

INCENTIVE SYSTEM IN PROJECT MANAGEMENT ON THE EXAMPLE OF AN INTERNATIONAL MANUFACTURING COMPANY

Anna KWIOTKOWSKA^{1*}, Aneta STANKIEWICZ²

¹ Silesian University of Technology, Faculty of Organization and Management; anna.kwiotkowska@polsl.pl, ORCID: 0000-0001-5204-1259

² Silesian University of Technology, Faculty of Organization and Management; anetsid590@student.polsl.pl, ORCID: 0000-0000-0000-0001

* Correspondence author

Introduction/background: The issue of employee motivation in project teams is one of the key challenges that arise in the project management process, as the success of a project largely depends on the level of employee engagement. Creating an effective incentive system that increases the level of employee commitment to projects every day is key to the success of the company. However, this is not an easy process, as the recipe for the right motivation methods that employees would be fully satisfied with does not exist.

Aim of the paper: The aim of the paper was to identify and evaluate the incentive system in project management carried out on the example of a selected multinational manufacturing company producing industrial automation.

Materials and methods: The research tool was a survey questionnaire consisting of six metric questions to clarify the socio-demographic characteristics of the respondents and fifteen closed questions relating to the incentive system of the company under study. The subject of the study was one of the world's largest automation and industrial IT companies.

Results and conclusions: The results of the study made it possible to assess the effectiveness of the incentive system in the studied enterprise, to indicate the range of tools that managers can use to motivate members of project teams and to formulate recommendations or recommendations for the studied enterprise.

Keywords: incentive system, project management, motivation, wage and non-wage incentive factors, project teams.

1. Introduction

Motivation is a key factor in the success of a company, and the quality of human potential is a basic condition for creating a competitive market advantage. An efficient incentive system is a good investment, as the attitude and performance of a properly motivated employee results in increased work efficiency and enables the achievement of set goals,

which in turn translates into an adequate financial result for the company. Preparation and competence alone are not enough to guarantee the success of a company. An unconditional factor influencing the effective use of employees' skills is motivation.

In contemporary literature, no single theory fully explains the nature of motivation, yet each of them brings its readers closer to knowing what makes employees productive and engaged at work. Current concepts of motivation are based on a myriad of methods, techniques and their complexity. The first step in building a well-functioning incentive system is to properly identify and analyze employee needs. Motives themselves are an intrinsic factor of the organism; they are self-appearing stimuli that are difficult to generalize, as each person is different and each can be motivated by something completely different. Expectations can take different forms, depending on the region in which the company is located, age, education as well as the character or temperament of the employee himself.

Recognition is essential, as it is a prerequisite for taking informed and reliable action, which later transforms into cohesion of interests between employee and employer, enabling the strategic objectives of the company to be realized. Internal factors change frequently, which is why it is important to continuously and uninterruptedly monitor the needs of employees by measuring them with appropriate indicators.

The knowledge and skills of employees determine whether and to what extent the organization's a goal will be achieved, meanwhile, it is the awareness of the manager and the importance he/she attaches to the process of employee motivation that determines the direction in which a particular team, as well as the organization as a whole, will develop. Effective motivation is part and parcel of a manager's responsibilities, as he or she is responsible for maintaining an adequate level of employee motivation and subsequently monitoring it. A properly functioning incentive system should be in place from the very beginning, from the moment of employment, when the employee first comes into contact with the new organization, because establishing good contact and making a positive impression can pay off in the long term. At a later stage, it is important to build a clear career path, bearing in mind the employee's desires and expectations. A component that should not be missing from the structure of a well-functioning incentive system is also the evaluation of employees' performance by their superiors, carried out using methods that allow for fair judgment and stimulate employees' ambitions towards professional development.

The increasingly demanding and competitive labour market makes almost every company strive to build a reasonably effective incentive system. In order to retain an employee for longer, more and more employers are choosing to introduce modern solutions and facilities which, thanks to their attractiveness, will attract new employees and bring the desired personal satisfaction to those currently employed. In progressive companies, where intellectual capital is seen as one of the most important values, self-reliance and development are favoured. The incentive system is designed to meet the expectations of employees to the greatest extent possible, formulating relationships that give employees the opportunity to

achieve individual goals in conjunction with organizational objectives, while also bearing in mind the financial possibilities of the company.

The aim of this paper was to identify and evaluate the incentive system in project management carried out on the example of a selected international manufacturing company, producing industrial automation. The leading problem considered was to confirm whether the employees who are members of the project teams of the company under study are adequately motivated to work throughout the project life cycle, and whether there is an incentive system in the company that is effective and correctly applied by supervisors.

