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IMPACT ANALYSIS OF DIFFERENT MANAGEMENT AND EMPLOYEE MOTIVATIONAL MODELS ON STAFF COMMITMENT

Introduction

Nowadays, when the business market is changing dynamically, proper management and motivation of employees is a crucial issue that has a real impact on effectiveness and commitment at work. Management plays a key role as the expectations of employees vary significantly and change frequently. Managers must create appropriate work conditions, adopt an ideal style of HRM and apply effective methods of motivation.

The main objective of the article is to present the basic models of employee management and motivation and to examine how these models affect employee commitment. Different employee management styles are present in every company; therefore the selection of adequate tools is crucial in HRM. Motivating the staff is one of the many important tasks of managers, which is why this issue is significant and will be analyzed in survey research. At present, motivation is based on an individual approach to employees or work teams and focusing their attention on a defined goal. According to the reinforcement theory, the employee is more committed when he/she accepts the goal and identifies with it¹.

The conclusions from the author's survey research will show what management styles are currently common and what methods of motivating employees are the most effective.

1. Communication and employee management styles

HRM is a set of activities that involve planning, decision making, motivating, and controlling. These activities may refer both to human resources, i.e., to employees and to material, financial and information assets². It should be emphasized that employees are the most valuable resources in a company. They are the ones who create and implement the company's mission.

¹ R. W. Griffin, *Podstawy zarządzania organizacjami*, PWN, Warszawa 2022, pp. 525-527.

² I. Warwas, A. Rogozińska-Pawelczyk, *Zarządzanie zasobami ludzkimi w nowoczesnej organizacji*, Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2016, p. 15.

The role of the management is especially important and affects the effectiveness of employees. Choosing an adequate management style is not easy and should be based on the competencies and skills of the managers. Companies often introduce changes that have to be faced both by employees and managers. The changes may cause some disruptions in the employee-manager relationship but managers must take care of the needs of employees so that the changes taking place in the organization do not result in work disorganization. The basic needs of employees are physiological, esteem and fulfilment needs³.

Managers must ensure good and efficient communication among employees. Efficient communication is not only about transferring valuable elements but it also builds trust between the sender and the receiver in the dialogue. The transfer of information between the manager and employees must be:

- simple, so that employees understand precisely what they have to do. When the message is clear, employees are sure about the details of their tasks;
- regular, so that employees are aware of the validity of the information; managers should update the data regularly and provide the updated data to them on a regular basis;
- individual. Every message should be adapted to the recipient because every employee has different needs and receives information in a different way. An individual approach to employees may lead to better motivation to work and better absorption of information.

Moreover, the communication between managers and employees should be two-way, which means that the superior receives feedback from the employee after providing specific information. This allows managers to work on improving communication.

The essence of the manager's role is to effectively manage the staff so that the intended goal is achieved. An effective manager is distinguished by certain psychological qualities, including the ability to develop strong trust between the manager and the employee. A manager can build trust of his/her employees when they are treated with kindness and are not objects but cooperating entities. Additionally, a manager should be empathic, i.e., be open to the staff's suggestions and able to distribute tasks in a group⁴.

³ B. Kozusznik, *Kierowanie zespołem pracowniczym*, PWE, Warszawa 2005, pp. 129-130.

⁴ W. Bańka, *Zarządzanie personelem – teoria i praktyka*, Wydawnictwo Adam Marszałek, Toruń 2002, pp. 48-51.

The aim of the management style is to effectively convey information to the staff through an adequate selection of means and methods of communication. There are three basic management styles:

- autocratic,
- liberal (laissez-faire),
- democratic.

The autocratic style of management is based mainly on power. It is characterized by a high level of control over employees and by imposing the superior's opinion. An autocratic boss makes all decisions on his/her own, not paying attention to the inferiors. The manager defines tasks and appoints employees to conduct them. He/she also decides the way the tasks should be conducted. The relationship between the manager and employees is hierarchical and very formal. The boss maintains distance from his/her subordinates and the communication is based on a one-way transfer of information and the delegation of tasks. The examples of an autocratic management style are in:

- uniformed services. In organizations such as the military, the autocratic style is common;
- manufacturing companies. In manufacturing companies the autocratic style is often useful when products are manufactured to specific standards and cannot deviate from defined assumptions.

