

HOW TO MOTIVATE SME EMPLOYEES TO HIGHER WORK EFFORT

Kmecová I.*

Abstract: The paper focuses on the identification of applied non-financial motivation tools and the motivation of SME employees in terms of their work effort and productivity. The research sample consisted of 223 respondents from small and medium-sized enterprises in the Czech Republic. The results of the research showed that non-financial motivation tools are required by SME employees with higher intensity than in previous year; however, the management of the enterprises are not well-aware of this fact. Our results indicate that if small and medium-sized enterprises realized the importance of non-financial motivational factors and provided their employees with them, the employees would appreciate a greater variety of forms of remuneration, which would be positively reflected in their productivity and thus the overall performance of a specific enterprise.

Key words: employee motivation, motivation tools, work effort, work performance, SME.

DOI: 10.17512/pjms.2021.24.2.12

Article history:

Received October 02, 2021; *Revised* November 19, 2021; *Accepted* November 29, 2021

Introduction

Managers often complain that employees are not sufficiently motivated (Urban, 2018). However, it is not often their fault. Effective work motivation is based on three equally important prerequisites, namely the relationship between performance and evaluation, the result of the evaluation and remuneration, the form of remuneration the employees receive, and what form of remuneration is motivating for them. The performance of most employees can be improved by proper motivation, thus make the enterprise more prosperous. Underestimating the importance and necessity of motivation or not understanding its tools result in decrease in productivity. Employee productivity (Lorincová et al., 2019) is influenced by employee motivation; it is a complex and intensive process of creating a working environment and atmosphere that helps satisfy the aspirations, needs, and interests of employees, and stimulate their activity in the desired way. Managers are thus expected to motivate the employees. Proper and balanced use of motivation tools is one of the most complex tasks of managers; however, the situation is different in many organizations. Employee motivation as well as their dissatisfaction or demotivation is often influenced and connected with the actions of immediate superiors. Crnila et al. (2015) examined the factors of motivation in connection with

*Iveta Kmecová, PhD. Ing., Institute of Technology and Business in České Budějovice, Department of Human Resource Management.

✉ corresponding author: kmecova@mail.vstecb.cz;

the work effort of 72 family and non-family employees from 22 small and medium-sized enterprises in the Varazdin district. Based on the results, it can be stated that the existing non-financial tools in the enterprises under review are less appreciated by the employees. The study of Ližbetinová et al. (2016) points out that the family environment within the organization is also important from the point of view of employees, but companies often underestimate this factor. The issue of motivation and non-financial motivational factors is a social problem in many enterprises. Employee motivation (Hitka et al., 2019) has a significant impact on employee performance and is a prerequisite for effective development of human resources potential. This issue should thus be paid greater attention to. The paper is based on the analysis of relevant literature concerning non-financial motivation tools that work well in enterprises and contribute to employee satisfaction as well as higher work motivation. However, the focus is also on the identification of non-financial motivation tools that do not work well, decreasing work effort and contributing to employee demotivation. The research is based on scientific papers indexed in the WoS and Scopus databases. Research questions, specific hypotheses, and statistical analyses in MS Excel and R-Commander provided findings based on which the formulated hypotheses were confirmed or rejected. The originality of the paper consists in the fact that the formulated hypotheses are based on foreign studies, which provided an overview of the motivation factors that work well and that do not work at all according to the authors of the aforementioned studies. This was an impulse for researching motivation factors in SMEs in the Czech Republic.

Literature review

The quality aspect of motivation is particularly important for knowledge-based work, which is cognitively demanding and where productivity is a function of quality rather than quantity (Stenius et al., 2016). Employees can be motivated to achieve better results by a large number of incentives. Ashkanani (2014) claims that age and years of work experience are active motivators for employee performance. Employee work motivation is expected to increase until it reaches its peak and then decreases sharply before retirement. Štefko et al. (2017) suggest that the recognition from the superior has a significant effect on work motivation. Forsten-Astikainen et al. (2019) identified the differences in work motivation across generations. Burton (2012) adds that sufficient financial resources available to encourage motivation are not always available; it is thus necessary to motivate employees using other factors. Most authors distinguish between intrinsic and extrinsic work motivation. Becchetti et al. (2013) mention that employees with intrinsic motivation are willing to receive lower salaries and “donate” work e.g. in the form of unpaid overtime. Vlacsekova and Mura (2017) proved that work motivation is very specific and individual. Cowley and Smith (2014) found that employees in the public sector show higher values of intrinsic motivation, while employees in the private sector prefer extrinsic factors of motivation. Work motivation of employees in enterprises can be influenced by many factors and elements, e.g. atmosphere at the workplace, complemented by