The paper is structured as follows. Section two addresses the theoretical aspects of employee motivation in project management. It basically addresses issues concerning the definition of the concepts of motivating and motivation, the role of employee motivation and incentive systems in project management, and the classification of incentive factors. Next, method and data is described. The fourth section presents the results of a survey relating to the evaluation of the effectiveness of the incentive system in a selected international manufacturing company. The paper ends with conclusions.

2. Theoretical aspects of employee motivation in project management

In management theory, motivation is the factor that determines the scale, direction and continuity of effort at work. It is an inner voice rooted in the human subconscious that encourages action and prompts us to do something. M.W. Kopertyńska (2009) calls the desire to do something a motive. It occurs when we become aware of some unmet need and express a desire to take various actions to satisfy it (Wróblewski, 2005). J. Penc (2011, p. 243) explains motivation as "a set of factors of psychological or physiological nature triggering and organizing human behaviour directed towards the achievement of a specific goal, a psychological mechanism regulating any behaviour preceded by choice". F. Michoń (1981) explains that the concept of motivation applies to every human being, regardless of age, education or background. It accompanies us in every area of life, including in the sphere of work and plays a key role there.

Motivation, on the other hand, is a management activity, a kind of dialogue process aimed at influencing others, developing and intensifying in employees the latent desire and readiness in them to take a specific action, to achieve a specific goal and project tasks (Adamus, 2005). In a broad sense, motivation is the influence on the entire organization, on the people involved in projects, so that they perform their duties as efficiently and effectively as possible (Kisielnicki, 2011). L.H. Haber (1995, p. 144) aptly pointed out that "motivation consists in the manager's individualized approach to the employee, penetrating the employee's system of needs and expectations, creating appropriate working conditions and choosing the best way to

direct, so that the work performed by the employee can become the basis for the realization of the company's goals". Motivation is, therefore, a deliberate and thoughtful process aimed at influencing people's behavioural motives using appropriate means, creating opportunities to realize their value systems and desires in order to achieve the motivational goal. In other words, motivation is based on the fusion of employees' goals with the goals of the motivating person, who is most often the supervisor (Borkowska, 1985).

Motivation is a complex process that can be stimulated using a variety of methods. In the literature, the most common types of motivation are described: intrinsic and extrinsic, and negative and positive. In the case of the first distinction, the criterion for division is the type of values a person holds (Borkowska, 1985). If we are talking of activities that already have a value in themselves, bring joy and satisfaction while stimulating the employee's interest, we are talking about intrinsic motivation. Its stimuli arise spontaneously, there are no promises of rewards or benefits behind them, they directly lead to the achievement of ultimate values. These include such stimuli as responsibility, recognition, a sense of influence, freedom of action in the broad sense, the chance to develop, the conviction that work is important, curiosity, which fills the work with passion and makes everyday duties interesting. If, on the other hand, values are only a method to achieve final, i.e. real goals, this motivation is defined as extrinsic. Actions are only taken because they will ultimately lead to material benefits or avoid unwanted consequences. They do not themselves bring satisfaction, but only mask a state of dissatisfaction. External factors are most often salary, monetary rewards of all kinds and privileges.

In the case of the second division, we are talking about positive motivation, when the employer provides the employee with more and more opportunities for professional development, while at the same time expecting him or her to fulfill previously assigned tasks. By fulfilling the employer's expectations, the employee is given the chance to increase his/her earnings, there is often the prospect of promotion or independence and responsibility increases in the tasks performed on a daily basis (Penc, 1998). The effectiveness of this type of motivation depends primarily on the subsequent materialization of the promises made. If an employee perceives real change, he or she will be more willing to engage in the tasks entrusted to him or her and, as a consequence, the work efficiency will increase. Negative motivation comes down to evoking a consciousness in the employee that increases the intensity of his work, but it is mainly anxiety-based and increases the fear of losing the job or some of the financial resources. The employer uses this type of motivation because it does not involve any additional monetary outlay, while at the same time improving the employee's performance. However, this is not the best way to motivate an employee, as constant work under pressure, stress and feelings of anxiety lead to a lowering of the employee's self-esteem, a decrease in aspirations, a lowering of the feeling of well-being and take away the joy of life.

