



TRAINING AND REMUNERATION SYSTEMS AS MOTIVATIONAL INCENTIVES BASED ON THE EXAMPLE OF COMPANY X - CASE STUDY

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Abstract

In the 21st century management boards of enterprises are looking for newer incentives that stimulate employees to work even better. They are now the main driver of success, and the process of motivating has become an integral part of a well-functioning company. All this in connection with the behaviour of contemporary employees, who are often not satisfied with the working conditions and who change their place of employment, has led to formulating the purpose of this study, i.e. to evaluate training systems and salaries in the surveyed construction company. The study should be treated as a pilot - a field of experience, because in the future, this experience will be translated into a study with a representative group of companies. By defining and analyzing the validity of the criteria, the author specified two methods that meet the above criteria - the audit questionnaire method and the direct questionnaire. The analysis showed that the training and remuneration systems in the surveyed company X are properly designed - they have a positive impact on the employees' motivation. It also turned out that effective motivation with non-wage elements is possible only if the staff is satisfied with the level of their remuneration.

Keywords: motivation, training, salaries

JEL classification: M1, M12, M5, M51, M53

Introduction

Effective human capital management in a 21st-century company allows us to act in accordance with the adopted strategic objectives. This may lead to building a lasting competitive advantage on the economic market. Recent decades have introduced completely new trends and challenges related to personnel management. The prevailing belief is that there has been a change in the

industrial economy to a knowledge-based economy. This means the management of a modern organization consists mainly of human capital management. Such unprecedented challenges force the board of directors of companies to search for and hire qualified personnel and treat this group as a strategic resource strongly related to the global strategy of the organization. But this is only the beginning, because the basic issue has also become to motivate employees and search for modern motivational systems and more innovative motivators. The author of the article believes that in the management of a modern enterprise, along with the growing importance of human capital and economic changes, there is a need for continuous improvement of the staff, along with the improvement of remuneration systems. This concerns first of all their variable components such as bonuses, awards and commissions. It is very important in the struggle for permanent maintenance of key people who can determine, in the long term, the economic success of their enterprises.

Therefore, the aim of the article, based on the case study in company X and the analysis of the available literature, is to assess the training systems and salaries in the surveyed company in the construction industry from the point of view of employee satisfaction.

When analysing the subject matter of training, or related motivations, it is impossible not to mention Human Resources Management (HRM). This is an older term - currently the term Human Capital Management (HCM) is used. The term capital is nowadays understandable for most people. It is worth recalling, however, that it places emphasis on treating staff not only as a resource, but also as valuable assets of the organization.

Human capital is the value of the company and its assets. The effective use of skills inherent in the employees will allow for building their involvement, and in the long run it is necessary for the company to gain a competitive advantage. However, in order to achieve such a goal, it is necessary to select and facilitate the development of employees. The slogan of human capital, as a starting point for the concept of competitive advantage, which most employers aspire to, is one of the characteristics of HCM (Pocztowski, 2008). The term "most valuable" implies, therefore, the need to create appropriate actions that will improve the employee's attitude.

Another important feature of HCM is the strong link between the company's strategy and the personnel management strategy. In today's approach to employees, it is no longer strange to discuss human resources at the strategic level. However, for many employers, especially those from generation X, such an approach is still an abstract and deserted island, which is not worth reaching.

1. The essence of the training process

In the 21st century it can be assumed that motivation is the inner strength of every human being, which determines the actions he/she takes. Motivation determines in which direction he/she is going. According to the author, the most important determinant of motivation is the fact that it appears at the moment of occurrence of a need in a human being and mobilizes him/her to undertake specific action, which is aimed at satisfying the emerging need. Thanks to the inner strength, which is motivation, a person is forced to be active, to constantly achieve goals, both those which he/she sets for himself and those which are determined by the environment. One example of such an environment may be, for instance, competition.

Motivation has an impact on the behaviour of employees and it causes them to choose a specific course of action. In modern motivational management, however, we no longer call it "inner strength" because we put a lot of emphasis on emotions. Managers must not forget about such values as joy, love or simply gratitude, which will provide employees with energy resources.. In this way, we focus on values that cannot be measured. We move away from the principle that "if you can't measure something, it doesn't matter." By promoting values, ideals or

simply dreams, we reveal our human side - it is this side that distinguishes us from machines. With this awareness, managers need to get out of their comfort zone, they need to provide their employees with a higher level of comfort (Fowler, 2015).

People strive for continuous development - in this way they satisfy their ambitions. When you see an opportunity to improve your skills, you feel the driving force to act. Participation in training is an opportunity to make a difference in your current work situation. Gaining new knowledge or skills gives satisfaction – it gives self-esteem and satisfies current desires.

