



**Analysis and evaluation of the motivational system
on the example of Adampol SA**

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Gdansk 2014

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Indroduction

The topic of this study is an analysis and evaluation of the motivational systems in the transportation firm Adampol SA. The literature concerning the issue of motivation in a company shows clearly that motivational systems are a key element directly affecting efficiency of every organization. That is why the question of motivation was chosen to be carefully analysed, assuming that its role in a well organized company is absolutely essential for its own sake. Briefly, having to its disposal an adequate motivational system, a firm may only benefit in the field of its business activity.

The purpose of this study is an analysis of the existing motivational system in Adampol SA. and suggesting an offer of eventual changes in the firm. The survey studies were conducted on a group of office workers and drivers employed in Adampol SA. The work consists of three chapters.

In the first chapter it was presented a theoretical approach to the concept of motivation. The selected motivational models, its particular components, and a motivating process as a function in management were depicted here. At the end of the chapter the material and non-material factors were seen through.

The second chapter contains the profile of Adampol SA. An overall view of the firm and a SWOT analysis are here presented. Also, the human resources, firm's mission and strategic targets were characterized.

The third chapter shows analysis of the current motivational system in the firm. The conclusions were drawn out on the basis of questionnaire studies conducted at company's headquarter in Bialystok in February 2014. Each of the respondents obtained a personal questionnaire what made the analysis more precise and more credible. Basing on the received results concerning the existing motivational systems and the employees' expectations there were suggested eventual corrections and changes in the motivational system Adampol SA might introduce .

To write this work other available literary studies on motivational systems and some materials excerpted from Adampol SA sources were used.

Chapter I. Motivating and its role in managing of an organization.

1. Concept of motivation

The word motivation derives from Latin. It consists of two compound words: 'motus' and 'move' which mean respectively - set out, influence others and encourage to take up action. Seeing the fact that every man is different, the types of motivation vary from man to man.

“Motivation as a general idea comprises such terms as: intention, want, desire, wish or be interested in doing something – briefly” motivation takes place when people want to take up an action and desire to fulfill their intentions and reach assumed goals. Motivation occurs when a person needs something and is capable of achieving it.

There is a wide variety of motivations. Everyone finds his/her way of fulfilling the needs or, is stimulated by different objective such as financial rewards, praise or promotion at work. That is why motivation is divided into two types: "intrinsic motivation" and "extrinsic" one (Armstrong, 2009).

Intrinsic Motivation is a set of stimuli that usually occur on its own, they make a person move toward a predetermined direction. These stimuli consist of an interesting job, possibility of self-actualization, promotion at work, taking responsibility and sufficient autonomy in action. The people who are intrinsically motivated perform their tasks very well as they find a lot of satisfaction just 'doing it', and needless to say, their productivity is usually better, too.

Extrinsic Motivation is made up of the following elements: financial bonuses, salary rises, material supplements or job promotions.

The employees who need external motivation can be easily enhanced to action by applying to them either a positive motivation or a negative one.

Positive motivation depends on creating an employee broader prospects and a friendly environment for goal achievements, along with employer's expectations, like promotion, rises, and a wider autonomy at work place.

Negative motivation bases upon a fear that forces a labourer to work by creating a constant threat of diminishing salaries, reprimand or demotion. This type of motivation is far less effective than the positive one; it creates much more unpleasant atmosphere at work place and the employees instead 'giving their best', focus on what the boss might think about them, and not on the job itself (Koziol, 2002).

A lot of publications concerning motivation bases on a below presented model.

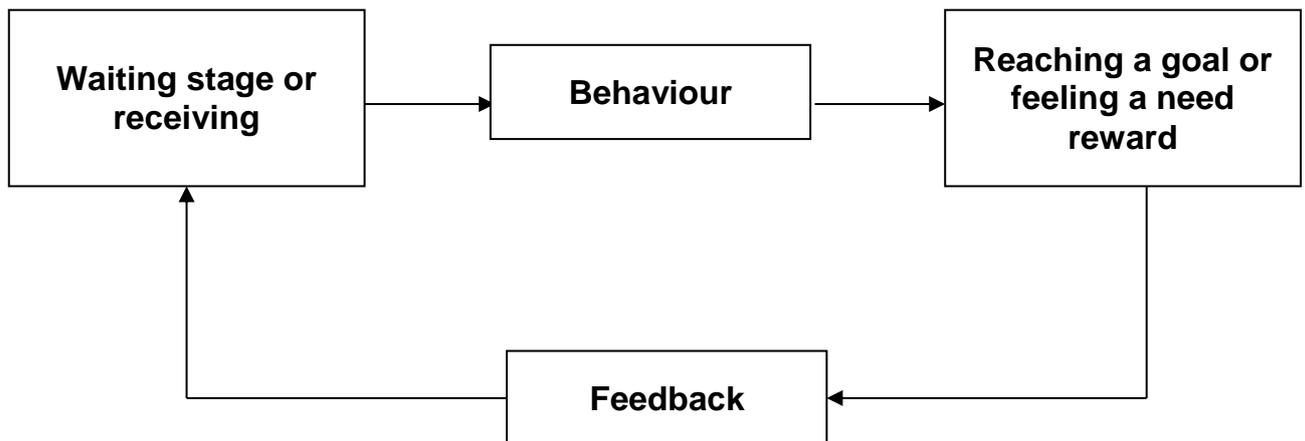


Fig. 1 Basic motivational model.

Source: A. Pietroń – Pyszczek „Motivating Employees” Marina, Wrocław 2007, str.11.

Figure no 1 presents 6 elementary ingredients of motivation:

- a) need - people act so that they can fulfill their needs,
- b) approval of tasks - achieving better results thanks to clearly presented tasks gives an extra post- satisfaction,
- c) strengthening - achieved success enhances further effort,
- d) expected result - people change their behaviour only when they are rewarded,
- e) expecting efficiency - if a person can endure and highly estimates his/her potential, then he/she will take up alternative action,
- f) cause- result association - a successful employee will keep repeating prevailing procedures and will improve success oriented strategies.

The presented model shows that a person initially expects something and, feels some kind of need, and believes in avoiding something wrong and in attaining a success (Piechoń, Pyszek, 2007).

Both in theory and in practice there are plenty of motivational definitions. R.M. Streets describes it as a set of forces that make people behave in a determined manner (Griffin, 2001). Employees present two types of behaviour: they would give everything possible from them or would perform with indifference fulfilling a required minimum. It is up to a manager to promote the former type of behaviour.

Among many definitions of motivation in literature, the most appropriate is one suggested by J. Zieleniewski: " Motivation is creating circumstances and applying such stimuli that would enable employees behaving accordingly to expectations of employers, preserving, at the same time, a sense of a kind of autonomy while initiating a decision taking process (J.Zieleniewski, 1992).

2. Motivating as a management function

'The Encyclopedia of Organizing and Management' defines management as an activity depending on establishing targets and reaching them subsidiary units on the basis of ownershipment of production resources (Zieleniewski, 1976). According to A. Czermiński, management is making decisions the resources, an owner has to his/her disposal (Czermiński, 2001). In the result, the following managerial functions can be put forward:

- planning,
- organizing,
- motivating,
- control (Czermiński, 2001).

Managing the human resources depends mainly upon creating appropriate prize and gift en - environmental circumstances; the given tasks should be performed in the best possible way. It is again up to managers to choose the most suitable people, plan and organize their work so that everything runs orderly and yet, squandering of resources is limited to absolute minimum (Borkowska, 1993). On one side, the leaders prompt most talented employees, on the other one, they see to completion of previously established goals and tasks. The managers - leaders are capable of motivating the employees so that all together work for a company's success, its favourable image, increase work efficiency, and finally, be able to anticipate eventual 'breakthroughs'.

The main goal of motivating people is to take the best out of them, so that their potential can contribute optimally to further development of their organization. The financial question of motivation is definitely not everything, stimulating with the traditional methods leaves the workers within the earlier established limits. The faith of a leader in the creative power of motivation, helps the employees in giving ever more and achieving set targets (Gera- Pikulska, 2001).

