



# World Scientific News

WSN 52 (2016) 106-117

EISSN 2392-2192

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## Motivation of Staff in 21<sup>st</sup> Century Organization

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### **ABSTRACT**

The article constitutes an attempt to present the determinants, which may exert certain influence on development of a complex employee motivational system by a 21st century organization. It includes an international study carried out in 14 countries, where 13 600 employees were researched in terms of mood and motivation for work. The author presents the current condition of the motivational system, functioning in European countries from the employees' perspective. The article specifies expectations of employees towards the employers, allowing the author to determine the direction that should be analyzed by the 21st century organizations while developing the contemporary motivational system, which through its cohesion and complexity will motivate an employee internally and externally, therefore improve their effectiveness, what in a longer term may lead to effective realization of objectives assumed by the organization.

**Keywords:** motivation; entanglement; organization

### **1. INTRODUCTION**

The most precious capital of each subject functioning on the market is the staff, because it is the driving force of an enterprise. They need to be perceived as an inevitable element, which exerts real influence on the company's success. Therefore, while managing human resources, one of the basic functions of management, i.e. motivation, must be kept in mind. It poses one of four fundamental functions of management, apart from planning, organizing and controlling. Motivation is the ability to motivate and remunerate an employee, which is one of

the most important features of a good leader [1]. It determines influence on the employee, who can present greater work effectiveness, therefore forming attitudes and behaviors required by the enterprises, which will have a real impact on realization of the organizational assumptions. It is true that in present turbulent times, an employee is best motivated by remuneration. After that there is a bonus, professional development, promotion, realization of their own ideas [2].

Hence, remuneration is the main element within the motivation process, which the manager in an organization cannot forget while creating a collection of motivators. The worker is motivated for work not by what he gets in return for his work, but by what he desires. Therefore, an organization should provide conditions, in which the employee feels inspired, and can encourage himself and his coworkers to innovative thinking. It must be remembered that a human being has unlimited needs by nature. Concentration on the remuneration solely as a motivational tool may be a mistake, as there are also other non-material motivators. It needs to be considered significant that properly motivated personnel are a foundation for achievement of objectives in each enterprise, because its motivation reflects the customer satisfaction, even loyalty. Thus, it must be concluded that investing in a customer may start with investments in well-motivated personnel [3].

Human capital is increasingly more often perceived by an organization as the most significant element, without which its success is unlikely. Hence, it can be concluded that people pose the main source of competitive advantage [4].

Purpose of the article is to present determinants, which can be reflected in the practical process of motivating an employee in a 21st century organization. The article presents the international research carried out in January 2015 in 14 European countries, on 13,600 employees.

## **2. MOTIVATION IN LITERATURE**

The problem that is encountered by contemporary enterprises is to keep the best employees in the company [5]. Current labor market is dominated by workers, particularly by their skills. Knowing that an adequately motivated worker will realize the strategic goals of the company in a more effective manner, what as a consequence can lead to the customer's satisfaction, the role of the contemporary leader should be to motivate the workers, what would be related to the whole management strategy [6].

It may turn out that a key aspect within the motivational process is the employee's personality, which will reflect predispositions and patterns of behaviors towards a particular realized action [7]. Through motivation, a leader can shape a team, utilizing the knowledge about it. Proper knowledge of behaviors of the team members is necessary for achievement of the organizational objectives and goals of the employees [8].

According to some researchers, a human presents his needs in a conscious and unconscious manner. People seldom acknowledge that they would like to be rich or famous [9]. In present times, each manager is obliged to motivate his employees, so their work is more effective, maximizing the profits [10]. Thanks to motivation, a leader can accumulate the actions undertaken by the workers, encouraging them for self-development [11].

