

## **MOTIVATING SUSTAINABLE MARKETING STAFF MEMBERS**

**Abstract:** In order to ensure a balance in the business, a sustainable management of marketing activities becomes supportive. It includes sustainable planning, organising, motivating, together with the leadership and control of performed marketing activities. Out of the mentioned management functions, the author focuses on the motivation of personnel involved in the activities in the field of sustainable marketing. The article explains the nature and importance of sustainable marketing. The further part of the paper presents chosen definitions of motivating, including the concept of motivating the sustainable marketing staff. The types of motivation and task for managers to motivate staff will be presented. The final part of the study includes a summary.

**Key words:** sustainable marketing, personnel, staff, motivating, business

### **Introduction**

Sustainable marketing is a new and not fully recognised area of marketing. The new trend of science comes from sustainable development, the essence of which is to achieve economic objectives of a company, while achieving environmental and social objectives. Implementation of sustainable marketing activities, including motivating staff involved in carrying out the tasks will not run properly without the proper motivation of employees. For marketing staff to be strongly engaged to work, there should be an effective incentive system developed and implemented, which aim is to have a positive effect on staff, to make them behave in a certain way and perform the operations in accordance with the will of the management. The organisation should create such an incentive system to achieve a specific purpose, and to meet the needs of employees. The motive becomes a factor that stimulates a person to act or hinders performing the target.

Appropriate motivation helps to increase efficiency and commitment to work. The employer aims to achieve success of the company, which is possible thanks to the creative, loyal and productive employees. That's why he wants to create an effective incentive system, which plays an important role for both, employees and employers. Motivated person identifies with the company and is aware that he or she contributes to the development of the organisation.

The achievement of the objectives pursued by the organisation as a result of the sustainable marketing activity is not solely dependent on a properly functioning system of motivating staff members. Sustainable marketing involves four areas of activity, namely, sustainable research and analysis of a business marketing environment, sustainable selection of target markets, sustainable marketing mix and sustainable management of marketing activities, including managing and motivating staff members<sup>1</sup>.

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<sup>1</sup> A. Pabian, *Zrównoważony marketing nowym wyzwaniem dla personelu kierowniczego polskich przedsiębiorstw*, [in:] *Zarządzanie działalnością marketingową w skali krajowej, międzynarodowej i globalnej*, Wydawnictwo Wydziału Zarządzania Politechniki Częstochowskiej, Częstochowa 2011, p. 249.

## 1. Meaning of sustainable marketing

Sustainable marketing derives from the concept of sustainable development, which is a relatively new approach in the management sciences. The concept of sustainable development was first used in the global debate on the environment in the Brundtland Report, prepared by the UN World Commission on Environment and Development in 1987<sup>2</sup>.

The genesis of the concept of sustainable development provides the basis for formulating the meaning of sustainable marketing, which is defined as the socially responsible and environmentally sustainable marketing, meeting the needs of customers and businesses, while maintaining or even improving the ability of future generations to meet their needs<sup>3</sup>. According to F. Belz sustainable marketing is to “meet the needs and requirements of the customers, taking into account social and environmental criteria and objectives of the organisation. This means building and maintaining sustainable relationships with customers, society and the natural environment”<sup>4</sup>

Analysing the presented concept of sustainable marketing, you can see a distinct change in the nature and meaning of the concept of sustainable marketing. P. Kotler differentiates three types of marketing, namely, Marketing 1.0, 2.0 and Marketing 3.0. The first type of marketing is primarily associated with the mass production of consumer goods for sale. This orientation consisted of industrial production and sales. The proposed product range was similar to the products of competitors, the main objective of the organisation was to sell. Companies apply the standardisation strategy of the production and presented the old inefficient orientation called sales orientation. A good example in support of this approach were the words of Henry Ford, who said that every American can buy any car in any colour as long as it is a Ford in black. In this way the concept of marketing 1.0 can be summarized, whose main task was to focus on the product.

Another type of marketing according to P. Kotler is Marketing 2.0, which refers to the era of information and technology, and it is used today. A key role in this version of marketing plays information technology. Due to the rapid flow of information consumers are well informed, so you can easily compare product offerings and make the right product choices. Product or sales orientation used previously was not successful and companies focus their attention to the consumers, explore their needs and preferences and create a satisfactory offer to meet the needs of the buyer. A characteristic feature of the Marketing 2.0 is a client and to be more specific, his or hers needs and desires. However, this approach raises some concerns. The key focus of the organisation, which is the client, has become a target of promotional campaigns conducted by the company.

