

The Specificity of Motivating in Polish Transport Companies

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Abstract: each organization and industry is specific, and the solutions functioning there are adequate to the nature of the company. In its entirety, this applies to transport companies that are growing dynamically, especially with regard to road and freight vehicle transport. These assumptions underlie the authors' scientific interest in one of the functions of management, which is motivation. The article shows that it is interpreted in many different ways. It has a special dimension when dealing with transport companies, where two main groups of employees can be distinguished: drivers and employees of other departments who care for the effective functioning of the company. It has been indicated that motivation plays an important role in achieving the set goals. In the case of transport companies, motivation is "governed" by slightly different laws than in the case of other economic entities. In the case of drivers, who are mainly men, the main motivator is cash prizes. The results of the conducted research showed that various types of motivators are appreciated in relation to the remaining employees of transport companies. Regardless of the function performed or the nature of the tasks performed, they are to be a positive stimulus of behaviour and attitudes aimed at achieving the company's goals.

Keywords: motivating, transport, transport companies, staff.

1. INTRODUCTION

Among many issues affecting the effectiveness of activities, motivation plays an important role. This function of management - as the coryphaeus of Polish science, professor T. Kotarbiński put it - *is about making a man willingly do what he has to do, so that what he has to do, he does not do just because he has to, but what he must do, he did with relish and devotion.*

The article concerns issues related to motivating staff of transport companies that provide road freight transport. This impact on employees, as in other organizations, has the same goal - achieving goals in an efficient and effective manner¹. The effectivity of energy usage and pollution reduction are necessities not only for the functioning of the company, but for sustainability of smart cities of the future as well². As this paper will focus

¹ Griffin R. W., *Podstawy zarządzania organizacjami*, Wydawnictwo Naukowe PWN, Warszawa 1997, p. 38.

² Bibri S. E., *Data-driven environmental solutions for smart sustainable cities: strategies and pathways for energy efficiency and pollution reduction*, "Euro-Mediterranean Journal For Environmental Integration", 66 (2020)/5, p. 1-6.

on the staff, we will not discuss in detail wider aspects, that affect the efficiency of transport: such as network properties³ and other critical elements of road infrastructure⁴.

Transport is an element of the socio-economic infrastructure, understood as a separate part of the socio-economic system. Freight transport is an activity whose main task is to move cargo from one place to another. In economics, transport is the performance of shipping tasks against payment, the result of which is the carriage of people and materials, and the provision of additional services related to these transports⁵. Conversely, transport companies⁶ vary in size and their structure varies in the same way as the structure of unicellular animals varies from complex organisms. The simplest such organism is a driver who has his own vehicle, sometimes it is a power unit, sometimes a set, and there is no need to talk about any structure.

2. VEHICLE TRANSPORT IN POLAND

In Poland, as in other European Union countries, a certain number of transport companies operates. The dominant position of Poland in the EU road transport is the result of the growing trade turnover, liberalization of access to the EU transport services market, and high price competitiveness of Polish companies. According to Eurostat data, in 2018 Polish companies transported nearly 270 million tons of cargo, which accounted for 23 percent of EU road transport loads. Road transport plays a key role in Poland's exchange with foreign countries. According to the mentioned source, in 2018 road transport accounted for 72% of exports and 45% of import of goods. Polish carriers clearly dominate in bilateral transport between Poland and other European Union countries. The share of domestic transport companies in relations between Poland and other EU countries amounted to nearly 93% in 2018 and it was by far the highest share of domestic carriers in the transport of EU countries.

According to the data of the Central Statistical Office, published in 2020, road transport dominates (86.5%) and tends to increase at the expense of other carriers. And so, in 2019, 2,220.7 million tonnes of cargo were transported by all types of transport, and the transport performance was 477.1 billion tonne-kilometres, of which 82.8% was road transport. This means that 1,921.1 million tonnes of cargo were transported by road in 2019, i.e. 2.6% more than in 2018, and the tonne-kilometre transport performance was 4.6% higher. The number of trucks (including heavy goods vehicles) at the end of 2019 amounted to 3.4 million, i.e. 2.9% more than in the previous year. In turn, the number of tractor units at the end of 2019 amounted to 447.3 thousand pcs and was by 6.5% higher than in the previous year. According to the same source, in 2019 687.7 million passengers were transported by public collective transport (excluding public transport), i.e. 3.7% more than in the previous year. For the sake of accuracy, it is reasonable to mention that a significant increase in traffic was recorded in air transport.