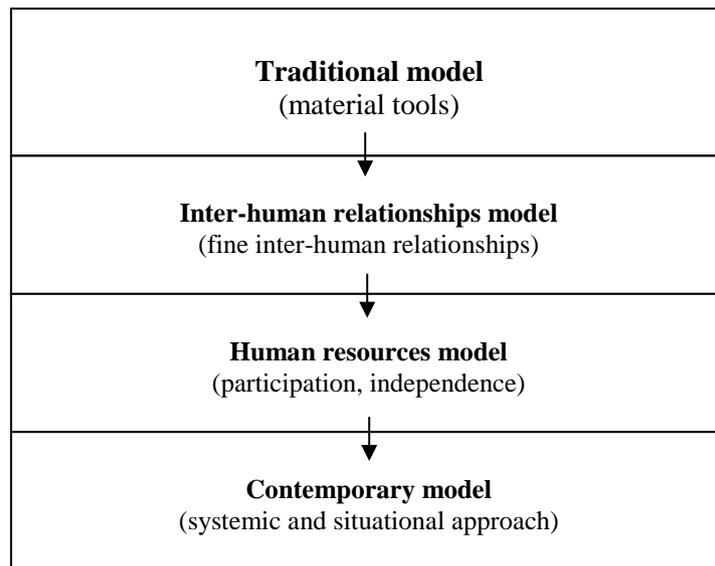
This is why the task of motivation can be to inspire the team for more effective work in an organization, through the feeling that the realized actions contribute to development of the

company. Motivation must influence human behaviors, so the leader and the team members follow the same direction [12]. Motivation is significant because it can lead to formation of a behavior allowing to improve the work efficiency [13]. Motivation is a psychological process, which encourages a person to act, providing them with a certain direction and a permanent objective [14]. Motivation is understood as one of the most important spheres of psychology, thus it is of enormous importance for managers [15]. There is a division into external and internal motivation. The first one considers the persons, who operate a business activity, they believe in what they do, and are satisfied with it, while the internal dimension requires application of tools that enable satisfaction [16].

In case of each worker, the significant aspect is not the system allowing to improve their efficiency, but a system that will manage them in a coordinated manner, emphasizing motivation [17]. While just the existence of the worker's efficiency management system should be explained within an enterprises as a tool for achievement of results [18].

Development of motivational systems is not an easy task. But these are the most element, which decides about the efficiency and effectiveness of work [19].

The motivational systems are quite commonly brought down to the remuneration level, but it is unsure whether the wages will reflect the effectiveness of realized actions [20].



**Figure 1.** Motivational models

Source: Sajkiewicz, 2000, p. 207.

Motivation for work is stimulation of groups of persons for active actions directed at achievement of the company's objectives [21]. An organization will survive if it is capable of maintaining effectiveness and readiness for realization of objectives and missions [22]. There are not many enterprises that would locate an employee in the central point of the organization. Without sufficient HR knowledge, and focusing attention on the technologies, the competitive position of a contemporary organization can be endangered, what is even more probable when the motivational processes are formulated not accurately [23].

The definitions presented above suggest that a leader in an enterprises is perceived in categories of held features, behaviors, skills, patterns, etc. [24]. A contemporary leader is characterized with care over their subordinates and an individual approach to each team member. A leader must be friendly, open, and he must create a proper atmosphere at work, so his subordinates see him as a friend [25].

The leadership style adopted by a manager, who is people-oriented, poses a factor that predicts employee's motivation for work [26]. Motivation is improvement of an employee behavior through proper tools. While analyzing the management theory, there are models encountered which were utilized in management, and speaking more precisely, in motivating the employees. The below figure presents four motivational models, which underwent deep modification, evolving from tools applied for the whole personnel, to management of an employee in an individual dimension.

A traditional model covered only the material tools, the task of which was to indemnify the nuisance in work. The inter-human relationships model was fulfilled the human needs together with development of proper atmosphere in a work place. Another model applied in motivation is the human resources model, which assumed a need to treat an employee in a subjective manner, through improving his activity, participation and self-control in the certain field. The main task of this model is the systemic approach to the notion of motivation [27]. Present times force employers to adopt not only a systemic but also a situational approach, which will be used to treat each worker individually [28].

It is true that motivation in management underwent rapid transformation within the course of years. Together with development of beliefs on the motivational process, the tools applied by managers turned out to be only slightly effective. Replacement of motivational tools was forced by the human capital, whose expectations towards the realized actions as well as external and internal conditions of the company's operations increased [29].

