

# Shaping the motivational potential of work in an organization

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**Abstract:** This paper outlines selected concepts, factors and instruments, which may be used for motivating employees to work. It was found that work motivation depends on both the employee willingness and competences, their individual characteristics, as well as on the motivational characteristics of the work performed. The concept of work motivation therefore applies to the employee and to the company alike, becoming one of the components of their work potential. The motivational potential, coupled with the skill potential of the work, as well as working time, constitute work potential, which can be determined, then shaped and raised as appropriate. The main objective of this paper is to outline the concept of a system of evaluation of motivational potential of work in a company and the results of empirical studies. The identification and evaluation of motivational potential of work in the surveyed company was selected as the main research problem. The practical aim of the study was to identify the gap in the motivational potential of work, which constitutes the difference between the desired level of motivational potential of work and the actual level determined in the company. When measuring the motivation gap, the state of discrepancy between presented values is determined and the directions and ways of bridging this gap are indicated. To achieve the objectives of the study and verification of the hypotheses, the researchers used literature analysis, influence factor analysis, survey, expert study, case study and categorization technique. The use of these methodologies for evaluating the motivational potential of work in practice, or—more precisely—the information gathered thanks to these methodologies, can constitute the basis for modelling the growth capacity of a company and for recognizing the managerial pragmatism of the company in this area.

**Keywords:** work motivation, work potential, motivational potential of work diagnosis methodology

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## 1. Introduction

Initially, in mid-twentieth century, psychologists focused mainly on the energetic aspect of motivation, biological sources of energy feeding motives, to later focus on its regulation and redirection (Madsen, 1980). They believed that motivation is

primarily experienced as a desire to do and achieve something (cf. Cofer and Appley, 1972, pp. 14–21). Motivation can generally be defined as “the totality of the motives in action, which activate, direct and regulate behaviour. It is defined as the readiness to act, to fulfil one’s needs and to achieve the goals one set for themselves” (Asanger [ed.], 2009, p. 38). It can also be described as a system of forces that induce people to behave in a certain way (Griffin, 2018, p. 514).

The notion of motivation is closely linked to the act of motivating. The existing texts on organization and management define this concept as one of the managerial functions, which entails “incentivizing and encouraging action with a range of incentives, measures and conditions for personal satisfaction and added benefit for the organization” (Penc, 1996, p. 25). The act of motivating is a conscious influence on people’s behaviour so that they go in the direction desired by the motivating entity and achieve the goals and complete the tasks entrusted by said entity (Pietroń-Pyszczek, 2007, p. 10). Michael Armstrong, on the other hand, believes that in the process of motivating, identifying and taking advantage of the influence factors it is crucial for making people behave in a certain way (Armstrong, 2005, p. 210). Another interesting and original definition of motivation and the act of motivating was offered by Falko Rheinberg, who described it as “activating orientation of current life pursuits toward a positively evaluated goal state” (Rheinberg, 2006, p. 18). This concise definition requires further clarification. The terms *activating orientation* and *positively evaluated goal state* need to be considered from a number of points of view. For example, one can say that motivation entails various states and behaviours, including wanting, making an effort, striving for something; however, it may also mean avoidance, aversion, fear of unwanted consequences and experiences. Thus, according to the author, the motivation to avoid something is different in many ways from the motivation stemming from wanting something. In this approach to motivation, the key question that needs to be answered is the issue of factors, which motivate people in both of the aforementioned situations.

However, people are not always eager to get active and carry on with certain activities solely because they are pursuing complex goals—they can also do so because of the satisfaction that accompanies these activities. Doing such activities becomes a kind of a goal in itself for the individual.

It is worth noting that the notion of motivation also refers to a situation where the motivating and motivated person is the same individual, in which case we are dealing with self-motivation. Self-motivation, or motivating oneself by reacting to one’s own behaviours, setting goals and strengthening one’s achievements is the most important component of various motivational phenomena (Bandura, 2007, p. 156).

The presented concepts and definitions of motivation define the mechanisms that stimulate the activation, direction, maintenance and cessation of a behaviour, they do not constitute a homogeneous whole. The notion of motivation describes both simple and complex mechanisms of behaviour, it concerns both external and internal mechanisms, affective and cognitive, as well as homeostatic and heterostatic processes (cf. Waszczak, 2010).

