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MOTIVATION SYSTEM IN POLISH TRADE -
CURRENT EXPERIENCE AND CONDITIONS
OF ITS IMPROVEMENT

1. INTRODUCTION

Motivation-type influence constitutes one of the most important and effective forms of stimulating the activity of economic and other units. Contrary to the other two information- and command-types of influence, it is based on creation of conditions under which the undertaking of activities by units aimed at realization of a particular target or programme becomes attractive or brings in new important values for them (J. Reykowski, 1975, p. 62-63). Broad application of such a form of influence in the economy calls for a significant decentralization of its management system and a general introduction of market regulation. Consequently, this calls for implementation of a thorough reform including the economic, social and political reform.

One of the main spheres of the economy, which should be completely reorganized and modernized is domestic trade. Practically no important changes have taken place in this sphere since the beginning of the current economic reform. Trade organizations have remained backward, obsolete and highly ineffective. As a result, trade continues to be a bottle neck further hampering the current and future development of the economy.

Omitting here other systemic determinants (they are discussed among others by J. Dietl, 1988), it is interesting to analyse the motivation system of trade, which is largely responsible for the current situation in this sphere. Motivation is understood

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broadly as a process of regulation performing the function of steering the activities enabling the accomplishment of a particular result (aim). It consists thus of simultaneous operation of two mechanisms: stimulation to act and direction of action. In order to induce a motivation process, two basic conditions have to be fulfilled:

- the result (aim) has to be considered by the motivated units as useful;
- the unit has to be convinced, that the result (aim) can be obtained under the created conditions with the probability higher than zero (J. Reykowski, 1975, p. 23-24).

Motivation systems comprise elements of both external and internal motivation of enterprises and employees. However, for the purpose of this paper, the analysis has been restricted only to external - material motivation of enterprises and employees including the four basic elements of the economic-financial system, i.e. the system of trade margins and the fiscal, credit and wage systems. This paper aims at analysis of the influence of these elements on organization and operation of trade enterprises and on behaviour and attitudes of trade employees in Poland in the short and long run and determination of conditions and directions of their improvement in the future. One should stress, that this system should create conditions for quick transformation of the current structure of trade into a modern and an effective one and its further prompt adaptation to changes taking place both in Poland and in the world economy.

2. INFLUENCE OF MOTIVATION SYSTEM ON ENTERPRISES

In the short run the motivation system should stimulate the growth of effectiveness and adaptation of the existing trade enterprises to market requirements, including an improvement in the scope and quality of their services. In the long run it should stimulate significant changes of institutional and functional structure of trade, including its demonopolization and creation of modernly equipped, highly competitive and effective enterprises. A few basic questions have been posed here:

1. Do trade enterprises enjoy autonomy in fixing their trade margin according to conditions of their activity and the scope and quality of services offered by them?

2. Is the current economic-financial system (including the level of trade margins and the fiscal and credit systems) properly adapted to the needs and specific characteristics of trade? Among this, does it allow to generate and leave in trade enterprises sufficient resources for their development and modernization?

3. Does the motivation system promote long-term changes in institutional and functional structure of trade and especially its demonopolization and differentiation of its forms?

2.1. ESTABLISHMENT OF TRADE MARGINS

Autonomy of enterprises in the field of fixing their trade margins and differentiating them according to scope and quality of their services constitutes one of the basic factors stimulating their increased adaptation to market, including increased diversification of their activity and improved quality of services both in the short and long run. However, similarly to earlier periods, the relationship between the level of trade services and trade margins as well as the degree of autonomy possessed by trade enterprises in this field are substantially restricted. In goods turnover there still predominate official margins set centrally by the Minister of Finance as a percentage of retail prices. These margins are fixed for products encompassed by the so-called "official" and "regulated" prices, and they are uniform for all economic entities regardless of their marketing activities (the scope of their application is particularly broad in the market for foodstuffs and industrial supplies). Autonomy of enterprises in fixing their margins comprises only products encompassed by the so-called "agreed" prices, but also in this case various regulations as well as the market situation make it possible to restrict this freedom.

