

DIMENSIONS OF MOTIVATION PROGRAMS

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Abstract

The article deals with identification of motivation programs from point of view of seven dimensions: D1 creation dimension, D2 planning category dimension, D3 object dimension, D4 subject dimension, D5 dimension of used methods, D6 dimension of adaptability to individual and sectional differences and D7 dimension of evaluation and requirements. The article also contents the possibility to perceive of human potential management and development processes as processes motivational, it means, the processes, which are able to understand through prism of motivation. The quality of creating and using of motivation programs is the important condition of permanent growing of system of human potential management and development, and organization profit too.

Key words: motivation, motivation program, human potential, dimensions, motivation accent, efficiency.

Classification JEL: M12 – Personnel Management

1. Introduction

Increasing number of organizations realise that the quality intensively engaged in a new way of trade, centred on consistent and effective way of performance of all organization activities, requires a new way of management and control. This is a way, on which only those can tread, whose motive power are accurately set targets and resolution to do it [3]. It is this effectively aimed resolution that stresses the enormous significance of high motivation of all the organization team members, in fact the importance of motivation and incentive of organization human potential. Human potential can be viewed as unified and unique, lively and life-giving, dynamic and dynamical strength of the organization. Human potential presents enormous engagement of motivation, wisdom, competence, skills, expected and unexpected reactions and ways of perception, living, behaving, etc. Human potential of the organization, i.e. people with their accumulated positive and negative abilities expressed in an organization environment, are irredeemable and constructive (sometimes even deconstructive) creators of high performance, profit, new values and new knowledge. The use and development of this most powerful and as well most fragile potential inevitably involve and lean on systematic and meaningful motivation, what means reinforce of motivation of all employees and managers in an organization. And we can say, that high motivation of all organization members means high individual and group performance and profit too.

2. Specification of Motivation and Motivation Programs

Motivation of employees, including their identification with the organization, relations to purchasers, suppliers and business partners, underlies the satisfaction and loyalty of customers, is one of the key factors of the successful organization behaviour on a market [2]. In the level of organization success, it is necessary to consider high and inevitably systematically reinforced motivation not only of some selected individuals but employees and managers of all categories, specialist segments and levels of organization management. In case of motivated and evolved employees and managers there will definitely be higher tendency to remain in an organization, fluctuation will decrease and long-lasting employment will retroactively promote productivity growth of human potential specific for particular organization [4].

From the point of view of contemporary knowledge, we can defy **motivation** as a process of creation and realisation of set of inner aims, motives, approaches and relations of human to working and living situations. It is a certain complex of properties, characteristics and world perception including a man's attitude and relation to work, responsibility, willingness to put his potential to carry out activities... Thus, the motivation represents *multilayered initiatory, identification, intensification, realisation and cognitive complex* of complicated human readiness for life, work and relation with the environment. This internal motivation complex is quite often attenuated, weakened or even destructed just by the environment impulses, as well as by forms of consequential judgement of all experienced events. That is the reason why it is important to systematically maintain and reinforce the motivation of employees and managers and direct it to synchronisation with the organization motivation.

The process of maintenance, reinforcement and direction of inner motivations by internal and external stimulus, devices, approaches and manners can be denoted as **motivating**. Motivating from this point of view is a systematic process, within which the managers, personnel specialists, even employees alone constantly encourage and stimulate their inner motivation and zeal of themselves and their colleagues. This can be done by identification and exercitation of approaches, tools and arrangements contributory to meet their inner aspirations leading to synchronisation of individual motivation tendencies with the group and organization ones.

It is possible to view the identification and influence of individual and group motivation tendencies/processes of employees and managers of a organization as a continuous and very complicated process. From specific point of view, this process can be viewed as a process of creation and fulfilment of individual and group motivation programs. In this purview **motivation program** represents wide complex of thoroughly chosen activities and events, sufficiently rich spectrum of supposedly effective motivation tools, widely realisable organization and group arrangements, created conditions and presumptions and a whole net of practices that encompass the motivation accent into all processes of system of management and development of human potential. Its content should be evaluation and signal mechanisms notifying the need to reform the existing program version. Motivation program should be defined to the timing and financial point and should reflect actual and future conditions and possibilities of the organization set in a precise relevant environment. At the same time, it should create a space for implantation and enforcement of an individual approach to unique expert-personable potential of employees, specialists and managers in an organization.