Depending on economic, social or individual differences resulting from personality traits and experiences, people’s personal actions are guided by various motivations, motivation factors and incentives.<sup>1</sup>

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<sup>1</sup> Motivations, including motivation factors, incentives, needs and tasks can be defined as any change in human environment (for example a change in the situation of an employee) that causes or changes the motivation of their action.

In the context of studies on motivation characterized by the absence of intentional regulation, a type of motivation described as amotivation can also be identified. According to E. L. Deci and R. Ryan, the notion of amotivation denotes a state, in which an individual does not perceive the link between their behaviour and the result that is a consequence of that behaviour. In clinical terms, amotivation syndrome entails reluctance to be active and participate in social situations, it manifests itself as a state of apathy caused by various factors such as the situation of the individual, their relations with their immediate circles, as well as psychoactive substances (Gagné and Deci, 2005, p. 336; Ryan and Deci, 2000, p. 611).

An activity can be initiated by an internal motive, and as a result, it is free and effective, because the performing individual drives it and gets involved in the activity. In the work environment, this motive results from important psychological needs of the individual, which stem from the content of their work, such as the sense of autonomy, importance of the task, competence, feedback, the need to have relations with other people, interest—in short, drawing satisfaction from it.

Activity can also be initiated by an external incentive (for example a prize), but performing it does not, in any case, evoke pleasant feelings.

In both situations, the activity of the individual is geared towards achieving a goal, the essential component of motivation, and said activity is only an instrument used to achieve that goal. Incentives stemming from the activity itself are usually less attractive than those following the result of achieving the goal. If an attractive reward is associated with achieving the goal, an individual can endure performing even unpleasant activities (Waszczak, p. 16); however, it is more beneficial if the individual draws the satisfaction associated with these activities.

The theory coined by F. Herzberg was a major contribution to the development of knowledge about motivation to work, especially in the study of motivation factors. He outlined a hypothesis, according to which satisfaction and dissatisfaction are caused by fundamentally different factors in the working environment.<sup>2</sup> He referred to the factors which—when they occur—cause satisfaction as *motivators*, while those whose absence causes dissatisfaction with work he called *hygiene factors*. Achievements, recognition, awards, promotion, job content, personal development opportunities, responsibility are all recognized as motivators. The hygiene factors, in turn, include company policy and management, technical supervision, interpersonal relations, remuneration, work safety, working conditions and working time, as well as benefits and position.

According to this theory, it is possible to increase job satisfaction, even if dissatisfaction does not decrease, as well as the other way around. Admittedly, Herzberg's theory has been subject to harsh criticism<sup>3</sup>, but researchers working on the subject admit that his theory has contributed to the development of research methods concerning motivation to work, by stating that there are two continua—satisfaction and dissatisfaction with work, existing independently of each other, and it has also provided additional arguments concerning the links between job satisfaction and employee productivity.

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<sup>2</sup> Previous studies employed the concept of work satisfaction, which was presented in a one-dimensional space model. Satisfaction and dissatisfaction with work were treated as opposites on the same continuum—the assumption was that if a given factor has an added value for the employee, its absence has a negative value and vice versa.

<sup>3</sup> The two sets of motivational factors introduced by F. Herzberg are recognized differently by various employee categories. Some hygiene factors can be treated as motivators, some people may also believe the opposite.

More recent studies have shown that there are other factors that motivate people to work (other than motivators and hygiene factors), namely demotivators, whose vector is fundamentally different from other factors. So far, studies on demotivation are scarce. The authors point to various and numerous factors demotivating people to work.<sup>4</sup> They mostly stem from workplace alienation, organizational and management errors, as well as vices of the human nature.

