

THE INTERCONNECTION OF PLANNING AND MOTIVATIONAL PROCESS IN ORGANIZATION

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Abstract

Organizations of all the types and sizes are subject to strong pressure from the changing environment. In addition to changes in demand and customer's requirements they have to face possible economic fluctuations, legislative changes, failures of staff and competitive pressures. Apart from the possibility of technical, logistical, and other innovative marketing strategies, one possible way of ensuring high competitiveness of the organization is the art of effective and dynamic plan for the organization, while motivating human potential of the organization, so as to increase the efficiency of its performance.

It can be stated that the planning in organization and motivation of human potential is the key in achieving the success and competitiveness of the company. Right planning conception and incentive system can capture and integrate all activities, departments and services of the organization, and integrate the organization as a whole with all its parts. It unifies the procedures, techniques and tools and especially all the staff in view of the organization's goals and ways of achieving them.

Key words: planning, planning process, plans, objectives, motivation, motivating, motivational process, human potential

Classification JEL: M12 Personnel Management

1. Introduction

Currently, many institutions are seeking to strengthen their market position; they turn their attention to the efficiency of internal processes. Planning, as one of the most important internal processes, is characterized by the substantial consumption of time and effort of the directors, where the traditional directive planning „from top to down” and planning through spreadsheets is burdened by the considerable error. In addition, planning and its flexibility plays more important role for an adequate response to the rapidly changing market conditions.

It is for this reason, why many organizations look for the solutions that can streamline the process and ensure more effective planning. That solution may be the **involvement of the process of motivation and motivating in planning** of the organization as an essential part of the acquisition, maintenance and development of human potential, which is in today's global economy one of the biggest competitive advantages. Exactly the people, their motivation, knowledge, skills, abilities, creativity and flexibility are becoming the most important strategic resource for the successful operation of organizations. These are people who work in organizations and who individually and collectively contribute to the achievement of defined objectives.

Growing number of managers and personnel experts agree with the important knowledge that the human potential is the only dynamic prerequisite and creator of the present and future success (Blašková, 2006, p. 10). It follows that a significant indicator of the quality assessment of human resource management is a quality product of its activity – the human potential is ready to meet company objectives. Among the basic characteristics of the employees should belong the qualification and social competence, and willingness to meet the business objectives (motivation).

The experts in management assume that there will be strongly promoted the trend of involvement of employees in the planning process. The fact that most of the managers and other employees are involved in planning processes is a conclusive proof of the significance of planning in the management. At the same time it raises the necessity for motivation, the

deliberate strengthening and stimulating of all the employees whose job is not only to plan, but also to provide implementation, fulfilment of targets and drawn up plans.

2. Planning and planning process

One of the tools of modern management, which addresses the reduction of uncertainty, is planning. The ability to predict is applied by Mankind for millennia and has a significant place even in the management of the twenty-first century. According to the results of opinion surveys, over three hundred managers of American and Western European companies show, that 70% of them consider as the most important planning for the operation and management function, and would need to spend more time for it, exactly in terms of strong market competition (European Council). Among the **major functions of planning** include for example:

- coordination of activities that provide or help to achieve goals in a certain period of time,
- coordination of business activities,
- adaptation of sources to the market options,
- quick response to changes in the environment,
- exploring new market opportunities,
- creating better opportunities for control activities, etc.

Planning means mark out the future of the organization. Plans help to set out the objectives and to process strategies of how to achieve them. According R. Ackoff: „planning is a project of the desired future and effective ways to achieve it”, (Papula, p. 4). As basic elements of planning J. Tinbergen considers forecasting, setting the goals and coordination of the necessary intraorganizational measures (1964). Similarly, J. Mikolaj contends that the essence of planning is a *conscious action* of the management entities, in which they (2005, p. 10):

- elect the objectives and identify the tasks,
- provide the means conditioning the achievement of the objectives and tasks,
- determine the best way (in time, synergies, cost, quality, etc.) to achieve the objectives and tasks.

