

STRESZCZENIE W JĘZYKU ANGIELSKIM – SYNOPSIS

When analysing the problem of employee motivation, it should also be noted that every person has their own, unique system of values. To motivate properly, one should create conditions that would allow different human needs to be met. The incentive process should therefore include activities such as: recognizing qualifications, predispositions, needs and aspirations of employees (by matching the type of work to their expectations and skills), setting tasks adequate to their abilities and taking into account their results when determining wages and base wages, as well as the conditions for granting the variable components of remuneration and introducing non-financial incentives. The inner motivation depends on individual perception and interpretation of reality, i.e. the perception of: views and values (which determine one's goals and intentions), interests (which determine one's level of involvement in a given task), feelings (which condition the relationships with other people) and finally the personality on which the processes of adaptation to new conditions depend¹. When motivating and rewarding, both internal and external factors should be taken into account². It is important to create an incentive system that furthers innovation, including, in particular, setting criteria for establishing and differentiating remuneration. The remuneration structure should contain only those elements that increase the motivation to achieve better results. The employees might strongly resist a change in the remuneration system that would be aimed at supporting only the process itself (which would involve changing the remuneration hierarchy). Employees are afraid of losing their status and remuneration, and, in the event of serious misconduct, even their jobs. Usually, employees prefer a stable and reliable system of remuneration, with a large share of fixed components. A motivation system that would facilitate changes should include a significant share of components directly related to individual achievements and should be able

¹ S. Borkowska, *Struktura wynagrodzeń w procesie zmian* [The structure of remuneration in the change process], "Zarządzanie Zasobami Ludzkimi" No. 5, 2011.

² B. Węgrzyn, *Projektowanie systemu motywacyjnego w przedsiębiorstwie* [Designing an incentive system in an enterprise], *Ekonomika i Organizacja Przedsiębiorstwa* No. 8, 2007, pp. 87-94; J. Snopko, *Nowoczesne systemy motywacyjne pracodawców i pracobiorców* [Modern incentive systems for employers and employees], *Prace naukowe Akademii im. Jana Długosza w Częstochowie* No. 8, 2014, pp. 307-320.

to measure individual performances of employees, especially in a teamwork-dominated environment.³

When one considers enterprise as a whole, one can argue that the incentive system employed at manufacturing enterprises affects their innovativeness. In order to verify this thesis, research was carried out in the manufacturing enterprises of the Silesian Voivodeship and its findings are presented in this dissertation. In the research process the presented structure of the dissertation was adopted.

The thesis consists of an introduction, five chapters of theoretical and empirical content as well as a summary with final conclusions.

The first chapter provides an overview of the literature describing the essence of human resource management. Explained herein are the basic concepts related to human resource management, their purpose and the essential aspects and importance of individual components of the system, as well as a model approach to the human resources management process presented by theorists in the literature of the subject.

The second chapter discusses one of the most important functions of managing staff i.e. motivating employees, its essential characteristics and its importance. Also reviewed here are various theories of motivation. A systemic model of employee motivation as well as conditions for applying various motivating tools are also characterized.

The third chapter describes the role of creative sectors in the process of innovating, identifies the characteristics of a creative manager and introduces modern methodology of strategic management based on modern management techniques. It also underlines the importance of human resources in innovation activities. Another component analysed herein is the determinants of human resources management and possible managerial dilemmas that may be encountered when managing a manufacturing enterprise.

The fourth chapter discusses innovations introduced in manufacturing enterprises and the process of their implementation. The process of creating strategies and the structure of the innovation process are described here as well. Also discussed are the important elements of implementation and motivation that are based on the organizational culture. Furthermore, the chapter also presents the pro-innovation actions taken up in Poland and the impact of innovation on the competitiveness of enterprises.

In the fifth chapter, incentive systems used in creating innovative actions as exemplified by the manufacturing enterprises in the Silesian Voivodeship

³ M. Zieliński, *Innowacje a kultura organizacji* [Innovation and the organizational culture], "Zeszyty Naukowe." Organizacja i Zarządzanie No. 55, 2011, pp. 51-64.

are analysed. The chapter also carries out an analysis of the results of the author's own research on using incentive systems to create innovative actions of manufacturing enterprises in the Silesian Voivodeship. As a summary, a model of the incentive system fostering innovation is proposed.

For the purpose of this dissertation, the questionnaire data obtained from 310 manufacturing enterprises was analysed, including preliminary information on the basic parameters of the enterprises as well as the data from the surveys, which was the basis for testing the main hypothesis. The impact of incentives on creating innovative initiatives of manufacturing enterprises was analysed and the relationship between incentive systems and innovations of manufacturing enterprises was assessed. The last stage of the research involved designing the model of the incentive system that would foster innovations in manufacturing enterprises.

The research covered small, medium and large enterprises. The respondents were the owners or managers of enterprises and their employees. The subject of the research activities involved the manufacturing companies from the Silesian Voivodeship. The research was carried out from 2017 to 2018.

