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**THE RANGE OF UTILIZATION OF THE STRATEGY  
OF REWARDS IN THE REALIZATION OF THE  
DEVELOPMENT STRATEGY OF THE ENTERPRISES  
IN POLAND**

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**A b s t r a c t**

One of the essential development trends in rewarding employees is the increasing role of rewards as tools of the strategic management within the enterprise. In compliance with such an idea, the strategy of rewards should support the strategy of the organization as well as it ought to be coherent with its objectives, enable the enterprise to achieve better results and consequently assure the increase in its competitiveness.

The aim of the research presented herein is to answer the question whether the strategic priorities of rewarding established by the enterprises existing on the Polish market are compliant with their strategic activity targets.

**ZAKRES WYKORZYSTANIA STRATEGII WYNAGRODZEŃ W REALIZACJI STRATEGII  
ROZWOJOWEJ PRZEDSIĘBIORSTW W POLSCE**

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Słowa kluczowe: wynagrodzenia, strategia wynagrodzeń, strategia organizacji.

### Abstrakt

Wzrost roli wynagrodzeń jako narzędzia zarządzania strategicznego w przedsiębiorstwie jest jedną z najistotniejszych tendencji rozwojowych w wynagradzaniu. Zgodnie z tą koncepcją strategia wynagrodzeń powinna wspierać strategię organizacji, być z nią spójna, powinna stwarzać możliwość osiągnięcia przez przedsiębiorstwo lepszych wyników, a tym samym zapewniać wzrost jego konkurencyjności.

Celem badań prezentowanych w artykule było znalezienie odpowiedzi na pytanie, czy priorytety strategii wynagradzania realizowanej w przedsiębiorstwach funkcjonujących na polskim rynku są ukierunkowane na realizację ich strategicznych celów działania.

## Introduction

The strategy of rewards should support the strategy of the organization and should be coherent with its objectives as well as with the strategy of human resources management. It should also create an opportunity for achieving better results and consequently assure an increase in the company's competitiveness. It seems essential to present a more detailed description of this general term. E. Lawler claims that it is impossible to plan a successful rewarding system within an organization without establishing strategic goals in such areas as human behaviour which needs a great deal of motivation, people who should be attracted to their jobs and willing to stay on with the company and the institutional structures that the organization decides to adopt.

Every organization should define its own chief aims of the reward strategy. It must be remembered that such a task is extremely difficult and complicated as it requires keeping a balance between numerous objectives of the different groups within the organization which are often antagonistic. The catalogue of all objectives is a vital source of information for workers as they can gain awareness of the priorities of the organization, the standards and results it expects and demands for which it is ready to pay.

The analysis of the literature on the subject and practical observations reveal that the most important aims of the strategy of rewards are:

- attracting to the organization the best qualified workers
- stimulating and encouraging formation of positive attitudes what is connected with achieving the best results and with the quality of work at all levels of the management.
- creating new attitudes what results from the necessity of adapting to the changeable and extremely competitive condition of the market.
- motivating to achieving better results at work
- supporting qualified and effective workers.

In other words, the strategic aims in the field of management include:

- realization of the basic functions of rewards, i.e.:
  - compensation for the workers' contribution and effort as well as stimulating workers' success
  - recruitment of new workers on the internal labour market in the enterprise and retaining those who are necessary and desired in the firm,
  - teaching employees new, desired attitudes
- the support of the realization of the general strategy of the enterprise and the strategy of the human resources management.

The strategic aims in the sphere of rewarding which are traditionally most often mentioned include: recruiting appropriate staff, retaining highly qualified specialists and improving work effectiveness. Nowadays this list ought to be supplemented with such objectives as teaching new attitudes i.e. activities aiming towards the development of the enterprise, helping workers to adapt to changes, and creating desired employee relations. These aims can appear in enterprises in various configurations, according to the foundation of the general strategy and the organizational culture. The realization of each objective demands incorporating detailed and most suitable solutions and in every case it should agree with the specific character of the firm. Leaving aside the fundamental aims of the strategy of rewards, there is a necessity of specifying the objectives and directions of the strategic transformation in rewarding systems in Polish firms according to modern demands. M. Juchnowicz points out that:

- many Polish firms face the challenge which results from the transformation in organizational culture and the character of employee relations. It is vital to prefer the culture based on cooperation, engagement and loyalty. The firm of the future should be considered as a joint undertaking which is profitable for workers, union organizations and owners. This objective can be fulfilled by introducing the strategy of rewards that promotes combined effort leaving aside individual effectiveness;

- next strategic challenge for firms is the recruitment of highly qualified personnel i.e. attracting the most suitable workers, giving them desired inspiration and retaining them despite the growing competition on the employment market and battles for the best qualified workers. The firm must be able to transform and utilize successfully the intellectual capacity of its own workers as well as provide the conditions for permanent development of its employees;

- the aim of the strategy of rewards is to increase productivity and not to reduce labour costs. The realization of this postulate is a challenge for the management system on macro- and micro-scale, which also includes the system of rewards. This problem is extremely complicated what may be proved

by the gap between the level of the productivity in Poland and that of other European Union countries. Taking into account such a situation it is obvious that traditional systems of rewards are not in a position to meet the expectations as what matters is not only the improvement in work effectiveness but also its rapid increase.