The author would like to point out that thanks to participation in trainings and gaining new competences our competitive position on the market increases. Acquiring new skills, learning something new, is often related to the future plans of the superior in relation to our person. By entrusting new tasks and increasing responsibility we have the opportunity to reach new stages on our career path. We feel that the company we work for treats us as the person it cares about. We receive a signal from the employer that we are part of something important. As a result, our commitment to doing our job increases. We feel attached to our company, which in turn translates into improved communication and identification of employees with the company's strategy (Kopertyńska, 2009).

Employers are aware of the fact that by making a proposal for development to an employee, they give him/her a chance to meet his/her needs. They create the conditions for this by the possibility to participate in training.

In the Management Encyclopedia, attention was also drawn to the elements that further increase the employee's motivation in the training process. First of all, diversity is important, as it allows maintaining interest in the training process. This relates to unconventional and interesting forms of training and their professional conduct. The involvement of superiors is also crucial, so that employees are aware of their approval. A very interesting motivational stimulus is the possibility of joint development of a training plan by co-workers. The employee is additionally involved because he or she participates in a training course which he or she had a chance to co-create. It is undoubtedly crucial to have the opportunity to use the acquired skills in one's professional career. We can say more than that: the existence of such a stimulus should be a condition for starting the training process. A lack of opportunity to use the acquired knowledge may cause frustration of the employee, which may have even more serious consequences (Encyklopedia Zarządzania).

Employee development through training has an important motivational objective - it not only activates us to act, but also gives us the possibility of self-fulfillment, a sense of security and belonging to a group, that is the company.

At this point, it is necessary to point out the connection between the concept of training and development. The development of potential takes place by supplementing professional knowledge, acquiring practical skills and developing specific attitudes (Kopertyńska, 2002). Skill development, on the other hand, is an element of the personnel system which aims to supplement the knowledge, skills and personality traits necessary for the proper performance of tasks in the present and/or future job (Kostera and Kownski, 1995). And so, according to R.W. Griffin (1999), the training is to teach executive and technical staff how to perform their duties in the position in which they are employed. However, O.A. Cowling and O. Lundy (2016) point out that training means bringing about the desired standards, results or behaviour through instruction and practice. To develop is to make something bigger, fuller, or more elaborate or systematic, to bring about a state (or to reach a state) of activity, visibility, or maturity.

First of all, we can see that both definitions point to the same objective. This is about acquiring new knowledge and skills. After a moment of reflection we can see important differences. The concept of training focuses on the practical aspect – learning something that will be used in the workplace. The concept of development, apart from the practical dimension, also has a psychological dimension - the author has in mind here a change in attitudes or

personality traits. This difference may result from the fact that development is a broader concept.

After a long analysis of the concept of training and closely related development, the author of the article wants to clearly indicate the meaning of this instrument. First of all, the possibility of development has a motivating effect on the behaviour of employees. Additionally, in the context of the entire economy, it allows us to increase the wealth of the society. In the conditions of a company, training courses have a significant investment importance, which brings measurable benefits. Secondly, the main goal of training is to provide the company with such human capital that, thanks to the acquired skills, will be able to meet the current and future needs of the organization. On the other hand, it is the author's opinion that, when analysing the training objectives, the first place should be given to the preparation of the employee for the duties entrusted to him/her and required expected by the employer. Secondly, we should address other motivational issues, which have already been described in detail, such as strengthening the bonds between the employee and the company and increasing involvement and authority.

To sum up, it should be clearly stated that interest in training is definitely of a variable nature – it does not always enjoy the same popularity (the biggest boom for training in our country was 15 years ago). This is a result of the different attitudes of the two main groups of stakeholders, i.e. employers and employees. In Poland, there is still an opinion that the development of skills by means of training is most needed in craft occupations. It was, and unfortunately still is, believed that only such employees must be trained to be able to do their job well. Other professional groups may of course receive further training, but they can do so individually – without the participation of the employer himself. According to the author of this article, this is connected with problems in the evaluation of the effectiveness of training. Many times we do not even have an opportunity to evaluate. The lack of such evaluation, and thus the problem of evaluating the potential benefits for the company, puts the employee applying for reimbursement of training, in a losing position. On the other hand, there is still in many circles a wrong approach to investments in material resources, which by many entrepreneurs is considered to be the only form of building a competitive advantage on the market. All this, combined with the economic crisis that has lasted for over a decade and frequent economic problems, results in sacrificing the development of competence in order to save financial resources.