In the first case, in justified situations and in order to counteract excessive increase of prices and margins, the Minister of Finance may impose an obligation to apply official margins in relation to products with agreed prices or fix indices of agreed margins (Law about prices, Art. 14). On the other hand, this autonomy is also restricted by deep shortages of products and inferior position of buyers to suppliers - this pertains basically to relations between the predominating on the market, big socialized producers and retailers. In these cases, the "agreed" trade

margins are usually set by producers. The researches reveal, that only 20-30% of the agreed trade margins are negotiated, often only formally, between these companies. This situation is more favourable in relations between socialized and private trade enterprises and unsocialized producers (suppliers), e.g. with joint ventures with participation of foreign capital and with private domestic producers and in the case of some big state-owned retailers like: Moda Polska, Lux Shops and Cepelia. In the latter case, these companies set their trade margins themselves and then divide them with the producers. They also negotiate their selling price with producers (W. Potwora, 1988, p. 68-70). One should stress, that this system is not sufficient for motivating trade enterprises to undertake activities aiming at enhancing effectiveness and increasing diversification and modernization of their activities, including a higher value added to products and improved quality of services. With strong restriction of their autonomy in this field and having their rentability still mostly imposed externally, they are not stimulated to strive for accomplishment of these goals.

2.2. CHARACTERISTICS OF THE BASIC ELEMENTS OF THE ECONOMIC-FINANCIAL SYSTEM

The economic-financial system in trade is still ill-adapted to the needs and specific characteristics of this sphere of the economy. Similarly to earlier periods, it hinders the realization of one of the basic goals of the motivation system in trade, i.e. generation and preservation of sufficient resources in trade enterprises indispensable for their short and long run modernization and development. It limits motivation volume and hampers induction of sufficient scope and range of its three interrelated parameters - force, size and intensity of motivation (J. Reykowski, 1975, p. 23-46). The existing motivation system is not competitive to appropriate systems in other spheres of the economy, e.g. to industry or services, but on the contrary, it is often quite similar to them and often makes no allowances for objective difficulties ensuing from the previous system of management and the present socio-economic situation. This refers to many elements of the economic-financial system in trade, including the level of trade margins imposed by the Centre and the tax and credit systems.

Trade margins, determining to a big extent the proceeds and profits as well as the development funds in trade enterprises, continue to be fixed at a too low level in relation to growing costs of trade and the stringent system of taxation. This refers both to wholesale and retail margins. They are usually a few times - 2 to 3 times lower than in the highly developed countries (K. Allewel, J. Dietl, K. Iwińska-Knop, 1988). High level of costs in trade and intensifying inflation also cause that trade margins become rapidly outdated. Consequently, enterprises exert a constant pressure on the Centre to raise them - they were usually changed simultaneously to increases of prices. An example here may be progression of margins on the market for foodstuffs. They were increased a single time in 1985, and then starting from 1986 there has been observed a principle of their annual aggregate increases. In 1985, wholesale margins on these products increased more than two-fold - on the average from 3.8% to 8.7% and retail margins went up from 6.1% to 9.1%, and lump-sum margins for all loose products were introduced. In 1986, the average level of trade margins on all foodstuffs was raised to 11%, with an obligation made that they would be increased by 1% each year till 1990. As a result of this, these margins should reach on an average 15% in 1990 (Decision of Minister of Finance M-4/86 and Decree of the Councils of Ministers No. 204/85).

Such approach arouses again numerous doubts. Margin rates are again independent of companies, uniform and will probably continue to be too low. A question arises concerning the basis for their calculation. Taking into consideration the current economic situation, it is rather doubtful, that the one percent growth will suffice to cover real growth of costs, including impact of inflation. So far the share of trade costs in trade margin has been amounting on the average to over 80% (Statistical Yearbook of the Central Statistical Office, 1987, p. 385-387). Besides inflation, high monopolization of trade and its obsolete organization, the high share of trade costs in trade margin is a consequence of both the investment policy in trade (the policy of the so-called "cheap" - labour intensive trade) and of progressive decapitalization of its already very limited material-technical base. There is as well lack of properly developed complementary industries to trade producing e.g. appropriate technical equipment for retailers and wholesalers, means of transport and packaging materials.