³ Novotny P., Jánošíková M., *Designating Regional Elements System in a Critical Infrastructure System in the Context of the Czech Republic*, "Systems", 8 (2020)/2, p. 24.

⁴ More on identification of critical road infrastructure elements, see: Řehák D., Patrman, D., Brabcová, V., Dvořák, Z., *Identifying Critical Elements Of Road Infrastructure Using Cascading Impact Assessment*, "Transport", 35 (2020)/3, pp. 300-314.

⁵ Cf. Liberadzki B., Mindur L. (eds.), *Uwarunkowania rozwoju systemu transportowego Polski*, Instytut Technologii Eksploatacji – Państwowy Instytut Badawczy, Warszawa–Radom 2007, pp. 44-47.

⁶ A transport company may be defined as a company which performs transport of people or goods by the means of transport adapted to it.

The average employment, based on an employment relationship, in the entire transport sector in 2019 amounted to 652.5 thousand persons and was 4.6% higher compared to 2018 (in the public sector it increased by 1.3%, and in the private sector - by 5.7%). The average remuneration of employees of transport companies in the sector in relation to persons employed on the basis of an employment relationship was at the level of PLN 3 821.42, and in the public sector PLN 5 813.11, which gave the national average of PLN 4 310.3 gross and compared to 2018, it was higher by 7.7%.

The organizational structure of the transport company is not constant. It is mainly the result of the size of the enterprise, the nature of its activity and its position on the market. As a rule, in a medium-sized or larger transport company, four departments can be distinguished: forwarding, commercial, administration and accounting, as well as the marketing and HR department (Human Resources). The remark made regarding the organizational structure affects many issues, including the fact that it is impossible, e.g. on a national scale, to determine how many people and what positions they hold in a transport company.

Each transport company operates in specific conditions that are constantly changing. It is similar with the environment that is constantly changing. Such a state of affairs implies the necessity to improve the methods and ways of influencing subordinates, new solutions are sought which will guarantee the achievement of high effectiveness of the actions taken⁷. This is the main goal of our work, where the proposed impacts on employees and conclusions are based on the results of the research performed.

There is an incentive system in all transport companies. Various types of motivators are used, the main goal of which is to regulate the behaviour of staff in such a way that their actions contribute to achieving the goals of a given organization operating in a specific environment (environment). Motivators are a mechanism that regulates and activates the behaviour of a given employee. In the assumption of systemic influencing of subordinates, the dominant desire is to identify with what they are doing and where they do it. Since the staff is a very delicate and sensitive resource of any public organization, the solutions used must correspond to their specificity of functioning.

3. MOTIVATING – A LITTLE BIT OF THEORY

Focusing attention on the employees of transport companies and emphasizing their role in achieving goals results primarily from the assumption that the company's staff is its most valuable capital. Employees are a valuable source of any organization's success and require special treatment. It is an important element of the system which, being open, cooperates with the environment⁸. Therefore, everything should be done to ensure that this resource of each company develops, has satisfaction with the tasks carried out, so that it can pursue its own goals through commitment and have a chance to develop professionally and socially. Investing in safety of employees is also a sign of how valuable they are to the company. Modern way of doing so can be to install.

A transport company employee should have the opportunity to broaden their horizons and satisfy their needs for self-realization. Such a personnel strategy will probably affect the overall effectiveness of the organization. It is important to meet two conditions. The first is to make the mentioned impact an element of the company's strategy.

⁷ Quinn R., Faerman E., Thompson M. P., McGrath M. R., *Profesjonalne zarządzanie*, Warszawa 2007.

⁸ Cf. Ścibiorek Z., *Motywowanie w organizacjach publicznych*, Wyższa Szkoła Policji w Szczytnie, Szczytno 2014, p. 70; Forsyth P., *Jak motywować ludzi?*, Onepress, Gliwice 2001, p. 64.

The second condition concerns the necessity to apply (adopt) system solutions because only these will bring the expected (assumed) results.

