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dozwolonego użytku.

## REMUNERATION LEVELS AND FINANCIAL RESULTS IN THE LEADING COMPANIES IN POLAND

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Key words: remuneration, salary, financial results.

### Abstract

The decreasing number of companies who reveal their remuneration data proves that companies tend to be more and more secretive about those issues. The data concerning salaries published by the Polish Central Statistical Office (GUS) are not presented according to the size of companies. This makes the salary rankings more interesting because they allow us to monitor changes in salary levels according to the size of companies. The article analyzes changes in salary levels in companies included in the *TOP 500* ranking according to different criteria. It points to a worryingly low level of correlation between the level of salaries and financial results of companies.

### KONDYCJA PŁACOWA GIGANTÓW GOSPODARKI A ICH WYNIKI EKONOMICZNE

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Słowa kluczowe: wynagrodzenia, wyniki ekonomiczne.

### Abstrakt

Skłonność polskich przedsiębiorstw do ujawniania swoich danych o płacach jest coraz mniejsza. Dowodzi tego coraz mniej liczna zbiorowość największych polskich firm podających takie dane. GUS w prezentacji płac nie wykorzystuje ich przekroju według wielkości przedsiębiorstw. Tym bardziej interesujące są wyniki rankingów płacowych, które pozwalają na obserwowanie zmian w płacach z uwzględnieniem tego kryterium różnicowania przedsiębiorstw. Artykuł zawiera prezentację zmian w wynagrodzeniach w ich różnych przekrojach przedsiębiorstw Listy 500. Wskazuje na niepokojący fakt słabości związków płac z wynikami gospodarowania.

## **Introduction**

It is very difficult to analyze remuneration levels in real terms, and the results of such an analysis present only an approximate picture of reality. National statistical data use categories with a high level of aggregation and do not include money transfers in the unofficial sector of the economy. They are also influenced by imperfections of statistics concerning labour costs and remuneration levels in companies. To make matters worse, the methodology used in research concerning remuneration is subject to frequent changes, and it is this changeability that makes it very difficult to identify long-term trends in remuneration levels. The above mentioned limitations also apply to international statistical sources. For example, the EUROSTAT, whose statistical data concerning remuneration are very scarce, changes the data format almost every year.

Given those difficulties in research on remuneration the data from consulting companies obtained through market surveys of remuneration levels serve as a valuable, complementary source of information. These surveys present a picture of reality in a much less aggregated form. However, these data are still random and cannot serve as a basis for generalization. In this situation, enterprise rankings (against different criteria) serve as an invaluable source of information on issues related to remuneration. Although they are also marred in that they show only a fragment of reality, they enable us to monitor changes in remuneration levels under particular circumstances, and analyze their correlation with other aspects of economic activity such as labour efficiency and financial results of companies. Finally, it is important to remember that the reliability of research results depends on the quality of data the researcher relies on.

## **Purpose and methodology of the study**

The article presents the results of a study concerning remuneration. The analysis was based on the TOP 500 ranking – a list of 500 highest revenue companies operating on the Polish market. The ranking was published in the “Rzeczpospolita” daily between 2000-04.

The purpose of the study was to:

- determine the level of salary diversification among the highest revenue companies in Poland, taking into account the following criteria:
  - type of business activity (according to the Polish Classification of Activities – PKD),
  - industry,
  - foreign stake in the company;

- determine the strength of correlation between the level of salary, work efficiency and financial results of the companies from the TOP 500 ranking. The companies were selected according to the criteria mentioned above.

### **Description of the population studied<sup>1</sup>**

In the analyzed period, the companies were less and less willing to disclose their remuneration data. In 2004, only 55% of the companies included in the ranking disclosed their remuneration data. This accounted for 68% of the number of companies who revealed this data in 2000.

In the analyzed period, the share of public sector companies in the TOP 500 ranking decreased slightly. These companies accounted for 38.5% of all the companies from the ranking in 2000, and for merely 34.5% in 2004. Considering that it is the private sector companies who tend to withhold their remuneration data, public companies are relatively better represented in the TOP 500 list.

Moreover, the share of public sector companies in the TOP 500 list is three times higher than their share in the overall number of companies in Poland, which makes the ranking an interesting source of information.

Because of increased inflow of foreign capital into Poland, foreign companies became the largest group in the ranking. Foreign companies, together with companies who did not disclose their remuneration data totalled 189, and constituted 37.5% of all the companies in the ranking in 2000. Four years later, this figure grew to 263.

