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MOTIVATION SYSTEM TO WORK IN DISPOSABLE GROUP. CASE STUDY

SYSTEM MOTYWOWANIA DO PRACY W GRUPACH DYSPOZYCYJNYCH. STUDIUM PRZYPADKU

Summary: The effective motivation system consists of the range of factors that guarantee relatively high level of motivation, building the basis of proper use of human potential for the development of an organization, irrespective of its size. The aim of this article is to show the motivation factors which influence the relations among the employees. These considerations are of theoretical and empirical character. The theoretical part identifies the factors shaping the employees' motivation system. The empirical part presents the analysis of the researches' results in the presented areas.

Key words: motivation, motivation system, employees' relations, disposable groups, the Police

Streszczenie: Na skuteczny system motywowania pracowników składa się szereg czynników mających zagwarantować odpowiednio wysoki poziom motywacji, który stwarza podstawę do właściwego wykorzystania potencjału ludzkiego dla rozwoju organizacji niezależnie od jej wielkości. Celem artykułu jest wskazanie czynników motywacji mających wpływ na budowę relacji pracowników. Rozważania te mają charakter teoretyczno-empiryczny. Część teoretyczna identyfikuje czynniki kształtujące systemy motywowania pracowników. Część empiryczna przedstawia analizę wyników badań w prezentowanych obszarach.

Słowa kluczowe: motywacja, system motywacyjny, relacje pracowników, grupy dyspozycyjne, Policja

Introduction

In today's world that constantly develops, in a highly competitive environment, organisations fight not only to survive on the market, but also to thrive and constantly develop. Success of an organisation depends on its employees, who constitute its most valuable capital.

Creating and improving an effective system for employee motivation is not an easy task, therefore it's worth stressing that it constitutes one of the most important elements determining effectiveness of work in a given organisation.

Modern organisations very often apply obsolete motivation tools and link them with job performance in a wrong way. This is a basic problem of most managers and specialists of human capital management. These factors often result in dissatisfaction of employees, which disturbs atmosphere and relations at work. Employee recognition programs are regarded as one of effective motivation methods. These programs include: development plans, building relations between the superior and the employee, team integration, and salary and non-salary incentives used in motivation systems.

The aim of this paper is to indicate motivation factors that have an influence on building relations among employees of dispositional groups, with the police used as an example of such groups.

1. Motivation system and its sub-systems influencing relations among employees

The academic literature provides numerous 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 tools¹. 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 done².

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 goals³. 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 organisation⁴.

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

¹ J. Penc, *Motywowanie w zarządzaniu*, Wydawnictwo Profesjonalnej Szkoły Biznesu, Kraków 2000, p. 203.

² Stabryła A., *Podstawy zarządzania firmą*, Wydawnictwo Antykwa, Kluczbork 1997, p. 187.

³ L. Kozioł, M. Tyrańska, *Motywowanie pracowników w teorii i praktyce*, Wydawnictwo Biblioteczka Pracownika, Warszawa 2002, pp. 28-29.

⁴ Z. Sekuła, *Motywowanie do pracy. Teorie i instrumenty*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2008, p. 225.

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 lack⁵.

Building a motivation system involves the following actions using key research methods:

- 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 rewards⁶.

The research 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?⁷ A motivation system built in an organisation 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 system to be created, the managerial staff and persons involved in its creation have to know employees' expectations⁸. Effectiveness of various incentives depends on age, family status, aspirations and wealth not related with work⁹.

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 motivation¹⁰.

The motivation system of an enterprise is determined by a range of factors from its external and internal environment. The external factors include: economical, political and social situation of a country, legal regulations and situation on the labour market. The internal environment is formed by company's strategy, organisational culture and its financial situation¹¹. 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, recognition¹².

⁵ S. Borkowska, *System motywowania w przedsiębiorstwie*, PWN, Warszawa 1985, p. 16.

⁶ Z. Sekuła, *Motywowanie do pracy...*, p. 224.