In publicly available publications one can read the opinion that the most popular profession of a truck driver is in transport companies. At the same time, the profession called "LGV driver" is considered to be one of the most dangerous, but there are still more and more people willing to do it, and this is due to several reasons. Many young adepts think that there is nothing difficult in driving a truck. However, aspects of this job are far more difficult than it generally seems. First of all, you should be aware that a professional driver spends almost half of his life on the road, and the truck cabin becomes his second home. In addition, the driver takes responsibility for a means of transport with goods worth several hundred thousand, and often millions of zlotys, for which he is responsible from loading to unloading. A driver must drive safely, on time and reliably, use only verified and guarded parking lots, as well as observe the driver's working time under the Labour Code and the Act on driver's working hours. Despite these conditions, many people want to work in transport companies as freight transport drivers.

Interest in working in the analysed industry also results from the fact that people tend to act rationally, which means they assess each situation from the point of view of their own interests. People react to external stimuli, which are a derivative of the motivation system and their worldview understood as a specific system of beliefs about the meaning of the world and human life, from which the basic guidelines for behaviour in each specific situation arise. Man, as a being, that is looking for meaning and thinking about it, chooses more valuable values, evaluates belief systems, accepts goals coming from outside in a more or less conscious way, especially from those whom they trust or respect. They also try to avoid conflict situations, strives for effective activity, and thanks to their work want to have certain benefits.

Everyone has specific aspirations that, like needs, come in the form of relatively specific goals of action. They can be realistic, understated or overstated. Realistic aspirations are characterized by adaptation to the personal conditions of the individual, undersized ones mean setting oneself too easy tasks, and overstated ones do not correspond to the possibilities of effective action determined by personal conditions. Values, needs and aspirations fulfil specific motivational functions. However, it is difficult to determine to what extent the possibility of achieving a given value, or even achieving it, which gives satisfaction with the action, affects the behaviour of an employee, because only an ordered system, i.e. the hierarchy of satisfaction factors, seems to explain this behaviour sufficiently.

Achieving the goals of a transport company by an employee, also by a driver, is conditioned by the motivation system it applies, and the degree to which this system prefers values and behaviours considered by an employee/a driver to be right and socially fair. Goals in line with a person's value system trigger greater commitment and recognition for the decisions made. This commitment may be weakened or strengthened by the company.

Therefore, the attitudes, behaviour and efficiency of each employee are influenced by many factors. Sometimes they are difficult to identify, other times they are relatively easy to identify. Currently, issues related to the functioning of the incentive system play an increasingly important role. It is this very system that can influence the attitudes and behaviour as well as the effectiveness of the tasks performed in various ways. Human motivation can be triggered, stimulated and consolidated in two ways - by creating conditions that threaten what a human has already achieved, or by creating conditions that allow achieving a better level of satisfying needs⁹ than before. In other words, we can activate negative or positive¹⁰ motivation in almost every situation. In each case, the motivation is influenced by the functioning of transport companies and the people there.

⁹ Cf. Kuc B. R., *Przywództwo w warunkach ryzyka, niepewności i chaosu*, Wydawnictwo Ementon, Warszawa 2019, p. 148.

¹⁰ Ścibiorek Z., *Ludzie – cenny kapitał organizacji*, Wydawnictwo Adam Marszałek, Toruń 2004, p. 121.

Experts in the issue of influencing professionally active people clearly indicate that in order to effectively stimulate, shape and consolidate the desired level of staff motivation, appropriate proportions should be maintained, with a predominance of positive motivation, between negative and positive reinforcements. When used in an appropriate way, they are complementary to each other, and therefore, they should help eliminate any concerns that may arise as to the results of the actions taken. They should not only strengthen the relations between the staff and the company, but also strengthen the belief in the rightness of the tasks performed, which at the beginning are not always received positively¹¹.

In practice, people are more often stimulated to the required action by using negative stimuli. There is some justification for this. Their influence on the attitude of the employee is clear, because the feeling of being threatened makes it relatively easy to launch stronger aspirations and release more energy, and they are also less expensive. It is easier to take something from an employee or threaten to lose the benefits already possessed than to create a hope of receiving something, the more so as it obliges them to keep their promise. Negative motivation is based on anxiety and fear. Employees stimulated by such motivation act under pressure, under the influence of a sense of threat and unpleasant consequences. Negative stimuli direct the employee's aspirations so as to lose as little as possible or minimize the unpleasantness resulting from improper performance of the task. This causes a person to focus not on the best possible performance of the assigned task, but on avoiding unpleasantness. Such a situation leads to avoiding risk in taking actions, hostility towards progress or changes - it is difficult to think about a creative attitude. Such solutions will probably soon become a historical category, as they do not correspond with the subjective treatment of people and the desire to create a climate in the company that would allow the staff to fully identify with a given organization, e.g. a transport company.

