
Analysis of Factors Influencing the Motivation of Production Workers: Experiences of Polish Family Businesses

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Abstract:

Purpose: The article's main aim is to evaluate and analyze effective factors that motivate employees of family businesses in the industrial processing sector to work.

Design/Approach/Methodology: The research results presented in the study were carried out in Poland. The research tool was a self-questionnaire containing socio-demographic questions and statements regarding opinions about the workplace and factors motivating to work. The survey research was preceded by a series of in-depth, unstructured expert interviews. The questionnaire was developed using the Delphi method.

Findings: Employees of family production companies are to the greatest extent motivated by non-material motivation factors, the certainty of receiving remuneration on time, no mobbing and no discrimination, and job security. Among the material factors, the respondents are most motivated by non-monetary factors, participation in training and holiday vouchers, and monetary factors: salary increase and receiving cash prizes. The results of this survey provide important information for owners and managers of family businesses and researchers interested in the topic of employee motivation. They refute the previous (and usually stereotypical) approaches to motivating, according to which Polish companies' employees positively assess only material motivation factors.

Practical Implications: The results can be used to build effective incentive systems in manufacturing family businesses. The achieved results may turn out to be particularly important for companies in crises (such as, for example, the global COVID-19 epidemic), during which the business continuity is disturbed and limited financial liquidity results in the inability to use material motivating factors.

Originality/Value: The research provides practical answers to encourage further research and summary research globally about the family business.

Keywords: Motivational factors for work, manufacturing companies, family business.

JEL codes: A12, G22, F2, K22.

Paper Type: Research article.

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1. Introduction

In Poland, small and medium-sized enterprises (SMEs) constitute about 99.8% of all companies registered. These are mainly micro-enterprises employing up to 9 people, and they constitute as much as 96.7% of all enterprises. Interestingly, large enterprises in Poland constitute only 0.2% of all companies. About 800 new companies are created in Poland every day, and their number is systematically growing (Polish Agency for Enterprise Development). Companies from the sector dominate:

- 23.6% - commercial activities,
- 10.3% - construction activities,
- 13.3% - industrial activity.

The sector of small and medium-sized enterprises is the environment in which family businesses are established and function because most companies' beginning of operation is related to the small size of the organization. Most family businesses' most characteristic features are the family character, the limited size of the company, and its resources (Stachowiak, 2015). Family businesses exist in the economies of all countries (Breckova, 2016). They are a natural form of family and local entrepreneurship that develops and lasts, often over many generations. Their development is parallel to families' development, and their life cycles are intertwined (Report Statystyka Firm Rodzinnych, 2018).

The subject of family businesses and their problems are discussed by many researchers around the world (Charupongsopon and Puriwat, 2017; Bertrand and Schoar, 2006; Donnelley, 2002; Heck and Trent, 2002; Aronoff and Ward, 2001; Fleming, 2000), and in recent years also in Poland (Więcek-Janka, 2013), where family businesses are more and more often treated as a separate category of enterprises, having its specificity resulting from combining activities in the economic sphere with the family sphere. One of the issues requiring scientific exploration is motivating employees, with particular emphasis on production workers, for whom research activity is rarely undertaken (Noja and Cristea, 2018).

2. Specificity of Family Businesses

All over the world, family businesses receive much attention as they significantly impact the global economy. Well-known global brands are family businesses - The Global Family Business Index includes the world's 500 largest family businesses. This index is clear proof of their economic power. The five largest companies have revenues of \$ 1,070.2 billion, and the companies employ 3,585,986 employees (Petru and Havlicek, 2016). There is no clear definition of family businesses in the literature on the subject. The main problem of unifying a family business's definition is the difficulty of properly recognizing its dual nature, resulting from the combination of spheres in which different laws and values apply.

One of the first definitions of family businesses as defined by R. Donnelley as the one in which "at least two generations of the family can be identified and when the connection (between generations) influenced the policy of the company and the interests and goals of the family" (Donelley, 1964). According to Davis' definition, a family business occurs when "one or more families significantly influence the policy and direction of development. This influence comes through ownership and sometimes through family members' participation in management" (Davis, 1983). Researchers N.C. Churchill and K.J. Hapten define a family business like that "where the younger member of the family has or takes control of the business from the elders" (Churchill and Hapten, 1987). Authors B.S. Hollander and N.S. Elman argues that "a family business contains two interactives, interconnected and equally essential elements and that an event in one element can influence and shape the other" (Hollander, 1988).

