

ATTRIBUTES OF DECISION MAKING IN MOTIVATING EMPLOYEES

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Abstract

The aim of this paper is to identify important correlations existing between decision making on one side and motivation and motivating on the other side. Decision making can be defined as a mental process in which the decision maker collects and processes necessary information, prepares multivariate solutions and chooses the best decision. Motivation is harmonized and managed energy that the particular individual has. Motivating is the intentional relationally-emotional process by means of which someone influences motivation, especially by means of sufficiently attractive offers. A number of particular decision making processes and taken decisions occur in each motivational process.

Decisions have to be taken by the motivating subject as well as the motivated object. In the decision making process, these participants can be influenced by their previous experience. It is convenient to apply a recursion approach in the motivational decision making, i.e. to put suitable motivational approaches, tools and measures that were efficient in previous motivational processes, in the topical decision making. But it has to be respected the dynamics of the personality development and its motivation. In a methodological part, after presenting the most important results of the questionnaire survey, the paper is concluded by a model of motivating employees with the strongest decision making aspects.

Keywords: Motivation, decision making, employees and managers, survey, dependency, model.

Classification JEL: M12 – Personnel Management.

1. Introduction

It is important to view the decision making in combination with motivation and motivating, or to perceive motivation and motivating of employees through the prism of decision making processes taking place within motivating (*Blašková & Blaško, 2011*). Influencing motivation is an extraordinarily complicated area of organizations' activities (*Nakonečný, 1992; Clegg, 2001; Clark, 2003; Gagné & Deci, 2005; Wellington, 2011; Rosak-Szyrocka, 2014*).

Motivation includes the planning and execution of exerting resources (*Fishbach & Choi, 2002*). It represents a harmonized and controlled energy that the particular employee has. It also represents a system of primary and secondary motives typical just for that particular employee. Motivation in this sense can consist in addition to energy from needs, priorities, aims, desires, values, preferences, which decide about the form of individual's behavior. We can perceive motivation also as the process, whereby the individual decides about the strength (intensity) of his/her motives; decides to what motives s/he will adapt his/her work behavior, what motives s/he will exclude from his/her motivational system, and so on.

The following opinion is also interesting: „Motivation is usually described as the direction and duration of activity. If the manager wants to improve work of the organization, s/he has to focus on the level of motivation of employees, has also to support them in directing their efforts to the successful fulfillment of aims and tasks of the organization“ (*Dědina & Cejthamr, 2007*). The said idea can be developed in the sense that the motivator shall positively address motivation of an individual, address his/her personality with desired stimuli and impulses, stress the urgency and contribution of expected behavior, outline the future acknowledgement and significance and so on.

We would differ between the *motivation* and the *motivating*. E.g. Veber et al. present the motivation integrates psychical and physical activity of a man towards the set aim. Ideas, desires, interests, and especially unsatisfied needs invoke psychical stress which becomes an impulse for a certain behavior of an individual. On the other hand, the process of motivating someone takes place by means of management techniques and system of rewards and punishments, by means of stimuli and impulses (Veber, 2009).

Motivation and motivating indeed represent differing but at the same time very close, mutually linked phenomena. Motivation is a structure/classification of motives, intensity and persistence of behavior, accumulated and voluntarily spent energy, etc. taking place inside the personality. Motivating is intentional relation-emotional process through which someone acts on the motivation of man. According to many authors (Tureckiová, 2004; Nakonečný, 2005, 1992; Bakanuskinė, Žalpytė & Vaikasienė, 2014; Varmus, Lendel, Vodák & Kubina, 2016; etc.), motivating always means acting on motivation by means of an offer of sufficiently attractive facts. The nature of such offers/impulses can be:

- Factual (productive working facility/equipment);
- Financial (reward, bonus);
- Emotional (attractive image of the future);
- Social (acceptance by others, friendship);
- Psychological (self-assertion, acknowledgement);
- Developmental (application of potential, self-actualization), and so on.

We can consider the most frequent form of motivating, i.e. *self-motivating* (Thomas, 2000), when the individual motivates himself/herself (acts on his/her own motivation), and that in harmonizing, eliminating, redirecting or retarding sense. Built self-motivation is long-lasting; it provides a stronger effect in increasing the satisfaction in work, in contrary to external motivation (Raišienė & Vilké, 2014). It means we can also consider motivating from the part of other subjects, namely individuals, groups or the organization as a whole, including its external partners and cooperating subjects.