### **The aims and methods of research**

The aim of the research presented herein was to answer the question, whether the priorities of the strategy of rewards realized in the enterprises existing on the Polish market are compliant with their strategic activity objectives.

The surveyed enterprises included:

- 1) all large industrial companies (employing more than 250 workers) situated in Warmia-and -Mazuria Province (total number of enterprises: 47);
- 2) all industrial companies whose stocks and shares are registered at Warsaw Stock Exchange (total number of joint stock companies: 98).

Taking into account the fact that five firms mentioned in the first group were also registered at Warsaw Stock Exchange and were included in the second group, the total number of tested enterprises was 140.

The research was conducted by means of questionnaires. The questionnaire forms were sent to the surveyed enterprises, namely to personnel management departments or managerial staff thus the interviewees were people responsible for decision making in the field of rewarding.

In reply the investigators obtained 71 correctly answered research questionnaires thus the survey efficiency reached the level of 50.7%.

The survey was carried out mostly at private companies of commercial law i.e. joint stock companies and limited liability companies. The number of these firms was 54 and made 76.1% of the whole. 29.6% of them had the participation of the foreign capital. Other firms included in the survey were 7 cooperatives, 2 state enterprises, 3 companies of the Treasury and 5 other subjects (Tab. 1).

In the group of subjects covered by the survey there were 29 companies whose stocks were registered at Warsaw Stock Exchange (joint stock companies made 40.9% of the examined enterprises).

Considering the criteria of selecting of the target group the survey was conducted mostly in large and very large enterprises employing more than 250 workers (95.8 %). There were only 3 enterprises (joint stock companies) that employed less than 250 workers. 35 firms showed that their average annual staff employment ranged from 250 to 499 workers. Other firms employed more than 500 workers.

**Table 1**

The surveyed enterprises according to the form of property

| Form of property   | Number | Percentage of the whole number of enterprises |
|--|--------|---|
| State enterprise   | 2      | 2.82  |
| Company of the Treasury without foreign capital                  | 2      | 2.82  |
| Company of the Treasury with foreign capital                     | 1      | 1.41  |
| Private company of commercial law without foreign capital        | 33     | 46.48   |
| Private company of commercial law with foreign capital up to 50% | 6      | 8.45  |
| Private company of commercial law with foreign capital above 50% | 15     | 21.13   |
| Cooperative  | 7      | 9.86  |
| Other*   | 5      | 7.04  |
| <b>Total</b>   | 71     | 100.00  |

\* two private companies of natural persons and three enterprises being the property of natural persons running the economic activity

Source: Own elaboration based on the conducted survey.

## Findings

Assuming that the basic imperative for the enterprises administered in a modern style is the connection between the strategy of rewards with the realization of the strategic objectives of the organization, the respondents were asked to define the basic functional aims in their firms and to present the kind of strategy they incorporate in their realization.

The question concerning the general organizational strategy: 50.7% respondents (36 firms) answered that their firm follows the strategy of development aiming at an increase in the market share. 47.9% respondents (34 firms) pointed to the strategy of the stabilization i.e. to holding and defending their position on the market. In one case referring to the company of the Treasury with foreign capital participation the respondents admitted that they follow the strategy of the reduction i.e. opting out from the market.

The strategy of development was pursued by most of private companies of commercial law (61.1%), including the vast majority of companies with the foreign capital participation. In the remaining established groups of companies dominated the strategy of stabilization (Tab. 2).

The strategy of development was adopted by most joint stock companies covered by the research (62.1%) while the rest of joint stock companies pointed to the strategy of the stabilization. 55% enterprises which were not the joint stock companies registered at Warsaw Stock Exchange realized the strategy of

