THE MODEL OF MOTIVATING PLANNING AND PLANNING MOTIVATION

MONIKA KERESTEŠOVÁ

Abstract

Until recently, planning has been for many managers the synonymous for calculation and financial planning. Therefore planning is often just domain of financial units. This limited understanding of the position and importance of planning in companies prevents the use of the full power in modern systems of planning. It is turning out that „normal" planning is not sufficient and it is necessary to reorganize the planning system to meet the demanding conditions, which the competitive pressure nowadays brings in open markets. The aim of this contribution is to analyse and suggest an advanced system of planning that can capture and integrate all activities and departments of the organization and so demolish the usage of isolated departments, in which are used different procedures, different tools and logic operations, which generally are not compatible with the rest of the organization.

Motivational planning means that the organization has made clear short-term and long-term goals and that what its employees need to achieve them. The fulfillment of this principle from organization required having a plan with clearly defined short-term and long-term goals, and this plan must understand each hierarchical level in the organization. The organization must develop its employees in accordance with these objectives, and employees must be aware of how they can contribute in achieving the goals of the organization. If the organization wants to be successful, it must try to connect all the factors and principles of effective and motivating planning and to reach their synergistic effect, which can be achieved in a systematic process of creation and integration of planning and motivation in the organization.

Key words: planning, goals, planning and motivational process, motivation, motivating, human potential.

Classification JEL: M12 – Personnel Management

1. Introduction

Planning is the limited by precision of the information and the uncertainty of the future. The defense is flexibility of plans, reasonable degree of independence managers and the possibility of a wider interpretation of the plans by their implementers *(Majtán, 2005, p. 56)*. However, this can be problematic, especially if the plan is firmly established in the financial barriers of organization. Classical planning can suppress the initiative because it predetermines activity of manager for performance of the tasks. Parameters of plans can't be regarded as a constant value. The modern plan is a variable value and successful manager involves in the development plan the majority of individuals in organisation. The result is higher participation in the planning, the inflow of new ideas and professional result. Modern trend – it is the ability to adapt to market, innovation, new thoughts and ideas.

It is always necessary to look at the planning from the psychological and sociological sight, it is the main participants of planning processes are people whose decisions are always influenced by their motivation (or demotivation) and by the expected impact of the specified objectives and prepared plans. For this reason, it is appropriate to consider the connection of planning on motivation and encourage individuals and groups in the organization, and also on other hand, relation of motivation and encouraging on planning and quality specified objectives and plans.

Modern dynamic motivational system of planning destroys these artificial barriers and integrates the organization as a whole with all its parts by unifying processes, practices and

tools by the way that it integrates the view of managers and employees on the objectives of the organization and the ways of their achieving.

Change of the approach with an emphasis on motivation and motivating of human potential allows better implementation of strategy and plans of the organization. As practice has showed, the essence of the new approach is reshaping of the planning process to process of identification of new opportunities and increasing values. Doing planning better – it means to use the process of motivation and encouraging for finding new opportunities, understand them, or to react immediately to threats. Strategic Business Management by Š. Slávik states that „tight harmony between planning and motivation has a positive impact on the willingness and interest of the employees for the realization of the objectives and plans of the organization,“ *(1999, p. 253)*. Changed motivating approach creates the way for co-operation and integrates effort to move forward.

2. The survey used to ascertain the level and dynamics of motivation and planning

In effort to get the greatest number of relevant information regarding the real motivation of employees and managers, and particularly its dynamics, information regarding planning in organizations and interconnected to the motivation was carried questionnaire survey out in conditions of Slovak manufacturing and non-manufacturing organizations.

The aim of the survey was to analyse and review the current status and practices in the area of planning and motivations in real organizations in the Slovak Republic. The intention is to collect testimonies of the respondents on the dynamic aspects of motivation, whether it was the factors that cause change in the motivation from the current to the past, the overall level of the motivation, spectrum and efficiency of motivation tools, flexibility in their application needs and the impact of changes due to the passage of time, motivating need for planning, development and necessity for incentive plans, resp. programs, etc.

For elementary scientific research hypotheses were considered in terms of examining the dynamics of motivation and planning established the following thought assumptions:

- Hypothesis No. 1: There is dependence between the applied method of planning in the organization and management approach and cooperation between management personnel and employees.
- Hypothesis No. 2: The introduction of consistent (motivating) planning process, which includes participatory creating of goals with individuals in organization to increase the motivation of human potential.
- Hypothesis No. 3: At least of 60% respondents are willing to increase their efforts in case there will be planned motivating approach in relation to them.

The collection of data was carried in two basic ways, by personal interview and by questionnaire. Personal interviews and receiving of questionnaires also preceded telephone contact or communication by email. The aim of these initiatives was the introduction yourself and a request for participation of the organization to this research. The result of communication was an agreed date of meetings and conduct interviews related to completing the questionnaire or refusal from a various grounds. Even though the fact that the current period is affected by the effects of the financial crisis, several executives feel effort to become involved to the research.

Representativeness of the sample and the reliability of the research results have been provided whereas 1946 employees from the Slovak Republic attended in this research. Total executives were 307, including 170 men (55.37%) and 137 women (44.63%), their average age was 41.73, average experience 18.55, the highest achieved education was academic and

the most of them were represented in middle management positions. Employees were totally 1 639, of this number were 669 men (40.82%) and 970 women (59.18%), their average age was 38.09, experience 15.86 and the highest level of education was high school.

The part of research was a qualitative data collection; too, its successfulness was at 73.4%, because personal meetings and interviews were conducted with 66 managers.

