

CORRELATIONS BETWEEN THE INCREASE IN MOTIVATION AND INCREASE IN QUALITY

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Introduction

The dynamics of present environment forces organizations to be more and more flexible in maximal measure and be permanently willing to increase in quality of their actions. In this effort, the organizations try to detect their reserves and cliffs in the realized processes, the produced outputs, the rendered services, and the relationships of the organization in and out – to ward their employees, customers, partners, general public. It is possible to declare this purposeful and very hard effort as a *process of systematic increase in quality of all material and nonmaterial factors existing in internal and external environment or in the organization.*

In this area, we can adduce that all forms of efforts and tendencies oriented to the increase in quality can be successful only on the assumption of sufficiently strong and desirably affected motivation of the most important pillar of every organization, it means the employees, the specialists, and the managers, and their potential. Thinking with this starting point, there is a content of following text a determination of motivation, and motivating, identification of several understandings of the quality in the organization, and discussion about three qualitative combinations (correlations) of the terms *motivation and quality*:

- a) Quality of the motivation (understood as a level of engagement of the employees and managers for their work behavior or the structure of their motivational preferences, priorities, needs etc.).
- b) Quality of the motivating (understood as a level of motivating skills or efficiency of motivational effort provided by the superiors/managers.
- c) Motivation for the quality (understood as a positive relation of the employees and managers to the achievement of sustainably high parameters of the quality in the organization, in all realized processes, activities, duties etc.).

With presentation of the most important results of sociological research realized in the field of

motivation, the intention of this paper is to contribute to the theoretical and practical knowledge about the possibilities and ways by which it is possible to increase the quality of motivating in the organizations.

1. Theoretical Foundation of the Motivation and Quality

Every human behavior is motivated by a certain concrete reality, a reason. It is evident that the individuals and groups usually feel more motivational reasons of expressed behavior at the same time. Some of these reasons are revealed as primary, others as secondary, some of them are defined in a personality of the individual almost unchangeably, and others arise on the base of social interactions, and physiological impulses, and inevitabilities.

It is important to consider the motivation from the point of view of the quality and also to consider the quality from the viewpoint of motivation. A connection of these two themes issues from permanent and long-term theoretical and practical attention of the scientists and managers of the organizations.

1.1 Motivation and Motivating in Intentions of the Quality

Defining the motivation, we have to respect basic ideas, definitions, theories and approaches to this one. For example, A. H. Maslow assumed hierarchy of human needs and deduced that satisfied needs are not motivators. The needs are a basic resource of the motivation of human behaviour – need is a condition of keeping of physical and mental health: "Human emotional, cognitive, expressive and esthetical needs provide to the science its sources and its goals. A resource of a satisfying every need is a certain value", [20, 1954, p. 6]. F. Herzberg has proposed two-factor theory of motivation: "hygiene" or "maintenance"

factors (e. g. policy, working conditions, interpersonal relations, salary), and job content factors – motivators (recognition, work, growth, etc.). Job content factors are the real motivators, [12, 1959]. L. W. Porter with E. E. Lawler have created a model of expectancy: in case of the strength of motivational effort, it is decisive in what way the employee evaluates a subjective attraction or non-attraction of expected reward in comparison with an exerted effort that he/she had to put in achievement of assigned task, respective in fulfilment of considered reward, [27, 1968]. J. S. Adams has a great merit on the forming of the equity theory (theory of equitable reward). It is based on the subjective judging of the individual whether in comparison with other colleagues he has obtained the reward (not only financial) equal to inputs (those include many factors, e. g. effort, experiences, qualification), [1, 1965].

B. F. Skinner develops an interesting theory called as a positive strengthening or a modification of behavior [31, 1958]. The principle of effective behavior emphasizes that the individual in his/her behavior is orientated only to such activities those bring him/her a profit and immediate effect. The individual does not again realize such behaviour or activities those are unrewarded, he/she thoroughly tries to avoid them, also in situation of possible complications and conflicts with superior. D. C. McClelland (with colleagues) has realized extensive investigation of the employees and managers from point of view of their motivational needs (motives). Authors have identified three types of basic motivational needs: need for affiliation (n-Aff), need for power (n-Pow) and need for achievement (n-Ach). In group of the manager, the need for achievement and need for power were very intensive but the need for affiliation was very low, [24, 1969].

Interesting is also synthesis of motivation knowledge of M. Maccoby. This synthesis is called as "theory for our present days". Author is persuaded that his theory reflects a stage of present economics and social psychology and especially of present psychology of the work motivation. Basic thesis of this theory consists in a notion that the productive motivation arises just when people want something what the organization needs, and vice-versa. Maccoby emphasizes: "We have to know our so-called dynamical values in order to know what motivates us and the others". These

values are fulfilled by energy formulas of the perceiving, thought, will, and action those are dealt together by the member of organization. These formulas author marks as the value incentives and he structures them to eight categories: surviving, affiliation, delight, information, mastery, play, dignity and sense. These categories are created by people and in case of the various individuals these ones are developed in different motivation intensity, [19, 1988, p. 19-23].