The motivational tools are defined as a collection of resources, which lead to fulfillment of the employee's needs, therefore increasing his involvement in work. They pose material (financial) and non-material (non-financial) reasons to work. Material motivation is the whole financial and non-financial profit achieved from the realized work [30]. It means money and any other benefits paid to the worker employed in the company [31]. In turn, non-material motivation complements the material motivation, which is a total complementation of the influence exerted on the employee. Proper selection of those benefits may be desired by an employee to a greater extent than the material motivation, which poses an agreed remuneration for the realized work. Purpose of implementation of non-material motivation is [32]:

- increase in attractiveness of the remuneration and its adjustment to the individual needs,
- improvement of the employee-employer relationship,
- acquisition of specialists,
- worker's effectiveness and efficiency,
- creation of individual and unitary sets of remunerations,

In Poland worker prefer cash rather than non-financial benefits, regarding the freedom of their consumption. However greater interest in the non-financial benefits is noticed, especially among managers [29]. Their occurrence can fulfill the higher-level needs, and

create prestige of the occupied position or improve the work. But, does an employee need what the employer has to offer?

Research regarding motivation to work, expressed by various generations, are worth to be paid attention. Results of the research prove that motivation for work can arise from various life cycle stages of a given individual [33]. It can be concluded that the tools that are responsible for an employee motivation must be integrated with a given person's life stage. A manager must support the persons remaining on a given life stage. They may be the ones that decide on when to trigger creativity in an employee, so the organization achieves success together with him [34].

Currently, the labor market is composed of 4 generations of workers. Each representative of this generation presents other values, has other needs, desires and expects something different from the managerial staff. The common denominator, which combines all representatives, is the remuneration level. Instead of offering everything, it is more beneficial for the employee to divide the motivational tools into groups. For an enterprise, it will pose an aspect of objectives realization (employee satisfaction) and economy in management of motivational tools. In turn, the simplest motivational solution in an enterprise can be a straightforward and elegant study on acquisition of knowledge about the employee and his expectations from the managerial staff. Having the knowledge, the tools should be divided into groups, related to employed workers. Danish Technological Institute Polska has carried out such a division in 2013, performing the research on 352 persons, which was participated by representatives of boomers, X, Y and Z. The results are presented in the table below.

**Table 1.** Characteristics of generations.

Boomers generation	X generation	Y generation	Z generation
<ul style="list-style-type: none"> <li>• realization of own ideas</li> <li>• independence</li> <li>• work in flexible hours</li> <li>• recognition</li> <li>• work atmosphere</li> <li>• financing of the trainings</li> </ul>	<ul style="list-style-type: none"> <li>• financing of the trainings</li> <li>• realization of own ideas</li> <li>• independence</li> </ul>	<ul style="list-style-type: none"> <li>• career planning</li> <li>• recognition</li> <li>• promotion</li> </ul>	<ul style="list-style-type: none"> <li>• increased independence</li> <li>• promotion</li> <li>• work atmosphere</li> <li>• work at home</li> </ul>

Source: DTI, 2013, p. 22.

The research result shows that the range of possibilities that the employers have at their disposal towards the boomers generation is wide. The most commonly selected motivators include realization of own ideas, recognition of experience and improvement of independence. The situation is similar in case of X generation workers. While in case of the Y generation, the employee is motivated by promotion, recognition and career planning, while

the youngest generation on the labor market is motivated by independence, proper work atmosphere, promotion and work in household conditions.

Despite that fact that remuneration is the main motivation for work, for plenty of employees greater significance is ascribed to the feeling of recognition and appreciation at work [35].

According to Hwang and Chi, treating the employees as customers causes greater satisfaction with the realized work [36]. While Sizoo, Plank, Iskat and Serrie carried out a study among employees of four-star hotel, where it proved that the culture (contacts with persons representing various cultures) can influence the employee's satisfaction from the realized work [37].

