

The effectiveness of motivation methods. A case study of the Agricultural Social Insurance Fund branch office in Pleszew

Elżbieta Ostryz

Abstract

Motivation is one of the basic elements of enterprise management, enabling the empowerment of employees in the workplace so that they can perform their professional duties more efficiently and thereby contribute to increased company turnover and customer satisfaction. Motivation is a process of consciously and knowingly influencing the behaviour of people who are members of an organisation by means of various stimuli, whether related to wages or other aspects of the working environment.

Inherently tied to the functioning of each organisation, company or state institution, motivation is part of managing human resources and individuals, and therefore it is reasonable to make it an object of our study.

The purpose of this paper is to identify the meaning of motivation and obtain information about factors that motivate employees of the Agricultural Social Insurance Fund branch office in Pleszew to perform their jobs.

The article uses multiple publications in the literature, which serve to enhance its research value. Empirical studies were also conducted using a research tool in the form of a survey questionnaire.

Keywords: Agricultural Social Insurance Fund, motivation, motivating, employee.

Elżbieta Ostryz, a student of postgraduate studies "Agricultural Social Insurance – Functioning, Administration and Legal Aspects" at the President Stanisław Wojciechowski Calisia University in Kalisz, head of the KRUS branch office in Pleszew, Poznań regional office, Agricultural Social Insurance Fund (KRUS).

Introduction

Motivation is considered one of the major elements of managing an organisation, since it enables professional empowerment of employees. It also impacts in terms of the results of work, company turnover and customer satisfaction. The correct application of motivational methods by the management results in measurable benefits for the entire organisation or institution. As such, motivation is an issue deserving of study and research.

The purpose of this paper is to identify the meaning of motivation and glean information about factors that motivate employees of the Agricultural Social Insurance Fund branch office in Pleszew to perform their jobs.

The paper presents some practical aspect related to motivating employees and identifies the theoretical meaning of “motivation” according to various experts. In addition, various motivation theories have been enumerated and motivation models developed. Methods of motivating employees are also described. The paper notes the factors that contribute to building motivation among employees and characterises the two main methods of motivation, based on financial and non-financial factors. In addition, the classification of motivational methods according to different authors is discussed in some detail.

Conclusions from empirical studies conducted by means of a survey questionnaire are provided in the summary. The studies were related to Agricultural Social Insurance Fund employees.

Motivating employees – the theoretical aspect

The commitment of employees to their work is a very important contribution to the functioning of each organisation or institution. Accordingly, managers use various means to influence the behaviour of employees, producing measurable benefits to the organisation as a result. In the subject literature, all activities of this kind are described as motivation.

In describing motivation, it is worth discussing the psychological approach and management theories, which suggest the existence of two precepts, namely:

- motivating employees has a considerable impact on tasks¹ performed in the organisation;

1. In case of a manufacturing enterprise, the impact is noticeable in production output (author's footnote).

- motivation is neither easy nor simple, even when multiple different methods are applied².

Here it should be observed that there are various definitions of motivation and motivating. For example, T. Sawicki notes that motivation “relates to regulating behaviour that satisfies needs and works towards a specific goal. Motivation has a range of meanings, including soliciting, exciting, triggering, inspiring, persuading, stimulating, encouraging, tempting or provoking. These are positive or negative needs, objectives, desires and pursuits by which an individual is induced to or deterred from specific activities, actions or behaviours”³.

J. Penc indicates that “motivation is a psychological mechanism that triggers and organises human behaviour and is thereby oriented on a achieving a desired goal. It is therefore an internal human power, comparable to muscle power”⁴.

According to G. Bartkowiak, motivation is a process empowering human behaviour and making people want to individually satisfy their own needs by achieving and performing organisational tasks related to the work being done⁵. R. Griffin treats motivation as the set of forces that cause people to behave in certain ways. According to Griffin, motivation also largely determines what an individual is able to achieve⁶.

