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## **Streszczenie rozprawy doktorskiej w j. angielskim**

The area of employee motivation is inseparably connected with the functioning of any organization. As a result, it directly affects individuals, groups of employees and the enterprise, and at the same time indirectly to some extent translates into the welfare and effectiveness of organizational activities, which in turn affects the labor market. The topics discussed in the dissertation, although quite widely represented in the literature on the subject, indicate the multitude of approaches and the inexhaustibility of possible solutions, which prompts researchers to conduct further analyzes to improve motivational systems, which should consider the specificity of the external and internal environment of the organization.

The effectiveness of an employee is determined by many factors, related to the professional sphere. The most important of them undoubtedly is the motivation that inspires, directs, and integrates human behavior. It makes a person consistently strive to achieve a goal, overcoming many obstacles, and at the same time derives satisfaction from the work done.

The objectives of the work in the cognitive and empirical dimension were to identify the opportunities and threats of the implemented motivational processes, with particular emphasis on the examined organizational units of the local government sphere, based on the employee assessment of their effectiveness, and to create a concept for improving selected motivational processes.

The main research problem was the question: What can be identified determinants of the process of motivating employees in selected organizational units of the local government area based on the assessment of satisfaction with the motivation system?

Chapter 1 of the hearing entitled *Human capital in management theory - theoretical foundations*, allowed, on the basis of theoretical research methods and secondary sources as well as a qualitative approach, to determine the importance of motivation for shaping the human capital of an organization. Therefore, the motivation in management functions was located, the role and essence of the implementation of the personnel function in various organizations, specified in the theory of management, were described, considering the factor of the external environment and the intra-organizational environment.

Chapter 2 of the dissertation, entitled *The employee motivation system* consists of considerations in the area of the theory of systems, models and motivational processes. An in-



depth attempt to understand the nuances and foundations of the factors and tools of motivation has become a pretext for reflection on what, how and under what circumstances builds the effectiveness of employees' activities.

Chapter three *The role of the manager in shaping the process of managing and motivating employees* underlines the role of leadership and a manager whose awareness of his personality and competence characteristics determines the style of management and co-creates the organizational culture, which is the space for relations and activities of employees in the implementation of organizational goals.

The essence of the creation of chapter 4 of the dissertation entitled *The elements influencing the process of employee motivation* was the knowledge of selected processes, the modification, improvement and shaping of which have a strong impact on job satisfaction and organizational culture.

The fifth and sixth chapters concern the empirical research stage and are devoted to the nature and specificity of the analyzed organizations and the motivational processes functioning in them. In chapter five, the methodological description of the conducted cognition process is deepened, detailing the adopted variables and the research tool used. The quantitative analysis of the results obtained in chapter six, based on the study of a number of variables and the verification of 32 partial hypotheses, made it possible to identify the evaluation of current incentive systems and processes in selected organizational units of the local government sphere and led to the creation of a concept of improvements in the discussed topic.

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25.05.22