An autocratic manager is well organized and focused on his/her work. Thanks to detailed control, the tasks completed by employees are most often performed perfectly.

The autocratic style has certain advantages; for example it is the speed of decision-making as decisions are made by a single person: the boss. Consultations with employees are unnecessary and so the decision-making ability of the management is very efficient. Orders given by managers are clear, one-way messages. When receiving a message from the boss, the employee cannot have any doubts about the content and its nature. In the course of communication, the environment must be suitable, free from any distracting stimuli. Superiors usually deliver the message once so the employee must remain focused and attentive. Another advantage of the autocratic style is the effectiveness of the tasks performed by the team. During project implementation there is no space for any doubts or unnecessary communication so the target is usually achieved on or ahead of time.

However, the autocratic management style has many disadvantages. The basic drawback is that it involves the possibility of job burnout and the lack of motivation among inferiors.

Employees who are managed in an autocratic way are frequently exposed to a high level of stress and often feel unappreciated by their superiors. The stress at work may cause employees to quit their jobs. Dissatisfied employees leave their workplace, which results in quite high job turnover. Thus, such a style leads to more costs related to the employment and onboarding of new staff. Some employees tolerate this type of management as it is clear and often repeatable. Supervisors practically do not praise their employees even if they do their job perfectly.

This style is intended for people who do not like to work creatively and do not want to have a real influence on the implementation of tasks.

Another management style is the liberal (*laissez-faire*) style. Managers who use this style give their employees almost complete freedom when performing their duties. The manager does not interfere with the tasks of his/her employees and does not analyze the progress of their work. A liberal manager is satisfied when there are no problems and the employees do not turn to him for help⁵. Such a manager has very few duties, mainly dealing with :

- communicating the main assumptions and mission of the company,
- providing proper tools for work. The manager must provide the basic resources needed to conduct the tasks,
- providing instructions on the work to be performed. The manager does not engage in detailed work and only provides general assistance.

In the short term, the liberal management style seems to be positive for employees because they are not controlled by managers and have a lot of freedom at work. However, such management style may result in lower employee work efficiency. The employees do not feel much motivation to work as they are not praised and do not feel appreciated by the supervisor. In crisis situations, decision-making is problematic and may frequently result in chaos.

The final management style to be described in the article is the democratic management style. This style is characterized by a high level of cooperation between management and employees. The manager does not refer to employees as subordinates but as work partners. Cooperation is a key element of team activities. The employees have the opportunity to share their opinions on decisions made at work. Moreover, they have a real influence on strategies and important issues concerning the purpose of the work.

Managers who use the democratic management style do not underestimate the problems that arise between employees and solve them effectively. The manager him/herself tries to

⁵ I. Dukaj, *Style kierowania w małej firmie*, Internetowe Wydawnictwo „e-bookowo”, Wydanie I, 2008, pp. 39-40.

understand the origins of the conflict in order to solve it in an effective way. For the manager it is not important who caused the problem but why it occurred. Due to such approach, managers are able to prevent a similar conflict from occurring in the future⁶.

Supervisors try to build good relationships with employees; they do not only assign new tasks but also talk to the staff, take care of a good atmosphere and their comfort. The manager's actions are intended to inspire trust in him among employees.

The atmosphere and comfort of work are especially important, thanks to which communication is more effective. Undoubtedly, such qualities as respect and good communication in teamwork are crucial for the good functioning of a team.

Employees who are managed by a democratic manager are much better motivated and committed to their work than the subordinates of an autocratic manager. They come to work more willingly and have the opportunity to develop.

To sum up, there are three basic styles of employee management. They differ significantly so the choice of the proper management style depends on the manager and his/her character. The selected employee management style must be consistent with the character and capabilities of the manager

2. Motivating employees

Motivating employees plays a particularly important role in a company. The motivation process has many measurable effects both for the employing company and for the employee him/herself. A motivated employee is an important pillar of the company in which he/she works. The process applies to employees at every management level. Lower-level employees should be motivated by their direct managers, while managers should be motivated by their superiors, e.g., directors or CEOs. Motivation is an internal process that is aimed at achieving specific goals. Regardless of the definition of motivation, it comes down to "encouraging someone/oneself to act"⁷.