3. Motivation Program Dimensions

To continue the previous thoughts and develop the theme of motivation and incentive it is possible to look at the motivation program from different angles. Each of these view angles creates a *system dimension* of motivation program unfolding from its internal content and concurrently permanently and relationally affecting the other dimensions. The key dimensions of motivation program can be considered:

- D1 creation dimension,
- D2 planning category dimension,
- D3 object dimension,
- D4 subject dimension,
- D5 dimension of used methods,
- D6 dimension of adaptability to individual and sectional differences and
- D7 dimension of evaluation and requirements.

Considering the listed dimensions enables us to see the motivation program as a **multidimensional system** fulfilling the parameters of qualitatively most important aid and tool of design and organization success and satisfaction achievement.

D1 Creation Dimension

Creation of motivation program is a challenging process. Primarily, this process must be covered by sufficiently wide set of relevant, meaningful and reliable information, knowledge and motives. Except the obtainment of qualitative view of motivation preferences and motivation profiles, it is necessary to undertake a survey about the satisfaction of employees and managers and to collect information about their actual motivation level. It is eligible to make through analysis of all working positions, including assumed competence-personable profiles of employees and managers. It is convenient to complete these information by complete image of *efficiency of applied or by now only wanted motivation arrangements and tools*, which is perceived or felt as motivational by motivated individuals or teams. Sufficient form of gathering of these records is a use of accurately compiled questionnaires or repeated structural interviews.

It is necessary to include the results and feedback of all processes of management and development of human potential in an organization into information base of motivation program creation. Herein belong, for instance, success of selective procedure, tendency of complex assessment output of job performance of employees and managers in comparison with the previous terms, shown fluctuation changes or rate, plan fulfilment of qualification and personal development, changes in added values of individuals and teams, varied length of working hours in an organization and so on. Moreover, it is advisable to realize an analysis of understanding of all personal processes from the point of view of *intensity of motivation accent* included.

All obtained information should be confronted by creators of motivation program with the vision, mission, system of strategic, tactic and operative plans, existing organization culture and philosophy, personal politics, psychological contract, production methods, calculations, possibilities and constraints of organization in this field.

The result of this meaningful and objective confrontation can be the primal version of the motivation program. This should be formulated in a full text, structure and extent so the creators of the program could use it for *necessary pilot activation and verification of the accuracy*. It is advisable to terminate the pilot verification for the period of 2 – 4 months. However, the specimen of employees and managers on which the program will be tested (in a level of subjects and objects) should be various and wide enough for the results to be relevant. After finalisation of pilot activation, it is advisable to retake the inquiry of satisfaction, motivation preferences and efficiency of used motivation approaches and tools. The results of the comparison of this inquiry with the inquiry made before the realized testing of the pilot motivation program can be, to a certain extent, different or contrariwise almost identical. In case the results differ in a positive way, it means satisfaction and approval of made effort in this field. In case the results of comparison are identical or differ in a negative way, it is necessary to harmonise the visions and expectations of employees and managers with the creators of the motivation program by consecutive endeavour as are e.g. internal meetings, consultative appointments, workshops etc.

In dependence on obtained responses and suggestions there should be set a new (adequate) version of motivation program. This needs to be retested again. In case that even in the second version it was not possible to gain wanted parameters, it is necessary to accurately and properly look for the possible reasons of the failure (e.g. general bad atmosphere and doubt issuing form a bad organization operation on a market, simulated non-success and excessive power ambitions of some individuals or groups). In this situation motivation program must evoke *wide changes within the whole organization*: management system, aims, philosophy, culture, communication systems and so on. However, failure of the second version of motivation program can be also caused by simple unwillingness or inability to understand and identify with the need of responsible, loyal and initiative working behaviour of individuals and groups. There arises a paradox, when motivation program is trying to stimulate employees and managers motivation,

but to its approval, it is necessary to motivate these people by wide system of supporting arrangements.

In the level of dissatisfaction with the second version, we cannot forget the existing different demotivational forces in specific sectional or organization environment. Typical example is a condition when superior keeps steadily insufficient output of particular individual unnoticed and without any consequences. His colleagues are bound to redeem his faults in a long term, what definitely reduces their willingness and confidence in objectivity and respect of used manners. In that case it is more effective to replace preferred pseudoethics to that particular individual by real ethics and loyalty to the whole team or organization and to outplace this employee or manager to a different kind of job or to provoke him to resign.

After disclosure of the real causes and their elimination, the creators of a new motivation program can realize its final version. This should be supplemented by financial budget in a particular time horizon and structured overview of necessary material, information, personal and other assumptions of meaningful realization, evaluation and potential actualisation (reformation) of the program.