The professional literature also states planning as a decision-making, which emphasizes that in addition to future thinking and active approach of shaping the future; it is mainly about the process of creation of the future. Planning as a process is defined by F. Bělohávek, P. Košťan and O. Šuleř, wherein it is a process comprising of set organizational objectives, selection of appropriate resources, methods of their achievement and definition of the expected results in the fixed time and at the required level (2001, p. 95). A similar view have also S. Robbins and M. Coulter, according to which planning is a process that includes defining the organization's objectives, formulating an overall strategy to achieve them and creating a complete set of plans for integration and coordination of the activities in the organization (2004, p. 172).

Planning process as a whole should respond to these questions: what are the objectives of the company, what is the relative importance of goals, how it will be possible to achieve the objectives, who is responsible for achieving the objectives, what rules will be adopted to achieve the objectives, what techniques will be used, what is the relationship between the available resources, what financial results are expected, what budgets will be used and who will be responsible for them.

Planning is analytical, iterative (periodic) and social process (www.fsi.uniza.sk, p. 57), (Figure 1).

Planning as the analytical process includes the evaluation of the future, determination of the desired goals in the context of a given future, development of alternative directions of actions

to achieve desired goals and selection of direction of the activity from developed alternatives (Malega, 2008, p. 117). Evaluation and verification of the options or possibilities is decision-making about the best direction of development of the organization within set boundaries and conditions in the future.



Figure 1: Planning as analytical, iterative and social process

Source: according to www.fsi.uniza.sk/kkm/publikacie, p. 57]

Programming process should generally take the same steps of expressing the sequence of recognised opportunities, like ways of setting the objectives, consideration of the planning assumptions, through further development of relevant alternative scenarios and their evaluation process, selection of the one of them and ending up with formulation of the plan (Figure 2). However, stated sequence does not mean that overlap of the individual steps in certain stages is impossible.