2. Remuneration as a further element of the incentive scheme

One of the most important functions of remuneration is to create motivation. When reflecting on this, four additional functions can be identified (Cowling and Lundy 2016):

1. Arousing interest in the company, which will result in taking up employment.
2. Actions aimed at keeping the employee in the organization for a longer time.
3. Stimulation to achieve high performance and continuous improvement.
4. Encouraging subordinates to self-development and improving their qualifications - this will bring measurable benefits to the company in the near future.

We can therefore state that the motivational function of remuneration is reflected in many of the company's activities. Starting from hiring competent employees who will become involved with the company for a longer time, then activating them to develop and to increase their efforts to optimize the results. In other words, the remuneration should be at a level that will enable the company to effectively implement these activities.

When considering whether wages should be treated as incentives, we must pay attention to the theory of expectations. According to this theory, an employee is more involved in his or her work if he or she considers the results to be important and if, in his/her opinion, the results are achievable. In addition, results are achievable when employees understand, accept and identify

with their tasks - and not only have the required qualifications. Moreover, employees should believe that working on tasks will bring them positive results, for which they will receive a specific reward. This reward will be what they need. In conclusion, it should be clearly stated that when building the remuneration system, one should be guided by the needs and beliefs not only of superiors but also of their subordinates (Feliniak, 2004). In addition, we can point out that an employee compares his/her workload and awards with what his/her colleagues offer and receive. The occurrence of deviations may cause the employee to pay more attention to the assigned duties, or to abandon some of them. To a certain extent, the employee will seek to receive a fair wage, but if this expectation is not met, his involvement in the work will be reduced and he/she might even give up his job (Cowling and Lundy 2016).

In this context, the author drew attention to a faulty remuneration system, which may prove to be unfair or even ineffective for the entire organization. The presented assumption shows that an improperly structured remuneration system contributes to lowering motivation among employees.

There are many definitions in the literature that describe the concept of remuneration. As we analyse them, we must pay attention to the relationship between the notion of benefits and the notion of pay. The latter strictly indicates the economic dimension and suggests that pay is the price of labour, i.e. a component of remuneration. This indicates that benefits are a broader concept. Benefits can therefore be described as direct pay and indirect benefits. The former, in turn, are divided into external and internal benefits. External benefits holidays, pensions, and other allowances expressed in money (bonuses, awards, overtime pay), one-off benefits, occasional benefits, resulting from the contract or law. On the other hand, internal benefits are non-monetary benefits, such as: appreciation, status, sense of security, development opportunities, or working atmosphere (Rossiter, 2000). R.W. Griffin (1999), on the other hand, describes remuneration in the context of reward, which consists of elements such as wages, bonuses and other allowances. These components contribute to the employee's behaviour in a certain way. In his theory, he also emphasizes the possibility of participation in the creative and innovative sphere of the company, creating new solutions. An interesting approach is also presented by E. Beck-Krala, who claims that remuneration is a sum of basic salary (direct salary) and variable wages – in the literature called total wages. Variable wages can be divided into short-term variables and long-term variables. The former include: bonuses, rewards, commissions, piecework surpluses (Beck-Krala, 2013).

For the purpose of this work, the author has made an analysis of the remuneration in the context of all the benefits that the employee receives for his or her work. The author took into account both material and non-material benefits. The basis for further consideration will be the division into direct benefits and indirect benefits. The choice of this qualification results from its extensive division. To sum up, it will be the result of taking into account all the components of remuneration. These elements are in the author's opinion reflected in the working reality. Therefore, we can summarize that an optimal remuneration system should lead to a permanent and constant increase in the involvement of all employees and their effectiveness in each position. Thus, its aim is also to eliminate potential staff turnover and to prevent conflicts which may be the consequences of discrepancies in particular positions.

3. Training and remuneration as incentives - case study

Due to the current behavior of employees, who very often change their place of employment because of a lack of opportunity for development and low wages, the author of the article tried to analyze these elements based on a specific example. We have to consider this research as a pilot - the first field of experience, because in the future this experience will be needed to do a survey with a representative group of companies. The aim of the survey was to analyze the

training and remuneration systems in the surveyed company from the construction industry - in terms of satisfaction and motivation of the employees. At the beginning, the author of the article conducted an analysis and evaluated the internal documents binding in the surveyed company, which regulate the issues related to the training process and incentive system. In this way, the author wanted to check these documents from a formal and substantive point of view. This must be consistent with the theory described above. In this case, the author considers as correct training systems those that have been properly prepared and implemented. The elements which have been checked include the course of the training process, presentation of the curriculum, types of training, the possibility of evaluating the training, methods and subjective opinions of respondents.

