

out by legal and regulatory acts, in other sectors – by economic sectors or professions. In Ukraine the minimum wage is established on the whole territory for all categories of workers.

Due to some changes in the economy there is the concept of inflation which in total reduces the real value of wages in the market of consumer services. Therefore, to equalize wages and restoring purchasing power there is the need to provide indexation. In European countries the indexation which can have different levels is determined by legislative power.

Results of the research clearly demonstrated the dependence of wage levels in Ukraine on the informal employment. Among the major activities of public policy for deshadowing salary we must mention the following:

- to strengthen administrative measures for increasing employees' liability for non-payment of taxes and insurance payments,
- to increase the level of regulatory support relations on wages in the context of current conditions,
- to link directly the minimum wage to the minimum pension of the consumer complex.

**Key words:** minimum wage, state regulation of wages, wage indexation, total revenue potential.

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## **KEY FACTORS OF EMPLOYEES MOTIVATION ON THE EXAMPLE OF THE VOIVODESHIP OF MAZOWIECKIE**

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*The changing reality in the global economy affected by, among others, surprising competition, considerable fluctuation of exchange rates and interest-bearing rates, changes of terms of trade or changes in the political situation are the source of uncertainty. Local markets and financial conditions of enterprises undergo changes which, in turn, cause the changes of employees' preferences and needs. Holding out in such conditions also requires a new look into HR management.*

*However, on the basis of information coming from the Polish companies it is hard to assess if the companies' managers are aware of the fact that the enterprise success is dependent not only on the employees' abilities, skills and education but also on their motivation, i.e. their will and readiness to act.*

*That is why the problem of employees' motivation becomes more and more important and is worth examining its efficiency.*

**Key words:** HR management, motivation system, remuneration and off-remuneration incentives of the motivation system

**Introduction.** Knowledge of motivation and motivating belongs to psychology issues. Motivation is defined as desire to do something. Depends on the ability to satisfy by this action of some needs of the individual hypothetical internal process, conditioning the move towards defined objectives, or a combination of factors that cause, orient and sustain human behavior. Presented terms shows that motivation is a concept with multiple meaning. By motivation we understand the process, knowingly and intentionally influence on the behavior of people in the labor process, by creating conditions to enable them to achieve their expectations (objectives of the action) and the value as a result of their contribution to the achievement of specific goals of the

organization [1,333]. Constructing the system of motivating employees employer should try to create the conditions to enable workers to achieve both external rewards (eg. salary, bonus, prize money) and internal (eg. an interesting content of the work, autonomy of operations, the possibility of the development and achievements) [2, 240]. Motivating employees have: material dimension and non-material dimension. Non-material types of motivation include: assessment, training and improvement, career planning, system of organization and participation in decision-making [3, 116]. Despite the fact that source of motivation and ways of its formation bothers theoreticians and practitioners from long time, the question of effective and efficient system of motivating remains permanently without a clear answer.