**Table 2**  
General strategy of the organization realized in surveyed enterprises with regard of the form of property

| General strategy of the organization                  | Form of property      |   |  |   |   |   |              |       | Total |       |
|---|-----------------------|---|--|---|---|---|--------------|-------|-------|-------|
|   | state enterprise      | company of the Treasury without foreign capital | company of the Treasury with foreign capital | private company of commercial law without foreign capital | private company of commercial law up to 50% foreign capital | private company of commercial law above 50% foreign capital | cooperatives | other |       |       |
| Development (increase in market share)                | Number of indications | 0   | 0  | 0   | 17  | 5   | 11           | 2     | 1     | 36    |
|   | Percentage *          | 0.00  | 0.00   | 0.00  | 51.52   | 83.33   | 73.33        | 28.57 | 20.00 | 50.70 |
| Stabilization (holding and defending market position) | Number of indications | 2   | 2  | 0   | 16  | 1   | 4            | 5     | 4     | 34    |
|   | Percentage            | 100.00  | 100.00                                       | 0.00  | 48.48   | 16.67   | 26.67        | 71.43 | 80.00 | 47.89 |
| Reduction (opting out from the market)                | Number of indications | 0   | 0  | 1   | 0   | 0   | 0            | 0     | 0     | 1     |
|   | Percentage            | 0.00  | 0.00   | 100.00  | 0.00  | 0.00  | 0.00         | 0.00  | 0.00  | 1.41  |

\* – percentage of the enterprises representing given form of property

Source: own elaboration based on the conducted survey.

stabilization. The firm which admitted pursuing the strategy of reduction belonged to that group as well.

The feature of general strategy which was most often mentioned by the surveyed business entities turned out to be costs reduction (63.4%). What is even more interesting it was also the most essential feature for all enterprises irrespective of the kind of strategy they pursued.

Other important features included maintaining the highest quality of the product (60.6% indications) and encouraging technological innovation (49.3%). These two features were most often mentioned by the enterprises pursuing the strategy of development (69.4%) alongside with the costs reduction (63.9%) and launching new products (27.8%). On the other hand the enterprises which adopted the strategy of stabilization mentioned such features as costs reduction (61.8%), maintaining the highest quality of the product (52.9%), encouraging technological innovation (29.4%) and product diversification (14.7%). The company realizing the strategy of reduction (withdrawing from the market) mentioned only one of the above features, namely costs reduction.

**Table 3**  
Most important objectives of the activity in surveyed enterprises with regard of realized general strategy

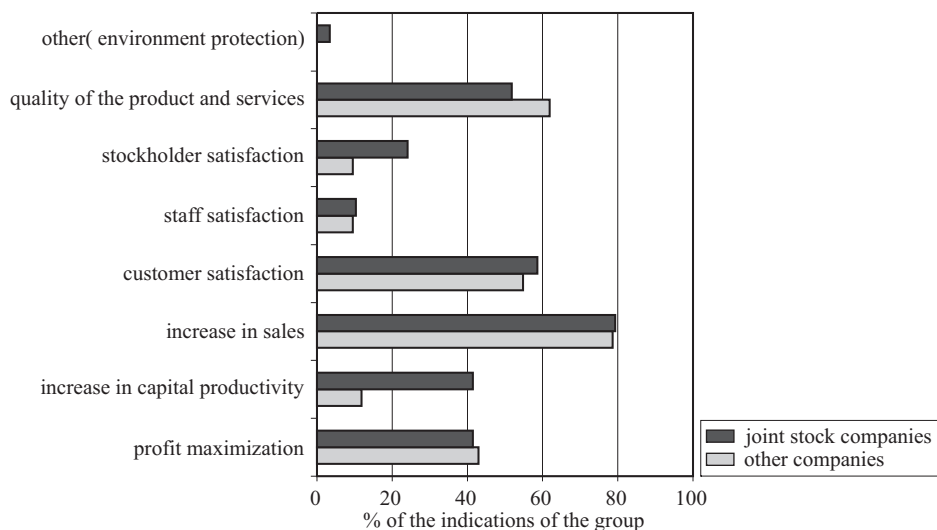
| Objectives of the activity of the firm |                       | General strategy of the organization |               |           | Total |
|--|-----------------------|--------------------------------------|---------------|-----------|-------|
|  |                       | development                          | stabilization | reduction |       |
| Profit maximization                    | Number of indications | 14                                   | 16            | 0         | 30    |
|  | Percentage*           | 38.89                                | 47.06         | 0.00      | 42.25 |
| Increase in capital productivity       | Number of indications | 9                                    | 8             | 0         | 17    |
|  | Percentage            | 25.00                                | 23.53         | 0.00      | 23.94 |
| Increase in sales                      | Number of indications | 28                                   | 27            | 1         | 56    |
|  | Percentage            | 77.78                                | 79.41         | 100.00    | 78.87 |
| Costumer satisfaction                  | Number of indications | 21                                   | 18            | 1         | 40    |
|  | Percentage            | 58.33                                | 52.94         | 100.00    | 56.34 |
| Staff satisfaction                     | Number of indications | 3                                    | 4             | 0         | 7     |
|  | Percentage            | 8.33                                 | 11.76         | 0.00      | 9.86  |
| Stockholders satisfaction              | Number of indications | 6                                    | 5             | 0         | 11    |
|  | Percentage            | 16.67                                | 14.71         | 0.00      | 15.49 |
| Quality of the product and services    | Number of indications | 24                                   | 16            | 1         | 41    |
|  | Percentage            | 66.67                                | 47.06         | 100.00    | 57.75 |
| Others (environment protection)        | Number of indications | 1                                    | 0             | 0         | 1     |
|  | Percentage            | 2.78                                 | 0.00          | 0.00      | 14.08 |

\* – percentage of the enterprises realizing given kind of strategy

Source: Own elaboration based on the conducted survey.