One can thus distinguish different theories of motivation, treated as views on motivation, and stemming from systematic exploration of the complexity of human nature⁷. It should also be remembered that there is no single universal theory of human motivation, a fact emphasised by G. Maniak⁸.

Some authorities divide motivation theories into two groups: early motivation theories and modern motivation theories. The first of these includes early concepts of motivation designed on the basis of two components, which are:

- scientific management, which assumes that fundamental factors affecting the performance of employee tasks are economic motive, laziness and the tendency to minimise one’s efforts, while wages are the most effective motivational tool;
- the human relations school, which notes that man is a social being and that the most important issue are relations between the management and employees or

2. G. Bartkowiak, *Psychologia zarządzania*, Poznań, Wydawnictwo Akademii Ekonomicznej w Poznaniu, 1999, p. 119.

3. T. Sztucki, *Encyklopedia marketingu. Definicje, zasady metody*, Warszawa, Agencja Wydawnicza Placet, 1998, pp. 206–207.

4. J. Penc, *Motywowanie w zarządzaniu*, Kraków, Wydawnictwo Profesjonalnej Szkoły Biznesu, 1998, p. 137.

5. G. Bartkowiak, op. cit., pp. 119–120.

6. R.W. Griffin, *Fundamentals of Management, 8th edition*, Boston, Cengage Learning, 2016, p. 294.

7. S. Borkowska, *Motywacja i motywowanie* [in:] *Zarządzanie zasobami ludzkimi*, red. H. Król, A. Ludwiczynski, Warszawa, PWN, 2006, p. 317.

8. G. Maniak, *Wprowadzenie do zarządzania zasobami ludzkimi*, Szczecin, Zachodniopomorska Szkoła Biznesu, 2001, p. 114.

between the employees themselves. As part of this component, the existence of both material and non-economic factors can be identified.

The other group are modern motivation theories which grew out of the human relations school and include:

- content theories, stressing the importance of needs treated as basic motivators; these theories relate mostly to internal factors;
- process theories, emphasising both the motives of action and the process of choosing the patterns and directions of behaviour; these theories describe the ways and objectives that can motivate particular individuals;
- reinforcement theories, positing that changes in individual behaviour are the result of applied reinforcements and previous experience; these theories deal with how the effects of former activities influence future behaviours in a cyclical process of individual learning⁹.

It is necessary to note that management theory distinguishes between three motivation models:

- 1) the traditional model, often associated with F. Fayol and scientific organisation of work; the leading assumption in this model is that managers who manage their employee teams in the organisations should organise work so that employees perform repeatable tasks (whether by repeating the same task a number of times or a cycle of tasks)¹⁰, while employees need to analyse their own actions and draw conclusions to work more effectively and better perform the tasks entrusted to them¹¹; according to the assumptions of this model, wages are the best way to motivate, while the work of all employees is the only factor affecting the growth of the organisation¹²;
- 2) the relationships model by Elton Mayo; the basis of this model is the view that money is the only thing motivating subordinates to engage in any actions. The model grants employees more autonomy in decision-making and imposes on supervisors the obligation to keep their reports updated about the current condition of the organisation/institution as regards its functioning, strategy and development¹³;

9. A. Pietroń-Pyszczyk, *Motywowanie pracowników. Wskazówki dla menażerów*, Wrocław, Wydawnictwo Marina, 2007, p. 18.

10. J. Penc, *Encyklopedia zarządzania. Podstawowe kategorie i terminy*, Łódź, Wyższa Szkoła Studiów Międzynarodowych, 2008, pp. 491–492.

11. I. Warwas, A. Rogozińska-Pawelczyk, *Zarządzanie zasobami ludzkimi w nowoczesnej organizacji*, Łódź, Wydawnictwo Uniwersytetu Łódzkiego, 2016, p. 23.