⁷ Ibidem.

⁸ Ibidem, p. 225.

⁹ T. Kruszewski, *Metody motywowania pracowników w firmie informatycznej*, „Personel” 2004, nr 10, p. 28-30.

¹⁰ M. Armstrong, *Jak być lepszym menadżerem*, Dom Wydawniczy ABC, Warszawa 1997, p. 255.

¹¹ J. Moczyłowska, *Zarządzanie kompetencjami zawodowymi a motywowanie pracowników*, Difin, Warszawa 2008, p. 179.

¹² M.W. Kopertyńska, *Motywowanie pracowników. Teoria i praktyka*, Wydawnictwo Placet, Warszawa 2008, p. 200.

The most important role of each motivation system is to support an organisation in achieving 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 way, and assume that the behaviour of the person being motivated is subordinated to the interests and will of the motivating person¹³.

The aim of developing a motivation system is success of an organisation and its individual employees. This system is an important element of the art of recruitment and selection of staff. However, it has to be appropriately adjusted to the whole organisation¹⁴.

In a motivation system it is important to appropriately select motivation instruments or tools in respect of an enterprise's conditions and goals¹⁵. This is not an easy task, as today it is no longer enough to base a motivation system on focus on an employee, integration of employees' objectives with those of an organisation, participation, self-direction and control, but it is also necessary to find tools that will allow employees' creative potential to be released. Today, a motivation system is about motivating employees to have achievements, as opposed to the traditional view of motivation as stimulation of employees to perform tasks effectively¹⁶.

When creating systems for motivating employees various motivation instruments are used. These are phenomena and activities that satisfy various human needs. According to L. Kozioł, a motivation system is an „ordered set of motivation tools and factors that are inter-related and form a whole designed to create conditions and induce employees to behave in an organisation in a way that serves the company's goals¹⁷.

Forms and ways of motivating depend on a number of external and internal conditions which, accurately identified and appropriately taken into account, may strengthen employees' motivation. A motivation system is closely connected with other solutions, systems and procedures designed to constitute corporate governance (fig. 1).

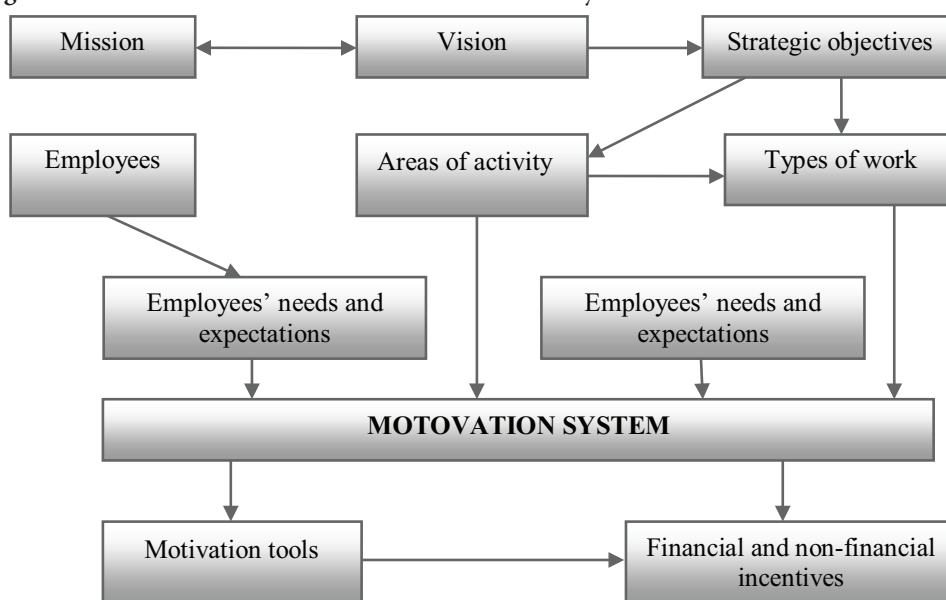
¹³ L. Kozioł, *Motywacja w pracy. Determinanty ekonomiczno-organizacyjne*, Wydawnictwo Naukowe PWN, Warszawa – Kraków 2002, p. 59.