4. THE DESCRIPTION OF THE SURVEY AND OF THE SURVEYED

The dominance of vehicle transport in relation to freight transport was the basic premise due to which the main attention of the authors was focused on issues related to the functioning of this type of companies. The research covered 153 representatives of transport companies. Surveys were addressed to this number of people. 132 correctly completed questionnaires were received and analysed.

The actual studies were preceded by pilot studies involving 32 people. As a result of this research procedure, 5 motivators were specified, which were considered to be applicable to drivers and employees of other departments of the transport industry. The respondents referred to the motivators presented in the survey. They also had the opportunity to replace others, which they used to a limited extent, only in 2 cases.

When the research was launched in September 2020, the criterion was adopted that the respondents cannot be people under 25 and having less than 5 years of work in transport. The adoption of such criteria resulted from the efforts to ensure that the positions of the respondents resulted, inter alia, from their life and professional experience. Due to the nature of the research, representatives of family businesses were "excluded".

The respondents did not assess the possibility of using individual motivators, but only what value they represent in the subjective assessment of a particular person or how they would use these tools if they were superiors. From the presented set of motivators, they had a choice of only a specific number of the most important motivators, which they had to pose according to their importance in their assessment. In the questionnaire, the

¹¹ Pawęska M., Ścibiorek Z., Zamiar Z., *Personel w zarządzaniu logistycznym*, Biblioteka Międzynarodowej Wyższej Szkoły Logistyki i Transportu we Wrocławiu, CL Consulting i Logistyka – NDiO, Wrocław 2018, p. 26.

last question was open. Each of the respondents had the opportunity not only to evaluate the solutions adopted by him in the company. He could also present his proposals for modifying the existing status and present his vision of the incentive system. The related results and reflections are included in point 5 of this article.

The distribution and professional characteristics of the respondents are presented in Table 1.

Table 1. Characteristics of the surveyed personnel of transport companies

Details Characteristics of the surveyed		Managers	Staff of other departments	Total
Sex	Women (W)	19	27	46
	Men (M)	74	12	86
Total		93	39	132
Age (W/M)	25 - 30	3/8	3/0	6/8
	31 - 35	12/17	8/3	20/20
	35 - 40	4/21	12/6	16/27
	over 40	0/28	4/3	4/31
Years at work (W/M)	5 -10	7/9	5/1	12/10
	11-15	7/21	9/2	16/23
	16 - 25	5/20	8/6	13/26
	over 25	0/24	5/3	5/27

The respondents were employees of transport companies located in Lower Silesia, they were mainly employees of medium and large companies. The respondents were divided into two groups: drivers and employees of other departments, which in individual companies have a different name and organizational structure. This fact was the main premise to consider this group of employees not only separately from drivers, but also as a whole, regardless of whether they are in the shipping, administration and accounting, marketing or personnel departments.

5. PRESENTATION OF THE RESULTS OF THE SURVEY

In line with the previous remark, the research results were analysed with reference to two professional groups of transport companies: drivers and employees of other departments. The conducted research shows that the approximate assumptions of incentive systems and impact on employees are reflected in the assessment of motivators by drivers (Table 2).

The obtained research results are the basis for drawing a number of conclusions. The order in which they are presented does not always result from the significance (weight) of a given motivator, which is quite important due to the subsequent observations.

Table 2. Motivators in relation to drivers

Details Characteristics of the surveyed		Drivers	The Key Motivator I ^o					
			Money Award	Promotion	Training (courses)	In-Kind prize	holiday	other
Sex	Women (W)	19	11	3	2	3	-	-
	Men (M)	74	47	7	8	7	4	1
Age (W/M)	25 - 30	3/8	2/6	1/0	0/2	0/0	0/0	0/0
	31- 35	12/17	7/13	1/3	1/0	3/1	0/0	0/0
	35 - 40	4/21	2/11	1/2	1/3	0/5	0/0	0/0
	over 40	0/28	0/17	0/2	0/3	0/1	0/4	0/1
Years at work (W/M)	5 -10	7/9	3/4	2/2	0/3	2/0	0/0	0/0
	11-15	7/21	5/11	1/2	0/2	1/3	0/3	0/0
	16 - 25	5/20	3/16	0/1	2/0	0/2	0/1	0/0
	over 25	0/24	0/16	0/2	0/3	0/2	0/0	0/1

From a scientific point of view, it is interesting to find the conclusion that with regard to gender, age and years of employment as a driver, individual motivators are perceived differently. This corresponds with the results of other studies that confirm the legitimacy of having a range of motivators by superiors that can be applied to specific people. In each case, the motivator is to fulfil a specific function, mainly to be a factor for even greater involvement in the professional performance of official duties (task performance)¹².