A manager can stimulate and activate needs of his subordinates which are equally vital for them and the organization itself. An efficacious manager is able to motivate his employees knowing their weak and strong points, and last but not least, he never confuses his private motivational stimuli with the ones of his subordinates (Sekuła, 2001).

As the economy keeps growing on so are the employees expectations and also their professional skills. Such situation forces managerial staff to searching for new and better methods of encouraging the employees to give more to the firm they are in. Thus, there is a need to build systems better adjusted to the changes that take part in organisational strategy, structure and culture of a company and yet, the employees expectations must not be forgotten, too.

Nowadays we can observe a new trend, especially among the young people; a strong drive towards upgrading their skills resulting in better understanding of what is going on behind the closed doors of the bosses' rooms . No wonder, the outdated motivational systems fail in meeting the expectations of a new generation workers (Kwiatkowska, 2002). Although overly, motivating bases on similar rules, instruments and motivational theories - the difference is in practical solutions as well as in an approach- philosophy of motivating the managerial staff (Tracz, 2000).

3. Elements of motivational system

That what determines a firm's success is efficient management of employees and a suitable motivational system. These elements ought to be regarded as crucial components of a personal policy of a company's board of directors (Węgrzyn, 2001).

Motivational system is a manner of influencing participants of a process where the set goals encourage them to take up positive actions and, at the same time, evade ones that are undesirable from the overall point of view (Wikipediaonline).

A motivational system should be applied consistently throughout a whole organization and be clear for both, the motivating and motivated. It must be based on compare - sensible regulations , which in turn , must be obeyed and not be changed when the process is underway (Kwiatkowska, 2002). Proper full selection of stimulants (instruments) in a specific context of a firm, significantly contributes to construct an adequate, success oriented motivational system.

Professional literature recommends that employees should participate actively in creation of motivational system in their firm. That is why adequate pro-motivational steps require care- full analysis and a profound review of the employees' expectations which in the result can turn out to be a right indication of further moves.

As practice shows, a newly constructed motivational system should use a wide range of stimulating instruments. It is obvious that actually, there is not one ready, universal recipe of a motivational system waiting to be taken and copied. However, there are four main preconditions each of the motivational systems should include:

- individual expectations and employees' hierarchy of values must lead to consensus that does not contravene company' targets,
- individualization of tools and methods of influencing employees, ie. adjustment to personality features, a right value system and experience in the question of motivating,
- variety of simultaneously applied methods inspiring employees as well as wider use of internal motivational mechanisms,
- creating situation where employees work on the basis of co-ownership.

The above shown preconditions should take into consideration circumstances a firm exists in like, company's targets or a current situation on a job market (Kwiatkowska, 2002).

Motivating in a firm depends on numerous factors like financial and capital resources, company's annual income, a number of employees, a number of centralized and decentralized organizations, set targets or company's strategies (Nowicka- Mieszala, 2000, page 70).

3.1 Material motivational factors

Effective motivation in order to take up new tasks is equally important for both a subordinate and his/her superior. The specialists agree that existing theories can be used only when there is a growth of productivity.

There are two distinct forms of rewarding employees; financial and non-financial. The financial form includes salaries and shares. The major idea of rewarding system lies in recruitment of the most talented workers, holding them in a firm, and finally motivating them so they would give their best at work. Completion of these procedures determines position of a firm on a salary market.

The most popular forms of earnings are divided in the following way:

- a) Temporal - the earnings depend on duration of work. A solid point of this way of rewarding, is providing an employee with a constant income, a weak point is a lack of a direct link with worker's productivity.

- b) Piece-work - the earnings depend on quantity and rewarding is proportional to the achieved results. The main factor here is a piece-work rate. This form of earning increases competitiveness of workers what additionally motivates them to higher efficiency.

- c) Task relation - connects both elements of temporal and piece-work forms.

- d) Commission - depends on payments related either to company's turn out or a profit, worked out by employees. That form of earning frequently occurs in trading where wages constitute a fixed percentage of a turn out.

Another form of rewarding are shares. Payments in this form occur in a joint-venture type of businesses where ownership is divided among all firm's members, and profit is directly related to a financial condition of a firm. There are two types of shares distinguished here (Czerwiński, 2001):

- a) shares in a firm's capital - a dividend is paid out according to a market share value,

- b) shares obtained in the results of firm's business activity.

Into non-financial forms of rewarding we also may include a cafeteria plan and benefit packets. The cafeteria plan gives an employee a choice of options offered by a firm. Benefit packet rewards an employee with a set of extra, non-exchangeable services.

3.2 Immaterial motivational

There are plenty ways of motivating employees. In order to do it efficiently, one has to identify workers needs. According to management specialists, setting aims is one of such motivating methods. That is why the superiors should encourage their employees to participate in setting goals vital in rendition tasks. One ought to remember that people want to contribute to tasks they perform and consider it also as a kind of fulfilling their needs.

A well designed plan developing human potential, gives an organization and its employees a lot of advantages, leads to increasing efficiency and creates a friendly climate, opened even to some overall changes. Rising standards, managerial efficiency and career planning are also much easier. Nowadays a function of managing employees is understood as creating an adequate number of well pre-planned targets of an organization. Thus, the plan of managing human resources must comprise selection, training, constant improvement, motivating and generous rewarding of employees (Strużycki, Difin, 2004).

Unfortunately, in times of crisis on the job market, the employers try to motivate their workers through a threat (Czermiński, 2001). Such workers receive a clear message that they must be grateful to their bosses for just being employed. That method, however, does not motivate workers in giving their best, on contrary - an intimidated person becomes even more frustrated and would rather seek for another job where he or she would be treated with respect. Counteracting such situation may be only possible through a long lasting initiation of a motivational program.

Non-financial motivation often includes elements of benefit packets: firm's flat, a car, mobiles, computers, vouchers, subscription cards or a holiday refunding. A very important motivational factor might be a carefully designed plan of employee training . Immaterial stimuli are effective only when they are tailored adequately to an employee needs and aspirations (Jasiński, 2001).

Exemplar of flaws and errors while motivating employees:

- motivating through fear,
- injustice,
- using the same motivational instruments,
- applying inadequate motivational instruments to needs and expectations,
- lack of comprehensive motivational approach,
- lack of rewarding for outstanding achievements,
- lack of alterations to a type of work and tasks,
- lack of tolerance for making mistakes,
- lack of communication with employees,
- lack of praise for good performance,
- lack of determined aims and tasks,
- disregarding ethical rules by superiors,
- lack of skills in using motivational tools,
- lack of will in excelling managerial skills,
- mobbing and seduction (Tracz, 2000, pp 119-121).

CHAPTER II. The profile of the transportation firm Adampol SA

1. General presentation of the company

Adampol SA appeared on the domestic and the international markets in 1990. The firm specializes in transportation cars, vans and semi-lorries across the territories of Poland, Europe and Asia. The firm's activity concerns the following countries: Germany, Russia, Ukraine, Belarus, France, Belgium, the Netherlands, Spain, Italy, Denmark, Finland, Serbia, Slovakia, Slovenia, Hungary, Romania, Lithuania, Latvia, Estonia and Austria. The Adampol's SA main clients are GM, Toyota, Volkswagen Group and many other renowned car manufacturers. The firm's activity includes also car servicing, reparation of semitrailers and lorries, and production of cartransporters. As early as in 1992 Adampol SA was already a known car-carrier both in Poland and abroad. Nowadays the firm is one of the biggest car shipping company in Poland, carrying over 25 thousand cars a yr. The headquarter is located in Zaścianki near Białystok in north-eastern Poland. The branches are situated in Gdańsk, Gliwice, Małaszewice and Tychy, and abroad in Salzgitter, Kaliningrad, Torino, Antwerp, London, Saragossa and Moscow. The company's fleet consists of several hundred cars; Mercedeses, Mans and Renaults equipped with Eurolohr trailers. Every few years the trucks fleet is completely replaced. The storage volume for cars is about 25 K. Annually the company ships over 500 thousand cars across Europe and beyond. In order to fulfil all contracts, the firm hires up to one thousand subcontractors. The quality inspection guarantees the high level of rendered services, including subcontractors, both in Poland and abroad, and they always turn up there where lorries are, wearing company's logo on their uniforms. The shipped cars, without an exception, are covered by complete insurance. In case of any damage of a car during transport, company's service representatives either remove or compensate a customer's loss as quickly as possible. In the quality control department the best specialists are employed, they are very well trained and each of them speaks a few languages in order to facilitate communication with their customers across Europe. Adampol SA is associated with the highest quality standards, confirmed by international norms like ISO 9001 : 2008.