In the case of remuneration, the author analysed the components of remuneration - both monetary and non-monetary - and what is the remuneration strategy. Properly prepared systems are also connected with their effectiveness - an effective action is one that leads to some extent to the intended goal. In conclusion, a system is effective when it achieves a specific objective. Thanks to designing training and remuneration systems in accordance with the needs and principles, it is possible to achieve the company's objectives. However, for this to happen, employees must be motivated to do so. In this article, the author proposes the hypothesis that training and remuneration systems in the surveyed company X are properly designed, because they positively influence the motivation of employees.

4.1. Description of the activity of the audited entity

Company X was established in the early 90s. It is now located in Wejherowo County. More than 20 years of tradition has allowed it to build among its customers the reputation of a company providing services at a high level. Initially, the company dealt with the construction of roof structures and interior finishing in residential buildings. Materials were created in a small garage, where in the first periods of operation two people worked. The company's greatest development took place after 2000. Since then, the company has expanded its profile with road works, which now account for 90% of all sales. The remaining 10% come from minor road repairs. Road works constitute revenues from construction of road surfaces, reconstruction of roads, construction of pavements and other road works such as roundabouts or current repairs of asphalt surfaces. In 2015, the company expanded its range of services by opening a workshop where it repairs its own and foreign equipment and employs mechanics and students. The company's basic objectives can be achieved not only through adequate material resources, but also through human resources. At present, the company employs 82 employees, including the owner. Most of the employees are manual workers.

The strategy of the surveyed company can be characterized as development- and activity-oriented. The most important factor confirming the above mentioned strategy is the possibility of improving one's qualifications through participation in trainings. The analyzed company gives such an opportunity to its employees. In 2018, as many as 20 employees of the company participated in a total of eleven training courses. It follows that over 20% of the total number of employees had the opportunity to increase their competences. These trainings related to the use of construction equipment and ended with an exam assessing the acquired skills and professional qualifications. The need to demonstrate knowledge at the examination could be a motivating incentive for the employees, which caused interest and active participation in training. All the employees who participated in the training were able to pass the exams.

However, benefits in this company are divided into direct benefits and indirect benefits. The latter are compensations for holidays, bonuses for road works in accordance with the quality and the assumed deadline. The company also grants awards on anniversaries and for special achievements for the company, remuneration for overtime and occasional benefits (they are paid as additional amounts of money in the period of various holidays). Employees also

have the opportunity to participate in training courses, which allows for their further development - these are internal benefits - i.e. non-monetary benefits. It is worth noting that all new employees are employed from the first day of their employment under a contract of employment.

4.2. Methodology of the survey

When choosing the method of collecting data, the author of the article took into account the most important criteria that should be met during the survey. One of the first criteria that the author pointed out was respondent interest - the survey was carried out in a small company - only 82 employees. The author wanted to reach the majority of employees and obtain a turnout close to 100%. The second criterion for the selection of the method was the number and accuracy of the data received. The third criterion was the complexity of the measurement instrument. Due to the fact that the vast majority of employees were manual workers, the questionnaire had to contain simple, short questions so that they were not discouraged and they did not want to give up the survey. The author used closed-ended questions, which, unlike open-ended questions, do not discourage respondents from taking part in the survey. Increasing the accuracy of completed questionnaires was possible thanks to the active participation of the interviewer. It was him who, in case of misunderstandings, explained and gave instructions - this gave the employees a sense of the importance of the survey and its professional implementation. It is worth noting that the interviewer's presence motivates the respondents because they feel observed and they fill in the questions with greater care. Thanks to this, the questionnaires were carefully filled in.

Thanks to the fact that the author defined and analyzed the validity of the criteria, it was he who specified two methods that meet the above criteria - the audit questionnaire method and the direct questionnaire. The author knew that during the audit method there is a high probability of discomfort among employees, because they would have to fill in the questionnaire in one place at the same time. Therefore, the author decided to carry out the research in an individual way - he wanted to increase the comfort of the employee. Therefore, the method of direct questionnaire was chosen.

4.3. Analysis of data and presentation of survey results

The company that took part in the survey operates in the construction and road industry. The vast majority of employees are men - out of 78 men there are only 4 women. The smallest group of employees are adolescents, employed as apprentice operators of motor vehicles. The remaining groups are quite similar in number. The largest group are employees under 30 years of age and, interestingly, employees over 50 years of age. The majority of employees have secondary and secondary vocational education, while the smallest group are employees with tertiary education. As for seniority, the majority of people have been working in this place for 10 years, followed immediately by people with more than 5 years of experience. A detailed description of the analysed group of employees, together with the characteristics of the job profile, is included in Table 1.

