
Optimizing Incentive Systems in the Automotive Industry

Submitted 25/01/25, 1st revision 12/02/25, 2nd revision 23/02/25, accepted 28/03/25

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Abstract:

Purpose: The aim of the article was to examine and diagnose the motivation system and to distinguish motivational factors, both financial and non-financial, used in an enterprise in the automotive industry. The main problem considered was to check whether the employees of the selected entity are appropriately motivated to work and whether the enterprise has an effective motivational system.

Design/Methodology/Approach: The selected research method was a survey among 128 employees of two company branches located in Poland. The survey covered employees of all departments and lower and middle management. The survey was conducted from August to October 2024, providing respondents with a link to the online survey. The online survey was aimed at efficiently and quickly collecting responses from respondents. The link to the survey questionnaire was made available to 186 employees of the company.

Findings: The research indicates that only for about half of the employees the tools and instruments used are effective in motivating them in their work duties. Respondents indicated that from the group of financial instruments, the following are used in the surveyed entity: (1) basic remuneration (100% of respondents), (2) attractive bonus and reward system (27% of respondents), (3) salary supplements (19% of respondents). None of the respondents chose the answer that there are no financial motivation instruments in the company.

Practical Implications: The key to achieving positive results from an incentive system is to select criteria that are fair, clear, objective, depend on the commitment and competence of the employee concerned and are realistic to achieve. Therefore, the motivation system should be subject to periodic reviews and modifications, where the tools and instruments used should be adapted to the needs and expectations of employees, but should also be the result of an analysis of the company's realities.

Originality/Value: The motivational system should encourage employees to act in such a way as to shape the behaviors and attitudes desired by the company. Motivating people is based not only on financial tools or job satisfaction, but also on personal development and the importance of the work performed.

Keywords: Incentive system, automotive industry, employee motivation, performance management, compensation strategies.

JEL codes: J33, M52, L62, M12, D23.

Paper type: Research article.

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1. Introduction

Effective management of an organization requires a system of positive incentives, because employee motivation is a key factor supporting the development of the business and achieving its main goals. The labor market is changing dynamically, and retaining an employee in the company, as well as acquiring a new one, is becoming a major challenge for the employer. Motivational instruments indirectly help strengthen the company's position on the market and increase employee productivity.

With the continuous development of the labor market, companies compete with each other for competent employees, and an important element in the development of the company is the continuous expansion of the group of employees who will create the foundations for the development and expansion of the business. Effective motivational tools and instruments are associated with the efficiency and commitment of the employee, which translates into the company's financial results.

An important goal of motivating employees is also to ensure a stable employment structure and minimize the turnover of employees who, due to the lack of proper motivation, are looking for a new job. Maintaining competent employees can be a major challenge for many companies, and the lack of consistency in this area is usually associated with additional costs that arise in connection with the recruitment, training and implementation of new employees.

The success of an organization depends on the involvement of employees in the company's affairs, and this is possible when employees are satisfied and well-motivated to work (Goriszowski, 2000). Undoubtedly, a factor influencing the effective use of employee skills is motivation.

Motivating employees is a two-way process between superiors and subordinates, which involves influencing and influencing employee behaviors in a way that is consistent with the assumptions of the motivator. The course of the motivation process, its efficiency and final effects depend on the assumptions and appropriate motivational tools that the organization adopts when creating it, but also on the consistency in its application.

The motivational system should encourage employees to act in such a way as to shape the behaviors and attitudes desired by the company. Motivating people is based not only on financial tools or job satisfaction, but also on personal development and the importance of the work performed. Motivation and job satisfaction are related terms but not synonymous. Pananrangi *et al.* (2020) indicated that job satisfaction is one part of the motivational process.

Hence, motivational systems should take into account the multidimensionality of this process, including tools and instruments that are able to satisfy various types of

employee needs. The better the knowledge of employees' personalities, their desires, aspirations, attitudes towards work and inclinations, the easier it is to select appropriate motivating factors (Siwek, 2009; Zastavniuk, 2022) emphasizes the importance of the issue of motivation among employees in companies, as the performance of a company depends on the productivity of its employees, which is linked to the motivational system and the motivational tools and factors used.