From newer ideas we can mention, for example, an opinion of American authors, S. P. Robbins and M. Coulter. They explain that the motivation is a willingness to take considerable pains to achieve organizational objectives. This willingness is assumed by satisfying individual's needs concurrently. Three elements are important in this regard: an effort, objectives of the organization and its needs, [28, 2004, p. 390]. J. Arnold and his colleagues define the motivation in following way: "Motivation concerns such matters those influence people and instigate them in making the decisions about, what to do, how strongly to take pains, and how long to take pains", [3, 2007, p. 303]. But, it is not the only factor which influences a work performance – for example, the abilities, the quality of equipments, and the coordination of the team members can be added to them. According to author A. Grenčíková, we can supplement that the motivation is a complicated phenomenon with physiological, biological, economical, psychological, sociological, and other expressions, [10, 2006, p. 128]. These elements, together, create an intricate system of dependent internal and by environment provoked motives and stimulus.

From the psychological viewpoint, the motive means the inner reason, drive of personality. It is a factor of activation and conduction of manners of the behavior, [25, 1980]. Stimulus is an external incentive. Stimulus/motivator can be both tangible (financial) and intangible (non-financial, e. g. praise), [22, 1997, p. 376]. As the most important non-material (intangible) motivators can be understood all incentives which call-up an evaluation of ego, it means a positive self-evaluation, the incentives which call-up feelings of a personal importance and consciousness of a competence, [23, 2005, p. 204]. The motives obviously have a stronger and longer impact on human behavior than the stimulus/motivators. But both together should be included into inner and external motivation (motivating).

We can determinate that the **inner motivation of human behavior** is a complicated system of many internal factors, aims, ambitions, drives, personality competences, capabilities, psychological motions, and shortages. This intricate and dynamical encounter of various impulses and tensions can be understood as the internal process of the creation and orientation of the every individual motivation. It means that it is an intrapersonal motivational process realized intentionally and involuntary. The individual decides about his/her priorities in the intrinsic process, harmonizes his/her contradictory interests, and predestinates the intensity of his/her own behavior.

According to H. Koontz and H. Wehrich, the motivational process runs in this way: the need call-up a concrete wish, the wish causes a tension, the tension tends to a activity, the results of the activity can be a satisfaction, [17, 1993, p. 442].

From a point of view of improving the quality and its influence to the quality of organization performance, it is necessary, not only to react to any expressive change of motivational preferences and needs of the employees, but also to effect and cause them intentionally. According to author M. Hitka, it is important that there are many different motivational factors those influence the employees, [15, p. 7]. The employees could lose a trust to the manager – on the opposite situation, frustration can surely cause the decline of quality of their work. We can define the **external motivation** (the motivating) as process by which the superiors purposefully, systematically, and systemically strengthen the motivation of individuals, groups, and all organization. This process can be understood as the process of the quality increasing so far existing structure, orientation, intensity, and character of motivation of human potential in the organization. *The motivation, in this point of view, is a necessary assumption of the quality increasing in the organization. At the same time, it is inevitable to develop also the quality of intrapersonal and interpersonal motivational processes.*

1.2 Quality and Its Content in the Quality Determination in the Organization

Analogically, as in other areas, many opinions of various authors also exist at the definition

of quality. These definitions, generally, overlap in a basic intention: the quality means an acknowledgement of a certain level of searched quantities. For example, the American Society for Quality Control defines quality as “the totality of features and characteristics of a product or service that bear on its ability to satisfy (a user’s need) given needs”, [In: 33, 1990, p. 3]. Authors from Oxford define quality as the standard of something as measured against other things of a similar kind. They affirm that quality is the degree of excellence of something or that the quality is the general excellence of standard or level, [32, 2003, p. 1438]. An opinion is also interesting of Slovak author Král, by who for a majority of organizations, a reactive approach is characteristic to the quality. The organizations usually rely on minimizing of mistakes and defects in an organization output. But, the competition means the using of all opportunities and possibilities how to satisfy needs and demands of every customer, [18, 2001, p. 151]. The need of high motivation of an organizational team is reflecting in this idea.

British scientist Penrose placed heavy emphasis on the understanding of quality from the perspective of human resources: the quality of the firm’s human resources is based on the knowledge and experience of the “management team” and their subjective interpretation of the firm’s environment [26, 1959, p. 31]. Therefore it is important to consider with the quality of human potential, concretely, with the quality of motivation of human potential.

2. Research of the Quality of Motivation at Slovak and Polish Universities

The motivation means very complicated phenomenon which influences and which is influenced by changes of other organizational phenomena, e. g. style of leadership, work plan and reward system, equally as results of the work organization, e. g. work satisfaction, loyalty to organization, and work performance, [13, 2001, p. 619]. So, because of general problems with this complicated phenomenon, and because of problems with this one at the Middle-European universities (discussed for example at the international scientific conference “Human Potential Management in a Company” – 2004 in Zvolen and 2005 in

Žilina), and also because of previous successful cooperation between the University of Žilina and Politechnika Czestochowa, research team decided to concentrate attention to the high-qualified environment – to the employees and managers of Slovak and Polish universities.