The company's managers and directors of all departments are obliged to implement many innovations in order to be a step ahead of the competition. For instance, for quite a long time, the company's trucks have been equipped with GPS devices which allows constant tracking of their cartransporters.

Since 2007, Adampol SA has to its disposal and its clients, a very modern reloading terminal located in a duty-free zone at Małaszewicze / commune Terespol /. It has a storage volume for over 15 thousand cars. The location at this very sight is optimal for further development from logistical point of view. The map below shows location of the Małaszewicze terminal.

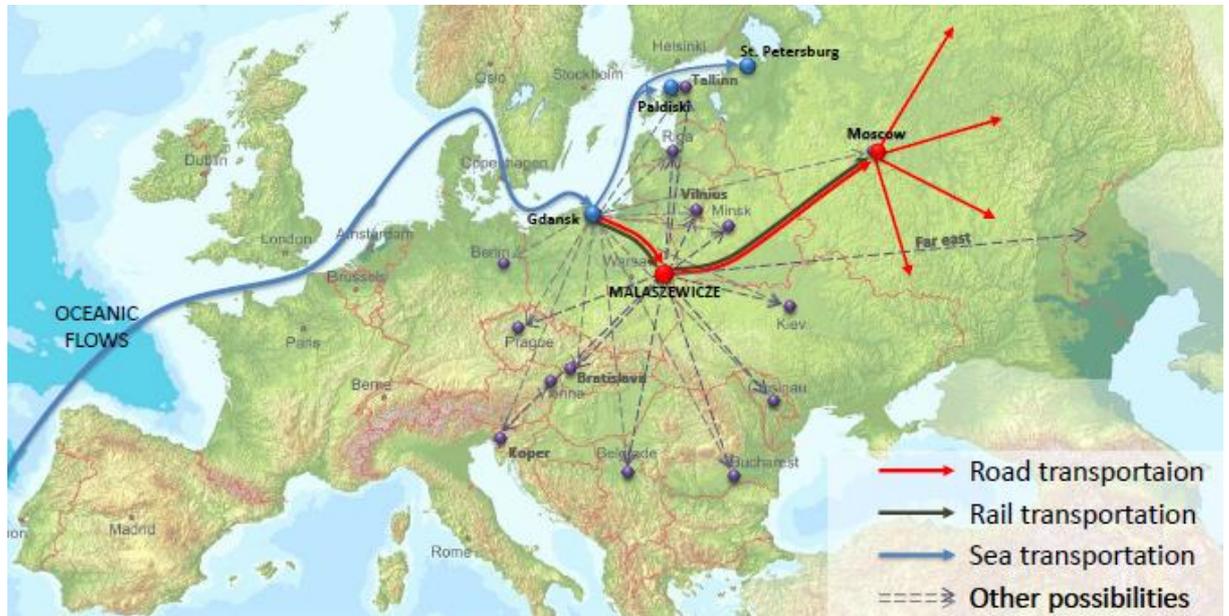


Fig. no 2 Location of Małaszewicze terminal.

Source: Firm's materials.

2. Strategic situation of the firm (SWOT)

SWOT analysis is used while researching the chances and threats concerning coming from inside the firm as well as its surrounding. The SWOT concept consists of the following elements (Stoner, 2001):

S (Strength) - strong points; all the " trumps" are at one hand, we have the advantage over others.

W (Weaknesses) - weak points, barriers, all the weaknesses, faults of the researched object.

O (Opportunities) - chances; all the chances for the positive alterations in the object.

T (Threats) - all the threats that may negatively influence the researched object.

Strong points:

1. Deep knowledge of the branch and consumers needs.
2. Adampol SA has been on the market for 25 years - the market is recognized very well and so are its customers needs. Instantaneous decision taking, makes the company proceed a few steps ahead of competition.
3. Modern cartransporters are the company's excellent showcase.
4. Good atmosphere among employees improves contacts with the customers.
5. Competitive service prices make it easier to fight for better position on the market.

Weak points:

1. High maintenance costs.
2. A big number of departments impedes internal communication.

Opportunities:

1. Development of the eastern markets. In the territory of the Russian Federation are being opened numerous car factories. The chances for Adampol SA lies in overtaking car transportation in 'opposite' direction - from east to west.
2. Positive changes in population incomes - after a few 'thin' years caused by the crisis, the incomes of the people in Europe are on the rise again, so is car sale as well as turn out of car transportation firms.
3. Increase in demand for purchase of new cars.
4. Expanding the firm's activity by finding a 'new niche' eg. transportation of containers and palettes in tarpaulins.

Threats:

1. World crisis: drop in car sale on the eastern markets.
2. High price of diesel fuel, despite the fall of crude oil price, the detail sale of diesel does not drop.
3. High maintenance costs of: car-transportes, exploitation, guarantees, and servicing repairs.
4. Tougher competition of domestic and foreign transportation firms.
5. Unfavourable government's policy. Lack of law regulations helping logistics and transportation companies.
6. Ever growing licences and maintenance costs.

Source: Own study

3. Company mission and strategic

The Adampol SA mission is to achieve complete satisfaction of its customers.

The firm wants to gain it by the following means:

- establishing good communication with the clients, studying their satisfaction, meeting their requirements, expectations, and wishes.
- guaranteeing professional and punctual execution of given tasks,
- taking up efficient actions for system improvement and quality management,
- permanent training and employees skill up building,
- analysis and learning from your own mistakes and effective usage of acquired experience.

CHAPTER III. Motivation system Adampol SA – own research

1. Analysis of the existing motivational system

The managers of different departments apply various motivational methods they allow for more efficient execution of orders and more efficient work of the employees. The superiors tend to repeat the methods which are successful, giving up the ones which clearly are not. The motivational system has a significant share in good functioning of divers firm's components.

Thus, we can assume that right motivating of the employees is one of the major factors influencing successful performers of a whole company. The satisfied, self-assured and well motivated employee. The employers have to be able to correctly divide their workers into two groups; those of high intrinsic motivation, and those who are motivated externally. The people who desire to develop their self-actualization at work, must not be disturbed whatsoever, on contrary they should be encouraged to on doing so. On the other hand, those who need external stimulants, should be provided with ones as early as possible. Undoubtedly, well selected motivational instruments may turn out to be a key of a firm's success.

In this chapter farther on, there are presented results of the survey studies concerning the current motivational system and employees expectations referring to improvements in Adampol SA. Comparison of these two researched components leads to drawing out conclusions on what the respondents expect, what can be improved and what elements should be discarded.

2. The profile of the research population and samples

The surveyed group consisted of Adampol SA employees who were divided into two subgroups: office worker and drivers. The percentage structure of the involved people is presented in the chart no 1.

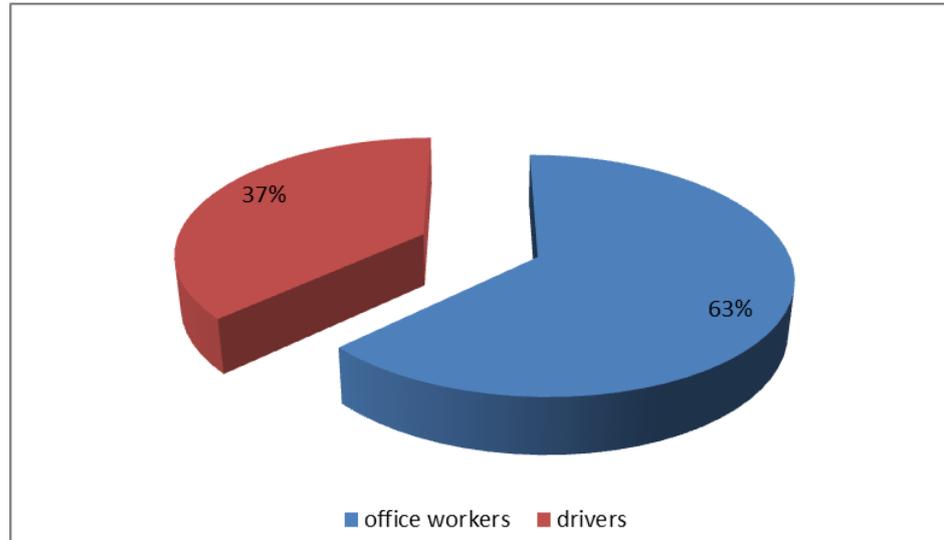


Chart 1. The structure of the surveyed sample.