It is appropriate to work off and activate a *signal system* exhortative to necessity to intervene into actual motivation program. The solution is a direct link with the level of output and behaviour, total organization results etc. This could be done by active approach and coordination of organization information system and its subsystems – managing, personal, productive, marketing and financial. Signal system should correspond with a mechanism of evaluation of recency and efficiency of the motivation program. It would be appropriate if this mechanism implies tolerated aberrations from strictly stated minimal and maximal standards of chosen individual, sectional or organization parameters. Evaluation mechanism must provide (in dependence on periodicity of output evaluation of employees and managers) comparison of wanted conditions in a field of motivation with the actual at minimum once a year.

Despite the previous recommendation, it is appropriate to mention a connection of motivation program with the organization philosophy and culture. As results from the opinions of world theoreticians and practicians, it is necessary to revise culture and philosophy (as very variable phenomenon) every two years. That is why we can consider this time interval as appropriate even in the case of motivation programs, certainly with an amendment, that two year interval of desired recreation of motivation program is probably to long – it concerns motivation, which itself is very dynamic and unfathomable.

D2 Dimension of Planning Category

It is possible to see the motivation program in intentions of exactly defined planning category. Apart from the spectrum of desired events and activities, motivation tools and implied motivation accent into all processes of the management and human potential development it should obtain strategically, tactically and operatively established methods and rules which should be respected and kept by the particular participants of the motivation process. This process, let us say, creates a certain knowledge-recommended base for its participants that helps the efficient creation and reinforcement of motivation in an organization.

In this dimension, it is suitable to consider the system of quantitative and qualitative aims of motivation program as well. To *qualitative aims* of motivation program can belong, for instance, reinforcement of employees and management motivation in a field of their effort to gain an increase of output volume within a team or a whole organization in a certain time horizon; to gain notable living and materialised work saving; to create and effectively place a new product on a market etc. *Qualitative aim* can be, for example, an increase of motivation intensity in a field of effort to establish a consistent application of internal approach to customers in a specific time period; effort to increase the level and quality of communication skills and

effectiveness of communication system that exist in an organization; effort to develop emotional intelligence of employees and managers etc.

Motivation program as a planning category should consequently imply alternative strategies of effective, economical and efficient realization of motivation program in an organization life. At the same time, these strategies should introduce *an implementation part of a strategic level* – time, logic, personal and emotionally balanced identification of sequence of its impletion and this should be done by means of individual organization hierarchy levels and by means of more elementary and detailier elaborated plans. From this point of view, the motivation program is a reflection of prevailing palette of motivation preferences and aims of employees and managers of all managing levels in an organization and the ways of reaching them. At the same time, it is also a specified network of concretely defined tasks and procedures in a field of motivation and incentive of organization human potential.

D3 Object Dimension

On the bases of organization possibilities judgement and regard to the most striking differences among participants, it is suitable to design, apart from *the whole organization motivation program*, even *individual and sectional (differentiated) motivation programs*. These will probably become very efficient tools that will induce a dynamic atmosphere, in which the employees and managers will not only have to but also want to reach qualitative results.

Organization motivation program represents the widest form of sectional motivation program. The environment for building and incitement to high motivation, is in this case, the whole organization, let us say the object of motivation program are all the employees, specialists and managers. Organization motivation program implies and reflects all the individual and sectional motivation programs existing in an organization. Despite this fact it retrospectively influences the philosophy and scope of sectional and individual motivation programs which are its immanent parts. It aspires to direct their dynamics and efficiency in accord with its vision and organization commission.

Sectional motivation program in a narrow sense represents motivation programs of work of groups (teams), sections, departments etc. In a wider sense, we can consider motivation program of the whole organization management hierarchy level, e.g. motivation programs of lower, middle or the highest management level. All the sectional motivation programs imply and reflect the organization program and individual programs within a concrete organisational unit of the organization. However, compared to simple “sum” of individual motivation programs, this system of motivation is complicated and at the same time enriched by necessary implication of team needs, aims, values, norms, habits, visions etc. From this point of view sectional motivation program can, in positive and negative way, influence individual as well as organization motivation programs.