According to M.C. Shanker and J.H. Astrakhan's definitions of family businesses can be detailed. One of them says that a business is a family business if its members have a sense of the family nature of the business or consider their business as a family business themselves, or there is strategic control by family members over the functioning of the enterprise. On the other hand, narrower definitions emphasize that the manager of a family business should be the creator or descendant of the founder or that the family business should be the output of many generations of owners directly involved in running it (Shanker and Astrachan, 1996).

The researchers at Oregon State University say that if a company believes it is family-owned, it is (Frishkoff, 1995). On the other hand, R. Donckels and E. Fröhlich consider a business as a family business when family members own at least 60% of the capital (Donckels and Fröhlich, 1991), and J.A. Davis and R. Tagiuri treat a family business as an enterprise in which two or more family members have an influence over management through ownership, leadership, or kinship (Tagiuri and Davis, 1996). Koráb (1998) states a definition by the Institute for Family Enterprise in Spain: "Family businesses are businesses with the largest, or at least the most important capital share held by several people or companies from one family, providing they participate in the management of the company and company bodies, regardless of the economic sector in which the company operates" (Koráb, 1998).

Fleming defines a family business as "any activity where at least two members of one family work together in an enterprise owned by one of them" (Fleming, 2000). On the other hand, Sten believes that a family business sees itself as a family business (Sten, 2006). In turn, Arosa *et al.* (2010) believe that it is a company in which the founder or family members hold a " large body of common stock. Participation of family members in monitoring the firm" (Arosa *et al.*, 2010). During the development of the series (Fleming, 2000) that a family business is "any activity in which at least one person working together in an enterprise owned by one of them is a member" (Fleming, 2000). The mission of each organization is to motivate its employees effectively. To achieve this, the incentive system should be

tailored to the individual needs and expectations of employees. There is no single best motivation system; what motivates one employee to perform very well may discourage others. For this reason, the topic of motivating employees is a huge challenge for today's managers (Nduka, 2016; Dębska and Jałowiec, 2016; Nejman and Kawecka-Endler, 2015). Effective motivation becomes even more important in family businesses where some or all the staff are members of a given family.

Problems typical of family businesses are a special type of relationship saturated with emotions and dilemmas in family and business priorities. However, intergenerational conflicts, succession issues, remuneration structure, the threat of nepotism, or the lack of transparent rules for treating employees from inside and outside the family. A separate problem is the approach to motivation, which is a family business, should be considered on two levels: from the owners and other family members' perspective and from the perspective of employees who are not family members. The stimuli driving each party's actions are completely different, and it is impossible to compare them with each other.

According to Armstrong, employees will be motivated when their actions lead to achieving the goal and obtaining a valuable reward that meets their needs (Armstrong, 2007). Interest in material motivation in the group of production workers is widespread. However, at the end of the 20th century, there were opinions among researchers that ensuring autonomy (Cummings and Blumberg, 1987) and job rotation (Adler, 1991) were of great importance for increasing motivation in the production sector. Slightly more recent research (Galia, 2008) indicates the importance of independence and creativity in motivating this group of employees; however, the key role of management in unlocking employee potential is emphasized (Guclu and Guney, 2017, Jałowiec *et al.*, 2020) and that the "subculture" of the production workers has lower motivational potential than the "subculture" of non-production workers (Copuš *et al.*, 2019).

3. Material and Methods

This article presents the results of research on motivating production workers in family businesses. The research was conducted in Poland in the Greater Poland Voivodeship. The survey was preceded by a series of in-depth, unstructured expert interviews with employees and company owners, which were in the form of expert statements based on emerging facts. The survey questionnaire was developed using experts' knowledge, experience, and opinions (the Delphi method). The research tool used in the survey was a self-questionnaire containing socio-demographic questions and statements regarding opinions about the workplace and factors motivating to work. Participation in the study was voluntary and anonymous. The research sample selection made it possible to test such several people that the results could be obtained for the entire population. In the study, quota selection was used, considering the type of surveyed companies and the employment sector and their

demographic factors. The survey questionnaire consisted of two parts and a certificate:

- I. The first part (marked with Roman numeral I) contained 18 questions related to the workplace; In the course of work on the questionnaire, four motivational impact areas were distinguished: emotional, related to development, organizational, and cognitive.
- II. The second part included a list of work motivation factors and consisted of 34 questions, in which 3 areas were distinguished: non-material motivation factors, material non-cash motivation factors, material monetary motivation factors. This part's questions are marked with the Roman numeral II with consecutively assigned question numbers 1-34.