Table 1: Detailed description of the respondents' group

No.	Characteristics of the group of respondents	Quantitative indicator			
				women	men
1.	gender	4		82	
2.	age	pupils	up to 30 years	30-50 years	over 50 years
		4	35	16	27

3.	education	lower secondary	vocational	medium	higher
		4	30	40	
4.	seniority	up to 2 years	2-5 years	5-10 years	more than 10
		4	8	25	45
5.	Posts to be filled	women		men	
	Foreman/manager	1		6	
	Student mechanic	0		4	
	Employee administration	3		1	
	Mechanic	0		4	
	Driver	0		12	
	Equipment operator	0		14	
	Pavilionist	0		21	
	Paving assistant	0		20	

Source: the authors' own study.

In order to achieve this goal, the author of the article decided to present the results in two groups: the first group related to the training systems and the second group concerned salaries. On the other hand, due to the nature of the conducted research and its relatively high degree of detail, the analysis of the part of the collected data which, in the author's opinion, is necessary to achieve the assumed results of the article will be presented below.

The starting point, in the context of the training carried out in the company and its impact on employee motivation, should therefore be an analysis of the type of training carried out, its purpose, as well as factors influencing the management of the employees and their opinion on the effectiveness of the process. The detailed scope of the collected data is presented in Figure 1.

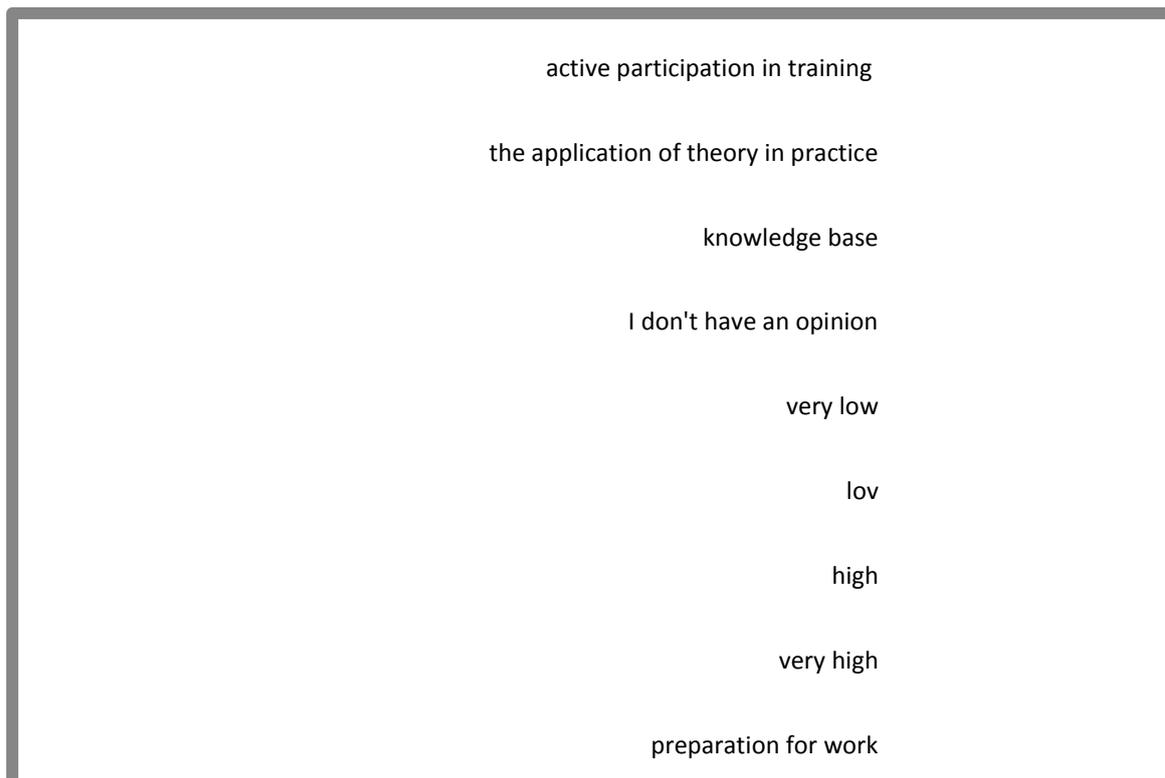


Figure 1: Description of conducted trainings and respondents' opinion on this process

Source: the authors' own study.

At the beginning, the author would like to point out that as many as 60 people have had the opportunity to participate in more than 5 training courses in the last three years - this group includes people with the longest experience. The smallest group consists of 6 employees who took part in only two training courses - those who have been working in the company for the shortest time. This means that trainings are not conducted sporadically and occasionally in the surveyed company - it is a well-thought-out process. It is also worth noting that almost all employees were trained at the workplace, and only 4 people had the opportunity to participate in training outside the workplace. Almost all employees, as many as 75 persons, indicated that the trainings they took part in were assessed. Only three persons indicated that the effectiveness of training was not verified. Employees unequivocally indicated that the most important goal of training in which they took part was preparation for work at a given position. In the second place, the training courses resulted in stronger links with the employer. Increasing the authority and involvement of employees is equally important for half of the employees. For all employees, the most important element that determines the success of training is the possibility to use the acquired knowledge in the natural work environment. For almost half of the employees, the knowledge resources provided by the trainers who conducted the training module are also important.