appropriate work equipment, or the form of ownership (private or public enterprise) (Ertas, 2020). Li and Gu (2008) examined the differences in factors of motivation of knowledge workers in the USA and China. According to the research results, the factors of motivation of Chinese workers are more complex and random. Baule and Soost (2016) identified three key factors for successful operation of SMEs, namely social environment, non-financial benefits, and intrinsic motivation. Belas et al. (2020) state that company management should regularly evaluate the performance of their employees and motivate them to innovations in work processes. Asad and Dainty (2005) confirm that employees in management are motivated rather by internal remuneration unlike employees in lower job positions, who prefer external remuneration. Panait and Panait (2018) complement this statement claiming that the main cause of employee dissatisfaction is poor management from the higher spheres of personnel organization. They emphasize the importance of finding a new combination of intrinsic and extrinsic motivational factors. Moon et al. (2019) claim that the intrinsic work motivation of employees in the tertiary sector positively affects their creativity, while extrinsic work motivation affects creativity rather negatively. According to Malinowska et al. (2019), the autonomy and social support of employees are connected with their work effort and have an impact on their intrinsic work motivation. Sandhu et al. (2017) confirmed that state aid affects the performance of enterprises. Delfgaauw and Dur (2007) found that a high salary helps to fill a job position quickly but the hired workforce may not be quality in the long run. According to Hitka et al. (2019), it should be possible to create a uniform motivational programme for a specific enterprise. Gavurova et al. (2020) point to the factors influencing the creation of strategic and development plans to improve the business environment. Borowski (2014) identified financial and non-financial motivation tools. Financial motivation tools included mainly the basic salary and financial bonuses. Yousaf (2014) found that e.g. the third-world countries such as Pakistan emphasize the financial motivation of employees, while employees in developed countries prefer non-financial incentives. Chen and Wang (2015) identify seven main motivation tools in the case of seasonal workers in the Arctic, which included e.g. professional development or a fair salary. Fen and Xia (2013) believe that knowledge workers are highly motivated mainly by the possibility of career growth. This is also confirmed by Stenius et al. (2016). According to Smesno and Diamantinis (2016), non-financial tools are very important and often preferred to non-financial ones. Millar et al. (2017) found that the motivation of healthcare workers in China is influenced by both financial incentives and career growth. Bustasar et al. (2018) argue that sharing knowledge has a positive impact on corporate performance. Virglerova (2020) states that one of the prerequisites for a favourable business environment is also a stable legislative environment. Bai (2017) claims that the main incentives in high-tech enterprises include motivation by salary, success, work environment, and the possibility of professional growth. Koneru (2019) found that good relationships at the workplace may be a strong incentive, which may help to achieve better performance of the entire organization. Li and

Zhang (2008) dealt with the issue of motivation in construction companies through the application of Maslow's hierarchy of needs in practice, which turned out to be a beneficial solution. At the same time, the attractiveness of the employer influences the intention of employees to stay or leave for another organization (Rozsa et al., 2019). Employee motivation is indirectly related to business success. Stehel et al. (2019) point to the possibility of using artificial intelligence tools as a useful tool for business analysis and forecasting. It is also appropriate to use the EVA indicator to evaluate the development of various sectors of the economy (Stehel and Vochozka, 2016). The ecological aspects of various types of business are also important (Maroušek et al., 2020). Lorincová et al. (2018) demonstrated the existence of significant differences in perceiving work motivation in various job positions within the enterprise, which was confirmed by Crnila et al. (2015). Fiaz et al. (2017) analysed the main leadership styles and their impact on employee motivation. The results of their research show that authoritarian leadership is predominant and has a negative impact on employee motivation; therefore, democratic and laissez-faire leadership is more recommendable. Wulandari and Rahmi (2018) found that work motivation and employee performance are strongly influenced by competencies. Azmi et al. (2014) deal with the motivation of Muslim female entrepreneurs. Their research confirmed that the majority of them are motivated by the support from their husbands and families. Johar et al. (2019) suggest that appropriate training can enhance the interest in professional growth and can be used to increase the loyalty of employees. The combination of motivation and appropriate training was addressed by Lukasik (2017), who confirmed the statement mentioned above. Kamasheva et al. (2015) dealt with training from a different perspective, using suitable games that would be used as a form of easier induction training and integration into the working team. It was found that games have an amazing ability to keep people's attention and help them get to know each other. According to Lee (2019); Hajrullina, Konev, Cherepanova and Bogdanova (2020), workers who consider their evaluation from the side of superiors to be fair are much more motivated. Feedback from the superiors is very important for subordinate employees. Sheikh et al. (2019) point to the fact that negative factors such as stress, work overload, or poor communication at the workplace may have a very negative impact on employee performance and motivation. Rani and Desiana (2019) suggest that the right work-life balance has also a strong influence on employee motivation. However, Manor and Desiana (2018) disagree, claiming that work-life balance does not affect the performance of SMEs. Fujimoto and Nakata (2007) examined possible differences in understanding human resources management by workers in enterprises over time. The resulting data show that although in 1994, most workers preferred financial motivation tools, in 2005, workers tended to prefer non-financial motivational factors.

In general, it can be argued that there is a big difference between influencing employees and work motivation. It results from the above that non-financial motivation tools will gradually play a more important role than financial motivation.

Each organization is individual and so is its hierarchy, which applies mainly to its employees, who represent different age groups and have different views. Therefore, it is not easy to determine motivation tools to be applied in all enterprises. Nevertheless, based on the analysis above, the most effective tools can be identified. Non-financial motivation tools mentioned by other authors include professional growth, the possibility to gain new experience, direct contact with superiors and recognition from them, the atmosphere in the working team, working environment and equipment, good relationships at the workplace. However, the authors also mention negative factors that may affect work performance and motivation, such as improper leadership style (e.g. dominating authoritarian leadership), stress, work overload, or poor communication at the workplace. This paper focuses on the analysis of the relationship between a type of enterprise and used non-financial motivation tools. Based on the above-mentioned scientific results and conclusions, the following hypotheses are formulated:

H1a: Male workers less often consider non-financial motivational factors to be more effective.

