

# Assessment of the motivational potential of work in a company—research results

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**Abstract:** The article aims to present a system for assessing the motivational potential of work in a company, but also to identify the innovation gap and indicate how to bridge it. The above measurement was carried out in aggregate form, consisting in combining particular assessment criteria. The study adopted hierarchical intervals of the model of motivational potential of work. The main research problem was formulated as the identification and assessment of the motivational potential of work in the studied company. The subject of the analysis were internal factors of the motivational potential of work, while their mutual reference is the activity and development of the company. The overall assessment of the motivational potential of the surveyed company is satisfactory, and even good, but the performance of the motivator criterion, i.e. work stability, praise, awards, recognition, training provided by the employer, flexible working hours, is poor. It is essential and possible to develop a method of diagnosing a system of motivating employees to work in a company whose subject and scope of research would include motivators, hygiene factors and demotivation factors. The practical results of these studies should be a premise for improving the incentive system and the basis for appropriate economic pragmatics.

**Keywords:** motivational potential of work, motivators, demotivators, hygiene factors

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## 1. Introduction

According to the basic assumptions of the concept of human resources management, the employees of an organization are its strategic resource, they constitute the potential in which it should invest, which is worth doing. People are the unique capital of the organization, worth special care, and investment in “human resources”, although usually expensive, is highly profitable. “It can even be said that the development of human resources is a fundamental strategy for the survival and development of the organization. Employee development should therefore be a fundamental value for both the organization and for itself” (Listwan, 1998, p. 73). Therefore, it

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seems that Aleksy Pocztowski is accurate in observing that “people are not a resource, but they have resources, namely knowledge, abilities, skills, values, motivations, health and attitudes that allow them to perform various roles in the organization” (Pocztowski, 2007, p. 23). It is also believed that human resource management can affect many areas of a company’s operations, including strategic management, an increase in innovation, creativity and quality of work, it can be an integration element and builds the organizational culture of a company, and above all it is to facilitate the achievement of organizational success (Warwas and Rogozińska-Pawelczyk, 2016, p. 17). Given the above, it seems important to learn the criteria and ways to study motivation in terms of the potential of work in a given company.

The motivational potential of work depends on the willingness and ability of the employee himself, on his particular characteristics, but also on the motivational characteristics of the work he does. It contains motivation factors with various action vectors and instruments for shaping working conditions and organizational relations in the context of work motivation. It is related to the company and the employee. It is a component of work potential. Obviously, each job has a different motivational potential, but the essence is that it can be determined and then shaped and raised (Kozioł, 2020).

While defining the potential of work, one should refer to the whole potential (and thus it is wider in relation to the motivational potential of work), which lies in the people working at a specific time in an organizational unit (Gableta, 1998, p. 12). Therefore, it consists of the qualification potential, motivation to work, as well as working time, i.e. the quantitative dimension of the labour potential (Sajkiewicz, 1998, p. 7).

The potential of work understood as a synonym of human capital can be considered on a microeconomic scale, therefore it concerns the company and the employee. As a component of the production potential, it is (motivational potential of work, more broadly work potential) the current and future ability to perform assumed tasks and solve the problem of company development, improve its competitive position on the market.

This article will provide an introduction to broader research on the potential of companies that are intended to be innovative and competitive in the labour market. The text contains a description of aspects of work motivation research, process conception and the course of research as well as their analysis. The goal of the actions taken is to analyze the case based on the assessment of the motivational potential of work in the company.

## 2. Substantive and methodical aspects of work motivation research

The study of the level of work motivation, due to its complexity, is not an easy process. The very needs of employees, obviously varied, can affect the different impact of the same incentive on two different people. If the stimulus does not satisfy the needs of a person, it will only have a neutral effect. In addition, due to the specific features of various types of work or industries, it is difficult to develop a universal model that can be implemented without any changes in all organizations interested in conducting such research.

It should be noted that human capital can be defined as a set of qualitative and quantitative elements most generally clustered around three dimensions, which are:

- intellectual capital—referred to as knowledge accumulated and flowing through the organization;

- social capital—knowledge whose source is a network of relationships inside and outside the organization. It means the features of social life enabling participants to work together more effectively to achieve goals;
- organizational capital—institutionalized knowledge accumulated by the company in databases and documentation (Armstrong, 2011, pp. 76–77).