Answers to questions related to motivation factors can be treated as discrete quantitative variables, assigning each answer a score on a scale of 1 to 5 points. Marked ratings 4 and 5 were treated as an effective motivation factor: (1) does not motivate, (2) it motivates me very poorly, (3) -it motivates me moderately, (4) it motivates me, (5) very motivating. The respondents are employees of micro and small production family businesses from nine industries. Table 1 presents the numbers and frequencies of respondents by industry.

Table 1. *Table of the number and frequency of respondents by industry*

Industry	n	%
production of furniture	95	21,2
production of machines and devices	89	19,8
production of food products	66	14,7
metal production	55	12,2
production of clothing and leather goods	39	8,7
production of paper and paper products	34	7,6
manufacture of rubber and plastic products	29	6,5
production of chemicals	29	6,5
vehicle production	13	2,9

Source: *Own elaboration based on the results of empirical research.*

449 correctly completed questionnaires were obtained. 300 (66.8%) men and 149 (33.2%) women who were not members of the owners' family participated in the study. The respondents' dominant age group was employees aged 20-30, who constituted 39.6% of the respondents. 27.2% of people represented 31-40 years and 22.7% of people aged 41-50. The respondents over 50 are only 10.5% of the respondents. A significant group was people with secondary education - 46.8%. Another group of respondents with higher education - 26.9%, and 21.8% - vocational education. The remaining respondents had primary education - 4.5% of the respondents. 35.9% of the respondents declared that they worked in the current enterprise for at least 3 years, while 26% for a year. 25.8% of people worked for no more than 1 year, and 21.6% - for over 10 years. The remaining respondents worked for 1-3 years - 16.7% of the respondents.

4. Results and Discussion

The research results present the distribution of respondents' responses - production workers of non-family family enterprises - on the factors motivating to work, broken down into intangible, tangible, non-monetary, and tangible financial factors. First, the research tool's internal consistency was checked by calculating the Cronbach's alpha reliability coefficient (Table 2). The questionnaire on 34 motivating factors is characterized by extremely high reliability of the scale at the Cronbach alpha level = 0.921. Also, the subscales' reliability for the following areas: intangible, tangible non-monetary - is high (Cronbach's alpha > 0.8). For the area only: material factors monetary Cronbach's alpha is good.

Table 2. Reliability results of Cronbach's alpha scales for factors that motivate to work

Reliability of scales	Alfa Cronbacha
Factors motivating to work - in general	0,921
Intangible	0,897
Tangible non-monetary	0,814
Material money	0,592

Source: Own elaboration based on the results of empirical research.

4.1 Intangible Motivational Factors

During the analysis, it was assumed that the number of fashion indications above 40% would be a significant result for inferring the factors that motivate to work. Mode (dominant) belongs to changes in position and is the value of the variable that occurs most often in each empirical distribution. Among the intangible motivational factors, the following factors have the greatest impact on the respondents, the certainty of receiving remuneration on time, no mobbing and no discrimination, a sense of stability and security at work, stress-free work, and job security. The Kruskal-Wallis test and the Mann-Whitney test were used to establish the correlation between the motivational factors and the respondents' sociodemographic data.

The results showed that women often than men indicated the following factors: no mobbing and discrimination, and stress-free work. The multiple comparison test showed significant differences for the employment security factor at the level - this factor is important for respondents working in the enterprise in the range of 1-3 years rather than one year.

On the other hand, the multiple comparison test showed a difference between people with secondary and higher education (people with higher education indicated this factor more often than people with secondary education) for no mobbing and discrimination. On the other hand, for the job security factor, the multiple comparison test showed a significant difference - people in a specialist position indicated this factor more often than people in an executive position. The

respondents receiving a net salary of PLN 2,000-4,000 indicated the factor of no mobbing and discrimination more often than those earning up to PLN 2,000. Figure 1 shows the results of empirical research on non-material motivating factors graphically. Table 3 presents the results of research for intangible factors that motivate to work.

