

THE SELECTED ASPECTS OF MOTIVATION AS AN ELEMENT OF HUMAN RESOURCES MANAGEMENT

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Summary

Nowadays human resources management determines business, performance. It is closely connected with the role of employees in company. Their effectiveness influences on the level of company's competitiveness on the market. With the aim of achieving the highest effectiveness it is inevitable to motivate employees in a skilful manner. There are following motivations: positive, negative, external and internal. The first one (the positive one) yields the highest profits for the employers, and what is more, it is rated highly from employees' point of view.

Key words: human resources management, employees, motivation, employers

Introduction

Human resources are the most important stocks of enterprises. Thus, the key to success is to understand essence the of managing human resources taking into consideration skillful motivation of employees. The purpose of this article is to introduce issues related to selected aspects of motivation as an element of human resources management. It explains the basic concepts of HRM, such as the definition, features or tools. The article is not only based on available literature and scientific articles, but also reveals the results of research on motivational factors.

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Human resources as the most important resource of enterprises

People working for the enterprise are the key element. They represent the basis for proficient functioning development of the company. The process of staff selection can either strengthen or weaken the company, if the choice turns out to be inadequate. An increasing importance is attributed to the recruitment process. Companies looking for a qualified worker, who is able to meet their requirements, often benefit from the aid of external companies, specializing in finding and conducting interviews with potential employees. It takes place when the company does not have its department responsible for recruiting employees or considers it necessary to use an external company. As a result, there is a much greater likelihood that the employee selected by appropriately conducted recruitment process, will meet the requirements of the employer and will be a valuable asset for the company.

Education and training courses are worth paying attention to. The company when emphasising high level of education and qualifications of their employees may expect profits. It builds the foundations for strong enterprises with potentia³. It is important to hire people educated or skilled within required area. This does not exclude investing time and money to strengthen the skills of the employee. The costs incurred on account of training, finally are those incurred on account of the strengthening of the company. With the development of the employee, the company develops itself. Above aspects are presented through a process in organizations (Figure 1).

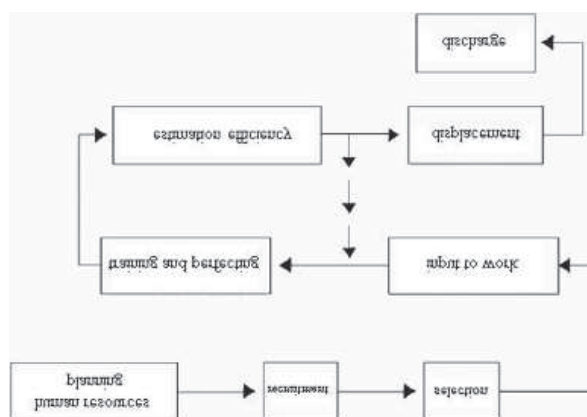


Figure 1. Process in organizations

Source: J.A.F. Stoner, Ch. Wankel, Kierowanie, PWE, Warszawa 1996, s. 280.

- 3 See: A. Kaczmarek Park naukowo- technologiczny jako narzędzie wspierania rozwoju małych i średnich przedsiębiorstw [w:] Uwarunkowania rynkowe rozwoju mikro i małych przedsiębiorstw. Mikrofirma 2009, A. Bielawska (red. nauk.), US, Szczecin 2009

Nowadays, human resources of enterprises are often the most important assets of companies providing thereby a strong factor of companies' competitiveness. Complementing the above aspects of human resource management is the process of motivation necessary to maintain high productivity.

Human resources management - the essence, function and tools

Human resources management (HRM) is a decisive aspect of company management. People are the most important resources of a company and it's competitiveness depends on them. Proper management guarantees effectiveness the growth of which is connected with the ceaseless development.

Human resources management (HRM) is specified as the conception of management related to the personal function of a company. Employed people are perceived as a component of the company assets. It is advised to identify personal issues with: business issues, the active role of leadership, forming the organization and integrative culture, that emerged from the human need of membership and security. The employees should realize their importance in raising strategic aims of the company.

HRM embraces planning human capital, recruitment and selection of potential employees, subsequent salary, systematic evaluation of work, raising qualification (training course, focusing on relations between employees), and solving possible conflicts. ⁴

HRM takes place by using diversified instruments that differs by means of complexity or aspects used. Systems of appraising employees, planning techniques of employment, evaluation of work, training course are the most common instruments of human resources management but the most important one, that influences the level of commitment to work is the system of motivation. ⁵

Motivation and its impact on the work efficiency

Motivation is nothing but a „set of factors calling for action”⁶. Due to those factors the target set by a company, an employer or a supervisor can

4 See more: Czyrka K., Nowoczesne koncepcje zarządzania, red. J. Frańś, Zarządzanie Jakością w usługach publicznych, Wyd. WNUS, Szczecin 2008, s.137-150.

5 Poczowski A.: *Zarządzanie zasobami ludzkimi: strategie, procesy, metody*. Wydanie II zmienione. PWE. Warszawa 2008, p. 34.

6 <http://sjp.pl/motywacja>

be achieved much faster than without them. Proper motivation makes even an unpleasant work an ally, gives you energy and the driving force. When work becomes pleasure itself, we are dealing with intrinsic motivation. In case of this source of motivation the key element is the employee and his attitude towards work. This kind of motivation results commonly from the employee's feelings, values and ambitions. It appears when gives an employee the ability to achieve satisfaction, the sense of responsibility, control, selfdevelopment.⁷ Another source of motivation is analogous extrinsic motivation. In this case, we can talk about any external factors, not resulting from work but from the benefits gained or consequences incurred. This motivation refers to the situation when work is an instrument to get something extra or to avoid these additional aspects.