12. J.A.F. Stoner, Ch. Wenkel, D.R. Gilbert, *Kierowanie*, Warszawa, Polskie Wydawnictwo Ekonomiczne, 2011, p. 429.

13. J. Sikora, *Motywowanie pracowników*, Bydgoszcz, Biblioteka Menedżera i Służby Pracowniczej, 2000, p. 18.

- 3) the human resources model, in which relationships are based on manipulating employees¹⁴; the motivating factors in this model include satisfaction from work, employee development, appreciation by employer and financial benefits obtained. According to the assumptions of this model, work by its nature is never pleasant, while employees try to achieve the set objectives together. The authors of the model include McGregor, Maslow, Argyris and Likert¹⁵.

Methods of motivating employees

Human resources are the foundation on which the functioning and growth of every organisation and institution is based. For the employer, employees with suitable skills and aptitudes are a valuable capital. Therefore, it is necessary to engage in activities whose objective is to enhance the value of existing human resources¹⁶. One of the most important activities carried out in this respect is the suitable motivation of employees¹⁷.

Here it should be noted that according to D. Podmoroff it is possible to elicit motivation among employees by granting them the right working environment, which is affected by four factors, namely:

- 1) the management methods used must be accepted by the entire organisation or institution and the related culture; such methods help managers not only to manage the organisation, but also to motivate and correct behaviours;
- 2) management, or the traits and values affecting team leadership, is the factor influencing the attitude of employees to the work they do and their supervisors;
- 3) the manager, or the traits, values and views of people which determine where and how they can be led;
- 4) the work that needs to be done to ensure the proper functioning of an institution or organisation¹⁸.

14. J.M. Moczydłowska, *Zarządzanie kompetencjami zawodowymi a motywowanie pracowników*, Warszawa, Difin, 2008, p. 47.

15. J. Sikora, op. cit., pp. 24–26.

16. Z. Pawlak, *Zarządzanie zasobami ludzkimi w przedsiębiorstwie*, Warszawa, Poltext, 2011, p. 9.

17. J. Penc, *Nowoczesne kierowanie ludźmi. Wywieranie wpływu i współdziałanie w organizacji*, Warszawa, Difin, 2007, pp. 1–20.

18. D. Podmoroff, *365 ways to motivate and reward your employees every day*, Ocala, FL, Atlantic Publishing Group Inc., 2005, p. 57.

Before further discussion, it should be noted that building motivation among employees occurs by using motivation methods, or determining how the employer should act to affect the behaviour of the employee¹⁹.

There are two basic methods of motivating employees: financial and non-financial²⁰. From the viewpoint of this paper, it is necessary to characterise them.

Financial motivators

Financial motivators are methods of motivating employees most commonly used and universally regarded as the most effective. It should be noted that financial motivators are used in addition to mandatory work salary and take on various forms, from direct bonuses for specific tasks to elaborate systems of extra wages based on job valuation processes or employee reviews²¹.

Considering the issues related to financial motivators, the most popular motivators in this group should be listed:

- salary increases;
- motivation bonuses, the right to which is granted to employees meeting specific internal requirements of the employer;
- financial rewards, having a discretionary character and granted usually for special achievements in the workplace or exemplary behaviour;
- add-ons for special kinds of work, that is extra pay for working in overtime or night-time²².

Non-wage motivation

The other method of motivating employees distinguished by the author is non-wage motivation. These methods of motivation include most often:

- verbal praise, which communicates to the employee that their work has been viewed positively;
- written congratulations, a means of showing gratitude to the employee for work well done;
- recognition, or appreciation of the employee for perfect performance of their job duties;