The highly expanded and stringent system of taxation constitutes the next factor strongly limiting profits and development funds of trade enterprises. Similarly to production enterprises, trade companies are obliged to pay several types of taxes including income tax paid from their profit, tax on wage fund, on fixed assets and property and turnover tax. Both tax rates and their progression are too high and they are little differentiated according to activities undertaken by particular enterprises. The fact that net profits (the financial results) are calculated in current prices often causes their strong overestimation - their values are usually much higher than of real profits and significantly apparent and misleading (A. Michalak, 1988, p. 38-40). All this causes, that profits kept by trade enterprises are usually insufficient to cover their developmental requirements and the needs of their personnel, they also sometimes record a negative financial result.

Till mid eighties, there could be observed a constant trend to raise tax rates, which was resulting in substantial reduction of profit for distribution and development funds in enterprises. This situation was somewhat improved in 1984 and then starting from 1986. Due to a sharp criticism of economic-financial situation in trade, the progressive income tax was replaced, in 1984, by the linear one and the socialized enterprises were obliged to pay a unified 60 per cent tax rate. In 1986, there were introduced reductions of wage taxation and some investment reliefs. Among others, tax on wages was lowered from 20% to 10%, an amount equivalent to 8% of value of sales of socio-welfare services and 7% of realized margin was excluded from taxation basis for estimation of income tax, and there were introduced more advantageous indices adjusting increase of wages and deductions from profit to the so-called State Fund of Professional Activation. Investment reliefs concerned, in turn, 30% of the estimated value of investments provided their implementation did not exceed 36 months. Reliefs in income tax may be also introduced by the Council of Ministers whenever profit is allocated to development purposes. Moreover, in 1987 there were also granted reliefs in income tax for newly-established modernization-innovation units (they may also be set up in trade).

However, all these measures are not sufficient. Trade enterprises continue to remit a prevailing part, often approximately 80 per cent of their profits to state budget, what causes that

they participate only in an inferior part of their economic effects. There exists as well a distortion in relation between collective material benefits and the financial result of the enterprise. This is also reflected by decreasing share of fixed assets in trade in the overall value of these assets in the economy and the decreasing resources for accumulation. In the first case, this share decreased in the years 1981-1985, as compared with the period 1970-1980 by 1% (from 3.5% to 2.5%). In the other case, the share of accumulation in total and pure margins in the years 1980-1986 in the socialized trade in consumer goods dropped from 23.02% to 12.49%, and from 32.9% to 24.2% respectively (L. Polanowski, 1988, p. 59-60 and calculations based on Statistical Yearbook of the Central Statistical Office, 1986, p. 381 and 383, and 1987, p. 385-387).

In order to appease this difficult situation trade enterprises seek subsidies, preferential reliefs, tax refunds and/or credits. Subsidies are a proof that the postulated principle of hard budgetary constraints in the economy is neglected - socialized trade enterprises often receive also indirect subsidies. The value of subsidies has been growing in the last few years. For instance in 1986 they rose by 68.9% in relation to 1985, and amounted to 17.9 billion zloty. Most of them (over 68% in 1986) were granted to cooperative enterprises. Refunds of turnover tax for state-owned enterprises reached ca. 3.5 billion zloty (Statistical Yearbook of the Central Statistical Office, 1987, p. 387). The present situation has led as well to an increased demand for credits. Socialized trade enterprises can partly obtain them also from the market development fund - the state-owned enterprises can receive preferential credits with a lower interest of 3%. The interest charged on bank credits amounts to 6% and is lower than for industrial enterprises. At present, trade enterprises are also released from an obligation to pay a deposit when launching investments aiming at expanding the material-technical base of trade. These measures are not sufficient either. Increased costs of banks services, including the interest on credits raise trade costs. Indebtedness of trade and its dependence on banks tend to grow as well. Thus, for example, in the years 1981-1986 the level of costs connected with bank services went up five-fold, and they account for ca. 3.6% of the overall trade costs (calculations based on Statistical Yearbook of the CSO, 1986, p. 383 and 1987, p. 387).