The presented approach to the study of motivation to work, as opposed to Maslow's concept of needs and Herzberg's theory, takes into account all kinds of factors that make up the perception of workplace as determinants (characteristics of work) of the variability of attitudes and beliefs towards work, influencing employee's organizational behaviours. The research thus focuses on the following areas (Koziół, 2011; Koziół and Koziół, 2016):

- work motivation factors defined as motivators<sup>5</sup>, which take a positive form, especially when an individual becomes aware of the possibilities for satisfying their needs (such as rewards, flexible working time, prospects for personal development);
- factors stemming from working conditions, work organization and human resources policy that cause frustration and prevent employees from getting fully engaged in professional activities are presented and understood as demotivators. They constitute a negative form of motivation because they contribute to the deterioration of an individual's state or the threat of such deterioration. They are expressed in the form of a sense of lack of something, problems, annoyances, troubles, anxieties and many more, and as such, they are a source of stress. The tension associated with these factors is the higher the stronger the harmful factor, and the longer its duration;
- if the combination of all the factors results in an optimal situation for the individual, according to their personal needs, principles, aspirations, standards and so on, the tension is concealed. As such, it does not cause any significant changes in the state of the body; however, it makes the individual more susceptible to stress factors. This type of factors are determined to be hygiene factors. If an individual's situation remains different from their optimal situation, such a discrepancy may lead to negative motivational tension. This can lead to an active form, which may result in the employee quitting their job.

The motivational potential of work (MPW) depends on the willingness and ability of the employee and their individual characteristics, as well as on the motivational characteristics of the work they perform (cf. Sajkiewicz, 1995; Gableta, 2000; Rybak, 2000; Reilly and Williams, 2009; Białas, 2013; Czerniachowicz, 2014). It encompasses motivation factors with different vectors and instruments for shaping working conditions and organizational relations in the context of motivation for work. It refers to the company as a whole and to individual employees. It is also one of the components of work potential. It may seem obvious that every work has a different motivational potential, but in essence, said potential can be determined, then shaped and raised as appropriate. The importance of the MPW stems from

<sup>4</sup> To read more on the subject, see: Steward (ed.), 2002, p. 245; Smoleński, 1999, p. 214; Kozińska and Szybisz, 2004, p. 8; Adair, 2000, pp. 158–159; Stelmach, 2005, p. 98.

<sup>5</sup> Motivators are an essential element of the incentive system in an organization. It is assumed that the incentive system is a set of deliberately selected and logically interconnected motivators, which form a coherent whole that takes into account the deliberate and achievable needs and expectations of managers and employees.

the fact that it determines the results of work, which are also influenced by the qualification potential and resources necessary for carrying out the work. The latter two factors are easy to correct, but insufficient or inadequate motivation for work is often a problem. Determining the level of motivation and then controlling its development can be difficult, especially given that it is an elusive, ever-changing concept for practitioners. The presented concept of MPW may prove to be a useful tool for identifying and shaping motivation potential in a company.

The definition of the potential of work requires referring to the whole potential of people working at a particular time in an organization (Gableta, 1998, p. 12). It comprises qualification potential, motivation to work, as well as working time, or the quantitative dimension of work potential (Sajkiewicz, 1995, p. 7).

Work potential, which is synonymous with human capital, can be considered on a micro-economic scale and therefore concerns the company and the employee alike. It constitutes a component of the production potential as the current and future ability to perform the assumed tasks and solve the problem of the company's growth, as well as improve its competitive position on the market.

## **2. Concept hypotheses and study process stages**

The aim of the article is to present the concept of the MPW evaluation system in a company and to present the results of empirical studies. The identification and evaluation of the MPW in the surveyed company constituted the main research problem.

The motivational potential of work is conditioned by external factors, which we may influence to a limited extent, as well as, above all, by internal factors; the internal factors of the MPW were used as the subject of analysis, while the activity and growth of the company serves as the benchmark. In particular, attention was paid to the company's working relations and conditions, as well as work organization.

The practical aim of the study was to identify the gap in the motivational potential of work, which constitutes the difference between the desired level of motivational potential of work and the actual level determined in the company. When measuring the gap, the state of the discrepancy between the presented values is determined and the directions and ways of bridging this gap are indicated.

The research methods used to achieve the objectives of the study included analysis of the results of previous studies, impact factor analysis, survey, expert evaluation, case study and categorization technique.

Stages of the study procedure:

- selection of evaluation criteria;
- partial MPW measurements;
- aggregated MPW evaluation;
- company categorization;
- MPW assessment—case study.