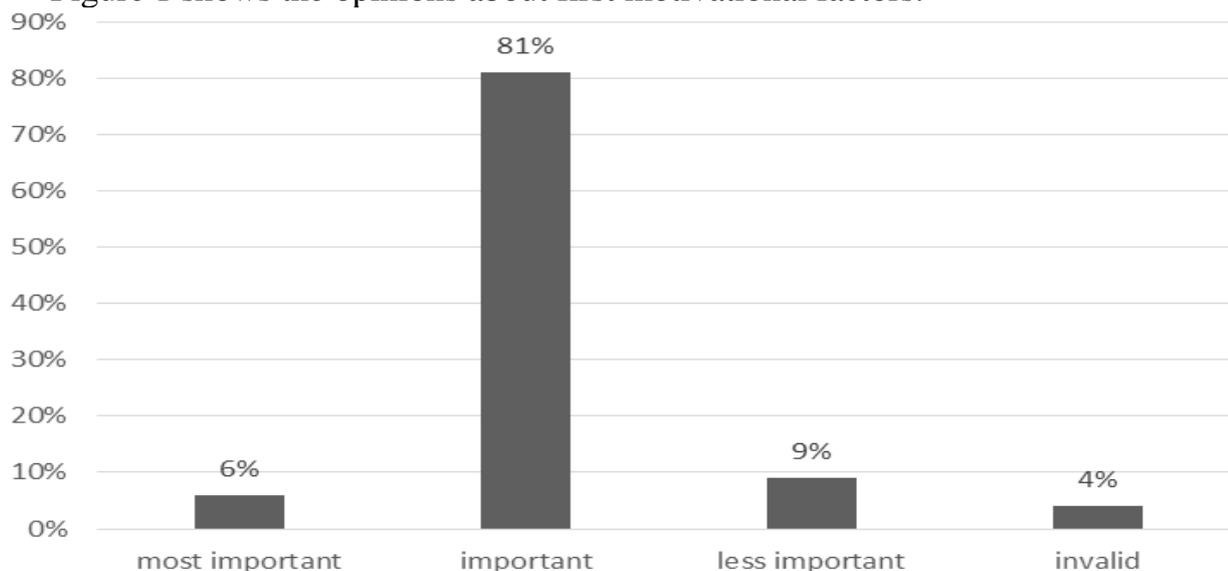
**Results of the survey.** In the first quarter of 2013 in the Mazovia voivodeship was conducted survey for the analysis of motivation. Tool of the study was a questionnaire containing an ordered list of questions open and closed. Closed questions allow the use of one or more of the following options in the survey responses. Open-ended questions give freedom to formulate responses.

The questionnaires were completed by respondents. The study adopted random sampling. The sample was selected so as to best reflect the results of the entire population. Permitted margin of statistical error was set at 4%, the confidence level at 0.95. The size of the study population is 2427 thousand people, including 1,320 thousand men and 1,107 thousand. women.

Authors asked respondents to prioritize their incentives, listing in sequence:

- a good corporate image,
- level of job satisfaction,
- good atmosphere at work,
- financial incentive (higher wages, regular bonus)
- non-financial stimulus (company car, laptop, medical care, cell phone)
- element of self-realization and development,
- element of career management,
- element of professional stability (job security).

Figure 1 shows the opinions about first motivational factors.