H1b: Female workers consider non-financial motivational factors to be significantly more effective compared to male workers.

H2a: Employee training financed by enterprise motivates employees to better performance.

H2b: Company training and education are more required by employees in higher job positions.

H3: The demand for non-financial motivation increases with the age of employees.

H4: Employees in higher job positions consider non-financial motivational factors to be effective more than employees in lower job positions do.

H5: Over time, employees in enterprises gradually start to prefer non-financial motivational factors to financial ones.

Aim, Methodology And Data

The objective of the paper is to identify non-financial motivation tools of SMEs and to analyse the motivation of SME employees in relation to their work effort and commitment. To achieve the objective set, the following research questions have been formulated:

RQ1: Do SME employees consider non-financial tools and financial tools to be equally important?

RQ2: Does encourage corporate education and training as an instrument of their development?

RQ3: Is there a regular update of the applied tools of non-financial employee motivation in SMEs?

RQ4: Do SME employees consider non-financial motivation tools to be really motivating?

The submitted paper aims to confirm or reject the hypotheses formulated above using statistical tools.

Data collection methods

Based on the formulated hypotheses, a specific questionnaire containing 16 closed and rating questions was prepared and distributed to respondents. The questionnaire survey was conducted in January 2021; the data was collected by the Division of External Relations of the Institute of Technology and Business in Ceske Budejovice.

Table 1. Structure of research sample

Respondents by gender	Absolute frequency	Relative frequency
Male	78	35%
Female	145	65%
In total	223	100 %
Age group		
Respondents by age	Absolute frequency	Relative frequency
Male (under 30)	39	17.49%
Male (over 30)	39	17.49%
Female (under 30)	69	30.92%
Female (over 30)	76	34.10%
Job position		100 %
Job position	Absolute frequency	Relative frequency
Management/Leader	105	47.08%
Operative	118	52.92%
In total	223	100 %

Source: Own

The research sample included 223 respondents (shows Table 1).

Data evaluation method

There were addressed enterprises and their employees in required positions and structure. A part of responses (about 25 %) was obtained through personal interviews with an interviewer (one of our colleagues); the 75 % through an online questionnaire in Google workspace (which was preceded by a personal request of the interviewer).

Statistical evaluation of results

Tables of percentage frequency distribution and their graphs, contingency tables and their graphs, numerical and conditional numerical characteristics, box diagrams, asymptotic one-sample and two-sample tests on ratios and averages. The calculations will be carried out using Excel and the R programme.

Results

This chapter provides the results of the individual hypotheses.

H1a: Male workers less often consider non-financial motivational factors to be more effective.

Overall, non-financial factors are preferred by 25 % of the respondents. Male employees consider non-financial motivational factors to be effective more often

(31.65 %) than female employees (21.38 %). The H1a hypothesis is not valid in the sample, i.e. it cannot be valid generally in the whole population. In the sample, the alternative hypothesis (H1b) was confirmed. Its validity for the whole population can be verified by means of an asymptotic two-sample test at the level of population. Let the population proportions of men and women that prefer non-financial factors be designated π_m and π_z . We test statistical hypothesis $H_0: \pi_m = \pi_z$ against right-tailed alternative hypothesis $H_1: \pi_m > \pi_z$. Test statistics $u = 1.70$ a $p\text{-value} = 0.045$. At the significance level of 5 %, the null hypothesis is rejected and the alternative hypothesis is confirmed. This means that the alternative hypothesis is valid significantly for the whole population.

H1b: Female workers consider non-financial motivational factors to be significantly more effective compared to male workers.