The aim of the article was to examine and diagnose the motivation system and to distinguish motivational factors, both financial and non-financial, used in an enterprise in the automotive industry. The main problem considered was to check whether the employees of the selected entity are appropriately motivated to work and whether the enterprise has an effective motivational system.

The article has the following structure: the literature review addresses issues related to the definition of the concepts of motivation and motivation, the role of motivation and motivational systems and the classification of motivational factors. Then the research methodology is discussed, the results of empirical research are presented and analyzed. The article ends with conclusions, also containing recommendations developed on the basis of the conducted empirical research.

2. Literature Review

Motivation is a theoretical concept utilized to clarify human behavior. The term motivation is very difficult to define and is not an obvious issue. Researchers from different fields are interested in this concept, as a result of which motivation is perceived in different ways, from different perspectives, and its meaning is not the same for everyone. Robbins (2005) defines motivation as a desire to do something by high level of effort for the organization's goals, conditioned by the effort to satisfy individual requirement.

Motivation is a drive for human beings to respond and satisfy their needs, where employees are people who have many internal needs. Pietroń-Pyszczek (2007) defines motivation as the intention to do something to achieve something. Armstrong (2005) believes that motivation can be described as goal-oriented behavior, because it generally leads individuals to take initiatives or specific actions to satisfy specific needs or expectations.

Motivation can also be defined as one's route lead to behavior, or to the construct that trigger someone to desire to replicate behavior and vice – versa (Cook and Artino, 2016). Kozłowski (2010) claims that motivation is a concept that generally describes such phenomena as intention, desire, intention, desire for something, interest in something. Motivation in the workplace can be understood as a dynamic process that involves a series of interactions between various internal and external factors and leads to specific behaviors and outcomes. Motivation is an internal impulse or internal tension, something that causes, directs, and is the background

underlying a person's behavior. Assuming Guay *et al.* (2010), motivation is considered to be the cause underlying behavior, while Yusof *et al.* (2016) defines motivation as an influence on the direction, persistence, and vigor of action.

Motivation is a kind of feeling that always finds ways to go down and cultivate anxiety and tension in human mind and thoughts indeed, with the positive motivation; we can revive the positivism energy and apply it in performing tasks (Cook and Artino, 2016).

Employee motivation in the workplace can take many forms and be shaped by various factors. The types of motivation often include: internal, external, intrinsic, extrinsic, financial and social motivation.

Internal motivation is the driving force behind an employee's actions, which results from their internal beliefs, values and aspirations. People with a high level of intrinsic motivation take action because of the tasks themselves, not external rewards or punishments. Internal job satisfaction, developing skills and achieving personal goals are the main sources of internal motivation (Deci *et al.*, 1991).

External motivation results from stimuli coming from outside the individual, such as remuneration, promotions or social recognition. This theory assumes that employees make efforts to achieve external goals, such as financial rewards or avoiding punishments. Introducing reward systems, motivational campaigns and consistent use of punishments are examples of strategies related to external motivation (Deci *et al.*, 1991).

Intrinsic motivation is a type of internal motivation that results from the very process of performing a given activity. People experiencing intrinsic motivation make efforts because the activities themselves are satisfying, interesting, or a source of pleasure for them. Creativity, developing skills, and passion for the work performed are examples of intrinsic motivation (Vallerand *et al.*, 2008).

Extrinsic motivation is based on external stimuli, such as financial rewards, promotions, or social recognition. Employees experiencing extrinsic motivation engage in work to achieve external goals, not just the pleasure of the activity itself. Bonus systems, competitions, and non-wage benefits are examples of extrinsic motivation (Vallerand *et al.*, 2008).

Financial motivation is based on granting employees material benefits in exchange for achievements and efforts at work. It is one of the most commonly used types of extrinsic motivation. Bonus systems, pay rises, shares in the company's profits, and non-wage benefits are instruments of financial motivation (Armstrong, 2019).