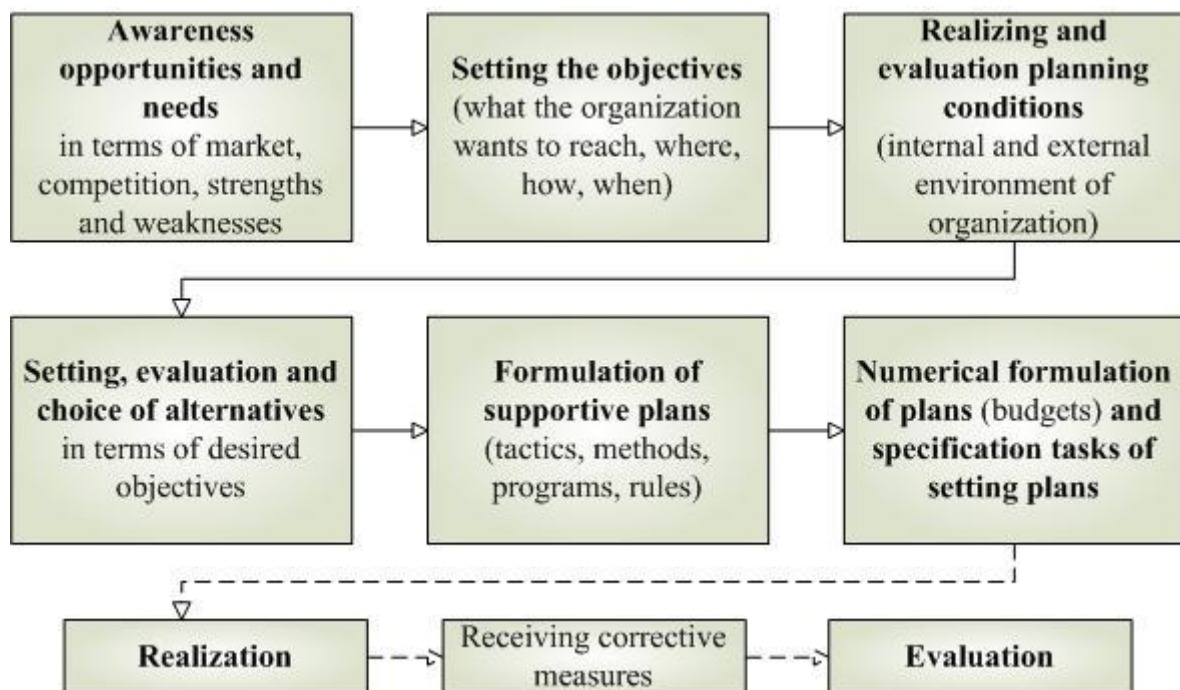


Figure 2: Planning process

Source: according to Hittmár, 2006, p. 85; Koontz, Weihrich, 1998, p. 130

With the plan there occur communication and coordination of activities. The best way how organization anticipates the future is not only by control over the information and creative thinking of senior management, but mainly by opening up the process of planning information for all subjects of management, for all employees in the organization, and thus extend the range of assumptions about how the future will evolve. Planning is the multistage process with various ties linking the intellectual work of many people involved in this process.

It follows that not only objects but also subjects of planning, and therefore setting and achieving goals are the employees of the organization. Strength, which leads each individual to the formation and achievement of the goals, is motivation. In this perception it can be stated that into the front there is entering motivation and motivating of human potential as a force or direction, or answer the question of what Man leads to certain behavior and its changes, to the choice of some goals or to their abandonment, to the strong response to some ideas and motives.

3. Motivation and motivational process

The term *motivation* is derived from the Latin word „movare” which means to move, to be in motion. J. Porvazník calls motivation everything that causes a certain activity, certain human behaviour. It is binded to the activation – the induction of human activity, the organization of his organism, but also to guidance of developing actions in the certain direction, for a specific purpose (2007, p. 219). This means that motivation activates employees to achieve the objectives, to overcome the obstacles that stand against this effort and also contributes to the formation of attitudes towards these goals, means of achievement etc. Therefore it is necessary that motivation in organizations is continuously improved, strengthened, oriented in the right direction (to fulfil the vision and objectives). This deliberate and systematic process can be described as motivating or motivational process.

Motivating in terms of a deliberate process means that „... where one recognizes that conditions are created to satisfy his/her needs, to application of his/her interests, to usage of his/her habits and fulfilling his/her ideals, there is reflected effort to meet the requirements of the person who is creating these conditions”, (Bedrnová, Velehradský, 1980, p. 61). Presented model (Figure 3) expresses the satisfaction of individual needs, encourages Man to working activity, and thus leads to the achievement of the set targets. Set goals, if achieved, meet the needs and reduce the tension.



Figure 3: Motivational process

Source: Armstrong, 1999, p. 296

In the context of the previous, it applies that without a proper level of motivated behaviour and actions of people, it is impossible to set the goals or to require their implementation. What is the motivation of people that is, what can be expected from their business results.

Organization as a whole can offer an environment in which it is possible to achieve a high level of motivation through the incentives and rewards, job satisfaction, opportunities to education and growth etc. But in particular, there are the executive **managers** who play a major role in motivating of other employees and who must make good use of motivational processes offered by the organization, like they must provide and implement a quality and well-prepared appropriate processes of the incentives for their employees. For efficient motivating, managers should develop and implement the appropriate incentive approaches, develop the programs containing motivation using different motivation tools and encouraging the work behaviour and activity of employees of the organization towards their personal objectives, but also towards the goals of the organization as a whole.

Motivational process begins with unmet needs which create a certain tension that propels the individual to set the goals. (File of motives that motivation represents is divided into two groups, namely primary motives, e.g. needs, interests, ideals and values that an individual in his inner feelings is experiencing and secondary ones, for example goals, desires, aspirations, ambitions, expectations, which a person confesses, these internal motives influence the people to behave a certain way or to be set out in a certain direction).

4. Interconnection of planning and motivational process

At the beginning of planning, while also motivating, given the above stated dynamic model of links between them (Figure 4), the organization deals with identifying and being aware of the opportunities and needs, both in terms of market, competition and customers, describes and compares the internal strengths and weaknesses with the external opportunities and threats. It identifies its needs and sets the goals. It is also important to identify and respect the individual needs, interests, values, expectations, ambitions and goals, whether the managers, other professionals, as well as employees themselves. Important here is an extensive detailed *analysis of all factors that directly or indirectly affect the motivation of human potential of the organization*. These include identification of individual needs, wishes, and thus finding the status and effectiveness of the underlying factors of work motivation, factors of job satisfaction or dissatisfaction, motivational profile of employees, motivational preferences, career aspirations, fluctuations, personnel costs, productivity of work and performance at work and so on.