There are several types of motivation in the workplace. Internal motivation occurs on its own; it is the stimuli that make people behave in a certain way. It appears at the moment when an employee feels internal satisfaction with the work performed. External motivation occurs when employees fulfill their duties in order to obtain specific rewards. Money is for example

⁶ Ibidem, p. 46.

⁷ W. Kozłowski, *Motywowanie pracowników w organizacji*, CeDeWu, Warszawa 2023, pp. 10-11.

an external motivator. The other types of motivation are positive and negative motivation. Positive motivation consists in building good working conditions for employees, which will increase their efficiency and commitment in the future. Negative motivation is the opposite of positive motivation. It is characterized by creating a negative atmosphere at work; employees are aware that poor performance of a task may result in punishment⁸.

Companies implement different motivational systems depending on their capabilities and the type of employee management. The motivational system involves selecting adequate strategies aimed at increasing the efficiency and commitment of employees.

- Coercion – i.e., the implementation of penalties when company rules are broken.
- Encouragement – financial elements are applied to reward employees for their work.
- Persuasion – i.e., psychological influence on employees, this measure is usually short-term⁹.

Well-balanced employee motivational systems increase work efficiency, which has a real impact on the company's functioning, it increases profits and strengthens its market position and competitiveness¹⁰.

3. Methodology and the results of the author's research

The chapter presents the results of the author's survey research on the most frequently used employee management styles and motivational factors having an impact on their commitment to work.

Below are three research questions:

- Which employee management style is most frequently used in companies?
- What manager qualities are crucial to developing employee efficiency and commitment?
- What motivational factors are crucial at work?

In order to conduct the survey research, two hypotheses were formulated:

⁸ A. Pietroń-Pyszek, *Motywowanie pracowników, wskazówki dla menadżerów*, Wydawnictwo MARINA, Wrocław 2005, pp. 9-10.

⁹ W. Kozłowski, *Zarządzanie motywacją pracowników*, CeDeWu, Warszawa 2023, s. 42-49.

¹⁰ T. Listwan, Ł. Sułkowski, *Metody i techniki zarządzania zasobami ludzkimi*, Difin, Warszawa 2016, pp. 138-140.

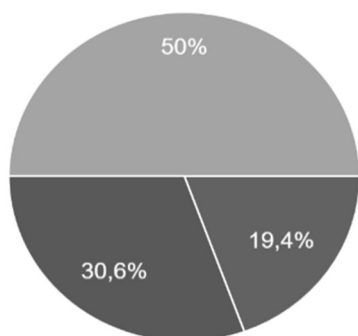
1. The majority of respondents declare that their superiors use the democratic management style.
2. Remuneration is the main motivational factor for the researched employees.

In the research, a survey was conducted. The survey research was anonymous and the questionnaire was in Google Forms format. The survey was distributed via the Internet, which allowed it to reach a larger number of respondents. The conclusions of the results will allow answering the research questions.

The questionnaire was completed by 72 respondents; 72.2% were women and 25% men, while 2.8% did not want to indicate their genders. Due to such a significant number of respondents, the research conclusions are more reliable. The respondents were over 18 years of age and were professionally active. Most of the respondents were in the age range of 18 – 29, which was 68.1% of all respondents. A vast number of the respondents, as many as 40.3% worked in large companies with over 250 employees, while 16.7% of them worked in small companies (10-49 employees). It should be pointed out that the respondents were familiarized with the definitions of management styles when completing the questionnaire.

The respondents were asked about the management style of their immediate superiors. Half of the respondents declared that their managers use the democratic management style. 30.6% of them indicated the liberal style and the smallest number of the respondents declared that their superiors use the autocratic management style. The results of the research are given in graph 1.