The factors and conditions related to the remuneration system in the surveyed company are slightly different. In this particular case, the amount of remuneration and awards received has nothing to do with the length of employment and the age of the employees, since the group of 43 employees who have ever received financial awards includes employees with different seniority and age (see Figure 2 for more details).

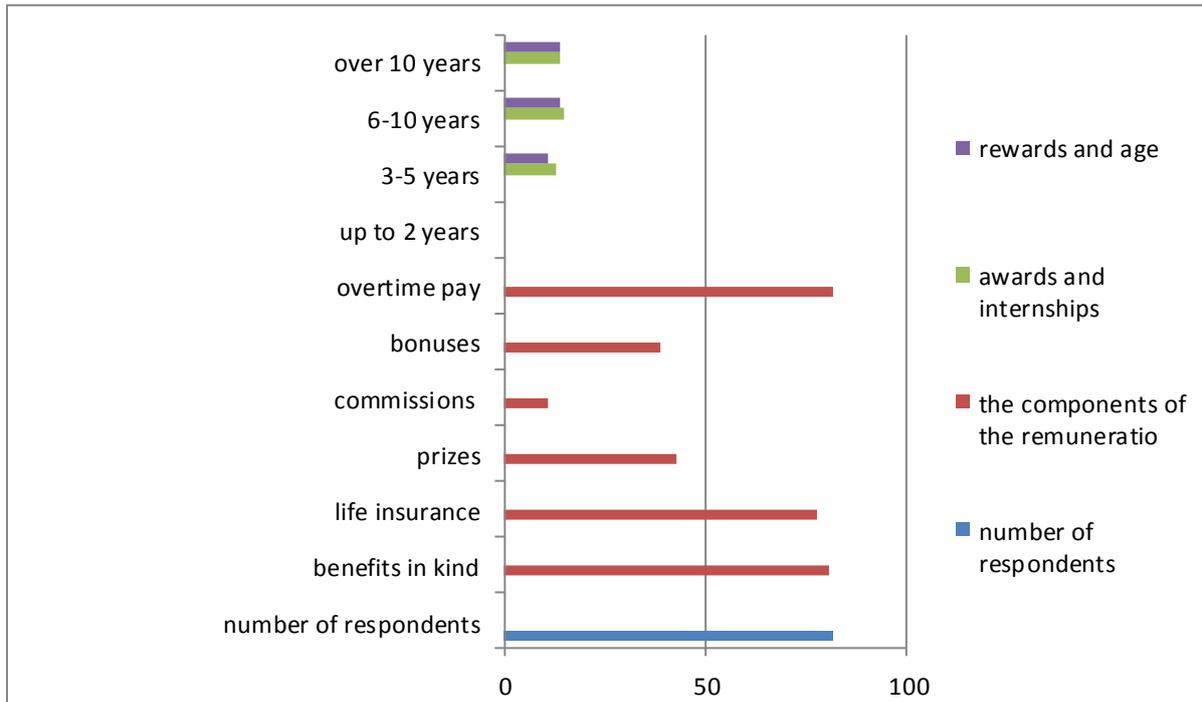


Figure 2: Factors and conditions of the remuneration system in the audited entity

Source: the authors' study.

An equally interesting picture of the motivation system emerges from the analysis of the collected information, which is related to intangible salaries. In this case, the employer satisfies the sense of security to the greatest extent (65 people) - for more than half of the employees, the employer satisfies it to a fair degree. In the second place, the employees indicated the possibility of development (54 persons), and in the third place - a friendly working atmosphere (36 persons). The least satisfaction has been recorded in the 'appreciation' category (16 persons), and 15 persons stated that they feel appreciated only to a small extent.