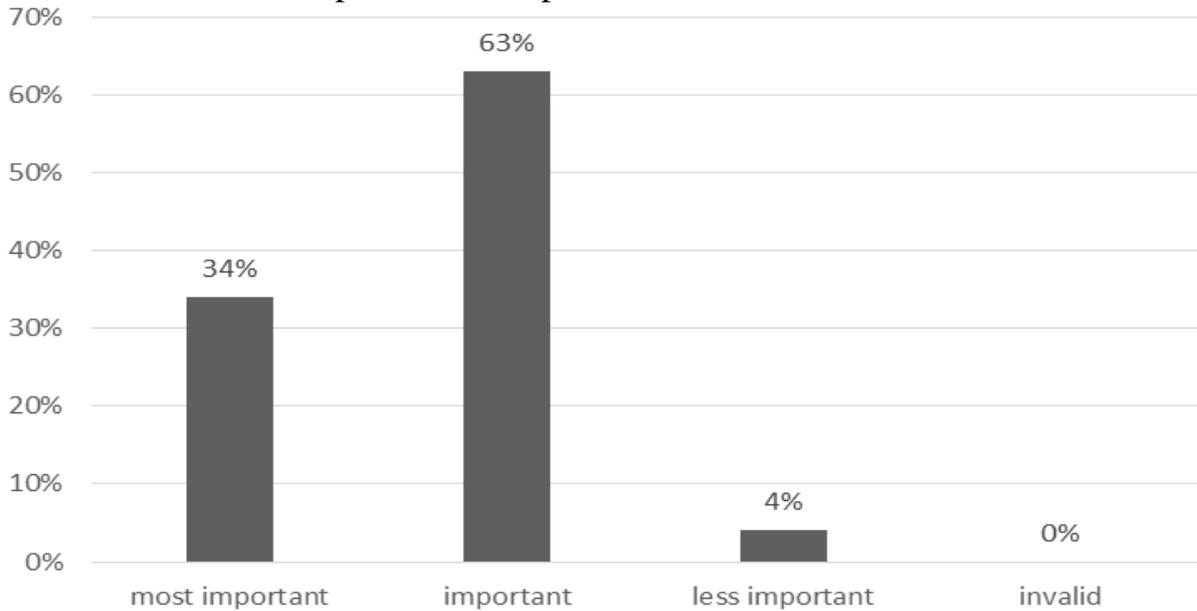


**Chart 1. Good corporate image**

*Source based on own research*

Good corporate image is important for 81% of respondents, while it is not the

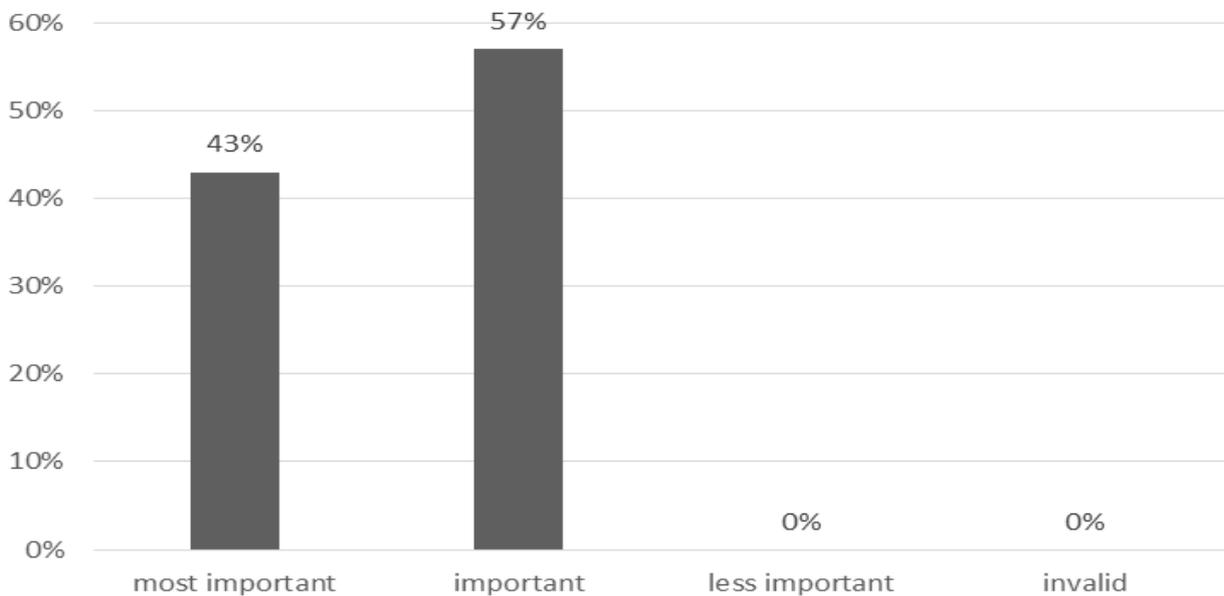
most important stimulus only for 6% of respondents. How important is the "level of satisfaction" with their present work, presented in chart 2.