Table 3. Means and standard deviations of non-material motivating factors on a 1-5 scale

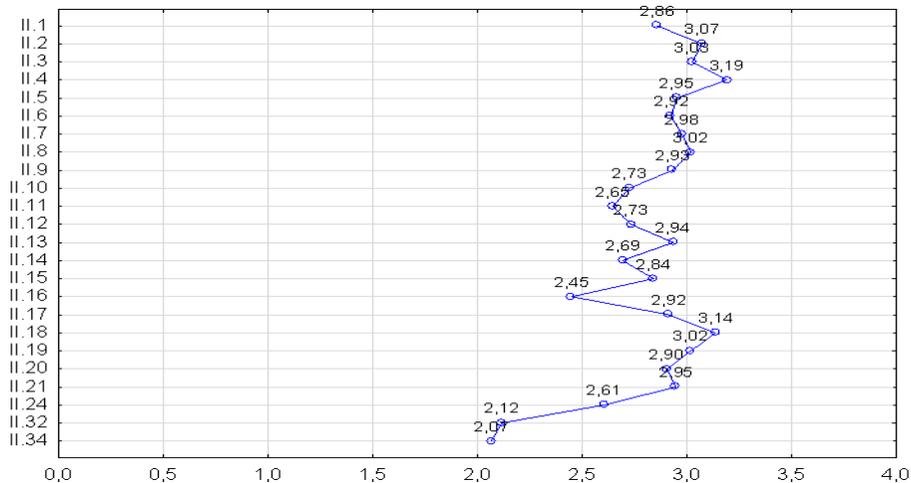
Factors motivating to work - intangible	Average	Mediana	Moda value	Number of Moda	Standard deviation	Coefficient of variation	Number of Moda indications in %
Contract of employment	3,861915	4,000000	5,000000	156	1,109455	28,72810	34,7%
Job security	4,073497	4,000000	4,000000	180	0,961972	23,61538	40,1%
A sense of stability and safety at work	4,035635	4,000000	5,000000	183	1,001595	24,81876	40,8%
Certainty of receiving remuneration on time	4,195991	4,000000	5,000000	211	0,948157	22,59674	47,0%
A sense of fair pay	3,951002	4,000000	5,000000	178	1,078319	27,29230	39,6%
Equal treatment of all employees	3,928731	4,000000	4,000000	159	1,021771	26,00767	35,4%
Good open communication	3,977728	4,000000	5,000000	163	0,997516	25,07754	36,3%
Good relations with colleagues	4,022272	4,000000	5,000000	173	1,017456	25,29556	38,5%
Correct relations with the bosses	3,935412	4,000000	4,000000	165	1,061845	26,98181	36,7%
Praise from the superior	3,732739	4,000000	5,000000	139	1,143624	30,63767	31,0%
Consultations between superiors and the staff regarding the future of the company	3,645880	4,000000	4,000000	162	1,106691	30,35457	36,1%
Importance of performed tasks	3,739421	4,000000	4,000000	165	1,033493	27,63778	36,7%
Getting satisfaction from the work performed	3,930958	4,000000	4,000000	181	1,036025	26,35553	40,3%
Opinions about the company I work for	3,697105	4,000000	4,000000	136	1,124808	30,42402	30,3%
Fixed working hours	3,846325	4,000000	5,000000	166	1,172981	30,49615	37,0%
Flexible working time	3,458797	4,000000	4,000000	140	1,265518	36,58838	31,2%
Compliance with the principles of labor law	3,919822	4,000000	4,000000	158	0,971828	24,79266	35,2%
No mobbing or discrimination	4,124722	4,000000	5,000000	197	1,010012	24,48679	43,9%
Stress-free work	4,026726	4,000000	5,000000	181	1,001872	24,88057	40,3%
A promotion opportunity	3,895323	4,000000	5,000000	168	1,151552	29,56242	37,4%
Possibility of professional development	3,948775	4,000000	5,000000	168	1,047767	26,53399	37,4%

Integration meetings / trips	3,599109	4,000000	5,000000	138	1,272862	35,36603	30,7%
Fear of punishment	3,111359	3,000000	3,000000	131	1,283856	41,26351	29,2%
Fear of dismissal	3,129176	3,000000	3,000000	125	1,297755	41,47275	27,8%

Source: Own elaboration based on the results of empirical research.

Figure 1 shows graphically the results of empirical research on non-material motivating factors.

Figure 1. Intangible factors that motivate to work



Source: Own elaboration based on the results of empirical research

The results of the conducted research, and more broadly, the assessment of intangible motivational factors, refute the current approaches to motivating, according to which only material motivation factors affect the strength and scope of employee involvement. An important voice in the discussion is the conclusions of Alena Pochernina (2019), who believes that the process of intensive development of intangible methods of motivation is underway in modern Russian enterprises.