The most important objectives of the surveyed business entities were: increase in sales (78.8% indications), care for the quality of the product and services (57.8%) and care for the customer satisfaction (56.3%). The same hierarchy of the importance of the objective proved to be true for the enterprises which adopted the strategy of development as well as those pursuing the strategy of the stabilization (Tab. 3).

The care for stockholders satisfaction as a basic objective of functioning was underlined by 15.5% of the surveyed business entities (11 private companies of commercial law ,7 of which represented joint stock companies). It seems surprising that the care for the stockholders; satisfaction was mentioned among the priority aims by only 24.1% of joint stock companies registered at Warsaw Stock Exchange (Fig. 1).



**Fig. 1.** The most important objectives in joint stock companies in comparison with other surveyed enterprises

Source: Own elaboration based on the conducted survey.

The surveyed companies defined their basic objective in the field of human resources management as the recruitment and retaining with the firm the most qualified and skilled employees (60.6%). Other important aims appeared to be: constant development of the workers (52.1%) and motivating system of rewards (43.7%). This hierarchy of importance proved to be true in the enterprises pursuing the strategy of development, while the group of subjects realizing the strategy of the stabilization valued the management encouraging



initiative, creativity and autonomy rather than motivating system of rewards. The only aim of the enterprise which pursued the strategy of reduction was the management encouraging initiative, creativity and autonomy.

Employing and retaining the best qualified and skilled workers is definitely the most important goal in the private companies of commercial law with foreign capital participation. This aim is of lesser importance for the companies without foreign capital participation which relatively care more for the constant development of their employees and creating motivating systems of rewards.

The most important objectives in the sphere of human resources management (HRM) in the surveyed joint stock companies were recruiting and retaining in the firm suitable and qualified workers, (it was also the most important objective in the sphere of HRM for other enterprises which did not belong to the joint stock companies group), care for constant development of workers (67%) and motivating system of rewards (55%). Other enterprises pointed to these objectives relatively more seldom. On the contrary the last of the mentioned objectives: the management encouraging initiative, creativity and autonomy was chosen by 38% of the firms belonging to this group.

Definitely the first priority in the strategy of rewards in surveyed companies is stimulating workers to achieving good results of their work. The realization of this objective was admitted by 90.1% of the companies, of which 51.8% pointed to this goal as a basic one. This fact doubtlessly shows the pro-effective orientation of the surveyed subjects. Other important objectives appeared to be stimulating the development of the personnel which was realized in 78.9% of the firms (26.8% of the firms considered it a priority), retaining employees with the firm (25.4% of the firms considered it as a basic objective in the strategy of rewards) and integrating workers with their firm (it was found essential in 83.1% of the firms).

On the other hand attracting desired and suitable employees was not recognized as an objective in the strategy of rewards by as many as 28.2% of the surveyed enterprises while creating desired employee relations through the rewards was rejected by over 26% of the firms.

The concentration on the achievements of already employed labour potential is seen especially in the group of the enterprises pursuing the strategy of stabilization. In this group as many as 38.2% of the firms does not realize as an objective attracting to the firm suitable workers (Tab. 4). In this group of subjects in comparison to the firms pursuing the strategy of development it is clearly visible that the objectives of the strategy of rewards such as inspiring workers toward development, integrating with the firm and staff retaining are of lesser importance. On the other hand achieving the desired employee relations through the policy of rewards plays more important role. The

enterprise pursuing the strategy of reduction declared aiming at only two goals: retaining the employed staff and stimulating staff effectiveness, however neither of these aims was considered to be a priority.