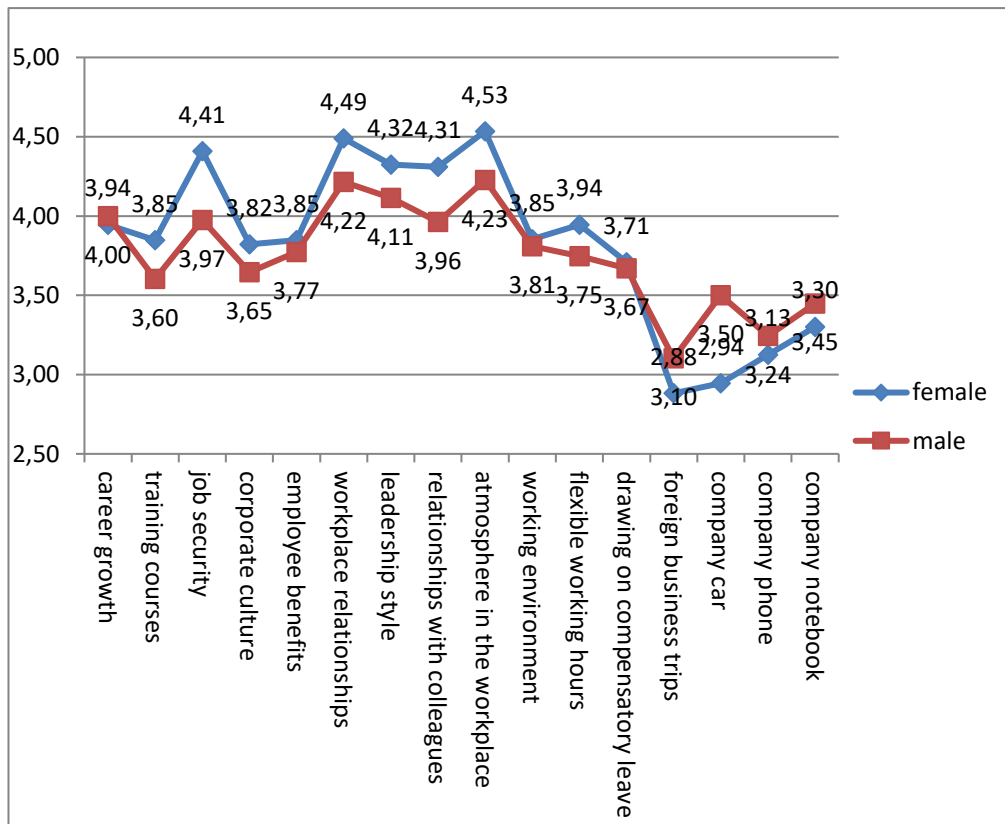


Figure 1: Evaluation of non-financial motivational factors by gender

Source: Own

The non-financial motivation was evaluated using 16 non-financial factors, financial motivation was evaluated using 6 financial factors. The respondents evaluated these factors using a scale from 1 – 5., shows Figure 1.

Overall evaluation of non-financial motivational factors' efficiency by gender can be assessed based on the average values of the variable Evaluation of non-financial motivation by gender (3.827 for women, 3.752 for men). Within the sample, female employees evaluate non-financial motivational factors as more effective compared to male employees; however, the difference is not big. Its significance at the level of population can be determined using the asymptotic test for the population average. Let the population average values of the variables "non-financial motivation preferred by women and men" be designated μ_z and μ_m . We test the following statistical hypothesis: $H_0: \mu_z = \mu_m$ against right-tailed alternative hypothesis $H_1: \mu_z > \mu_m$. Test statistics $u = 0.838$ and $p\text{-value} = 0.202$. At the significance level of 5 %, the null hypothesis is not rejected. This means that the test did not confirm the significant validity of the research hypothesis H_{1b} for the whole population. This is either due to the lack of data (the sample is not representative) or the hypothesis is not valid for the whole population (some factors of non-financial motivation are rated lower by women than by men – show Figure 1).

H2a: Employee training financed by enterprise motivates employees to better performance.

When considering only the responses obtained (187), the answer "Yes" accounted for 82.51 % of the total number of responses. The validity of H2a was thus confirmed even for this sample. The significant validity of the hypothesis for the whole population can be verified using an asymptotic one-sample test on proportion. Let the population proportion of the respondents that answered "Yes" to the last question be designated π . We test the null hypothesis $\pi \leq 0$ against the opposite alternative hypothesis $\pi > 0$. Test statistics $u = 84.45$ and $p\text{-value} = 2.2 \cdot 10^{-16}$. The null hypothesis at the significance level of 5% is rejected and the alternative hypothesis is confirmed. It was confirmed that H2a is valid for the whole population.

H2b: Company training and education are more required by employees in higher job positions.

In total, 90.54 % of the respondents are interested in corporate education and training. Employees in higher job positions (in management or leadership positions) show a higher interest in corporate education and training (93.27 %) than operative workers (88.14%). The hypothesis H2b was thus confirmed within the research sample. The validity of the hypothesis for the whole population can be verified using an asymptotic two-sample test on population proportion. Let the respondents in management positions be designated as π_m and the respondents – operative workers that require corporate training and education π_o . We test the statistical hypothesis $H_0: \pi_m = \pi_o$ against right-tailed alternative hypothesis $H_1: \pi_m > \pi_o$. Test statistics $u = 1.304$ and $p\text{-value} = 0.096$. At the significance level of 5%, the null hypothesis is not rejected. This means that the hypothesis H2b is valid for the whole population. In the case of the significance level of 10 % (i.e. a 10% risk of incorrect rejection of the null hypothesis), the hypothesis could be considered significantly valid. Such low reliability of the general validity of H2b may be caused by a small amount of data in individual sets.

H3: The demand for non-financial motivation increases with the age of employees. Non-financial motivation is required by 25 % of the respondents by age. Our results showed that the percentage share of the respondents that require non-financial motivation gradually increases with the age, i.e. the analysed hypothesis H3 was confirmed. The validity of the hypothesis for the whole population can be verified using the chi-square test of independence in a contingency table. We test the null hypothesis that the preference of non-financial motivation does not depend on age compared to opposite alternative analysis (the preference of specific motivational factors depends on age). Test statistics $X^2 = 9.43$ and $p\text{-value} = 0.051$. At the usual significance level of 5 %, the validity of the alternative level (i.e. the existence of significant dependence of the preferred type of financial motivation on age) and thus the general validity of H3 was not confirmed. This could be caused by a small number of measurements in some age groups. However, at the significance level of 6 %, the general validity of the hypothesis H3 for the whole population can be considered statistically significant (i. e. with 94% reliability).