¹⁴ J.E. Karney, *Człowiek i praca. Wybrane zagadnienia z psychologii i pedagogiki pracy*, Międzynarodowa Szkoła Menedżerów, Warszawa 2000, p. 163.

¹⁵ J. Sikora, *Motywowanie pracowników*, Oficyna Wydawnicza Ośrodka Postępu Organizacyjnego Sp. z o.o., Bydgoszcz 2000, p. 53.

¹⁶ M. Juchnowicz, *Motywowanie w toku pracy: Zasoby ludzkie w firmie. Organizacja, kierowanie, ekonomika*, red. A. Sajkiewicz, Poltex, Warszawa 2000, p. 211.

¹⁷ L. Kozioł, *Motywacja w pracy...*, p. 59.

Figure 1. Factors that have an influence on a motivation system

Source: Z. Sekuła, *Motywowanie do pracy. Teorie i instrumenty*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2008, p. 223.

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.¹⁸

Authors differently define components of a motivation system. 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

Analysing the definitions presented above, it should be stressed that an important aspect of a motivation system is its subsystems which include:²⁰

- **motivating factors**, which directly belong to a group of management instruments. 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 workplace, and a sub-class of incentives and persuasion measures.
- **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.

¹⁸ Z. Sekuła, *Motywowanie do pracy...*, p. 225.

¹⁹ M.W. Kopertyńska, *System płac przedsiębiorstwa*, Wydawnictwo Akademii Ekonomicznej im. Oskara Langego we Wrocławiu, Wrocław 2000, p. 38.

²⁰ L. Kozioł, M. Tyrańska, *Motywowanie pracowników...*, pp. 32-34.

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

Effectiveness of existing motivation systems can be examined from the perspective of an organisation, 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 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:²¹ strategy, organisational culture, specificity of activity, financial situation, competitive environment, phase in a company's development, size of an enterprise, human resources' potential.

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 an organisation's prospects for development. The main aim of creating a motivation system is to ensure success and development of an organisation and its employees.

2. Methodological research issues

Empirical studies were conducted as part of the author's own research project entitled „Process of managing human resources in the police”,²² carried out at the Institute of Management and Economics of Humanitas University in Sosnowiec. The studies were conducted between April and June 2012. The subject was areas of managing human resources in the police. The aim was to find out the opinions of police officers concerning selected areas of managing human resources in the police.

The research tool was a survey questionnaire containing closed and semi-open questions addressed to officers working in the police. The requirement for qualifying an individual to the population was location of the workplace on the territory of Silesian voivodeship.

85 police officers working mainly in Katowice, Dąbrowa Górnicza, Sosnowiec, Mysłowice and Częstochowa voluntarily took part in the survey, with males constituting 77.1%, and females accounting for 22.9%. The ranks of the police officers were from sergeant to inspector inclusive. Table 1 presents the structure of the police officers surveyed in terms of age, education and service period in the police.

²¹ A. Benedikt, *Motywowanie pracowników w sytuacjach kryzysowych*, Wydawnictwo Astrum Wrocław 2003, p. 29.

²² The research project was carried out in cooperation with Joanna Dzieńdziora, PhD.