Social motivation is based on relationships between employees, their perception of themselves in the context of the group, and gaining social recognition. Creating a

positive work environment where employees support each other and managers value the contributions of each team member is an important part of social motivation (Armstrong, 2019).

Understanding the different types of employee motivation is key to effective human resource management. Organizations should consider both internal and external aspects when trying to motivate their employees to tailor strategies to the individual preferences and needs of employees. This can help create a more motivated, engaged, and productive team.

According to Czermiński (2001), employee motivations can be divided according to: (1) type of needs satisfied: basic and higher-order stimuli; (2) direction of impact: positive and negative; (3) scope of impact: internal and external; (4) method of impact: individual and team; (5) forms: salary and non-salary.

The differences between motivation and motivating were defined by Pietroń-Pyszczyk (2007), whose view is that motivation represents a state - it has an attribute dimension, while motivating takes on an action, functional character. According to Woźniak (2012) motivation is the use of knowledge about the mechanisms of motivation to cause people to act in a certain direction, i.e. in a non-accidental way: to set themselves non-accidental goals, initiate non-accidental behaviors, continue these behaviors with non-accidental force or persistence, and end them at a non-accidental moment.

The links between the motivation system and motivational factors are not only one-sided. There are solutions in the area of motivation that directly or indirectly affect the employees employed, while also influencing the changes taking place in the company and the environment. A competence-based remuneration system is linked to the development and improvement of employees' skills and qualifications.

Motivation in the workplace is a dynamic process that can depend on many factors, such as organizational culture, leaders, reward systems or working conditions. According to Woźniak (2012), a motivational system is the ways of motivational influence on employees practiced in an organization, which are reflected in organizational procedures and therefore, as a rule, are overt and universal, i.e., addressed to people fulfilling certain formal conditions, rather than discretionary actions, carried out by specific individuals and addressed to individuals.

An incentive system is a set of motivators designed to influence the behavior of employees individually. The motivation system should consist of groups of motivators, taking into account all functions of remuneration: cost, income, incentive and social (Oleksyn, 2001). It should take into account newer motivation factors, such as the package system, which allows employees to choose from several sets of specific benefits (Armstrong, 2009). A good and efficiently operating incentive system should include both material incentives, which satisfy material,

subsistence and consumption needs, and non-material incentives related to self-realization, recognition (Kopertyńska, 2009).

Motivation theory is an area of research that evolves with advances in psychological and organizational knowledge. Understanding different motivation theories allows for better adjustment of human resource management strategies to the individual needs of employees, which is crucial for the effective functioning of an organization. There are many theories on motivation explaining similar aspects of motivation, these are as follows (Griffin, 1996; Koziół, 2009; Karaś, 2015; Locke, 1968, Vroom, 1964; Warr, 1987; Maslow, 1954; Herzberg, 1959; Alderfer, 1972; McClelland, 1961; Pearson, 2020; McGregor, 1960):

(1) Maslow's theory of the hierarchy of needs, which shows the nature of human motivation can also be applied in the workplace. The theory explains five levels of needs that follow the hierarchy. The need of the next level appears with the fulfillment of the previous need. These include: physiological needs, safety and security needs, social needs, self-esteem and self-actualization.

(2) Content theory by Warr, who developed the vitamin model, a concept that explains the nature of people's motivation to work. Warr identified 9 key factors of the work environment that affect mental health. Most of the factors are related to the needs of employees.

(3) Herzberg's two-factor theory: The theory is also known as the two-factor theory of motivational factors and hygiene factors. The theory states that there are certain factors in the organizational environment that, if present, will motivate employees, and certain factors, if available, can satisfy employees, but if absent, do not lead to dissatisfaction.

(4) Locke's (1968) goal setting theory talks about how to formulate a goal so that it is motivating. It shows the relationship between the nature of the task that an employee is given and his level of motivation to complete the task.

(5) The ERG theory of motivation proposed by Alderfer, is a modified version of Maslow's theory of the hierarchy of needs. The theory divides needs into three categories: E - existence, R - relatedness and G - growth.