Employee motivation in project teams is a fundamental issue and the subject of much discussion among project managers, as it is the main impetus affecting the performance of the entire project team. Achieving the goals set by organizations, entails the need to have a project team that works well together and is able to carry out the tasks assigned to them in a fast and efficient manner. This definition of a team refers to a group of people who, despite having the right competences, are still adequately motivated to work and who identify themselves with the organization's goals. The main sources of motivation used in project teams refer to needs such as (Trocki et al., 2003) the desire for security, the need to succeed, compatible values, the need for competence, curiosity, personal disposition and predisposition. Understanding motivation in the project management process, and exactly what triggers, directs and sustains people's behaviour, has always been a puzzle. There is no recipe for effective motivation, but there is a group of principles that guide managers, including project managers, on how to increase the effectiveness of the motivational activities used (Wachowiak, 2002). The literature emphasizes that the motivation process should start with the manager himself, who, being aware of the goals he plans to achieve, has the ability to set them for his employees, and delegates tasks and thus shares power with his employees. When delegating tasks, he is obliged to ensure that they are transparent. He should believe in his employees, praise them and have strong trust in them, recognize their needs and at the same time try to help meet them. Motivate employees in a way that allows them to see opportunities to develop their skills and, if they stumble, turn failures into later successes. Continue to encourage healthy competition, increase their autonomy while giving them a sense of influence over decisions, and ensure that employees belong to the organization.

Motivating the team plays a key role in any project. The right knowledge and experience in this subject allows managers to consciously steer the project, leading to the expected success. The effectiveness of a manager, including a project manager, in addition to the knowledge and skills he possesses, is also judged by his ability to positively motivate staff and the impact he has on employee behaviour. The motivational system created by the company and proposed to the employees is a tool that helps project managers to carry out the motivational function in their daily work.

There are a number of definitions of an incentive system in the literature. J. Penc (1998) calls an incentive system a purposefully created and binding system in an organization, constituting a set of various motivation tools, within which employees are influenced. In turn, J. Woźniak (2012, p. 21) argues that an incentive system is nothing more than "the ways of motivational influence on employees practiced in an organization, which are reflected in organizational procedures, and thus, as a rule, are open and universal, i.e. addressed to individuals, fulfilling certain formal conditions, rather than discretionary activities, carried out by specific individuals and addressed to individual units".

The universal task of the incentive system is to stimulate people to support the company's strategy and culture, to fulfill the mission and achieve the company's goals while taking into account the human resources capabilities and the needs and expectations of employees (Karaś, 2003). It is desirable for employees to undertake beneficial behaviour while avoiding behaviour that is unfavourable from the company's point of view. The tools that make up the incentive system are supposed to mobilize employees and increase their commitment to work, give personal satisfaction to employees and induce them to take entrepreneurial and creative actions (Sekuła, 2008). The proper selection of the tools that make up an incentive system requires great care, so the process of building such a system should be supported by management and people who know the expectations of employees well. In order for it to be as effective as possible, certain criteria should be applied in the process of implementing the incentive system (Grzybowski, 1993) such as individualization, comprehensiveness with regard to the various stimuli affecting the psychological and material spheres of the members of the organization, concreteness, scientificity with the key role of innovation and continuous improvement of methods of motivating employees, and systematicity with regard to the ongoing monitoring of employee performance.

Descriptions of incentive systems presented in the literature aim to identify the motivation factors that play a key role in the motivation process. G. Gruszczyńska-Malec (1999) distinguishes between tangible rewards, including monetary and non-monetary rewards, and intangible rewards. A. Stabryła (1997) points out that the motivational system supports decision-making, planning and control processes. The factors that A. Szałkowski (2000) distinguishes are the subsystem of economic (material) and non-economic incentives, social incentives, the management subsystem and the work valuation subsystem. A good and efficiently operating incentive system should include both material incentives, which satisfy material, subsistence and consumption needs, and non-material incentives related to self-realization, recognition (Kopertyńska, 2009). Consist of all groups of motivators and take into account all functions of pay: cost, income, incentive and social. Address employment, professional competence, remuneration and working time (Oleksyn, 2001). More recent ways of motivation should also be mentioned here, such as the cafeteria system, which means a menu pioneered in the US (Armstron, 2009), and the package system, which allows employees to choose from several sets of specific benefits (Beck-Krala, 2013). Activity-based working, or hot-desking, is the ideology of sharing workspaces between several people using them at different times. The system is adapted for organizations that focus on creativity and team efficiency. Another work-life balance system envisages the employee developing the best possible balance between work and private life (Armstron, 2014). Organizations that promote a work-life balance approach focus on strengthening the sense of stability among employees, thus becoming more competitive in the labour market and able to retain good employees for longer. Another such approach is provided by Hygge, a Scandinavian concept that stands for comfort, kindness, and unhurriedness, giving a sense of security, combining the slogans zero worries, zero stress, and zero problems (Viking, 2016).

Modern systems, concepts of motivation are extremely attractive in modern business management, since remuneration is no longer the only tool to help attract valuable employees to a company. This is linked to the fact that employees increasingly see their jobs not only as a source of income, but also as a place where they want to develop and gain valuable contacts with people.