19. J. Penc, *Motywowanie w zarządzaniu*, op. cit., p. 203.

20. L. Koziół, *Motywacja w pracy. Determinanty ekonomiczno-organizacyjne*, Warszawa – Kraków, PWN, 2002, pp. 58–59.

21. J. Woźniak, *Współczesne systemy motywacyjne*, Warszawa, PWN, 2012, p. 21.

22. Z. Sekuła, *Motywowanie do pracy. Teorie i instrumenty*, Warszawa, PWE, 2008, p. 225.

- diploma, a means of appreciating the employee for their commitment to performing job duties,
- participation in training sessions financed by the employer, which allow the employee to acquire new or enhance existing qualifications;
- co-financing of education by covering the costs of learning, for example university studies, post-graduate studies and specialist courses, in whole or in part;
- refunding the cost of commuting to work, which allows the employee to reduce the costs of commuting;
- holiday subsidy, refunding the costs of holiday in whole or in part;
- extra insurance packages providing additional insurance to the employee;
- sport packages, or facility and sports passes;
- gift vouchers which an employee can use in specific stores, restaurants and tourist agencies for their own needs;
- tickets financed by the employer, for example to the cinema or theatre;
- integration events, or meetings of an institution's employees in a casual setting;
- in-kind rewards, or rewards financed by the employer for good work performance;
- attractive terms of loans for employees²³.

Classification of motivation methods

Special attention should be paid to the fact that multiple experts in subject literature display an interest in the issues of motivating employees and mention the existence of various motivation methods. The author of this paper has therefore decided to show the various classifications of motivational methods according to selected authors. These classifications are presented in the table below.

23. M.W. Kopertyńska, *Motywowanie pracowników – teoria i praktyka*, Warszawa, Wydawnictwo Placet, 2008, pp. 17–18.

Table 1. Division of motivational methods according to various authors

Author	Motivation methods
A. Stabryła	<p>A motivational method that supports the decision-making, planning and control processes in an organisation. Accordingly, it includes:</p> <ol style="list-style-type: none"> 1) motivation factors, such as: <ul style="list-style-type: none"> – the working environment, which includes the social environment, the location of the organisation, the natural environment, furnishings and economic situation – incentives in the form of material and non-material stimuli – means of persuasion, which influence employees to mould them in various ways 2) the organisation's task system, or the list of tasks, methods of formulating tasks, and accounting for tasks 3) costs of work 4) the system of employee participation, which includes: <ul style="list-style-type: none"> – the scope of decisions made by employees – the scope of decisions made jointly by management and employees – the scope of negotiations, for example as regards the conditions of work, wages etc. – the scope of supervision – providing opinions – consultations
G. Gruszyńska-Malec	<p>Means of motivation take into account rewarding mechanisms as the main instrument of the motivational system. Means of motivation include:</p> <ol style="list-style-type: none"> 1) material rewards, which encompass both monetary and non-monetary rewards 2) non-material rewards, such as promotion, access to company information, praise, recognition, ability to perform job duties using specialist equipment
A. Szałkowski	<p>Means of motivation include the following factors:</p> <ol style="list-style-type: none"> 1) the management subsystem 2) the work valuation subsystem 3) the material stimuli subsystem 4) the non-material stimuli subsystem 5) the social stimuli subsystem

Source: Own study based on: A. Stabryła, *Podstawy zarządzania firmą*, Kraków – Kluczbork, Wydawnictwo Antykwa, 1997, p. 187; G. Gruszyńska-Malec, *Koncepcja systemu motywacji pracowniczej*, "Ekonomika i Organizacja Przedsiębiorstwa" 1999, nr 5, pp. 17–19; A. Szałkowski (red.), *Wprowadzenie do zarządzania personelem*, Kraków, Wydawnictwo AE, 2000, pp. 158–159.

Motivating ASIF employees – conclusions from conducted survey research

The motivation theory framework discussed above serves as an introduction to empirical studies on motivating employees of the Agricultural Social Insurance Fund. The studies in question were conducted by means of an opinion poll (diagnostic poll) method using a survey technique. The study tool used in the research process was

a survey questionnaire. The study sample consisted of employees of the ASIF branch office in Pleszew. The exact characteristics of the study sample are given below.