**Chart 2. The level of job satisfaction**

*Source: based on own research*

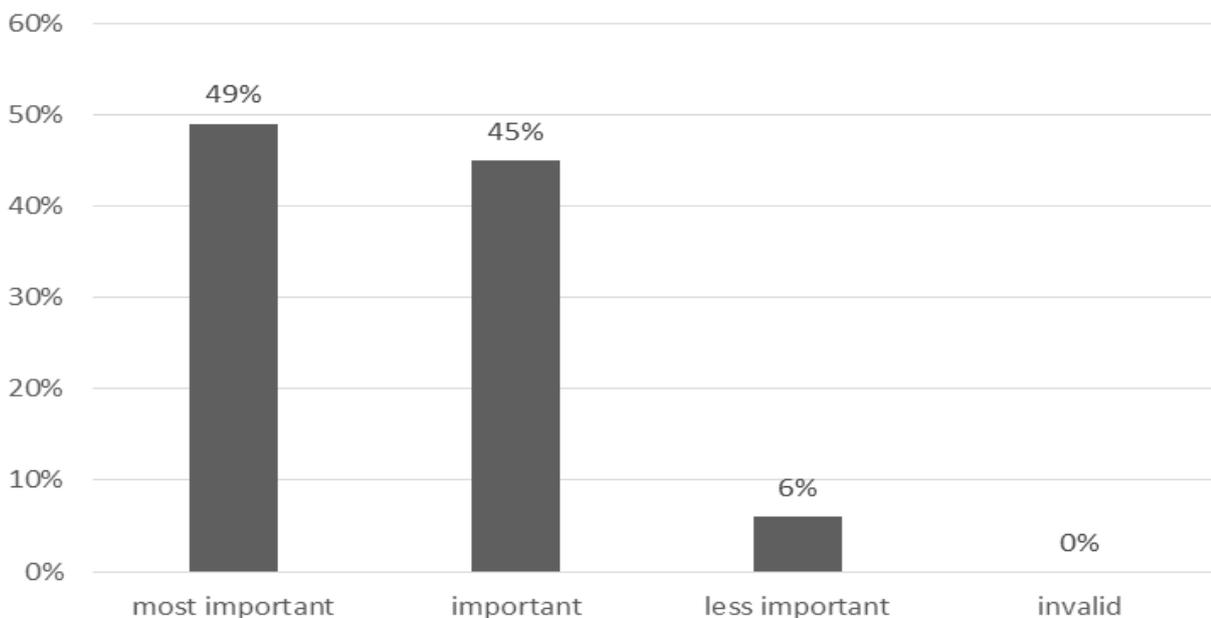
Every third respondent (tj.34%) believe that job satisfaction is the most important, and most of them (tj.63%) believe that job satisfaction is important. Figure 3 shows the opinions about good working atmosphere.



**Chart 3. Good working atmosphere**

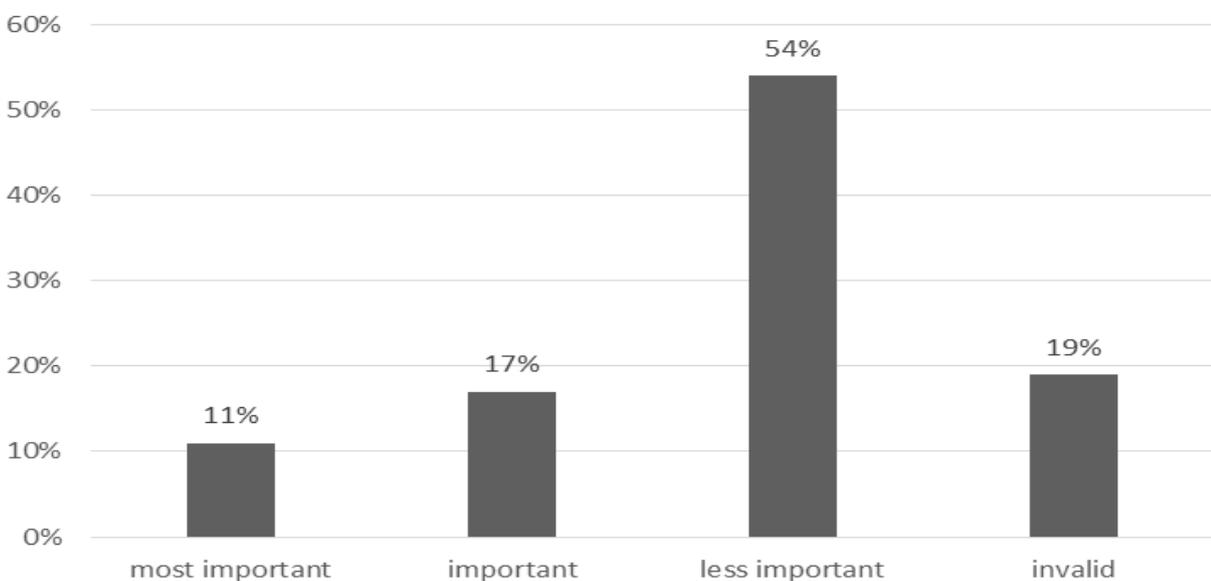
*Source: based on own research*

All respondents were of the opinion that a good climate in the workplace is an essential element to motivate workers. Are financial incentive also plays a big motivating role shows a figure 4.