## 4. Motivational potential of work assessment methodology

### 4.1. Evaluation criteria selection

The set of determinants is virtually unlimited. Only a person can decide what motive influences their work, which is why the identification, measurement and categorization of factors requires great care in analyzing the statements of respondents, especially since the decision to start and continue working depends on a combination of many of them. One of the selection criteria for MPW determinants were the benefits of work obtained by the employee (employee welfare) and the productivity, competitiveness and growth of the company. The numerous variables concerning the organization's environment and resources were analyzed to identify impact factors, which can affect the motivation for work and making up its motivational potential. The identification process entailed using several different sources of information, including statistical data, special reports, previous study results and expert opinions, feedback from managerial staff and human resource management specialists of the surveyed companies. As the result, 30 determinants of MPW growth were identified as the component of the company's production potential and employee welfare, 10 in each of the groups of factors—motivators, hygiene factors and demotivators (Table 2).

### 4.2. Motivational potential of work measurement

The measurement of the motivational potential of work is a verification assessment, which entails comparing the actual state with the adopted model. The assessment formulas make it possible to determine the degree of intensity (severity) of the characteristics constituting the assessment criteria. The description of the degree of intensity of the given characteristic was determined on a scale from 1 to 5, where 1 meant hardly useful, 5 stood for very useful, and lack of response was marked as 0.

The measurement of motivational potential of work can be presented in an aggregate form. Aggregate assessment combines individual assessment criteria into one cohesive whole. The overall indicator of a motivational potential of work at a company can be calculated using the following formula:

$$MPW = \frac{aW_a + bW_b + cW_c + dW_d + eW_e + fW_f + gW_g + hW_h + iW_i + jW_j}{W_a + W_b + \dots + W_j}$$

where:

MPW—value of the motivational potential of work index

$a, \dots, j$ —criteria symbols.

$W_a, \dots, W_j$ —criteria weights.

The criteria can be further extended and adjusted in line with the objectives set out in the organization's strategy and the well-being of employees.

### 4.3. Company categorization

The basis for the categorization of a company is the result of an aggregated assessment of its MPW. The adopted hierarchical scopes of the MPW models were presented in the following Tables 1, 2, 3.

Table 1. Hierarchical intervals of the motivational potential of work index for motivators

Category	Scoring: motivators	
A	4.00–5.00	Benchmark
B	3.00–3.99	Condition of high usability
C	2.00–2.99	Useable condition
D	1.00–1.99	Unusable condition

Source: Authors' own elaboration.

Unusable condition in this case is the state of fulfilment of a function, in this case the motivational potential of work, which does not contribute to the development of work potential.

Useable condition for the purpose of this study is a degree of fulfilment of a function that is greater than or equal to the conventionally accepted sufficient degree of the MPW function.

Condition of high usability is the proper quality of the MPW function. The benchmark is the ideal level for fulfilling the MPW functions.

Table 2. Hierarchical ranges of the motivational potential of work index for hygiene factors

Category	Scoring: hygiene factors	
A	2.51–3.50	Benchmark
B	2.00–2.49 or 3.50–3.99	Condition of high usability
C	1.50–1.99 or 4.00–4.49	Useable condition
D	1.00–1.49 or 4.50–5.00	Unusable condition

Source: Authors' own elaboration.

Table 3. Hierarchical intervals of the motivational potential of work index for demotivators

Category	Scoring: demotivators	
A	1.00–1.99	Benchmark
B	2.00–2.99	Condition of high usability
C	3.00–3.99	Useable condition
D	4.00–5.00	Unusable condition

Source: Authors' own elaboration.

## 5. Evaluation of motivational potential of work in a company—case study

The aim of the analysis presented in this part of the paper was to verify the concept of motivational potential of work in an organization and to present the results of empirical studies. In the course of the study, the authors established cooperation with a company operating in the modern business services sector, whose management agreed to provide relevant data and conduct a survey among employees. 60 completed questionnaires were collected in total. The results of analytical work (surveys) are outlined in Table 4, which shows the calculated average degree of intensity of a given characteristic (assessment criterion) of the company's motivational potential of work, including a partial and aggregate assessment of motivational potential of work.