Table 1. Characterisation of the population surveyed in terms of age, education and service period in the police

Feature	Structure in %				
Age	up to 25 years old	from 26 to 35 years old	from 36 to 45 years old	from 46 to 55 years old	over 55 years old
	0.0	41.0	54.0	6.0	0.0
Education	higher	post-secondary	secondary	vocational	
	79.5	1.2	19.3	0.0	
Service period in the police	up to 5 lat	from 5 to 10 years	from 11 to 20 years	from 21 to 30 years	over 30 years
	12.0	9.6	66.3	12.0	0.0

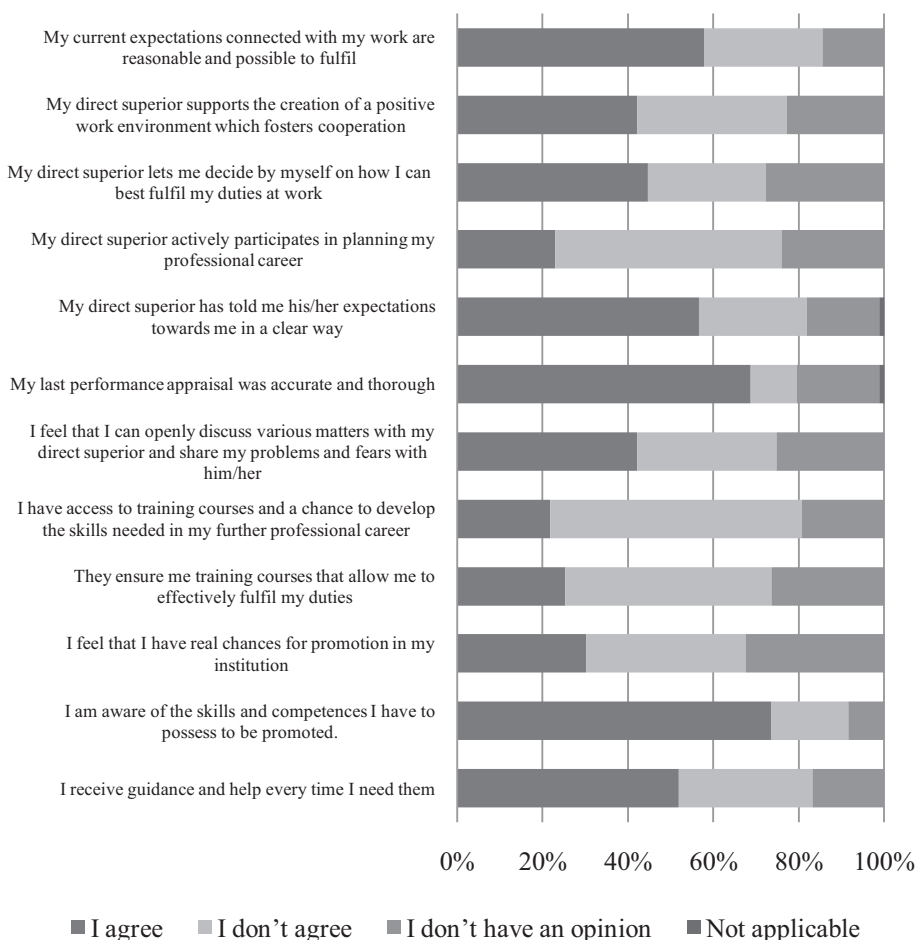
Source: own work based on a survey.

Police officers aged 36-45 (53% of those surveyed) with higher education (79.5% of those surveyed) and service period from 11 to 20 years (66.3% of those surveyed) were the most represented group in the survey.