The research results correspond to the thesis that money is the most obvious form of reward for work performed. Cash is certainly not the only incentive for effective work, it is the most tangible determinant. Financial gratuities can be a strong motivating factor for drivers, regardless of gender. Such a position was presented by a total of 62.4% of the respondents. This perception of this motivator was dominated by men, who placed 63.3% first, and women 48%. The financial motivator was dominant in relation to middle-aged people (31-40 years old) and with significant work experience.

Perception of money as a motivator is primarily due to the real possibility of translating it into the implementation of specific, often down-to-earth desires. Money is necessary to meet basic human needs: survival and security. What is more, it can increase a person's self-esteem and increase morale, because it is a proof of recognition for the work performed. The foremost place of money, in relation to the age or years of work, most likely resulted from a rather critical assessment of the promotion opportunities of these people.

Motivators which were defined as promotion and training (courses), came next. In both cases, such a position was represented by 10 respondents (almost 11%), and therefore at a level much lower than the financial reward. It is worth emphasizing that this option was clearly more dominant in terms of men (32%) than women (26.6%).

¹² Sarlej S., *Motywacja do pracy i motywowanie kierowców na przykładzie firm transportowych w Polsce*, Wydawnictwo Wyższej Szkoły Biznesu, Nowy Sącz 2013.

Such a position probably results from the fact that new competences are indispensable for promotion, and a higher position (promotion) is associated with a higher remuneration.

In total, the three leading motivators were the most "interesting" for the respondents, and this position was represented by almost 84% of the respondents. It is justified to emphasize the fact that also about 10% of the respondents perceived the in-kind award quite highly, which was quite clearly related to the age and years of work.

Half of the aforementioned educational procedures applied to younger people. This group of respondents perceived this motivator as an investment in themselves, an investment for the future. Not very numerous representatives of the group of drivers believed that having a high level of competence, they would "catch up" with their peers in a short time, and even overtake them.

One of the drivers, older in age and seniority, ranked the motivator first, which he defined as a distinction in the form of a diploma.

In relation to employees who are not drivers of transport companies, the perception of motivators was slightly different (Table 3).

Table 3. Motivators in relation to employees of other departments

Details Characteristics of the surveyed		Employees of other departments	The Key Motivator I ^o					
			Money Award	Promotion	Training (courses)	In-Kind prize	holiday	other
Sex	Women (W)	27	8	12	5	2	-	-
	Men (M)	12	2	6	3	0	0	1
Age (W/M)	25 - 30	3/0	2/0	1/0	0/0	0/0	0/0	0/0
	31 - 35	8/3	4/1	1/1	2/1	1/0	0/0	0/0
	35 - 40	12/6	2/1	6/2	3/2	1/0	0/0	0/0
	over 40	4/3	0/0	4/3	0/0	0/0	0/0	0/1
Years at work (W/M)	5 - 10	5/1	3/0	1/0	1/1	0/0	0/0	0/0
	11-15	9/2	5/0	3/2	1/0	0/0	0/0	0/0
	16 - 25	8/6	0/2	6/2	1/2	1/0	0/0	0/0
	over 25	5/3	0/0	2/2	2/0	1/0	0/0	0/1

Promotion dominated in this group of staff. This motivator was perceived in this way by slightly above 46% of the surveyed men and 50% of women. Such a position was represented mainly by people aged 35-40 and with 16-25 years of work experience. This group of respondents probably thought more realistically about the end of their professional career and the amount of retirement benefits. It should be noted that only 20.5% saw training and courses as the most important motivator, which made it come third. The cash prize was ranked second - less than 26% and was dominant among men at a younger age and with work experience up to 15

years. Only about 5% of the respondents, and only women, perceived the in-kind reward as a major stimulus to above-average commitment to the company.

In this group of respondents, as in the case of drivers, one of the employees highly perceived a rather unusual motivator, which is being awarded in front of a wide range of co-workers.