Table 4. Summary of criteria for assessing the company's motivational potential of work

Criterion symbol	Motivational potential of work assessment criteria	Weight ( $W$ ) <sup>*</sup>	Intensity of the characteristic (in %)					Average degree
			1	2	3	4	5	
<b>Motivators</b>								
<i>a</i>	Cash, prizes, bonuses	1	8.333	41.667	33.333	8.333	8.333	2.67
<i>b</i>	Praise, awards, recognition	1	16.667	50.000	25.00	8.333	0.000	2.25
<i>c</i>	Chance of promotion	2	8.333	33.333	16.667	25.00	16.667	3.08
<i>d</i>	Prospects for personal development	3	8.333	33.333	16.667	33.333	8.333	3.00
<i>e</i>	Additional benefits, rich social package	1	8.333	58.333	8.333	16.667	8.333	2.58
<i>f</i>	Training provided by the employer	2	16.667	8.333	25.00	41.667	8.333	3.17
<i>g</i>	Flexible working hours	3	0.000	0.000	25.00	66.67	8.333	3.83
<i>h</i>	Variety of tasks performed	3	0.000	8.333	41.667	41.667	8.333	3.50
<i>i</i>	Work stability	2	0.000	8.333	41.667	33.333	16.667	3.58
<i>j</i>	Prestige of the workplace	1	0.000	8.333	33.333	50.00	8.333	3.58
Aggregate result of the average MPW assessment in the case of motivators								3.25
<b>Hygiene factors</b>								
<i>a</i>	Responsibility for the performed work	3	0.000	0.000	16.667	66.667	16.667	4.00
<i>b</i>	Working time	3	0.000	0.000	58.333	41.667	0.000	3.42
<i>c</i>	Salary, remuneration	2	0.000	25.000	41.667	33.333	0.000	3.08
<i>d</i>	Atmosphere at work	2	0.000	25.000	33.333	33.333	8.333	3.25

<i>e</i>	Management control and supervision	1	0.000	16.667	25.000	41.667	16.667	3.58
<i>f</i>	Workload	3	0.000	25.000	25.000	33.333	16.667	3.42
<i>g</i>	Principles and policy of the organizational unit	2	8.333	0.000	83.333	8.333	0.000	2.92
<i>h</i>	Workplace equipment	2	0.000	8.333	25.000	41.667	25.000	3.83
<i>i</i>	Health and safety conditions	1	0.000	8.333	0.000	75.000	16.667	4.00
<i>j</i>	Workplace appearance, comfort, functionality	1	0.000	0.000	33.333	50.000	16.667	3.83
Aggregate result of the average MPW assessment in the case of hygiene factors								3.50
<b>Demotivators</b>								
<i>a</i>	Conclusion of short-term contracts with employees	1	25.000	33.333	16.667	16.667	8.333	2.50
<i>b</i>	Rigid rules prevailing in the organization	1	8.333	33.333	41.667	16.667	0.000	2.67
<i>c</i>	Immoral behaviour of management	1	25.000	41.667	25.000	8.333	0.000	2.17
<i>d</i>	Harassment	1	33.333	58.333	0.000	8.333	0.000	1.83
<i>e</i>	Work beyond employee capabilities	1	8.333	41.667	25.000	25.000	0.000	2.67
<i>f</i>	The need to act against the employee's beliefs	1	16.667	33.333	50.000	0.000	0.000	2.33
<i>g</i>	Nepotism	1	41.667	41.667	16.667	0.000	0.000	1.75
<i>h</i>	Public and/or unfounded criticism	1	25.000	41.667	25.000	8.333	0.000	2.17
<i>i</i>	Loss of bonuses or part of remuneration	1	50.000	33.333	8.333	8.333	0.000	1.75
<i>j</i>	Tasks too difficult to perform	1	16.667	16.667	58.333	8.333	0.000	2.58
Aggregate result of the average MPW assessment in the case of demotivators								2.24

\* Note: The weights of specific criteria for the examined enterprise were estimated by the authors.

Source: Authors' own elaboration, based on Koziol and Koziol, 2016; Smoleń, 2020.