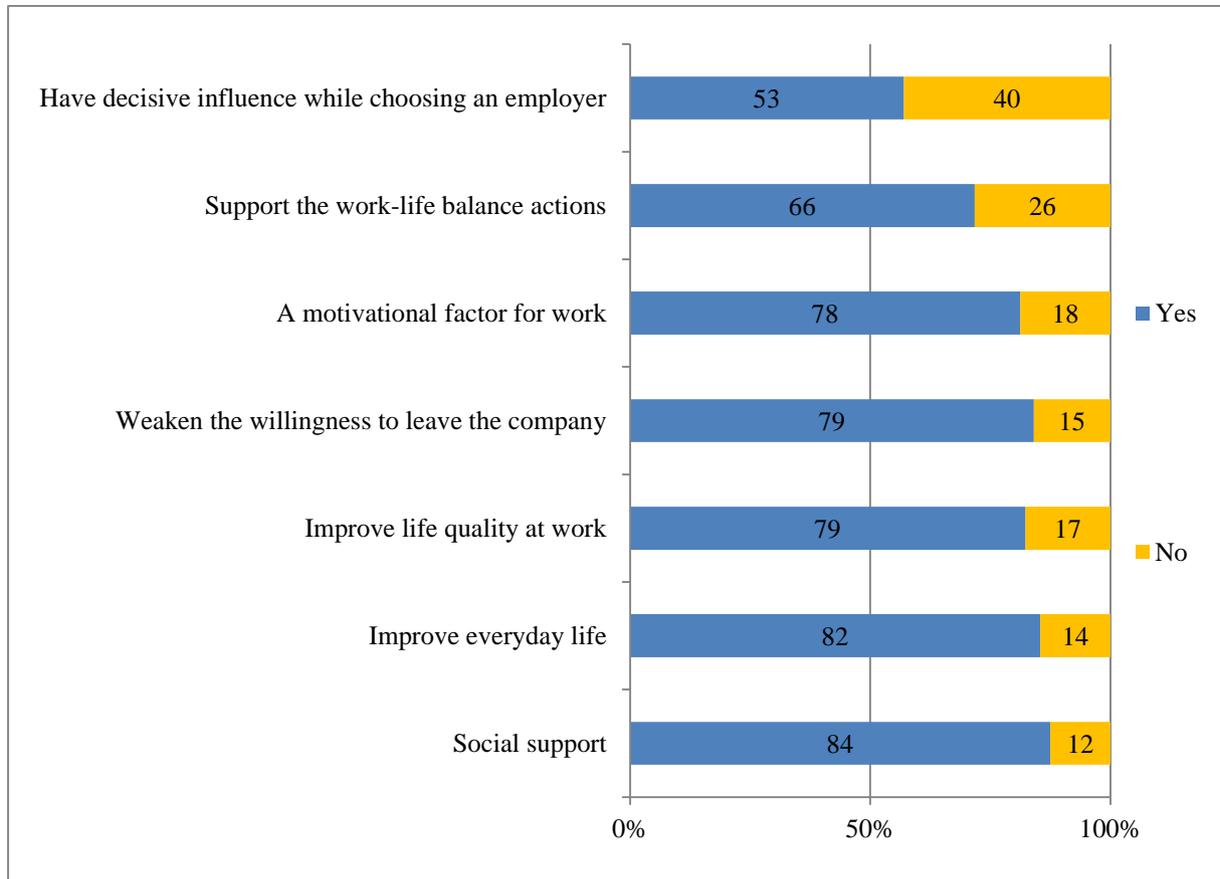
### **3. TEST RESULTS**

The research recalled by the author of the article is related to the mood and motivation of workers in Europe. It was participated by 14 European countries (Germany, Belgium, Spain, France, Italy, Sweden, Great Britain, Romania, turkey, Finland, Austria, Czech Republic, the Netherlands and Poland), where the general number of respondents was 13,600. The study was carried out in January 2015 by the IPSOS group, and it was commissioned by the Edenred company. The author will focus mainly on the Polish employees, and in some cases he will refer to some other researched states [38].

The study clearly shows that 60% of Polish workers is not satisfied with the level of their remuneration. Additionally, about 40% believe that their motivation is on the decrease. Seven out of ten employees believe that non-financial benefits are significant while selecting the enterprises, at the same time weakening the employee's willingness to change work. The employers try various solutions to improve satisfaction of their subordinates, however as showed by the research results, their effect is not perfect, because only 22% of employees are happy at work. More than a half, because as much as 60%, is happy with their work, while 13% have never experienced such a feeling. Poland is last among the analyzed countries, where the employees were asked about their satisfaction from work.