Process of motivating individuals *centralizes many motivations* of motivating subjects and motivated objects. It represents a constant intersecting and attempts for harmonizing motivations of all individuals and groups within the organization, including motivation of the organization itself as a social and economic subject. A large number of decision making processes take place in each such influencing of motivation and harmonization of motivations. In this field, an idea of several authors is important that each decision making and each decision is conditioned by many information (Cole, 1991; Baker et al., 2001; Robbins & Coulter, 2004) and stimuli. It is influenced by the expected response of the motivated object on any decision taken by the motivating subject.

From the said point of view, the *aim of the paper* is to reveal relations between decision making and motivating and identify some key factors acting on the motivational decision making; in other words, we attempt to create a model of influencing motivation in connection with several decision making elements and aspects. Some results of our questionnaire survey are also presented with the said aim.

2. Important aspects of decision making

Management of the current companies is performed in a complicated competitive environment therefore the managers need a lot of information and a suitable set of supporting tools for making decisions. They need such means to be able to evaluate different aspects resulting from the company activities and its economic environment and to be able to monitor the progress of the company at achieving of the stated goals (Vodák, 2011). The goal of any decision maker is to make the optimal decisions possible with a minimal amount of cognitive

strain or effort (*Young et al., 2012*); or, it is needed to make a decision based upon the best alternative; it will never be a 'perfect' decision, however, it will be the alternative with the best possible outcome, given the situation (*Humphrey et al., 1988*).

We can define decision making as a process (decision making process) that represents a sequence of exactly determined steps or activities leading from formulating the decision making problem, that is to be decided by the taken decision, up to the selection of the most suitable variant of problem solution and making the decision (*Majtán et al., 2003*). In decision making, an attribute should always be measurable. Simultaneously we aim to satisfy multiple objectives, whereas several alternative solutions are possible, characterized by several attributes. An attribute is a common characteristic of each alternative such as its economic, social, cultural or ecological significance, whereas an objective consists in the optimization of an attribute (*Brauers & Zavadskas, 2012*). Surely, it is on the degree of elaboration of the evaluation criteria that the quality of the managerial decisions, the cumulative effect from all directions depends (*Osinovskaja & Lenkova, 2015*).

Applying previous opinions, we can define decision making as a mental process in which the decision maker:

- Systematically collects all information and knowledge necessary for taking the particular decision.
- Systematically processes such information into the form of initial multivariate solutions.
- Carefully considers multivariate solutions (decision making variants) with regard to their potential consequences on the organization, working groups, individual employees, and capacities of the organization, possible risks and probability of achieving the desired resulting parameters.
- Responsibly takes the decision (chooses the solution variant) which can be described in the given time as the best and most suitable for existing conditions.

When relating decision making to the motivating employees, it is interesting to emphasize that unlike traditional decision-making, we should consider with the intuitive decision-making. This one is a subconscious decision-making based on accumulated experience and judgments (*Robins & Coulter, 2004*). From this viewpoint, essential part of decision making should be communicating the taken decision to all participants concerned by the implementation of the said decision (*Blašková, 2011*). Important aspects of possible disagreement or refusal of the considered solution (feedback from the part of decision addressees) should be incorporated into the final solution. Of course, the biggest possible number of employees and experts should be involved in the decision making process in case of serious decisions in order for the final decision to be really optimal.

It is important to consider in this regard also the process content of decision making. Decision making can be accompanied with pure rationality, stripped of any emotions or intuition. However, it can also be accompanied with a certain rate of emotionality. In such case the decision making subject uses not only rational arguments and procedures, but relies also on intrapersonal, feeling elements. "Good decision making will take into account tangible and intangible aspects of the decision situation ... (and) pertinent facts, feelings, opinions, beliefs, and advice" (*Hammond, Keeney & Raiffa, 1999*). Intrapersonal elements can include a wide range of both conscious and subconscious emotions, feelings, impressions, memories, worries, anticipations, and various other imaginations.