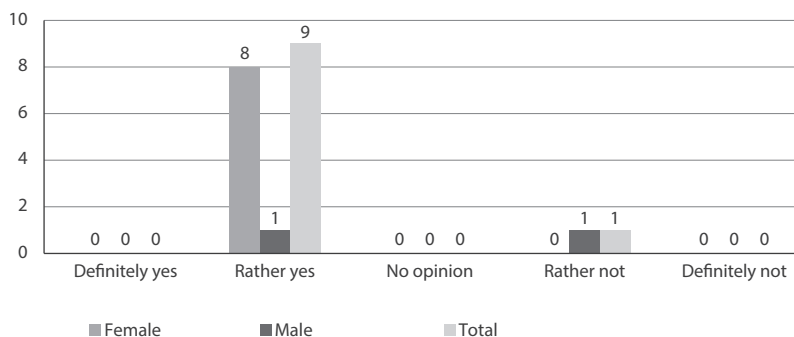
The Agricultural Social Insurance Fund branch office in Pleszew has a staff of 11 full-time employees: the manager, head clerk, senior clerk, reviewer, approver, three independent reviewers and three clerks. The survey questionnaire was filled out by all employees of the branch office except the manager, who carried out the study.

The population taking part in the survey study consisted of two males (20% of total) and eight females (80% of total). Respondents included three persons aged 36–45 (30% of the total), three aged 46–55 (30% of the total) and four aged 56 and above (40% of the total). Among the survey participants, six reside in rural areas and four in the town of Pleszew. Four of them had secondary education and six tertiary education. None of the participants had vocational education.

The survey was conducted among employees with multiple years of service at the ASIF. 60% of those surveyed (six persons) had served for more than 21 years and 20% between 16 and 20 years. The survey also included respondents with shorter work experience: one person working less than five years and one person working between six and 10 years.

As part of the conducted study, the author analysed the degree of job satisfaction declared by ASIF employees. Answers are shown in Figure 1.

Figure 1. The distribution of respondent answers to the survey question “are you satisfied with your job?”



Source: Own study based on conducted survey research.

The research shows that the decided majority of the ASIF Pleszew employees are satisfied with their jobs. Such persons account for 90% of survey participants. One employee of the ASIF Pleszew branch office declared lack of job satisfaction. Such an answer may be caused by various factors, such as commuting from afar, high job aspirations, incompatible education or too weak motivational stimuli.

From the viewpoint of the subject chosen for this article, it is important to investigate what motivates ASIF Pleszew branch office employees most. The results of this investigation are below.

Figure 2. The distribution of respondent answers to the survey question “what motivates you the most in your work?”



Source: Own study based on conducted survey research.

Employees of the ASIF Pleszew branch office declared that material benefits are the main stimulus that motivates them to work. One person participating in the survey stated that they were motivated by both material and intangibles elements.

Due to the identification of material factors as the leading stimulus motivating respondents to work, the author decided to examine which wage stimuli are the most motivating for ASIF Pleszew employees. Answers to this question are in Table 2.

Table 2. The distribution of answers to the survey question “which wage stimulus is the most motivating for you?”

The most motivating wage stimuli	Number of respondents			
	female	male	total	% of respondents
Salary raise	8	2	10	76.9
Motivational bonus	2	0	2	15.4
Financial reward	0	0	0	0
Add-on for special kinds of work	0	0	0	0
Other (please state)	1	0	1	7.7

Source: Own study based on conducted survey research.

The most motivating wage stimulus for employees of the ASIF Pleszew branch office is a salary raise. This answer was checked by all respondents (76.9% of all answers given). In this respect, two persons (both female) also checked the motivational bonus, and one checked the “other” answer and entered “fair wages”.

For the researcher, it was also of essential importance to discover what the respondents think are the most motivating non-wage stimuli. The answers are in the following table.

Table 3. The distribution of answers to the survey question “which non-wage stimulus is the most motivating for you?”