Consequently, there are missing favourable conditions that would allow to gather sufficient resources for development and modernization of trade enterprises. The trade sector requires a very substantial increase of outlays for development of its material-technical base, and that can hardly be ensured by the existing economic-financial system. As a result, we can observe in many enterprises not only lack of any improvement in performance of their functions but also deterioration of their quality including, for example, functions of information transfer or elimination of disproportions between the sphere of production and the sphere of consumption. This is confirmed among others by growing stocks of goods in trade, which implies their increasingly worse distribution in conditions of continuing deep shortages in the market (K. Alewell, J. Dietl, K. Iwińska-Knop, 1988).

2.3. INFLUENCE ON DEMONOPOLIZATION AND DIVERSIFICATION OF TRADE

Analysis of the motivation system has again revealed that it has played a very insignificant role in the field of changing trade structure and that it has rather helped to preserve the old structure and management system of trade than promoted its new, necessary transformations. This refers both to lack of long-term principles of companies operation on the market and preservation of preferential treatment of socialized enterprises.

In the first case, this situation has made it impossible to take strategic decisions by trade enterprises concerning e.g. directions of their activity, investments, etc.

In the latter case, this system hasn't led to demonopolization and diversification of socialized trade. On the contrary, it has often pursued a policy of preferences and protection (e.g. the mentioned above subsidies and preferential credit policy). Moreover, regulation about bankruptcy hasn't found its application to this sector yet. Such a situation cannot motivate the socialized enterprises to introduce e.g. their division or create new institutional and functional forms.

The present legal system creates bigger possibilities for market entry and development of non-socialized enterprises, both private and partnerships with participation of foreign capital. In the last few years, there have been facilitated the establishment and registration of private enterprises and bigger possibilities have been created for their entering into joint ventures

with state and cooperative enterprises. However, there have been as well introduced or maintained numerous restrictions hampering their development. In the case of joint ventures with participation of foreign capital (Law about joint ventures of April 23, 1986) they comprised mainly, the obligation imposed on these enterprises to sell a big part - ranging from 15% to 25% of their incomes from exports to the Polish bank at an official rate of exchange (this is regarded as an additional form of taxation), the requirement, that joint ventures have to be managed by a Polish national and that the Polish partners must have a controlling share in equity of joint ventures - these regulations are supposed to be abolished or softened in the new law concerning these enterprises that will be in force starting from the beginning of 1989.

The other limitation has been the instability of the economic-financial policy in relation to the non-socialized sector. This policy was changing dependent on the current market and political situation. An example here may be the frequent changes in the fiscal policy towards private and foreign enterprises in the eighties.

Already in 1983, one year after the introduction of numerous reliefs for these enterprises granted in situation of deep disequilibrium, these regulations were significantly changed. In 1982, there was increased the amount of tax-free income of private enterprises and there were introduced tax reliefs due to investments. Foreign enterprises were released from income tax during a period of three years counting from the date of starting their activity on Poland's territory and they were granted numerous reliefs in income and turnover taxes due to investments and export. In 1983, the turnover tax rates for private enterprises were raised and there were changed the principles of calculating income tax - these rates were substantially increased especially for small firms, which threatened their survival on the market. Tax burdens imposed on these entities rose even more starting from 1984. Since that year, there have also been introduced various unfavourable changes in tax reliefs granted for foreign enterprises earlier, e.g. there were increases in the required contribution of capital (by 100%) and in deposit being obligatory when setting up such enterprises. This policy is still very unstable. As a result, this sector's share in overall trade turnover continues to be very low, e.g. in the period 1980-1986 it rose by

0.8% to reach 2.41% in 1986 (Statistical Yearbook of the CSO, 1987, p. 387). This situation is also supposed to be changed starting from the beginning of 1989, when all the sectors of the economy are supposed to be equalized.

There can be postulated the following several changes in the economic-financial system in order to enhance its motivational role in trade. First of all, it should be adapted to requirements of trade and should be competitive to motivation systems in other spheres of the economy. This is necessary to promote the inflow of capital to this sector and stimulate its improved organization and development. There should be stipulated the long-term principles of establishment and operation of trade enterprises. Particular elements of the system should play, to a bigger extent, the role of parameters and not impediments to changes, and make it possible to interrelate inputs with effects. In particular, the following directions of changes can be recommended:

1. There is a need for increased autonomy of enterprises to stipulate their prices and trade margin - there should be a departure from application of official prices and margins in favour of the agreed ones. Trade enterprises should have the right to differentiate trade margin rates according to market conditions and their activity and to benefit from it - this may constitute an important stimulus in the reorganization of institutional and functional structure of trade and improving its effectiveness.