Industrial companies constitute a relatively high group among the 500 companies in the ranking. These include mining companies, industrial processing companies and companies from the energy industry. The share of energy companies (supplying electricity, gas and water) in the TOP 500 ranking is five times higher than their proportion in the national economy. The proportion of financial-services companies in the ranking is also higher than their share in the overall number of companies in Poland, but it is increasingly more difficult to obtain remuneration data from them.

In the period studied, trading companies were the least willing to disclose their remuneration data. If we also consider those companies who did not disclose their data, we will observe that the number of trading companies in the ranking increased markedly between 2000-04.

The ranking was made based on the revenues achieved by the companies, which is reflected in the size of companies included in it. The ranking mostly

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<sup>1</sup> The study presents only those companies from the TOP 500 list who revealed their remuneration data.

consists of large companies. However, medium and small companies are also well-represented<sup>2</sup>. In the period studied, they constituted from 24.5% to 29% of the 500 companies in the ranking.

### Diversification of salaries

The study assumes the near-average remuneration range at 75-120%, which, in 2000 and 2004, was PLN 2,500-4,000 in nominal terms. In both of these years, the percentage of companies whose salaries were within the near-average range was similar. However, in the base year, about 30% of the TOP 500 companies offered an average salary below PLN 2,500, whereas in 2004 – this figure was 21.3%. On the other hand, 26.7% of the companies offered relatively high salaries (above PLN 4,000) in 2000, but in 2004 this figure went up to 35.8%. This means that increasingly more companies offer high salaries and that there is a positive skewness in the distribution of remuneration (see Table 1).

**Table 1**

Distribution of the TOP 500 companies according to the average salary between 2000-2004

Average salary (PLN)	2000		2001		2002		2003		2004	
	Number	%	Number	%	Number	%	Number	%	Numer	%
up to 1,500	14	3.5	11	3.3	8	2.6	5	1.7	5	1.8
1,501-2,000	38	9.4	26	7.8	22	7.1	23	7.8	14	5.1
2,001-2,500	69	17.0	37	11.1	37	12.0	35	11.9	40	14.4
2,501-3,000	87	21.4	76	22.8	52	16.9	46	15.6	43	15.2
3,001-4,000	90	22.2	85	25.5	83	27.0	77	26.1	76	27.4
4,001-5,000	36	8.9	38	11.4	43	14.0	41	13.9	39	14.1
5,001-6,000	27	6.7	24	7.2	19	6.2	29	9.8	23	8.3
6,001-7,000	13	3.2	11	3.3	16	5.2	12	4.1	15	5.4
7,001-8,000	15	3.7	8	2.4	7	2.3	9	3.1	8	2.9
8,001-10,000	9	2.2	9	2.7	10	3.4	9	3.1	6	2.2
Over 10,000	8	2.0	9	2.7	11	3.6	9	3.1	8	2.9
Total <sup>5</sup>	406	100	334	100	308	100	295	100	277	100

Source: TOP 500, the “Rzeczpospolita”, April 2000; TOP 500, the “Rzeczpospolita”, May 2001; TOP 500, the “Rzeczpospolita”, May 2002, TOP 500, the “Rzeczpospolita”, May 2003, TOP 500, the “Rzeczpospolita”, April 2004, TOP 500, the “Rzeczpospolita”, April 2005.

<sup>2</sup> Although, according to the European Commission directive, a *small* company is a company which employs up to 49 employees, a *medium* company is a company which employs up to 249 people, this article uses different thresholds to differentiate between the size of companies (mainly because the number of posts in the statistics is not translated into full-time posts). Therefore, in this article, a *large* company is a company which employs over 499 people.

Companies from the energy industry displayed the highest level of concentration of remuneration (in 2000, their share was 63.2%; four years later – 58%). Industrial companies usually paid their employees salaries within the near-average range (49.3% in 2000 and 46.3% in 2004). In 2000, their share in the group of companies who offered relatively “low” salaries (below PLN 2,500), was 36%, and went down to only 22.4% in 2004. This means that financial results in many companies in this sector improved over the four-year span.

Trading companies dominated the group of companies who offered salaries below PLN 2,500 (38% in 2000 and 30% of all such companies included in the TOP 500 list). These companies had also as high a representation in 2000, and in 2004 – a 10 percentage-point higher representation in the group of relatively “high” salaries (above PLN 4,000). They also had an almost 10% representation in the group of “very high” salaries (above PLN 8,000). This indicates that salaries in the trading sector are among the most diversified ones.

