

THE MAIN ELEMENTS OF MOTIVATION

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Abstract: The main element of working with people is motivation. In order for managers to work with it, they need to understand what its foundation is. They must understand which key elements they have to follow and which they can use to influence employee behaviour. Therefore, the main objective of this article is to define the basic concepts and to emphasize their importance in motivation. After analysing the theoretical background, specific surveys and case studies were also sought. These practical examples allow a better understanding of the context. In conclusion, the key elements of the motivation process were summarized.

Keywords: motivation, motivation process, behaviour, values, employees, program

JEL Classification: M15, M21

1. INTRODUCTION

Every day, one must perform a multitude of tasks – he/she wants to achieve the set goals, to fulfil the perceived needs – not only in personal but also in working life. The basis of the functioning of everyone is therefore the fulfilment of partial activities at home and at work. In order for a person to be determined and to do a particular activity, he needs some strength to help him. *This power can be called motivation.*

Man's motivation can be strengthened, weakened or guided. If managers want to influence their employees' behaviour, they should focus on working with their motivation. The main purpose of this article is therefore *to define the basic concepts, to highlight the importance of motivation and to think about key elements in the motivation process.*

2. SCIENTIFIC AIM, METHODOLOGY/METHODS

The main method used in this article was content analysis, which was supported by thought processes of synthesis, deduction, or induction. An observation technique was used to obtain additional information.

All information obtained was processed based on a logical procedure. The individual concepts were interconnected, and the text is structured according to the follow-up.

3. BASIC CONCEPTS

The basic prerequisite for work with motivation is *to know and understand human behaviour.* People are social beings and have many needs that are interconnected and become complex. This causes a lot of unexpected behaviour and attitudes (Cohen et al., 1992, s. 85).

Motivation can be defined from different points of view. Matuska (2014) argues that on the one hand, motivation is related to the biological standards of the human organism, and to the spiritual and social side of the human nature on the other.

According to Hrbackova and Suchankova, motivation is a **form of self-regulation.** It is an internal process that

involves an individual's interest in activity (Hrbackova & Suchankova, 2016, s. 690).

That's why motivation can be classified based on *how it works.* Another way of classification depends on *the impact on people's behaviour.* Mentioned impact refers to what kind of motivational tool can be used in a given situation (Bencsik, Machova & Hevesi, 2016, s. 183).

If one carries out activities of interest, we can say that this is the motivation that moves him forward. It is the motivation that causes interest and often the curiosity of people. A person becomes bolder and can better adapt to changing environmental conditions (Paramitha & Indarti, 2014, s. 105).

These ideas suggest that motivation has many different meanings. Blašková and her colleagues (2018, s. 37) defined the motivation as a **multi-content phenomenon** and named several perceptions of this concept in relation to various scientific disciplines:

- “Reason (to live, work, progress, avoid),
- Power (intensity of human action),
- Energy (potency to act, react to impulses),
- Volition/will (to act within the framework of rules or contrary to the same),
- Condition (for any meaningful action),
- Intensifier/accelerator (of achieved performance and profit),
- Completion (of acquired experience and cognition).”

This is confirmed by the ideas of many authors: *DeCenzo and Robbins, 1999; Thomas, 2000; Clegg, 2001; Nový & Surynek, 2002; Brooks, 2003; Robbins & Coulter, 2004; Nakonečný, 1995; 2005; Wellington, 2011; Bakanauskienė & Brasaitė, 2015; Poláčková & Blašková, 2017, etc.*

If we put these concepts and opinions into the working environment, we can assume that managers can use them to influence employee behaviour and thus **motivate them.** Then, employees will be identified with the organization, understand the system, its values, habits and traditions (Kachaňáková, 2010, s. 110). Because of the variation in behaviour and diversity of employees, it is also necessary to

motivate them with a variety of motivational tools and techniques.