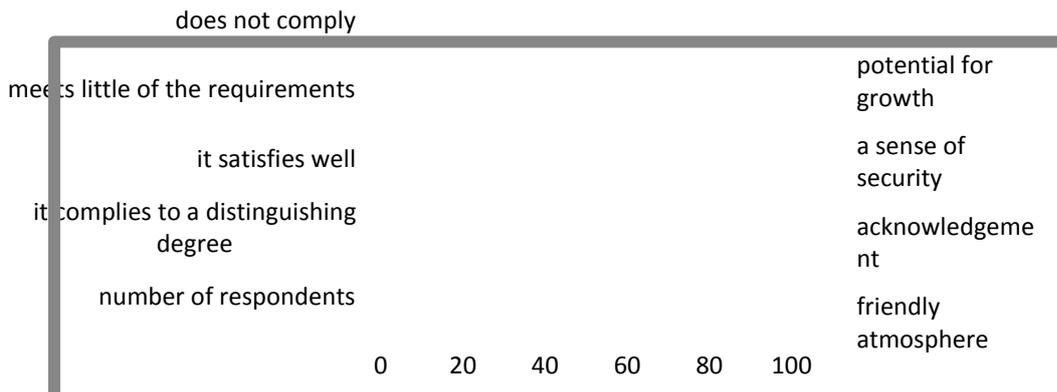


Figure 3: Respondent opinions on intangible remuneration in their place of employment

Source: the authors' own study.

As for the opinion on the payroll itself, almost half of the employees defined their payroll strategies as decent, and a further 42 employees identified the payroll leader's strategy. The majority of those with vocational training have defined the strategy in a more favourable way and those with the lowest levels of education have identified a strategy for a robust measure.

For 46 employees, remuneration is at a good level that motivates their work. For another 34 employees salary is at a low level, but they engage in various forms of development, 5 people from this group described salary as competitive. For 5 people, remuneration is not motivating for development. What is important, almost all employees indicated that there are no conflicts due to wage differences, but in this group there are 6 people who would not recommend the company to their friends. Only 4 persons indicated that there are conflicts and these persons would not recommend the company to anyone (the detailed scope of answers is presented in Figure 4).

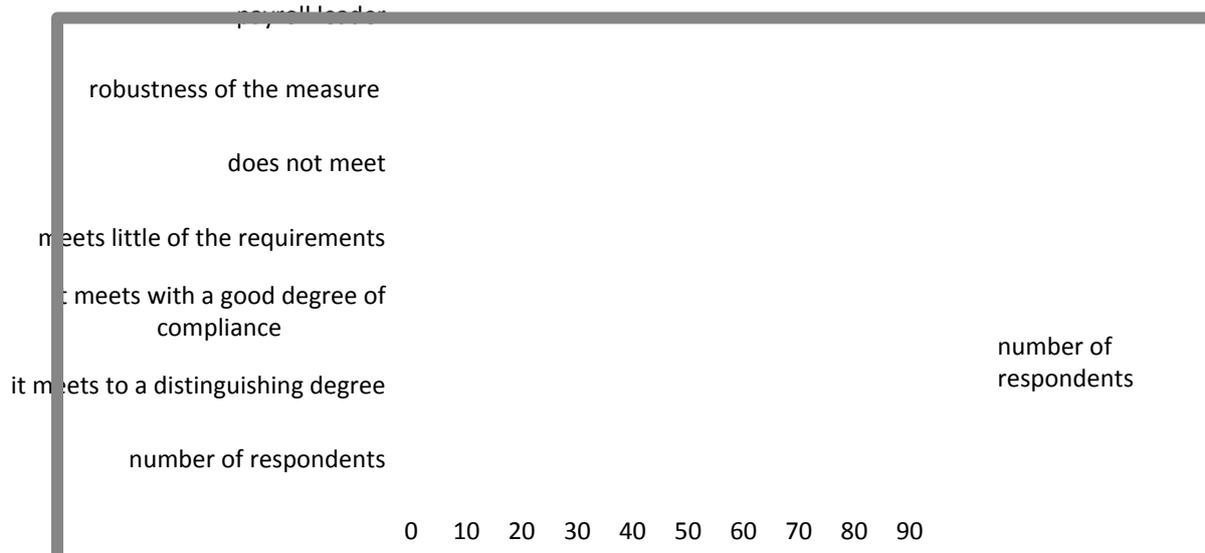


Figure 4: Opinion of respondents on wages and salaries in their place of employment.

Source: the authors' own study.

To sum up, the author may state that trainings conducted in the surveyed company are usually conducted in a correct way and not only enrich the employees with new knowledge and skills, but also improve their motivation to work. Unfortunately, the author did not manage to assess the subjective opinions of people trained on the training. This would help in the future to improve the organization of the whole process. On the other hand, it is very important that the training has met its objectives - first of all, it has prepared all employees to work in a given position, and for the greater part, it has strengthened the bonds with the employer. In addition, for half of the employees they increased their involvement and authority. On the other hand, material salaries of employees are differentiated and consist of such elements as: overtime remuneration, bonuses and awards. The employer should think about involving students in the possibility of receiving bonuses, thanks to which they could feel appreciated by them - this would increase their motivation. So should rewards, which should be accessible to all employees. Among all the components of non-monetary pay, the greatest challenge for employers is to convey a sense of appreciation, especially to the group of those with the least seniority in the company. Of course, there were negative opinions on the level of remuneration. However, this does not prevent them from having a motivating effect, as they still encourage development and being more effective.