(6) Theory "x" and theory "y" by McGregor, in which two attitudes in humans are distinguished. Theory X, according to which work is perceived as coercion, and as a result, people avoid responsibility and doing work. Theory Y is based on the assumption that work is a completely natural human behavior, a person is able to engage in the performance of the tasks assigned to them, thus taking responsibility for the quality of their performance.

(7) McClelland's theory of needs, according to which a person's motivation is also

related to the process of satisfying their needs. The theory emphasizes that human behavior is influenced by three needs: power, achievement and belonging. Needs can occur simultaneously.

(8) Vroom's theory of fulfilling expectations: consists of three successive stages: effort, performance and reward. The concept is based on the assumption that motivations in professional life are influenced by endogenous factors, i.e. internal, and exogenous factors, i.e. external.

(9) Reinforcement Theory of Motivation: A theory founded by Skinner and his colleagues that proposed that an individual's behavior is a function of its consequences. It is based on the law of effect.

Work motivation factors are in other words management instruments designed to ensure that staff are motivated to work effectively. Moreover, they are the main element of an organization's staff motivation system.

According to Poczowski (2003), motivational factors are management instruments that are intended to ensure a high level of motivation of employed personnel. Indeed, they are one of the elements that make up the employee motivation system. Material (financial) motivation is the totality of both monetary and non-monetary income earned by employees from their work. We can divide them into wage and non-wage incentives. These include wages and monetary benefits that are paid to the employee for work done and benefits of a material nature.

The most important of the factors that play a key role in the employee motivation system is basic wages. The level of remuneration is a fundamental element of the contract between the employee and the employer. It is also one of the most important factors they take into account when hiring. Remuneration provides employees with a material existence as well as an incentive to meet other needs in life. In addition, it includes the variable elements of remuneration: bonuses, commissions or cash rewards.

Non-wage motivational factors have a dual function. On the one hand, they support the power and impression of wage factors and provide a distinction for the individual. On the other hand, they have an autonomous effect on the employee and are particularly effective for those with an advanced need for self-fulfillment and strongly developed social needs (Chowańska, Mirowski, 2016). These include recognition or praise from the employer, work organization and flexible working hours, autonomy in decision-making, work atmosphere and a sense of security.

3. Methodology

The subject of the study is motivating employees in the automotive industry, including tools and instruments used in the motivation process. The main aim of the

research was to explore and diagnose the incentive system and discern the motivational factors, both financial and non-financial, used in this industry. The empirical research conducted was aimed at identifying the key elements, instruments and tools of the motivational system operating in the selected automotive industry company and at identifying the level of employee satisfaction resulting from its use.

In order to meet the adopted assumptions, the following were analyzed: motivation tools and instruments divided into financial, non-financial tangible and non-financial intangible, the connection of the applied motivation system with the motivation to work of employees and their job satisfaction. The following research questions were asked: 1) Does the analyzed company have a motivation system? 2) Is the system used structured, formalized, and are the instruments used adequate to the achieved results? 3) Do the tools used effectively motivate employees?

The selected research method was a survey among 128 employees of two company branches located in Poland. The survey covered employees of all departments and lower and middle management. The survey was conducted from August to October 2024, providing respondents with a link to the online survey. The online survey was aimed at efficiently and quickly collecting responses from respondents. The link to the survey questionnaire was made available to 186 employees of the company.

The study was completely anonymous, and its results were used only to develop conclusions and recommendations regarding the motivation system used in the selected entity. Respondents did not provide any personal data, nor did they log in to answer questions. 128 fully completed questionnaire were obtained, so the percentage of returned responses is at the level of 69%.

The survey questionnaire consisted of a total of 22 questions, 4 of which were metric questions about: gender, age, education, work experience in the analyzed entity. The description of the research sample is included in Table 1.