The creation of Marketing 3.0, which can be described as sustainable marketing, definitely has a different approach to sales, or customer. For sales staff of the company is the client is no longer only client – is the man, who is a sensitive being and represents certain values. It could be argued that a company's competitive advantage will depend on conducting marketing activities with respect for human rights, the professed values and preservation of natural environment<sup>5</sup>.

<sup>2</sup> Idem, *Zrównoważony marketing...*, op. cit., p. 250, see: K. Lee, S. Carter, *Global Marketing*

<sup>3</sup> G. Armstrong, P. Kotler, *Marketing wprowadzenie*, Wolters Kluwer, Warszawa 2012, 2. 709.

<sup>4</sup> F. Belz, *Marketing in the 21st Century*, „Business and the Environment: 2006, 15 (3), p. 139-144.

<sup>5</sup> P. Kotler, H. Kartajaya, I. Setiawan, *Marketing 3.0*, Wydawnictwo MT Biznes, Warszawa 2010, p. 17-19.

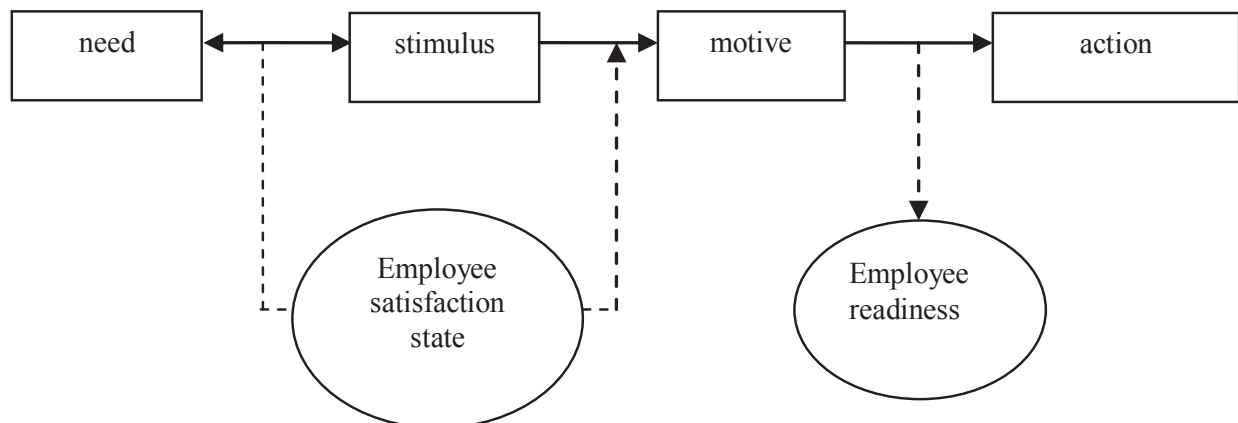
## 2. The notion of motivation in a literature approach

Sustainable marketing will not be effective without the proper motivation of staff members, including managers involved in the implementation of the tasks and responsibilities. In determining the meaning of motivation it is useful to present the concept shown by experts in this area of knowledge. Authors of published literature related to the management of the organisation, define motivation in different ways. R.W. Griffin defines motivation as “a system of forces that cause people to behave in a certain way”<sup>6</sup> The employee carries out his work in order to demonstrate full commitment to work and to achieve maximum results, or limits his work to the minimum. Manager tries to ensure that the first type of behaviour occurs more often<sup>7</sup>. According to H. Bieniok “motivation involves influencing the attitudes and behaviour of man through specific incentives, which are converted into motives (incentives) of the activity triggering his activity”<sup>8</sup>. Such instruments and tools should be applied towards employees to encourage the effective work. J. Lichtarski recognizes motivation as follows: “motivation is a complex and difficult process. Its basic meaning in the enterprise can be reduced, in general, to reconciling the interests of the two basic socio-professional groups, such as employees and managers.”<sup>9</sup>

Another author, W. Bańka, defines motivation as: “motivation within the meaning of the system, is the internal state of the body conditioning the behaviour or action”<sup>10</sup>. According to K. Piotrowski, motivation is a “set of factors that produce, direct and support human behaviour”<sup>11</sup>.

J. Bieda presented the definition of motivation in a graphical form.

Figure 1. Definition of motivation



Source: J. Bieda, *Menedżer. Metody i techniki pracy*, Wydawnictwo Śląskiej Wyższej Szkoły Zarządzania, Katowice 1998, p. 48.

<sup>6</sup> R.W. Griffin, *Podstawy zarządzania organizacjami*, PWN, Warszawa 2006, p. 519.

<sup>7</sup> Ibidem, p. 518.

<sup>8</sup> H. Bieniok, *Metody sprawnego zarządzania*, Agencja Wydawnicza „Placet”, Warszawa 2001, p. 247.