The group of companies paying “low” salaries included domestic companies with a majority or a 100% stake held by domestic investors. In 2004, the average level of salary in 40% of these companies did not exceed PLN 2,500.

The leading position of companies with a majority or a 100% stake held by domestic investors in terms of the average salary was achieved in the situation of a growing diversification of average salaries. In this group, companies with a stake held by foreign capital displayed the lowest level of concentration around the average level of salary.

It was mainly the foreign companies who offered their employees “high” salaries. The number of such companies in the TOP 500 increased. While in 2000 they accounted for 41% of all the 500 companies in the ranking, four years later their share rose to 51%. Among them, high and most balanced salaries could be found in those companies in which foreign investors owned a majority stake.

Employees in the so called Jednoosobowa Spółka Skarbu Państwa companies (joint stock companies in which the Treasury has a full stake) received relatively generous salaries. In 2000, the average salary in about 10% of those companies was higher than the upper threshold of the near-average remuneration range (120% of the average salary). Four years later, this figure increased to 28%. This group displayed the highest concentration around the average salary among the 500 companies.

The lowest average salary could be found in state companies. This is because of low salaries in the Polish Railways (PKP), whose employees constitute a majority of employees in this sector. However, salaries in state companies tended to go up in the course of time. On the other hand, in 2004, 34% of state companies included in the ranking offered an average salary over

PLN 4,000 was. This narrowed the gap between remuneration levels in different sectors.

The group of 50 companies offering the highest average salary is dominated by companies with a full foreign stake (in 2000 – 22 companies; in 2004 – 26). It is interesting, however, that among the “best-paying” companies in 2004 there were 14 companies from the public sector (7 Jednoosobowa Spółka Skarbu Państwa companies, and 7 state companies). In the group of companies offering their employees the highest average salary, trading companies accounted for 50% of them.

**Table 2**

TOP 500 companies offering the highest average salary in 2004

Name of the company	Salary (PLN)
Daimler Chrysler Leasing sp. z o.o., Warszawa	21,104
Pioneer Pekao Investment Management SA GK, Warszawa	15,097
Glencore Polska sp. z o.o., Gdańsk	12,743
Alfred C. Toepfer Internationale sp. z o.o., Warszawa	12,250
Siemens sp. z o.o., Warszawa	11,788
Bayer sp. z o.o., Warszawa	11,600
Slovnaft Polska SA, Kraków	11,144
Totalizator Sportowy sp. z o.o., Warszawa	10,303
Renault Polska sp z o.o., Warszawa	9,380
Canal Plus Cyfrowy sp. z o.o., Warszawa	9,037

Source: TOP 500, the “Rzeczpospolita”, April 2005

Although the lowest positions in the ranking are occupied by domestic companies (mainly private ones), in 2004, 13 out of the 50 “worst-paying” companies were those in which a full stake was held by foreign investors (in 2000, there were only 6 such companies in this group). Among them are: cosmetics producers and retailers – Avon and Rossmann Polska<sup>3</sup>, McDonald’s Polska, and Daewoo EM Poland.

It was the production companies, wholesalers and retailers who offered their employees the lowest salaries. The fact that many of those companies have very high revenues confirms that there is a high diversification of salaries in this sector, which is typical to this sector.

<sup>3</sup> In 2004 Daewoo was 431 and Rossmann Polska – 435, in the ranking based on the average salary offered.

**Table 3**

TOP 500 companies offering the lowest average salary in 2004

Name of the company	Salary (PLN)
Torfarm Sa, Torun	1,087
PHZ Elmar, Jędrzejów	1,259
Grupa MM Duda, Sosnowiec	1,311
Mars S.A., Gorzów Wielkopolski	1,397
McDonald's Polska sp. z o.o., Warszawa	1,439
Zakłady Mięsne Łmeat Łuków S.A., Łuków	1,516
Christianopol Fabryka Mebli Tapicerowanych Rokita sp. o.o. Łowyń	1,622
PPH Mars, Gorzów Wielkopolski	1,637
Autoliv Poland sp. z o.o., Oława	1,682
Constar S.A., Starachowice	1,725

Source: TOP 500 , the "Rzeczpospolita", April 2005.