Table 1. *Sampe description*

Respondent	Statistics	
Age	20-25	14 %
	26-35	24 %
	35-50	41 %
	> 50	21 %
Gender	Male: 41	32 %
	Female: 87	68 %
Education	Primary	0 %
	Secondary/ Vocational	36 %
	Higher	64 %

Work experience	< 5	27%
	6-10	20%
	> 10	53%

Source: Own study.

The survey questionnaire was completed by 128 respondents, including 41 men and 87 women. The largest group was made up of people aged 35-50, which is 41%. Respondents from the group aged 26-35 constituted 24% of the respondents, and people over 50 constituted 21% of the respondents. The smallest group, 14%, consisted of respondents aged 20-25.

In the surveyed group, the largest group consisted of employees with more than 10 years of work experience in the surveyed company (53%). The next group consisted of employees with less than 5 years of work experience (27% of respondents). The last group consisted of employees with work experience from 6 to 10 years (20% of respondents). The majority of respondents, as many as 64%, were employees with higher education, the second group, 36%, were respondents with secondary or vocational education. None of the respondents belonged to the group with primary education.

The next ones questions concerned motivation tools and instruments, their connection with employee motivation and their job satisfaction. A five-point Likert scale was used for some of the questions, where 1 meant definitely does not motivate, up to 5 - definitely motivates.

4. Research Results and Discussion

The second part of the survey questionnaire included questions related to the motivation system and the link between the instruments used and employee motivation and job satisfaction.

The first question verified whether a motivational system existed in the organization and whether it was known and understood by all employees. The vast majority, 96%, answered the question in the affirmative, with only 4% indicating that they were not quite sure. No respondents answered this question in the negative. This result shows that respondents are aware of the company's policy in this area, as well as the range of tools and benefits that the employer offers.

The second question asked respondents to evaluate whether the motivation system fulfils its role, i.e. whether it encourages and motivates them to work. 47% of respondents answered that the tools used motivate them to work. A similar group of respondents, as many as 40%, marked the option 'difficult to say unequivocally'. 13% of respondents stated unequivocally that the motivation system used does not work.

The data obtained indicate that only for about half of the employees the tools and instruments used are effective in motivating them in their work duties. In the case of the second part of the respondents, it would be necessary to analyze what are the reasons that the applied motivation system does not fully fulfil its role.

Whether the problem lies in the motivational factors used or, for example, in the lack of clearly defined criteria as to the possibility of obtaining certain additional benefits.

The next questions concerned motivation tools and instruments, divided into financial and non-financial: tangible and non-financial intangible. Respondents could indicate more than one answer. Respondents indicated that from the group of financial instruments, the following are used in the surveyed entity: (1) basic remuneration (100% of respondents), (2) attractive bonus and reward system (27% of respondents), (3) salary supplements (19% of respondents). None of the respondents chose the answer that there are no financial motivation instruments in the company.

The next group of instruments is non-financial tangible. In the analyzed company, according to the respondents, the instruments used are: (1) business equipment (51% of respondents), (2) medical packages (39% of respondents), (3) additional insurance (33% of respondents), (4) team-building trips and company events (22% of respondents), (5) education and development (9% of respondents). 5% of the respondents indicated that the company does not use any non-financial material instruments.

The last group of factors is non-financial intangible. Among these, according to respondents, the factors used are: (1) praise (49% of respondents), (2) trust of superiors (34% of respondents), (3) professional development opportunities (20% of respondents), (4) good working atmosphere and flexible working hours (11% of respondents). 9% of respondents indicated that no instruments from this group are used in the enterprise.

The above confirms what was noted earlier, that employees were presented with a range of instruments that make up the motivation system and are aware of the factors used in each of the distinguished groups.

Respondents were also asked which of the indicated groups of factors motivates them the most. 86% of respondents indicated that financial factors definitely motivate them to work, and 14% of respondents that these factors simply motivate them. Non-financial, tangible factors definitely motivate 72% of respondents, motivate 17% of respondents, and do not motivate 11%.

The last group examined were non-financial, intangible factors. 55% indicated that these factors definitely motivate and motivate them. 17% of respondents were

unable to indicate whether their motivation to work is related to non-financial, intangible factors, and 28% of respondents believe that these factors do not motivate them to work.