The human capital described above is characterized by the fact that each member of the organization, leaving his workplace, takes his unique knowledge with him. This determines the growing importance of human capital management (Armstrong, 2011, p. 33).

An adequate application perspective for analyzing an employee's functioning in the work environment can be found in, among others, R. Sternberg's theory of intelligence (1985, cf. Biela, 1992, p. 33), which emphasizes that intelligent behaviour can only make sense if it is qualified by the specific environment in which man functions. In the context of this theory, we can talk about intelligent behaviour of an employee in a given workplace, in a particular institution. So there is no such thing as a generally intelligent worker, but he is more or less intelligent. Sternberg's theory of intelligence would therefore indicate the need for strict qualification of the assessment of employee behaviour towards the work environment, workplace characteristics, organizational structure, tasks and goals of work in a given position, and social relations in a given institution. Intelligent functioning of an employee in a given position is such behaviour that effectively implements the tasks and goals of work in this position with the lowest possible physical and mental energy expenditure (see Biela, 1992, pp. 33–34). Theoretical terms defining the instructions for the intelligent functioning of an employee in certain ergonomic conditions must, however, assume a broader concept of ergonomics. Biela (1992, p. 34) indicates that Sternberg's triarchic theory of intelligence implies the concept of a goal whose meaning is fully understood only in a particular environment. This, in turn, gives the opportunity to extend this theory to the axiological aspect, which allows integration of the assessment of the effectiveness of action with his moral assessment for the acting person. In this perspective, intelligent action would also be morally good from the point of view of the moral goals and standards of the human individual.

Leszek Koziół and Małgorzata Tyrańska understand by the motivational system “an ordered set of tools and motivational factors related to each other and forming a whole, aimed at creating conditions and inducing employees to maintain organizational behaviours functioning in relation to the company's goals” (2002, pp. 28–29). In turn, according to Stanisława Borkowska, “the motivating system is a coherent and purposely selected set of motivational tools from the point of view of achieving the goals of the organization and employees” (2008, p. 225).

The incentive system built in the company is a system of incentives, measures and conditions that are to encourage employees to engage in their work and official duties in the most advantageous way possible for the company and giving employees personal satisfaction, as well as to encourage entrepreneurial and creative activities. A good incentive system can be built if management and people who influence its creation know what employees' expectations are (Sekuła, 2008, p. 225).

Properly selected tools for testing the motivational system fulfil three functions (see Soroka-Potrzebna, 2016):

1. Disciplinary (specifying tasks, completion date).

2. Informative (the employee is aware of possible rewards and penalties).
3. Educational by outlining the behaviour desired by the employer.

For this reason, although the selection and composition of appropriate instruments is a complex and difficult task, it undeniably contributes to positive changes in the company.

One of the most important problems, according to research by Pęcek, Walas-Trębacz (2018, p. 24), is the lack of transparency in the construction of incentive systems and provision of information to employees. Without reliable and specific knowledge about the structure of the existing incentive system, any attempt to improve it will not be noticed by employees. According to the respondents, the remuneration received is too low and inadequate to the work they do. Paying higher wages is an additional cost for the employer, but it is certainly worth considering the possibility of making changes that will translate into a specific link between pay and the level of results achieved by particular employees. In the case of a company having too weak a financial condition to increase the level of commitment or motivation to work, for example, one could change the management style of the superior to one more preferred by employees, i.e. team, which can be an effective solution in a given situation in a company. Ensuring a friendly atmosphere at work or providing employees with the opportunity for self-development can bring measurable benefits to the company, without requiring large financial outlays.

### 3. Theses of the concept and stages of research

As it was shown in the introduction, the purpose of the article is to present the concept of a system for assessing the motivational potential of work in a company and to present the results of empirical research. The research problem was described as the identification and assessment of the motivational potential of work in the studied company.