**Table 4.**  
Objectives of the strategy of rewards with regard of general strategy realized in the surveyed enterprises (percentage of the indications in the group)

| Objectives of the strategy of rewards                        |          | General strategy of the organization |               |             | Total        |
|--|----------|--------------------------------------|---------------|-------------|--------------|
|  |          | development                          | stabilization | reduction   |              |
| Attracting suitable staff to the organization                | 0        | 16.67                                | 38.24         | 100.00      | 28.17        |
|  | 1        | 61.11                                | 50.00         | 0.00        | 54.93        |
|  | <b>2</b> | <b>22.22</b>                         | <b>11.76</b>  | <b>0.00</b> | <b>16.90</b> |
| Staff retaining in the organization                          | 0        | 5.56                                 | 20.59         | 0.00        | 12.68        |
|  | 1        | 69.44                                | 52.94         | 100.00      | 61.97        |
|  | <b>2</b> | <b>25.00</b>                         | <b>26.47</b>  | <b>0.00</b> | <b>25.35</b> |
| Simulating staff to achieving good effects                   | 0        | 5.56                                 | 14.71         | 0.00        | 9.86         |
|  | 1        | 33.33                                | 29.41         | 100.00      | 32.39        |
|  | <b>2</b> | <b>61.11</b>                         | <b>55.88</b>  | <b>0.00</b> | <b>57.75</b> |
| Stimulation staff to continuous learning (staff development) | 0        | 8.33                                 | 32.35         | 100.00      | 21.13        |
|  | 1        | 58.33                                | 47.06         | 0.00        | 52.11        |
|  | <b>2</b> | <b>33.33</b>                         | <b>20.59</b>  | <b>0.00</b> | <b>26.76</b> |
| Integrating staff with the firm                              | 0        | 8.33                                 | 23.53         | 100.00      | 16.90        |
|  | 1        | 61.11                                | 67.65         | 0.00        | 63.38        |
|  | <b>2</b> | <b>30.56</b>                         | <b>8.82</b>   | <b>0.00</b> | <b>19.72</b> |
| Forming desired employee relation                            | 0        | 33.33                                | 17.65         | 100.00      | 26.76        |
|  | 1        | 52.78                                | 67.65         | 0.00        | 59.15        |
|  | <b>2</b> | <b>13.89</b>                         | <b>14.71</b>  | <b>0.00</b> | <b>14.08</b> |

0 – the enterprise does not realize the aim; 1 – the aim is realized, but is not a basic objective; 2 – This is the basic aim of the strategy of rewards

Source: Own elaboration based on the conducted survey.

The hierarchy of importance of the objectives in the enterprises pursuing the strategy of development shows that stimulating the effectiveness of workers plays an essential role. The objectives which were also important include encouraging workers to constant learning and integrating workers with the organization. The enterprises pursuing the strategy of stabilization alongside with encouraging workers to achieving good effects valued preventing competent and desired employees from leaving the firm. (Tab. 5).

The priorities in the sphere of rewards in the enterprises aiming at maximizing profits and increasing sales are defined in a similar way (Tab. 6 ). It seems that goals defined in such a way clearly correspond with the objectives

**Table 5**  
Coefficients of the importance of each objective of the strategy of rewards with the regard of the general strategy realized in the enterprises (the weighted mean)

| Aims of the strategy of rewards                              | General strategy of the organization |               |           | Total |
|--|--------------------------------------|---------------|-----------|-------|
|  | development                          | stabilization | reduction |       |
| Attracting suitable staff to the organization                | 1.06                                 | 0.74          | 0.00      | 0.89  |
| Retaining staff with the organization                        | 1.19                                 | 1.06          | 1.00      | 1.13  |
| Stimulation staff to achieving good effects                  | 1.56                                 | 1.41          | 1.00      | 1.48  |
| Stimulation staff to continuous learning (staff development) | 1.25                                 | 0.88          | 0.00      | 1.06  |
| Integrating workers with the firm                            | 1.22                                 | 0.85          | 0.00      | 1.03  |
| Forming desired employee relations                           | 0.81                                 | 0.97          | 0.00      | 0.87  |

Source: Own elaboration based on the conducted survey.

of the strategy of rewards such as encouraging greater effectiveness and caring for constant development of workers. What is even more interesting, all enterprises which considered care for the worker satisfaction as their basic objective also realized other objectives in the strategy of rewards such as retaining and integrating workers with the firm and creating positive employee relations. On the other hand companies which cared for the stockholder satisfaction seemed to value all objectives of the strategy of rewards mentioned above emphasizing the importance of the staff development.

In most groups which were created according to their basic objectives the most important strategic goals in the field of rewards turned out to be stimulating workers; effectiveness and preventing the best qualified staff from leaving the firm. This attitude refers to the entities aiming at maximizing profits, increasing capital productivity, increasing sales, caring for the customer satisfaction and caring for the stockholder satisfaction. (in the last group encouraging workers to development plays also an important role). Raising qualification of the employed staff is also valued in the firms caring for the quality of the product and services, whereas the firms which value the staff satisfaction indicated creating desired employee relations as one of particularly important objectives in their strategy of rewards.

