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Determinants of the effectiveness of motivation systems  
in basic local government units

**Doctoral dissertation summary**

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## **I. Research problem and justification of topic selection**

The contemporary world in which we live and work forces change processes and constant adaptation to new conditions. It seems, however, that over the years, one thing has remained the same - the importance of man in the organization. Of course, the role is changing and perception of the individual, while it should be clearly indicated that the correct implementation of many processes in organizations depends on the people employed in it and their motivation to work. The issue of motivating employees, and thus building incentive systems in organizations, is one of the basic areas of human resource management.

A satisfied employee who identifies with the organization and likes his job is an effective, committed, efficient, loyal and effective employee" (Kozłowski, 2017). The process of motivating takes place through the use of appropriate tools called motivators or motivational measures in the literature on the subject. "A consistent and purposefully selected set of motivational tools from the point of view of achieving the goals of the organization and employees, it creates a motivating system "(Borkowska, 2006). An effective incentive system in administration is one where individual elements (i.e. financial and non-financial incentives), as well as the entire structure, are assessed positively by officials and the personnel services of basic local government units.

The effectiveness of the motivational system "... depends on the practical use of material and non-material incentives, consistent application of the adopted principles, employee expectations, and recognized values, needs, as well as internal motives of conduct" (Mikuła, 2000).

As Peter Drucker writes: "In the 20th century, the top four most dynamically developing industries included the following sectors: central administration, healthcare, education and entertainment. (...). Of the four dynamic sectors of the twentieth century, administration is likely to have the greatest influence on the distribution of disposable income of citizens. (...) The main economic function of the central administration in a developed country is the redistribution of 30% to 50% of the national income of the entire country "(Drucker, 2010). The above statement shows how important for the economy is increasing efficiency, and thus appropriately selected elements of management, which will contribute to modernizing and making the functioning of public administration more flexible. including basic local government units (LGUs).

Extremely important to remember and what requires emphasis is the fact that despite the functioning of all LGUs based on identical legal regulations, mission, goals and tasks of the organization, the personnel policy (including incentive systems) should take into account adaptation to diverse, specific local conditions. The above premises and the cooperation of the author of the work with the Association of Municipalities and Poviats of Greater Poland were the impulse for the presented considerations in the hearing.

A further important motivating factor was the small scientific achievements in the area of the considerations undertaken in the dissertation. The indicated inspirations were an intellectual stimulus for designing research and to bolster a creative search for a solution to the research problem, i.e. answers to the question: to what extent do individual determinants affect the effectiveness of the incentive systems used in the units of the local government of the Greater Poland Voivodeship?

## **II Research goals and hypotheses**

The main purpose of the dissertation was to identify and analyze the determinants of the incentive systems used in the basic units of local government in the Greater Poland Voivodeship. The implementation of the main goal required the formulation and achievement of partial goals of a systematizing, cognitive and methodological nature.

When attempting to achieve the set goals, the main hypothesis of work, **H0**, was adopted, according to which the effectiveness of the components of employee motivation systems (motivational factors) in the municipalities of the Greater Poland Voivodeship depends on the determinants influencing them.

Supporting hypotheses were also formulated:

**H1:** The currently used elements of incentive systems in the basic units of local government administration in the Greater Poland Voivodeship do not meet the expectations and the needs of employees.

**H2:** There is a discrepancy between the assessment of the effectiveness of the components of the incentive systems made by the employees of basic units of local government administration in the municipalities of the Greater Poland Voivodeship and the assessment made by the organizations (organizational unit / municipality) represented by employees dealing with HR.

**H3:** There is a correlation between the determinants of the municipalities' characteristics (administrative character, location in a city or rural area, the number of inhabitants of the town where the municipal office is located) and the effectiveness of individual components (factors) of the incentive system in the municipalities of the Greater Poland Voivodeship.

**H4:** There are correlations between the determinants of employees' characteristics (sex, age, education, place of residence, position held, seniority) of the basic units of self-government administration in the Greater Poland Voivodeship and the effectiveness of individual components (factors) of the incentive system.

### **III Scope of research**

In order to build the theoretical foundations of the dissertation, an analysis comparing the Polish and foreign literature on the subject in the field of processes and incentive systems in organizations was carried out, including public sector organizations, in which municipal government units are located.

The research procedure in the empirical part was carried out in two stages of the research, namely:

- pilot studies, carried out in the period December 2018 - January 2019 which included three basic units of local self-government, including: one unit with the character of an urban municipality, one with the character of an urban-rural municipality and the last one with an urban character; with the basic research covering 226 basic units of territorial self-government in the Greater Poland Voivodeship, that is, 100% of entities in the Greater Poland Voivodeship.

In order to analyze the perception of the determinants of the effectiveness of incentive systems by two groups, namely, employed officials as well as those responsible for building incentive systems in organizations, i.e. personnel departments, the research questionnaire was prepared in two variants. The first was addressed to administrative employees of all levels of basic local government units, the second to services responsible for activities in the personnel area.

The theoretical and empirical nature of the dissertation determined the research methods used. The study uses the method of a diagnostic survey, with the use of a questionnaire as a research tool. The selection of the research sample was random (probabilistic).

The research procedure was based on a model consisting of nine stages:

**STAGE 1:** Determining by expert method the determinants influencing the effectiveness of motivational factors, and thus the effectiveness of the incentive systems used in local government units.

**STAGE 2.** Determining the list of motivational factors of the incentive system in the area of research, divided into material and non-material factors.

**STAGE 3.** Assessment of the incentive system functioning in the basic units of the territorial self-government of the Greater Poland Voivodeship by the employees of the office.