3. Motivation in the police – analysis of the findings of empirical studies

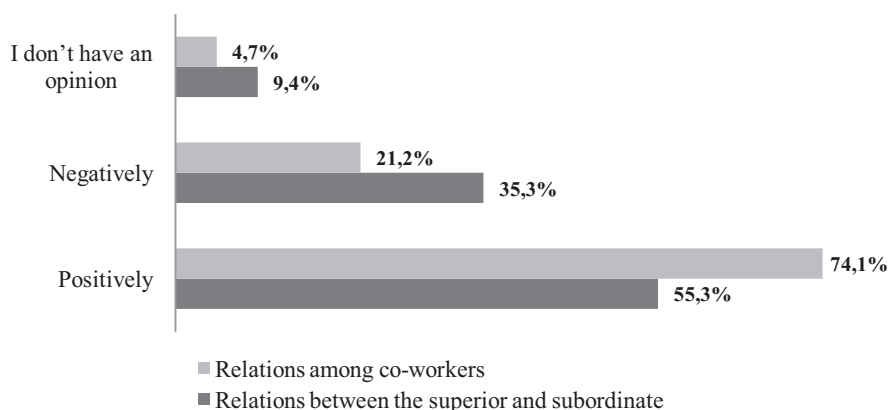
A little over half (55.3%) of the police officers surveyed notice chances for the development of their own professional career in the police. 43.5% of those surveyed do not see such chances, whereas the remaining 1.2% do not have an opinion on this matter. Perhaps, such a high percentage of the police officers who do not link their professional career with the organisation they are currently working in results from their reluctance to develop professionally, failure to notice opportunities for development or stress and professional burnout to which police officers are especially prone. The service period of the majority of the police officers surveyed was between 11 and 20 years, so they were experienced police officers. At the same time, 58.8% of those surveyed think that the police don't make it easier for their employees to improve their qualifications. Only 32% of those surveyed think otherwise, and 9% do not have an opinion.

Figure 2 presents the findings connected with the assessment of factors influencing the quality of relations among employees in the group surveyed. Here, factors connected with a training course policy in the institution were assessed as relatively the worst, or rather the respondents indicated lack of such training courses.

Figure 2. Assessment of factors influencing the quality of relations among employees of the group surveyed

Source: own work based on a survey.

55.3% of the police officers positively assessed relations between the superior and subordinates, and 74.1% positively assessed relations among co-workers (fig. 3). Little over 35% negatively assessed relations between the superior and subordinates, and over 9% did not have an opinion on this matter. Relations among co-workers were assessed less negatively.

Figure 3. Assessment of work relations

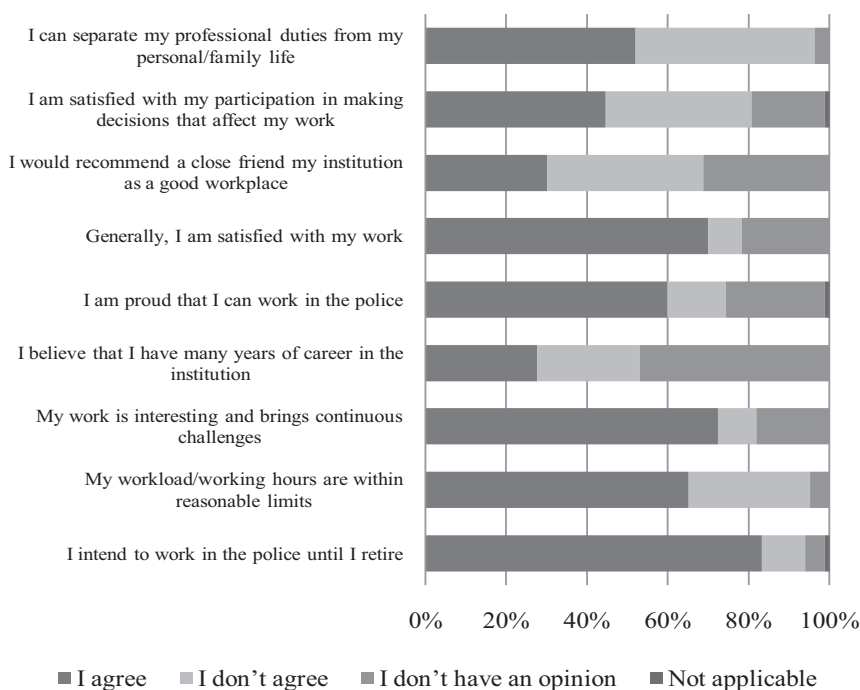
Source: own work based on a survey.

28% of the police officers surveyed declared being able to openly express their work-related views and opinions, and 40.2% declared being able to do so to a limited extent. Nearly 32% of the police officers think that in the institution in which they work there is not a good environment for a free presentation of their own views and opinions.