In particular, margins should be differentiated according to the scope and quality of services, the assortment of products, location of stores and other conditions of trade. They should as well correspond to cost of market activity connected with sales of products.

Similarly to market economy, there is a need to increase enterprises autonomy in distributing their market margin among participants of a market channel. The size of margins would depend on the scope and quality of services provided by particular entities. In such a situation, trade would be motivated to increase its interest in a buyer, expand and improve its functions, and thus increase the value added to a product (e.g. packaging, quality of services, etc.), and introduce innovations. Such activities, of course, call for further departure from centralized distribution and demonopolization of trade. An alternative solution would be to fix a minimum margin for trade and make its increase dependent on the scope and quality of services

fulfilled by a given enterprise. Criteria of evaluation should be defined externally in relation to an enterprise and they should be promoting activation of services and reduction of distribution costs. In conditions of improved market situation, trade margin can also serve as a form of competition between enterprises belonging to the same branch.

Differentiation of trade margins according to location and the local conditions may also play a motivational function in selection of the number and location of stores - lack of such differentiation has caused, that many stores are unprofitable, and that their losses have to be covered by the other units of the system (enterprise).

2. Equalization of socialized and non-socialized sectors, that is to be just introduced should be real and not of a formal and apparent character. There should be created one economic-financial system for them. It should be adapted to the needs and possibilities of trade and promote entrepreneurship and improved organization and effectiveness in trade.

a) As regards the fiscal system, there is a need for reduction of tax rates and their differentiation according to marketing activities undertaken by enterprises and effects obtained by them. In particular there can be postulated:

- further reduction or full exemption of trade enterprises from an obligation to pay tax on wages going into burden of trade costs;

- reduction of income tax rate enabling enterprises to generate and leave an increased part of their profit for distribution in the company and thus increase their development and personnel funds. These reliefs are necessary for expansion of their material-technical base.

Tax policy can be also used as an important tool for promoting demonopolization and diversification of trade. Of great significance here could be introduction of preferential tax policy in the form of substantial tax reliefs or periodical exemptions from tax for small and medium-sized enterprises, mainly private firms entering the market.

b) There is a need to introduce a more elastic credit policy. Generally, the rules for obtaining credits should be equal for all trade enterprises, including the socialized and the non-socialized ones. Interest rates on credits could be also used as an element stimulating enterprises to raise effectiveness and quali-

ty of their performance, e.g. through subjecting the level of interest to size of stocks remaining in an enterprise and modernization schemes introduced by it. In this way, elastic credit policy may pave the way for reduction of trade costs in enterprises and may play a substitutive role to trade margins. In order to promote creation of new, small trade enterprises, there can be postulated as well lowering of interest on credits for them and granting them a part of credits on a non-repayable basis. Quite an important role could be played by special institutions (e.g. such as the Small Business Administration in the United States), whose task would be to support development of small firms and provide financial assistance for them.

3. It is necessary to simplify legal regulations concerning creation and registration of new trade enterprises. There should also be observed regulations concerning bankruptcy and application of hard budget constraints in the economy.

3. INFLUENCE OF MOTIVATION SYSTEM ON EMPLOYEES

The aim of this part of the paper is to analyse whether the system of material motivation in trade promotes entrepreneurship and efficiency of labour, and particularly whether there exists relationship between inputs and effects of work and pay.

Formally, in 1982, trade enterprises obtained, for the first time in post-war history, autonomy in the field of determining the level of financial resources earmarked for wages, which were to be counted in the burden of costs, and profit for distribution, and choosing forms of pay. Practically, this autonomy has been strongly limited and similarly to other elements of the motivation system, the wage system in trade still constitutes a significant impediment to improving motivation of trade employees and their engagement in accomplishment of changes in trade.