Table 1. Respondents identification according to the age, length of experience and level of education

Respondents age		Experience		Level of education	
Interval in years	Number of respondents	Interval in years	Number of respondents	Level of education	Number of respondents
0 – 20	36	0 – 5	436	primary	330
20 – 30	489	5 – 15	545	secondary	836
30 – 40	568	15 – 25	517	university	755
40 – 50	556	25 – 35	350	Phd.	23
50 – 60	278	35 – 45	97	professor	2
60 – 70	19	55 a more	1	-	-

Source: own study

The most important findings of the research

It was very important to obtain the views of respondents regarding how in an organizations approach superiors to their subordinates, how they lead them, what are their mutual cooperation and the openness.

Most of executives (86%) reported that approach to their employees is participatory. The most of them is represented in middle management position (48.21%), in the top position (19.86%) and finally in the lowest position (17.59%). Only 9% of managers reported that their leadership is neutral and 5% of managers lead their subordinates authoritative.
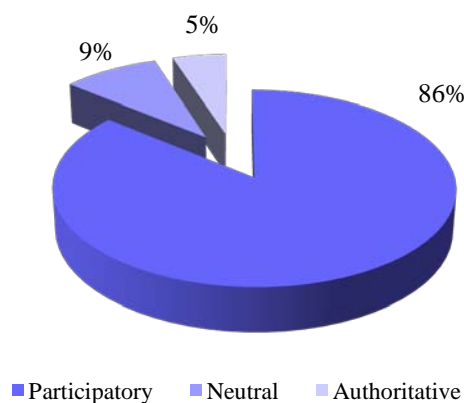

Figure 1. Statements of managers regarding their approach to subordinates
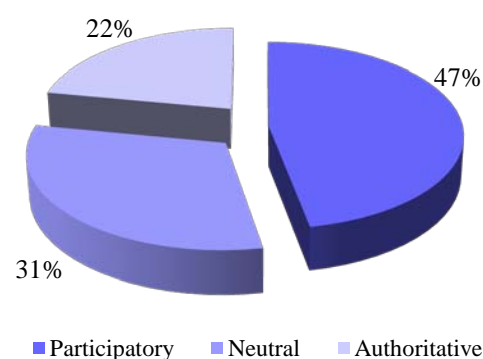
Source: own study

Figure 2. Statements of employees regarding approach of managers

Source: own study

Arguments of the employees how their superiors approach to them are conflicting with managers' arguments. Although 765 employees (46.67%) mentioned access superiors as a participative, and 493 employees (30.08%) reported management as a neutral and 349

employees (21.29%) reported management as an authoritative. 32 respondents (1.95%) did not answer.

Although some managers accessing participative to their employees, i.e. they create the space for their self-realization, responsibility and decisions, in planning is participation not over. The evidenced is following results obtained from personal interviews with executives.

Table 2. Applied planning procedures in organizations

Planning procedures	All organizations		Manufacturing organization		Non-manufacturing organizations	
	Absolute frequency	Relative frequency	Absolute frequency	Relative frequency	Absolute frequency	Relative frequency
Top down	26	39.39%	15	31.25%	11	61.11%
Bottom up	11	16.67%	10	20.83%	1	5.55%
Combined	29	43.94%	23	47.92%	6	33.33%

Source: own study

Table 3. Size of organizations profits according to the implemented planning procedures

Profit size	Top down		Bottom up		Combined	
	Absolute frequency	Relative frequency	Absolute frequency	Relative frequency	Absolute frequency	Relative frequency
Above average	0	0	6	54.54%	4	13.78%
Average	8	30.77%	5	45.45%	17	58.62%
Below average	8	30.77%	0	0	6	20.69%
Naught	6	23.07%	0	0	2	6.89%
Soft loss	4	15.38%	0	0	0	0

Source: own study

Based on managers' statements from different organizations on the procedures of planning, the combined method (43.94%) and a top down method (39.39%) are dominated. Combined planning using combined bottom-up and top-down dominates rather in manufacturing organizations (47.92%) and only the top down planning is more interesting for non-manufacturing organizations (61.11%). Bottom up planning is used only by 16.67% of the organizations. Paradoxically organizations that use bottom-up planning, achieve the highest profits. The average profits reach organizations that use combined planning, organizations, which apply top down planning make minimum profits (average, below average, naught or deficit).
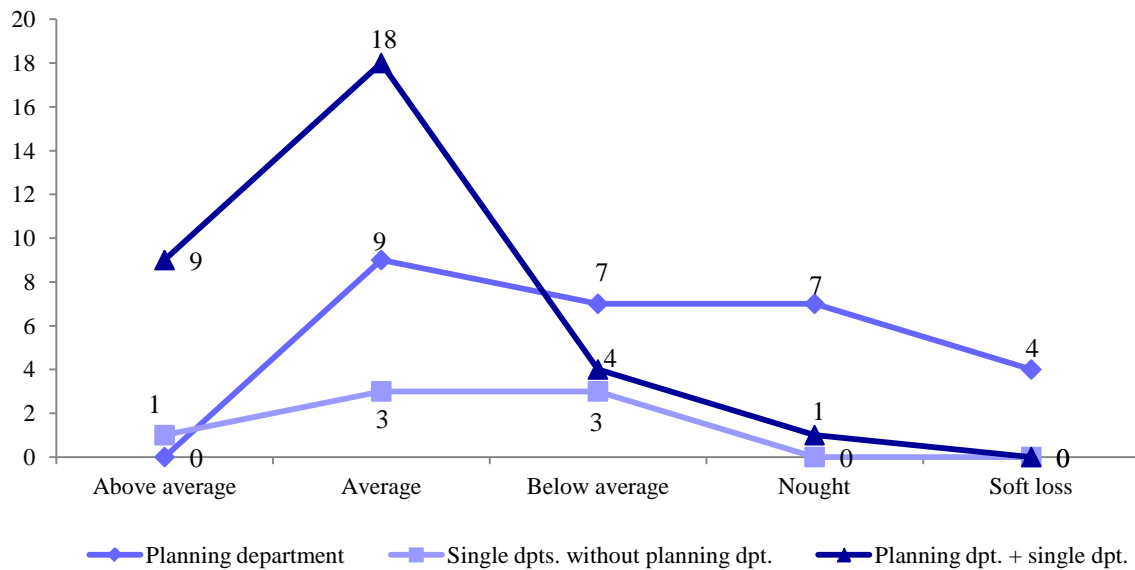
Figure 3. Size of the profit according to the level of planning centralization
Source: own study

The way which use the managers in the performance appraisal and implementation of objectives and targets, identified following statements and their associated responses of employees and managers.