**STAGE 4.** Identification of opinions on the applied elements of incentive systems in basic units of local government in the Greater Poland Voivodeship by employees.

**STAGE 5.** Analysis of the relationship between the determinants concerning the characteristics of employees and the characteristics of the municipality to include material and non-material factors.

**STAGE 6.** Assessment of the incentive system functioning in the basic units of the territorial self-government of the Greater Poland Voivodeship by organizations, represented by employees of HR departments.

**STAGE 7.** Identification of opinions on the applied elements of incentive systems in the basic units of local government in the Greater Poland Voivodeship by organizations, represented by employees of HR departments.

**STAGE 8.** Analysis of the evaluation of the effectiveness of incentive systems made by the employees of basic units of local government and the organization.

**STAGE 9:** Analysis of the evaluation of the effectiveness of the components of the incentive systems made by the employees of basic local government units and organizations.

The collected data were statistically analyzed using statistical methods such as descriptive statistics, the Mann-Whitney U Test, the Kruskal-Wallis Test, and the Chi-square Test.

#### **IV The structure of dissertation**

The work consists of six chapters, introduction, summation, bibliography, list of tables, charts, drawings and attachments.

In the first theoretical part, i.e. the first and second chapter, the concept of motivation, motivation and motivational systems was analyzed. The achievements were systematized in the field of theories and motivational models, as well as the concept of economic and organizational efficiency. In the fourth chapter, methodologies of my own research were developed and presented. The problems and research hypotheses, methods of own research, the characteristics of the research sample and the characteristics of the research tool were indicated.

Chapter five and six are devoted to the analysis of the research carried out.

Chapter five describes:

- analysis and assessment of the incentive system functioning in the basic units of the local government of the Greater Poland Voivodship, carried out both by employees and organizations represented by employees of HR departments;
- identification of opinions on the applied elements of incentive systems in basic local government units of the Greater Poland Voivodeship, made both by employees and organizations represented by employees of HR departments;
- analysis of the correlation between the determinants of the characteristics of employees of basic local government units and material as well as and intangible factors.

Chapter six describes:

The analysis and evaluation of the effectiveness of incentive systems and components of incentive systems.

The analysis of the research results made it possible to indicate the answer to the research question, verify the hypotheses and evaluate the achievement of the objectives of the dissertation.

Conclusions and recommendations concerning the research problem were also formulated, and the perspective of conducting further research was defined.

## **V Empirical results**

The analyses allowed for the determination of the determinants influencing the effectiveness of motivational factors, and thus the effectiveness of the incentive systems used in local government units, which include:

- I. features of the municipality (administrative character, location in a town or rural area, number of inhabitants of the town where the municipality's administrative unit is located);
- II. characteristics of employees of administrative units (sex, age, education, place of residence, position held, length of service).

The first detailed objective of the dissertation concerned the evaluation of the incentive system by office employees and the organization represented by the personnel services of individual units. In both the group of employees and Human Resources services, the overall assessment of the incentive system was highly unsatisfactory, although employees in the Human Resources department had slightly better results than other employees.

In the further analysis, the components of the incentive system were divided into material and intangible factors. In the course of the research, all material and non-material factors were subjected to a statistical analysis examining the influence of particular determinants on the assessment of the components of motivation systems. The results of the research clearly showed that intangible factors (intangible components of the incentive system) should constitute a very important element of building incentive systems. At this point, the null hypothesis was confirmed, according to which the assessment, and hence the effectiveness, of the components of the incentive systems in the municipalities of the Greater Poland Voivodeship depends on the determinants influencing them.

Finally, statistical analysis was carried out to evaluate the effectiveness of the components of the incentive systems by analyzing the opinions of employees and representatives of HR departments.

The results of the conducted research showed that there are statistically significant differences in the assessment of both the functioning of the entire incentive system and its consistency with the needs and expectations of employees, as well as in the assessment of its individual components. On the basis of the obtained research results and the fulfillment of the adopted statistical criteria, the second hypothesis was positively verified, assuming that there is a discrepancy between the assessment of the effectiveness of the components of the incentive systems made by employees of basic units of local government

administration in the municipalities of the Greater Poland Voivodeship and the assessment made by the organizations.

In the next steps, the relationships between the determinants of the municipality's features and employee characteristics and the effectiveness of individual components of the incentive system were analyzed. Among the determinants of employee characteristics, the assessment of material factors is influenced by: place of residence, position held and seniority. In the case of non-material factors, however, were the following influences: gender, age, position held, length of service. In the case of determinants related to the characteristics of a municipality, material factors were influenced by the character of the municipality, while non-material factors were influenced by the number of inhabitants of the city in which the municipal office is located and by the nature of the municipality. On the basis of the obtained research results and the fulfillment of the adopted statistical criteria, the third hypothesis assuming that there is a relationship between the determinants of municipal characteristics and the effectiveness of individual components of the incentive system used in municipalities was positively verified.

As confirmed by the analyses, the function of personnel services employees is to build effective incentive systems in basic local government units, i.e. those whose elements (system factors) will be assessed positively by officials and will provide:

- job satisfaction of officials with the work performed;
- involvement in the performance of tasks;
- implementation of the office's goals and mission.

This requires, first of all, a diagnosis of the needs and expectations of office employees and the selection of appropriate tangible and intangible elements (factors). The proper selection of material factors should be determined by such determinants as: the nature of the municipality, place of residence, position held, length of service, while in the case of intangible factors: the nature of the municipality, the number of inhabitants of the city in which the municipal office is located, education, place of residence of the employees of the basic units of local government and the position held.