6. VARIED FUNCTIONS OF MOTIVATORS

The presented research results show that there is a wide range of motivators that are within the reach of the heads of transport companies. Money occupies a special place among the wide range of motivators. Financial gratification is one of the most important factors influencing engagement in work and determining satisfaction with performed duties (performance of tasks).

The respondents believed that the financial factor relatively quickly and clearly influences people's attitudes. However, if other mechanisms do not work, the state achieved by the financial stimulus can pass quickly. The superiors' goal should be to create a state that will be a state of well-formed and permanent attitudes, where small failures (stumbles) will not be able to change this state, which was created by various factors and influences on subordinates.

The respondents expressed the opinion that there is a dilemma in transport companies. On the one hand, it would be reasonable to create one "universal" incentive system that would apply to all employees. On the other hand, the diversity of the company makes itself felt, which, in turn, suggests that we should have a well-developed outline of the system, its strategic assumptions, but approach and treat each employee individually.

The principles of creating an incentive system for a transport company are influenced by many issues, which resulted from the provisions contained in the last question of the questionnaire. The respondents emphasized that the factors of motivational influence are all those elements that encourage people to work effectively. The respondents were of the opinion that these factors can be broadly divided into internal and external. Inner ones are those coming from within a person that make people behave and act in a certain way or in a specific direction. External stimuli are actions for people to motivate them. These factors can have an immediate impact, although not necessarily a long-term one. Taken together, these stimuli create an incentive system, which is a set of purposefully selected and logically interrelated motivators, creating a coherent whole, serving the implementation of the mission and goals of a given company and taking into account the possible and purposeful to meet the needs and expectations of employees. The trick is to select individual elements in such a way as to maintain the appropriate level of employee agitation as long as possible. For example, the creation of incentive systems should be treated very individually, depending on the needs or expectations and the degree of approval of employees. Moreover, the construction of any personnel motivation system in a transport company should be based primarily on material remuneration. This corresponds to the thesis already signalled several times that the basic incentive is a cash equivalent for work. This was the opinion of the respondents who in transport companies fulfil the functions of managers and (or) are members of the Management Board.

The answer to the question: how to reward? The main goal of this activity is to influence a person, their motivation, attitude and behaviour in a public organization. Awards (cash, material, honourable) affect the satisfaction of individuals and entire teams. From the psychological point of view, they play the role of positive reinforcement, a factor whose occurrence as a result of a reaction increases the likelihood of this reaction being repeated in the future, and also any positive, perceived as pleasant and desirable effects of behaviour.

It is known from practice that subordinates are more likely to perform activities that lead to specific, tangible effects - rewards. This allows us to draw another conclusion that reward systems are obviously related to the theory of motivation based on the concept of expectations. A person will be willing to make an extra effort if he/she knows that his/her work and achievements will be measured, assessed and properly rewarded. Therefore, awards should always be related to effectiveness, and not to seniority or other considerations unrelated to the merits for the organization. Currently, non-monetary employee benefits are becoming an important motivating factor. The availability of the so-called benefits in a transport company can play a significant role in attracting and retaining, in building loyalty and commitment, and in motivating staff¹³. The fact that employees, especially those over 30 years of age, see the legitimacy of investing in themselves, proves their long-term, strategic perspective of perceiving their professional development.

7. SUMMARY

Various types of motivators can be used in transport companies. Financial and material incentives are of primary importance. The main one is job security and wage stability, which today is a guarantee of a peaceful life.

Each company has its own ways of motivating its staff, and there is no universal incentive system as it must always take into account the specificity of the company. A company must be able to build and shape its own, sometimes quite specific, incentive system. Managers of transport companies (superiors) should have a fairly wide range of motivators. By using various motivators (incentives), they are aimed at ensuring the employee's attachment to the company, conditions at the workplace, a friendly atmosphere, a sense of recognition, giving the opportunity to develop, ensuring better communication. However, in order to meet this postulate, it is always necessary to know about the individual needs, values and beliefs of subordinates. It is very important to establish permanent cooperation, build a thread of understanding and tie employees to the company, which can be served by a special incentive and recognition program in which rewarding the best performers for the best results plays a major role. The programs are designed to stimulate their willingness to make increased efforts for the benefit of the company, impersonate the company, strengthen creative thinking, improve competences and constantly improve competences.

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