H4: Employees in higher job positions consider non-financial motivational factors to be effective more than employees in lower job positions do.

Our results showed that within the selected sample, employees in management or leadership positions consider non-financial motivational factors to be more effective more often (28.85 %) compared to operative workers (21.19 %). The hypothesis H4 was thus confirmed for the sample. The difference is not very big. A two-sample asymptotic test on proportions will be used to verify the statistically significant validity of this hypothesis for the whole population. Let the population proportion of the respondents in management positions and operative workers who consider non-financial motivational factors to be more effective be designated π_m and π_o . We test the null statistical hypothesis $H_0: \pi_m = \pi_o$ against the right-tailed alternative hypothesis $H_1: \pi_m > \pi_o$. Test statistics of this test $u = 1.32$ and $p\text{-value} = 0.093$. At the usual significance level of 5 %, the validity of the right-tailed alternative hypothesis was not confirmed; however, it is valid at the significance level of 10 %. It was thus not confirmed that the research hypothesis H3 is valid for the whole population of enterprises with at least 95% reliability (the maximum reliability is 90 %).

H5: Over time, employees in enterprises gradually start to prefer non-financial motivational factors to financial ones.

Although the hypothesis was positively evaluated only by 46.1 % of respondents, the results showed that the share of positive responses increases with the age of the respondents (from 35.7 % through 44.6. % to 63.6 %). The hypothesis was thus confirmed for the sample. Statistically significant validity of the hypothesis for the whole population of enterprises will be verified using the chi-square test in the given contingency table. We test the null hypothesis on the independence of positive answers to the last question on age against the opposite alternative hypothesis on the dependence of positive answers on age. Test statistics $X^2 = 4.0$ and $p\text{-value} = 0.136$. The hypothesis on the dependence of employee preference of non-financial

motivational factors to the financial ones on age at the significance level of 5 % was not confirmed for the whole population of enterprises. This can be due to a smaller number of measurements especially in older age groups.

The data obtained by means of the questionnaire were used to test a total of 9 research hypotheses (H1a, H1b, H2a, H2b, H3, H4, H5). There was verified their validity for the selected sample or their general statistically significant validity for the whole population of small and medium-sized enterprises in the CR. The hypothesis H1a was completely rejected. There was even confirmed the validity of the opposite, alternative hypothesis. The validity of the hypotheses H1b and H5 was confirmed only for the research sample. The hypotheses H2b, H2, and H4 are valid within the research sample, and at the significance level of 10 %, their validity was confirmed for the whole population of enterprises. The hypotheses H2a are valid at the significance level of 5 % for the whole population of small and medium-sized enterprises in the CR.

Discussion

RQ1: Do SME employees consider non-financial tools and financial tools to be equally important?

The purpose of the first research question was to find whether SME employees consider non-financial motivation tools to be as important and motivating to better performance as financial motivation tools. Given the results and the hypotheses above (H1, H3, H4, H5), it can be stated that financial motivation tools are currently still preferred to non-financial tools. In the case of male respondents, the ratio of the preference of financial and non-financial motivation tools was 32 % to 68 %. In the case of the female respondents, the ratio is even more different, specifically 21 % to 79 %. However, the fact that financial motivational factors are preferred does not necessarily mean that they are more important. Based on the results of the second hypothesis verification, it can be stated that non-financial motivational factors are more important for women compared to men, as the rating on the scale of 1–5 was 3.827 in the case of women and 3.752 in the case of men. The analysis of the current and past situation showed that employee positive evaluation of non-financial motivational factors increases with the age.

RQ2: Does SME management encourage corporate education and training as an instrument of their development?

The objective of the second research question was to analyse whether managers and heads of departments in SMEs use training and education financed by the company as a tool for the development of their employees and the company as such. The results of the verification of H2 show that corporate education and training, especially those financed by enterprises are beneficial. This is evidenced by the fact that training financed by enterprises is considered to be efficient by more than 90 % of the respondents. The results showed that in the case of operative workers, 88 % of the respondents considered training to be important, while in the case of employees in management and leadership positions, it was 93 %. Based on these

findings, it can be stated that SME management has a positive attitude to training, and even if financed from company funds, such training is planned and offered, thus increasing the value and improving the development of enterprises.

RQ3: Is there a regular update of the applied tools of non-financial employee motivation in SMEs?

The third research question examined whether SMEs emphasize the implementation of non-financial motivation tools and their regular updating. It was found that especially employees in higher positions and older employees consider non-financial motivational factors to be very important; employees require such motivation and prefer it to financial motivational factors. The results also confirmed that SMEs do not update the non-financial motivation tools regularly. This research question related to the results of hypotheses H3, H5.

RQ4: Do SME employees consider non-financial motivation tools to be really motivating?

This research question was used to determine whether the selected non-financial motivational factors are really motivating for employees. A total of 16 non-financial motivational factors were selected, which were rated by the respondents on a scale of 1-5. It was confirmed that some non-financial incentives are preferred by SME employees more than others. The incentives which were of lower importance for employees included business trips abroad or equipment provided by the enterprise (car, mobile phone, notebook). The incentives preferred more by the respondents included job security, relationships and atmosphere at the workplace, training courses, career growth, leadership style, and communication at the workplace. In general, non-financial factors were evaluated positively by the respondents, with the average score (with several exceptions) being 4 points, which confirms that non-financial motivational factors are motivating for employees in SMEs. This research question related to the results of hypotheses H1b, H2a.