The following theses were adopted in the presented concept:

1. Motivational potential of work is a function and also a criterion for assessing the company's work potential, as well as projecting the possibility of dynamizing and controlling the development of this potential.
2. The motivational potential of work can be considered in partial forms (which correspond to the determinants of this motivation), and it can also be expressed in aggregate form for the category of determinants, the company or the entire industry.
3. The motivational potential of work depends on external factors (e.g. intensification of competitiveness on the labour market), but above all internal factors.

The subject of the analysis were internal factors of the motivational potential of work, while their mutual reference is the activity and development of the company. In particular, attention was paid to the relations and working conditions, the organization of the company's work, as well as the particular characteristics of employees. The practical goal of the research is to recognize the innovation capability gap, which is the difference between the desired and the level of motivational potential of work that the company possesses. During the measurement of the competence gap, it is determined what the state of divergence between the above-mentioned values is and directions and ways of levelling this gap are indicated.

To achieve the objectives of the work and verify theses the following research methods were used: literature analysis, analysis of impact factors, questionnaire method, expert research, case study and categorization method.

The framework for the course of the research procedure includes the following stages:

- selection of assessment criteria;
- measuring the motivational potential of work;
- company categorization;
- assessment of the motivational potential of work in the company—case study.

The study was conducted in a group of 78 people; the number of women was higher than men (which is 57.89% and 42.11%, respectively). The respondents are people working in one of the district authorities of southern Poland. The large majority of respondents included a group between 20 and 30 years old (73.68%), the next group were people aged 31–40 (13.17%), people over 40 constituted 7.89% , the smallest group were people under 20 years of age (5.26%).

The analysis of the education of the respondents indicates that the vast majority of them completed higher education (73.68%), 10.53% of the respondents had secondary education. Regarding experience, 31.58% of respondents indicated that they had up to 2 years' experience, 26.32%—2–4 years, 23.68% of the respondents worked professionally for more than four years, while the least numerous group were professionally employed less than one year—18.42%.

## **4. Methodology for assessing the motivational potential of work**

### **4.1. Selection of evaluation criteria**

The set of determinants of the motivational potential of work, which is the basis of the system for assessing this potential, was identified during our own two-phase research. In the first of these were identified, among many variables of the environment and the organization's resources, by analyzing the impact factors, those that may affect the motivation of work and constitute its motivational potential. In the identification process, several different sources of information were used, e.g. statistical data, special reports, previous research results and expert opinions along with opinions of the managerial staff and specialists of the surveyed companies. The collected comments and statements constituted the basis for the selection of several dozen determinants of the motivational potential of work in the company.

In the second phase of the study, the significance and functionality of factors affecting the motivational potential of work in the company were analyzed and those that have had, and will have in the future, significant cause-effect relationships with innovation were identified. Finally, 30 determinants were distinguished, 10 in each of the groups of factors, i.e. motivators, hygiene factors and demotivators (see Table 1).

In the discussed case, the assessment criteria are the basic, key determinants of the development of the company's motivational potential (see Table 1).

### **4.2. Measurement of the motivational potential of work**

The measurement of the motivational potential of work is a verifying assessment, consisting in comparing the actual state with the accepted standard. Assessment patterns make it possible to determine the degree of intensity of the features constituting the assessment crite-

ria. The description of the degree of trait intensity was determined on a five-point scale from 1 to 5, with 1 being of little use, 5—very useful (no response was marked as 0).

The measurement of the motivational potential of work can be presented in aggregate form. Aggregate assessment involves combining particular assessment criteria. The overall indicator of the motivational potential of work in a company can be calculated from the formula:

$$\text{MPW} = \frac{a+b+c+d+e+f+g+h+i+j}{10}$$

where:

MPW—value of the motivational potential of work index

$a, \dots, j$ —criteria symbols.

Aggregate assessment, according to Stabryła (2013, p. 9), is a stage of point analysis of functionality, in addition to determining the weighted formula of process management system functionality, point normalization of the level of fulfilling the function in expanded form, determining the weights of particular functions and categorization of the IPF index.