The study also asked about the reasons for resignation from the previous workplaces. Despite intentions, this stress was not related to work, because the average answers in this aspect was 6.4, with the assumed scale of 1 - 10. The main reason, for which Polish workers change their jobs, is the level of remuneration - which was pointed out by 58% of respondents. Poland is on the last position in this aspect among 14 researched countries. While the Polish worker is bothered by the level of remuneration, in case of other countries the reasons for dissatisfaction are as follows: time spent at work (Sweden - 41% and Germany - 39%) and keeping in work (the Netherlands and Italy - 47%, Spain - 44%). In Poland, these problems are raised by 24% and 18% of the subjects, respectively. One of the key aspects of this research is the fact of personnel motivation by a supreme body. Among the researched, 60% believe that the motivation level stands still, while 30% believe that their motivation is dropping, and only 10% notice certain increase. Employees motivation in each branch is highly significant. If the employer has no possibility to increase remuneration, he should decide to utilize a non-financial too, which would be listed in the literature review from the area. If the tools are to be effective for both parties, it must fulfill the employee's desires and exert an advantageous impact on realization of the organizational mission. The group of non-

financial motivators mentioned by the Polish workers most often are meals subsidies - this view is presented by 83% of the researched, and it is followed by care over children (nursery/kindergarten). In turn, the most frequent non-financial benefits awarded by the enterprises are: sport and recreation subsidies, gifts for holidays and subsidies for culture - these are still perceived positively by the employees, who express their joy from receiving them, respectively 69%, 67% and 64%. In order to deepen the employers' knowledge about their employees' satisfaction from the received non-financial benefits, the respondent answered the question: What are the non-financial benefits for you? The results are presented on Figure 2.



**Figure 2.** Employees' awareness about the motivational tools.

Source: Edenred, 2015, p. 39.

For almost 80% of the researched employees, the non-financial benefits weaken the willingness to leave the company, they exert positive impact on the life quality at work, and pose a factor that motivates for work. Furthermore, the respondents believe that they improve every day life and that they pose social support. Could the motivators pointed by the employees replace the desire for higher remuneration? It depends on the age of an employee. The research suggests that the employee up to 35 years old is an incurable optimist. He is more motivated for work than his older colleagues. The level of motivation in this age group (about 35 years old) varies from 56% - 58%. Despite this, young people are most worried

about the already mentioned level of remuneration. The young people, who emigrate from smaller villages to bigger cities, encounter numerous barriers. Financial problems are believed to be the main one. The first or second job does not guarantee upkeep on a high level. Despite the fact that 60% of young staff are optimists, the greatest worry is the already mentioned remuneration level. While the worker older than 55, as suggested by the research, is happy at work - this opinion is expressed by 91% of the workers. Furthermore, they evaluate the life quality at work higher by one percentage point (42%), when compared to the young personnel. More than a half (55%) of workers believe that the employer pays attention to improvement of their mood. Despite the fact that an older employee is presented in the research in a more advantageous manner for the employers, the differences between the young and old staff are visible. In the below table the author presented characteristics of a young employee, characterized with innovation, and an old worker, who follows experience, in comparison to advantages for the employer.

**Table 2.** Young staff vs old staff.

Young worker (up to 35 years old)	Old worker 55+
<ul style="list-style-type: none"> <li>• young team</li> <li>• oriented on tools</li> <li>• incurable optimist</li> <li>• aimed at financial benefits, work is of second order</li> <li>• knowledge of foreign languages and new technologies</li> </ul>	<ul style="list-style-type: none"> <li>• thinks conceptually</li> <li>• weak knowledge of mobile devices</li> <li>• low requirements towards motivation</li> <li>• the need for work, second-order financial benefits</li> <li>• economic advantage - Social Insurance Fund, Labor Fund, Guaranteed Employment Benefit Fund</li> <li>• loyalty</li> </ul>

Source: own work.

It must be kept in mind that persons born after 1990 are entering the market, being dynamic and open for development, which is why they look for companies that will enable them to be that way. Their attention is not focused only on development, but also on flexible working hours and organization of work. Thus their worries related to the work-life balance.