Based on the above, it can be stated that gender, age, and job position play a role in perceiving non-financial motivation factors, which was confirmed e.g. by Ashkanani (2014), Lorincová et al. (2018), Forsten-Astikainen et al. (2019). The existence of differences in perceiving non-financial motivation factors based on the sector (private or public) the employees work in has not been proved, as claimed by Cowley and Smith (2014). Another interesting finding was that more than 90 % of the respondents consider training financed by enterprises to be beneficial; the interest in corporate training increases with higher job position, which corresponds with the results published by Lukasik (2017) and Johar et al. (2019). Other results showed that SMEs currently pay less attention to non-financial motivation factors and still largely prefer financial motivational factors. Similar views were shared by Fujimoto, T., Shinohara, S., Tanaka, H. S., Nakata, Y. (2014) and Saksvik, P.Ø., Christensen, M., Fossum, S., Lysklett, K., Karanika-Murray, M. (2020), who argue that in the past, employees mostly preferred financial motivation; this changed at the beginning of the new millennium and nowadays, it can be seen that SMEs gradually start to appreciate non-financial motivation as well. Appropriate non-financial motivation

factors were defined by Borowsky (2014). Finally, it was found that most SME employees are most influenced by evaluation from their superior; fair evaluation thus leads to higher employee motivation, as confirmed also by Lee (2017) and Sheikh et al. (2019).

Conclusion

The objective of the paper was to identify non-financial motivation tools in SMEs and to analyse the motivation of SME employees in terms of their engagement and work effort. The results showed that non-financial motivational factors are more required by employees in higher positions; the interest in non-financial motivational factors increases with the age of employees. This might be related to the current setting of the motivation system in SMEs, which is more focused on satisfying the needs of employees in managerial positions. Other results of our research have shown that non-financial incentive instruments are required by higher-intensity SME employees as financial instruments. We see some reserves here. Above all, it is important for SMEs to be sufficiently aware of the importance of non-financial instruments. Our results pointed out the need to update the system of non-financial incentive instruments in SMEs. It is possible to continue solving this problem in future research.

References

- Asad, S., R.J., Dainty, A., (2005). Job motivational factors for disparate occupational groups within the UK construction sector: A comparative analysis. *Journal of Construction Research*, 6(2), 223-236.
- Ashkanani, H. R., (2014). Attitudes toward achievement motivation among Kuwaiti social workers. *International Social Work*, 57(2), 156–168.
- Azmi, I. A. G., Basir, S. A., Mukhazir, M. R. M., Che Hashim, R., and Al-Banna, M. H., (2014). Motivation of muslim women entrepreneurs in Malaysian SMEs. *4th International Conference on Management. June 2014*.
- Bai, Y., (2017). Research on the Motivation of Core Staff in Small and Medium-sized High-tech Enterprises. *Proceedings of the 2017 international conference on economics and management, education, humanities and social sciences. April 2017*.
- Becchetti, L., Castriota, J. and C., Tortia E., (2013). Productivity, wages and intrinsic motivations. *Small Business Economics*, 41(2), 379–399.
- Belas, J., Amoah, J., Petráková, Z., Kliuchnikava, Y. and Bilan, Y., (2020). Selected Factors of SMEs Management in the Service Sector. *Journal of Tourism and Services*, 21(11), 129-146.
- Burton, K., (2012). A study of motivation: How to get your employees moving. *Management*, 3(2), 232-234.
- Baule, R., Soost, C.H., (2016). Pay for performance versus non-financial incentives in small and medium-sized enterprises. *International Journal of Entrepreneurial Venturing*, 8 (1), 24-45.

