Abstract

The doctoral dissertation entitled *"A Model of a Motivational Remuneration System in an Enterprise with High Work Diversity and Its Implementation in the Management of a Mining Company"* constitutes an interdisciplinary scientific study that combines the fields of management, economics, and organizational engineering. Its main objective was to develop, theoretically and empirically justify, and verify through implementation an original model of a motivational remuneration system tailored to the specific nature of enterprises with a complex organizational structure and high diversity of work characteristics, particularly in the mining sector. The dissertation addresses an issue that is significant from both the theoretical perspective of management science and the practical perspective of business operations. In contemporary industrial enterprises, maintaining a balance between employee motivation and the cost-effectiveness of remuneration systems presents a growing challenge. Traditional models, based on fixed allowances and rigid pay structures, fail to meet dynamic market conditions and do not reflect the diversity of work positions. This dissertation fills this cognitive gap by proposing a modern, flexible remuneration system based on key performance indicators (KPIs), which links employee pay to work outcomes and individual contribution.

The theoretical part provides an in-depth analysis of the literature, encompassing classical and contemporary motivation theories (Maslow, Herzberg, Vroom, McClelland, Adams, and others), as well as modern concepts of remuneration management. On this basis, factors determining the effectiveness of motivational systems in complex organizations were identified. The empirical part of the dissertation was based on research conducted in a mining enterprise, which included an analysis of labor cost structures, assessment of the effectiveness of the existing motivational system, and diagnosis of employee expectations regarding motivational factors.

The research employed a diverse methodological approach combining literature analysis, economic and financial data analysis, and scenario modeling. This comprehensive methodology enabled an in-depth evaluation of the relationships between remuneration system structures and employee motivation and performance. Based on the results obtained, the author developed an original model of a motivational remuneration system that incorporates the individualization of monetary and non-monetary components, performance-based bonuses linked to goals and KPIs, and flexible remuneration components dependent on the performance of specific organizational units.

The implementation of the model was empirically verified using data from the studied enterprise. The analyses confirmed that the proposed system improves cost efficiency. The model enables a rational link between remuneration costs and actual work results, reduces the share of fixed benefits, and simultaneously strengthens motivational and pro-efficiency elements. The research results demonstrated that a flexible remuneration system oriented towards individual performance and organizational goals fosters economic efficiency and supports enterprise competitiveness. The developed model can serve as a strategic management tool for industrial enterprises, particularly in the mining sector, where the diversity of positions and working conditions requires the adjustment of motivational systems to the specific nature of performed tasks. The dissertation successfully integrates theoretical and application-oriented perspectives, resulting in a practical tool that can be effectively used in the restructuring and optimization of remuneration systems.