The respondents were asked to choose the most motivating tools and instruments from each group. Thus, an attractive bonus and reward system definitely motivates and motivates 77% of the respondents, basic salary motivates 43% of all respondents, 17% consider this tool to be definitely motivating, and 23% believe that basic salary does not motivate to work. Salary supplements were indicated by 83% as a definitely motivating tool, and by 17% as motivating.

From the non-financial tangible group, 62% of respondents indicated additional insurance as a tool motivating to work. In turn, 4% of respondents believe that additional insurance is not offered in their company. Work equipment is definitely motivating for 23% of respondents, and for 17% it is motivating. Medical packages are a factor that definitely motivates to work for 34% of respondents, and 18% consider this tool motivating, and 5% as one that does not motivate them to work.

Integration trips and company events are motivating and definitely motivating for 46% of respondents, 33% did not indicate clearly, choosing the option difficult to say, and 21% believe that this motivation tool does not affect their commitment to work. Education and development is definitely a motivating and motivating tool for 44%. 16% indicated difficult to say, and 9% that this tool does not occur in their company.

Respondents indicated additional insurance, medical packages, or integration and company trips as factors that positively affect their motivation to work. The above indicates that the employer tries to enrich the set of motivational factors used with additional benefits for employees, offered on the market (insurance, packages) or by organizing company meetings or trips.

Additionally, co-financing or financing education or development activities confirms the employer's awareness of the need to develop this offer, as well as invest in the development of employees, especially in a dynamically developing industry such as the automotive industry.

Praise is definitely motivating and motivating for most respondents, as many as 82% of respondents. 8% of respondents were unable to determine whether it encouraged them or not, and 10% believed that praise did not motivate them to work. A good atmosphere at work is a strong tool for motivating them to work for most, 79% believe it is definitely motivating and motivating. 21% indicated that it is difficult to determine the effect of this factor.

Flexible working hours motivate 43%, and definitely motivate 17%, for 28% it is not a motivating tool, and 12% indicated that it is difficult to determine. The possibility

of professional development motivates and definitely motivates as many as 76% of respondents, 4% withheld their assessment, while 20% do not motivate.

Trust of superiors motivates 86% of respondents. 12% of respondents did not indicate it clearly, while for 2% of respondents it is not a motivating factor. The respondents indicated that having the trust of their superiors, they would like to have greater autonomy of action and the ability to make decisions.

The vast majority of respondents mentioned several additional factors that are important to them and motivate them. These are the praise of superiors and their trust, a good atmosphere at work, as well as the opportunity for professional development and flexible working hours. These are elements that require constant attention from both top management and lower-level managers who are direct superiors for the staff.

The data obtained indicate that in the analyzed entity, the factors that most effectively encourage and motivate employees to work are financial and non-financial material factors. The bonus and reward system and salary supplements were considered to be the most motivating. The basic salary, which is a permanent and basic element of every remuneration, is not the most highly rated factor motivating them to work by respondents.

Moreover, almost 1/4 of the respondents considered that the basic salary does not motivate them to work. In view of the above, the structure of basic salaries in the company should be analyzed, including, above all, the amount of this remuneration in relation to the position and scope of responsibilities.

Then, respondents were asked about the adequacy of their remuneration to their commitment, qualifications and position. 53% of respondents believe that their remuneration is adequate, 21% of respondents were unable to answer this question, and 26% of respondents believe that their remuneration is not adequate to the work they do, commitment and qualifications. These results indicate, as noted earlier, the need to analyze the amount of remuneration in relation to the duties performed.

Respondents were asked to indicate which factors influence the awards given in their workplace. 32% believe that awards are given based on the level of commitment to work, 30% of respondents believed that the main role is played by the results they have achieved at work, 22% said that the most important thing is the quality of work performed, and 18% believed that the level of camaraderie with the supervisor has an impact on the awards given.