Table 1. Criteria for assessing the motivational potential of work

Criterion symbol	Motivational criteria
Motivators	
<i>a</i>	Cash prizes, bonuses
<i>b</i>	Praise, awards recognition, recognition
<i>c</i>	Chance of promotion
<i>d</i>	Prospects for personal development
<i>e</i>	Additional benefits, rich social package
<i>f</i>	Training provided by the employer
<i>g</i>	Flexible working hours
<i>h</i>	Variety of tasks performed
<i>i</i>	Work stability
<i>j</i>	Prestige of the workplace
Hygiene factors	
<i>a</i>	Responsibility for the work performed
<i>b</i>	Working time
<i>c</i>	Salary, remuneration
<i>d</i>	Atmosphere at work
<i>e</i>	Management control and supervision
<i>f</i>	Workload
<i>g</i>	Principles and policy of the organizational unit
<i>h</i>	Workplace equipment
<i>i</i>	Health and safety conditions
<i>j</i>	Workplace appearance, comfort, functionality

Demotivators	
<i>a</i>	Conclusion of short-term contracts with employees
<i>b</i>	Rigid rules prevailing in the organization
<i>c</i>	Immoral behaviour of management
<i>d</i>	Harassment
<i>e</i>	Work beyond employee capabilities
<i>f</i>	The need to act against the employee's beliefs
<i>g</i>	Nepotism
<i>h</i>	Public and/ or unfounded criticism
<i>i</i>	Loss of bonuses or part of remuneration
<i>j</i>	Tasks too difficult to perform

Source: Author's own elaboration.

### 4.3. Company categorization

The basis for the categorization of a company is the aggregate result of assessment of its motivational potential of work. Hierarchical ranges of the motivational potential of work model (MPW) have been adopted in the following Tables 2, 3 and 4.

Table 2. Hierarchical intervals of the motivational potential of work index for motivators

Category	Scoring: motivators	
A	4.01–5.00	Benchmark
B	3.01–4.00	Condition of high usability
C	2.01–3.00	Useable condition
D	1.01–2.00	Unusable condition

Source: Author's own elaboration.

Unusable condition is a state of fulfilment of functions, i.e. motivational potential of work (MPW), not contributing to the development of work potential. Useable condition is such a degree of fulfilling a function that is greater or equal to the contractually assumed sufficient degree of fulfilling the function of motivational potential of work. Condition of high usability, goodness, is the proper quality of the motivational potential of work. The benchmark is the ideal level to fulfil the function of motivational potential for work.

Table 3. Hierarchical ranges of the motivational potential of work index for hygiene factors

Category	Scoring: hygiene factors	
A	2.51–3.50	Benchmark
B	2.01–2.50 or 3.51–4.00	Condition of high usability
C	1.51–2.00 or 4.01–4.50	Useable condition
D	1.01–1.50 or 4.51–5.00	Unusable condition

Source: Author's own elaboration.

Table 4. Hierarchical intervals of the motivational potential of work index for demotivators

Category	Scoring: demotivators	
A	1.00–2.00	Benchmark
B	2.01–3.00	Condition of high usability
C	3.01–4.00	Useable condition
D	4.01–5.00	Unusable condition

Source: Author's own elaboration.

## 5. Assessment of the motivational potential of work in a company—case study

The purpose of the analysis presented in this part of the article is to verify the concept of the motivational potential of work in an organization and to present the results of empirical research. During the research work, cooperation was established with a company whose management agreed to share relevant data and conduct a survey among employees. The results of analytical work (surveys) are presented in Table 5, which presents the calculated average degree of intensity of a given feature (assessment criterion) of the motivational potential of work in the company, i.e. partial and aggregate assessment of the motivational potential of work.