The study also provides information on the employees' trust level towards the country, which they work in. It suggests that 60% are worried about future of their country and 45% are concerned about their professional future. The group of pessimistic countries covers France, Poland and Italy. While the optimist mood occurs in Germany, Austria and the Netherlands. The study suggests that 40% of respondents are anxious about the height of remuneration. The largest countries with worried respondents are France, Poland and Turkey, where 35% are worried about keeping in the company. The largest countries embrace Spain, Italy and the Netherlands. In turn, 25% of the workers are afraid of over-hours - the greatest worries occur in Germany and Sweden. This study presents the relationships between an employee and an employer perfectly. What their condition is, what must be improved, initiated, what the managerial staff should resign from, to motivate the employees properly, so their satisfaction level reaches the level of the European managerial staff. The study suggests that 97% of managers feel happy and satisfied with their work. But they communicate that the time devoted for work is a problem - an opinion expressed by more than half of the

respondents. What is more, a barrier in this occupation group is the stress level as well. Generally, the study provides good information for organization, because in case of research carried out by P. Bohdziewicz in 2000, as much as 87.1% of average-level managers and 88.4% of lower-level managers placed the financial benefits above attractiveness of work [39]. The present research shows that the remuneration height is still a key aspect within the national market, as compensation for realized work, but the need for non-material benefits is on the increase.

#### **4. CONCLUSIONS**

In times when digital technologies facilitate realization of work, providing comfort, freedom of operation, better relations with customers, cooperation between departments, motivation of employees not taking into account the additional financial benefits is difficult. Availability of digital technologies requires the workers to be creative, because the basic motivational tools, applied in the models previously, have been replaced with digital technologies, and today, Polish workers, despite the fact of not being satisfied with the level of remuneration, requires both external and internal motivation.

The study suggests that apart from a higher remuneration, the employee will also be satisfied with meals subsidies, care over children, language courses or medical care. But these motivational tools do not need to guarantee improvement in work quality, despite the fact that it was suggested by the respondents. The presented model (Fig. No. 1) of motivation clearly suggests that in 2016 and later the worker should be treated individually (according to his needs and desires) by the managerial staff and the created motivators. But treating each employee individually and realization of his desires may be costly for an enterprise. Thus the idea of research by the Danish Technological Institute Polska [40], which despite a small representative sample, specified a direction, which should be adopted by managers in management of human resources in an organization.

Currently, the level of remuneration is on the first place for the whole time, which is determined by the workers as motivation for more effective work. But the significance of non-financial benefits is on the increase, as an element, which according to employees, can replace a higher remuneration. For a young generation, which enters the labor market (born after 1990), the work is not only a source of income but also a place allowing them to improve their professional qualifications and develop their skills and passions. It is also a place, where inter-human relations improve, thanks to what they fulfill the need of recognition, as felt by employees and co-workers. This is why the young employees do not only expect the managerial staff to present a cohesive motivational system, which will provide them, among others, with financial security, professional development but also self-fulfillment. Approval expressed by the supervisors, for creation and realization of employees own designs, does not mean that an enterprise is to take the route preferred by the worker, but by utilizing autonomy of the employee, who will set his own goals and achieve mastership in its realization, can improve operation of the organization, and this enable the employee to realize his own desires, which will pose motivation for his work, at the same time developing them.

Leaving the well-known motivators from previous years does not mean complete negligence of additional remuneration, bonus and the remaining privileges. If the organization's financial situation allows, they may pose a complementation of care for the

employee. Mainly the employer should change the manner of thinking about the employee and the other way round. It is true that an employee goes to work mainly for remuneration, and if he is to be effective (from the employer's perspective), productive, innovative, and thus more motivated, his attention should be focused mainly on the worker's attitude, providing him with greater freedom in realization of work, including him (the employee) into his own solutions, thanks to which he will be more involved in the course and results of the task, posing the source of the greatest satisfaction. And all of this to let the Polish employees evaluate the life quality at work higher than in the research by Edenred, giving it 6 points (in the scale from 1 - 10).

### **Biography**

Artur Sawicki: a doctoral student on the Faculty of Management of Częstochowa University of Technology, Częstochowa Region Head of the Silesian Marketing Association, a proponent for practical and responsible solutions in marketing, and cooperation between science and business, participant of numerous marketing events, a fan of dress code.

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( Received 30 June 2016; accepted 17 July 2016 )