When together with the performance of work there appears the desire for more profits, we are talking about positive motivation. These perks can be for example cash bonus, days off, health care, membership to the gym or the title of the employee of the month. This kind of motivation affects much better - more effectively on the employee, because the tool of this kind of motivation becomes for him the aim pursued with pleasure, due to the fact that the target itself is desirable for him. On the contrary in case of negative motivation the tool inducing an employee to better applying or fulfilling the duties, are all kinds of consequences ranging from lower salary to the loss of job. In such situation, an employee works under constant pressure, which way have on opposite effect and instead of developing or working more efficiently the employee closes himself, performs jerky movements and the person who motivates him receives that is contradictory to the intended.

Motivation instruments

All instruments that manager, leaders or human resources department may use to effects employees are their motivate tools. Using those tools should focus on increasing employees' efficiency and, in consequences, lead to high level of competitiveness of bussiness.

Human resources management by means of motivation guarantees revealing talents and skills of employees and use of their potential. It is estimated that employees use only 15-20% of their skills and abilities at work place.⁸

7 Penc J.: *Komunikacja i negocjowanie w organizacji*, Wydawnictwo Difin, Warszawa 2010, p. 76.

8 Michalczyk R.: Konferencja podsumowująca projekt „Intermentoring w małej firmie – zarządzanie kompetencjami. Zarządzanie kompetencjami i talentami w firmie.” 26.11.2013 r. [www.civitas.edu.pl]

The most common classification of the motivate tools parts them into compulsion, incentive and persuasion tools. First of them (compulsion tools) have compulsory and commanding character and in this connection they are the least desired. Motivating person in this way develops from his duties but only in low degree which assures avoiding a punishment. Using compulsion tools lodges lack of agreements between motivating and motivated person. A dictate, an order, a work norm or an instruction are often used. The key of them is sticking a discipline in work.

The concept of the incentive tools bases on rewarding people. Employee developing from his duties, achieving aims specific by employer, has the guaranteed satisfaction his needs, ascend award. These benefits can be economic (pay, shares, obligation, financial awards) and uneconomic (flesible time job, promotion, possibility of professional development).

Third type is persuasion tools. Beyond doubt they are well-balanced among all these instruments of motivation because of consisting in co-operation two parts (motivating and motivated person). In contrast to other two types of tools, persuasion cannot be rated to none of the extreme way of motivation. It does not punish employees as compulsion and also does not reward as incentive tools. ⁹

The second, common classification of motivate tools has been presented by doc Zbigniew Ciekanowski. He rates periodic assessment system, remuneration system, promotion system and career path among instruments of motivations. ¹⁰ It is presented in Figure 2.

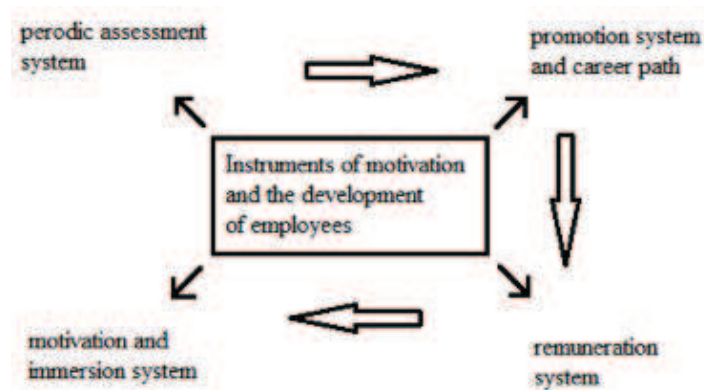


Figure 2. Instruments of motivation and the development of employees

Source: Ciekanowski Z.: *Motywowanie jako instrument zarządzania zasobami ludzkimi*.

9 Pietroń-Pyszczek A.: *Motywowanie pracowników. Wskazówki dla menadżerów*. Wydawnictwo Marina, Wrocław 2007, p. 27-31.

10 Ciekanowski Z.: *Motywowanie jako instrument zarządzania zasobami ludzkimi*. Zeszyty naukowe Uniwersytetu Przyrodniczo-Humanistycznego w Siedlcach nr 89. Siedlce 2007, p. 101.

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Conclusions

According to the research from Duke University and George Mason University, holding a position in the company considerably determines the perception of motivation's techniques. In most cases bosses incorrectly state that the best motivations for their employees are outside causes such as the salary, the stability. In turn the employees pay attention to the interesting extent of duties, the immersions, being appreciated and respected.¹¹ Creation three rules, being central of creative ways to motivate employees, has been the fundamental conclusion from this research.

1. "Recognition for work well done.
2. A sense of accomplishment and delivery of work that is meaningful within the bigger picture.
3. Knowledge of progress made."¹²

It is impossible to rate one of the mentioned elements among negative motivation. This fact is the greatest confirmation that encourage employees positively, not intimidate, is the best way to maximize their potencial at work.

11 <http://blog.absolvent.pl/post/47770501178/co-nas-motywuje-w-pracy#more>

12 <http://www.tlnt.com/2012/11/15/what-motivates-workers-most-employers-usually-seem-to-guess-wrong/>

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