"Stress-free work" is a factor highly assessed by the respondents as a motivating factor. Considering other factors mentioned by the respondents as motivating - certainty of receiving remuneration on time, a sense of stability and job security, job security - it should be emphasized that all of them are to some extent related to the phenomenon of excessive stress in the work situation (Jałowiec, 2016; Sadłowska-Wrzesińska and Nejman, 2016; Gabryelewicz *et al.*, 2017). Strong and/or prolonged stress experienced by employees harms the functioning of the entire organization, which is usually manifested by an increase in absenteeism, reduced productivity, higher staff turnover, an increase in the number of accidents, and the sphere of interpersonal and social relations - a tendency to conflicts and decreased involvement in work (Sadłowska-Wrzesińska *et al.*, 2016). Tiwari and Mishra (2008) showed unambiguous negative correlations between work stress and all dimensions of commitment. Michael, Court, and Petal (2009) and Nasr (2012) also

showed the relationship between the increased level of occupational stress and the decreased level of emotional involvement, which is a significant factor inhibiting the development of the workforce, and thus the development of the organization.

The increasing diversity of the workforce is worth noting, as reflected in new atypical contractual arrangements and work patterns and higher job rotation rates related to shorter work orders, especially for young workers. This instability and sense of insecurity become a strong predictor of mental health dysfunction. In cyclically repeated Eurobarometer surveys, employees still consider stress one of the most important occupational hazards (53%) (Communication from the Commission to the European Parliament, 2014).

However, what worries them most is that employees indicate the lack of mobbing and discrimination as motivating factors to work. It can be assumed that the employees have already encountered this phenomenon or learn about the harmfulness of this pathology of the work environment from the examples of other employees. Poland, as the fourth European country, introduced legal regulations aimed at counteracting mobbing; the provisions of the amended Labor Code on November 14, 2003, refer not only to mobbing (article 943 of the Labor Code) but also to all forms of discrimination, including sexual and psychological harassment (article 94, 2b of the Labor Code).

Despite legal restrictions, manifestations of mobbing and discrimination are recorded in Polish workplaces. In such a situation, the management's attitude is critical - leadership commitment to proactively improve OH&S performance and create a health and safety culture, whereby employees are encouraged to take an active role in their own OH&S and to report incidents and nonconformities (Ewertowski, 2020). The fact that mobbing or discrimination was destructively used in the workplace affects the entire enterprise's functioning.

Often, the victims of mobbing and other employees resign from employment, not wanting to work in a toxic environment. When employing new people to replace them, the employer is forced to bear the economic consequences of training and adapting new staff. Image losses incurred in the eyes of customers and the business environment cannot be valued.

The level of entrepreneurs' awareness of the importance of stress and other manifestations of occupational pathologies seems to be extremely important, it is believed that about 50-60% of all working days lost now are associated with psychosocial risk factors (stress, mobbing, discrimination, occupational burnout), and according to available estimates, the cost of mental health disorders resulting from the impact of such factors in EU, is EUR 240 billion a year (EU-OSHA). Entrepreneurs who recognize the close relationship between psychosocial risk factors and high absenteeism levels in the workplace are much more likely to make serious efforts to manage these risk factors (Cox, *et al.*, 2005).

4.2 Material Non-Monetary Motivational Factors

Detailed research results are presented in Table 4, means and standard deviations of non-monetary material motivating factors on a 1-5 scale.

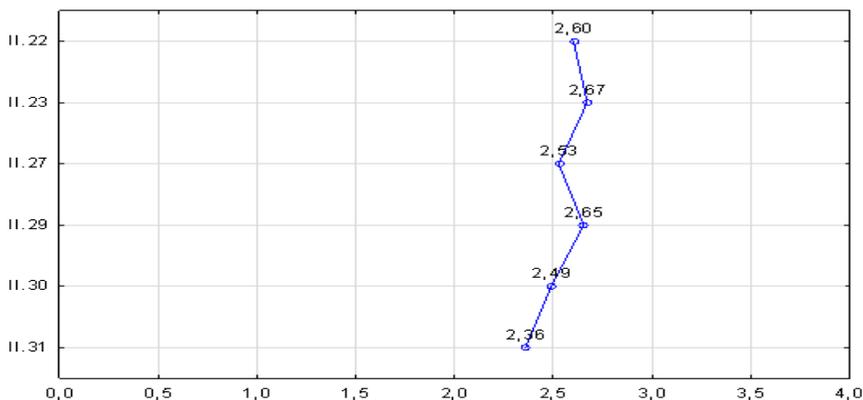
Table 4. Means and standard deviations of material non-monetary factors that motivate to work