In the survey, the police officers also described their attitude towards the uniform as an important element of motivation. A majority of the respondents have a positive attitude to the uniform (very good – 38.1% and good - 54.8%). Only 1.2% of the police officers have a negative attitude to the uniform as a symbol associated with the institution for which they work, whereas 6% do not have an opinion on this matter.

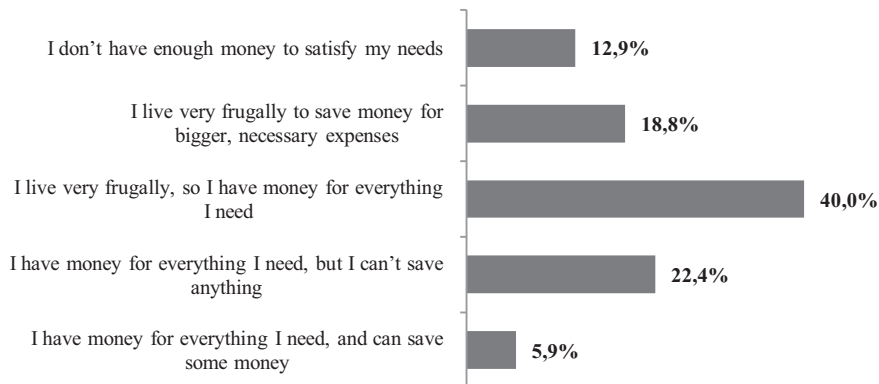
The respondents positively perceive the events organised by their institution and willingly participate in them (40.2%). However, as many as 35.4% of those surveyed negatively view the organisation of such events and do not want to integrate outside the working hours. As many as 24.4% of the respondents do not have an opinion on this matter.

The analysis of the survey shows that the overwhelming majority of the police officers are satisfied with their work (81.7%). Lack of satisfaction with work was declared by only 14.6% of those surveyed, and the remaining 3.7% were unable to specify their opinion in this respect. Fig. 4 presents the findings regarding assessment of the factors of work satisfaction according to the police officers surveyed.

Figure 4. Assessment of work satisfaction factors

Source: own work based on a survey.

Work satisfaction felt by the police officers is rather not linked with the amount of their salary, as 78.1% of those surveyed declared that the amount of their salary did not allow them to save any money (fig. 5). The police officers live rather frugally or very frugally. Only nearly 6% of the police officers (as the survey shows), holding managerial positions, can satisfy their day-to-day needs and save some money. Almost 13% of those surveyed can satisfy all their immediate needs from their salary, but they are unable to save any money.

Figure 5. Management of income by police officers

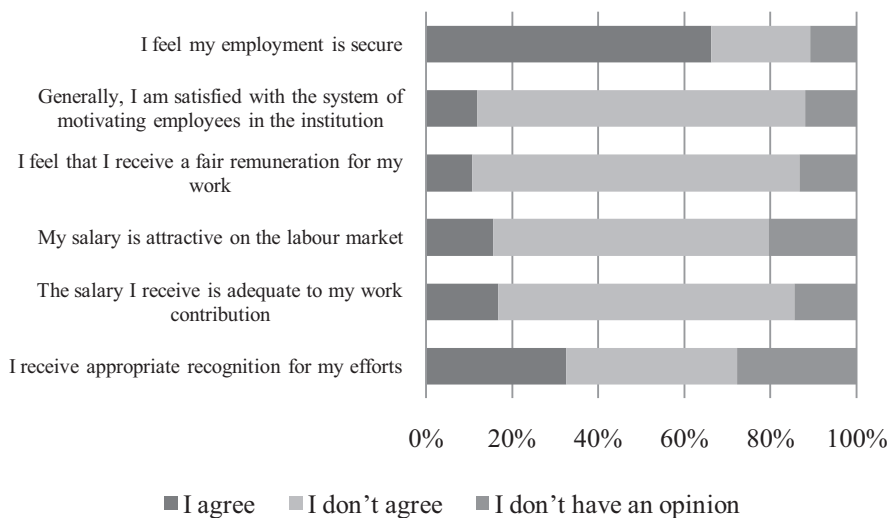
Source: own work based on a survey.