- Borowski, A., (2014). Employee motivation tools. *International Conference, June 25- 27, Portorož, Slovenia*.
- Bustasar, B., Sumarsih, S. and Nugroho K. U. Z., (2018). The Relationship between Motivation, Engagement and Performance of Employee. *Proceedings of the international conference on educational sciences and teacher profession (icetep 2018)*, 80–83.
- Chen, J. S., Wang W., (2015). Foreign labours in Arctic destinations: seasonal workers' motivations and job skills. *Current Issues in Touris*, 18(4), 350–360.
- Cowley, E., Smith S., (2014). Motivation and mission in the public sector: evidence from the World Values Survey. *Theory and Decision*, 76(2), 241–263.
- Crnla I., Krecar, I. M. and Gregor Z., (2015). Work motivation of family and non-family employees at small and medium-sized enterprises (SMEs). *Ekonomski misao i praksa-economic thought and practice*, 24(2), 533-554.
- Delfgaauw, J., Dur, R., (2007). Signaling and screening of workers' motivation. *Journal of Economic Behavior & Organization*, 62(4), 605–624.
- Ertas, N., (2020). How Public, Nonprofit, and Private-Sector Employees Access Volunteer Roles. *Journal of Nonprofit and Public Sector Marketing*, 32, 105–123.
- Fen, J., Xia S., (2013). Research Progress on Motivation Factors of Knowledge Workers. *International conference on complex science management and education science (csmes 2013)*, 218-221.
- Fiaz, M., Su, Q., Amir I. and Saqib A., (2017). Leadership styles and employees' motivation: Perspective from an emerging economy. *The Journal of Developing Areas*, 51(4), 143-156.
- Forsten-Astikainen, R., Kultalahtii, S. and Muhos M., (2019). Age-related Differences in Work Motivations: The Case of SMEs. *IEEE International Conference on Industrial Engineering and Engineering Management*, 1031-1034.
- Fujimoto, T., Nakata Y-F., (2007). Has Work Motivation Among Japanese Workers Declined? *Asian Business & Management*, 6(S1), S57–S88.
- Fujimoto, T., Shinohara, S., Tanaka, H.S. and Nakata, Y., (2014). Overtime reduction, work-life balance, and psychological well-being for research and development engineers in Japan. *IEEE International Conference on Industrial Engineering and Engineering Management, (IEEE Computer Society)*, 1510–1514.
- Gavurova, B., Ivankova, V., Rigelsky, M. and Přívarová, M., (2020). Relations Between Tourism Spending and Global Competitiveness – an Empirical Study in Developed OECD Countries. *Journal of Tourism and Services*, 21(11), 38-54.
- Hajrullina, N. G., Konev, V. V., Subbotin, V. J., Cherepanova, V. N. and Bogdanova, J. Z., (2020). Labor Behavior in Employee Evaluations of a Vertically Integrated Oil Company. *Revista Inclusiones*, 7(3), 73-84.
- Hitka, M., Lorincová, S., Gejdoš, M., Klarić, K. and Weberová D., (2019). Management approach to motivation of white-collar employees in forest enterprises. *BioResources*, 14(3), 5488-5505.
- Johar, E. R., Nor, No. M., Hassan, R. and Musa R., (2019). Examining the Effect of Motivation on the Influence of Human Resource Practices and Normative Commitment among SMEs in Selangor. *Asia-pacific management accounting journal*. 14(1), 179-199.
- Kamasheva, A.V., Valeev, E.R., Yagudin, R.K. and Maksimova, K.R., (2015). Usage of gamification theory for increase motivation of employees. *Mediterranean Journal of Social Sciences*, 6(1), 77–80.

- Koneru, K. , (2019). Linkage of Employee Motivation and Employee Performance – Empirical Evidence on Employee Relationship Management Practices. *Journal of mechanics of continua and mathematical sciences*, 14(5).
- Lee, H-W., (2019). Performance-Based Human Resource Management and Federal Employee's Motivation: Moderating Roles of Goal-Clarifying Intervention, Appraisal Fairness, and Feedback Satisfaction. *Review of Public Personnel Administration*, 39(3), 323–348.
- Lee, M., Pitesa, M., Pillutla, M. M. and Thau, S., (2017). Male immorality: An evolutionary account of sex differences in unethical negotiation behavior. *Academy of Management Journal* 60, 2014–2044.
- Li, P., Gu, X., (2008). Differences on Motivational factors of Chinese and American Knowledge Workers & Analysis in Economic and Cultural Aspects. *Proceedings of 2008 international conference of production and operation management*. 1-3, 1526-1529.
- Li, F., Zhang X., (2008). Motivation Mechanism for Construction Workers of Different Categories. *Proceedings of 2008 international conference on construction & real estate management*, 1-2, 256-260.
- Ližbetinová, L., Lorincová, S. and Caha, Z., (2016). The application of the Organizational Culture Assesment Instrument (OCAI) to Logistics Enterprises. *Nase More*. 63(3), 170-176.
- Lorincová, S., Schmidtova J. and Javorcikova J., (2018). The impact of the working job position on the level of employee motivation in Slovak furniture companies. *Acta facultatis xylogologiae zvolen*. 60(2), 211-223.
- Lukasik, K., (2017). The impact of training on employees motivation in smes industry. *Zeszyty Naukowe Politechniki Częstochowskiej*, 28, 96–109.
- Malinowska, D., Tokarz A. and Staszczuk S., (2019). How to Enhance Work Engagement Among Outsourcing Sector Employees. *Journal of Occupational and Environmental Medicine*, 61(9), 360–366.
- Manor, U., Desiana P. M., (2018). Work-life balance, motivation and personality of MSE owners on firm performance in Greater Jakarta. *Pertanika Journal of Social Sciences and Humanities*. 26, 127-138.
- Maroušek, J., Strunecký, O., Kolář, L., Vochozka, M., Kopecký, M., Maroušková, A., Batt, J., Poliak, M., Šoch, M., Bartoš, P., Klieštík, T., Filip, M., Konvalina, P., Moudrý, J., Peterka, J., Suchý, K., Zoubek, T. and Cera, E., (2020). Advances in nutrient management make it possible to accelerate biogas production and thus improve the economy of food waste processing, *Energy Sources, Part A: Recovery, Utilization, and Environmental Effects*.
- Millar, R., Chen Y., Wang M., Fang, L., Liu, J., Xuan Z. and Li, G., (2017). It's all about the money? A qualitative study of healthcare worker motivation in urban China. *International Journal for Equity in Health*, 16(1), 120.
- Moon, T. W., Hur W. M. and Hyun S. S., (2019). How Service Employees' Work Motivations Lead to Job Performance: the Role of Service Employees' Job Creativity and Customer Orientation. *Current Psychology*, 38(2), 517–532.
- Panait, C. A., Panait N. G., (2018). Trends in Non-Financial Motivation Policies of Employees. *Global Economic Observer*, 6(1), 148-154.
- Rani, R., Desiana P. M., (2019). The impact of owners' intrinsic motivation and work-life balance on SMEs' performance. The mediating effect of affective commitment. *International Journal of Business*, 24(4), 393-411.