Table 5. List of criteria for assessing the motivational potential of work in the company

Criterion symbol	Criteria for assessing the motivational potential of work	Degree of feature intensity (in %)					Average degree
		1	2	3	4	5	
<b>Motivators</b>							
<i>a</i>	Cash prizes, bonuses	18.42	26.32	21.05	13.16	21.05	2.92
<i>b</i>	Praise, awards, recognition	34.21	26.32	23.68	7.89	5.26	2.16
<i>c</i>	Chance of promotion	15.79	39.47	21.05	10.53	13.16	2.66
<i>d</i>	Prospects for personal development	18.42	28.95	23.68	15.79	13.16	2.76
<i>e</i>	Additional benefits, rich social package	10.53	21.05	13.16	21.05	34.21	3.47
<i>f</i>	Training provided by the employer	44.74	5.26	31.58	7.89	10.53	2.34
<i>g</i>	Flexible working hours	31.58	28.95	18.42	18.42	2.63	2.32
<i>h</i>	Variety of tasks performed	5.26	10.53	23.68	31.58	26.32	3.55
<i>i</i>	Work stability	13.16	15.79	31.58	10.53	28.95	2.26
<i>j</i>	Prestige of the workplace	5.26	31.58	34.21	15.79	13.16	3.00
Aggregate result of the average MPW rating of motivational factors							2.74



<b>Hygiene factors</b>							
<i>a</i>	Responsibility for the work performed	2.63	5.26	31.58	34.21	26.32	3.76
<i>b</i>	Working time	0.00	7.89	18.42	39.47	34.21	4.00
<i>c</i>	Salary, remuneration	5.26	15.79	50.00	18.42	10.53	3.13
<i>d</i>	Atmosphere at work	5.26	2.63	10.53	36.84	42.11	4.00
<i>e</i>	Management control and supervision	23.68	13.16	39.47	18.42	5.26	2.66
<i>f</i>	Workload	5.26	7.89	47.37	21.05	42.11	3.39
<i>g</i>	Principles and policy of the organizational unit	21.05	5.26	26.32	31.58	15.79	3.16
<i>h</i>	Workplace equipment	0.00	2.63	34.21	39.47	23.68	3.84
<i>i</i>	Health and safety conditions	5.26	10.53	5.26	63.16	15.79	3.74
<i>j</i>	Workplace appearance, comfort, functionality	5.26	2.63	10.53	47.37	34.21	4.03
Aggregate result of the average MPW rating of hygiene factors							3.57
<b>Demotivators</b>							
<i>a</i>	Conclusion of short-term contracts with employees	21.05	21.05	15.79	7.89	34.21	3.13
<i>b</i>	Rigid rules prevailing in the organization	26.32	23.68	28.95	7.89	13.16	2.58
<i>c</i>	Immoral behaviour of management	39.47	15.79	10.53	10.53	23.68	2.63
<i>d</i>	Harassment	68.42	21.05	2.63	7.89	0.00	1.50
<i>e</i>	Work beyond employee capabilities	18.42	31.58	36.84	13.16	0.00	2.45
<i>f</i>	The need to act against the employee's beliefs	10.53	10.53	26.32	26.32	26.32	3.47
<i>g</i>	Nepotism	28.95	18.42	31.58	5.26	15.79	2.60
<i>h</i>	Public and/ or unfounded criticism	52.63	7.89	13.16	13.16	13.16	2.26
<i>i</i>	Loss of bonuses or part of remuneration	52.63	15.79	2.63	13.16	15.79	2.24
<i>j</i>	Tasks too difficult to perform	47.37	28.95	18.42	2.63	2.63	1.84
Aggregate result of the average MPW rating of demotivating factors							2.47

Source: Author's own elaboration.

Analysis of the results collected in the table above (see Table 5) indicates that the aggregate result of the average MPW rating of motivational factors falls into category C, described as the useable condition, the aggregate result of the average MPW rating of hygiene factors, reaching the value of 3.57, falls within category B, as well as the aggregate result of the average MPW rating of demotivating factors, obtaining the category of high usability status.

Considering the particular criteria for assessing the motivational potential of work in the area of motivators, it is noteworthy that no benchmark value was obtained for any feature. The average degree of intensity indicates that the variety of tasks performed and additional benefits and a rich social package have obtained the value of high usability, no feature was considered unusable by the respondents, the other features reach a useable condition (see Table 5 and Table 2).

Hygiene factors in the assessment of employees of the analyzed company were defined as benchmarks in the area of the following features: management control and supervision, workload, principles and policy of the organizational unit. The features within the high usability range are: responsibility for the work performed, working time, atmosphere at work, workplace equipment and OHS conditions, the other features are in the useable condition range (see Table 5 and Table 3).