The data in table 4 show a very high, but decreasing, diversity in the average salary levels among the TOP 500 companies. While in 2000 the average salary in ten best-paying companies was almost five times higher than the average salary in the whole group of 500 companies, four years later it was about 3.5 times higher.

**Table 4**

Vertical range of salary levels in the TOP 500 companies in 2000-2004

Years	Average salary in the whole population (PLN)	Average salary in the 10 best-paying companies (PLN)	Average salary in the 10 worst-paying companies (PLN)	2:3 (%)	2:1 (%)	3:1 (%)	(2-3)/1 (%)	Coefficient of variation for the whole population
	1	2	3	4	5	6	7	
2000	2,853	1,3680	1,263	1,083	479.5	44.3	435.3	0.8
2001	3,105	1,3048	1,061	1,229.8	420.2	34.2	386.1	0.8
2002	3,307	1,3356	1,088	1,227.6	403.8	32.9	371	0.7
2003	3,369	1,1612	1,592	729.4	344.7	49.0	295.7	0.7
2004	3,228	1,1204	1,458	768.4	347.1	44.5	301.9	0.7

Source: TOP 500, the "Rzeczpospolita", April 2000; TOP 500, the "Rzeczpospolita", May 2001; TOP 500, the "Rzeczpospolita", May 2002, TOP 500, the "Rzeczpospolita", May 2003, TOP 500, the Rzeczpospolita, April 2004, TOP 500, the "Rzeczpospolita", April 2005.



## **Correlation between financial results and salary levels in the TOP 500 companies**

When we compare salaries in both the best-paying companies and the worst-paying ones with their financial results (see table 5), we will see that the differing salary levels the companies offer their employees reflect their differing financial performance and the level of revenue per employee.

Between 2001-2002, the best-paying companies reported a spectacular increase in their profits. This widened the gap between the level of salaries offered by them and by companies offering the lowest salaries. Although this gap decreased in the course of time, in 2004 the gross profit per employee in the first ten best-paying companies was 35 times higher than the gross profit per employee in the ten worst-paying companies.

There are also big differences in the efficiency of work. In 2000, profit per employee in the best-paying companies was 24 times higher than in companies offering the lowest salaries. However, four years later this ratio decreased to “merely” 14 times. The same can be said if we compare larger groups from both ends of the list (for instance, 50 best-paying and 50 worst-paying companies).

Similar relations are not as straightforward if we compare the results of 10 worst-paying companies with the results of 50 worst-paying ones. In 2000, both groups reported a loss (however, the loss was higher in the group of 50 worst-paying companies). 2001 was even worse for the 50 worst-paying companies. Not only did their financial results worsen, but the gap between them and the 10 worst-paying companies widened. The same can be said of their labour efficiency. During the whole period studied<sup>4</sup>, 10 worst-paying companies achieved better financial results and demonstrated higher labour efficiency than the group of 50 worst-paying companies. This shows that the level of salary is very weakly connected with the performance of companies.

The results presented in table 6 show a strong correlation between the level of salaries and the financial performance if we analyze the companies from the point of view of their ownership structure.

The results presented in the tables above show that the best-paying companies in the group are those in which foreign investors hold a minority stake, and that their level of the average salary corresponds with their financial performance. A significant decrease in relative profitability among those companies in 2002 resulted in a decrease in salaries they offered, and they lost their leading position as the best-paying companies in the group. In the following years, however, salaries in those companies grew faster than in

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<sup>4</sup> Only in 2003 gross profit per employee in 50 companies offering the lowest average salary was slightly higher than in the first ten in the ranking.

**Table 5**  
Average salary, revenue and gross profit per employee in the TOP 500 companies between 2000-2004  
(according to the average level of salary offered by them)