Source: the own study on the bases of the survey.

38 people participated in the survey. 23 of them were men, while only 15 were women. The age range was between 20 - 50 yrs old. The age structure presents chart no 2.

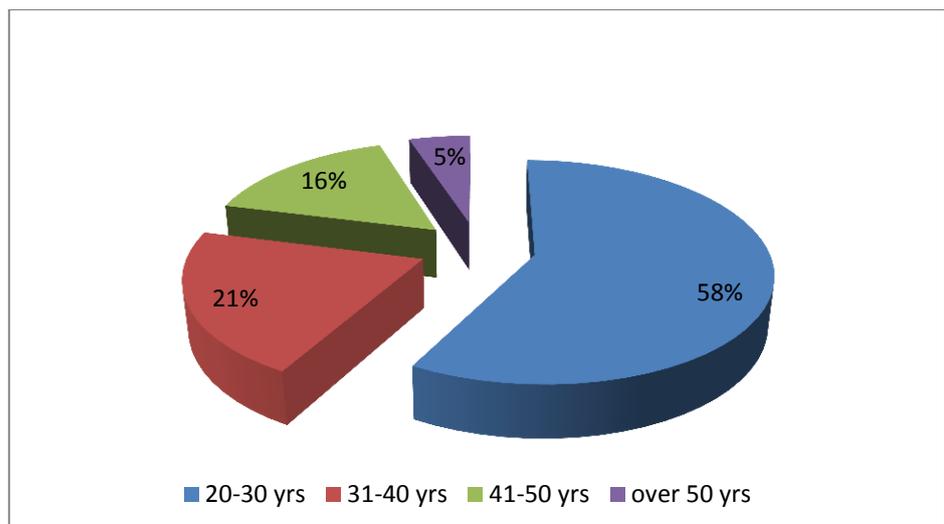


Chart 2. The age structure of the surveyed group.

Source: The own materials.

Among the respondents participating in the survey, the ones who were employed the shortest period, did not accomplish 1 year. The questionnaire was filled out by 1 person whose seniority exceeded 10 years. 47% were employees from the group 1-3 years, 34% were from the 3-10 years group. That situation may be a proof of expanding the firm with a constant inflow of new candidates. On the other hand, the majority stay on in the firm for many years.

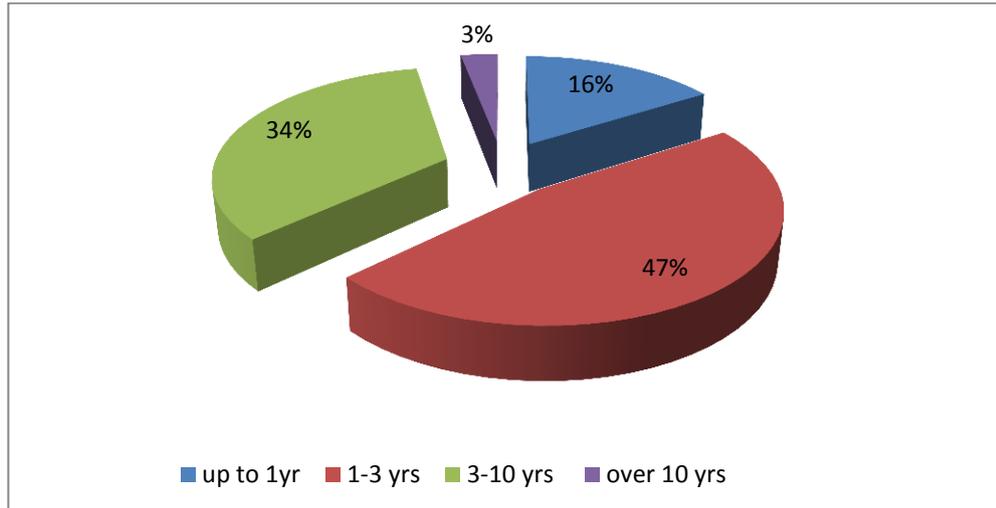


Chart 3. Period of employment of the researched personnel in Adampol SA.
Source: The own materials.

58% of the respondents held a university title, 88% of them worked at office. 21% had only vocational education, and the secondary 21% of remaining ones - chart no 5.

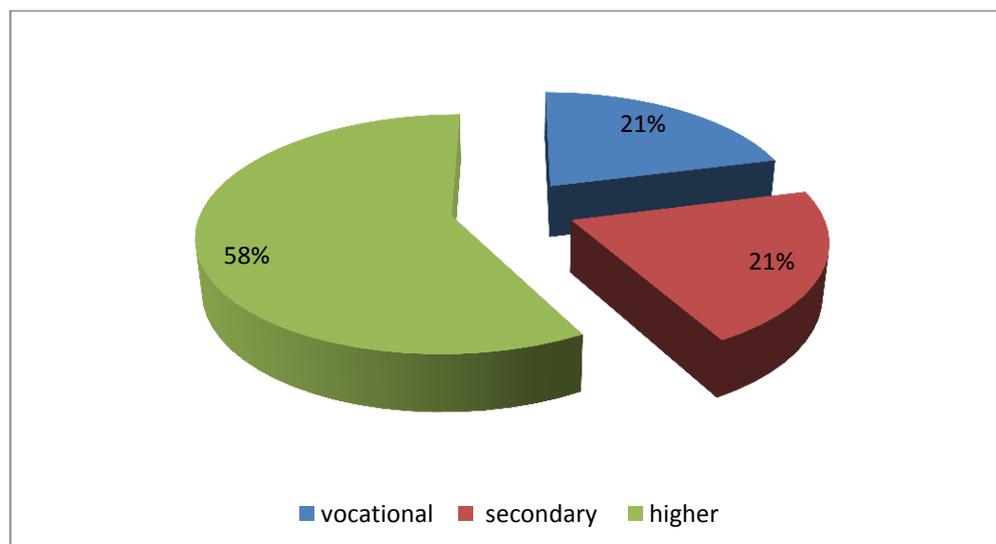


Chart 4. Distribution of the level of education of the researched group.
Source: The own materials.

3. Researches on the satisfaction level from the current motivational system in the firm and expectations for its improvement

In the research a questionnaire composed of 20 questions was used. The first 10 questions referred to workers' expectations for correctly functioning motivational system, further 10 questions concerned the current motivational encouragements in the firm. Below there is an analysis of the results; the questions concerned the same situation from the point of view of expectations vs reality.

Survey question no 1: It is important that the employees were motivated to work by its superiors.