Table 4. Procedure of the employees performance evaluation performed by managers

Ranking	Statements*		
	All employees together		Employees in %	Managers in %
In evaluating performance is unbiased and fair	894	45.94%	40.33	75.90
In advance inform about the all objectives and criteria for assessing	600	30.83%	28.37	43.97
Enables to use determining the objectives and criteria for assessing	250	12.85%	12.08	16.94
Allows exceed the established criteria and appreciates a higher performance	391	20.09%	17.88	31.92
In assessing is an unbiased and fair	266	13.67%	14.52	912
Notify in advance only some of objectives, criteria and requirements of evaluation	196	10.07%	10.92	5.54
The objectives and evaluation criteria set himself, without the participation of employees	471	24.20%	26.48	12.05
Performance increase does not appreciated	414	21.27%	24.65	3.26

* Because of the respondents could choose more than 1 answer, the sum of answers is not equal 100

Source: own study

In the final analysis we can stated that given a mandatory approach is superiors rating perceived rather than unfair, incorrect and sometimes as biased while more power is not always sufficiently appreciated and rewarded, communication is not always open and

effective collaboration and managers with employees is usually only partially allowed. Employees feel less degree of cooperation with superiors, because only 479 (29.23%) of them given only partial responsiveness and the ability to express their views and 205 (12.50%) stated that they had no opportunity to share their ideas and suggestions with regard to the small the openness by their superiors.

Based on these overall conclusions of statistically surveyed data to support the opinions of experts on this issue and relying on starting points of literature, the hypothesis No. 1 can be considered as a confirmed.

Generally, organization success is directly linked to its ability to recruit, retain and motivate people. Their creative potential, knowledge, skills and abilities constitute the basis for innovations and continual growth. Under circumstances of uncertainty or even crises managing human capital and potential as well as motivating employees to use their capital for the benefit of the company is even more important than under favourable conditions *(Elexová, 2010)*.

According to E. Kolasińska, investing in knowledge human potential and his planning motivation will bring tangible benefits in the form of enterprise development and the increase in their entrepreneurship, modernization, organizational and personal changes, construction of a modern technological facility and increase in the competence of human potential *(2012, p. 188)*. T. Amabile presents that creativity is a germ of any innovation, while the psychological perception of innovation (materialization of human ideas in life) influences motivation to generate new ideas *(1996, p. 1154)*. Creativity of human potential and its participation on goals and plans are put into practice in specific products, processes or services, are the most important factors which ensure existence and success of an organization in the long run *(Carol et al., 2011, p. 30)*.

The fact which factors managers and employees take account in planning and deciding on objectives and plans, motivate them when referred to Figure 4. F. Harris and J. Moran consider that culture (motivating and planning) gives people sense of identity, consisting of mission, goals and understanding of values *(in: Dubkevičs, 2009, p. 1841)*. Human needs are an important part of human nature. Values, beliefs, and customs differ from country to country and group to group, but all people have similar needs. Motivating leader must understand these needs because they are powerful motivators *(Leadership…, 2011)*.

The meaning motivating factors raise the intrinsic motivation, effort, volition to do the job. It is all about goals and expectations, the basic driving forces, increasing motivation to executives and employees for performance in the work process. The targets are the factor of self-motivation which takes into account essential workers right in planning and deciding whether the work and the role have meaning and purpose for them.