Factors motivating to work, non-monetary material	Average	Median	Moda value	Number of Moda	Standard deviation	Coefficient of variation	Number of Moda indications in %
Co-financing of science	3,599109	4,000000	4,000000	132	1,249857	34,72684	29,4%
Participation in training	3,668151	4,000000	4,000000	159	1,181663	32,21412	35,4%
Discount when purchasing the company's goods	3,518931	4,000000	4,000000	130	1,255425	35,67632	29,0%
Christmas vouchers	3,697105	4,000000	5,000000	151	1,259611	34,07021	33,6%
Co-financing for the cinema, gym, swimming pool, etc.	3,481069	4,000000	5,000000	129	1,329683	38,19754	28,7%
Receiving a car, laptop, business phone	3,481069	4,000000	5,000000	129	1,329683	38,19754	28,7%

Source: Own elaboration based on the results of empirical research

The empirical research analysis showed that none of the specified material financial factors motivates the respondents. However, some factors do not affect the motivation of family businesses: co-financing of education, a discount on the purchase of company goods, co-financing for the cinema, gym, swimming pool, etc., and the receipt of a car, laptop, business phone. Figure 2 shows graphically the results of research on material non-monetary factors that motivate to work.

Figure 2. Material non-monetary factors that motivate to work



Source: Own elaboration based on the results of empirical research

The conducted survey did not explain the reasons for the respondents' low interest in the above-mentioned factors. Based on the observation of the work environment

and conversations with employees, the authors of the research conclude that non-monetary material factors do not respond to production workers' needs. Factors such as co-financing of education and co-financing of tickets to the cinema, gym, swimming pool, etc., are popular motivators but characteristic for certain positions/industry groups. The so-called Cultural benefits are close to the idea of work-life balance, which encourages a balance between work and private life. A happy employee gets sick less, copes better with stress, and is more creative.

This concept and the resulting profits for employees are dedicated mainly to people employed in specialist positions, for whom it is important to remunerate for the effects of work, not hours spent "behind the desk." By deciding on well-chosen benefits, the employer will create a bond with the employee to repay the brand with loyalty and commitment to the tasks performed. When choosing benefits, the entrepreneur should consider his employees' needs and passions and individually approach their interests. It is likely that for manual workers with fixed time frames, an extra day off work would be a great benefit for workers to use in any way they choose. It can also be assumed that only after meeting the basic salary requirements, which provides the employee with a sense of security and comfort, will the needs of "higher-order" arise in the employee.

4.3 Material Monetary Incentives

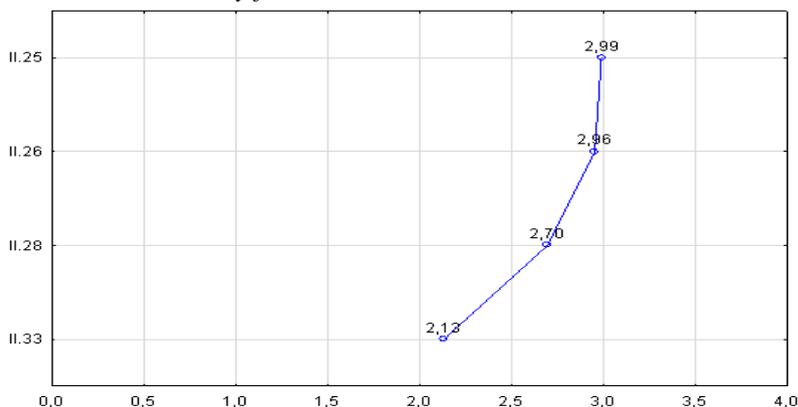
The structure of respondents' answers regarding the assessment of the effectiveness of material monetary motivators indicates that the respondents are most motivated by the following factors: salary increase and receiving cash rewards. At the same time, respondents with higher education more often than those with secondary education and people working in an enterprise for 1-3 years more often than people working for up to 1 year and people working in an enterprise for 1-3 years more often than people working for 3-10 years indicated the salary increase factor. Figure 3 presents graphically material monetary motivating factors to work. Table 5 shows the means and standard deviations of material monetary incentives to work on a 1-5 scale.

Table 5. Means and standard deviations of material monetary incentives to work

Incentives to work - tangible cash	Average	Mediana	Moda value	Number of Moda	Standard deviation	Coefficient of variation	Number of Moda indications in %
Salary increase	3,991091	4,000000	5,000000	186	1,103934	27,65996	41,4%
Receiving cash rewards	3,951002	4,000000	5,000000	193	1,167761	29,55607	43,0%
Share in profit from the company	3,697105	4,000000	5,000000	151	1,259611	34,07021	33,6%
Fear of losing the bonus	3,661470	4,000000	5,000000	143	1,266448	34,58852	31,8%

Source: Own elaboration based on the results of empirical research.