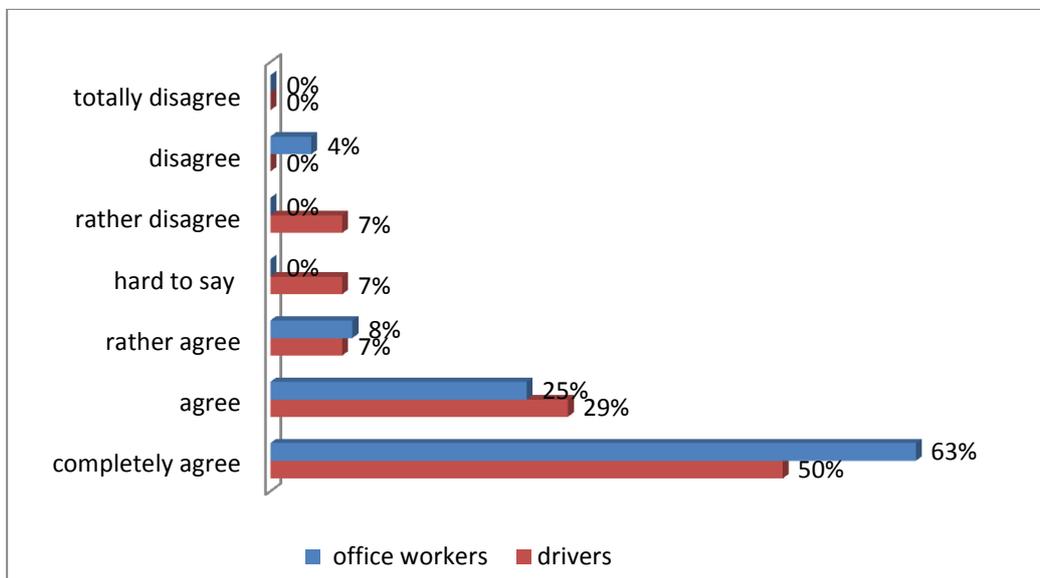


Chart 5. Employees motivation.

Source: the own study on the bases of the researches.

The survey clearly shows that majority of the drivers and office workers approve the fact that motivation at work is very important. None of the respondents choose "completely disagree" option. The average answer for both groups was "I agree".

Survey question no 6: There is an efficient employee motivational system in my firm.

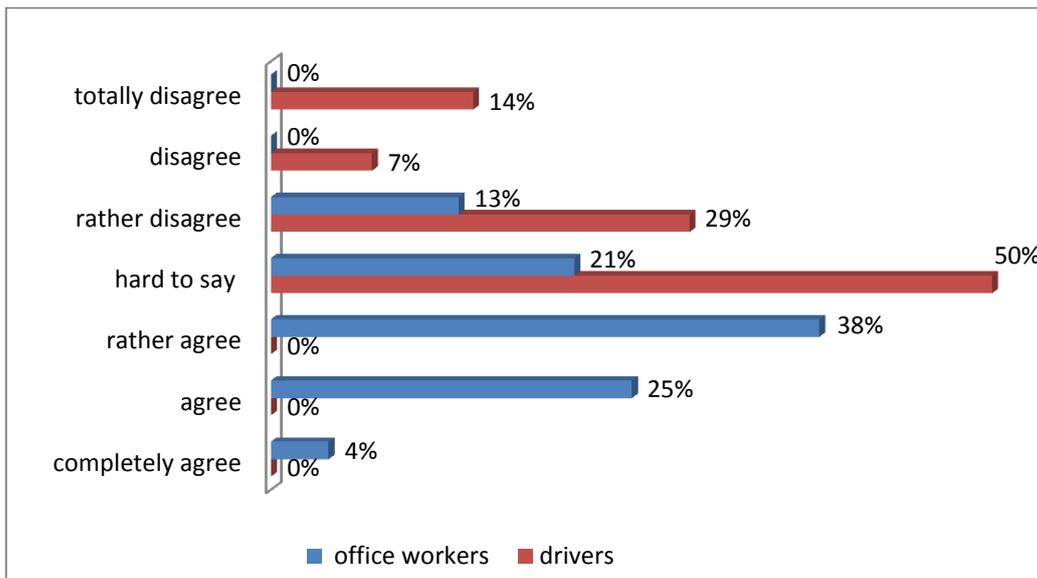


Chart 6. Employees opinion on motivational system in Adampol SA.

Source: The own study on the survey bases.

Majority of the drivers marked "rather disagree" option whether there is an efficient MS/motivational system/ in their firm. On the other hand, the office workers contradicted the drivers, answering positively to this question. It follows from it that either the drivers do not possess full knowledge on MS in the firm or the current MS is not quite legible for them.

Setting together questions 6 and 1, it is obvious that MS in the firm are not clear to all employees, and it should be presented in a more precise way.

Survey question no 2: It is important to me to excel my job qualifications.

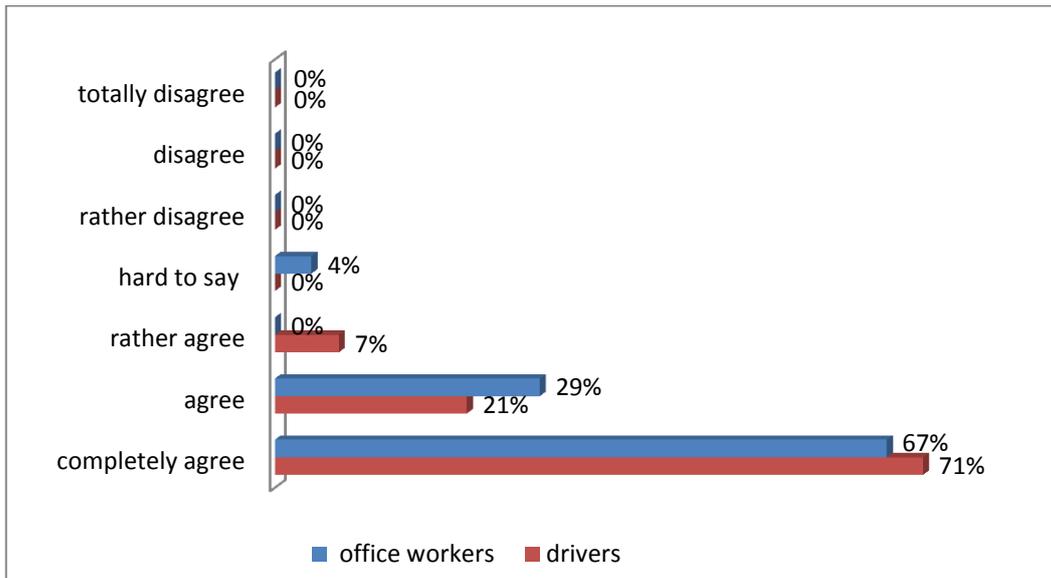


Chart 7. Importance of raising qualifications for the employees.

Source: The own survey study.

Overwhelming majority of the employees approve raising their qualifications. The answer "completely agree " was chosen by a marginally higher number of the drivers than the office workers: 71%- 67% . The option "agree" was marked by 29% of office workers versus 21% of the drivers.

Survey question no 7: My firm makes possible I raise my qualifications.

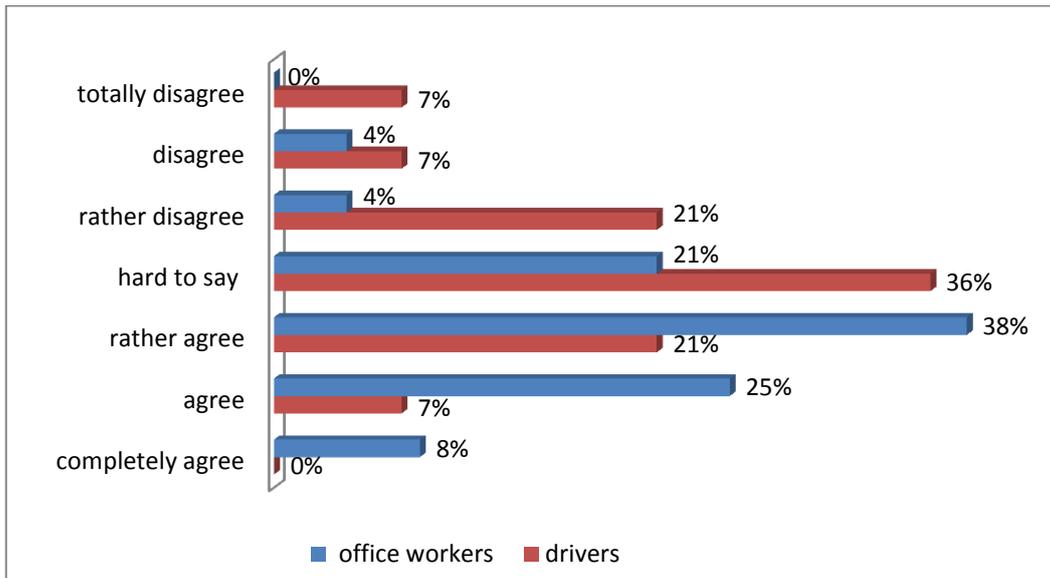


Chart 8. Employees opinion on raising job qualifications in Adampol SA.