A negative form of motivation are demotivators which contribute to the deterioration of the individual's condition or the threat of such deterioration. They are expressed by a sense of lack, discomfort, unpleasantness, trouble, anxiety, etc.—they are a source of stress. The tension associated with it is the greater, the stronger the harmful factor and the longer its exposure time (Kozioł and Kozioł, 2016, p. 106). In the analysis presented, the surveyed employees of the company indicated harassment and tasks too difficult to perform in the criterion of demotivators as benchmark, but no feature of unusable value was indicated. The following features were recognized as a state of high usability: rigid rules prevailing in the organization, immoral behaviour of the management, work beyond the employee's abilities, nepotism, public and/ or unfounded criticism and loss of bonus or part of remuneration; other features obtained values falling in category C defined as the useable condition (see Table 5 and Table 4).

Table 6. Aggregate assessment of the motivational potential of work in the surveyed company

Specification	Result of the aggregate assessment	Category
Motivators	2.74	Useable condition C
Hygiene factors	3.57	Condition of high usability B
Demotivators	2.47	Condition of high usability B
Company categorization	BBC	Condition of high usability

Source: Author's own elaboration.

A detailed summary of the assessment of the motivational potential of work in the surveyed company can be found in Table 6, which illustrates the categorization of particular assessment criteria in order: hygiene factors and demotivators within the area of high usability, and motivators obtaining category C as useable (see Table 6).

Graphic presentation of the obtained test results in Figures 1, 2 and 3 allows forecasting of practical corrective actions in the examined company. The assessment of motivation factors in the area of particular features of demotivators may contribute to the modification of the existing code of ethics

in the examined company, or the development of a completely new one, which will include activities concerning, among others, anti-harassment policy, and will also specify support in the event of tasks too difficult for employees to perform. In the area of motivators, criteria of praise, awards or other expressions of appreciation by superiors towards employees will be extracted, but also a professional improvement plan and work schedule ensuring the ability to perform tasks will be defined; a clear personnel policy creating a sense of employment stability is not without significance.



Figure 1. Aggregate result of the average assessment of the motivational potential of work of motivational factors

Source: Author’s own elaboration.

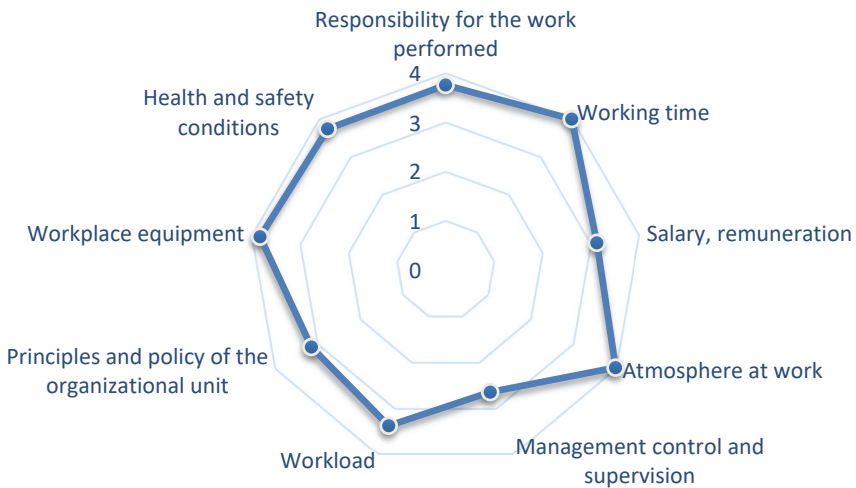


Figure 2. Aggregate result of the average assessment of the motivational potential of work of hygiene factors

Source: Author’s own elaboration.

The practical goal of the research was to identify the innovation capacity gap. During its measurement, a state of divergence was determined and directions and ways of levelling were indicated (see Figures 1, 2, 3).