Conclusion

Motivation affects many spheres in the life of an employee. Analyzing the training in the category of motivating, the author noted that the possibility of participating in training is very

important for the employee. One of the key advantages is certainly the chance for development, which in consequence increases the employee's involvement, particularly in the case of the surveyed entity, where the whole team was trained. What is important, all the time an important role in the training process is played by independent further education. This is an optimistic tendency - all the more so because it concerns people employed in manual labour. We always think that such employees are not interested in self-development. However, as we can see, there is nothing more misleading in this case. However, it should be remembered that the organization of training cannot be prepared ad hoc - it must be a well thought-out and designed process in which an equally important thing, apart from the organizational issue of course, is the analysis and verification of employees' opinions on the training. It is worth emphasizing here that the examination of the trainee's opinions has a significant motivating effect on them. If we ask about it, we show the employees that their opinion is important to us. Besides, such verification makes the employees feel noticed by the employer. Another indication for employers may be the fact that for each group of employees, different things matter during the training. Therefore, trainings should be dedicated and "tailor-made" for different recipients. In addition, when planning training in any company, we must remember that training must meet its key objectives, which, in accordance with the literature presented in the article, include primarily preparing employees for work at a given position and strengthening ties with the employer.

On the other hand, if salaries are to meet their motivational goal, they must be built from several components - as in the analyzed company. They must also include, for example, overtime pay, bonuses or prizes. The employer should think about such a system in which all employees would have the same remuneration elements - regardless of their age, length of service or position. However, everything must be dependent on the results of the employees' work. After all, if we want to appreciate work experience, we can introduce an independent work experience allowance, paid proportionally to the working time in a given company, which would encourage employees to establish cooperation for a longer period of time. It should also be remembered that a wage policy in every company is not just money, but guaranteeing employees a sense of security or opportunities for development. Research analyses show that this is not such a difficult task, even for such a specific industry as construction and road construction.

To sum up, the author of the article believes that creating a positive atmosphere, releasing creative possibilities of employees, is increasingly important to stimulate more effective work. Every manager in the 21st century should use a whole set of elements to shape the right attitudes and stimulate employees to creative engagement for the benefit of the company. Research has shown that remuneration and various cash prizes are the undisputed motivator. Apart from the salary motivator, which has been mentioned many times by employees, an important element is also the possibility of improving one's own qualifications through training. Effective motivation with non-wage elements is only possible if the staff is satisfied with the level of their remuneration. An employee who is not able to provide an adequate standard of living for his or her family will not be satisfied with other benefits. The key to solving motivational issues is to know your staff individually as much as possible.

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SYSTEMY SZKOLENIOWE I WYNAGRODZENIA, JAKO BODŹCE MOTYWACYJNE NA PRZYKŁADZIE FIRMY X – STUDIUM PRZYPADKU

Summary

W XXI wieku zarządy przedsiębiorstw poszukują coraz to nowszych bodźców stymulujących pracowników do jeszcze lepszej pracy, ponieważ to oni stanowią obecnie główny napęd w drodze do osiągnięcia sukcesu, a sam proces motywowania stał się nieodłącznym elementem dobrze prosperującego przedsiębiorstwa. Wszystko to w powiązaniu z zachowaniem współczesnych pracowników, którzy często nie będąc zadowolonymi z warunków pracy, zmieniają miejsce zatrudnienia, doprowadziło do określenia celu opracowania jako ocena analizy systemów szkoleniowych i wynagrodzeń w badanym przedsiębiorstwie z branży budowlanej. Przeprowadzone badanie należy traktować jako pilotażowe, swoisty poligon doświadczeń, gdyż w przyszłości doświadczenia te, zostaną przełożone na badanie z reprezentatywną już grupą przedsiębiorstw. Dzięki zdefiniowaniu i analizie ważności kryteriów autor wyszczególnił dwie metody, które spełniają powyższe kryteria badania - metoda ankiety audytoryjnej i ankieta bezpośrednia. Dokonane analizy jednoznacznie ukazały, że systemy szkoleniowe i wynagrodzenia w badanej firmie X są prawidłowo zaprojektowane, gdyż wpływają pozytywnie na motywację pracowników. Okazało się także, że motywowanie elementami pozapłacowymi możliwe jest tylko w przypadku, kiedy personel jest zadowolony z poziomu swojego wynagrodzenia

Słowa kluczowe: motywacja, szkolenia, wynagrodzenia

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