Companies	Years														
	2000			2001			2002			2003			2004		
	Average salary (PLN)	Revenue per employee (PLN, 000)	Gross profit per employee (PLN, 000)	Average salary (PLN)	Revenue per employee (PLN, 000)	Gross profit per employee (PLN, 000)	Average salary (PLN)	Revenue per employee (PLN, 000)	Gross profit per employee (PLN, 000)	Average salary (PLN)	Revenue per employee (PLN, 000)	Gross profit per employee (PLN, 000)	Average salary (PLN)	Revenue per employee (PLN, 000)	Gross profit per employee (PLN, 000)
10 companies with the highest average salary	13,680	4,982.3	17.1	12,501	4,722.7	148.3	13,356	5,179	610.7	11,419	3,511	491.2	11,204	3,961.2	308.5
10 companies with the lowest average salary	1,263	200.9	-0.28	1,061	350.8	9.7	1,088	150.7	7.2	1,592	378.5	2.0	1,438	276.1	8.9
50 companies with the highest average salary	7,231	2,143.0	8.7	6,714	1,702.1	28.9	7,300	2,004	51.4	7,234	2,556	129.1	7,191	2,498.8	181.9
50 companies with the lowest average salary	1,809	132.9	-0.6	1,605	163.7	-3.0	2,027	157.6	2.6	2,010	244.6	2.5	2,065	211.8	7.9

Source: TOP 500, the "Rzeczpospolita", April 2005

**Table 6**  
Average salary, revenue and gross profit per employee in the TOP 500 companies between 2000-2004 (according to their ownership structure)

Ownership structure	Years														
	2000			2001			2002			2003			2004		
	Average salary (PLN)	Revenue per employee (PLN, 000)	Gross profit per employee (PLN, 000)	Average salary (PLN)	Revenue per employee (PLN, 000)	Gross profit per employee (PLN, 000)	Average salary (PLN)	Revenue per employee (PLN, 000)	Gross profit per employee (PLN, 000)	Average salary (PLN)	Revenue per employee (PLN, 000)	Gross profit per employee (PLN, 000)	Average salary (PLN)	Revenue per employee (PLN, 000)	Gross profit per employee (PLN, 000)
Joint stock companies in which the Treasury has a full stake (the <i>Jednoosobowa Spółka Skarbu Państwa</i> companies)	3,093	340	9.6	2,810	268.0	2.7	3,209	313.6	3.2	3,752	393.7	20.0	3,440	306.6	25.6
State companies	2,135	135.1	-1.3	3,575	1576.9	35.7	2,499	414.7	10.4	2,240	278.5	11.7	2,501	347	11.8
Municipal companies	2,476	195.8	6.6	2,506	201.4	4.2	2,763	185.7	-54.2	3,788	649.2	14.4	3,572	173	4.2
Private companies with a majority or a 100% stake held by Polish investors Including: Companies with a minority stake held by foreign investors	2,933	498.0	27.3	2,957	622.6	22.2	2,388	745.5	9.4	2,841	881.5	39.0	2,754	1,086.2	47.2
Companies with a majority or a 100% stake held by foreign investors	3,424	385.9	37.4	4,077	581.8	46.4	3,846	1,667.4	7.4	4,044	1218.3	101.9	3,879	1,383.8	136.6
	3,351	593.0	24.6	3,933	571.6	26	4,006	598.2	29.8	3,602	925.1	47	3,775	982.1	84.2

Source: TOP 500, the "Rzeczpospolita", April 2005.

companies with a different ownership structure and were closely linked to those companies' ability to increase profits. In this respect, companies with a minority stake held by foreign investors surpassed in 2003 companies with a majority stake held by foreign investor, who in 2002 lead the group not only in terms of profits but also in terms of the average salary offered. In 2004, the gross profit per employee in companies with a minority foreign stake was higher than in companies with a majority foreign stake by 60 percentage points.

The situation in the Jednoosobowa Spółka Skarbu Państwa companies is very interesting. With the highest average salary, higher than in private domestic companies by 32 percentage points, they offered a higher average salary than foreign companies in 2003. However, their financial results were three times worse than companies' with a full or a majority stake held by foreign investors, and twice worse than companies' in which a full or a majority stake was held by Polish investors. Their labour efficiency was also about three times worse than labour efficiency in foreign companies. Although, in 2004, salaries in the Jednoosobowa Spółka Skarbu Państwa companies decreased, these relations were even worse.

The multiple correlation coefficient was used to determine how strongly the level of salaries is connected with the financial results of companies. However, we should be aware of the limitations of this coefficient and we should interpret the data with due care.

The results presented in table 7 and table 8 indicate that the connection between the level of salary and the financial results of the TOP 500 companies is still not very strong.