A detailed analysis of the collected research results indicates that against the background of three motivational criteria (motivators, hygiene factors and demotivators) there are areas that in the human resource management process of the surveyed company require awareness and structuring in internal documents. It seems important to mention Sikorski's view here (Sikorski, 2004, pp. 21–34), which distinguishes three types of employees:

- an economic worker who pays attention to maximizing material benefits from work, even at the expense of additional effort. People who carry out relatively simple work, in different and not always good conditions, are most motivated by favourable economic stimuli;
- social worker values interesting work and good working conditions. He considers interpersonal (including informal) bonds as being important as remuneration, which can facilitate the performance of work and increase his appreciation. Such an employee wants to perform quite complex work, not narrowly specialized, independently and takes responsibility for decisions made;
- self-fulfilling employee appreciates the value of work itself. He is motivated by the type of work, manner, form of execution and degree of utilization of his potential in work. He expects the work to be interesting, suited to his predispositions and abilities, non-stereotypical and non-routine, requiring professional imagination and intuition. The very effects of work, freedom and the way they are achieved give him great satisfaction.

The above description does not mean that such a division of employees exists in every company; however, it allows broadening of identification of motivating factors related to the specifics and types of activities, complexity and degree of interest in the subject of work. In relation to the data presented graphically in Figures 1, 2 and 3 of this study, it is the areas of motivators, i.e. praise, awards, recognition, flexible working hours, training, promotion opportunity, stability of work that would constitute a space that would be important in terms of the type of competence which particular employees bring with them (see Figure 1). The second special area of concentration in the studied company is the work potential accounted for by demotivators, where there are anxieties of respondents related to harassment, nepotism, public and/ or unfounded criticism, tasks too difficult to perform, loss of bonus or part of remuneration (see Figure 3). As it has already been emphasized, settlements included in the regulations are necessary in this respect.

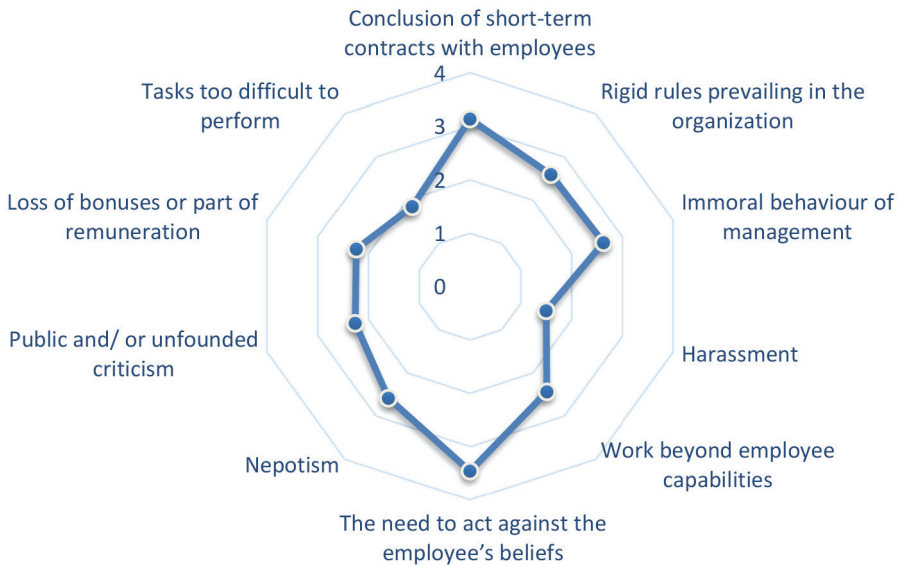


Figure 3. Aggregate result of the average assessment of the motivational potential of work of demotivating factors

Source: Author's own elaboration.

## 6. Conclusion

The basis for the concept of analyzing and reconstructing the motivational potential of work is the process of raising and shaping the competences and motivations of employees' work as well as the knowledge accumulated by the company in the process of organizational learning, which skills, abilities and commitments allow effective and sustainable use of the potential of work for its ongoing activities. This process, causing a change in the behaviour of the above-mentioned entities (employees, organizations and external stakeholders) now, and especially in the future, will prove to be a permanent element of improving the efficiency and competitiveness of the company.