Figure 3. Material monetary factors that motivate to work



Source: Own elaboration based on the results of empirical research.

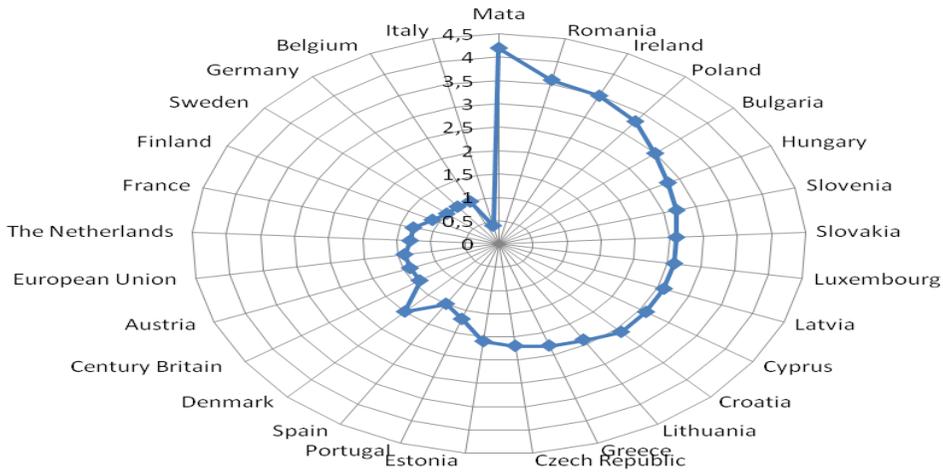
The fact that the respondents stress the need to increase remuneration is not surprising, given employees' earnings. As a member of the European Union, Poland is obliged to guarantee security and work protection. Among international law acts, the most important is the European Social Charter established in 1961 with additional protocols. As an act of international law, the Charter is only valid in the Member States after it has been ratified - as are the ILO conventions.

However, it differs from the convention mainly in terms of the mode of ratification and the method of controlling the Member States' implementation of the ratified Charter (a Member State does not have to ratify all its provisions, but only provisions contained in the so-called normative core). Among the above-mentioned issues, Poland has not ratified the commitment to provide employees with remuneration ensuring a decent standard of living. This signing would oblige Poland to set the minimum wage for a full-time job at 66% of the country's average wage. It would also oblige the Polish State to provide social assistance, ensuring a minimum remuneration level to ensure a "dignified life."

The dynamics of wages depends on many factors. The economic situation also influences it in individual countries. When discussing the salary forecasts for 2020, it is worth presenting projections of other economic indicators. From the point of view of wages, important indicators are GDP, inflation, labor productivity, and unemployment.

The latest forecasts of the European Commission show that Poland's GDP dynamics will amount to 3.3% in 2020, respectively. Growth may be lower across the EU. Until the time before the pandemic, the economy was at the forefront in terms of GDP dynamics. Growth was visible in the economies of Malta (4.2%), Romania (3.6%), and Ireland (3.5%).

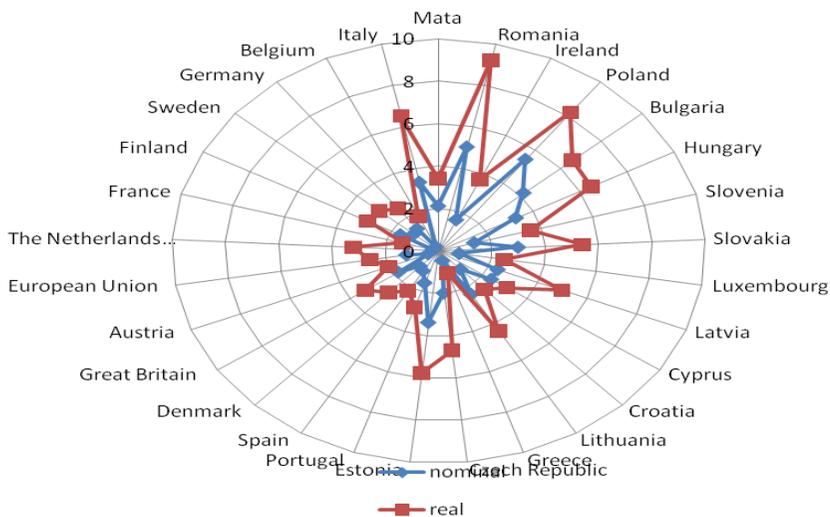
Figure 4. GDP dynamics in individual countries of the European Union in 2020 (in%)



Source: Study based on GUS.