Using these factors managers and employees are motivated to fulfill not only their personal goals, but also set the overall objectives of the organization, anchored in the individual plans. Because of the foregoing, objectives are the basic motivation for all individuals, it is therefore important to become part of the planning process (whether it is a stakeout and goal setting, as well as their performance and feedback), then the planning process can be considered as a motivating, thus enabling and capable of increasing the motivation of individuals, the human potential. Simultaneously can be regarded a hypothesis No. 2 as a confirmed.
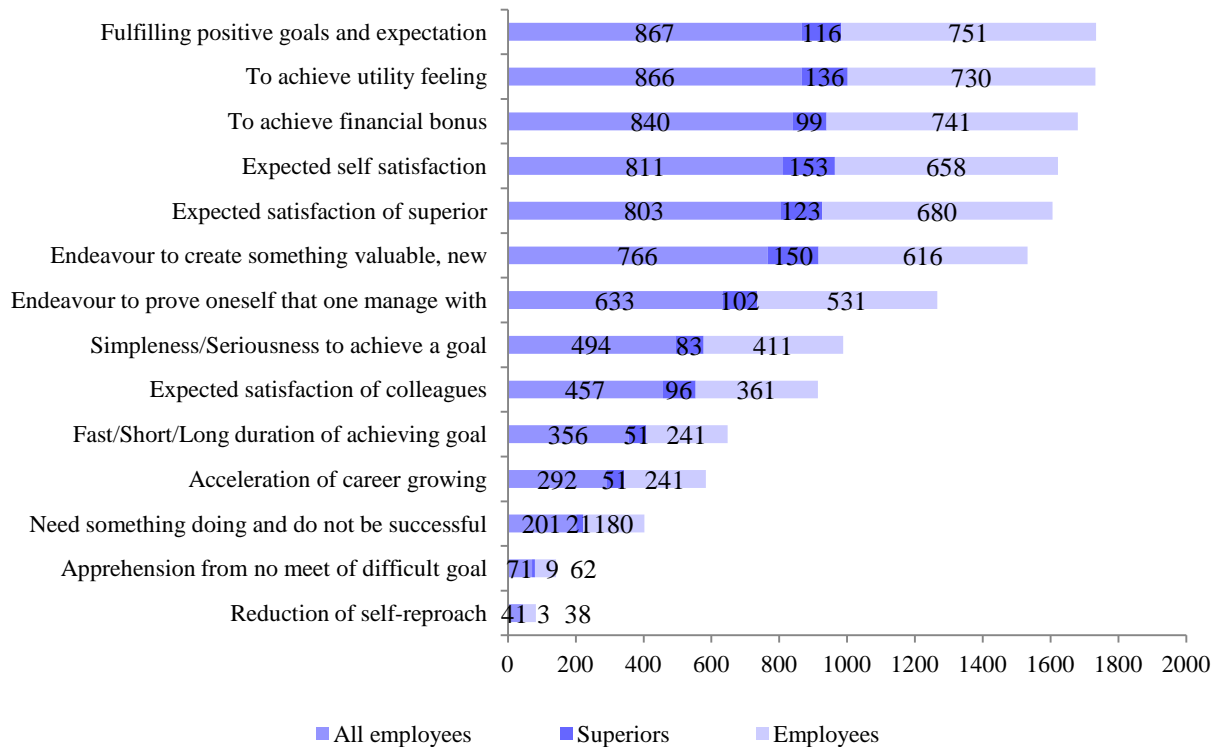
Figure 4. Factors of self-motivation managers and employees in planning
Source: own study

Hypothesis No. 3 in the overall focuses mainly on planning motivation and subsequent correlation between motivation and planning. The aim is to analyse and determine the validity of the assumption, as follows: in case, if the planned approach to motivate employees and managers, thus their motivation increasing and effort to work more efficiently and better, too. Relevance of the hypothesis convincingly documents the Table 5.

Until 1 511 employees from all respondents (77.65%) answered that their efforts would increase if the motivation in the organization is scheduled. Similarly a high percentage is managers (78.55%) and the employees (76.96%). Regarding to splitting a group of men and women, men statements an increase in effort (motivation) due to improvement through planning represent 78.55% (72.94% of the managers and employees 79.97%) and 76.96% of women (70.07 of the managers and employees 77.94%). Based on these high values of respondents' statements (more than 70% of the total, which is more than 2/3 of all respondents) to increase the overall level of their effort assuming the motivation and incentive approach is directly confirm a hypothesis No. 3.

Moreover, the expected improvement of planning and work effort (by reaching terms of employees and managers about a similar value: more than 45%!) very strongly underlines the importance of a potential return to more efficient, more dynamic, more personalized and more creative scheduled motivation.

Confirmation the veracity of the hypotheses opens up considerable scope for all participants planning efforts and motivation: regardless of their level of motivation, individuals are ready and willing to improve the quality and the performance of the complex expected job performance. However, their motivation should be sensitively and systematically planned.

Table 5. The willingness of respondents to increase their efforts to motivate influence planning

Respondents answers	Men + Women		Men			Women		
	Count	% of total	Count	% of total	% of men	Count	% of total	% of women
All respondents together								
Yes	1511	77.75	659	33.86	78.55	852	43.78	76.96
At an average +	of 44.92%		of 42.94%			of 46.46%		
No	347	17.93	150	7.71	17.88	197	10.12	17.80
No opinion	88	4.52	30	1.54	3.58	58	2.98	5.24
Managers								
Yes	220	71.66	124	40.39	72.94	96	31.27	70.07
At an average +	of 37.70%		of 34.68%			of 41.61%		
No	79	25.73	45	14.66	26.47	34	11.07	24.82
No opinion	8	2.61	1	0.33	0.59	7	2.28	5.11
Employees								
Yes	1291	78.87	535	32.64	79,97	756	46.13	77.94
At an average +	of 46.15%		of 44.85%			of 47.08%		
No	268	16.45	105	6.41	15.70	163	9.95	16.80
No opinion	80	4.88	29	1.77	4.33	51	3.11	5.26

Source: own study

3. Motivation and motivating

According to R. Heller, motivation is „will to act" *(2001, p. 6)*. It is the internal state of soul of human which activates it and states to the move *(Berelson & Steiner, 1964, p. 239)*. A similar view also provides Kreitner, according him, motivation is „a psychological process that gives sense and direction for behaviour," *(in: Mallaya, 2007, p. 169)*. Although motivation is the effort made to achieve any goals and anywhere, this contribution focuses mainly on the behaviour in relation to the work and organization. In this context, motivation can be characterized as a „willingness to make significant efforts to achieve the objectives of the organization, on the assumption that the needs of individuals would be satisfied," *(Dědina & Odcházel, 2007, p. 90)*. It means that motivation stimulates employees to achieve certain goals, to overcome obstacles that stand against these efforts, and contributes to the formation of attitudes towards these goals, the tools of achieving them, etc. Because of this it is necessary motivation in organizations continually improve, strengthen, direct in the right direction (to fulfill the vision and objectives). This purposeful and systematic process can be described as motivating.