Individual motivation programs represents systems of motivation adapted to concrete individual – manager, specialist in a certain field or employee. Each of these individual programs is on a large scale formed by personality of a particular individual. Thus, it is formed and adapted to individual needs, visions and expectation of a concrete employee or manager, his lifelong work and extra-work experiences, feedback from the others, subjective judgement of his achievements and aborts and behaviour (in pleasant, common or confronting situations). It is marked by achieved qualification, endeavour of permanent improvement and ambitions of an individual as well by the influence of the other individual and sectional motivation programs.

Based on the previous thoughts considering the necessity of sectional and individual motivation programs, we can deduce that their object is everyone in an organization what means employees, specialists and managers. The reason is that the organization success stands on the

ground of subjectively viewed success and satisfaction of the widest spectrum of people in an organization.

D4 Subject Dimension

Elaboration and effective realisation of motivation programs represents logically very difficult, long-lasting and at the same time permanently running process. Quality of this process depends, on a large scale, on the quality and motivation of those who prepare and realize the motivation program. Their competence strictly predestines the efficiency and success of motivation processes, which take place in an organization environment. That is the reason why it depends on their responsibility and knowledge how successfully it is managed to avoid demotivation of individuals and groups in an organization, and in contrary properly aim and reinforce the intensity of actual motivation.

Creation of motivation programs and their effective realization should be partook by managers of all the organization levels, personal specialists, psychologists (in case the organization dispose with such qualified experts) and personally and professionally accomplished representatives of all professional categories in an organization. Whereas these subjects issue from the records and motives obtained from all members of an organization (questionnaires, interviews, motivation profile and preferences analyses, workshops, meetings...). It is possible to consider the whole organization team of all managers, experts and regular employees of production and service workplaces as creators of really qualitative motivation programs in a dynamic organization.

This dimension reveals the second paradox of motivation programs. That is *relational paradox of subjects and objects* of motivation programs, which repose upon the fact, that subjects and objects of these programs are identical. Subjects creates and realizes the motivation programs for the others as well as for themselves (objects), while just these identical objects partook in formation and realisation of motivation programs for those who were subjects at the first plan. This phenomenon indicates that the creation and realisation of organization, sectional and individual motivation programs is a *dynamic spiral* of continuous enhancement and development of sequential processes.

D5 Dimension of Used Methods

In interconnection with creation dimension, the role of this dimension is to reconsider the methods, which could be used at setout, realization and evaluation of motivation program efficiency in an organization. From the number of existing qualitative and intuitive methods that help the management and development of human potential through the prism of motivation, the most suitable seem to be the methods of analysis and synthesis, deduction and induction, interview, questionnaire, observation and experiment (pilot activation of designed motivation program), organization documents study, benchmarking, workshops, intuition etc.

In more concrete orientation to analysis method, there can be recommended the analysis of motivation preferences and motivation profiles of all employees and managers in an organization, analysis of perceived efficiency of particular motivation tools and burst analysis. The burst analysis enables us to create certain types of motivation programs for groups of employees and personnel management with similar motivation profile or preferences, whereabouts the use of suitable algorithms helps the arbitration of real sequence of motivation criteria. [1]. By this way (in comparison with the approaches mention in D1 program creation dimension) it is also possible to use different approach to increase the efficiency of running motivation processes.

The foundations of acquisition of adequate information base for all three analysis types are information resulting from the evaluation of realized questionnaires (aimed at the field of

motivation, aspirations, expectations, needs and satisfaction) and all types of interviews made in realization of particular personal processes. To informationally interesting interviews can be added, for instance, selective interviews, benchmark interviews with new employees (estimate, running and final), evaluation interviews, meetings, free or managed discussion etc. As very useful can be marked also information and subject matters gained from the output questionnaires and entry interviews made with leaving employees and information from the entry questionnaires of applicants for a job etc.

In case we consider *wisdom* as a method of research, creation and realization of motivation program, we can show that efficiency and quality of gain knowledge spring from the wisdom of concerned participants. It is the wisdom of managers, personal specialists even employees, who participated in implantation of motivation load into an organization environment.

D6 Dimension of Adaptability to Individual and Sectional Differences

In interconnection to the object dimension, this dimension is characterized by the necessity to consider the number of odds and differences occurring among the members of the organization team creating and realizing the motivation program. The philosophy of organization, sectional and individual motivation programs must issue from the necessity to integrate all the possible aspects of the context of actual participant's situation, which should support or, vice-versa, damp the efficiency of motivation effect in an organization.