2.1 Characteristics of Realized Research

The goals of research realized in 2005 – 2006 were to extend the knowledge of the science and practice of work motivation and to obtain actual information about the quality of motivational efforts, efficiency of exercised motivators, probable contradictions in this field, etc. The research was realized by a team of colleagues under leading of the author of this paper. As the most suitable method of this quantitative research, the questionnaire method was chosen.

From the viewpoint of the **quality in motivation and motivation to quality**, the hypotheses of this research were following: 1. The level of motivation does not achieve its very high measure in all fields of the total work performance; 2. There exist real differences in the theme of efficiency of used motivators perceived by the managers versus perceived by the employees; 3. The employees are willing to improve the quality of their performance if the motivational effort of managers will be more quality.

Firstly, prepared questionnaires were searched on the sample of 30 employees of University of Žilina. After small changes, the questionnaires were distributed personally or by mail after an agreed cooperation (with help of the colleagues from other universities). There were used the closed questions (18 for employees and 21 for managers, for example: level of inner motivation to the basic areas of their work, spectrum and efficiency of motivators used toward the managers and motivators used toward the employees, creation of motivational programs toward the employees, level of informedness, style of leadership, way of goals setting, objectivity of performance appraisal, etc.), open questions (2 for employees and also 2 questions for managers, devoted to factors of self-motivation and proposal of arrangements recommended to the executive of concrete university), and 1 combined question (willingness to improve the quality of work perfor-

mance). Retrieved information was processed by own software tools created with help of database tools FoxPro and SQL.

The research realized at 21 universities obtains 950 stuffed questionnaires from almost 3 000 giving ones. There was approximately 30% returned formularies. From the point of view of sex, there were 452 men (47.58% from all respondents) and 498 women (52.42%) participated in the research. An average age of men was 40.99 years and average time of their practice in the organization was 16.42 years. The average age of women was 33.96 years and average time of their practice in the organization was 9.19 years. From the point of view of a work category, there were 782 employees and 168 managers of universities participated in the research, [5, 2006, p. 25].

2.2 Important Ascertainments from the Viewpoint of Quality of Motivation

From evaluation of results of the research in the area of the motivation, it is given that the level of motivation of managers and employees does not always achieve wished values. Many of respondents marked the **level of their motivation** in basic areas of their performance only as **average**, (table 1).

There is a negative ascertaining that 40% of responded employees feel only average level of the motivation to new propositions and to increasing in effectiveness of processes. As to the managers, 32.74% marked their motivation to creative leadership and motivating of their employees as average, only. Equally bad is information that more than 35% of asked employees feel only the average level of their motivation to the cooperation with their superiors and management of the organization. The result is probably a direct consequence of insufficient quality of all running processes of management and development of human potential, and insufficient level of interpersonal skills of managers.

As flows from ascertainments in table 1, the hypothesis Nr 1 of this research (the level of motivation does not achieve its very high measure in all fields of the total work performance) was confirmed in both searched groups: in group of the employees and also in group of the managers.

Tab. 1: Presented level of motivation of employees and managers

Area of work effort	Level of motivation of employees (number of respondents and % of them)					Level of motivation of managers (number of respondents and % of them)				
	Very high	Suffi- ciently high	Avera- ge	Lower	Very low	Very high	Suffi- ciently high	Avera- ge	Lower	Very low
Quality of realized work	232 29.67%	417 53.32%	122 15.60%	8 1.02%	3 0.38%	58 34.52%	90 53.57%	18 10.71%	1 0.60%	1 0.60%
Increase in level of knowledge and skills	212 27.11%	374 47.83%	173 22.12%	16 2.05%	7 0.90%	52 30.95%	88 52.38%	26 15.48%	1 0.60%	1 0.60%
New suggestions and increase in efficiency	104 13.30%	311 39.77%	313 40.03%	39 4.99%	15 1.92%	27 16.07%	91 54.17%	44 26.19%	4 2.38%	2 1.19%
Cooperation with manager and management /*	83 10.61%	322 41.18%	276 35.29%	66 8.44%	35 4.48%	-	-	-	-	-
Leading and motivating of employee /**	-	-	-	-	-	23 13.69%	89 52.98%	55 32.74%	1 0.60%	0 0%

/* this area was searched in group of employees only

/** this area was searched in group of managers only

Source: own.

From this reason, it is also convenient to present the delivering results which **motivators are used by the managers** of universities in their practice. By the way of hierarchical contra-view, in table 2, it is possible to disclosure the most remarkable contradictions: from the point of view of

the employees, toward them these motivators are used, and from the point of view of the managers, who use these tools toward the employees (respectively, they suppose about it). Table 2 shows how many percent, from responded employees, perceive that their superior really uses the belon-

