged%5Bsource%5D=default&tx_contagged%5Build%5D=840&cHash=7737a1ae4391d5b305d94d2f360cc4de

2.   They constitute a source for innovations: they promote the implementation of new practices, standards; they lead to „freshening up" of existing standards and practices.

3.   They are a form of channelling „the voice of employees" - allowing employees to express their concerns or grudges; staff can influence key business decisions.

4.   They promote employees' involvement, which leads to increased morale and productivity and motivation to increased performance.

Experience of existing global enterprises shows that the most often implemented ideas concern improvement of the workplace, saving of energy, materials and other resources, improvement in working environment, improvement of the operation of machines and processes, improvements in tools and the work of offices, improvements of product quality, ideas for new products, customer service and improvement of customer relations.

Summary

Employees are one of the most important success factors of modern, dynamically changing enterprises, which operate in a changeable and competitive environment. Their qualifications and professional predispositions have a direct impact on an enterprise's success. This applies to both large corporations and small and medium-sized enterprises. In view of the problems of small and medium-sized enterprises, often connected with limited own resources and lack of possibility to obtain appropriate human potential, it is worth paying special attention to a motivation system and its role in effective management of a company.

Questionnaire surveys showed that small and medium-sized enterprises had well-suited motivation systems. According to entrepreneurs, salary incentives are the most important. Nonetheless, the following factors received the highest scores: respect shown by superiors and friendship and kind co-workers - nice atmosphere at work. Owners of small and medium-sized enterprises in Zagłębie Dąbrowskie assess their motivation systems as effective, whereas the small number of promotions is caused by a flat organisational structure.

In SMEs, it's worth indicating the possibility of introducing a suggestion system, which should be implemented in stages. In order to motivate employees to high activity, this process can be divided into 3 phases:

1.   Stage one - managers help employees to submit suggestions, even those most fundamental, to improve the workplace and practice. This causes employees to learn to look at their work in a new way. In this phase it's worth focusing on making employees aware of what is a good suggestion and what are its criteria. This will save the organisation the effort connected with analysing ideas that don't bring anything new into the organisation.

2.   Stage two - focus on educating employees so that they can submit better and better suggestions of changes, providing employees with methods of analysis and problem solving.

3.   Stage three - interested and properly trained employees - management - should concentrate on the economic aspect of submitted ideas.

Summing up, suggestion systems motivate an enterprise's employees to improve their organisation in the age of globalisation, and what's important - they bring many measurable benefits, such as:

1.   Measurable financial effects and reduction of costs of functioning in the age of globalisation.

2. Improvement of communication between the superior and subordinates (possibility of discussion, argumentation).

3. Development of innovativeness in an enterprise.

4. Employees' development and motivation, their loyalty towards an enterprise functioning in the age of globalisation.

In this time of growing competition and globalisation, enterprises that appreciate employees' suggestions often have a dilemma when implementing a system - which model to choose: the Japanese one or the American one. The first assumes lack of financial motivation, increase in employee morale as an important effect of the team's involvement, strong focus on non-financial motivation (possibility of influencing decisions of the managerial staff, showing creativity); suggestions are submitted individually or by a team. The American system puts strong emphasis on economic benefits - which are obtained by a company by implementing a good idea, commonly used financial incentives or material rewards.

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