

**Analysis and evaluation of the incentive system for state-owned company
in the railway transport sector**

THE SUMMARY OF THE PHD DISSERTATION

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The author of the thesis, as a long-term employee in human resources management offices in state-owned companies in the railway transport sector, has observed numerous attempts to implement or modify elements of an incentive system. It results both from these observations, as well as from the literature studies, that elements of incentive system proposed by the scholars in management sciences, included in the personnel policy, such as e.g. employee evaluation, remuneration scheme, or development and training – dedicated either to the public or private sector – do not function properly in Polish state-owned companies. This problem stems from significant differences in external and internal environment of these entities as well as different specifics of their operation (e.g. political selection of managers and frequent changes in this regard). Consequently, Polish state-owned companies require dedicated solutions in terms of personnel policy.

Hence, the main purpose of the paper was to **analyse and evaluate the factors of decisive influence on the level of motivation among employees of state-owned companies and to establish recommendations for improving the effectiveness of the incentive system in such entities.**

Furthermore, the formulation of specific purposes and research questions allowed for dividing the empirical research into stages and thus structuring the activities. The main thesis of the paper was included in the following statement: "The main obstacle in the implementation and effective functioning of the elements of the incentive system proposed by the authors of the literature on the subject in a state-owned company are frequent personnel and organisational changes, leading to the lack of continuity of authority in these entities".

In order to reach the purpose of the thesis, the author carried out research in a selected state-owned company from the railway transport sector. The research took 5 years and was carried out among the employees and management of the company. The following research techniques were used: **documents examination, observation, interview and diagnostic survey.** The data obtained by the author are of qualitative and quantitative nature.

The thesis consists of two parts. Chapters 1 and 2 form the theoretical part whereas chapters 3, 4 and 5 are the empirical part of the paper.

The main objective of the thesis was successfully fulfilled. According to the adopted assumptions, the author identified the factors determining the level of motivation to work declared by the company's employees. That was followed by creation of a scheme of the

influence of these factors on the level of motivation of employees in a state-owned company. Consequently, a "Theoretical model of the incentive system in a state-owned company" was developed and the resulting hypotheses were made. The final thesis of the paper was also formulated as follows: "The prerequisite for the effective functioning of the incentive system in state-owned companies is the independence of its elements from the lack of stability of authority and organisational structures in these entities". The above-mentioned thesis has become fundamental for recommendations aimed at increasing the effectiveness of the incentive system in a state-owned company environment.

As a consequence, the author has proposed specific solutions, by means of which it is possible to adapt selected elements of theoretical models of incentive systems to the specificity of the state-owned company under examination. Owing to similar operational conditions and management in state-owned companies, as well as the resulting similarities in the area of motivation, the presented factors determining the level of employee motivation should be common for all Polish state-owned companies. This means that the recommendations presented herein can be applied in other companies, especially in the railway transport sector, according to the diagnosed problems. As shown by the conclusions of the research carried out for the purpose of this dissertation, an efficient incentive system is as important and necessary in state-owned companies as it is in private sector organisations. However, while introducing particular elements of an incentive system in a state-owned company, the specific needs and conditions of such entity must not be forgotten.