Table 5. Partial MPW assessment

Category	Partial result of factor assessment		
	Motivators	Hygiene factors	Demotivators
A	—	working time; salary, remuneration; absenteeism; workload; company policy	harassment; nepotism; loss of bonuses or part of remuneration
B	prospects for personal development; benefits; training; flexible working hours; variety of tasks performed	control and supervision; workplace equipment; workplace look and feel	conclusion of short-term contracts with employees; rigid rules in the organization; immoral behaviour of management
C	cash, bonuses; praise, mentions; chance of promotion; work stability; workplace prestige	responsibility for the work performed; health and safety conditions	—
D	—	—	—

Source: Authors' own elaboration.

The analysis of the results collated in Table 4 indicates that the aggregate score of the average MPW assessment for motivational factors falls in the B category with a value of 3.25, described as condition of high usability, the aggregate score of the average MPW assessment in the case of hygiene factors falls in category B with a value of 3.50, just like the aggregate score of the average MPW assessment for demotivational factors, which has a condition of high usability with a value of 2.24.

The analysis of partial results is presented in Table 5. Taking into account the partial result of the assessment of the MPW factor in the area of motivators, it is noteworthy that no benchmark was obtained for any of the characteristics. The degree of intensity of the factor indicates that flexible working hours, job stability, workplace prestige, variety of tasks performed and training opportunities were deemed highly useful (category B), while others, including cash, bonuses; praises, mentions, compliments, chance of promotion; work stability; workplace prestige, fell into category C; no characteristic has been deemed useless by the respondents, and other characteristics are considered useful (cf. Table 5 and Table 2).

Several hygiene factors assessed by the employees of the analyzed company were assessed as benchmarks, including working time, remuneration, atmosphere at work, workload, principles and policy of the organizational unit. Highly useful characteristics, on the other hand, include control and supervision of the management; look and feel of the workplace, functionality; workplace equipment; while other characteristics, including responsibility for the performed work, as well as workplace health and safety were assessed in the useful range—category C (cf. Table 5 and Table 2).

Demotivators constitute a negative form of motivation, since they contribute to the deterioration of an individual's state or the threat of such deterioration. In the presented analysis, the surveyed employees of the company indicated harassment, nepotism, loss of bonuses or

part of remuneration as benchmarks. Other characteristics were assessed as highly useful, including conclusion of short-term contracts with employees, rigid rules in the organization, immoral behaviour of management, working beyond the employee's means, public or unfounded criticism, the need to act against the employee's beliefs, as well as too difficult tasks (cf. Table 4 and Table 3).

Table 6. Aggregate assessment of the motivational potential of work

Description	Aggregate assessment result	Category
Motivators	3.25	Condition of high usability B
Hygiene factors	3.50	Condition of high usability B
Demotivators	2.24	Condition of high usability B
Company categorization	BBB	Condition of high usability

Source: Authors' own elaboration.

The summary of the assessment of the MPW of the analyzed company is presented in a detailed manner in Table 6, which illustrates the categorization of individual assessment criteria in the following order: motivators, hygiene factors and demotivators, which all fall within the area of highly useful category B (cf. Table 6).

The results of the study presented in the table constitute the basis for forecasting practical corrective actions in the analyzed company. The assessment of motivation factors in the area of particular characteristics of demotivators may contribute to modification of the existing working rules or developing new workplace regulations, as well as company's code of ethics, which may include measures concerning the policies and rules in the organization, as well as outline the support in the cases where employees are given too difficult tasks, as well as tasks conflicting with their beliefs. In the area of motivators, criteria of praise, mentions or other tokens of appreciation of managers towards employees can be identified, alongside with a professional development plan and employee promotion plan, along with a working schedule that ensures that all tasks can be performed. A clear human resources policy, which instils a sense of job stability, good atmosphere at work and remuneration, which are commonly believed to be too low, are not without their significance as well. The part of the organizational rules which deals with responsibility for tasks and activities over which employees have only limited influence also needs to be changed. In the area of workplace health and safety, the employees believe that it is necessary to improve comfort at the workplace by installing air conditioning, as well as reducing the density of workplaces in the room.