Emotions have a strong influence on economic behavior and decision making (*Weber & Johnson, 2009*). Behavior in response to gains and losses may also rely on exactly which emotions are evoked by the task, so that specific emotions and their action tendencies, rather than just valence, are important factors (*Summers & Duxbury, 2012*). Emotions thus become part of many decision making processes. Probably incorrect processing of emotional elements

of decision making can be the cause of decision making failures and that in two senses. On the one hand, overmuch relying on outputs of intuition and sense, without regard to logics of the decision making problem and process, can lead to taking an incorrect decision. On the other hand, complete suppression of feelings and ‘imaginary images’ of decision consequences can lead to taking logically correct decision; but such decision can be over-dimensioned (or under-dimensioned) with regard to implementation and impacts. We can therefore agree with Slaměník’s definition of emotions: „Emotions are conscious feelings of various scales, which express relation of a man to relevant events of the external environment as well as to himself and which are connected with various rates of physiological activation, the function of which is to enable the state of readiness for action“ (*Slaměník, 2011*). Or, the contemporary view is increasingly emphasising the importance of emotion for optimal social judgement and decision making (*e.g. Damasio & Descartes, 1994*).

Correct connection of rationality and emotionality with regard to decision making subject being qualified can lead to knowledge, awareness, intellect-psychical maturity, etc. These form basic elements of any important decision making, especially in the area of decision making about progressive procedures and development strategies and measures to be taken in the organization.

So, we must bear in mind that on the one hand no new technology would have been created without knowledge but on the other hand it is knowledge that gives basis for decision-making which specific technology shall be used in a given organization (*Figurska, 2011*). Flexibility, in the extent to which we permit emotional influences to guide our decisions, is crucial (*Davies & Turnbull, 2011*).

It is apparent that it is managers who most frequently become decision makers. They decide about many things, such as methods to achieve set objectives, determination of partial stages and steps suitable for effective achievement of objectives, selection of methods used for such steps, assignment of personal responsibility (to employees responsible for fulfillment of particular stage), etc. Many of their decisions have strategic nature; their impact on the life of organization and led working group is very serious. Other decisions have operative framework and shall be therefore taken with regard to strategic decisions – they support their implementation, specify or amend their original formulation. However, this relation applies in a complex manner, as: „Decision making is without regard to the level of management and rate of responsibility of the manager based on clearly formulated strategy and vision of the organization“ (*Kozubíková, 2007*).

There are many methods that can be successfully utilized in decision making. But chosen method depends on one hand on the character of the solved problem in management process and the other hand on people responsible for these decisions, while good knowledge of the methods and knowledge of their practical application widen choice options of a method or combination of methods (*Pančíková, 2007*). An idea is interesting the decisions made from both descriptive and experiential information do not differ significantly from decisions based solely on experience (*Lejarraga & Gonzalez, 2011*).

That means that modern and sophisticated decision making should be based also on application of recursion. The notion “recursion” is under other circumstances applied more in the area of mathematics and informatics but the transfer of recursion to the area of management sciences can be beneficial and for many decision makers also inspirational. In other words, the recursion is important characteristics of the motivational decision-making. The recursion is characterized by a knowledge permanence, dynamics, systematism, systematization, situational accent, and in the effort to influence effectively and form a future, it connects the past experiential knowledge with the present knowledge. According to Paulička (*Paulička, 2002*), recursion means utilization of a part of own internal structure. It represents a specific case of embedding where the object being embedded is identical with

the object in which it is embedded (*Šaling, Ivanová-Šalingová & Maníková, 2003*). That means that utilization of recursion in motivational decision making can be very beneficial – motivating can (after careful consideration) apply proved motivators and suitable combine them with current urgent needs and necessities of the motivating subject as well as motivated object.

3. Present research

The basic projection of our surveys (held in the Slovak Republic) was the verification of an idea that the motivation is a dynamical phenomenon, connected with many decisional processes. Knowledge is important that many qualitative characteristics decide about the intensity of work motivation. This idea is reflected in the publications of many authors (*e.g. Skinner, 1958; Vroom, 1967; Porter & Lawler, 1968; Nakonečný, 1992; Kanfer, Chen & Pritchard, 2008; Hitka & Sujová, 2008; Wellington, 2011; Tomšík & Duda, 2013; etc.*). It is suitable to present those results from the survey we performed in cooperation of colleagues from the University of Žilina and the Technical University in Zvolen that reflect factors with the strongest impact on the intensity/quality of motivation and identify decisive factors causing changes of motivation.

3.1. Method

From the methodological viewpoint, due to factual and time dispositions, we decided to perform the survey by quantitative method of sociological questioning, namely in the questionnaire form. We created our own questionnaire which we had used for the first time in surveying in 2006 and then in 2009. In 2013, we incorporated into the original questionnaire all our previous experience in the area of work motivation and also ideas obtained by feedback to responding attractiveness of the questionnaire.