3. Data and method

The object of the study was one of the world's largest automation and industrial IT companies with a history of more than 120 years. It is currently ranked 472nd on the Fortune 500 list and has reported global sales of \$7 billion in 2022. It has 28 office locations in the US, with its headquarters in Milwaukee, Wisconsin. Industrial facilities are located in Mequon, Richland Center, Ladysmith and Middleton. In Poland, it has three branches: in Warsaw, Gdansk and Katowice. The company is a leading international supplier of industrial power, control and information systems, dominating in drive technology and software solutions for industry. The company's range of services includes sales, technical consultancy, 24/7 technical support, project implementation and maintenance services, complex systems, basic and advanced training. The company has around 24,500 employees serving customers in more than 100 countries. The company uses a structure of international project teams whose main task is to develop and implement projects that enable the efficient and effective implementation of the company's goals and strategies. Due to the nature and scope of the projects, the composition of the teams can take the form of a variety of configurations and include positions of different functions. The most common form of project teams is the distributed team. It involves highly qualified specialists from different areas of the organization who work together on a project but are located in different offices, cities or countries. Teams are therefore characterized by great diversity, and cultural differences and time zone differences are also apparent.

The data was collected through a survey questionnaire comprising six metric questions to clarify the socio-demographic characteristics of the respondents and fifteen closed questions relating to the motivational system. The questions were constructed on the basis of the literature analysis carried out and referred to an assessment of the motivational system in place at the company under study, its impact on employee development, its effectiveness, as well as work motivation, the remuneration system, opportunities for promotion and qualification enhancement, the atmosphere in the organization, and motivational factors and demotivators. Among them, some contained a set of possible answers to choose from (from definitely yes to definitely no), questions with a precise yes or no answer, multiple-choice questions and those that required the respondent to rank the importance of incentive factors on a scale of 1 to 5.

The survey was conducted in May/June 2022. The questionnaire was conducted in two languages, Polish and English. Poles accounted for the largest percentage of respondents at 59.8%, followed by Americans at 34.6%, Chinese at 4.6% and Indians at 1%. The vast majority of respondents were male (76.6%). The predominant age range in terms of the entire group of respondents was 31-40 years, meaning 42.1%. The other ranges were 20-30 years - 33.6%, 41-50 years - 7.5% and over 50 years 16.8%. In Poland, the same age range of 31-40 years prevailed with 52.4%, while abroad; it was slightly higher as most respondents were over 50 years old (38.6%). The vast majority of respondents had tertiary education 67.3%, incomplete tertiary education (27.1%) and secondary education (5.6%). With regard to length of service, the largest group was between 5 and 10 years of employment - 25.2%.

In addition, the largest groups of respondents were employees in engineering positions (64.5%). These included project team members covering positions such as development engineer, industrialization, project quality engineer for new product implementation, project engineer, senior project engineer, mechanical engineer, test engineer, planner, operations coordinator, product certification engineer, product environmental compliance engineer, supplier quality engineer. Other employees included engineering manager positions with 15.9%, project manager with 6.5%, senior management with 2.8% and support positions with 10.3%.

4. Incentive system in project management - results of an empirical study

The aim of the study was to identify and evaluate the incentive system in project management in the opinion of employees carried out in a selected international industrial automation manufacturing company. In addition, the study identified wage and non-wage methods of motivating project team members and assessed the motivation tools used in the company in terms of compliance with employee expectations. The impact of the incentive system on the development of employees was also analyzed and the importance of cultural differences in motivation methods was assessed. The results of the research are presented with a breakdown of the following topics: perceptions of the motivational system as perceived by employees, incentive factors and demotivators, employee development and the impact of cultural diversity on motivation.

Employees' perceptions of the incentive system

As indicated by the respondents, the effectiveness of the incentive system was rated as very high, high and adequate for 47.7% of the respondents. This means that a larger proportion of employees (52.3%) rated the system as poorly and moderately effective. More than half of the employees confirmed that the functioning incentive system was clearly

defined and well known to them (61.7%). To the general question: do you feel motivated to work? 79.4% of employees answered in the affirmative. Knowing how important a role the manager plays in the motivation process, the survey asked the employees to indicate whether their direct supervisor motivates their subordinates to work. The majority of employees (67.3%) answered in the affirmative, 14% of employees denied by saying that they do not feel such motivation from their manager and 18.7% of respondents could not specify. Employees who feel valued at work on a daily basis are positive about their work and their well-being translates into a good atmosphere throughout the organization. This influences their commitment, increases work efficiency and gives them a sense of satisfaction with their duties. 70.1% of respondents confirmed that they feel valued at work, 16.8% denied it and 13.1% of respondents could not deny or confirm it. An in-depth analysis of the data showed that, regardless of age, employees have similar feelings. Next, respondents were asked whether they were satisfied with the remuneration they receive and whether, in their opinion, the remuneration they receive is adequate for the work they do. 47.7% of the respondents confirmed that they are satisfied with their salary and in 42.1% it is adequate to their job. As many as 36.4% of employees are dissatisfied and 35.5% of them believe that the salary paid is not adequate for the work they do. On a general question about the atmosphere in the company, 42.1% of the employees rated it very good and 41.1% rated it good. Positive evaluations thus amounted to as much as 83.2%.