This situation refers basically to determination of the level of wages and bonuses. Simultaneously to the new regulation, there were introduced strong constraints on free determination of wages and bonuses, which barred any possibilities of ensuring a marked growth of wages in trade postulated for many years and rationalization of the structure of wages and assurance of closer relationships between labour productivity and inputs, on the one hand, and wages, on the other. As a result, wages in trade are not

competitive and continue to be low in relation to other sectors of economy (e.g. in the years 1981-1986, they accounted on the average for 81.3-83.5% of mean wage in Poland, Statistical Yearbook of the CSO, 1987, p. 386), what provokes recurring outflows of employees and increases negative tension of motivation. One should stress, that in countries with a low level of economic development, wages constitute one of the basic elements, usually ranking 1st or 2nd, determining the choice of a particular job (A. Sajkiewicz, 1985, p. 7-8). The motivation role of the other internal, non-material elements, like e.g. job enlargement or job rotation is rather secondary. Three basic constraints can be met here.

The first is regulation of individual wage rate. A rather wide range of autonomy in this sphere and in operation on the market, including e.g. free choice of suppliers, was granted only to the so-called "model" stores, but their number and market share are very small - in 1986 they accounted for only 0.9% of stores in Poland, and only half of them introduced the system of internal economic accountability (Bulletin of MHWiU No. 7/1986 and 10-12/1987 and A. Czubała, 1988, p. 111-120). The fact that there are so few stores of that type results from strong reluctance of enterprises administration to transfer its competences to retailers and the external economic difficulties concerning shortages of products and difficulties in obtaining necessary equipment and qualified personnel. In other stores, there are used more formalized or imposed by the Centre forms of regulation of wage rates and bonuses. This pertains both to management and rank-and-file personnel. There are used e.g. wage scales, collective agreements and other forms of detailed regulation. The first are low and demotivating, besides the specifications of employees qualifications and positions in relation to appropriate wage scales are often imprecisely defined, which allows for some freedom in their interpretation and further undermines an effective relationship between employees' performance and their wages.

The next factor hindering an increased growth of wages is the level of incomes. As it was already discussed above, they are restricted by numerous factors, mostly independent of enterprises, such as shortages of goods, continued centralization of distribution, and imposition of a considerable part of prices and margins by the Centre.

The third major obstacle to increases of wages and their ra-

tionalization is the excessive taxation of wages, what has been strongly criticized since the beginning of the reform. Enterprises pay taxes on wages and on the so-called overnormative increase of average pay (including wages, premiums and bonuses) in relation to the previous year. Tax on wages is of lump-sum character. As a result of a sharp criticism and financial difficulties faced by trade it was lowered to 10%, but a highly progressive tax on overnormative payments of wages has been preserved (earlier it was called deductions from profit to the State Fund of Professional Activation). The main purpose of this tax is to counteract an economically unjustified growth of earnings. In practice, it is of a strongly antieffectiveness and antimotivation character. It is uniform for the entire economy and does not make any allowances for peculiar characteristics of trade including among others much bigger engagement of human factor in trade than in industry. Neither are there envisaged any reliefs in this tax according to obtained labour productivity and performance. This tax increased further in January 1988 - some tax rates and principles of this taxation were changed, which threatens not only growth and differentiation of pay, but a paradoxical situation may appear, in which enterprises will have to pay a higher tax for the previous year or, what is rather unlikely, lower the present pay. Such a situation may occur when an enterprise used up its reserve fund in 1987 (Uniform text of Decree of the Council of Ministers concerning rates of tax on overnormative payments of wages and principles of counting amounts exempt from tax, 1988; T. Jeziorański, Who Will Evade..., 1988, and T. Jeziorański, Misunderstanding, 1988).