Participants and orientation of research

From the sector viewpoint, the employees and managers of private as well as public organizations were participated in the survey. From the geographic viewpoint, organizations from almost all parts and regions of Slovak Republic were searched.

With regard to priority hypothesis of this survey, we decided to relate the intensity of motivation to the most important factor of the management system: decision making. That means that hypotheses H1 of this paper assumes the motivation depends on the level (frequency) of employee's possibility for the independent decision making and the new propositions submission. Moreover, we test within the hypothesis H2 dynamics of motivation and/versus motivational decision making. In that sense we try to obtain the frequency of factors that most decide about the change of current vs. former motivation.

The questionnaires in 2013/2014 consisted of 20 questions for the employees (19 in 2009; 21 in 2006) and 22 questions for the managers (21 in 2009; 24 in 2006). In addition to areas that will be presented further, questions concerned for instance effectiveness of applied motivating tools, frequency of creation of individual motivating programs, structure of self-motivation factors, stimuli for improvement of motivation parameters of the organization's environment and so on.

1,946 respondents (3,328 in 2009; 950 in 2006) actively participated in the questionnaire survey. There participated 1,639 employees and 307 managers (2,891 employees and 437 managers in 2009; 782 employees and 168 managers in 2006). Included managers worked at the positions of superiors of the employees included in our survey. Men in the surveyed groups were $N = 839$ and women $N = 1,107$ (men $N = 1,515$ and women $N = 1,376$ in 2009; men $N = 452$ and women $N = 498$ in 2006).

3.2. Results and discussion

Dependence of the independent decision making and the work motivation intensity

We were interested whether the level of motivating employees depends on the space of the manager created for the employees' decision making and the new proposition submission (Blašková, 2011). The approach of the superior (Col 1) was as follows: 1 – participative, 2 – neutral/liberal, 3 – authoritative. The level of motivation (Col 2) was monitored as follows: 1 – very high, 2 – rather high, 3 – average, 4 – rather lower, 5 – low. Results are presented in Table 1. Cell contents observed frequency and percentage of considered group. Table shows how often the 3 values of Col 1 occur together with each of the 4 values of Col 2. The first number in each cell of the table is the count or frequency. The second number shows the percentage of the entire table represented by that cell. For example, there were 150 times when Col 1 equals 1 and Col 2 equals 1. This represents 34.32% of the total of 437 observations.

Table 1. Frequency table for manager's approach by motivation intensity (own study)

Approach	Level of motivation								Row Total	
	1 – very high		2 – rather high		3 – average		4 – rather lower*			
1 – participative	150	34.32%	190	43.48%	19	4.35%	1	0.23%	360	82.38%
2 – neutral	13	2.97%	33	7.55%	9	2.06%	0		55	12.59%
3 – authoritative	9	2.06%	8	1.83%	5	1.14%	0		22	5.03%
Column Total	172	39.36%	231	52.86%	33	7.55%	1	0.23%	437	100.00%

* No respondent sign "low" level of motivation.

In using Chi-square test, the statistic value is 20.662, Df = 6, and p-value is 0.0021. Since the p-value is less than 0.05, we can reject the hypothesis that rows and columns are independent at the 95.0% confidence level. Therefore, the observed value of Col 1 for a particular case is related to its value for Col 2. The statistics in Table 2 measure the degree of association between rows and columns. Of particular interest are the contingency coefficient and lambda, which measure the degree of association on a scale of 0 to 1. Lambda measures how useful the row (or column) factor is in predicting the other factor. For example, the value of lambda with columns dependent equals 0.0049. For those statistics with P values, p-values less than 0.05 indicate a significant association between rows and columns at the 95% confidence level.

Table 2. Summary statistics (own study)

Statistic	Symmetric	With Rows	With Columns
		Dependent	Dependent
Lambda	0.0035	0.0000	0.0049
Uncertainty coefficient	0.0278	0.0361	0.0226
Somer's D	0.1296	0.0999	0.1846
Eta		0.1980	0.1527

Note: This means that there is a 0.4854% reduction in error when Col 1 is used to predict Col 2.