Tab. 2: Answers of respondents about using of motivators

Used motivators	Answers of employees in %			Answers of managers in %		
	Total	Men of total	Women of total	Total	Men of total	Women of total
Personal additional charge and reward	42.07	45.09	39.91	35.71	40.48	21.43
Pronouncement of praise	42.97	33.44	49.78	50.60	50.00	52.38
Interest of opinions of employees	33.25	34.97	32.02	57.74	56.35	61.90
Possibility of carrier development	28.13	25.46	30.04	47.62	45.24	54.76
Possibility in education activities	20.46	19.94	20.83	40.48	41.27	38.10
Giving needed information	23.15	24.54	22.15	47.02	46.03	50.00
Building of good relationship	33.63	38.34	30.26	68.45	70.63	61.90
Space/possibilities to independence	33.89	37.73	31.14	53.57	54.76	50.00
Correctitude of superior (manager)	14.96	19.63	11.62	50.60	50.00	52.38
Using of threats and regresses	13.55	15.64	12.06	3.57	2.38	7.14

Source: own

ging motivator toward them, and also, how many percent from the responded managers suppose that they use the belonging motivators toward their employees. As seeing, the true of hypothesis Nr 2 (there exist real differences in the theme of efficiency of used motivational tools perceived by the managers versus perceived by the employees) was unfortunately also confirmed. The most negative ascertaining is that more than 68% of the managers suppose that they create good relationships at workplace for their employees, whereby only 33% of the employees evaluate this atmosphere as good. Alike, more than 50% of managers use the correctitude ostensibly, whereby only less than 15% of the employees evaluate this motivator as really used. It can be very negatively judged that only 11.62% of the responded women feel of the correctitude. This number is lower than the number of the women, who feel the using of threats and regresses toward them.

Presented shortages should be eliminated, especially, from the point of view of information following from figure 1 which documents a willingness of respondents to improve the quality of their performance.

From the figure, it follows that a majority of respondents (76.42%) expresses the willingness to improve a general level and quality of their complexity work effort in the situation that a motivational approach would be asserted more efficiently by the managers and management of the organization. Over and above, every respondent with a positive answer to this question would **increase the level of their work behavior effort by an average of 38.8%.** From this number, **the men would increase their own performance**

by an average of 33.53% and the women by an average of 43.04%. In case of the employees, a total performance would be potentially increased by an average of 40.62% (men of 36.13% and women of 43.57%) and the managers of 28.68% (men of 25.61% and women of 36.61%). Thus, we can stay that the hypothesis Nr 3 of realized research (the employees are willing to improve the quality of their performance if the motivational effort of managers will be more quality) was confirmed too.

2.3 Generalization of the Research Results

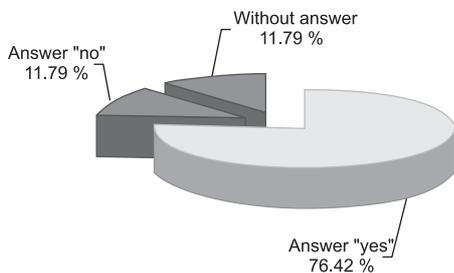
As flows from previous text, all hypotheses of this research were rightly defined. The negative hypotheses (negative from the perspective of impact on practice of the human potential motivating – hypothesis Nr 1 and Nr 2) showed as true equally as the positive hypothesis Nr 3. The willingness of respondents to increase the quality of performance states that to motivate oneself or others is certainly convenient and even desirable in spite of the fact that motivating is quite complicated and difficult.

We can partially see some relation between the level of motivation of the managers to the leadership and motivating of the employees, and the level of employees to their work. The non-absolute measure of motivation of the employees to their work performance is caused by non-absolute measure of the motivation of the managers to the leading and motivating of the employees.

Although mentioned above research was oriented only to high-qualified human potential (teachers, scientists and managers of the universities), it may be inspiring for executives of all organizations in which their employees provide any intellectual work (software firms, firms offering the services, various offices etc.). Therefore we can state that the enforcement of proactive character of human potential and its possible contribution to more quality organizational existence **makes a permanent pressure to provide the quality work conditions, thus in order to the quality of products and services would be higher in the future.**

The comparison of these research ascertainments with older and actual researches concerned with the human motivation **accents also in pre-**

Fig. 1: Answers of respondents about possible increasing in level of their work after using higher quality of motivating



Source: own.

sent and simultaneously in Middle-European conditions the necessity to devote full attention to:

- a) Existence of wide spectrum of the human needs, values and expectations (compare with: Maslow, 1968; Porter, Lawler, 1968; McClelland, Winter, 1969; Maccoby, 1988), whereupon it is necessary to react to the changes of these personality elements immediately.
- b) Existence of the problems with dissatisfaction or low level of the motivation (compare with: Skinner, 1958; Herzberg, Mausner, Snyderman, 1967; Collins, 2001; Berg, 2002; Brodský, 2004), whereupon it is necessary to identify demotivational aspects of the work environment and remove carefully these ones.
- c) Existence of reach variety of motivators (compare with: Maccoby, 1988; Bryson, Charwood, Forth, 1999; Hitka, 2004), whereupon it is necessary to apply these tools really effectively and individually toward each employees and managers.
- d) Existence of the will and openness of employees and managers for voluntary improve the quality of their work outputs (compare with: Roethlisberger, Dickson, 1939; Skinner, 1958; Collins, 2001), whereupon the motivational skills and knowledge about motivation of the superiors/managers must be permanently improved in the sense of prior determination of this employees' improvement.

