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**Non-Monetary Motivational Tools for Low-Paid Employees in Poland**

Doctoral thesis written at the Collegium of Management and Finance, SGH Warsaw School of Economics, under the academic supervision of dr. hab. Piotr Wachowiak, Prof. SGH.

**Abstract**

Employee motivation is one of the most frequently studied and described topics in management sciences. However, it is important to acknowledge that there is no single most effective method of motivation, which reflects the complexity of this phenomenon. Therefore, the development of motivation should constantly be the subject of scientific analysis.

Motivational tools should take into account both organizational conditions and the needs and expectations of employees. Employees can be motivated through the use of material monetary tools, material non-monetary tools, and non-material tools.

The topic of this thesis was chosen due to the growing interest in motivating low-paid employees using non-material tools. Another reason for choosing this topic is the limited number of studies focused on low-paid employees. It is therefore necessary to complement the current state of knowledge about motivating low-paid employees with non-material tools, which are essential in Poland and other contexts where labor cost reduction is necessary. The inspiration for choosing the topic of the thesis were low-paid employees in the care services sector, who are crucial for the well-being of the dependent and whose profession will become increasingly important due to the aging population.

According to the author of the thesis, a low-paid employee is someone who receives a minimum wage for his work.

The main objective of the doctoral dissertation is to examine the effectiveness of individual non-material tools in motivating low-paid employees in the surveyed departments of care services companies in Poland.

To achieve the main objective, seven cognitive objectives, three methodological objectives, and one application objective were formulated.

The first cognitive objective is to analyze the essence of motivation. The second cognitive objective indicates the essence of employee motivation. The third cognitive objective is to assess motivational tools for employees, and the fourth cognitive objective is to investigate which non-monetary motivational tools are used to motivate low-paid employees. Next cognitive objective identifies the most effective tools for motivating low-paid employees. The sixth cognitive objective is to investigate which non-material tools are least effective in motivating low-paid employees. The seventh cognitive objective evaluates the work of low-paid employees.

The methodological objectives are related to indicating the method of researching the motivation of low-paid employees. The first methodological objective concerns the correctness of constructing a research model illustrating the relationships between the examined phenomena, i.e., the impact of individual non-material tools on the motivation of low-paid employees in the care services sector. The second methodological objective is to assess the developed research tools related to task performance, work environment, and development possibilities. The third methodological objective is to indicate the research procedures.

The application objective, which refers to the practical application of research results, is the need to prepare recommendations for managers in this industry regarding effective ways of motivating low-paid employees using non-material tools.

The main objective, as well as the cognitive objectives, were achieved through a literature review and the application of triangulation in research methods. The main hypothesis formulated in the thesis is as follows: Non-material tools for motivating employees have low effectiveness in motivating low-paid employees.

Four specific hypotheses were also formulated:

H1: *Employment stability is a more effective non-material tool in the work environment than other tools*.

H2: *Internal training is a less effective non-material tool in motivating low-paid employees than other tools*.

H3: *Tools related to development opportunities are used more frequently than other non-material tools*.

H4: *Tools related to the work environment are more effective than tools related to task performance and development possibilities in motivating low-paid employees.*

For the purpose of the research, a research model was developed to illustrate the relationships between non-material tools and employee motivation, which were empirically examined. This model serves both the achievement of the objectives set in the thesis and enables the verification of the relationships contained in the hypotheses. The research model proposed by the author, based on correlation analysis, allows determining whether there is a correlation between the two variables. The variations of the first variable refer to the tools (related to task performance, work environment, and development opportunities), while the second variable pertains to motivational effectiveness. Based on this model, the correlations (degree of correlation) between these variables were estimated. Relationships between the adopted variables relate to the fact whether non-material tools determine the motivation of low-paid employees. The author of the thesis used effectiveness indicators, developed by herself, to measure the degree of motivational effectiveness. The author formulated three research questions.

The thesis proposed measurement indicators to examine the impact of individual non-material tools on motivating low-paid employees in the care services sector. In the quantitative study, surveys were used, and in the qualitative study, individual, non-standardized interviews were conducted, employing a scenario. The research was carried out on a sample of 170 individuals, including 160 non-managerial employees (surveys) and 10 managers (interviews). The research results enabled the author to analyze how employees assessed non-material motivational tools that most/least motivated them to work, as well as how managers evaluated the use of non-material tools for motivating employees and the tools that most motivated/demotivated employees.

The thesis concludes with conclusions drawn from the conducted analysis and recommendations, which, in the author's opinion, should be taken into account in the process of motivating low-paid employees.