Source: The own survey studies.

Majority of the office workers answered "rather agree" (38%), and "completely agree" (25%). On the other hand, the drivers marked "hard to say"(38%), "rather agree" (25%), and "rather disagree" (25%).

Summing up, it is important for the both groups to raise qualifications. The office workers, in higher degree than the drivers, believe that Adampol SA enables them to raise their job skills. As far as the drivers are concerned, they should undergo job training more frequently.

Survey question no 3: It is important to me to receive responsible tasks.

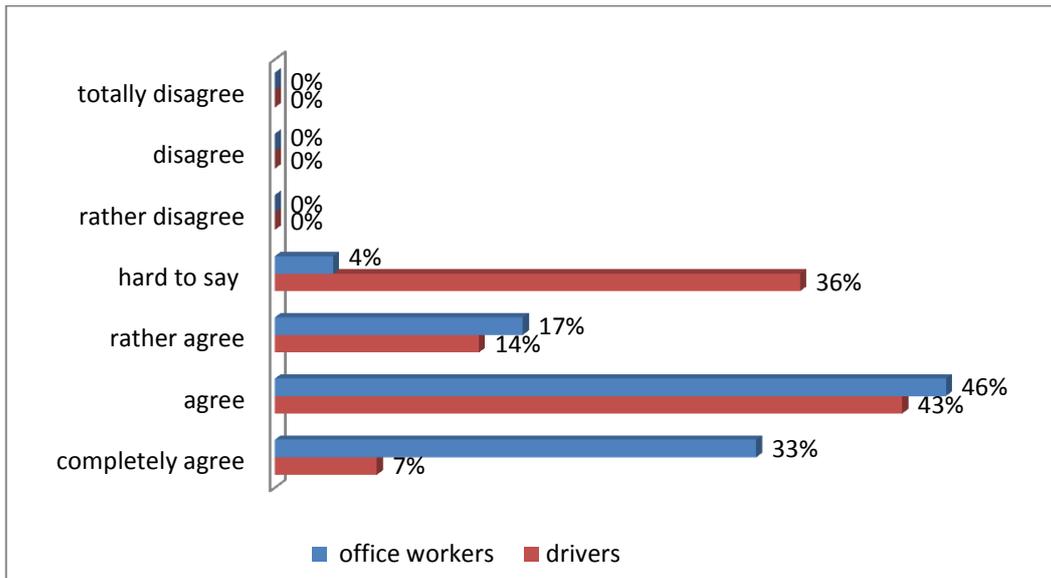


Chart 9. Employees opinion on receiving responsible tasks.

Source: The own survey studies.

Majority of the employees agree that they receive responsible tasks : - 46% office workers, 43% drivers. A significant number of employees chose - " hard to say ", what may mean that they are not sure of their needs. Comparing the answers of the respondents from the both groups, it is clear that receiving 'serious' tasks is more important for the office workers.

Survey question no 8: I often receive responsible tasks from my boss.

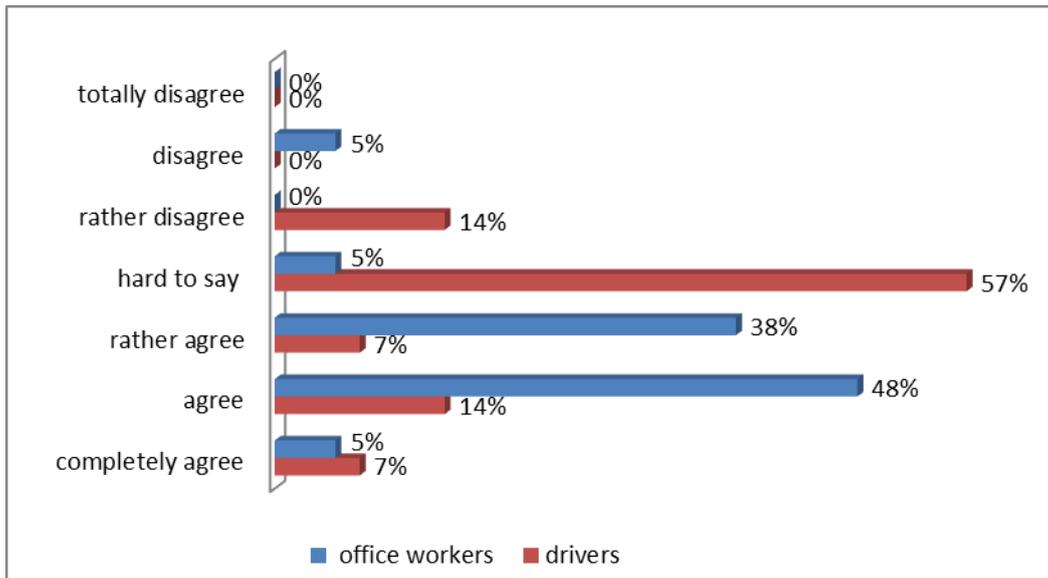


Chart 10. I often receive responsible tasks.

Source: The own studies.

The answers once again show that there is a large rift between the drivers and the office workers. The overwhelming majority of office workers think that they receive responsible tasks (48%) while the drivers chose "hard to say" option (57%).

Comparing questions 3 and 8, one can say that expectations of the office workers are in most cases met. In case of the drivers, there is a visible gap between expectations and reality. The superiors of the drivers ought to analyse the survey more closely in order to draw the right conclusions. It is vital the drivers were more frequently informed about receiving special tasks, and be praised upon every satisfying completion of each of them.

Survey question no 4: Good relations with my colleagues are important to me.

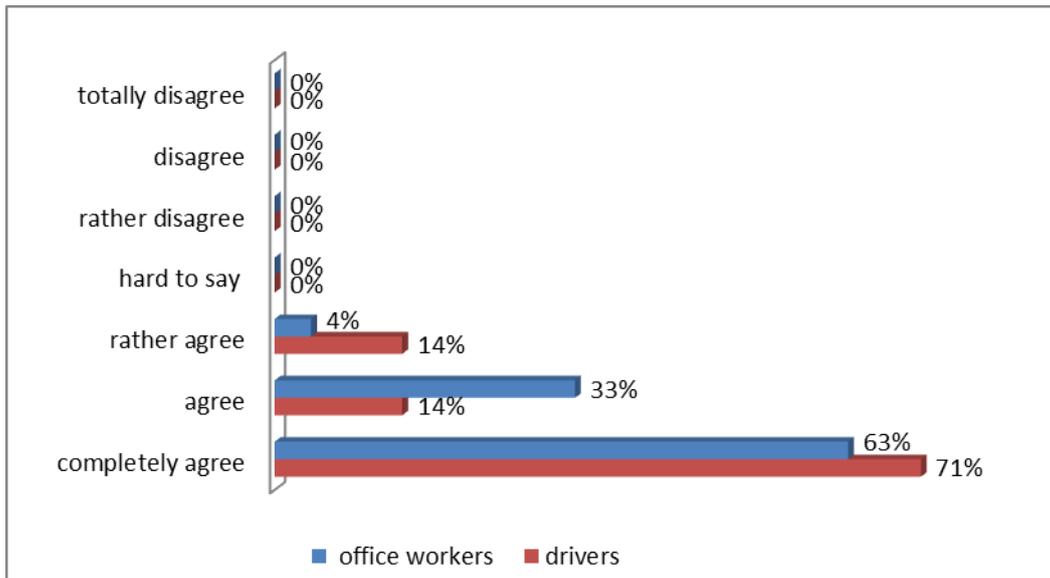


Chart 11. Employees opinion on importance of relations with other fellow workers.

Source: The own studies.