If concepts in the field of motivation to work (more broadly the motivational potential of work) are not only to be more scientifically precise, but also to be used in practice, then a diagnostic system should be available, which on the one hand will be able to capture important components (factors) of the motivational process, but on the other hand it will be transparent and understandable.

Although the overall assessment of the motivational potential of the surveyed company is satisfactory, and even good, the following criteria are poor: stability of work, praise, awards, recognition, training provided by the employer, flexible working hours (see Figure 1) in the area of motivators. This indicates that to a greater extent than before there should be an increase in both the sense of security of employees and also action taken in creating opportunities to develop personal competences through participation in training, which can be understood as an opportunity for professional promotion but also an expression of recognition. It

is also worth extending the reward regulations to include all of the areas defined in this study, understood as work motivation factors. The confirmation of thesis 3 assumed in the presented research should be emphasized, indicating that the motivational potential of work is primarily determined by internal factors.

Taking the above statements into account, one can accept the thesis that it is essential and possible to develop a method of diagnosing a system of motivating employees to work in a company, whose subject and scope of research would include motivators, hygiene factors and demotivation factors. The practical results of these studies should be a premise for improving the incentive system and the basis for appropriate economic pragmatics. The results of research designed in this way may prove useful for the development of the theory of motivation, theory of work potential development, and more importantly, they can be used in the practice of companies and institutions to improve their motivation systems and even work systems of particular companies. As indicated in thesis 1 of this research, the motivational potential of work is not only a function, but also a criterion for assessing the potential of the researched company that allows to dynamize and direct its potential, at the same time it is necessary to emphasize that partial forms of motivational potential of work allow for a broad and aggregate form of analysis (thesis 2 of the described research).

The use of this assessment method in the company's practice, and the information precisely collected through it, can form the basis for modelling the company's development ability and recognizing the company's management pragmatics in this respect.

This concept can be useful especially for companies in the SME sector. However, it has many restrictions. The presented model for assessing the motivational potential of work does not include external factors, e.g. market or institutional factors, which also influence this potential. Barriers to the development of motivational potential of work, and thus determinants of counter-effective work potential, were also not taken into account. Nevertheless, the described methodology for assessing the motivational potential of work seems to be a successful attempt to search for an entrepreneurial and innovative basis for the problems of increasing the organization's productivity, based on knowledge and dynamic innovative abilities.

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## Ocena motywacyjnego potencjału pracy w przedsiębiorstwie – wyniki badań

**Abstrakt:** Artykuł ma na celu przedstawienie systemu oceny motywacyjnego potencjału pracy w przedsiębiorstwie, ale również rozpoznanie luki innowacyjnej oraz wskazanie, jak ją niwelować. Powyższy pomiar przeprowadzono w formie agregatowej, polegającej na łączeniu w całość pojedynczych kryteriów oceny. W badaniu przyjęto przedziały hierarchiczne modelu motywacyjnego potencjału pracy. Główny problem badawczy został sformułowany jako identyfikacja i ocena motywacyjnego potencjału pracy w badanym przedsiębiorstwie. Przedmiotem analizy uczyniono czynniki wewnętrzne motywacyjnego potencjału pracy, natomiast ich wzajemne odniesienie stanowi działalność i rozwój przed-

siębiorstwa. Ogólna ocena motywacyjnego potencjału badanego przedsiębiorstwa jest zadowolająca, a nawet dobra, jednak słabo wypada realizacja kryterium motywatory, tj.: stabilność pracy, pochwały, wyróżnienia, wyrazy uznania, szkolenia zapewnione przez pracodawcę, elastyczne godziny pracy. Nieodzwonne i możliwe jest opracowanie metody diagnozowania systemu motywowania pracowników do pracy w przedsiębiorstwie, której przedmiot i zakres badań ujmowałby motywatory, czynniki higieny oraz czynniki demotywacji. Praktyczne rezultaty tych badań powinny stanowić przesłankę do skonalenia systemu motywacyjnego oraz podstawę odpowiedniej pragmatyki gospodarczej.

**Słowa kluczowe:** motywacyjny potencjał pracy, motywatory, demotywatory, czynniki higieny