



## Involvement of employees on the background of sustainable development

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### ABSTRACT

Authors deliberated the topic of employees engagement altogether with the relationships existing in the organization with background of permanent and sustainable development. Moreover, authors attempted for the elaboration of human resources management, employees engagement, motivation terms and elaboration of the selected motivation theories. Authors conducted case study on the engagement research in the service company for comparative assessment, that respects the assumptions of sustainable development in own functioning. Conducted researches are of authorial character. Survey basing on twelve questions developed by Gallup's Institute, called "Gallup's questions", was used for the purpose of the assessment of general satisfaction level from work.

**Keywords:** sustainable development; human resources management; employees engagement; motivation

### 1. INTRODUCTION

Human resources and skilful management in such field by managing staff are of the greatest influence on the company's success. Ecological, economic, social, spatial and political order comprises integrated order, that requires the adoption of one system of values, thus the idea of sustainable development meets many obstacles during its implementation. Despite the development and popularization of sustainable development concept, it is still a niche.

Engagement in work has been a topic of rapidly increasing importance in last years. Business environments and researchers of social phenomena, both, have recognized the importance of the engagement level in professional effectiveness. Engagement is also important for employee's satisfaction from performed work and obtained remuneration.

## **2. ENAGAGEMENT OF WORKERS**

Engagement covers the activities connected with undertaken decisions, organizing, managing a staff and its control. Such activities are performed with purpose of organizational goals in an effective and successful manner, and are i.e. oriented on organizational resources. Human, financial, material and informational resources are distinguished. [1] Human resources are skills, knowledge, capabilities and predispositions of all employed people in the company. [2]

Human resources management is a particular management concept in the field of company's personnel function, in which human resources are concerned as a component of company's assets and the source of competitiveness. [3]

Managerial attempt is of key importance in the company, particularly when it is oriented on self-development and skilful relationships management with employees. Contemporary management in the company has deviated from clearly technical dimension. Nowadays, relationships and processes are managed. It is important, that companies achieving the greatest success on the market owe it to highly qualified personnel. The most effective method for achieving such goal is respectively engaged team, and respective management systems offered contribute to it. [4]

According to B. Kowalski, engagement is the "level, at which units personally contribute to the help for organization, work better than it is required for keeping a position". [5] According to A.M. Saks, "it is intellectual and emotional loyalty to organization and the majority of efforts at work". [6] It should be stipulated, that motivational system is inseparably connected with organization. It contributes to the achieved success of organization and its employees. From the company's point of view, the measure of system's effectiveness will be the level of performed goals. Whereas, from the employees point of view, such measure will be the satisfaction level; satisfaction or its lack. Motivational system term is differently described. Borkowska treats the motivational system as coherent and intentionally selected set of motivational tools, when performed goals of organization and employees are considered. [7] Whereas, Koziół defines the motivational system as the set of important behavioural instruments and tools. [4]

Whereas, motivation is a management function, that is based on the influence on human behaviour, with regard to the knowledge of factors that cause a particular human behaviour, among others. Motivation and motivational process refer to human behaviours, that are located between two extremities: reflex actions and learned habits. [8] In the literature on this subject three employee's motivational models can be discerned, that demonstrate correlation with technical behaviour and development of economy. These are:

### **- Traditional motivational model**

Such model results from the scientific organization of work, for which foundations were laid by Taylor. A human being has a comfortable nature, cannot be inventive at work, works

slowly and is lazy. Thus, the drawback of model is motivation limited to the group of production employees, whose work is assumed as simple, but very hard. In spite of such a great technical and social development in current economic practice, these imperfect motivational models have been still used, basing on the assumptions promoted by Taylor.

- Interpersonal relations model

Such model has developed with means of research results, demonstrating that interpersonal relations are important in the motivation of employees. Manager's task is providing the sense in the employees, that they are needed and appreciated. Such model extends the set of important incentives used in the motivation of employees, what is copied in various motivational concepts.

- Human resources model

In such a model the complexity of motivation is being discerned. External incentives, such as salaries, interpersonal relations, increased independence at work and values resulting from work, professional development and career became important. Each of us want to see a sense in own work and wants some influence on the methods, ways, and relations at works, as well as take up decisions and be responsible for performed work. It releases a great activity and some will for work for the sake of organization. Professional qualifications in employees, skills and predispositions become important.