All the employees agree that relations with the fellow workers are important to them. The option "I completely agree" was chosen by 71% of the drivers and 63% of the office workers. So many decidedly positive answers show how important interpersonal relations are in Adampol SA.

Survey question no 9: My relations with fellow workers are good.

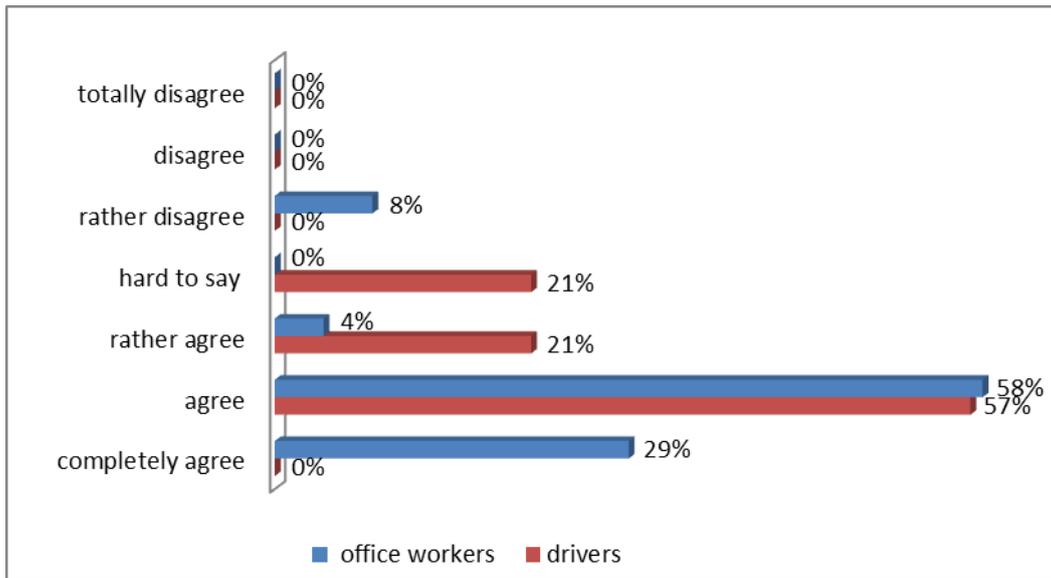


Chart 12. Employees opinion on relations with other fellow workers.

Source: The own study.

58% of the drivers and 57% of the office workers agree that they have good relations with employees in their firm. The results show the atmosphere at work is friendly, the organizational culture is in a form of mutual help rather than elimination. The employees are well integrated with each other.

Generally the respondents agree with the theses comprised in questions 4 and 9. It is worthwhile noticing that option "good relations" should be, was chosen, and not that they are, thus, there is some room for further improvement.

Survey question no 5: It is important for me to receive approbation from my boss.

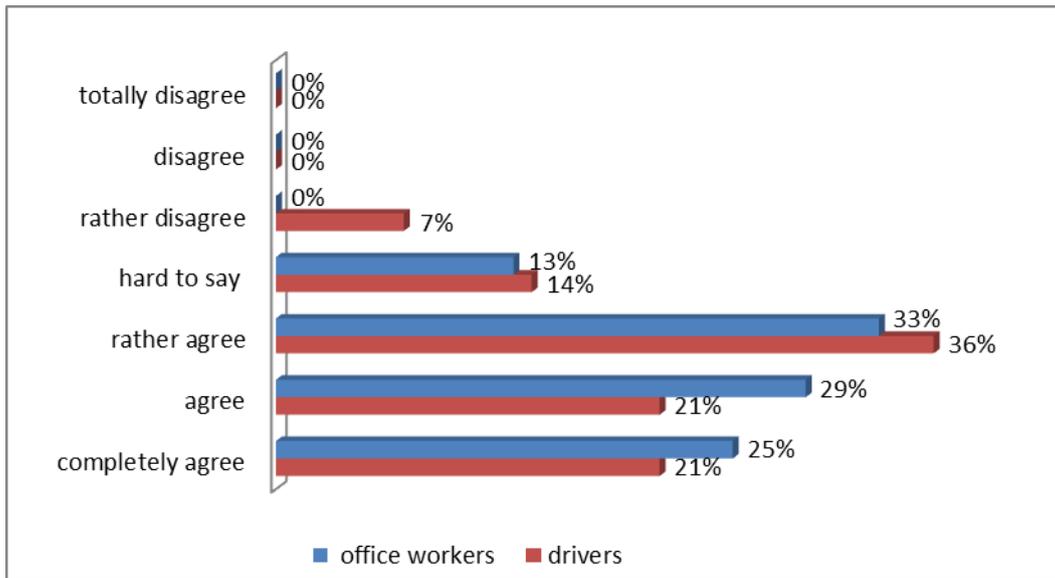


Chart 13. Employees opinion on importance of received praise from superiors.

Source: The own study.

The study shows that majority think that receiving praise from a boss is rather important. Only 13% of the office workers and 14% of the drivers chose "hard to say" option, however, it can be assumed that the question is equally vital for both groups.

Survey question no 10: I receive approbation from my superior.

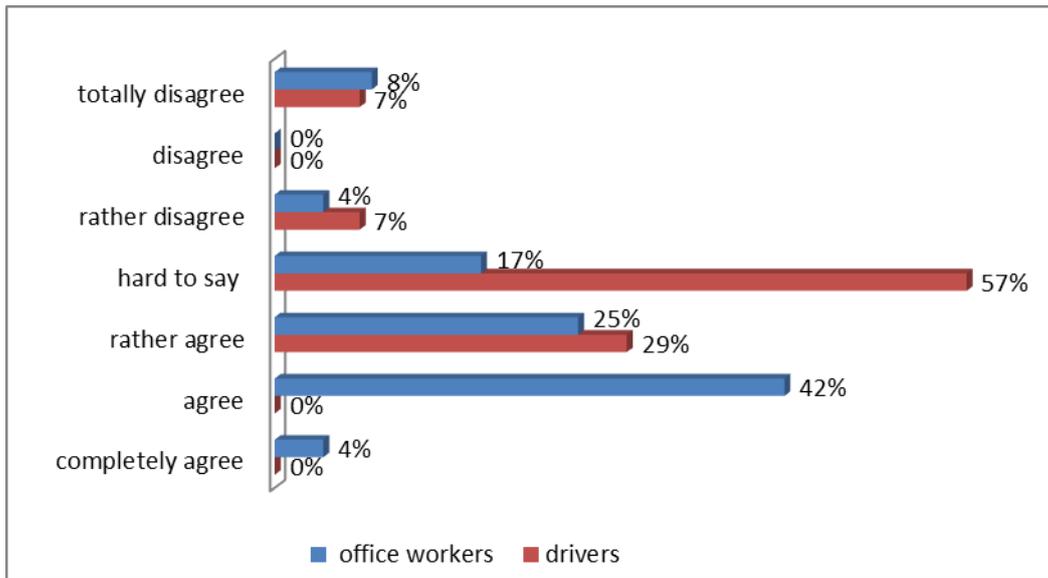


Chart 14. Employees opinion on receiving praising from superiors.

Source: The own study.

Respondents answers differ much in these two groups. 57% of the drivers marked "hard to say" option, while 42% of the office workers went for "I agree" answer. Only a marginal number of the drivers and office workers "totally disagreed" with the question.

Comparing questions 5 and 10, it is clear the most of the employees want to be praised by their boss. Expectations of the majority of the office workers are met, and not so in case of the drivers who are convinced that they do not get any praising at all. The drivers would like to see some changes in this element of motivational system. The job well done must be evaluated and praised right away, and more frequent approbation of the drivers should be a solution.

Survey question no 6: Possibility of obtaining a financial bonus is important for me.