Motivating in terms of intentional process means that „... there where one recognizes that there are created conditions to satisfy his needs, the application of his interests, application his habits, filling his ideals, he express desire to satisfy the requirements of the person who created those conditions," *(Bedrnová & Velehradský, 1980, p. 61)*. This definition is completed by Czech author J. Plamínek, who understands the motivating as „the process in which you offer the man from whom something you need, satisfaction of his interests," *(2007, p. 11)*. Here it is necessary to understand the interests of other people. Interests are part of the internal structures of motivation, contents of internal activation, and motives of behaviour. Set

of motives which motivation presents, is generally in the literature divided into two groups, and that *primary motives* such needs, interests, ideals, and values that an individual feels in his internal feeling; and *secondary*, for example goals, desires, aspirations, ambitions, expectations which individual expresses.

To harmonise organizational objectives with individual objectives (interests) higher and lower levels of organization, perhaps even personal goals and needs of employees, it is one of the main tasks of managers in the planning process and process of motivation. Harmony in elementary objectives is necessary not only for success, but even for survival of any organization. According to L. Gratton, the most important for the success of the organization is „to inspire passion, enthusiasm, intention to fulfilling objectives of organisation and personal goals *(in: Nakonečný, 2005, p. 99).* It can therefore be said that the motivation and intentional motivating affects managers, colleagues and subordinates colleagues to carry out activities that contribute to the fulfillment of the vision, mission and goals of the organization and also to goals and aspirations of their own.

4.   Objectives and motivational-planning process

Objectives generally present for management and other management departments commitment to achieve concrete results in specific time *(Hittmár, 2006, p. 45).* According to S. Robbins, M. Coulter „unless if it is not clear what purpose or result is desired, it is not possible to formulate plans for their achievement. **Objectives are the basis of planning** *(Robbins & Coulter, 2004, p. 173).* In doing so, by the help of plans occurs to the communication and coordination of activities, and along with American authors R. H. Waterman, P. M. Senge warned that planning is based on learning, whereby there is creating a process that continually works to improve thought processes of business makers *(Waterman, 1988, p. 187).* Through planning and goals there is created a result-oriented efforts of all employees. J. Stýblo states that „it is an individual effort. Employees internalizes (interiorizes) specific objectives, which are not at the same time challenging. They must be achievable, visible and real. Then they can meet expectations and profit from expected outcome of their achievement *(Stýblo, 2008, p. 102).*

Highlighting the **expectation** as a motivating factor allows to manager to drive and lead employees through goals, combine their individual needs with the expectations and needs of the organization and he can achieve their greater performance and their interest in the goals and plans of the organization.

According Figure 5 follows that the principle of this model is based on an approach where objectives are transmitted from the top management in the direction down in the form of expectations, i.e. how this objective will be filled by individual organizational units. These expectations become targets for the middle management level, which again has to plan its achievement. Therefore formulates its expectations, which make themselves the objectives for the lowest management level. Executive management must again plan the fulfilment the goals, whereby it defines the goals and work tasks together with employees. In this way, there is ensured compatibility of objectives and activities at all organizational levels. It is a system of common creation goals and expectations in the direction down, which provides effective feedback, and thus allows early corrective measures.

Feedback is mediated through reports and regular consultation; superiors and subordinates have compared results with specified objectives. In case of divergence actual results from planned results it is necessary to take corrective measures through which they can achieve their objectives. Due to the efficient flow of information which are contained in the regular monitoring and evaluation of the implementation plan, abnormality, productivity and other indicators is senior management informed about problems that allows taking corrective

action and making informed decisions. Because that performance is regularly compared by the specified target (daily, weekly, monthly...), the differences can be quickly identified and corrective measures have bigger efficiency.
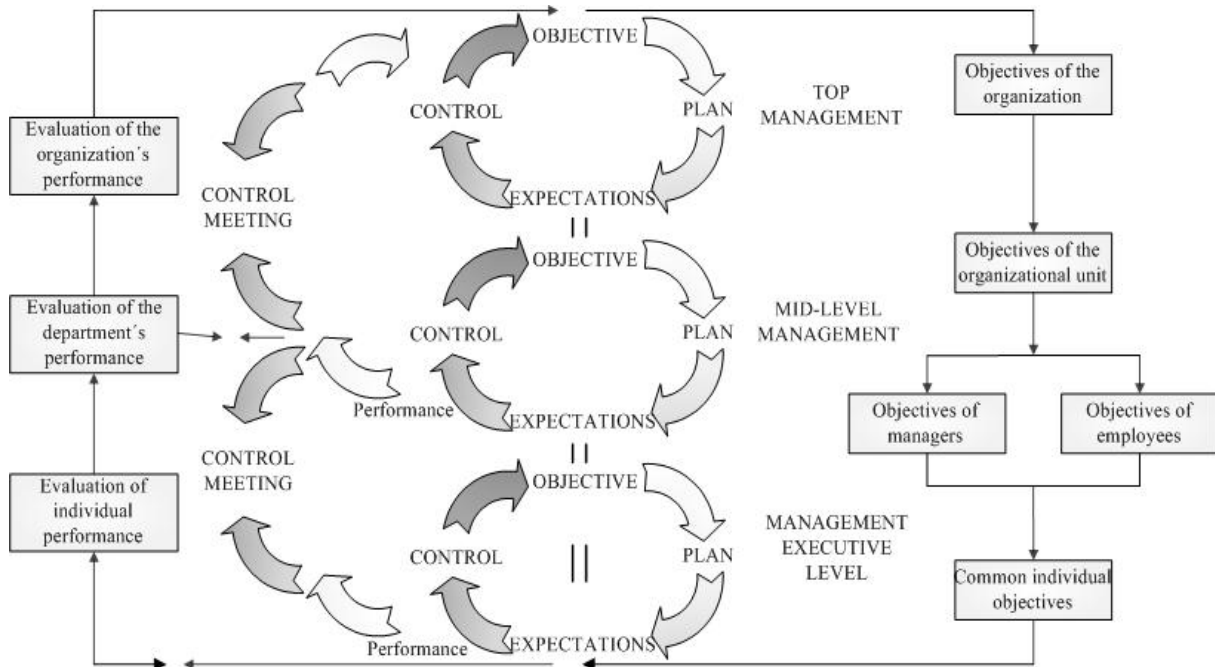