Dependence of the setting work tasks and the work motivation intensity

According to assumption the setting work task is related to the motivation level (Nakonečný, 1992; Hitka & Sujová, 2008; Blašková, 2009; Pohanková, 2010), we also tried to monitor whether the intensity of motivation to quality work (Col 2) is influenced by (dependent on) the manner, in which the superior assigns work tasks to his/her employees (Col 1). One or more out of 4 offered options could be marked (shown in Table 3). In using Chi-square test, $Df = 9$, the statistic value is 31.96, and p-value is 0.0002. Since the p-value is less than 0.05, we can reject hypothesis that rows and columns are independent at 95.0% confidence level.

Table 3: Frequency table for way of tasks assigning by motivation intensity (own study)

Character of tasks assigning		Level of motivation				Row Total
		1 – very high	2 – rather high	3 – average	4 – rather lower*	
1 – demanding but achievable tasks in which employee can utilize all his potential		87	78	6	1	172
		20.14%	18.06%	1.39%	0.23%	39.81%
2 – clear and intelligible goals which can become a motivation and challenge		70	125	16	0	211
		16.20%	28.94%	3.70%	–	48.84%
3 – simple and unpretentious task which will not very demanding and instigate dissatisfaction		1	9	3	0	13
		0.23%	2.08%	0.69%	–	3.01%
4 – tasks without regard to employee's skills and motivation, superior's priorities are important		12	17	7	0	36
		2.78%	3.94%	1.62%	–	8.33%
Column Total		170	229	32	1	432
		39.35%	53.01%	7.41%	0.23%	100.00%

* No respondent sign "low" level of motivation

From Table 4 flows for those statistics with P values, P values less than 0.05 indicate a *significant association* between rows and columns at the 95% confidence level. The value of lambda with columns dependent equals 0.04434. This means that there is a 4.434% reduction in error when Col 1 is used to predict Col 2.

Table 4. Summary statistics (own study)

Statistic	Symmetric	With Rows	With Columns
		Dependent	Dependent
Lambda	0.0637	0.0814	0.0443
Uncertainty coefficient	0.0367	0.0346	0.0391
Somer's D	0.1988	0.2053	0.1927
Eta		0.2332	0.2273

Dependence of the performance appraisal objectivity and the motivation intensity

We consider an important relation to be the relation of objectivity of employees' work performance appraisal (Col 1) and/versus level of motivation (Col 2). Many methods of appraisal are currently used. In addition to classic methods, such as appraisal on the grounds

of quota or set aims fulfillment etc., the method called mystery shopping has been also started to be used. This is a method, which is demanding with regard to preparation and implementation, but which provides more objective results than other methods (*e.g. Jankal & Jankalová, 2011*). The question whether respondents think the appraisal from the part of their superior to be objective was answered as follows: 1 – yes, 2 – usually yes, 3 – sometimes, 4 – usually not, 5 – no (Table 5). In using Chi-square test, $Df = 12$, the statistic value is 48.209, and P-value is 0.0000. Since the P-value is less than 0.05, we can reject the hypothesis that rows and columns are independent at the 95.0% confidence level. Also, the value of lambda with columns dependent equals 0.0049 what *indicates a significant association* between rows and columns at the 95% confidence level.

Table 5. Frequency table for appraisal objectivity by motivation intensity (own study)

Appraisal objectivity	Level of motivation									
	1 – very high		2 – rather high		3 – average		4 – rather lower*		Row Total	
1 – yes	58	13.39%	58	13.39%	3	0.69%	0		119	27.48%
2 – usually yes	89	20.55%	129	29.79%	11	2.54%	0		229	52.89%
3 – sometimes	21	4.85%	38	8.78%	13	3.00%	1	0.23%	73	16.86%
4 – usually no	2	0.46%	3	0.69%	4	0.92%	0		9	2.08%
5 – no	1	0.23%	1	0.23%	1	0.23%	0		3	0.69%
Column Total	171	39.49%	229	52.89%	32	7.39%	1	0.23%	433	100.00%

* No respondent sign “low” level of motivation

Dependence of the communication effectiveness and various types of motivation

Many authors present in their publications that interpersonal relations in the workplace have a significant impact on the performance, success rate, willingness, creativity etc. of employees and managers (*e.g. Figurska, 2003; Gagné & Deci, 2005; Dutton & Ragins, 2007; Tršková, 2015; etc.*). We assumed that the dependence of effectiveness and openness of communication and strength of motivation on quality work, motivation for improvement of knowledge and skills, motivation for submitting new proposals and efficiency of processes and motivation for cooperation with superior (and the management of the organization) will also be confirmed. The dependence was confirmed in all cases. For illustration, in Table 6 we present results in the area of submitting new proposals. Testing the independence by Chi-square test, the statistic value is 358.012, $Df = 16$, and P-value is 0.0000. Since the P-value is less than 0.05, we can reject the hypothesis of independency at the 95.0% confidence level.