4. IMPORTANCE OF THE MOTIVATION

As already mentioned, only in the case of managers' motivation efforts will employees be able to identify themselves with the organization. Only then will employees achieve their goals and their performance becomes effective. These effects reflect the importance of motivation and motivation process.

The authors Arshad, Masood a Amin (2013) defined two basic forms of managerial motivation. These elements include: "*motivational motive and punishment motive*". **Motivational motive** can be understood as a personal motive of the manager (his interest) which aims to guide and influence employee behaviour (Ismail et al., 2012).

Motivated employees become satisfied. This statement is very important in terms of the innovative functioning of the organization as a whole. Employees who are satisfied in the professional field are more likely to be innovative. They share new ideas with colleagues to improve processes or products (Woisetschläger, Hanning & Backhaus, 2016, s. 114).

It is also necessary to know the concepts of demotivation and amotivation in relation to the basic elements of motivation. **Demotivated individuals** are usually underperforming. They are not interested in activities and spend most of their working time simulating. These employees resigned, surrendered, reduced their morale and productivity (Abu-Jarour, 2014; Rothlin & Werder, 2008).

Amotivation involves more overall behavioural reduction aimed at achieving the goal (Foussias & Remington, 2010). Compared to demotivation (sometimes associated with deliberate negative manifestations), amotivation is characterized by reduced activity or inactivity. Akpayeva (2016) treats anti-motivation as a specific motivational subsystem of personality, which often involves both internal and external processes (Luther et al., 2015, s. 418).

5. KEY ELEMENTS IN THE MOTIVATION PROCESS

The essence of managerial motivational activity should be based on the identification, understanding and use of **perceived values** of employees. To influence employees' behaviour and motivate them to work, managers need to know the values that are important to them. Then managers will use these values in the motivation process.

This statement is closely related to the survey of the Centre for Public Opinion Research of the Institute of Sociology of the Academy of Sciences of the Czech Republic. In 2014, a sample of 1,049 respondents was examined to indicate the significance of the defined values. Ten most important values were subsequently identified:

1. To live in happy family,
2. To help mainly family and friends,
3. To have children,
4. To have friends,
5. To have own nice housing,
6. To live in healthy environment,
7. To have an interesting and rewarding job,

8. To have a meaningful and useful work,
9. To live healthily,
10. To live by own beliefs.

One of the conclusions of this survey concerned the relationship between work and personal life. Respondents perceive important not only values relating to the private sphere but also to the work (Centre ..., 2014).

Another survey, which dealt with the topic of values perceived by employees, was conducted in 2016. Employees and managers should mention those factors they consider most important when *they motivate themselves*. According to 68.28% of employees, the key value was **the opportunity to learn something new** (Blašková et al., 2018, s. 57).

Many authors point to the need to use different motivational tools. Due to differences in employees' values, attitudes, behaviours or personality traits, different tools are also needed (Bencsik, Machova & Hevesi, 2016, s. 191). Motivational tools and activities should be linked and realised through **a motivation system** specific to each employee (Igielski, 2015, s. 77).

All motivational activities in the organization should act as **a coherent motivation program** because they are very important in achieving strategic goals and ensuring innovative progress (Wojtaszek, 2016; Szarková, 2016). Through the implementation of the motivation program, the organization achieves an increase in work motivation, employee performance and quality improvement (Urubio, 2017; Velázquez-Iturbide, Hernán-Losada & Paredes-Velasco, 2017; Majtán, 2016).

6. CONCLUSION

Motivation can be understood as a force that pushes people forward. Thanks to it, a person can achieve goals and improve himself.

If managers want to influence the behaviour of their employees, they need to focus on working with their motivation. The basic prerequisite for work with motivation is knowledge and understanding of human behaviour. Therefore, managers should focus on identifying, understanding and exploiting the perceived values of employees.

It is the motivation that provokes people's interest and curiosity. Motivated employees are satisfied, sharing new ideas among themselves to improve organization processes. The proper and efficient functioning of an organization can only be achieved *if its employees are motivated*.

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