Mixed models are currently used in the companies, that combine the models described above. Nevertheless, in case of simple work of production employees, motivational model is more close to traditional model. The elements of interpersonal relations model are predominant for other employees, whereas human resources model is for employees performing managerial functions. [9]

Proper atmosphere at work and relations existing between the employer and superior or between the colleagues influence on the effectiveness at work. Relations existing between the superior and particular employees, atmosphere existing at work, information flow and the scope of employees decisiveness are covered by the scope of relations between the superior and the employee. Positive atmosphere at work, integration and mutual trust have important influence on the achieved goals, thus on the success of organization. I.e. factors connected with management and communication, that exist between the employees and their superior influence on the quality of relation. The significant scope of employee's duties (about which the candidates should be informed at the stage of recruitment process) is clear career route. Such guidelines lead to informing the employee about tasks, that he will be particularly performing, where is his goal and what awards are awaiting for him against reliably performed duties. Good communication, that should be based on the mutual respect and trust, is decisive for correct course of such processes. Staff that understands the provided instructions, performs own tasks with engagement. Thus, the duty of managers becomes the connection of moral values with daily economy. [10] Manager's authority and commanding skills are important. Tailored training system is also important, thanks to which an employee finds guaranteed chance for rising qualifications. [11] Comfortable conditions at work, remuneration and stability of employment, so important at current times, are also of great importance. Employees who are not sure of own position and own employment, do not completely engage in the achievement of company's goals. [8]

### **3. RESEARCHES ON THE ENGAGEMENT OF EMPLOYEES IN THE SERVICE COMPANY**

Authors have conducted research with the method based on the measurement of engagement level in the service company for the comparative assessment, that respects the assumptions of sustainable development in own functioning. Survey form basing on twelve questions developed by Gallup’s Institute, called “Gallup’s questions”, was used with purpose of the assessment of general satisfaction level from work<sup>1</sup>.

**Table 1.** Survey form basing on twelve questions developed by Gallup’s Institute.

Questions	Responses	
	YES	NO
1. Do I know, what is expected from me at work?	19	4
2. Are respective tools at my disposal?	7	16
3. Am I doing things each day, that I can perform the best?	11	12
4. Is my opinion important at work?	5	18
5. Does the superior or somebody else depend on me?	8	15
6. Was I appreciated in last seven days?	1	22
7. Is somebody encouraging me for my development?	3	20
8. Do I have a feeling, that my work is important?	19	4
9. Did I find my best friend at work?	3	20
10. Are my colleagues interested in working the best?	5	18
11. Have I a chance at work for trainings and development?	2	21

<sup>1</sup> <http://www.gallup.com>; <http://www.a-retra.pl>

12. Did somebody talk with me in last six months about my progress and development path?	1	23
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Source: Elaboration based on the survey form results from twelve questions developed by Gallup's Institute.

23 employees were subjected to the research, who comprised 79% of staff. 19 researched employees think, that they know what employers expect from them. 7 employees have access to the infrastructure and technology, with which they can perform duties. 11 respondents have individual skills fitted to the skills required at particular position. 18 respondents do not have the feeling of influence on the reality. 15 respondents are convinced, that superior does not depend on them. It negatively influences on the motivation at work. Only 1 person feels appreciated in the form of material awards (i.e. bonuses) or recognition (praises, acknowledgements), both. Only 3 respondents were encouraged for personal development, and 4 do not feel any sense from performed tasks. Relations between colleagues are not favourable, because only 3 respondents found a person with whom a friendly relationship is achieved other than professional and instead of simple colleague. 5 respondents claim, that general atmosphere existing in occupational surrounding is not attractive. Only 2 employees have opportunity for development, this is access to trainings, projects, knowledge, increased responsibility at the position, performed tasks that require testing new skills, whereas the access to more or less formal development path was proposed to only 1 respondent.

#### 4. CONCLUSIONS

Many companies cope with the problem of low level of employees engagement. Thus, the challenge for contemporary companies is human resources management. An engaged employee becomes key factor. Consciously constructed effective engagement in the organization requires the systematic research on the motivation level and determinants, as well as taking up actions creating respective attitudes and behaviours in the employees.

In spite of the information about sustained development coming to us for many years, society is still not aware of the fact how significant is the influence of lifestyle on the quality of environment. The idea of sustained development is oriented on the limitation of uncontrolled economic growth. Thus, the conscience about such phenomenon should be increased and propagated.

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