**Chart 4. Financial incentive**  
*Source: based on own research*

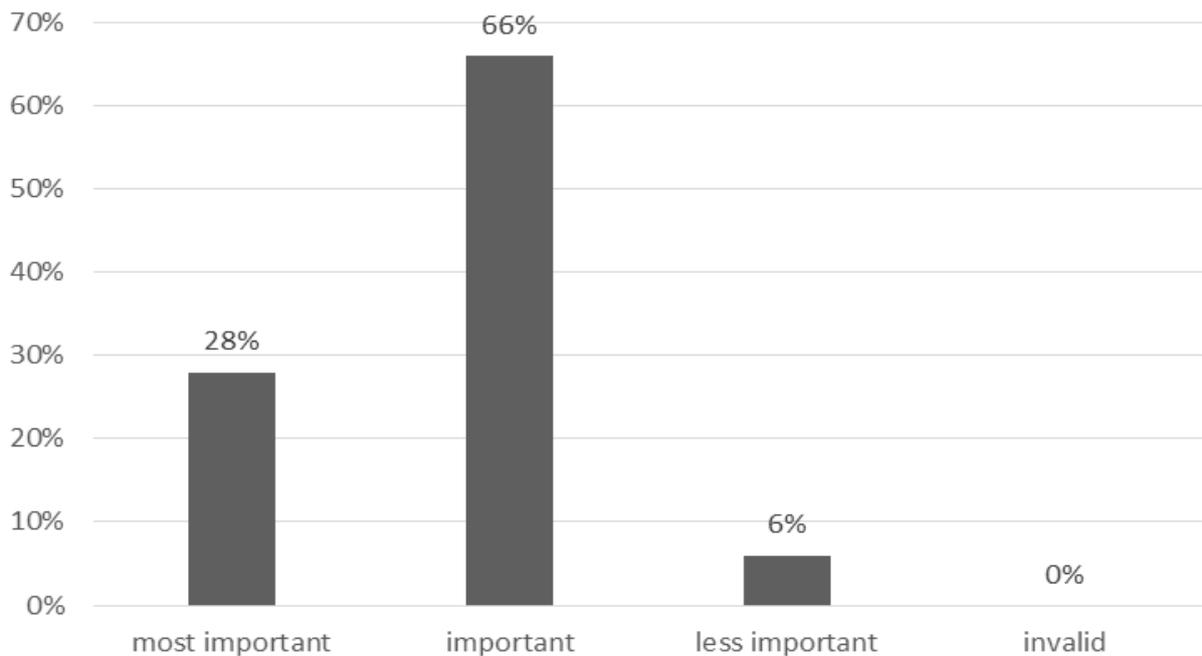
It can be concluded that every second (tj.49%) of employees believe the economic aspect as the most important, and equally large percentage of them (ie. 45%) as valid. Figure 5 illustrates the opinion of respondents on the role of incentives assets (non-wage) in motivating employees.



**Chart 5. Non-financial stimulus**  
*Source: based on own research*

This is a crucial signal for managers dealing with construction of incentive systems. It is clear that in comparison with the dimension the material, the role of non-financial elements of employee motivation is much smaller. The majority of respondents (tj.73%) believe that non-wage components do not motivate them to work.