In the European Commission data, we read the highest increase in wages in nominal terms occurred in Romania. However, considering the forecasted inflation, Poland was the country with the highest wage growth in real terms. From the economic point of view, the indicators of the growth rate of wages and labor productivity should assume comparable values. According to the projections for 2020, in most European Union countries, labor productivity is lower than the growth of wages in real terms (Thalassinos *et al.*, 2015).

Figure 5. Nominal and real wages in selected European Union countries in 2020 (in%)



Source: Study based on GUS.

Family businesses are very diverse. Large enterprises usually use management models based on the specialist knowledge of managers. In turn, in small and medium-sized enterprises, motivation is based on the owner's experience - very often without expert knowledge and competencies in this area (Mrugalska, 2020), without a clearly defined incentive system (Sadłowska-Wrzesińska and Nejman 2016).

Manufacturing companies constitute a specific research area in the field of motivation, and about non-material motivators - they are practically ignored. We know the results of studies, e.g., in Poland's retail sector (Kubica and Szarucki, 2016), which show that employees of family businesses in this sector mention the most important motivators: remuneration, work atmosphere, and development opportunities. There are no studies on motivational factors in small manufacturing companies.

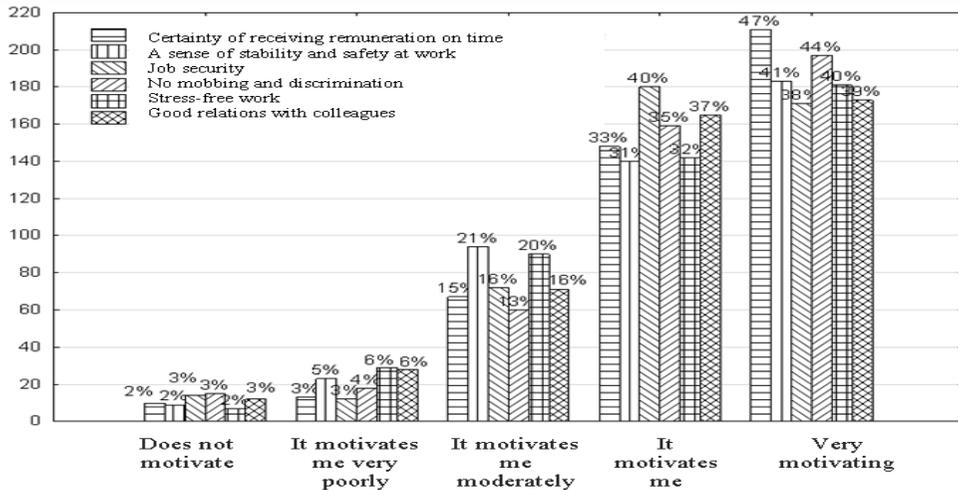
5. Conclusions

The presented research results have shown that the production workers of family businesses in Poland are motivated by certainty of receiving remuneration on time, no mobbing and discrimination, job security, salary increase, and receiving cash rewards (Figure 6). The study highlights the specificity of motivating in Polish manufacturing companies - most scientific studies on motivating are embedded in the management area in service companies and trade and public institutions. What applies to family businesses is primarily the succession and conditions of business continuity (including financial liquidity). The issues of employee motivation are discussed much less frequently, which is surprising given the market share of small family businesses.

A common feature for family businesses is the stability of employment, both from the employee's perspective (one of the factors motivating to work shown in this study) and from the perspective of the employer (permanence of the workforce). The introduction of motivation systems tailored to the enterprise's specificity brings benefits to employees and the employer. Among the benefits, there is a reduction in employee turnover, which significantly increases the company's human resources' stability and thus reduces financial outlays for training and adaptation of new employees.

Moreover, motivated employees derive greater satisfaction from their work and are more involved in the tasks entrusted to them and in the broadly understood development of the company. The authors express the opinion that this aspect of motivation is key in the perspective of crisis situations (such as, for example, crises collapse or epidemiological threat and lockdown), during which the company's survival on the market may depend on the attitudes of employees - their loyalty, involvement in the company's affairs, willingness to change.

Figure 6. List of motivating factors in family businesses in Poland



Source: Own elaboration based on the results of empirical research.

The research results and their analysis presented in the paper indicate that the authors' research fills a significant research gap and may contribute to developing a scientific discussion and the continuation of research in this area.

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