Incentive factors and demotivators

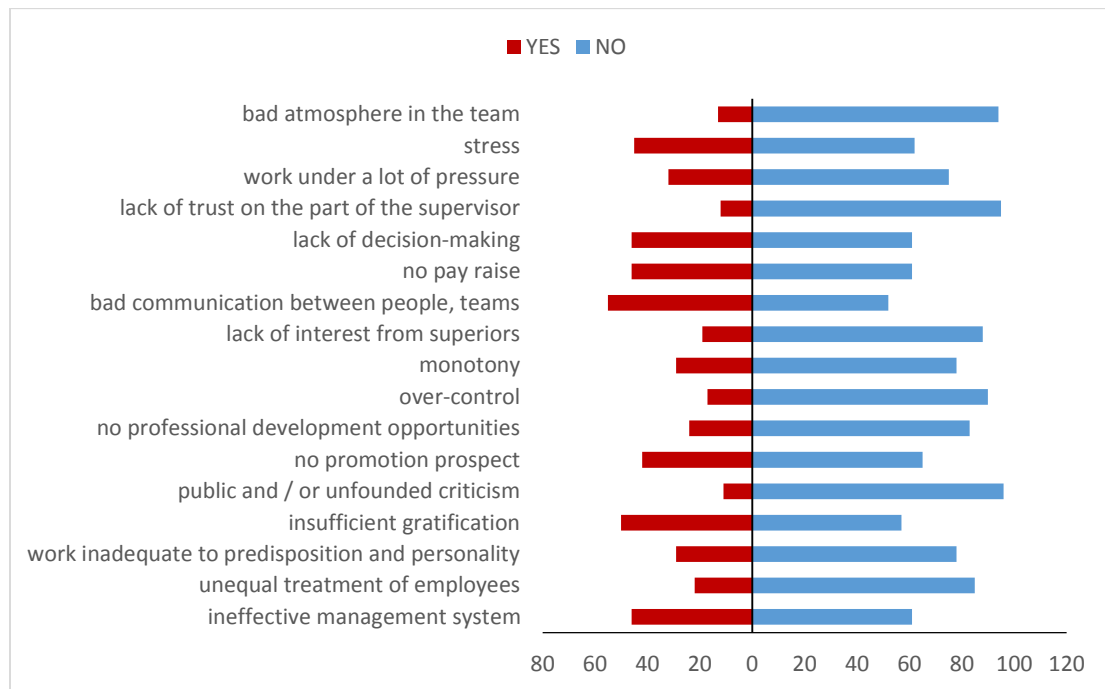
The analyses of the survey results also made it possible to develop a ranking of wage and non-wage methods of motivating project team members, which, in the opinion of employees, motivate them to work to the greatest extent. Among the wage motivation factors, the main ones were: increase in basic salary - 89.7%, regular bonus - 87.9%, discretionary bonus - 83.2%, recognition by award - 72.9% and paid overtime - 69.2% of the respondents. Non-wage motivation factors included: work-life balance - 89.7%, good atmosphere - 88.8%, flexible working hours - 87.9%, good work organization - 86.9%, or opportunity to learn and use one's skills at work - 86%.

The survey also asked about demotivators, factors that employees believe may demotivate their enthusiasm for work. Among those mentioned, the following were the main ones: lack of a pay rise - 90.7%, bad team atmosphere - 80.4%, ineffective management system - 77.6%, public and/or unfounded criticism - 72.9%, lack of promotion prospects and lack of decision-making - 71%. When asked: Which demotivating factors are present in your company? the most frequent responses referred to poor communication between individuals or departments - 51.4%, insufficient gratification - 46.7%, ineffective management system, lack of a pay raise and lack of decisiveness, which accounted equally for 43% of respondents' answers. However, it should be noted that only one of the items concerning poor

communication reached more than half of the votes. It can therefore be concluded that the majority of employees did not observe that the listed demotivating factors were present in their company (Table 1).

Table 1.

Employees' opinion of demotivating factors in the company



Source: own study.

Employee development

In terms of the development opportunities for employees in the surveyed company, when asked: What does it depend on to get a promotion in the company? most respondents answered that it depends on the degree of commitment - 22.7%. The second place went to the quality of the work performed - 19.9%, and the third place that it is the result of gaining the required qualifications - 15.2%.