Because of putting emphasis on mentioned themes and in endeavour to contribute to the solving these problems, the further parts of this paper will be oriented to the *proposal of graphical-verbal model* illustrating the relations between the quality and motivation. These correlations can be successfully fulfilled by means of intentional and purposeful application of the new classification of motivators (proposed by author of this paper).

3. Model of Connection of the Quality and Human Potential Motivation

Corresponding with theoretical assertions presented in part 2, we can define that the *quality means certain recognition of achieved level of key parameters of concrete appearance, element, or personality (human potential)*. It can be also related to **appearances** – events, it means processes and activities coursed dynamically, and also to **elements** – phenomena, it means

characteristic factors of environments, by material and nonmaterial form. The quality can be also related to evaluation/opinion of key features of living entities, **personalities** – their talents, psychic points, dispositions of character psychic points, own and taking over models of behavior. It can be asserted that in the organization environments all of three meanings of definition of the quality have to exist (appearances, elements, personalities). It is Important, that each of these three signification phenomena has an effect to other phenomena, and (paradoxically) together effect to resultant acknowledgement of quality level of the organization. But, it is always in force that **the quality of human potential**, it means **the achieved knowledge, the competence, the experience, the intellect, and the motivational dimension of human potential** has the most important influence to the resultant qualitative level of organization.

According to Polish authors, J. Rosak and S. Borkowski, human potential is considered for the most important resource of the organization because, [30, 2007, p. 5]:

- working efficiency of the organization is starting with the quality of its worker's work that has impact their talent, education, skills, experience, purposes, and values, attitudes, and behaviors, features of the personality, and motivation,
- problems are being solved thanks to personnel in the organization,
- it is a strategic resource, able at learning and the improvement in one's potential, able at conceptive thinking resource, as well as creative.

The quality of human potential projects to strengthen the quality of appearances (processes, activities, events, procedures), and **elements** (material, equipments, products, services), by intentional, permanently evaluated, and developed human potential, it means to the improved permanently quality of thinking and behavior of employees, specialists and managers of organization, (figure 2). At the same time, **the quality of appearances and elements of the environment influences, positively or negatively, the quality of effort of human potential.**

The most important of the factors of human potential is the **motivation** – just the motivation

decides to which level the individuals will be willing to increase the level of their intellect abilities, personality competences, skills, and experiences. Over and above, the strength and character of motivation of the concrete individual, at the same time, decide about also ability to effect on motivation preferences, structure, and orientation of the personality, it means, it will be possible **to improve the motivation quality of personalities.**

4. Factors which Influence the Quality Improving by the Motivation Increasing of Human Potential

The results of a questionnaire research (part 3) confirm the necessity of the quality improving of motivational processes. Thus, the achievement of a raise of quantitative level of performance of individuals and groups should not be achieved by only the intention of effectual motivating at present hypercompetitive environment. Probably, it is more important to achieve the total quality improving of motivational structures of individuals, a higher level of their identification to a vision and mission of the organization, higher loyalty, innovativeness, willingness to participate on realization of changes in the organization, and voluntary initiative of convenient changes. The interest of employees and managers in future of their organization, team work, perfectionism, mastering, and preceding of pathological conflicts, elimination of needless power rivalry should be supported in the organization.

There are three groups of factors those are needed to respect in effort to improve the quality of organizational phenomena by strengthening and increasing the motivation quality:

1. **Elements which restrain improve the motivation, motivational structures, and processes.** The management of organization should eliminate the contra-motivational (demotivational) expressions, elements, tools, and conditions, in this area. For example: elimination of mobbing, harassment, too many of work duties, low informedness, communication barriers, inconvenient styles of leadership, negative feed back, unfair rewarding system, etc.
2. **Elements which decide about a dynamical change of motivational preferences of the employees and managers.** It is

necessary to pay attention to how needs and expectations of the individuals develop in time and react promptly on these changes by using convenient arrangements and tools of motivating in this area. The most strength factors those contribute to the change of motivational preferences are for example: dramatic family occurrences, large conflicts at work and in a work team, a great success/failure, achievement of longtime work-life aims, starting of boredom, feeling of low attractiveness/satisfaction from the present work, etc.

3. **Elements which potentially improve the level of existing motivation.** A spectrum of approaches, arrangements, and motivators, those can address and strengthen of motivation of the individuals and groups, is very large.

On the basis of own positive experiences with the motivating of colleagues and PhD-students and also with knowledge of other authors (for example: Maslow, 1954; Adams, 1965; Koontz, O'Donnell, 1972; Armstrong, 2001; Boxall, Purcel, 2008, etc.), we can propose and introduce the **new classification of this motivational spectrum** in the following way (illustrated in figure 2)