The most motivating non-wage stimuli	Number of respondents		
	female	male	total
Praise, congratulations, recognition	3	1	4
Diplomas	0	0	0
Training	1	0	1
Co-financing of education	0	0	0
Refund of commuting costs	1	0	1
Holiday subsidy	8	1	9
Additional insurance packages	0	0	0
Sport packages	0	0	0
Gift vouchers	0	0	0
Tickets financed by the employer	0	0	0
Integration events	0	0	0
In-kind rewards	0	0	0
Employee pension schemes	0	0	0
Attractive terms of loans for employees	2	2	4
Other (please state)	2	0	2

Source: Own study based on conducted survey research.

In the opinion of the employees of the Agricultural Social Insurance Fund branch office in Pleszew, the most motivating non-wage stimuli include: (1) holiday subsidy – nine responses, (2) praise, congratulations, recognition – four responses, (3) attractive terms of loans for employees – four responses, (4) training – one response, (5) refund of commuting costs – one response.

Among ASIF employees participating in the study, two persons noted other motivating non-wage stimuli in addition to those listed. These included Christmas packages and a pleasant workplace environment.

When undertaking research concerning the issue of motivating ASIF employees, the author decided to study what factors are the most motivating for the workforce. Answers are shown in Table 4.

Table 4. The distribution of answers to the survey question “what motivation factor is the most motivating for you?”

Factors motivating employees to work	Number of respondents		
	female	male	total
Trust of the manager	7	1	8
Opportunity for professional development	1	0	1
Discretion to act, autonomy	1	1	2
Letters of commendation, congratulations, diplomas	0	0	0
Tributes and celebration of achievements by the manager	0	0	0
I am motivated solely by wage stimuli; other factors are irrelevant	1	2	3
Other (please state)	3	0	3

Source: Own study based on conducted survey research.

The most motivating factor, in the opinion of the respondents, is the trust of the manager. The employees realise that the proper performance of their professional duties not only has a major impact on the quality of tasks they do, but is also recognised by a manager who is able to trust employees more. Three persons participating in the survey research (two female and one male) noted that they are motivated solely by wage stimuli and that other factors are irrelevant for them. This allows one to conclude that for 33% of employees the sole stimulus is money and this is the only way to make them work more effectively. For two respondents, motivating factors also included discretion to act and autonomy. This indicates that these persons want to deal with the tasks entrusted to them independently and decide the order and timing of their performance. One person noted that they are motivated by the opportunity for professional development. Such a response is undoubtedly satisfying for the managers, because broadly understood employee development not only affects the proper and effective performance of tasks, but also involves a wider perspective and faster learning in case of introducing any legal, organisational, procedural and other changes. Three respondents also provided answers as regards factors motivating them to work. These answers included solely wage factors, namely financial rewards (two persons) and wage stimuli (one person).

The investigations made so far led the author to examine which wage stimuli are the most demotivating for the employees. The answers have been presented in the following table.

Table 5. The distribution of answers to the survey question “what wage stimulus is the most demotivating for you?”

Wage stimuli demotivating employees to work	Number of respondents		
	female	male	total
Lack of or low salary raise	8	2	10
Lack of or low motivational bonus	1	0	1
Lack of or low financial reward	0	0	0
Lack of add-ons, for example for working overtime	0	0	0
Other (please state)	1	0	1

Source: Own study based on conducted survey research.

The respondents unambiguously decided that the wage stimulus that is most demotivating for them is the lack of or low salary raise (100% of respondents). Among such stimuli, the respondents also enumerated the lack of or low motivational bonus (one answer) and low wages (one answer under “other”).

In parallel with an earlier question, the author also examined what non-wage stimuli are the most demotivating for the ASIF Pleszew office employees. The results in this respect are shown in the following table.

Table 6. The distribution of answers to the survey question “what non-wage stimulus is the most demotivating for you?”