Respondents were also asked whether the incentive system in place has a real impact on their professional development. Only 28% of respondents answered in the affirmative. The opposite view was held by as many as 43% of respondents, who answered that the functioning incentive system has no impact on their development, while 29% hesitated to indicate a clear answer. The majority of employees are also convinced that they have an average chance of being promoted within the next two years - 35.5%. Only 9.3% of respondents answered that their chances of being promoted within two years are high. As many as 36.4% of employees were in favour of a low as no chance of being promoted.

When employees were asked in which areas they would like to improve their qualifications, the largest group of employees tipped vocational training - 23.7%. Managerial training was second, followed by language courses in third place. The least interest was received by psychological courses - 5.8%, higher education - 7.2% and postgraduate studies - 7.7%.

The impact of cultural diversity on motivation

Multinational companies with employees around the world face the difficulty of tailoring motivational tools to the needs of their culturally diverse workforce, while keeping in mind their financial capabilities. Their effectiveness or ineffectiveness usually depends on the culture preferred in a particular country or community. The norm, therefore, is to have a wide range of motivational tools, most of which will not be fully needed or used equally effectively in every country.

Employees from Poland, the United States, China and India were surveyed. The results were divided into two main groups: Polish employees and foreign employees. Despite the cultural differences, the analysis of the results showed a slight divergence in the approach to the topic of motivation. Poles rated the effectiveness of the incentive system in place at an average of 39.7%, while 55.6% of respondents confirmed that the incentive system was rather familiar to them. Abroad, employees rated its effectiveness as adequate - 43.2%, but when asked whether the functioning incentive system was familiar to them, the majority of respondents answered that it was rather not - 36.4%. This is the first of the differences that will be observable in the further analysis of the answers given.

Both groups of respondents showed that they felt motivated to work, the Poles 76.2%, the foreign workers 84.1%. They equally agreed on the motivation initiated by the manager and the feeling of appreciation at work. 68.3% of Poles confirmed that their supervisor motivates them in their daily work and 73% of respondents said that they feel appreciated at work. The corresponding figure abroad was 65.9% for both the first and second issues.

The percentage of satisfied employees with the remuneration they received in Poland was 44.4%, and only 39.7% felt that the salary they had was adequate for their job. Abroad, the level of satisfaction was slightly higher, at 52.3%, and 45.5% of employees confirmed that their salary was in line with the prevailing labour market. These results confirm that a significant proportion of employees in the company surveyed, regardless of the site in which they are located, are dissatisfied with the salary they receive. This is an alarming result that should be analysed in more depth by the company's management.

When asked generally about the atmosphere in the organization, Polish employees answered that it was very good - 54% or good - 44.4%. This is a very high result, indicating a positive relationship between employees and management. Abroad, the most common responses were for the atmosphere to be good - 36.4% and average - 31.8%.

In the questions on development, both groups agreed that promotion is most often the result of high quality of work, degree of commitment and having the right qualifications. Further factors mentioned by Polish employees were long seniority - 14.1% and luck - 11.1%. Abroad, it was also luck - 12.1% and coincidence - 11.3%.

In line with the overall result of all respondents, both Poles, 41.3%, and foreign employees, 45.5%, confirm that the incentive system in place does not affect their development. In Poland, 36.5% of employees rated their chance of promotion in the next two years as moderately likely. Abroad, it was even less optimistic, with 34.4% of employees believing they had a low chance of being promoted.

As for the areas in which respondents would like to improve their qualifications, in Poland, vocational training came first with 28.9%, followed by language courses with 20% and management training and quality certificates, which equally covered 13.3% of the responses. Abroad, managerial training topped the list with 25%, followed by quality certificates with 16.7%, vocational training with 13.9% and higher education with 12.5%.

Surprisingly similar responses to questions on wage and non-wage motivation methods were obtained in both groups surveyed.

Salary motivation factors that were most significant for both Polish and foreign employees included a base salary increase, regular bonuses and discretionary bonuses. Non-wage factors included the opportunity to learn, the chance for promotion, flexible working hours, good organization and atmosphere at work, work-life balance, working with competent people and the feeling of creating something of value. Additional factors that, in the opinion of Polish employees, were of great importance to them in the motivation process were: self-fulfillment - 92.1%, the opportunity to work remotely - 87.3%, and a good reward system for additional achievements - 81%. Foreign employees, on the other hand, valued: a good relationship with their immediate supervisor and the opportunity to use their skills at work - both amounted to 93.2%, as well as decent conditions and a high standard of work, including the office and its facilities - 84.1%. Both groups unanimously decided that the least important slogans for them were: "we are one", "rush fast", "innovate", "behave like an owner", team competition, periodic appraisals, prestige, business trips, relaxation areas in the office and well-being events organized for them by their employer. Polish employees also did not care about social recognition that is related to their profession - 44.4%, coaching and mentoring programmes - 42.9% and funding for higher education - 33.3%. Foreign employees mentioned foreign language learning - 65.9%, privileges such as a company car or mobile phone - 45.5% and benefits of a social nature - 38.6%.