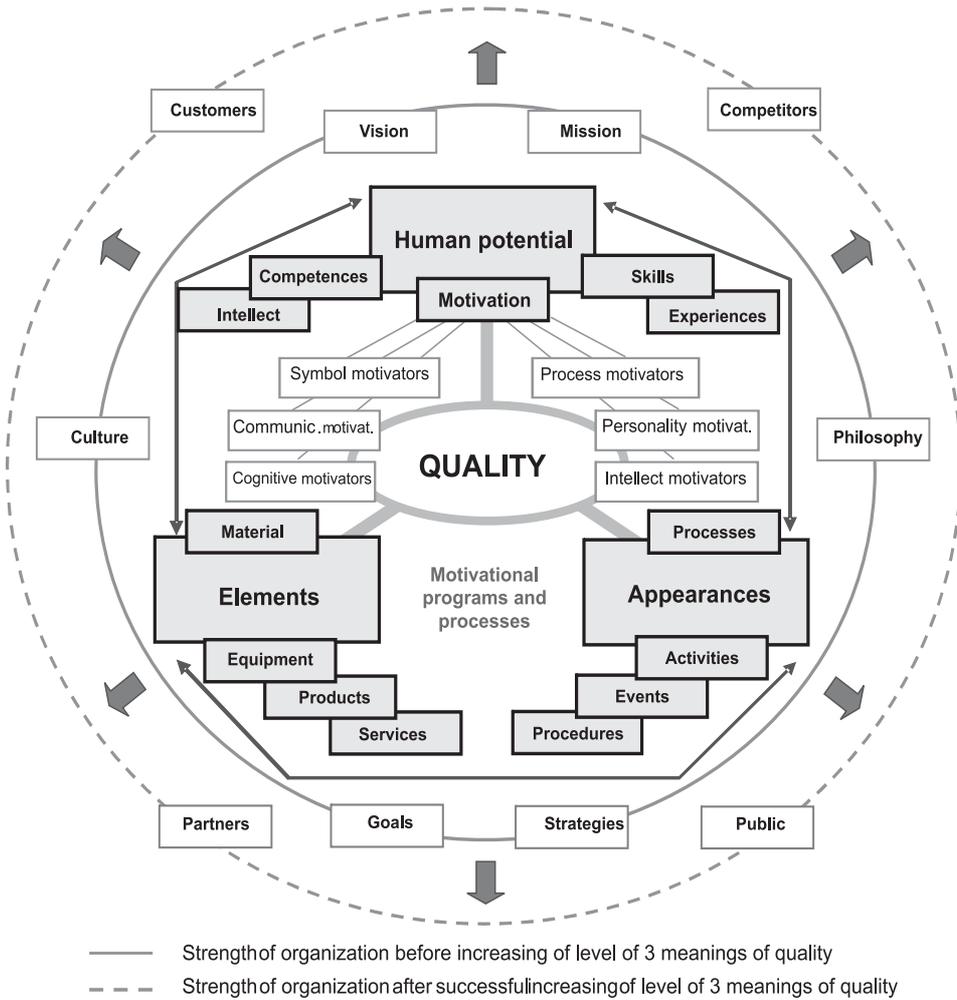
- process motivators,
- personality motivators,
- symbol motivators,
- intellect motivators,
- communication-social motivators,
- cognitive-dynamical motivators.

4.1 Process Motivators

System and systematic using of the motivational accent in all key processes of management and development of human potential (strategic management and development, human potential planning, making new work places, acquisition and selection, orientation, total performance appraisal, creative leadership, educating and development of employees and managers) is the base of the process motivational tools. It means, that it is needed in every of personal processes to achieve not only a primary intention of personal process but also the motivation improving of employees and managers.

For example, in the **process of performance appraisal**, objective information retrieval about

Fig. 2: Dynamics of affecting of 3 meanings of quality by means of motivators



Source: own.

effort level of every employee and manager is the primary intention of this process. However, the motivation improving is equally important – to obtain sufficient information for improving the motivational program in the way that quality and motivation in the organization would be higher in the future. Thereto the process of appraisal must be realized with a strong motivational accent, it means that employees should participate in the creation of evaluate criterions, they have to understand all criterions and measures, asse-

ssment review has to be objective, and truthful, etc. Evaluate process must be also supported by a convenient set of correction arrangements. The acceptance of these arrangements will help to achieve basic goals of appraisal: to strengthen the level of feeling motivation, to improve realized processes and activities, to develop professional and personality competences of employees and managers. By that way employees know the opinion of their superior on quality of employee's work behavior, they obtain an inevitable feedback

of their effort and possibilities to future development also open to them.

The intention of appraisal process is not only to judge the performance but to improve the motivation, too. Because this appraisal-motivational effort is very hard, it is necessary to *motivate the evaluators* to be willing in realizing all this process effectively and in quality (including the appraisal interviews). More than that, the information about particular aspects of employee's work (which at the same time reflects the quality of interpersonal activities of the manager) is rendering to the evaluators (managers) an excellent chance to improve the quality of their managerial and motivational behaviour toward the employees just by this non-direct feedback. The willingness, of managers effectively participate in the next processes of evaluation, is strengthening, by this way.

The implanting of motivational accent to other processes of management and development of human potential is possible by the presented way.