Only less than 12% of those surveyed state that it is easy or very easy for them to cope with immediate expenses. In contrast, 43.5% declare that their daily expenses are a huge problem and they cope with them with difficulty. The remaining 44.7% say that their situation in this respect is not stable and sometimes they are able to handle the expenses without bigger problems, while other times expenses are a huge problem for them. Problematic situations usually arise in the periods of increased spending (holidays).

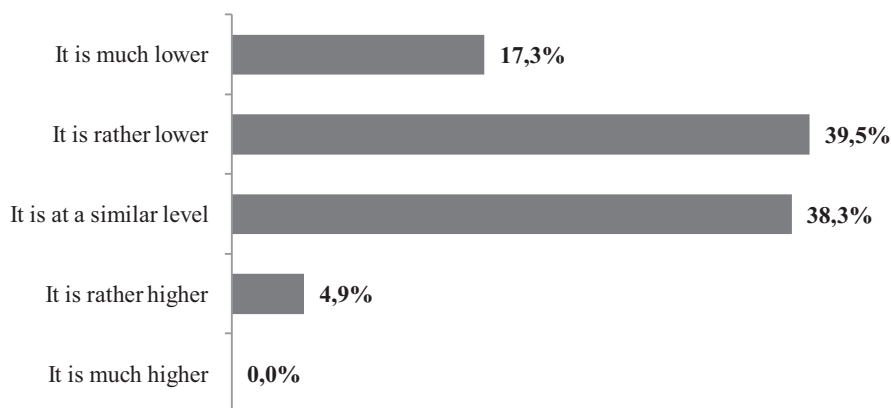
Figure 6. presents the structure of assessments regarding selected elements of a motivation system in the police. The police officers rather negatively assess the amount of salary they receive, feeling that their contribution is much bigger than their salary. They also express a negative opinion about the motivation system functioning in the institution. However, a positive element of the motivation system is employment security and stability of the salary.

At the same time, the police officers are aware of the situation in terms of the level of salary in other uniformed services. A little over 43% of those surveyed think that the salary they receive is a little higher or at a similar level (fig. 7). In contrast, 56.8% of the respondents think that salary in other uniformed services is higher. No police officer indicated that their salary was much higher than that in other uniformed services.

Figure 6. Assessment of a motivation system

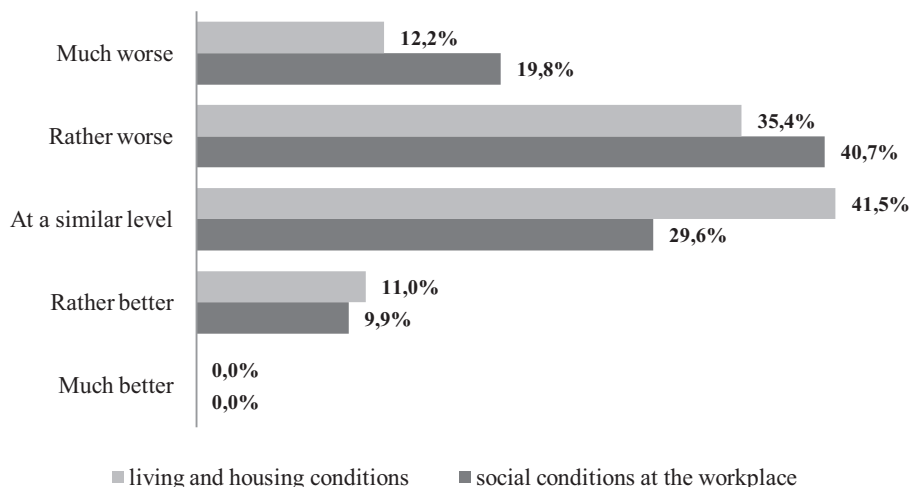


Source: own work based on a survey.