<sup>9</sup> *Podstawy nauki o przedsiębiorstwie*, ed. J. Lichtarski, Wyd. Akademii Ekonomicznej Oscara Langego we Wrocławiu, Wrocław 2007, p. 279-280.

<sup>10</sup> W. Bańka, *Zarządzanie personelem: teoria i praktyka*, Wydawnictwo Adam Marszałek, Toruń 2000, p. 190.

<sup>11</sup> K. Piotrowski, *Organizacja i zarządzani*, Wydawnictwo Wyższej Szkoły Ekonomicznej w Warszawie, Warszawa 2001, p. 138.

A need is a lack of something, not achieving something because of the lack of possibility to behave in a desired manner. The stimulus is associated with the external environment, involves creating motives of actions. A motive is man's inner state that affects the specific human behaviour. In conclusion, a man will be dealing with motivation when behaves in an appropriate manner according to manager<sup>12</sup>.

Organisations in a certain way affect their employees to encourage them to undertake tasks. The development of an appropriate system of incentives is important in an organisation because its lack could lead to reducing professional activeness<sup>13</sup>.

Motivation is connected with the internal emotional state of a man, helping to make decisions that involve carrying out activities aimed at achieving certain goals. This is a factor that determines the effectiveness of work. The need becomes a source of motivation. Therefore, in order to be effective motivation system should meet the needs of employees. The needs can be divided into two groups: common and individual. The first one concerns employees who expect complying with the contents of their contract of employment, in particular concerning wages and working hours. The individualised needs concern promotions, upgrading skills, etc<sup>14</sup>.

The review of the literature of sustainable motivation of staff indicates the virtual absence of definition and description of the importance of sustainable motivation. Due to the lack of studies of literature in this area, the author offered his own interpretation of the term: *sustainable motivation of staff members can be described as encouraging staff to improve the performance of their duties, by implementation of which the motivated employee cares about the welfare of co-workers, is honest, fair and not causing conflicts*. The essence of the proposed definition is to eliminate the so-called "rat race" in order to gain tangible or intangible benefits. Sustainable motivation aims at ethical competing of the staff team members with respect for the other person. Sustainable motivation besides wages also assumes the use of cash and non-financial forms of rewarding employees. Best staff members should receive bonuses and diplomas, prizes or gift certificates. A higher form of sustainable motivating includes sponsoring of holidays, paying the rent for an apartment or providing private health care for the employee and his family members. In the sustainable motivating it is essential to give the awards to the people that perform their duties at the best level. The criteria and procedures for the award should be clearly defined, well-known to all employees and most of all, fair<sup>15</sup>.

### 3. Types of motivation

Because of the different ways of motivating staff members, motivation can be divided into two types - intrinsic and extrinsic. Intrinsic motivation relates to internal conditions, such as the interest and passion for something. Extrinsic motivation is to encourage to action, is a behaviour that is rewarded in some way or to avoid punishment<sup>16</sup>. The extrinsic motivation includes: wages as an incentive factor, labour organisation as a source of mo-

<sup>12</sup> J. Bieda, *Menedżer. Metody i techniki pracy*, Wydawnictwo Śląskiej Wyższej Szkoły Zarządzania, Katowice 1998, p. 48.

<sup>13</sup> *Podstawy zarządzania*, ed. B. Kozuch, M. Cywoniuk, Wydawnictwo Wyższej Szkoły Ekonomicznej w Białymstoku, Białystok 2000, p. 113.

<sup>14</sup> *Motywować skutecznie*, ed. S. Borkowski, IPiSS, Warszawa 2004, p. 47-48.

<sup>15</sup> A. Pabian, *Zrównoważony marketing...*, op. cit., p. 258-259.

<sup>16</sup> *Podstawy zarządzania...*, op. cit., p. 112.

tivation and motivating by the elements of human resources. The basic forms of intrinsic motivation are: a love for work, identification with the workplace, commitment to the task and also the accepted norms and rules of behaviour, which is the organizational culture<sup>17</sup>. In a similar way the types of motivation<sup>18</sup> are presented by M. Armstrong<sup>18</sup>:

- internal motivation is created by self-motivated internal stimuli, such as responsibility, freedom of action, interesting work, promotion prospects, which affect the behaviour of people in a certain way,
- external motivation which includes awards in the form of salary increases, praise by the superior, and also punishment and criticism.

The literature devoted to the topic of motivation includes another types of motivation. This includes: task motivation and achievement motivation. A full commitment to the work is a task motivation. For this kind of motivation to occur, the employee should have clearly defined goals, ways of performing tasks and should know what is expected from him. Strengthening the motivation of the task can be achieved by gaining awareness of performance. However, the result of the lack of noticing the effects of the work may lead to reducing or even total loss of task motivation. In fact, it depends primarily on the man, his value system, which allows him to ascertain the reality around him<sup>19</sup>. The basic features of achievement motivation are<sup>20</sup>:

- implementation of the more difficult tasks, requiring more commitment and effort,
- taking the tasks that enable acquisition of new skills,
- performing tasks better than others,
- aiming to achieve success, achieving efficiency, not paying attention to the competition.