The questionnaires included questions allowing obtaining information on:

- the age of the enterprise, its size and the range of its activity,
- types of innovations introduced by enterprises and barriers against their implementation,
- assessment of the level of innovation against the competition – according to the surveyed,
- having a unit responsible for implementing innovations,
- factors that incentivize employees to implement innovations,
- taking up initiatives that facilitate the implementation of innovations.

One main hypothesis was put forth in the dissertation: *Incentive systems determine the implementation of innovative solutions in manufacturing enterprises.*

In order to verify the main hypothesis, the following specific hypotheses were put forward as well:

- The type of innovations introduced depends on the size of the enterprise, the scope of its operations and the duration of its existence;
- The type of innovation introduced depends on whether an innovation unit exists in the enterprise;

- Motivational systems used in the enterprise have an effect on the innovation process;
- The incentive to implement innovations in manufacturing enterprises is the desire to gain an advantage over the competitors;

Statistical analysis methods were used to formulate the test results: measures of descriptive statistics and statistical tests: randomness test, chi-square test of independence and the Kruskal-Wallis test.

The results of the research were presented in graphics and tables.

The structure of the work and its content is the result of theoretical and research objectives. The theoretical part of the dissertation was based on a literature review. The chapters discuss issues related to motivating, innovating and managing human resources in manufacturing enterprises. Empirical chapters contain analyses and summaries of the research conducted. The contents of individual chapters include factors and conditions aimed at verifying the hypotheses.

In the theoretical part, the basic method involved study of the literature, which included both primary and secondary sources. The primary sources were the questionnaire and the secondary sources included data from scientific publications, yearbooks and statistical materials published by the Central Statistical Office. In the theoretical part, issues related to the creation of motivational systems aimed at implementing innovations were discussed. The knowledge in this area was systematized. Theoretical considerations allowed pointing out to an increasing role of existing incentive systems facilitating innovation among manufacturing enterprises constituting the research subject of this dissertation. The recommendations resulting from the research conducted were also analysed in the context of the development strategy of the creative industries cluster, an entity adopted in order to verify the presented model of creating innovations for the purpose of inducing innovation in Polish enterprises.

In order to justify the research on the implementation of innovation-inducing incentive systems in manufacturing enterprises based on the enterprises from the Silesian Voivodeship, one can clearly point out to the need of enterprises to increase their competitiveness. The results of the research make it obvious that people can directly influence the incentive process through actions taken in favour of the most important capital in the company, i.e. the employees. The next step involves, first of all, carrying out the basic activities aimed at implementing the pre-planned production plan, and then focusing on all activities that have a significant impact on the implementation or development of innovations in manufacturing enterprises.

Following a critical analysis of the literature, it was established that there are no clear indications or actions that may determine the employee's goals. It was also observed that in the vast majority of cases, employees are not sufficiently integrated within their organizations and only pursue their short-term goals, without fully identifying with the objectives of the entire company. Enterprises should therefore be more focused on fostering employee involvement and on the organizational culture.

The interview conducted among enterprises associated in the Research and Development and Innovation Cluster confirms the hypothesis indicating that the entire team of employees (managers and regular employees) constitutes the most important human resource that can influence the creation and implementation of innovative solutions in the organization. The innovators are people that are open, brave and highly qualified, a finding that stands in opposition to the results of the survey indicating that qualifications are not affecting the implementation of incentive solutions. This apparent contradiction may be caused by fact that the Research and Development and Innovation Cluster is an association of enterprises with a greater potential for innovation and a greater awareness of the issue at hand.

- all lower and higher level employees should participate in the codification process,
- the management staff of the manufacturing enterprises surveyed is highly qualified, but does not confront other employees. The managers do not meet with regular employees, even though such collaborations, e.g. in the form of brainstorming, can foster innovations,
- there is a lack of leaders and visionaries, consistent in their actions, that could create new values for the clients,
- there is no single, coherent policy aimed at obtaining funds for innovations, either through loans or EU grants,
- the factors hindering the implementation of innovation include low supply of innovative solutions in sectors with high growth potential,
- low skills of management staff in incentivizing the implementation of innovation,
- lack of creativity in developing incentive projects for any activities related to the implementation of innovation,
- employees in manufacturing enterprises do not use their full potential in their efforts aimed at retaining customers.

The conducted interview was the basis for presenting recommendations for managers who initiate innovations, namely:

- developing the rules of operation of an independent, task-oriented motivation team, responsible for the implementation of specific tasks and having a significant impact on the implementation of innovations based on real-life results and not just theoretical assumptions,

-introducing workshops on incentive systems and practical skills aimed at their implementation or improvement into the conference plans,

- implementing a franchise project based on "*innovation franchise*", in which a company that succeeded in innovative actions teaches enterprises that have no experience in creating innovations how to successfully achieve and implement an incentive system. The effect of the survey, the interview and statistical methods used is an original descriptive model of the incentive system that fosters innovation that was presented in the fifth chapter of this dissertation.

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