4.2 Personality Motivators

The tools can be added to the personality motivators those do not usually represent too many consuming ways of influence on the motivation for the organization. But, at the same time, these tools are often the most pretentious from the point of view of practical implementation, for many assertors. From this reason these motivators become little applicable sometimes. Especially, it is important a group of the **motivating personality features, competences, characteristics and personality traits**, which initiate the participants of motivational relation, the most often it means, the superior, colleagues, subordinate co-workers, colleagues from other organizational departments, members of close or open direction of the organization, etc. For example: the expression of positive features of superiors, the using of convenient and sufficiently creative styles of leadership [9, 2001], correctitude applied from the side of managers and from the side of organization, addressing and using of the need for altruism, etc.

The personality (positive features) of superior manager in the meaning of motivator, i.e., his obligingness, honourableness, expression of trust and respect, openness to the others, friendly approach, charisma, empathy, keeping principles, seriousness, correctitude,

respect to individual differences, expression of interest in opinions and inspirations from the side of employees and colleagues, understanding in temporarily lower employee's performance caused by various personal problems, etc., represent strong motivators. In case of employee with usually high performance, this one will be appreciative of offered help or temporary lower requirements acquired from the side of the manager and after solving his problems he will work hardly and his outcomes will be higher than standard level – this above the average performance will turn offered help, surely.

As the efficient personality motivational tools may be applied also the conscientiousness of the manager, his hardworking, strong will, emotional and social intelligence, tact, responsibility, etc. These features, traits, and characteristics are perceived by employees and coworkers extraordinarily sensitively.

4.3 Symbol Motivators

This group of motivational tools is based on the implanting and allotting of certain **symbolizing values** which reflect a measure of the appreciation and contribution of existing work effort of the individuals and work teams, or groups. But, apart from an expression of recognition and respect toward the concrete employees, these motivators content some expectation in the field of desirable/demanded level or quality of future work behavior of the motivated employees and managers, at the same time. It is possible to include to this group of motivational tools for example: possibilities of carrier development, awarding of important status and position in the organization, strengthening of prestige of the individuals, rendering of high responsibility, awarding of more extensive authority, calling into various expert teams helping to solve extensive organizational changes, or to solve the well-known significant organizational problems and difficulties, appointment as members of alleviating teams to help solving the significant conflicts, or useless misunderstandings, and tensions within the organization, financial award, or employee advantages, or bonuses, etc.

It is possible to set to the symbol motivators also the expression of loyalty of superiors toward their subordinate co-workers (not only backward and simultaneous demanded one-sided as it is in

many organizations), rendering of efficient and modern technique, using and developing reputation of the organization, its positive image in laic public and in professional public, too.

4.4 Intellect Motivators

The sense of intellect motivational tools consists in an addressing, instigating, and helping achieve a **need for intellect self-realization** of the employees and managers. The mentioned necessity and pertinacity of realization of own intellect potency that is persistently felt by many of the employees and experts, usually depends on the achieved qualification and intellect level of the individual, on his level of mastered and successfully solved untraditional problems so far, on the quality of found absolutely new solutions. The definition of this group of motivators is based on a premise that many employees, experts, and managers expect not only the satisfaction in the area of social contacts, material conditions, pleasant, and funny running of time in the organization, but they expect realization of their own brain abilities and competences, talent, including also latent invent skills. In this field, the organization can utilize professional knowledge and skills of the individuals, abilities of strategic thinking, analytic thinking, organizational abilities, leader's abilities etc. Because: "What modern enterprise needs is more creativity, more innovativeness. And, motivation is sometimes perceived as the key to creativity", [16, 1972, p. 534].

Potentially, the most effectual intellect motivators are, for example: defining and communicating of challenges to desirable organizational development, identifying, preparation, and realization of necessary organizational changes, participation of employees in decision making about future orientation of the organizational formation, employee dragging to creation of longtime, medium-time, and short-time goals, rendering the information needed to permanent improving the performance quality, building of environment and conditions for high measure instigating of innovativeness and invention, etc.

4.5 Communication-Social Motivators

The using of **all forms of mutual relations realized motivationally, and interpersonal communication realized motivationally** in

environment of the organization ranks among communication-social tools those are able to embrace and fulfill social parameter of every organization. Analogically, as presented in the part about process motivators, also all types of the interviews, one-side and two-side communication, which exist in the environment of the organization, and work teams, or groups, should be intentionally realized motivationally. It applies to work meetings, communication meetings of the organizational executive with the employees organized intentionally, non-formal discussions, coincidental meetings, etc.

The newspaper/journal of the organization issued in an attractive form and design, the form and content of the organizational intranet, the system of organizational coffee-bars or the rooms for managed relax and regeneration of force, can be also proved positively. These coffee-bars or relax rooms often serve as an extraordinarily fast source of new information, either in the frame of direct organizational relations, or in the frame of relations those are realized crossly of the organizational structure. They usually serve as the source of new inspirations and ideas, or objective evaluative opinions. These together can remarkably increase the level of actual working mood and work performance especially, and it can remove an eventual perception of neglecting or non-respecting the concrete employee, or manager from the side of other colleagues.

The interpersonal interviews are the excellent motivators, too, it means, the interviews, those are components of the processes of human potential management and development. It concerns especially an achievement of motivational character of the selective, orientation (entry, course, consecutive), appraisal and discharge interviews.