Figure 5. Motivational cycle of creation and transmission objective
The source: own processing

As the organization is composed of different departments, which are the result of its division of labour and it features by complicated intra-organizational cooperation, and organisation requires coordinated action of its individual parts, departments, units and employees, as well as planning to meet the objectives of the organization. Principle is that the global objectives of the organization are at various levels of management progressively elaborated to get in concrete form to the relevant sections of the base level of management and to the staff. It is important that every manager and employee has known exactly what is expected from him, whether if it is going about the volume or quality of production, productivity, consumption of raw materials and energy, sales, inventories, or amount of the claims. After information of managers at lower levels of management with a vision, mission, strategy and goals of the organization their supervisor can negotiate individual goals and that are objectives of managers and individual employees. Supervisor determines that which goals are achievable, how long it takes and with what resources; the main objective is to motivate employees by offering them the opportunity to participate in the creation goals.

There are no goals given to the employees, but it is given the opportunity them to formulate goals (managers and employees at different levels have the best knowledge of the problems). In the interest of the success of the organization and its effective action is necessary to specify goals, to which all employees are involved. Involving subordinates in the creation of goals and tasks can be associated with trust and delegation of authority, which is in understanding the employee as an opportunity for development and growth – it is tool of motivation. The result of the involvement of subordinates in the creation plans is to increase their identification with the organization and motivation to perform the tasks and goals.

Finally, the principle of commitment is reflected in the satisfaction of employees in the organization and their loyalty to organization.

In setting goals of units, departments and individual objectives is coming to confrontation effective security of needs of the organization with the needs and capabilities of individuals – managers and employees. Motivation to execute job, which regards individual needs, leads to higher job performance. The basis is assessing and satisfying basic motivational internal motives, incentives and expectations of the key parts, which are involved in. In order to align them, and then to plan work tasks according to personal and professional profile is necessary to develop managers in communication skills, i.e. verbal and nonverbal communication, active listening, assertiveness techniques and persuasion. Very important is also the training of managers on motivational interviewing (selection, orientation, assessment), which results is also the identification of additional needs, interests, ideals, including setting goals and the tools to satisfy all needs. Such communication in order to establish and achieve the goal is one of the most important stuff which manager deals daily. The result is a well thought out objectives whose fulfillment can be achieved by internally satisfying success (Figure 6: Model of motivating planning and planning motivation).

After carefully assessing intramotivating and motivating issues, needs of the organization and determine the direction (clear setting objectives) is made and accepted **common plan** that includes a schedule – timing order of activities (the best sequence of actions, their cohesion, material and time sequence, the required resources, the way of their security and effective application) and organization of necessary supportive measures which implement the plan, including motivation and encouraging. As connection motivating and planning is possible also understand the integrated set of measures which are aimed at systemic creating conditions for the development and stimulating employees and management, therefore common plan with agreed individual objectives which regard the psychological and social requirements to effective influence and motivating human negotiation and behaviour in work process, so called *motivational program*. It is called also a systemically and systematically prepared, reciprocally harmonized and implemented processes, activities and plans directing to building and strengthening motivation, performance and job performance of individuals and work teams *(Blašková & Hitka, 2012)*.

Approved and accepted the plan is the expression of a compromise between the intention of top management about the highest appreciation of the assets of the company and temporal, financial and human restrictions on the operational level of the organization.