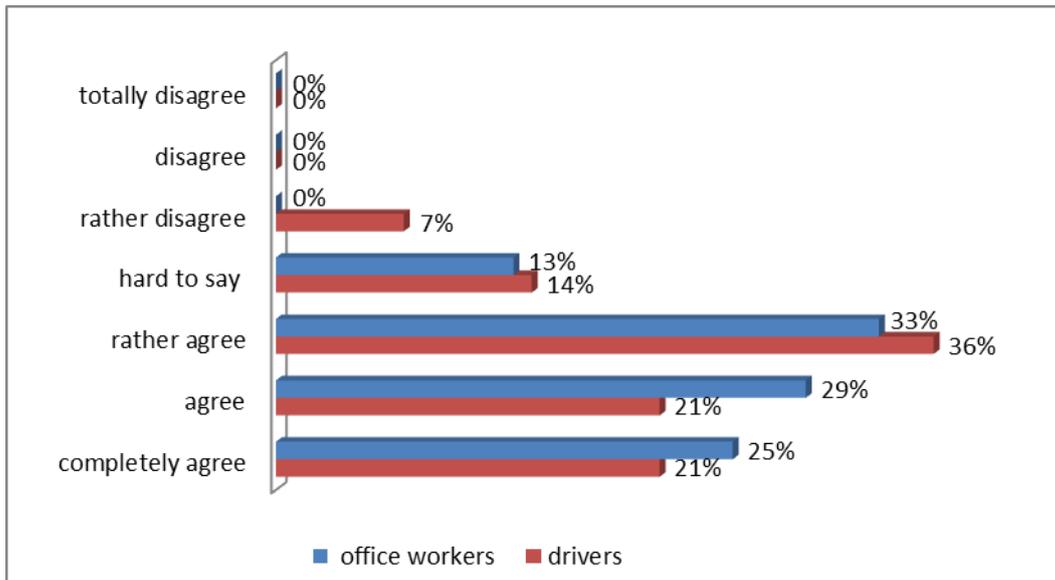


Chart 15. Employees opinion on obtaining a financial bonus.

Source: The own study.

Majority of the employees approves possibility of receiving a financial bonus (36%) of drivers and 33% of office workers chose "rather agree" option, "completely agree" answer was equally often chosen . Only a small percentage (7%) was "I disagree", and 14% and 13% of drivers and office workers respectively answered "hard to say".

Survey question no 11: I obtain financial bonuses.

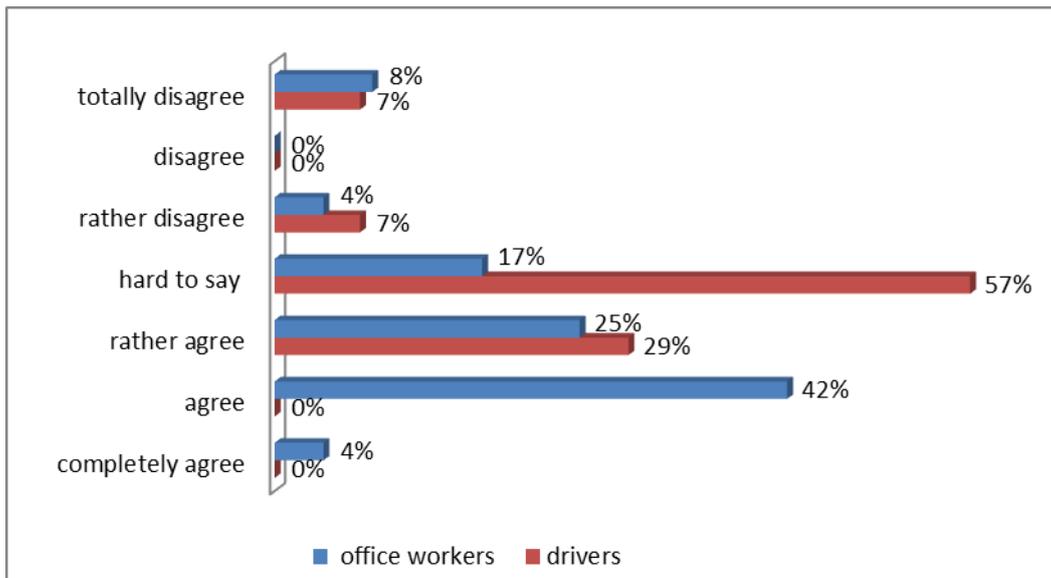


Chart 16. Employees' opinion whether they receive financial bonuses.

Source: the own study.

42% of the office workers marked "I agree" option and 57% of the drivers chose "hard to say" answer. 29% of the drivers rather agree with this thesis.

Summing up the answers to questions 6 and 11, one can conclude that both the office workers and the drivers desire to receive financial bonuses - needless to say, it is an important motivational factor to them. However, as far as 60% of the drivers do not decidedly know, if they obtain financial bonuses or not. Perhaps they do not realize that bonuses are a component element of their salaries and they should be informed about it. A well working motivational system must be fully understandable for all employees.

4. Ideas for future developments

Having analysed the results of the conducted researches, it has been clearly established that the office workers are much better motivated to work than the drivers. The latter ones are more often unaware of motivational systems applied to them. Thanks to the comparison studies, the discord between employees' expectations and reality, became much clearer.

Both the drivers and the office workers agree that motivation at work is very important, however, the motivational system in the firm is not always understandable for everyone. Perhaps, it should be analysed additionally if more precisely presented motivational

system, would not be more advantageous for the company, rather than leaving the current one in unchanged form.

For both groups upgrading their qualifications is equally important. However, the office workers are more often convinced, that the firm facilitates them acquisition of skills. The drivers answers, on the other hand, are an important signal that they do not believe, the firm cares about the professional developments as much as they would desire to. Perhaps more frequent trainings might be an answer. The solution should be a policy of better information on available courses, even though, it would be known, they would not participate in them because of their work. Still, knowing that the firm organizes trainings for them, would be a very positive step forward.

It can be said that the employees expectations about participating in responsible tasks are generally met, in case of the drivers, the gap between their expectations and reality is still considerable. The staff responsible for their work should inform them more often about 'special' tasks they get. Last but not least, they must be praised for job well done, too. The interpersonal relations in the firm are on a good level, however, there is still some room for improvement.

From the respondents answers one can clearly see that they are often waiting for a good word from their superiors, though the office workers believe that in the regard to them, almost everything is all right, not so with the drivers who too often feel undervalued. Some steps must be taking up, because frequent praising, even for small achievements, are a really strong motivator.

All the employees want to receive financial bonuses. Awkwardly enough, majority of the drivers do not even realize that they receive ones. This may show that the rewarding system in the firm is not clear for everyone. The managing staff should discuss the matter with their subordinates; better understanding on the employees part makes their work more efficient and more satisfactory.

It is more than certain that the current motivational system in the firm requires some improvements. The superiors should undergo a training for better managing the human resources, especially in regard to the drivers who feel, if not neglected then , to some point, undervalued. Another question is the scope of such training but it seems obvious, that a satisfied employee, representing the firm across Europe, is the very good advertisement of the firm itself.

Conclusion

The effective motivational system constitutes a sound foundation of every efficiently working firm. Through stimulation of the positive motivation as well as encouragement in harder and better job, a firm achieves its aims, and at the same time, the employees are satisfied .

Certainly, motivating employees is a very complex process as each person is different and so is his/her approach to work. People aspire to various aims in life and at work, it is up to managers to get acquainted with them, support them and use them for the benefit of the firm and the people.

Adampol SA is a company that employs a large number of people, and a motivational system is on a quite high level. It does not mean it is flawless, especially in case of motivating the drivers, there is still some work to be done. Adampol SA keeps introducing innovative ideas in order to improve functioning of the firm, including motivational area.

In spite of the big size of the firm, the employees are well integrated within it which is not so obvious in case of other such companies, and they feel very well in it, what undoubtedly has a positive influence on their motivation at work.

The aim of this research paper was to make an analysis of the current motivational system in a transportation firm and make an offer to introduce a few improvements.

Summing up, it can be said that constant improvement of the motivational system is needful in righteous progress of the firm. To accomplish this, every opinion of each of employees must be taken into consideration. Thanks to this and a little financial outlay, the firm will gain a considerable advantage over its competition.

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Word of honour statement

I declare that I have written the thesis with the title

Analysis and evaluation of the motivational system on the example of Adampol SA

on my own. Information from other sources or ideas from other persons are marked.



Signature of writer