## 6. Conclusion

The basis for the concept of analysis and reconstruction of the MPW is the process of raising and shaping competences, as well as motivation of employees' work and organizational knowledge accumulated by the company in the process of organizational learning. These competences and abilities, coupled with organizational engagement allow for effective and sustainable use of work potential for the company's ongoing operations. This process, which brings about

a change in the behaviour of these actors (employees, organizations and external stakeholders), will prove to be a sustainable element used for improving the efficiency and competitiveness, thus stimulating the growth of the company now, and even more so in the future.

If concepts in the field of work motivation, as well as the motivational potential of work, are not only to be developed from the academic standpoint, but also used in actual working environment, a diagnostic system is needed to capture the relevant components (factors) of the motivational process, and on the other hand it needs to remain transparent and clear.

Taking into account the above, it can be assumed that it is both necessary and possible to develop a methodology for diagnosing the employee motivation systems in the company, the subject and scope of which would include motivators, hygiene factors and demotivators. The practical results of this research should form the foundations for improving the incentive system and appropriate pragmatic economic approach. The defined motivators can be useful for building an incentive system within the company's collective bargaining agreement; hygiene factors can be employed in shaping the workplace regulations, while demotivators can form the basis for the organization's code of ethics. As we can see, the results of a study designed in such a way may prove beneficial for the development of motivation theory, the theory of work potential development and—more importantly—they can be used in the actual operations of companies and institutions to improve their incentive systems and working systems.

The use of this methodology for evaluating the motivational potential of work in company's operation, or—more precisely—the information gathered thanks to these methodologies, can constitute the basis for modelling the growth capacity of a company and for recognizing the managerial pragmatism of the company in this area.

This concept may be particularly useful for modern enterprises, which operate in the knowledge-based economy. However, it has a number of limitations. The presented model of motivational potential assessment does not include external factors, including market forces and institutional factors, which also affect this potential in certain ways. The study also did not cover obstacles curbing the growth of the motivational potential of work resulting from the individual characteristics of the employee. Nevertheless, the described methodology of assessing motivational potential of work seems to be a successful attempt at finding an entrepreneurial and innovative basis for the issues of raising the productivity of an organization based on knowledge and dynamic innovative abilities.

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## Kształtowanie motywacyjnego potencjału pracy w organizacji

**Abstrakt:** W artykule przedstawiono wybrane koncepcje, czynniki i instrumenty motywacji pracy pracowników. Stwierdzono, że zależy ona od chęci i możliwości pracownika, od jego indywidualnych cech, ale także od charakterystyki pracy, którą wykonuje. Motywacja pracy odnosi się więc do pracownika i do przedsiębiorstwa. Stanowi składową jego potencjału pracy. Potencjał motywacyjny wraz z potencjałem kwalifikacyjnym pracy, jak również z czasem pracy stanowią potencjał pracy – który można określić i następnie odpowiednio kształtować, podnosić. Celem artykułu jest prezentacja koncepcji systemu oceny motywacyjnego potencjału pracy w przedsiębiorstwie oraz wyników badań empirycznych. Jako problem badań przyjęto identyfikację i ocenę motywacyjnego potencjału pracy w badanym przedsiębiorstwie. Celem praktycznym

badania jest rozpoznanie luki motywacyjnego potencjału pracy, która jest różnicą pomiędzy pożądanym a posiadanym przez przedsiębiorstwo poziomem motywacyjnego potencjału pracy. W trakcie pomiaru luki motywacyjnej określa się, jaki jest stan rozbieżności między wymienionymi wielkościami, oraz wskazuje się kierunki i sposoby niwelacji tej luki. Do realizacji celów pracy i weryfikacji też zastosowano metody badawcze: analizę literatury, analizę czynników wpływu, ankietę, badania eksperckie, analizę przypadku i technikę kategoryzacji. Wykorzystanie tych metod oceny motywacyjnego potencjału pracy w praktyce, a dokładnie zebrane za ich pomocą informacje mogą stanowić podstawę modelowania zdolności rozwojowej przedsiębiorstwa i rozpoznanie pragmatyki menedżerskiej przedsiębiorstwa w tym zakresie.

**Słowa kluczowe:** motywacja pracy, potencjał pracy, metoda diagnozowania motywacyjnego potencjału pracy