The mentioned model of planning and motivation is more complex because it represents a systemic approach to motivating. Model shows that the motivation is not always simple and effective issue and it also means that managers should carefully review used compensation system. It is important that with perfect planning, clearly defined objectives, duties, responsibilities and applicable organizational structure include system „**effort – result – reward – satisfaction**" to the overall management system. Model shows the variable parameters that affect the level of individual motivation. The first it is individual's expectation that a certain level of effort and also expended energy brings the desired performance. The expectation has the character of subjective probability. Then there is the expectation that the performance brings a particular result, and with each result and each achievement is combined a certain value. The value attributed to the result of the individual's is called valence (individual value). Valencia reflects personal preference, i.e. if and to what extent is the result of person attractive or unattractive for this person. Results are responsible for major rewards (sense of achievement and self-realization), or additional rewards (e.g. working conditions, working status, etc.).
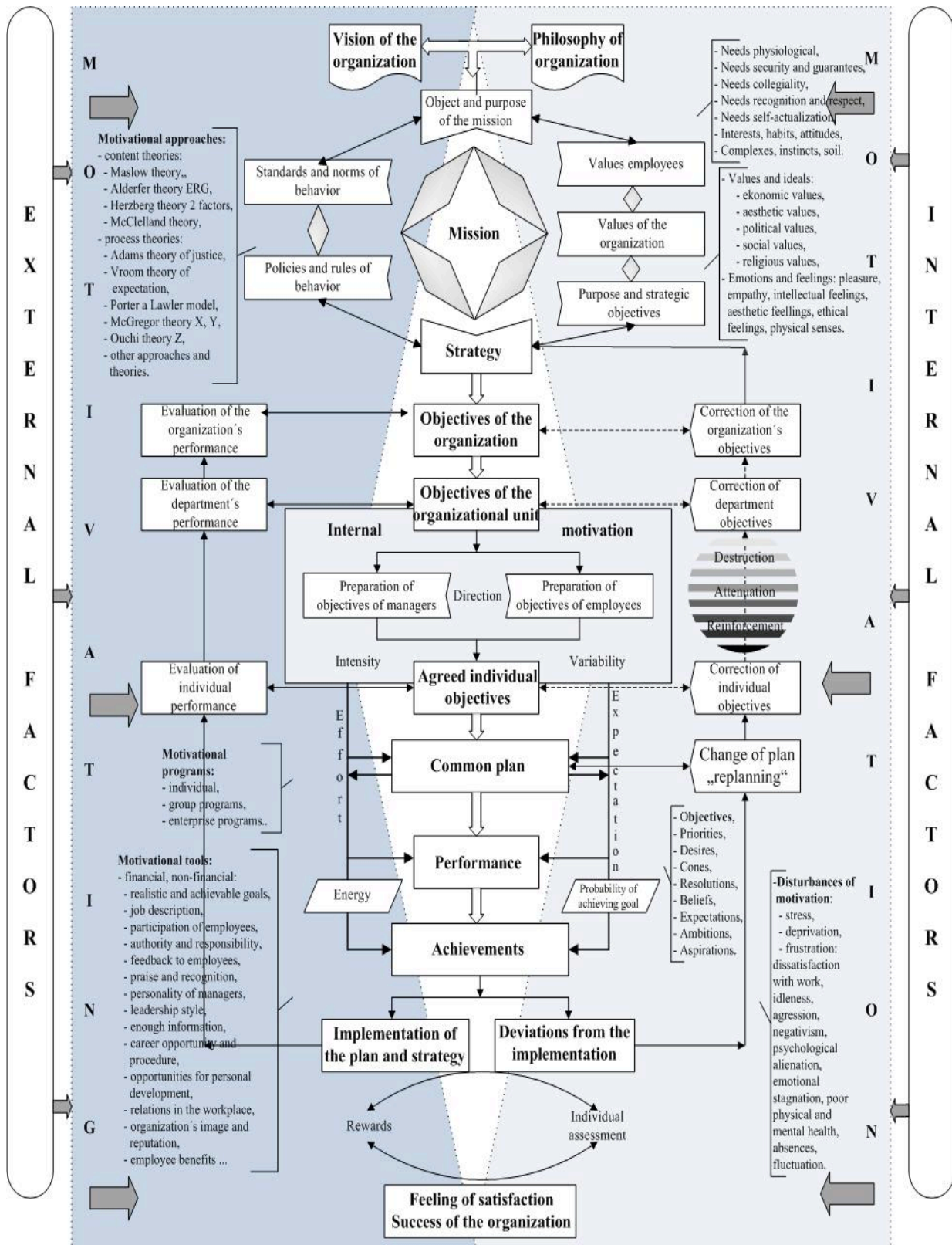
Figure 6. Model of motivating planning and planning motivation
The source: own processing

An employee who does not believe in what he has to do, is not motivated. He is also not motivated to achieve the goal, if he does not believe that his efforts would lead to a successful conclusion. The role of the manager is to create in all situations an environment, which is positive for achieving high performance. Manager can influence the preferences in way that he will perceive needs of employees; he will keep them in a way that helped to achieve the desired results and objectives. The goal is through the creation and use of motivators to affect the basic elements of human motivation by desirable way *(Nakonečný, 1992):*

1. Direction *(objectives)* – as an individual trying to do, what goals he wants to achieve,
2. Effort *(intensity)* – as strong, intense individual will be given to meeting the perceived needs and the goals,
3. *Persistent* – how long it will be on trying,
4. The fourth component, *variability* of motivated behaviour means that the same aim can be in various situational conditions achieved in different ways.

Planning and motivational process concludes phase – and it is the assessment of the fulfillment of the objectives and **the feeling of satisfaction**. In terms of organization, it is important to evaluate the success of planning and individual motivational processes i.e. if the improved performance was achieved and if a given corporate needs and goals were filled. In terms of divisions and departments is also necessary to find out if they have achieved both motivating goals employees, and also all objectives of departments. And in terms of employees, if they perceive increased motivation, if they achieve personal goals, plans, ambitions, and hereby if they achieve the desired feeling of satisfaction. Rate of motivation can also be detected by the results of work, studying employees at work, according to surveys based on questionnaires and opinion and also according to the indicator of fluctuations.

Feedback includes the assessment of the performance and behaviour of employees. It is one of the most effective tools of control, guidance and motivating of employees, whereby it expects the existence of clearly defined rules and procedures and will not be effective if it does not define the content of the criteria under which the assessment is realized. The criteria must be applied to the requirements that are required on the work of the employee, on specified objectives, tasks, working conditions and employee position in organizational structure. The objectives and standards are the most used to compare with actual performance, to determine the degree of achievement and rate of employee in achieve the final result. The rate of identification of employee with its roles and duties is found out by executive employee according to performance of employee by common interviews or study. The gaps in the understanding of roles and tasks may highlight inadequate work performance, complaints from direct customer, dissatisfaction of colleagues, subordinates and persons with direct contact.

Assessment is also connected with the approach to creation an accepted vision, mission and goals of the organization, which helps each individual employee and managers to understand and realize their share on contribution to the fulfillment of these objectives, and therefore manage and improve the performance not only themselves, but also the entire organization. The assessment has potential of the strong motivation. In addition to improving performance, developing the potential of employees and managers it can provide valuation results, the opportunity to express their needs, personal goals and other expectations. At the same time, the motivation of the evaluator (manager) has increased in an assessment, and in proportion to the awareness of the quality of their assessment to the follow-up progress of the organization.

If they achieve the objectives and the needs are satisfied, it is likely that the activity which led to the objectives will be repeated again in case if there will be a similar need. There are discovered new needs which is necessary to satisfy, there are defined new goals which are

necessary to achieve. It is a continuous and complicated process of planning and motivating with feedback on constantly beginning new needs and goals that are possible encourage and satisfy by correct and effective motivating.