The enterprises whose basic objective was care for the stockholder satisfaction attributed relatively greatest importance in comparison with other groups to such objectives as attracting to the organization and retaining with the firm the highly qualified labour potential and stimulating the staff development whereas the firms aiming at achieving the worker satisfaction underlined the importance of stimulating effectiveness of the staff, integrating employees with the organization and creating proper employee relations (Tab. 7).

**Table 6**  
 Objectives of the strategy of rewards with the regard of the basic activity objectives in the surveyed enterprises  
 (percentage of the indications in the group)

| Objectives of the strategy of rewards                        | Objectives of the activity in enterprises |                                  |                    |                       |                    |                          |                                     |                                |               |  |
|--|---|----------------------------------|--------------------|-----------------------|--------------------|--------------------------|-------------------------------------|--------------------------------|---------------|--|
|  | profit maximization                       | increase in capital productivity | Increase in sales. | customer satisfaction | staff satisfaction | stockholder satisfaction | quality of the product and services | other (environment protection) |               |  |
| Attracting suitable staff to the organization                | 0   | 23.33                            | 32.14              | 30.00                 | 28.57              | 9.09                     | 29.27                               | 0.00                           |               |  |
|  | 1   | 63.33                            | 58.82              | 48.21                 | 52.50              | 71.43                    | 53.66                               | 100.00                         |               |  |
|  | 2   | <b>13.33</b>                     | <b>17.65</b>       | <b>19.64</b>          | <b>23.33</b>       | <b>0.00</b>              | <b>18.18</b>                        | <b>17.07</b>                   | <b>0.00</b>   |  |
| Retaining staff with the organization                        | 0   | 6.67                             | 11.76              | 16.07                 | 10.00              | 14.29                    | 12.20                               | 0.00                           |               |  |
|  | 1   | 70.00                            | 70.59              | 60.71                 | 57.50              | 71.43                    | 60.98                               | 100.00                         |               |  |
|  | 2   | <b>23.33</b>                     | <b>17.65</b>       | <b>23.21</b>          | <b>32.50</b>       | <b>14.29</b>             | <b>27.27</b>                        | <b>26.83</b>                   | <b>0.00</b>   |  |
| Stimulating staff to achieving good effects                  | 0   | 10.00                            | 23.53              | 12.50                 | 2.50               | 0.00                     | 2.44                                | 0.00                           |               |  |
|  | 1   | 33.33                            | 29.41              | 32.14                 | 27.50              | 14.29                    | 36.36                               | 34.15                          | 0.00          |  |
|  | 2   | <b>56.67</b>                     | <b>47.06</b>       | <b>55.36</b>          | <b>70.00</b>       | <b>85.71</b>             | <b>54.55</b>                        | <b>63.41</b>                   | <b>100.00</b> |  |
| Stimulating staff to continuous learning (staff development) | 0   | 20.00                            | 29.41              | 23.21                 | 20.00              | 28.57                    | 17.07                               | 0.00                           |               |  |
|  | 1   | 56.67                            | 47.06              | 50.00                 | 55.00              | 42.86                    | 48.78                               | 100.00                         |               |  |
|  | 2   | <b>23.33</b>                     | <b>23.53</b>       | <b>26.79</b>          | <b>25.00</b>       | <b>28.57</b>             | <b>27.27</b>                        | <b>34.15</b>                   | <b>0.00</b>   |  |
| Integrating workers with the firm                            | 0   | 20.00                            | 23.53              | 21.43                 | 12.50              | 0.00                     | 12.20                               | 0.00                           |               |  |
|  | 1   | 56.67                            | 58.82              | 62.50                 | 65.00              | 85.71                    | 63.41                               | 100.00                         |               |  |
|  | 2   | <b>23.33</b>                     | <b>17.65</b>       | <b>16.07</b>          | <b>22.50</b>       | <b>14.29</b>             | <b>9.10</b>                         | <b>24.39</b>                   | <b>0.00</b>   |  |
| Forming desired employee relations                           | 0   | 26.67                            | 35.29              | 32.14                 | 22.50              | 0.00                     | 21.95                               | 0.00                           |               |  |
|  | 1   | 63.33                            | 52.94              | 57.14                 | 62.50              | 71.43                    | 60.98                               | 100.00                         |               |  |
|  | 2   | <b>10.00</b>                     | <b>11.76</b>       | <b>10.71</b>          | <b>15.00</b>       | <b>28.57</b>             | <b>18.18</b>                        | <b>17.07</b>                   | <b>0.00</b>   |  |

0 – the enterprise does not realize the aim; 1 – the aim is realized, but is not a basic objective; 2 – This is the basic aim of the strategy of rewards  
 Source: Own elaboration based on the conducted survey.