Graph 1. Indicate the management style that directly applies to your superior

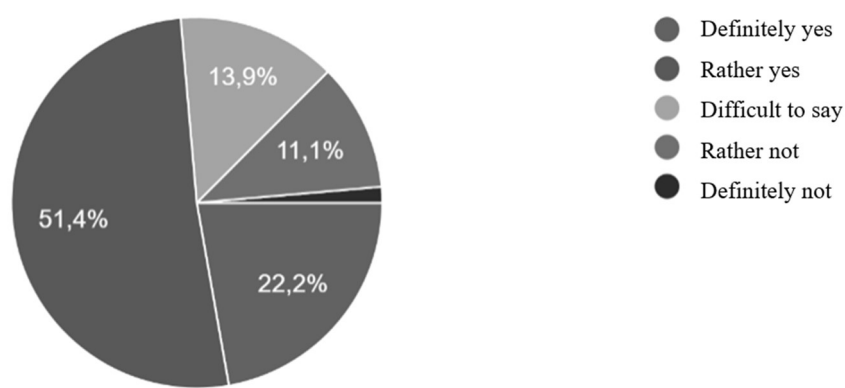


- Autocratic style is the power-oriented style. The superior creates vision, while employees have to perform tasks as instructed.
- Liberal style. Superiors give almost complete freedom to their employees in performing tasks; they only provide guidance.
- Democratic style. Superiors consider employee opinions and treat them as partners.

Source: author's research based on the results of his own survey conducted among professionally active people.

Graph 2 shows whether superiors give their employees freedom to divide responsibilities within the team. 51.4% of the respondents indicated that their managers would rather give them freedom while 22.2% said that they were definitely given freedom in this respect. 13.9% respondents could not indicate either “yes” or “no”, while 11.4% thought that they are not given freedom and 1.4% that they were definitely not given freedom. The results show that most superiors do not impose on employees the division of responsibilities in teamwork but give them freedom in this respect.

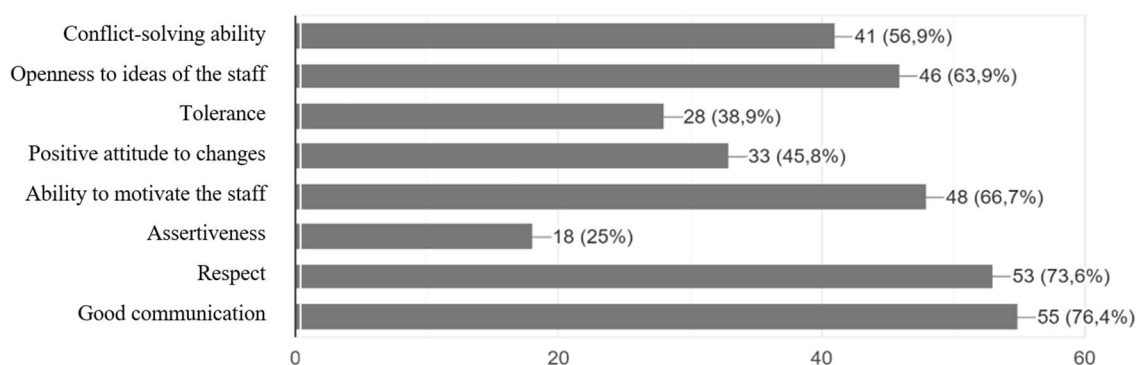
Graph 2. Does your superior give you freedom to divide responsibilities within the team?



Source: author’s research based on the results of his own survey conducted among professionally active people.

Graph 3 presents the respondents’ indication to the superior’s key characteristics that are important in developing more commitment and effectiveness of employees.

Graph 3. What qualities of a manager do you consider to be crucial in building greater employee commitment and effectiveness?

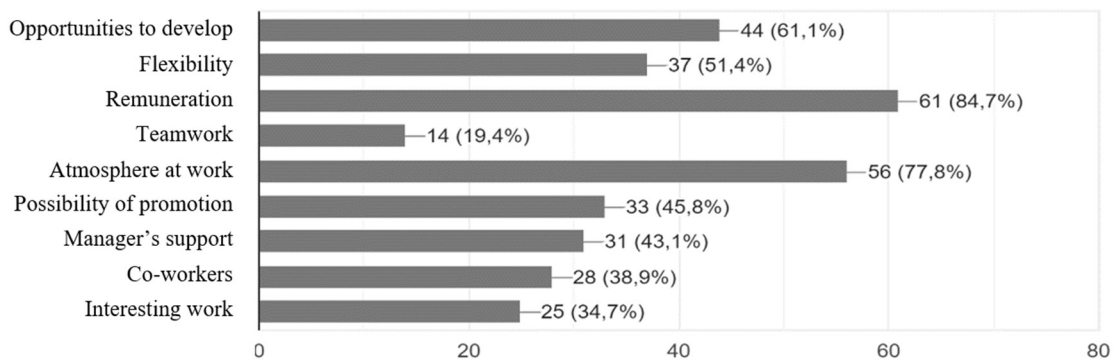


Source: author’s research based on the results of his own survey conducted among professionally active people.