- Rozsa, Z., Formánek, I. and Maňák, R., (2019). Determining the factors of the employees' intention to stay or leave in the Slovak's SMEs. *International Journal of Entrepreneurial Knowledge*, 7(2), 63-72.
- Saksvik, P.Ø., Christensen, M., Fossum, S., Lysklett, K. and Karanika-Murray, M., (2020). Investigating managerial qualities to support sustainable intervention effects in the long term. *Nordic Journal of Working Life Studies*, 10, 81–99.
- Sandhu, M. A., Igbal, J., Ali, W. and Tufail M. S., (2017). Effect of Employee Motivation on Employee Performance. *Journal of Business and Social Review in Emerging Economies*, 3 (1), 85-100.
- Sheikh, K., Saidun, Z. and Hashim M. S., (2019). Measuring the effects of work motivation on stress and performance linkages in SMEs. *Asian Academy of Management Journal*, 24, 1-15.
- Smesnoi, E., Diamantidis A., (2016). Exploring the factors that affect employees non-financial motivation in Moldova's private sector. *Responsible entrepreneurship: vision, development and ethics*. 135-154.
- Stehel, V., Horák, J. and Vochozka, M., (2019). Prediction of institutional sector development and analysis of enterprises active in agriculture. *E+M Ekonomie a Management*, 22(4), 103-118.
- Stehel, V., Vochozka, M., (2016). The Analysis of the Economical Value Added in Transport. *Nase More*, 63(3), 185-188.
- Stenius M., et al., (2016). Why share expertise? A closer look at the quality of motivation to share or withhold knowledge. *Journal of Knowledge Management*, 20(2), 181–198.
- Štefko, R., Bačík R., Fedorko R., Horváth J., Propper M. and Gavurová B., (2017). Gender differences in the case of work satisfaction and motivation. *Polish Journal of Management Studies*, 16(1), 215–225.
- Virglerova, Z., Conte, F., Amoah, J. and Massaro, M. R., (2020) The Perception of Legal Risk and Its Impact on the Business of SMEs. *International Journal of Entrepreneurial Knowledge*, 8(2), 1-13.
- Vlacsekova, D., Mura L., (2017). Effect of motivational tools on employee satisfaction in small and medium enterprises. *Oeconomia Copernicana*, 8(1), 111.
- Wulandari, P., Rahmi A. U., (2018). The Effect of Employee Competence and Motivation on Employee Performance. *Proceedings of the 1st international conference on economics, business, entrepreneurship, and finance (icebef 2018)*.
- Yousaf, S., Latif, M., Aslam, S. and Saddiqui, A., (2014). Impact of Financial and non Financial Rewards on Employee Motivation Middle-East. *Journal of Scientific Research*, 21 (10), 1776-1786.

JAK MOTYWOWAĆ PRACOWNIKÓW MŚP DO WIĘKSZEGO WYSIŁKU PRACY?

Streszczenie: W artykule skupiono się na identyfikacji stosowanych pozafinansowych narzędzi motywacyjnych oraz motywacji pracowników MŚP w zakresie ich nakładu pracy i produktywności. Próba badawcza składała się z 223 respondentów z małych i średnich przedsiębiorstw w Czechach. Wyniki badania wykazały, że pozafinansowe narzędzia motywacyjne są wymagane przez pracowników MŚP z większą intensywnością niż w roku poprzednim; jednak kierownictwo przedsiębiorstw nie zdaje sobie z tego sprawy. Nasze wyniki wskazują, że gdyby małe i średnie przedsiębiorstwa uświadomiły sobie znaczenie pozafinansowych czynników motywacyjnych i zapewniły je swoim pracownikom, doceniłyby oni większą różnorodność form wynagradzania, co miałooby pozytywny wpływ na ich produktywność, a tym samym ogólna wydajność konkretnego przedsiębiorstwa.

Słowa kluczowe: motywacja pracowników, narzędzia motywacyjne, nakład pracy, wydajność pracy, MŚP.

如何激励中小企业员工提高工作效率

摘要: 本文侧重于应用非财务激励工具的识别以及中小企业员工在工作努力和生产方面的动机。研究样本包括来自捷克共和国中小企业的 223 名受访者。研究结果表明, 中小企业员工对非财务激励工具的需求强度高于上年; 然而, 企业的管理层并不十分清楚这一事实。我们的研究结果表明, 如果中小型企业意识到非财务激励因素的重要性并为员工提供这些因素, 员工就会欣赏更多形式的薪酬, 这将积极反映在他们的生产力中, 从而特定企业的整体绩效

关键词: 员工激励, 激励工具, 工作努力, 工作绩效, 中小企业