Certainly, in every of these interviews, it exists an important opportunity for expressing of verbal valuing – praise, and for using of nonverbal communicational tools, for example, the smile, the agreement, the emotional compassion reaction, and offering of help in the case of need arising, the tending of the body to the partner in communication, etc. Perfect realization of these interviews is not too expensive, again. But, it is difficult from the point of view of the competency of relevant communicators (superiors), from the point of view of the effort to realize their inter-

views and relationships rightly in viewpoint of their matter-of-fact and contained procedures, but encouragingly, at the same time, from the point of view of overcoming of so far existing fictive communicative taboo, psychological barriers, and inferiority complexes or complex of insufficient work performance.

It is possible also to add to the efficient motivators, for example, the positive feedback [31, 1958], social politics of organization, relationships in the group/team, and using of communicational skills (assertiveness, empathy, active listening and persuasion).

4.6 Cognitive-Dynamical Motivators

The gist of this group of motivational tools and events consists in a fulfillment of effort to extent, so far a known spectrum of measures suitable individually which are oriented to the real and effective integration of work motivation. The selection from a spectrum of the tools and incentives has to be always *right and prompt reaction enough to the changes of motivational preferences and needs of the concrete individual*, the motivation of who is necessary to actualize, invigorate, head thoroughly. It means that final shapes of the created individually forms of motivational influences of different employee will be always inevitably different.

For example, if the manager registers an inconvenient burning effect of some employee, he can suppose as the motivators something non-traditional for his/her: decoration of the walls in his office by a wished color. For another employee at who the manager can identify some troubles of his spine those are a barrier of employee's full work performance and his full concentration, and decide that effective motivator for him is an ergonomic table and chair. In case of other employee who feels some social uncertainty, the manager can include organizing of simple pleasant joy-competitive evenings with other colleagues, eventually introductory ones, in the meaning of a supporting component of the supplement motivational program.

By this way, indeed, it is possible to find various and varied (often also very nontraditional) approaches, arrangements, events, elements which can increase the motivational level. Crea-

tive approach of superiors can be very valuable because the motivated employees often **weigh and reevaluate** the measure of effort **attentively**, realized by the manager. But, what is more important that the creative motivational approach of the managers influences **quality of future behaviour** of the motivated employees, specialists, and managers.

Conclusion

Mentioned above suggestions may be complemented by an idea of German author Hintergruber who presents that system of organizational motivators are created within the framework of strategies of organizations, [14, 1984, p. 337]. In these strategies are including managed motivating impulses those are created and functioning in narrow relation especially with style of leadership and with the creation of organizational climate, operational innovations and other aspects of organizational activity. It means that if some changes are implemented inside the organization, it will be necessary consider also with possible changes in system, contents and forms of organizational motivators, because changes will be able to cause an uncertainty of employee and various other events which endanger existing working standards.

Because of speed of the changes in business environment, the organizations could be oriented to formulation those goals, primary intention of those will be to achieve higher quality by thorough attention putting to the human potential. Harmonization originally only technocratic point of view of quality in organization with behavioral and motivational point of view can be strong impulse to more effective activity and advancement of organization in the future. The implanting of key idea of this paper, by which the quality and the motivation of human potential predestinate the quality of all events and phenomena, can be for the organization a pillar and detergent of the increasing in quality of its' management system and strategic successful.

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ABSTRACT**CORRELATIONS BETWEEN THE INCREASE IN MOTIVATION AND INCREASE IN QUALITY AT ORGANIZATION****Martina Blašková**

The paper deals with the quality from the point of view of motivation, and vice versa, it deals with the motivation from the point of view of the quality. It defines the basic correlations between the quality and the motivation in an organization. The quality is a system phenomenon which includes three subsystems: human personalities (human potential), appearances, and elements of material and nonmaterial environment, also. The most important of these three subsystems is human potential, because only human motivation, intellect, competence, skills, and experience can achieve the increase in quality of the appearances and the elements of organization. It is possible not only to increase quality in the organization by a higher quality of the motivation but also it is possible to increase the quality of motivation by increasing of the quality of the conditions, processes, and relations in the organization.

The achievement of a raise of quantitative level of performance of individuals and groups should not be achieved by only the intention of effectual motivating at present hypercompetitive environment. Probably, it is more important to achieve the total quality improving of motivational structures of individuals, a higher level of their identification to a vision and mission of the organization, higher loyalty, innovativeness, willingness to participate on realization of changes in the organization, and voluntary initiative of convenient changes. The interest of employees and managers in future of their organization, team work, perfectionism, mastering, and preceding of pathological conflicts, elimination of needless power rivalry should be supported in the organization. There are three groups of factors those are needed to respect in effort to improve the quality of organizational phenomena by strengthening and increasing the motivation quality: elements which restrain improve the motivation, motivational structures, and processes, elements which decide about a dynamical change of motivational preferences of the employees and managers, and elements which potentially improve the level of existing motivation.

The applying of wide range of process, personality, symbol, intellect, communicative-social and cognitive-dynamical motivators can improve the quality of the work behavior and level of performance of the employees and managers in the future.

Key Words: quality, motivation, motivating, human potential, organization, questionnaire research.

JEL Classification: M12.