When identifying the sources of motivation for the selected functions of project team members, the differences that could be observed were less interest in a pay rise among engineers working abroad. In Poland, this was one of the main factors influencing their motivation with 91.3%, regular bonus was 87.5% and discretionary bonus 86.3%. For engineers and support staff who do not work in Poland, interest in increasing basic pay

was 83.9%, receiving a regular bonus was 77.4% and a discretionary bonus 74.2%. In Poland, flexible working hours were also important for engineers - 93.9%, self-fulfillment - 91.8% and the possibility to work remotely - 89.8%. In contrast, abroad, the opportunity to use one's skills at work, a good atmosphere and comfort at work, where employees have access to modern technology, all topped the list with 93.5% of the votes cast. Engineering managers both in Poland and abroad are motivated by the same factors, i.e. good relations with their immediate superior, a good atmosphere and the opportunity for development. In Poland, privileges such as a company car or a mobile phone were additionally important - 100%. Project managers working in Poland, apart from the similarities they showed to foreign employees, additionally appreciated recognition and respect, the feeling of creating something valuable and the attractiveness of the work content - 100% of respondents. Abroad it was the location of the company - 100%, public recognition for a job well done and job security - 80%.

Factors having a demotivating effect on project team members were also unanimous, with both groups indicating lack of pay rise, ineffective management system, poor team atmosphere and public and/or unfounded criticism. Poles also highlighted insufficient gratification with 76.2% and lack of professional development opportunities with 71.4%. Foreign employees voted for a lack of promotion prospects and a lack of decision-making, with 75% each. Least important for local employees were stress - 19%, lack of interest from superiors and working under high pressure - both scored 27%. Abroad, it was also lack of interest from the supervisor and a job inadequate for the employee's aptitude and personality - both amounted to 18.2% of the votes cast.

When asked about the demotivators present in their company, Poles indicated insufficient gratification - 57.1%, lack of a pay rise - 55.6% and poor communication in teams - 50.8%. Foreign employees confirmed the occurrence of demotivators in the form of stress - 61.4%, working under high pressure and lack of decision-making - both amounted to 50%.

5. Discussion and conclusions

The survey confirmed that the company surveyed is highly professional, provides decent working conditions for its employees and has an extensive incentive system offering a wide range of wage and non-wage incentive factors. Analysis of the data made it possible to assess the effectiveness of the incentive system in place and to identify the range of tools that managers of this company can use to motivate project team members in their daily work. The results showed that employees are aware of the principles of the incentive system in place, but rate it as poorly or moderately effective. The main factor that contributed to this judgement is the basic salary. A significant proportion of project team members, regardless of

their location, are dissatisfied with the level of remuneration they receive and feel that the salary paid is inadequate for the work they do. Although satisfaction levels have been found to be higher among foreign employees, the difference is insignificant, hence top management should pay special attention to this aspect. An increase in basic salary, a regular bonus, a discretionary bonus and recognition through an award were in most cases the most desirable elements of a functioning incentive system for employees. The principles on which the above-mentioned salary motivation factors are currently granted to employees should therefore be thoroughly analyzed so that the company can then take the appropriate steps to match employees' expectations with real opportunities. An attempt by managers to address the needs of the individual on a case-by-case basis and an increase in basic pay seems to be the only appropriate solution to the identified problem, which has such a large impact on the sense of dissatisfaction among employees. Although paying higher salaries represents an additional cost for the employer, it is certainly worth considering the possibilities of undertaking such changes, otherwise the incentive system in place will never fulfill the expected role.

Another factor contributing to the low assessment of the effectiveness of the incentive system in place is the general perception among employees that it has no impact on their career development. Only a small percentage of employees see opportunities for promotion within the next two years. This is a surprising response, given that the company has the right tools to plan the career path of its employees. The global employee referral system, annual appraisals and the PADR (Performance & Development Review) process, in which managers together with employees outline business objectives and employee development goals, enable both to provide their vision of the future for the next year or several years. The questions that should therefore be asked are as follows: are the promises made by managers kept, are employees insufficiently prepared for the PADR process, is their performance and annual result not satisfactory to top management, or perhaps the range of opportunities presented to employees is too limited and still does not meet their true expectations? In order to find answers to these nagging questions, it will once again be necessary to take an individualized approach towards the employees and the desire to understand their true needs by their direct superiors, who are the most likely to know what their employees expect. In addition, a department supporting the PADR process could introduce an auxiliary indicator to record the percentage of satisfaction of annual interviews and the development plan outlined by managers.