Non-wage stimuli demotivating employees to work	Number of respondents		
	female	male	total
Lack of or too few praises and congratulations	0	0	0
Lack of or too few training sessions and development opportunities	2	1	3
Lack of or low level of co-financing of education	0	0	0
No refund of commuting costs	5	0	5
Lack of or low level of holiday allowances	2	1	3
Lack of extra insurance packages	0	1	1
Lack of sport packages	2	0	2
Lack of gift vouchers	4	1	5
Lack of tickets financed by the employer	0	0	0
Lack of integration events	0	1	1
Lack of in-kind rewards	0	0	0
Lack of employee pension schemes	0	0	0
Lack of attractive terms of loans for employees	0	0	0
Other (please state)	1	0	1

Source: Own study based on conducted survey research.

The non-wage stimuli which are the most demotivating for employees of the ASIF Pleszew branch office include: (1) no refund of commuting costs – five replies, (2) lack of gift vouchers – five replies, (3) lack of or too few training sessions and development opportunities – three replies, (4) lack of or low level of holiday allowances – three replies, (5) lack of sport packages – two replies, (6) lack of extra insurance packages – one reply, (7) lack of integration events – one reply, (8) lack of right workplace environment – one reply (under “other”).

To summarise, employees of the ASIF Pleszew branch office declare that wage stimuli are factors that motivate them most. Other factors, including non-wage ones, are of negligible importance for them. Therefore, it becomes necessary to take action to increase the interest of employees in non-wage motivational factors, which, similar to wage factors, play a major role in the work process. A public entity such as ASIF has a limited budget for each year of its operations and it is not always possible to offer varied bonuses to employees for the correct, and even exemplary, performance of their duties.

Summary

Motivation is treated in the subject literature as one of the fundamental features of organisational management. Due to its features and the measurable benefits resulting from the right choice of employee motivation methods, motivation is also of interest to managers, leaders, directors and other executives in various organisations and institutions.

Motivation is a process of consciously and knowingly influencing people and groups of people in the work process. It offers an opportunity to set up conditions allowing employees to satisfy their own needs and is therefore the effect of their contribution to achieving objectives set by the organisation. The system of motivating employees includes a number of conditions and factors whose purpose is to ensure the right level of motivation among the workforce.

Two basic methods of employee motivation are distinguished according to the set of stimuli they use. These are financial motivation (related to the economic sphere) and non-financial motivation (involving the non-economic sphere). Various detailed theories and models of motivation also exist that set the directions for action to be taken by employers.

It should be stressed that the right motivation has a major impact on human activities and thereby also on the proper and effective performance of job tasks. Unfortunately, motivation is neither easy nor simple, because it is difficult to choose a suitable means and method motivation for the entire staff so as to ensure the satisfaction of every single employee.

It is a fact that motivation plays a major role in the activities of all existing organisations or institutions, and the Agricultural Social Insurance Fund is no exception.

The conducted studies have shown that employees of the Agricultural Social Insurance Fund branch office in Pleszew say they are motivated by material factors, primarily salary raises or motivational bonuses. As regards non-economic stimuli, the respondents noted benefits such as holiday allowances, attractive terms of loans for employees, praises, congratulations, recognition or refunding costs of commuting. Factors with the most of influence on employee motivation have also been studied. These included: trust of managers, autonomy, discretion to act and wage stimuli. As regards demotivating factors, a major role among ASIF employees is played by lack of or low level of salary raises, no refund of commuting costs, lack of gift vouchers, and lack or too few training sessions and development opportunities.

The identification of motivations and obtaining information about factors motivating employees of the Agricultural Social Insurance Fund branch office in Pleszew to perform their jobs allows the author of this paper to draw the following conclusions:

- motivation is a major feature of the functioning of each organisation and institution;
- choosing the right means and methods of motivation brings measurable benefits to the organisation;
- financial motivators are the primary motivational stimulus for employees;
- it is necessary to conduct systematic research on motivation since it allows for the correct choice of the means and methods of motivating employees.

This confirms the supposition that correct motivation is one of the fundamental features affecting the behaviour of employees, leading to more effective work and increased satisfaction of customers, which in turn contributes to positive opinions about the organisation.

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