**Table 7**  
Correlation between financial results and the level of salaries in the TOP 500 companies in 2000-2004 (according to the section)

Section	Correlation coefficient									
	Between financial results and salary					Between work efficiency and salary				
	2000	2001	2002	2003	2004	2000	2001	2002	2003	2004
C	-0.43	0.05	0.67	0.4	-0.50	0.64	0.06	0.71	0.69	0.40
D	0.28	0.33	0.33	0.28	0.42	0.50	0.57	0.48	0.38	0.38
E	0.42	0.15	0.45	0.68	0.57	0.41	0.59	0.50	0.52	0.53
F	0.90	0.90	0.42	0.31	-0.9	0.34	0.82	0.91	0.83	0.99
G	0.30	0.38	0.45	0.40	0.46	0.40	0.39	0.51	0.40	0.40
I	0.13	-0.03	0.66	0.80	0.41	0.68	0.53	0.74	0.83	0.65
J	0.20	0.03	0.89	0.87	1.0	0.47	0.51	0.72	0.97	0.84
Total	0.28	0.27	0.38	0.53	0.53	0.32	0.38	0.47	0.49	0.47

Source: TOP 500, the "Rzeczpospolita", April 2005.

If we analyze the correlation between the level of salary and the financial performance of companies from different industries (Tab. 7), we will see that, in 2000 and 2004, there was a negative correlation between the salary level and the financial results in companies from the coal mining sector. It leads to a disturbing conclusion that companies in this sector offer relatively high salaries without consideration to the financial performance.

**Table 8**  
Correlation between financial results and salaries in the TOP 500 companies in 2000-2004  
(according to their ownership structure)

Companies	Correlation coefficient									
	between financial results and salary					between work efficiency and salary				
	2000	2001	2002	2003	2004	2000	2001	2002	2003	2004
Joint stock companies in which the Treasury has a full stake (the <i>Jednoosobowa Spółka Skarbu Państwa</i> companies)	0.51	0.03	0.75	0.70	0.40	0.39	0.36	0.37	0.41	0.40
State companies	0.46	0.13	0.79	0.85	0.43	0.26	0.33	0.32	0.37	0.48
Municipal companies	0.61	0.39	-0.18	-1.0	0.65	0.56	0.63	0.82	-1.0	0.45
Private companies with a majority or a 100% stake held by Polish investors Including: Companies with a minority stake held by foreign investors	0.28	0.03	0.2	0.61	0.51	0.43	0.46	0.68	0.49	0.53
Companies with a majority or a 100% stake held by foreign investors	-0.3	-0.69	-0.64	0.6	0.79	0.48	0.84	0.36	0.49	0.35
Companies with a majority or a 100% stake held by foreign investors	0.47	0.66	0.36	0.5	0.55	0.4	0.46	0.51	0.64	0.72

Source: TOP 500, the "Rzeczpospolita", April 2005.

The analysis of the level of salaries and financial results of companies according to their ownership structure (see table 8) does not lead to definite conclusions. Until 2003, the correlation between those two factors seemed to be quite strong in state companies (however, not including the few communal companies in the TOP 500 list). Between 2000-2003, there was a clear reverse correlation between the level of the average salary and gross profits in companies with a minority foreign stake. Although the level of the average salary in those companies was fully justified by their financial results in general, this correlation did not occur within this group<sup>5</sup>.

<sup>5</sup> 2004 was different. However, it is not advisable to draw conclusions from this fact because of the aforementioned imperfection of this indicator.

The analysis of the degree of correlation between the level of salary and work efficiency shows that the ownerships structure does not have a big impact on this correlation. In general, this correlation is rather weak.

### Summary

1. Differences in salary levels among the companies ranked in the TOP 500 list are still considerable. While in the previous years this diversification was growing, at the beginning of the 21st century the gap started to narrow.

2. The low level of the multiple correlation reveals a weak connection between salaries and work efficiency as well as between salaries and financial results. The negative correlation between the level of salary and the financial performance, which was over three years typical to companies with a minority stake held by foreign investors, shows that (although those companies owe their relatively high level of salaries to good financial results) inside this group there is no evidence that the level of salary depends on the company's labour efficiency and financial performance. Polish companies still do not treat salary as an important factor in their economic calculation.

3. Because of some particular features of the companies from the TOP 500 list, we can not treat the results of the study as representative of all companies in Poland. However, we can assume that if the TOP 500 companies (who can be considered as economic leaders in Poland) have not implemented mechanisms through which better financial performance would translate into a higher level of salary, we should not expect that smaller (and poorer) companies implement such schemes. Nevertheless, we can expect that the new economic reality will force companies to improve their remuneration schemes in which the motivational feature of remuneration will play a more significant role.

### References

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