It is essential to align company objectives with individual objectives (interests) on the lower organizational levels and in particular with the personal goals of employees. For all targets it is important to be mutually consistent, harmonized with other professional objectives and they must contribute to achieve the vision and mission of the organization. Furthermore, it should be provided a link between particular types of plans and set of objectives, which should be realized through these plans.

Many authors emphasize that not only the achievement of objectives and tasks is motivating, but mainly the determination of own goals is an important motivational factor (Bělohlávek, Košťan, Šuleř, 2001, p. 103). Locke defines two main functions of goals: they are underlying of motivation and management of behaviour. They determine how much effort is needed in order for goals to be met. Furthermore, he stresses the fact that in order for goals to affect the activity, there are two necessary conditions for the employee who must take the target as his own (objective must be achievable and there is some benefit for the employee) and if the target is adopted, the employee must be devoted to it. He adds to this argument that the participation in target setting leads to a stronger adoption of the goal. In the positive action of

these facts there is a large effort to achieve fulfilment of the objectives and targets (In: Bělohávek, 1996, p. 82).

The planning process in the organization and motivation of the human potential further continues with a detailed analysis of the two key areas. The first is the *analysis of external factors*, which operate from the outside environment and influence the organization and then influence the motivation of human potential (economic situation of the state and region, legislation (laws, regulations, decrees), market products and services, the competitive organizations in the position of producers, employers and motivators, wishes of customers, development of new technologies and new techniques, market of working potential (incentive and disincentive moods), lifestyle (under the influence of social environment on the basis of moral, medical, religious or other influences may individual modifies his needs, tastes, preferences), and the image of the organization.).