The majority of the respondents (76.4%) said that good communication is the key quality of a manager; the second feature was respect, which was indicated by 73.6% of respondents. According to the respondents, the ability to motivate employees is another important quality; this option was chosen by 66.7% of respondents. The least important feature indicated by the respondents is assertiveness (25%).

As many as 61 respondents indicated remuneration as the most important motivational factor. The second factor that was indicated by 56 respondents was the atmosphere at work. In third place was the opportunity to develop, which was indicated by 44 respondents. The respondents were least motivated by teamwork, as only 14 respondents indicated this factor. Detailed results are given in graph 4.

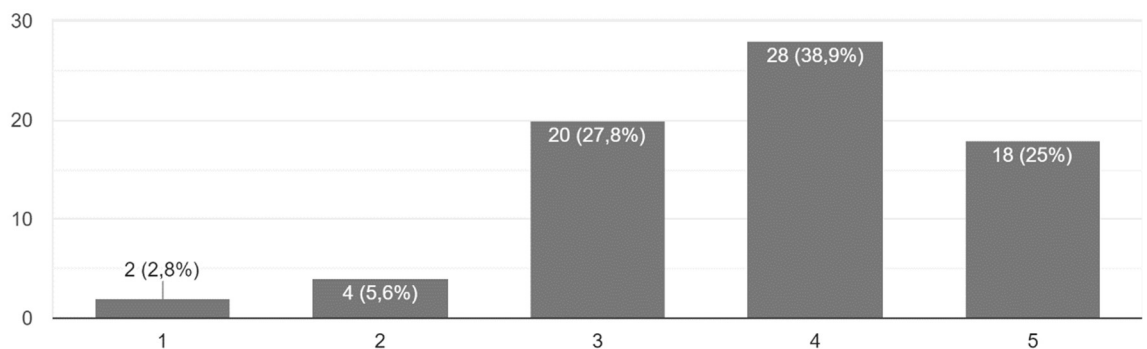
Graph 4. Which motivational factors do you consider the most important at work?



Source: author's research based on the results of his own survey conducted among professionally active people.

Graph 5 presents the respondents' level of motivation to work.

Graph 5. Levels of employees' motivation to work



Source: author's research based on the results of his own survey conducted among professionally active people.

38.9% of respondents declared that they are highly motivated; 27.8% of respondents are moderately motivated, 25% are definitely motivated while only 5.6% are slightly motivated and 2.8% are not motivated at all. The results show that the majority of survey respondents are motivated which means that their work meets their expectations and only an insignificant number of them do not feel motivated. In the detailed graph below, 1 indicates *unmotivated* and 5 means *definitely motivated*.

Conclusions

Effective management of employees and their motivation are the keys to the company's success. Managers should not only control their employees but also motivate them to work in an effective way. The right choice of management style and employee motivational system leads to the development of the company.

The research conducted by the author shows that the democratic style, which is based on cooperation and partnership, is most commonly used. Employees appreciate a good working atmosphere. Remuneration is the most important motivational factor for the respondents. The possibility to develop is also important to employees. Moreover, the employees say that they are well motivated to work.

The presented conclusions show that modern companies must be based on mutual communication and partnership. The creation of proper conditions results in the development both of employees and managers.

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Abstract

The article presents the impact of different models of employee management and motivation on staff commitment. Three common employee management styles are discussed. The survey research participants indicated that the democratic management style, which is based on cooperation, is the most common in their companies. Moreover, the basic motivational factors are presented, and the most popular are payment and a good atmosphere at work.

Key words

Management styles, motivation, management, commitment, company.