Table 6. Frequency table for communication quality by motivation to suggestions (own study)

Effectiveness of communication	Level of motivation											
	1 – very high		2 – rather high		3 – average		4 – rather lower		5 – low		Row Total	
1 – yes	129	3.88%	458	13.78%	275	8.27%	32	0.96%	6	0.18%	900	27.08%
2 – usually yes	99	2.98%	629	18.92%	621	18.68%	91	2.74%	12	0.36%	1452	43.68%
3 – sometimes	40	1.20%	228	6.86%	336	10.11%	86	2.59%	21	0.63%	711	21.39%
4 – usually no	15	0.45%	36	1.08%	92	2.77%	40	1.20%	15	0.45%	198	5.96%
5 – no	4	0.12%	18	0.54%	18	0.54%	13	0.39%	10	0.30%	63	1.90%
Column Total	287	8.63%	1369	41.19%	1342	40.37%	262	7.88%	64	1.93%	3324	100.00%

Decisive factors of change of the former versus current motivation

The motivation is individualistic – each individual's behavior is motivated by the various, individually different motives (*Thomas, 2000; Clegg, 2001; Armstrong, 2009; Wziatek-Stasko, 2012; Bender et al., 2012; Lisiak, Modeln & Lee, 2012; Raišienė & Vilké, 2014; etc.*). In the attempt to create a model of decision making influences acting on the motivation, it is important to mention also the frequency of factors that have changed previous motivation of respondents. That means that we examined which influences decided about the change of the former motivation as compared to the current motivation of respondents. We determined the list of factors offered in this closed question tentatively on the grounds of our experience and assumptions of the research. Respondents could mark several predefined factors (Table 7). The above said implies that there is a considerable number and quality of influences that substantially act on motivation and impacts on it.

3.3. General discussion

The survey confirmed the assumption that motivation is a dynamic category, the resulting form of which is decided by various organizational and private factors. The strength of such factors can change in the work life of employees. For example, in comparison with our previous research realized in 2006 (number of Slovak respondents N = 950; men N = 452, women N = 498; employees N = 782, managers N = 168), 26% of respondents have confirmed the absolute correctness of the performance appraisal (in comparison with only 21.63% of respondents in our present research). These expressions correspond with an assumption the motivation quality is impaired/decreased by environment factors: in 2006, 29.67% of employees and 34.52% of managers have expressed their motivation for high quality of work done is very high, versus 20.17% of employees and 39.36% of managers in present research. Differences of these results evoke different ways of experience and decision making impact upon the individual's motivation level.

Table 7. Expressions of factors frequency determining the motivation change* (own study)

Defined factor of motivation change	Number of expressions		
	Men	Women	Totally
The slow maturation and development of own personality	621	631	1 252
Significant success in the work area	714	511	1 225
Achieving a long-desired goal	475	381	856
Satisfaction in partner life	447	378	825
Awareness of their own qualities and benefits	411	372	783
Survival of an joyful extremely, pursuing event	258	245	503
The success and happiness of the child	250	232	482
Long-term fatigue, stress, perceived burnout	217	263	480
Meeting and knowing weighted, respected man	228	174	402
Negative, demotivating influence of superior	216	182	398
The feeling of frustration, pessimism, and depression	126	133	259
A large failure/failure in the work area	137	111	248
Death of a loved one or friend	110	120	230
Disappointment in partner life	82	60	142
The expression of latent needs	69	70	139
Failure, unfortunate of the child	26	30	56

* Because of the respondents could choose more factors, the number of answers is higher than the number of respondents.

Implications for motivating – model of decision making aspects of the motivating

Motivators should respect (in decision making about making the motivating as an intentional process of acting on the individual and group motivation of higher quality) especially impacts and factors depicted in the Figure 1.

Motivation is understood as an intra-psychical process (*Tureckiová, 2004; Nakonečný, 2005*) and condition, which is the result of many decisions of its bearer – the individual himself/herself. Motivating is an inter-psychical process acting on the condition and intensity of achieved and continuously influenced motivation (*Soanes & Stevenson, 2003; Armstrong & Stephens, 2008; Blašková & Blaško, 2011*).