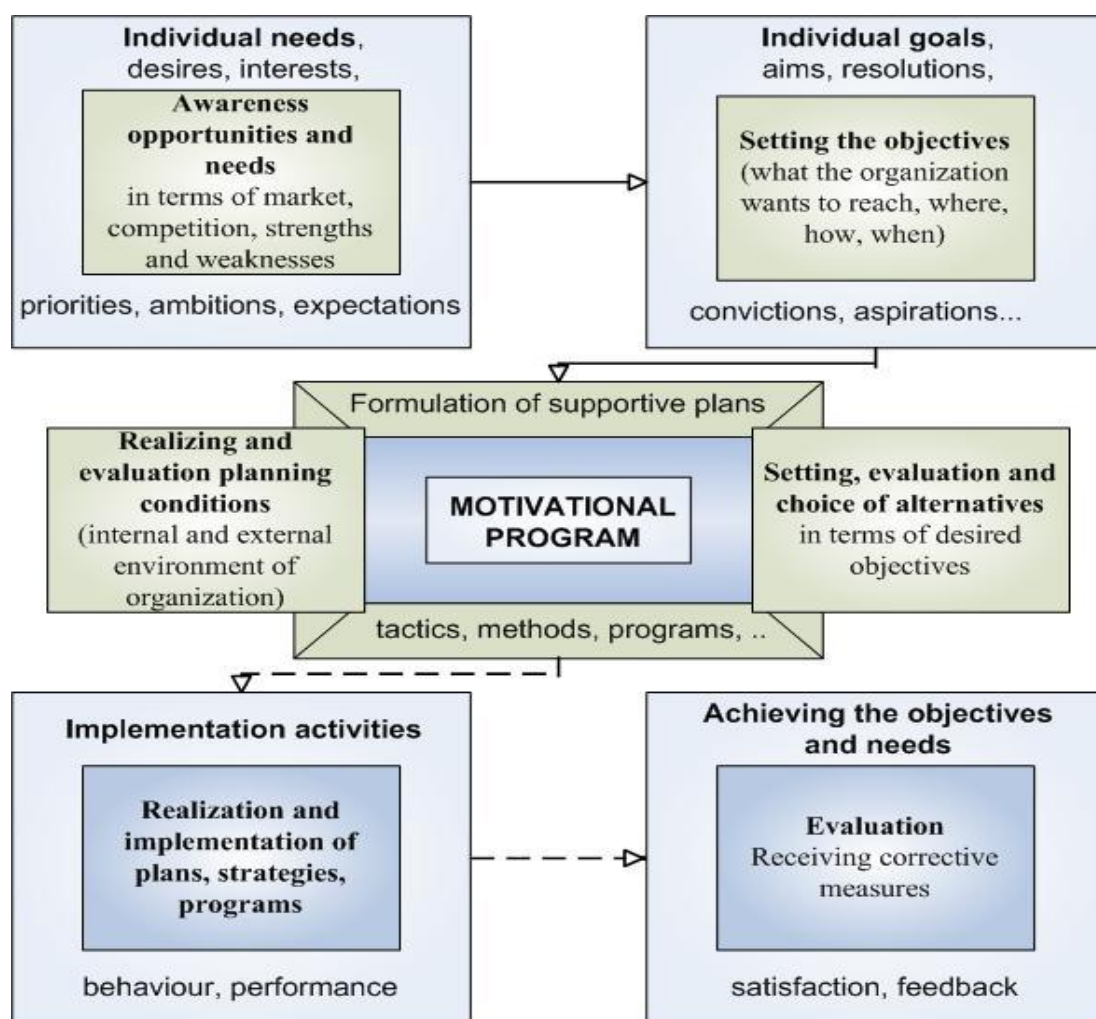


Figure 4: The interconnection of planning and motivational process

Source: own study

The second area is the *analysis of internal factors* occurring in the internal environment of the organization and influencing the overall operation of the organization and complex working behaviour of the employees and managers (financial situation of organization, the level of the used techniques and technologies, organizational structure, information system, etc.). To make

an analysis of all the factors of environment of the organization is a necessary prerequisite for defining the correct *strategic goals of the organization and strategic objectives in the area of motivation of the human potential*.

After an objective consideration of the outcome of a thorough analysis, the specific organization may be included in the relevant state and subsequently to establish the necessary strategies and plans which may move it closer to achieve the necessary strategic objectives. The strategy specifies approaches, ways, resources, conditions, policies and procedures for achieving these goals in order to success with the strategic advancement of the organization in the future.

By gradually elaborating the strategy into the detailed plans (to the network of tactics, programs, operational plans and budgets for their implementation) the whole document gradually grows and personifies, while its implementation is specifying in time. Indeed, tactical plans and more comprehensive programs (such as **motivational programs**), a much more detailed than the strategy, state the range of appropriate processes and activities to be undertaken. The time horizon for their implementation varies from 1 to 2 years.

Specific planning tool for the area of motivation and motivating of employees and managers is a motivational program.

Motivational program is a type of planning category, which addresses systematically and gradually the planning process regarding the management and motivation of all the employees, professionals and executives. It is the sum of the objectives, tactics, procedures and rules, assigned tasks, usage of resources and other elements to perform the sequence of activities in the company purposefully aimed at motivating and enhancing the employees to the achievement of personal ambitions, tasks, higher and improved work performance and goals, and strategies of the company as whole (see Figure 5).



Figure 5: Motivational program – planning category

Source: own study

Comprehensive motivational program should primarily include a structured overview of the necessary material, cognitive, personal, spatial, performential and other prerequisites of a meaningful implementation, evaluation and possible updating. It should also include a financial **budget** in a given timeframe. It needs to be financially expressed how much would the introduction and use of, even new, motivational issue cost the company, particularly the usage of employee benefits and at least, by using some expert methods to verify its return. Content can also be a **timetable**, with a time frame of the program that should allow its serious fulfillment (it is possible to recommend the program for a period of several months, with a certain time set aside for any errors and then on the basis of feedback constantly activate and adapt the program). An important part of the motivational program, a tool for its implementation consists of the important **motivational tactics** that lead to achievement of the motivational strategic objectives.