When asked who motivates the respondents to work the most, 42% of respondents indicated that it is their superior. 25% indicated their close ones and family, and 21% of respondents answered that they themselves motivate to work.

For 8% of respondents, their co-workers motivate them to work, 4% believe that no one motivates them.

In the matter of awards, which were considered one of the most motivating factors, it is necessary to analyze the requirements to be met and the criteria for granting them. Although the majority of respondents indicated objective criteria, such as the level of commitment to work, quality or achieved results, almost 1/5 of respondents indicated camaraderie with the supervisor as a criterion for granting them. Such answers suggest a lack of objectivity or clear rules for granting these awards or bonuses, which requires immediate verification.

In addition, the superior was indicated as the person who motivates employees to work the most (more than family or co-workers). The superior also takes part in the process of awarding prizes and bonuses. Transparency of criteria, as well as clarity and objectivity in the superior's assessments, are therefore all the more necessary.

Respondents also indicated what demotivates them the most from work. 26% of respondents indicated time pressure, 23% stress, and 20% of respondents competition among co-workers. For 11% of respondents, monotony at work is demotivating, 7% are discouraged by the lack of support from superiors, and 5% are demotivated by the lack of prospects for promotion, pay rise and development. 8% of respondents indicated remuneration as a demotivating factor.

Respondents mentioned time pressure and stress among demotivators. These factors, especially in the automotive industry, where projects are implemented, sometimes to specific customer requirements, are characteristic of the implementation of this type of projects. What is more, they are their indispensable element. Indicating these elements as demotivating factors could suggest the need for a more thorough selection of employees when selecting members of project teams in the analyzed entity.

Respondents were asked to indicate whether penalties were used in their workplaces. 80% indicated that they were not, while 20% of respondents indicated that penalties were used in their company. The question was also asked about the role of these penalties. The vast majority, 78% of respondents, believe that penalties demotivate employees, and 14% believe that penalties are motivating. 8% of respondents stated that they have no influence on motivation to work.

The respondents were asked to evaluate the feedback from their superiors on their work. 71% of the respondents receive feedback once a year, i.e. during annual assessments. 19% stated that they do not receive it at all. Only 10% of the respondents receive feedback once a month.

The results suggest that changes in this area are necessary. Feedback on the results of one's work, on achievements or errors in the performance of duties should be

constantly and regularly provided to subordinates. The overwhelming majority stated that they receive such information only once a year, and almost one-fifth of respondents do not receive it at all.

Then, they were asked to indicate the effectiveness of the motivation system used in the company on the surveyed employees. 33% of respondents believe that the system is very effective, 29% consider the motivation system effective, 30% consider it ineffective, and 8% of respondents assessed its effectiveness as weak and very weak. The issue of relations with superiors was assessed by 69% of respondents as very good or good, 17% of respondents assessed them as good, and 14% as bad or very bad.

The respondents were asked about the possibility of development or promotion to a higher position in the company. 43% of the respondents believe that they have the possibility of development within the company, 16% stated that there are no such possibilities and as many as 51% of the respondents were unable to determine their chances of further development in the company.

Considering that educational and development opportunities were considered important motivating factors for work, and more than half of the respondents were unable to determine whether they had or did not have opportunities for development, it is suggested to analyze this motivating factor and introduce appropriate changes to the motivational system used.

They were also asked about their job satisfaction in relation to the motivating factors used in the company. 52% of respondents felt satisfied with their job, 28% were unable to make a clear assessment, and 20% of respondents indicated that they did not feel satisfied with their job in relation to the motivational system in place. In this case, the results are also ambiguous, i.e., approximately the same part feels satisfaction with their work, and the other part is either unable to determine or does not feel satisfaction with their work.

Motivation and job satisfaction, as confirmed by numerous studies, are related. Obtaining such ambiguous results in this area indicates the need to analyze the system used, especially in areas that are directly indicated or questionable in terms of criteria or requirements.

5. Conclusions, Proposals, Recommendations

The aim of the article was to examine and diagnose the motivation system and to distinguish motivational factors, both financial and non-financial, used in an enterprise in the automotive industry. The main problem considered was to check whether the employees of the selected entity are appropriately motivated to work and whether the enterprise has an effective motivational system.