In the overall ranking, wage incentive factors ranked similarly to non-wage incentive factors, the presence of which has an equally strong impact on the commitment of employees in the surveyed company. Non-wage incentive elements such as work-life balance, a good working atmosphere, flexible working hours, the prospect of remote working, good work organization, the opportunity to learn, to use one's skills at work, good relations with one's immediate superior and the feeling of creating something of value were of particular importance to the respondents. The organizational culture and the numerous non-salary forms

of motivation offered by the company to its employees led to a positive opinion among the members of the project teams, for example in terms of their assessment of the atmosphere in the organization. The vast majority of employees rated the atmosphere in the company as very good. This demonstrates good relations between employees and between employees and their managers. In the survey, employees also confirmed that they feel motivated to work and feel a sense of appreciation. A large percentage of employees also acknowledged that their immediate manager plays an important role in their motivation process. This means that managers use the motivational tools the company offers them to increase their employees' commitment.

Despite the increasing awareness of demotivating factors, some irregularities can also be observed, which reduce the level of employee motivation and consequently affect work efficiency. In addition to the level of remuneration being inadequate from the employees' point of view, there was also the issue of poor communication between individuals or departments, the existence of an ineffective management system, lack of pay rise and lack of decision-making. As seniority increased, it was also possible to observe an increase in employees' sense of general dissatisfaction. These demotivators did not cover a significant number of the respondents' votes, which means that not all employees unanimously agree with these perceptions. Nonetheless, they represent a source of potential dissatisfaction and should therefore be analyzed to give rise to corrective measures that the company could implement in its organization.

In summary, in the company surveyed, both wage and non-wage components of the incentive system appeared to influence employee motivation. The research confirmed that the company has an extensive range of non-wage incentive factors, their list is considerable, nevertheless it should not overshadow the most important one. Employee dissatisfaction with the level of remuneration received cannot be fully addressed by other motivators. Employees should feel satisfaction both financially and non-financially, otherwise it will be impossible to maintain a satisfactory level of employee motivation. The organization's goals and projects can only be achieved if the company's activities are based on a well-functioning incentive system. The system, in turn, should constantly evolve, and managers, based on their knowledge of the needs of a given project team, as well as of the individual members of that team, should adjust the selection of motivation solutions to meet the individual needs of the employees. The aim of all these measures is to make the employee feel motivated to work, so that he or she is more willing to perform the tasks entrusted to him or her, his or her work becomes more effective and the employee opens up to new challenges.

Modern companies often use motivational tools that are outdated or mismatched to the needs of employees. The result is an increase in employee dissatisfaction, which has a detrimental effect on relationships and team atmosphere. To avoid this, it is important to have a thorough understanding of employees' value systems and the current situation in the country that affects the labour market. All this will allow the employer to make the right

choice of motivation tools, while at the same time matching the specific work of the organization to the individual, ambitions and needs of the employees. The key, then, is not to build an incentive system with an endless list of motivational tools, as a large proportion of the items on this list, as the survey showed, may not be of any relevance to employees. It makes sense to focus on real needs such as a salary that matches the position and the employee's expectations and to focus a further range of motivational instruments around these. In addition to salary motivation factors, which usually play the biggest role in the employee motivation process in project management, it is also worth emphasizing the importance of non-wage incentive factors. A friendly working environment, friendly colleagues, a sense of recognition and mutual respect, good contact with superiors and a work-life balance play a very important role in maintaining a constant level of employee commitment.

Factors such as being able to use and develop one's own skills, gaining new experiences and self-fulfillment are also crucial in achieving job satisfaction. Without these, everyday work would just be an unpleasant necessity. They help to build a bond between the employee and the company, develop a sense of belonging to the organization and increase the satisfaction and enjoyment of those employed. The focus should therefore not be solely on financial or non-financial aspects. Both are an important part of a motivational system and should therefore complement each other, be strongly interconnected and alternated by the employer. An incentive system structured in this way will bring the most benefits to both parties.

It is also worth mentioning that, once properly designed, an incentive system will not remain effective forever. Given the constant changes in the needs of employees, which may be the result of various factors, such as changes in marital status, family enlargement, ageing, the creators of incentive systems must ensure that it is flexible and open to change. The aim should be to ensure that the process of motivating employees runs smoothly and contributes to the proper achievement of the organisation's tasks and objectives. Only such an approach will ensure that effective employee engagement is sustained over the long term.

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