**Table 7**  
Coefficients of the importance of each objective of the strategy of rewards with the regard of basic aims of the activity in the surveyed enterprises  
(the weighted mean)

| Objectives of the strategy of rewards                        | Objectives of the activity in enterprises |  |                   |                       |                    |                          |                                     |                                |  |
|--|---|--|-------------------|-----------------------|--------------------|--------------------------|-------------------------------------|--------------------------------|--|
|  | profit maximization                       | increase of the capital of the product | increase in sales | clients' satisfaction | staff satisfaction | stockholder satisfaction | quality of the product and services | other (environment protection) |  |
| Attracting suitable staff of the organization                | 0.90                                      | 0.94                                   | 0.87              | 0.99                  | 0.71               | 1.09                     | 0.88                                | 1.00                           |  |
| Retaining staff with the organization                        | 1.17                                      | 1.06                                   | 1.07              | 1.23                  | 1.00               | 1.27                     | 1.15                                | 1.00                           |  |
| Stimulating staff to achieving good effects                  | 1.47                                      | 1.24                                   | 1.43              | 1.68                  | 1.86               | 1.45                     | 1.61                                | 2.00                           |  |
| Stimulating staff to continuous learning (staff development) | 1.03                                      | 0.94                                   | 1.04              | 1.05                  | 1.00               | 1.28                     | 1.17                                | 1.00                           |  |
| Integrating workers with the firm                            | 1.03                                      | 0.94                                   | 0.95              | 1.10                  | 1.14               | 1.09                     | 1.12                                | 1.00                           |  |
| Forming desired employee relations                           | 0.83                                      | 0.76                                   | 0.79              | 0.93                  | 1.29               | 1.09                     | 0.95                                | 1.00                           |  |

Source: Own elaboration based on the conducted survey.

The findings of the research also show the coherence of the objectives realized by the surveyed subjects in the field of the strategy of rewards and the objectives in the field of human resources management (Tab. 8). In 83.7% of the firms which recognize attracting and retaining the highly qualified and skilled staff as an objective in the field of human resources management rewards became a tool for attracting most suitable employees and in 93% of these firms it was also a tool for retaining the workers with the organization. As many as 94.6% of the firms, whose essential objective is constant development of employed staff, try to stimulate personnel through the rewards (40% of these firms consider this objective of the strategy of rewards as their priority). Finally as many as 96.8% of the enterprises recognizing motivating system of rewards as their objective in the field of human resources management try to encourage workers to achieving good results through the rewards (over 70% of the firms gave this objective a priority) and as many as 93.5% of them want to retain their employees by means of rewards.

These conclusions are confirmed by the data in Table 9. In the firms which are oriented towards constant staff development the essential place in the hierarchy of importance of the realized objectives in the field of the strategy of rewards is taken by stimulating staff development (just behind motivating to good effects of work). In the remaining groups the second place was taken by preventing the employees from leaving the firm. Attracting appropriate workers by means of rewards plays a relatively important role in the enterprises whose basic objectives in the field of human resources management is recruitment and retaining appropriate personnel. In the firms which are oriented towards personnel development a relatively main role was ascribed to stimulating staff development and personnel integration whereas such objectives as care for appropriate employee relations turned out to be relatively the most important in firms preferring motivating system of rewards in the field of human resources management.

The analysis of the objectives of the strategy of rewards in the surveyed enterprises with the regard of their form of property shows certain differentiation. It can be concluded that it is difficult to find priorities in this area while analysing the companies of the Treasury. In private companies of commercial law the main objective of the strategy of rewards turned out to be stimulating personnel to greater effectiveness and the importance of this aim increased with the increase of foreign capital participation. Other aims included attracting appropriate employees through rewards, integrating workers with the firm and creating appropriate employee relations. The role of retaining competent employees in the organization had the contrary effect. It is worth noticing that companies with majority stake of foreign capital in comparison to other groups emphasized the role of rewards in stimulating personnel potential develop-

**Table 8**  
 Objectives of the strategy of rewards with the regard of basic aims in the sphere of the human resources management in the surveyed enterprises  
 (percentage of the indications in the group)