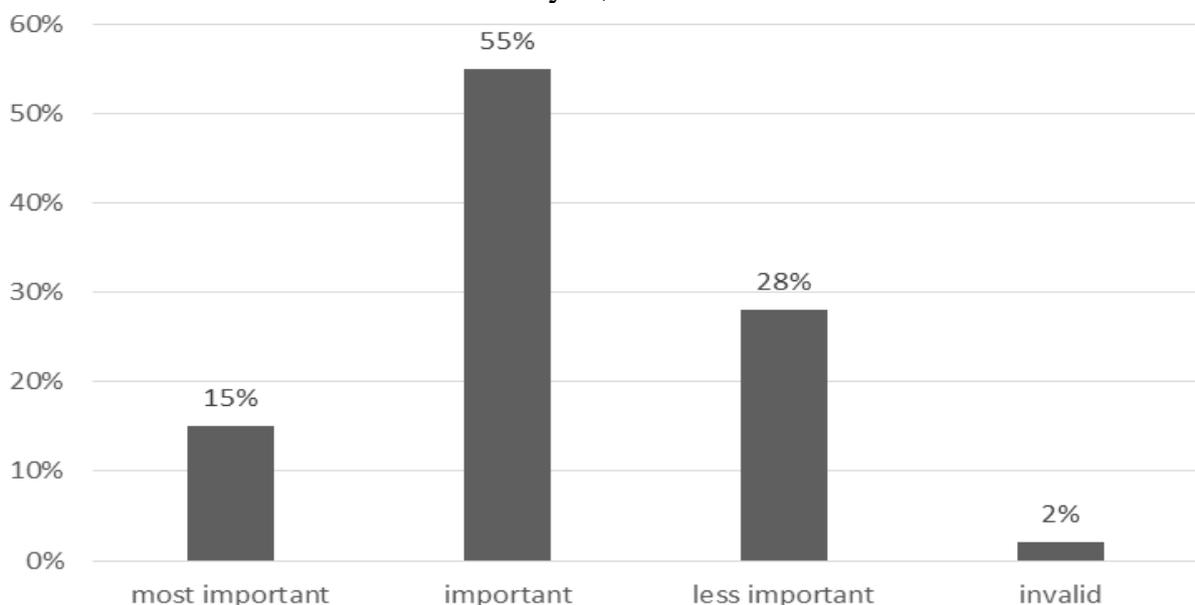
Is element of self-realization and development in the company encourages employees to better and productive work shows graph 6



**Chart 6. The element of self-realization and development**

*Source: based on own research*

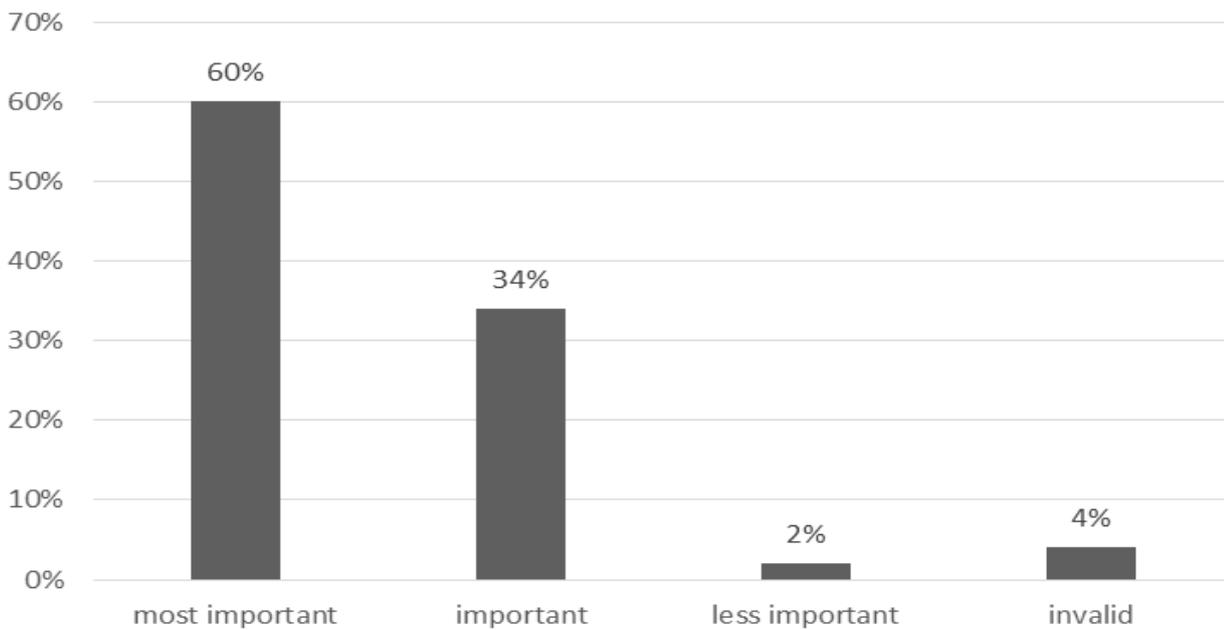
Almost all respondents (tj.94%) felt that the opportunity at self-realization and development, provides a significant stimulus incentive to work more efficiently. One of the popular motivational factors, is the possibility of careers. Is it an important element of motivation for those surveyed, illustrated in Chart 7.