The following research questions were asked: 1) Does the analyzed company have a motivation system? 2) Is the system used structured, formalized, and are the instruments used adequate to the achieved results? 3) Do the tools used effectively motivate employees? The empirical research was carried out in two branches of an automotive company, with a total of 128 employees.

In the course of the empirical research, it was possible to achieve the aim of the article and to obtain answers to the research questions. In the company under analysis, a formalized motivational system is in place, which, in the general opinion of the respondents, is well appreciated, and employees are aware of a number of additional benefits that they can receive and which increase their motivation as well as their comfort at work.

The assessment of the motivation system showed that it is assessed by a similar group of respondents as fulfilling its role and as not fulfilling this role. An analysis should be made of what lies at the basis of the divergent assessment and possibly extend the research by asking more detailed questions in this area. It is common knowledge that the use of only financial rewards is no longer sufficient to fully satisfy the employee.

In order to construct an effective strategy and motivation system, both financial and non-financial factors should be taken into account, divided into material and non-material. Each employee is different, with different experience, requirements, level of sensitivity or personality. Motivation will be more effective if a wider range of motivational measures and tools is used, which will meet and satisfy individual expectations.

In the automotive industry entity under study, the structure of basic salaries in relation to work performed and commitment absolutely requires analysis, because almost 1/4 of respondents stated that basic salary does not motivate them to work, but additional bonuses and awards are an effective motivator.

The above suggests that employees do not have adequate remuneration, which is recompensed with additional awards or bonuses. Due to the fact that basic salary is a permanent and basic element of remuneration, it is recommended to introduce appropriate changes in this area. In the matter of awards or bonuses, it is recommended to analyze the criteria for granting them.

Although the majority of respondents provided objective criteria for granting them, such as the level of commitment to work, quality or achieved results, almost 1/5 of respondents indicated camaraderie with the superior as a criterion for granting them. This shows the lack of objectivity or clear rules for granting these awards or bonuses, which requires introducing changes in the motivation system.

The superior, as indicated by the results of empirical studies, is the person who

motivates to work the most, at the same time participating in awarding prizes and bonuses, hence the transparency of rules and criteria, as well as clarity and objectivity in the superior's assessments are absolutely necessary.

The respondents also indicated the following factors that motivate them to work, praise from superiors and their trust, a good atmosphere at work, as well as the possibility of professional development and flexible working hours.

These are tools that require attention, because praise or a good atmosphere require constant work on them, both by senior management and lower-level managers. It is positive that the employer is aware of the diversity of motivational tools and instruments and tries to enrich the set of used motivational factors with additional benefits for employees, offered on the market (insurance, packages) or by organizing meetings or company trips.

Moreover, co-financing or financing educational or development activities confirms the employer's awareness of the need to develop this area, as well as invest in employee development, especially in a dynamically developing industry such as the automotive industry.

Motivation and job satisfaction, as confirmed by numerous studies, are linked. Obtaining inconclusive results from empirical studies in this area: i.e. roughly the same proportion feels satisfied with their job and the other proportion either cannot determine or does not feel satisfied with their job indicates the need to analyze the motivation system in use, especially in areas that are explicitly indicated or are questionable in terms of criteria or requirements.

It is recommended to introduce flexible working hours or a proven form of hybrid work whenever possible. The most valuable asset of any enterprise is human capital, and citing Frame (2019), people are the greatest treasure of every organization, regardless of its size or industry. An employee who feels appreciated, is appropriately motivated, becomes a part of and identifies with a given company, treats its goals, problems, results and the good of the entire company as superior values.

The key to achieving positive results from an incentive system is to select criteria that are fair, clear, objective, depend on the commitment and competence of the employee concerned and are realistic to achieve.

Therefore, the motivation system should be subject to periodic reviews and modifications, where the tools and instruments used should be adapted to the needs and expectations of employees, but should also be the result of an analysis of the company's realities.

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