Figure 7. Assessment of police officers' remuneration compared to salaries in other uniformed services

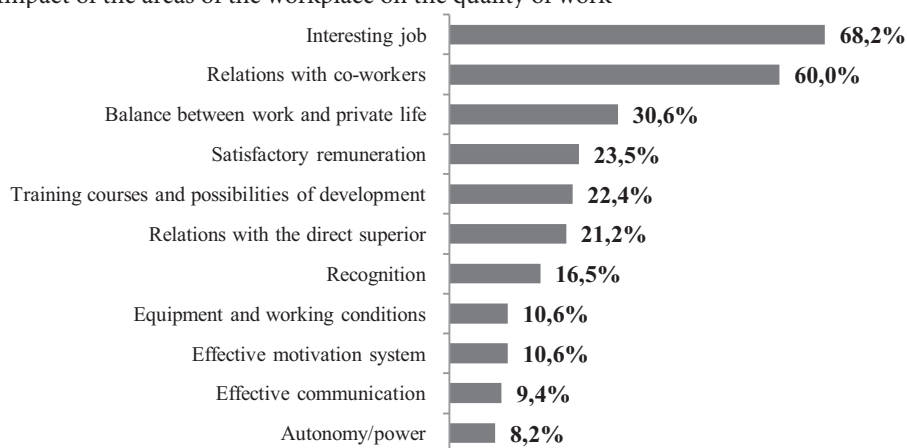
Source: own work based on a survey.

Similarly assessed are living and housing conditions of police officers compared to employees of other public institutions. 52.4% of those surveyed assess these conditions as better or at comparable level. In contrast, 47.6% of those surveyed perceive their situation as worse. Much worse were assessed social conditions at the workplace compared with employees in other public institutions (fig. 8). Most police officers, i.e. 60.5%, think that these conditions are worse than in other public institutions. The police officers were especially dissatisfied with toilets and social rooms.

Figure 8. Assessment of living and housing conditions and social conditions at the workplace compared with other public institutions

Source: own work based on a survey.

Figure 9 shows the workplace and remuneration areas that according to the police officers surveyed are most important for their work in the police.

Figure 9. Impact of the areas of the workplace on the quality of work

Source: own work based on a survey.

The police officers surveyed most often indicated interesting job and good relations with co-workers, whereas least often: autonomy, communication, equipment and working conditions and motivation system.

Conclusion

An effective system for motivating employees involves a range of factors that should guarantee high level of motivation. Such a system constitutes a basis for proper use of human potential for the development of an organisation regardless of its size or character. The fundamental factors influencing the development of motivation systems in an organisation are: strategy, organisational culture, organisational structure, specificity of activity, financial situation, competitive environment, phase of an organisation's development, size of an organisation and its human resources. An important aspect of a motivation system is its sub-systems, which include: motivating factors, task system of an enterprise, total labour costs, and participation of employees.

The analysis of the results of the survey shows that over half the police officers surveyed see chances for the development of their professional career in the police. They are aware that they have to improve their professional competences to be promoted. At the same time, they are sceptical about the training policy and real chances for the development of their professional career. They positively view the process of their performance appraisal, the way their superiors communicate their expectations and the realism of these expectations as well as the possibility of deciding about how to perform the tasks assigned to them.

Work satisfaction felt by the police officers is rather not connected with the amount of salary they receive. The police officers rather negatively assess the amount of their salary, thinking that their contribution is much bigger than the salary they receive for it. They also negatively assess the motivation system used in their institution. The positive aspect of this motivation system is however security of employment and stability of the salary received.

Summing up, the motivation system, although it requires a lot of changes and correction, contributes to the building of relations among the police officers. The police officers positively assessed relations at the superior – subordinate level and relations among co-workers.

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