Very important is the fact, that *the efficiency of motivation effect is different according to personal type, age, achieved education, sex, number of years worked in a organization, working post* etc. This means that some motivation tools are more effective in case of closer personality types and other in case of more open, some in case of more dynamic personality types and other in case of slower ones, etc. Some motivation tools and approaches are more efficient in case of young people and other in case of middle age generation and some in case of people of the older age. Different tools are more efficient for employees with a lower education level, different for employees with a higher education. Some tools are considered to be more effective by women, other by man. Different tools are more efficient for employees who work in an organization for a short time, other for long-time employees. Different motivation tools are seen as efficient by manual workers, different by brainwork employees and different by managers. Moreover, after regarding these basic views it is necessary to consider the reality that the motives of people (their real needs, interests, expectations, ambitions and ideals) change after time. As people physiologically, psychologically and emotionally evolve, the motives of their action change as well. That is why, the only really effective approach can be considered as the *individual motivation approach to employees and managers*.

D7 Dimension of Evaluation and Requirements

It is advisable to systematically demand and monitor the application of effective motivation approach, from the point of view of managers, reflected in positive changes of the complex level of work output of employees and managers.

Monitoring or evaluation of motivation approach efficiency can be realized by completing the usual criteria framework of individual, sectional and organization parameters with the criteria reflecting the quality and asset of motivation effect. These criteria can evaluate the influence of motivation effect on the results level of individual subordinate co-operators as well as of subordinate teams and the whole organization.

Likewise the previous dimensions, also in this one it is useful to apply a qualitative and quantitative, internal and external approach, i.e. create qualitative and quantitative, internal and external criteria. Out of the quantitative internal criteria, we can add, for example, monitoring of the changes in labour productivity; number of fulfilled and unfulfilled time tasks; number of

initiated changes and improvements. Out of qualitative criteria we can use, e.g. criteria monitoring the satisfaction of interlocked working places taking over the work from the particular group; image of the team; satisfaction inside of the group, team or individual creativity; willingness to cooperate, responsibility, etc. From the external point of view, very helpful seem to be the criteria of the profit sum, number of gained and retained customers, market share, satisfaction of organization partners and other.

The changes in these indicators notice the quality and convenience not only of the complex system of management and development of human potential, but also of quality and convenience of form, content and alignment of motivation program. These theses can be moot in case the organization impose striking and dramatic changes or investments into new technologies. However, considering the real correlation of motivation and incentive, we can say for certain that the investment into new approaches and equipment or change of management and structure system of an organization, can be considered as a deposit of motivation reinforcement, namely motivation of individuals, teams or the whole organization or its customers or partners as well.

In a frame of dimension of monitoring and evaluation of efficiency of motivation programs, it seems to be very suitable to gain the feedback of any important motivation activity or event as well. That is how the organization can gain the information about the reception of this activity from the point of its participants, creators and realizators and so gain the resistance, drop or growth of motivation caused by the particular activity.

Whereas the high motivation of individuals and teams is conditioning factor of the organization success, hereby it is necessary to admit that self-motivation and motivation of the others is really demanding, it is necessary to *require* from the active participants of the motivation process – motivators – to be willing to do the effort. Therefore, it is necessary to motivate managers and employees to systematically and efficiently motivate their subordinate and superior co-operators, organizationally equal colleagues and certainly themselves as well, to thoroughly apply the motivation approach towards the others and themselves. This idea emphasises the extreme meaning of qualitative motivation programs not only for common employees and organization experts but for managers as well.

An organization, as a living economic mechanism, *should motivate its members* by its approaches, processes and arrangements *to following tees*:

- motivation of the others and themselves,
- development of the expert's knowledge in a specific professional field,
- increase of the level of disposed personal competences (honesty, sedulity, responsibility, reliability, creativity, flexibility, intuition, tact, charisma...),
- increase of the level of actual management competences (interpersonal and communicative skills, strategic thinking, ability to cope with stress and conflict situation...),
- deepening the ability to be an effective co-worker and colleague to the other employees and managers,
- force a positive alignment towards tasks and aims set by the managers with a superior status,
- increase the level of skill to join the evoked changes and voluntarily evoke new changes etc.

Concrete motivation tees should be stated out of consideration of situation possibilities and organization restrictions. However, they should be attractive and accelerating for their addressee.

4. Conclusion

Consideration of motivation program through the prism of its dimensions presents a new view of the topic of motivation and incentive of employees and managers. However, it can minister the organization economic practice in its effort to improve human potential, i. e. to support profit, performance, efficiency, willingness, enthusiasm, responsibility and flexibility of organization teams.

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