Result of successful planning and motivating on the one hand is the feeling of satisfaction, the impletion the needs of individuals and increased motivation, and on the other hand strengthen of the strategic competitiveness, image, efficiency, profits and overall success of the organization.

5.   Conclusion

In the process of planning, motivation has a very important role because it influence directly or indirectly to the participants of the planning process. This is not only internal, but also external motivation (motivating). It follows that the quality of the planning process is based on the correct set of motivation subject and object of the planning and on correct selected forms of motivating. Motivation of subject planning (and also object) enters into the planning process at every stage, and its intensity can be different.

Instead of previous directional model, in which several people dictated the goals, tasks and activities, system of motivational planning must involve a wider range of people. With its strengths, which are precision and speed, it is a synthesis of professional opinions and insights of a wide range of managers and employees. These people usually are not experts in the planning. They are from daily practice; they know their department and activities. If wide range of employees will participate in the process of planning, planning gets the quality and objectiveness, and it changes the attitude of people towards planning. People will finally have another, motivated attitude to objectives, in which development were involved.

Motivational planning means that the organization has made clear short-term and long-term goals and that what its employees need to achieve them. The fulfillment of this principle from organization required having a plan with clearly defined short-term and long-term goals, and this plan must understand each hierarchical level in the organization. The organization must develop its employees in accordance with these objectives, and employees must be aware of how they can contribute in achieving the goals of the organization.

If the organization wants to be successful, it must try to connect all the factors and principles of effective and motivating planning and to reach their synergistic effect, which can be achieved in a systematic process of creation and integration of planning and motivation in the organization.

References:
[1]   AMABILE, T. M. – CONTI, R. – COON, H. (1996). Assessing the Work Environment for Creativity. *Academy of Management Journal,* 39(5), 1154-1180
[2]   BEDRNOVÁ, E. – VELEHRADSKÝ, A. (1980). *Marxistická psychologie v řízení sociálních procesů*. Pardubice. 61 p.
[3]   BERELSON, B. – STEINER, C. (1964). *Human Behaviour: An Inventory of Scientific Findings*. New York: Harcourt Brace Jovanovich. 239 p.
        BLAŠKOVÁ, M. – HITKA, M.: *Hodnotenie a riadenie pracovného výkonu*. (online). 99 p. (cit. 12.10.2012). http://miloshitka.szm.com/planovanie_a_hodnotenie_pracovneho_vykonu
[4]   CAROL, Y. – YUN LIN, F. – CHUAN, L. (2011). A Cross-level Analysis of Organizational Creativity climate and Perceived Innovation: The Mediating Effect of Work Motivation. *Innovation Management,* 3, 1-30
[5]   DĚDINA, J. – ODCHÁDZEL, J. (2007). *Management a moderní organizovaní firmy*. Praha: Grada Publishing. ISBN 978-80-247-2149-1
[6]   DUBKÉVIČS, L. (2009). *Organizáciju kultúra*. Ríga: Jumava. 1841 p. ISBN 978-99-8438-7024

[7]   ELEXOVÁ, G. (2010). Managing Human Resources under the Conditions of the Global Crisis. *Studia Universitatis „Vasile Goldis" Arad,* 20, part II. Arad: „Vasile Goldis" University Press. ISSN 1584-2339

[8]   HELLER, R. (2001). *Úspešná motivácia.* Bratislava: Slovart. ISBN 80-7145-556-3

[9]   HITTMÁR, Š. (2006). *Manažment. Teoretické a praktické otázky riadenia spoločensko-ekonomických systémov*. Žilina: EDIS – vydavateľstvo Žilinskej univerzity v Žiline. ISBN 80-8070-558-5

[10] KOLASIŃSKA, E. (2012). The Development of Knowledge in a Company. *Zborník vedeckých prác 9. medzinárodnej vedeckej konferencie Manažment ľudského potenciálu v podniku.* Banská Bystrica: Univerzita Mateja Bela v Banskej Bystrici. p. 188-189. ISBN 978-80-557-0361-9

[11] Leadership & Human Behavior. (2011). (online) http://www.nwlink.com/-donclark/leader/leadhb.html

[12] MAJTÁN, M. (2005). *Manažment*. Bratislava: Sprint. ISBN 80-89085-17-2

[13] MALLAYA, T. (2007). *Základy strategického řízení a rozhodování*. Praha: Grada Publishing. ISBN 80-978-80-247-1911-5

[14] NAKONEČNÝ, M. (1992). *Motivace pracovního jednání a její řízení*. Praha: Management Press. ISBN 80-200-0592-7

[15] NAKONEČNÝ, M. (2005). *Sociální psychologie organizace*. Praha: Grada Publishing. ISBN 80-247-0577-X

[16] PLAMÍNEK, J. (2007). *Tajemství motivace: jak zařídit, aby pro vás lidé rádi pracovali.* Praha: Grada Publishing. ISBN 978-80-247-1991-7

[17] ROBBINS, P. S. – COULTER, M. (2004). *Management*. Praha: Grada Publishing. ISBN 80-247-0495-1

[18] SLÁVIK, Š. (1999). *Strategické riadenie podniku*. Bratislava: SPRINT. ISBN 80-88848-41-5

[19] STÝBLO, J. (2008). *Management současný a budoucí*. Praha: Professional Publishing. ISBN 978-80-86946-67-2

[20] WATERMAN, R. H. (1988). *Faktor obnovlenija*. Moskva: Progress.

Address of author:
Ing. Monika KERESTEŠOVÁ
Department of Managerial Theories
Faculty of Management Science and Informatics
University of Žilina
Univerzitná 8215/1
010 26 Žilina
e-mail: kerestesova@centrum.sk