For example, tactic remuneration (remuneration is very important and effective motivational factor that meets the needs of most of the employees. Financial rewards are stimulating, if an employee expects them and if they are perceived as fair); non-financial evaluation (recognition and effective praise); tactic to provide employee with benefits (cafeteria system); tactic of forming the engagement and commitment of staff (involvement, participation in decisions); tactic of enrichment of work (empowerment, selfrealization); tactics of education and personal growth, challenging work environment, tactic of management style of managers, tactics on the basis of mutual interpersonal relations, etc.

There should be accepted and included into the motivational program the multiple individual differences of all employees and managers (the application of an individualized motivational approach that respects diversity and uniqueness of each member of the organization), adaptation to the time variability of the diversity of needs and wishes of individuals, their continuous review and testing, while respecting an important fact that the effectiveness of motivational impact is different according to personality type, age, educational attainment, gender, seniority in the organization, type of occupation of the staff and so on. There can be created motivational programs for e.g. managers, administrative staff and motivational programs for other staff. To be truly effective, however, it can be considered only individual motivational approach – the individual motivational program.

In order to be successful in management of work motivation (and that what it actually is with the trying to enlarge the contribution of work for the success of the organization), it is necessary to efficiently and effectively use an impressive variety of motivational factors in programs of motivation designed in organizations. In doing so the influence of the motivational tendencies of employees and managers can be understood as an ongoing, long and very complicated process. As the need, requirements and expectations of people are constantly changing, also the objectives and plans of organizations are adapting to new trends and many other factors, as well as the motivational program should be continually changed, adapted and improved.

If the goals are achieved and needs are met, it is likely that the procedure which led to achievement of goal, will repeat again in case there occurs a similar need. The new needs are constantly emerging to be met, and new goals are set to be achieved. It is a continuous and complicated *planning process and motivating with a feedback* of constantly emerging new needs and goals that by sound and effective motivating are achievable and satisfying.

Constant evaluation and feedback are important for the detection of deviations and design of corrective measures in the planning process and in the process of meeting the motivation of human potential in view of changing circumstances in the internal and external environment.

Planning and motivational process concludes phase which is the assessment of the objectives and achievement of a sense of satisfaction (Figure 4). From the perspective of the organization it is important to evaluate the success of individual motivational processes, whether it improved the performance of complex work and whether it fulfilled given business needs and objectives. From the perspective of individual departments it is also possible to determine whether they have achieved not only motivational objectives of employees in a particular field, but also the aims of disciplines (e.g. the higher motivation increases, the higher is productivity x% in the manufacturing department, etc.) And from the perspective of employees, whether they experienced the increased motivation, or they achieved personal goals, plans, ambitions and also if they feel the desired satisfaction.

5. Conclusion

Planning leads management to systematic thinking of the future and refining relations between the various components of the enterprise. It follows that if the planning is effective, it

should reflect the shared values of the company. It must enter into the entire organization and to be generally accepted by all workers involved in its management. Overall success of the planning system depends on the involvement of all components that affect it.

According to many experts, the planning process is applied not only in the field of management, but has become an everyday part of running the entire organization and personal life of every human being. Also motivation, whether for life as such, or for work is fundamental basis to the existence of Mankind and his successful operation.

It can be stated that the planning in organization and motivation of human potential is the key in achieving the success and competitiveness of the company. Right planning conception and incentive system can capture and integrate all activities, departments and services of the organization, and integrate the organization as a whole with all its parts. It unifies the procedures, techniques and tools and especially all the staff in view of the organization's goals and ways of achieving them.

In conclusion it can be recommended that organizations use the approach for strengthening motivation of its employees and management personals, and create necessary and desirable motivational programs in the organization which reflect the expectations, motivational preferences and mainly the objectives and specifically defined tasks, plans and activities, motivation and motivating of human potential, undertaking a comprehensive improvement in the work performance and ultimately to achieve better results, success and efficiency of the organization as a whole. In this way we can ensure that the effects of motivation and the effort on setting and achieving goals are coordinated and aligned within the organization.

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