**Chart 7. Component of career management**

*Source: based on own research*

For more than half of the respondents (55%) this aspect of motivation is "valid", while for 15% is "most important". Many Polish managers or employers starts from the consideration that the mere fact of being employed today is sufficiently motivation for its effective implementation. Is the fear of losing their jobs is strongly motivating stimulus, a graph 8.



**Chart 8. Element of professional stability (job security)**

*Source: based on own research*

The data show that employment security and a feeling of security for 60% of the respondents plays an extremely important role, and for 34% - important. Only 6% do not believe of this stimulus is as an essential in the process of self-motivation.

**Conclusions.** Analysis of received responses can give some important conclusions, on employee motivation.

1. A good image of the company means that the environment has towards the business positive feelings, arising from the good experiences. This could mean a modern company employing educated and dynamic staff, friendly relations with the local community, whether socially useful activity. That is why for very large majority of respondents (81%) good corporate image is an important stimulus motivating.

2. A particularly important element of motivating employees is the feeling of job satisfaction and the concomitant good atmosphere in the company. Employers and managers should to understand how precious they are organizations of people for whom these stimuli play such an important role. This was also confirmed in this research.

3. Many studies conducted in Poland on remunerations follows that their amount is continues the strongest motivating factor to work, while the main way of acquiring new, or retain the best staff. Similar data was also obtained in this study. Every second respondent (ie. 49%) believe the economic aspect as the most important, and equally large percentage of them (ie. 45%) as valid. Note, however, that the amount of earnings is motivating to a point. This applies particularly to those earning well and who are aware that their fees are competitive with the market average. The incentive and motivator may be for them, eg. New challenges, attention to work environment, fostering professional development.

4. Managers should also use non-financial motivators. Experts propose to refer to the need for achievement, recognition, expect greater accountability, as well as create conditions for employees to influence, the exercise of power, as they have a motivating influence. Results of this study showed, however, that no great significance in incentive systems play called. Non-financial incentives. It is clear that in comparison with the dimension the material, the role of non-financial elements of of

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## ДЕРЖАВНЕ РЕГУЛЮВАННЯ ДОВГОСТРОКОВОЇ ІННОВАЦІЙНОЇ ПОЛІТИКИ В УКРАЇНІ

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*В умовах глобалізації та постійного загострення конкуренції фундаментом для досягнення довгострокового економічного зростання та належного місця в світовому співтоваристві стає ґрунтовна державна інноваційна політика. Основними цілями державної політики щодо розвитку інноваційної діяльності в Україні є забезпечення сталого розвитку держави, формування економіки знань в Україні, ефективне використання матеріальних і фінансових ресурсів.*

***Ключові слова.** Держава, інновації, розвиток, політика, Україна, досвід, технології, економіка, конкуренція, стратегія.*

Подолання кризових явищ в економіці України передбачає вибір найбільш ефективних напрямків подальшого довгострокового розвитку. Як свідчить досвід розвинутих країн світу цей шлях пов'язаний з використанням інновацій. Без інноваційних процесів неспроможні відбуватися структурні перетворення, динамічне економічне зростання та запровадження складових сталого розвитку.

В сучасних умовах в галузях з передовими технологіями процес революційного оновлення частіше стає безперервним і відповідно таким ж