Motivation and its stimulation is a complex issue. The effectiveness of a given type of motivation depends on the individual because each person is different, has a different perception of the reality and different beliefs and values which are determined by the directions of activities<sup>21</sup>.

Presented types of motivation are reflected in practice and can be used in a sustainable marketing to motivate the personnel involved in the business organisation.

#### **4. Management staff in the sustainable motivation of employees**

Motivation of staff to a large extent depends on the size of the company. The large, thriving enterprise, having for example the position of a market leader in the sale of certain products makes the employees of this organisation pleased to do the work with a view that they are part of the organisation and their work contributes to the success of the company. Working within the structure of the market leader gives a certain degree of pride and a sense of superiority over others. The strong position of the company on the market is the result of a good job of the whole team, especially high-level personnel - directors, board of directors. People are more motivated to work if they see that the decisions made by high-level managers are relevant and delivering the expected results. Staff members have a sense of security to see that the business of an enterprise is going in the right direction, which can be manifested

<sup>17</sup> A. Wajda, *Podstawy nauki o zarządzaniu organizacjami*, Difin, Warszawa 2003, p. 211-212.

<sup>18</sup> M. Armstrong, *Zarządzanie zasobami ludzkimi*, Oficyna Ekonomiczna, Kraków 2002, p. 109-110.

<sup>19</sup> A. Wajda, *Podstawy nauki...*, op. cit., p. 212.

<sup>20</sup> [http://portalwiedzy.onet.pl/128251,,,motywacja\\_osiagniec\\_motivation\\_to\\_achieve,haslo.html](http://portalwiedzy.onet.pl/128251,,,motywacja_osiagniec_motivation_to_achieve,haslo.html),

<sup>21</sup> A. Wajda, *Podstawy nauki...*, op. cit., p. 212-213.

for example in the development of the plant, launching a new product line, increase employment, and the acquisition of a competing company. For many employees a stable market position of the company in which they work and also appropriate management creates a situation in which the same factors are highly motivating to improve their work. This situation gives people a sense of security and stability of employment. Senior staff is recognised in the opinion of the lower staff and become a role model for other members of the team. Competent managers who take care of the efficient organisation and development of the company are an example for others.

## Conclusion

The economic and social changes raises the importance of sustainable development, including sustainable motivation of staff members. The essence of sustainable motivation of staff is fair competition among team members and fair rewarding of people depending on the achieved progress.

Motivation is an integral part of modern business and is an important factor in the performance of the employees duties. The organisation should create an incentive system for the good of personnel. The proper functioning of the company largely depends on staff members and their motivation. Therefore, the employer faces a difficult task, which is to identify and meet the needs of the individual.

Building a sustainable incentive system is a challenge for management. To meet this challenge, the good of the company and the employed staff should be taken into consideration. Efforts should be made to achieve cooperation, to present clearly defined missions and goals of the organisation. Employee knowing these issues strives to achieve them. The supervisor, knowing the needs of the employee, can effectively motivate him. Incentive instruments have a significant impact on the effectiveness of the work carried out by the staff, which contributes to the success of the company. Creating a sustainable incentive system should not be seen by the management of the company as an additional cost, but rather should be treated as investment in the future of the organisation.

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## MOTYWOWANIE PERSONELU ZRÓWNOWAŻONEGO MARKETINGU

**Streszczenie:** W celu zapewnienia równowagi w działalności gospodarczej przedsiębiorstw pomocne staje się zarządzanie zrównoważoną działalnością marketingową obejmującą zrównoważone planowanie, organizowanie, motywowanie, w tym przewodzenie oraz kontrolowanie wykonanych działań marketingowych. Spośród wymienionych funkcji zarządzania autor skupi się na kwestii motywowania personelu uczestniczącego w działaniach z zakresu zrównoważonego marketingu. W artykule zostanie wyjaśniona istota i znaczenie zrównoważonego marketingu. W dalszej części opracowania zaprezentowane będą wybrane definicje motywowania, w tym pojęcie zrównoważonego motywowania personelu. Przedstawione zostaną rodzaje motywacji oraz zadania menedżerów w motywowaniu personelu zrównoważonego marketingu. W końcowej części opracowania zamieszczone będzie podsumowanie.

**Słowa kluczowe:** zrównoważony marketing, personel, motywowanie, przedsiębiorstwo