| Objectives of the strategy of rewards                        | Aims of the firm in the sphere of HMR   |                                 |                              |  |              |
|--|---|---------------------------------|------------------------------|--|--------------|
|  | recruiting and retaining the personnel with highest qualifications and skills | constant development of workers | motivation system of rewards | direction, promoting initiative, creativity and autonomy |              |
| Attracting suitable staff to the organization                | 0   | 16.28                           | 29.73                        | 22.58  | 34.78        |
|  | 1   | 58.14                           | 54.05                        | 58.06  | 39.13        |
|  | <b>2</b>  | <b>25.58</b>                    | <b>16.22</b>                 | <b>19.35</b>   | <b>26.09</b> |
| Retaining staff with the organization                        | 0   | 6.98                            | 5.41                         | 6.45   | 8.70         |
|  | 1   | 60.47                           | 64.86                        | 58.06  | 65.22        |
|  | <b>2</b>  | <b>32.56</b>                    | <b>29.73</b>                 | <b>35.48</b>   | <b>26.09</b> |
| Stimulating staff to achieving good effects                  | 0   | 4.65                            | 5.41                         | 3.23   | 13.04        |
|  | 1   | 34.88                           | 24.32                        | 25.81  | 30.43        |
|  | <b>2</b>  | <b>60.47</b>                    | <b>70.27</b>                 | <b>70.97</b>   | <b>56.52</b> |
| Stimulating staff to continuous learning (staff development) | 0   | 16.28                           | 5.41                         | 19.35  | 26.09        |
|  | 1   | 53.49                           | 54.05                        | 48.39  | 43.48        |
|  | <b>2</b>  | <b>30.23</b>                    | <b>40.54</b>                 | <b>32.26</b>   | <b>30.43</b> |
| Integrating workers with the firm                            | 0   | 11.63                           | 8.11                         | 16.13  | 17.39        |
|  | 1   | 69.77                           | 64.86                        | 64.52  | 60.87        |
|  | <b>2</b>  | <b>18.60</b>                    | <b>27.03</b>                 | <b>19.35</b>   | <b>21.74</b> |
| Forming desired employee relations                           | 0   | 30.23                           | 21.62                        | 19.35  | 17.39        |
|  | 1   | 53.49                           | 62.16                        | 58.06  | 65.22        |
|  | <b>2</b>  | <b>16.28</b>                    | <b>16.22</b>                 | <b>22.58</b>   | <b>17.39</b> |

0 – the enterprise does not realize the objective; 1 -the objective is realized, but is not a basic aim; 2 – this is the basic objective of the strategy of rewards  
 Source: Own elaboration based on the conducted survey.

**Table 9**  
Coefficients of the importance of each objective of the strategy of rewards with the regard of basic aims in the sphere of the human resources management in the surveyed enterprises (the weighted mean)

| Objectives of the strategy of rewards                        | Aims of the firm in the sphere of HMR   |                                 |                              |  |
|--|---|---------------------------------|------------------------------|--|
|  | recruiting and retaining the personnel with highest qualifications and skills | constant development of workers | motivation system of rewards | direction, promoting initiative, creativity and autonomy |
| Attracting suitable staff to the organization                | 1.09  | 0.86                            | 0.97                         | 0.91   |
| Retaining staff with the organization                        | 1.26  | 1.24                            | 1.29                         | 1.17   |
| Stimulating staff to achieving good effects in the job       | 1.56  | 1.65                            | 1.68                         | 1.43   |
| Stimulating staff to continuous learning (staff development) | 1.14  | 1.35                            | 1.13                         | 1.04   |
| Integrating workers with the firm                            | 1.07  | 1.19                            | 1.03                         | 1.04   |
| Forming desired employee relations                           | 0.86  | 0.95                            | 1.03                         | 1.00   |

Source: Own elaboration based on the conducted survey.



ment (86.7% of the firms realizes this objective, 40% of which recognizes it as the first priority). In the surveyed cooperatives the most important strategic objective in the field of rewards was creating desired employee relations (similarly to the state owned enterprises) and the next place was taken by stimulating effectiveness (alongside with increasing employees integration with the firm). The majority of joint stock companies declared the realization of all objectives mentioned in the strategy of rewards (and to the greater degree in comparison with other enterprises).

The first priority in this sphere turned out to be stimulating workers to achieving good effects of work (62.1%); the second place was taken by retaining employees and stimulating their development (34.5%). 89.7% of the joint stock companies realized the objective of employees integration with the firm, however, only 13.8% of the enterprises considered that objective to be basic. Creating desired employee relations through the rewards was conducted by 79.3% of the enterprises in this group, being the priority in only 6.9% of them. These two objectives mentioned above were of greater importance in other surveyed groups.

### **Recapitulation**

Generally, it can be concluded that the strategy of rewards realized by the surveyed enterprises is orientated mainly towards maximizing benefits resulting from better utilization of their labour capacity by means of motivating employees to achievements and workers constant development. The next place was taken by creating permanent bonds with the organization. Pro-effective and pro-developmental steering in this field was emphasized by the companies with foreign capital (to the greater degree by the companies with the majority stake of foreign capital). The research findings showed that the priorities of the strategy of rewards conducted in the surveyed enterprises supported the realization of their basic objectives. In all surveyed enterprises one can observe the coherence of the realized objectives of the strategy of rewards, the priorities of the general strategy, the most important functional objectives such as the increase in sales, care for the quality of the product and services and the customer satisfaction and the objectives in the field of human resources management such as constant development of employees and motivating system of rewarding.

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