As regards the forms of pay, their choice has been strongly connected with market situation. Due to that, there could be observed a restricted application of motivational commission and time-commission forms of wages in enterprises in favour of more secure time-premium forms, what also undermines the motivational function of pay. Such processes have been observed particularly in conditions of marked deterioration of the market situation. An example here may be a drop in remuneration obtained by agents running stores rented from the state in exchange for a commission replaced by a system based on lump sums (e.g. in the years 1982-1984) and expansion of time-premium form of remuneration in the socialized trade. For instance, between 1981 and 1982 around 70% of stores in the socialized trade sector, which had been applying

a form of remuneration based on working time and commission earlier, adopted the time-premium form (Statistical Yearbook of the CSO, 1986, p. 394, and 1987, 398, and K. Beca, 1987, p. 7). At present, there is again some tendency towards increased application of motivational forms of wages in enterprises.

The further directions of changes in the economic-financial system can be postulated here:

- There is a need to increase autonomy of trade enterprises concerning determination of individual wage rates and their differentiation according to inputs and effects of work. It is an indispensable move in order to stimulate involvement of trade personnel, both rank-and-file employees and management, raise their qualifications, and check the present outflow and turnover of labour. Extended application of the internal economic accountability system should increase the relationship between input and effects of work and pay. Broader application of such systems may also lead to development of the most important stage of motivation, i.e. workers' identification with their enterprise.

- There is a need for softening the highly restrictive and progressive taxation on overnormative payments of wages by introducing preferences for trade enterprises, which at the time economic reform was being introduced, found themselves in a worse situation as regards their pay levels than enterprises belonging to other branches and sectors. The scale of taxation should create an opportunity for enterprises to increase wages so as to ensure their "equal start" and remunerate increments in labour productivity.

- Simultaneously to improved market situation, there is a need for increased application of motivational commission and time-commission forms of wages in enterprises.

4. CONCLUSIONS

The present economic-financial system is ill-adapted to demands and requirements of trade. Practically, it can hardly be fully accepted as a motivation system as it doesn't fulfil the second basic condition of these systems and it hardly stimulates entrepreneurship and changes of trade structure promoting its greater effectiveness and market orientation both in the short and long run. The current system has rather many features typical for the command-type form of influence and reflects only the two

first and less important stages of motivation, what is partly confirmed by occurrence of penalties (negative motivation) and rewards. Up till now, there haven't been created conditions for introduction and development of the third and more effective stage of motivation - employees' identification with their enterprises. This refers to all the basic elements of motivation system, including the system of margins, taxes and credits, as well as to remuneration of employees. As a result, trade continues to be a bottle neck in the economy.

It is necessary to introduce numerous changes in the motivation system. The basic comprise:

- establishment of long-term principles of enterprises operation on the market granting introduction and full implementation of equalization of rights and conditions of operation of trade enterprises belonging to different sectors of economy;

- promotion of entrepreneurship and adaptation of institutional and functional trade structure to the changing needs of economy, including demonopolization of trade and creation of small and medium-sized non-socialized enterprises and different forms of partnerships. There is a need to create conditions for quick adaptation of enterprises to changing market structure and market situation. This calls for increased autonomy of enterprises as regards fixing their prices and trade margins and differentiating them according to their market activity and conditions and improvement of motivational function of wages in regard both to management and rank-and-file employees;

- adjustment of tax rates and their progression to possibilities of trade enterprises enabling generation of sufficient financial resources for development and modernization of trade;

- greater elasticity of credit policy promoting increased effectiveness and market-oriented changes in trade.

There is also a need to develop complementary industries to trade, e.g. production of technical equipment for retailers and wholesalers, means of transport and other products. All these changes are also dependent on improvement of the economic situation and a significant growth of supplies on the market.

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SYSTEM MOTYWACJI W HANDLU W POLSCE -
DOTYCHCZASOWE DOŚWIADCZENIA I WARUNKI JEGO DOSKONALENIA

Celem artykułu jest analiza systemu zewnętrznej, materialnej motywacji w handlu w Polsce i określenie warunków i kierunków jego doskonalenia w przyszłości. Autorka koncentruje się na dwóch podstawowych problemach: oddziaływaniu tego systemu na organizację i funkcjonowanie przedsiębiorstw handlowych i na postępowanie pracowników handlu. Analizę przeprowadzono z uwzględnieniem krótkiego i długiego okresu i objęto nią wszystkie podstawowe elementy ekonomiczno-financeowego systemu handlu, w tym system marż, fiskalny, kredytowy i system wynagrodzeń.