In other words, motivating as the process consists in the model of 6 stages. The original motivation marked in Figure 1 as Original motivation (I) is gradually more and more changed and processed by these stages. The individual adapts his/her behavior to perceived stimuli and impacts. Intra-motivational processes cause that the original motivation is by their implementation gradually developed (let's hope that in a positive direction) onto the Influenced motivation (II).

Model is intended to define key decision makings elements and factors causing upon the process of motivating. According many authors (*Majtán et al., 2003; Armstrong, 2009; Wellington, 2011; etc.*) this process consists of these basic phases: motives (needs) analysis, (organization's, team and individuals') possibilities and capacities analysis, setting motivation objectives, setting ways of objectives achievement (motivation program creation), application of the motivating (motivation program implementation), and feedback (need fulfillment, satisfaction).

Some of motivational influences and impacts can be perceived as intentional, induced systematically. Others are accidental and often occur spontaneously. Some influences occur in the environment of the organization – they are caused by employers, colleagues, managers, public, etc. Others are of purely private nature; but together with organizational ones impact the motivation (*e.g. Porter and Lawler, 1968; Nakonečný, 1992; etc.*). The important thing is that many decision making processes take place in each stage of the motivational process, whereas some are more complicated than others, but together they decide about the resulting quality of the motivational process and achieved quality and intensity of motivation.

Limitations and further research

One limitation of the presented research can relate to the geographical point of view. The survey was performed in the Central European country. Historically, it is a country inhabited by Slavs who in certain aspects differ from inhabitants of other countries and continents. Cultural metacognition may be especially critical to collaborative relationships because of its effects on communication quality and ultimately intercultural trust (*Chua, Morris & Mor, 2012*).

Another limitation can be the current period in which the survey took place. The present is still marked with after-effects of the financial crisis, whereas the crisis of social relations is fully developing. An economic contraction induces a motivation towards avoiding negative outcomes (i.e., financial losses), while an economic expansion motivates individuals to achieve positive outcomes (i.e., financial gains), (*Millet, Lamey & Van den Berg, 2012*). That means that it is suitable to apply other, more economical motivational tools deciding about the resulting intensity of motivation (*Hinkin & Schriesheim, 2009; Vetráková et al., 2011; Tomšík & Duda, 2013*).

From the methodological point of view, the presented research was performed by the quantitative technique – by questionnaire. It would certainly be beneficial to perform a research in the area of motivational relations also by a qualitative method – series of interactive interviews with respondents. However, that requires extensive research and multi-

author efforts, including international research teams. Similar initiative starts in the shape of international academic network HPD CEEUS – Human Potential Development in Central and Eastern European Union States (*HPD CEEUS, 2012*).

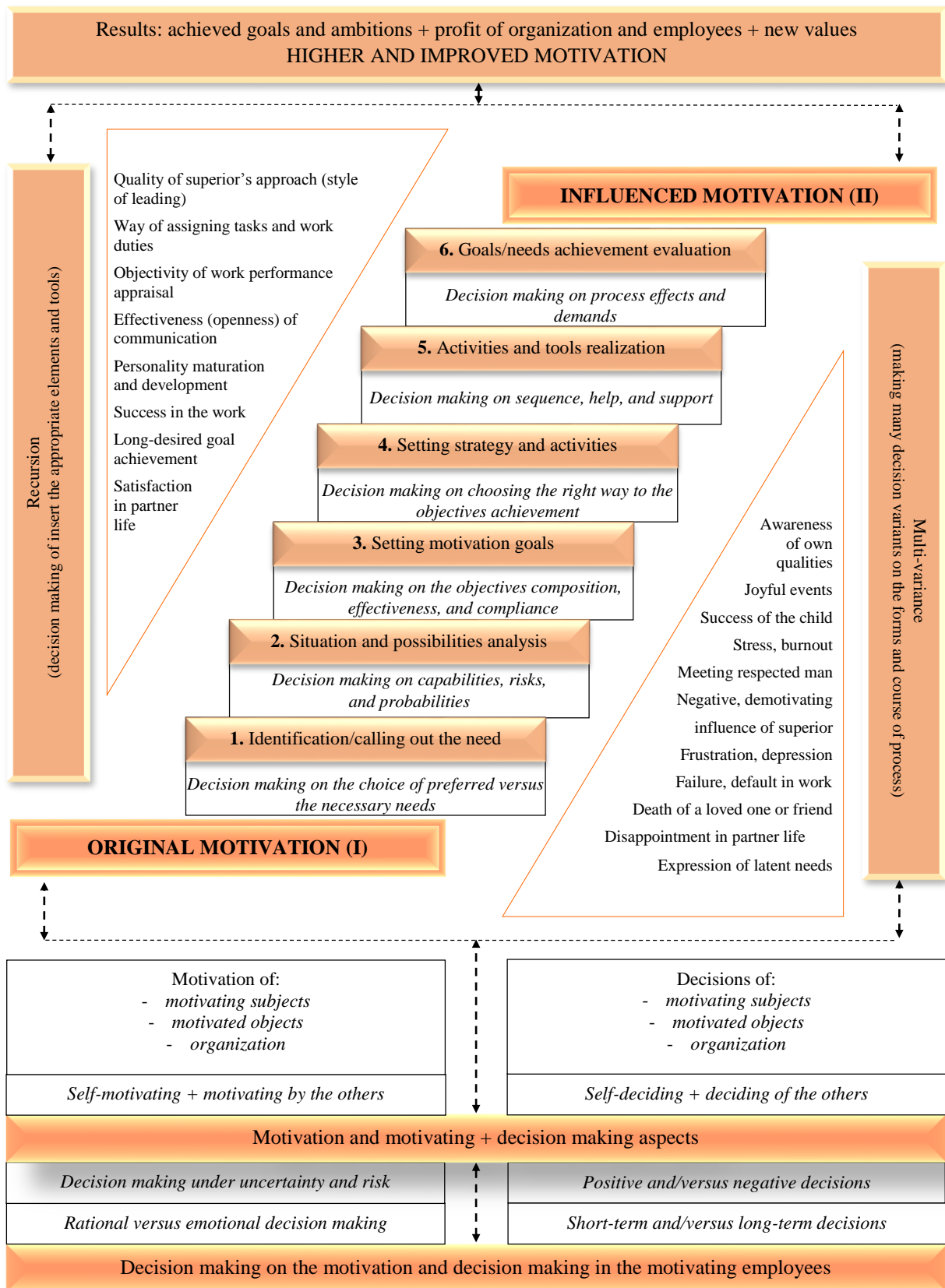


Figure 1. Model of decision making aspects of motivation and motivating (own study)

It would be suitable to continue also with further meta-analytical efforts and to make comparative researches, examining time relations and perspectives of motivation and motivating, namely by meta-analyses of researches of other author teams coming from various countries and examining motivation in longer time perspective. The comparison and resulting synthesizing can significantly shift limits of research knowledge.

5. Conclusion

Successful business leaders, who are close to their customers and employees, know that inspiring, motivating, and training their people are the best ways to deliver outstanding services to differentiate them from competition (*Lendel & Kubina, 2008*). We can relate this opinion to the research result of *Tigu et al. (2015)*: “The employees of social entrepreneurs are mostly intrinsic motivated and financial rewards are not the prime element that determines them to work in a social economy organization,” – motivation is individualistic and variable.

We confirmed in the paper hypotheses H1 of our survey that there is a dependence of felt motivation and/versus type of approach from the part of the superior (style of leadership), assignment of work tasks, objectivity of appraisal and effectiveness (openness) of communication from the part of the superior. This could be confirmed also by the survey results of many authors (*Alderfer, 1972; Harlander, 1989; Collins, 2001; etc.*). We also succeeded in determining the frequency of factors that are most decisive concerning the change of current versus former motivation. The high rate of answers of respondents in this question (rate of marking offered options) leads to the conclusion that the assumption defined in the hypothesis H2 was confirmed as well. It corresponds with the ideas of further well-known scientists (*Maccoby, 1988; Stýblo, 2008; Amabile & Kramer, 2010; Jelačić, 2011; Wziatek-Stasko, 2012; etc.*). Moreover, we compared results in the area of level of motivation to work with results of our previous research (of 2006). Found differences imply that motivation in the period of difficult economic and social conditions is continuously being reduced, whereby it can negatively impact the level of performance of an organization as well as whole economies.

The paper therefore implies that **motivation and motivating are closely interconnected**. They form important phenomena of the current management and due attention should be paid to them. One of the ways can be directing the attention especially to many decision making processes taking place in the motivating process. Quality of all taken decisions has direct impact on the quality of achieved motivation and success of implemented motivational processes.

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