

Certain Conditions of the Motivation Process

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Abstract

The article discusses the topic of the motivation process, which appears to be important and complex from the point of view of the organization. No one today needs to be convinced about the extremely important mechanism of shaping interpersonal relations in a company by motivating. The importance of motivation is analysed at the level of both business entities and public organizations. In addition to imposing demands on the employee and issuing instructions, there are various, more or less visible ways of influencing the employee, which are aimed at increasing the efficiency of his work. There are no universal rules for building incentive systems that would work in every situation. So, what motivates you to perform your duties diligently? The prospect of receiving a reward or promotion, or maybe the spectre of punishment?

Keywords: motivation, motivating, organization, team, management, organization, manager

1. INTRODUCTION

Issues related to challenges in management, teamwork, effective use of people, their knowledge and skills, and leadership to achieve organizational goals have long been the subject of interest in management sciences. Especially in the current reality, when the future promises to be an uncertain system of threats, risks, and to a lesser extent, opportunities and opportunities, the effectiveness of human action depends on his willingness, efficiency and ambition. In the search for ways to develop

the potential of experienced staff, a special, and perhaps even the most important, role is played by motivation to act. Despite the fact that staff motivation is an important aspect in team management, and motivating should be a routine activity, not all managers focus on self-development and look for advanced motivation techniques. Therefore, the purpose of this article is to highlight the process of motivation as a way to achieve success.

2. SELECTED APPROACHES TO THE DEFINITION OF THE TERMS „MOTIVATION” AND „MOTIVATING”

Problems related to motivation belong primarily to psychology. Ethics and sociology also deal with it, and for many years motivation has also been the subject of interest in the theory and practice of management. The new approach to management is to emphasize the role of employees, especially leaders and skilled professionals on the road to success¹. This leads to the thesis that the needs of an individual in the process of motivation are particularly important. Undoubtedly, they arouse interest in this issue of scientific circles that are trying to formulate a precise and correct definition of motivation and motivating.

Etymologically speaking, motivation means setting in motion, pushing, moving (Latin *moveo, movere*).

Motivation is most generally defined by the *Encyklopedia Powszechna PWN* (Eng.: Universal Encyclopaedia) as a process of psychological regulation that gives energy to behaviour and directs it towards achieving a goal; also, a relatively permanent tendency (striving) to undertake actions aimed at a specific goal; it may be conscious or unconscious². Motivation is a stimulus, a wake-up call, an incentive to act. It consists of everything that in the verbal, physical or psychophysical plane makes someone react³. J.A.F. Stoner and Ch. Wankel present a similar attitude towards motivation. According to them, motivation is what causes, directs and sustains people's behaviour.

Professor of economic sciences and author of many important scientific publications, J. Penc, defines motivation as a set of factors of a psychological or physiological

¹ Cf.: J. Bogdanienko, *Zarys Koncepcji, metod i problemów zarządzania*, Toruń 2005, p. 347.

² *Motywacja* [in:] *Encyklopedia popularna PWN*, Warszawa 1999, p. 536.

³ N. Stevenson, *Motywowanie pracowników*, Warszawa 2002, p. 2.

nature that activates and organizes human behaviour aimed at achieving a specific goal, a psychological mechanism that regulates any behaviour preceded by a choice. It is a process that evokes action, keeps it going, and integrates its course. It is triggered by the need, the lack of something necessary for the body, its development, maintaining a certain social role of the individual and other desires. Its field of influence is not only man himself, but also his environment. We are all its subjects and objects⁴. This definitely corresponds to the view expressed by T. Tomaszewski in the signal theory, where the author showed strong connections between man and the environment in which he/she functions. Elements of this environment have a fundamental influence on his/her behaviour and even, as P. Zimbardo⁵, put it, are the main determinant of behaviour.

On the other hand, motivating, according to the definition contained in the Encyclopaedia of Management, is a process and one of the functions of management regulating the behaviour of employees so that their actions contribute to the achievement of the company's goals. It is a mechanism that regulates and activates a person's behaviour⁶. J. Reykowski defines motivation as a process of regulation that controls activities so that they lead to the achievement of a specific result⁷. M. Armstrong, on the other hand, claimed that motivation consists in influencing others in such a way that they move in the direction we want⁸.

The analysis of the presented definitions allows us to draw a general conclusion that motivating is a set of processes aimed at inducing employees to cooperate and take action to achieve the set goals, while having an impact on employee motivation.

3. MOTIVATION ACCORDING TO THEORETICIANS

The literature on management includes various theories aimed at explaining the phenomenon of motivation. When discussing very complex issues of motivation, it is absolutely necessary to refer to the classical theories. This is important because the motivation mechanism is mainly related to the structure of needs.

⁴ J. Penc, *Kreowanie zachowań w organizacji konflikty i stresy pracownicze zmiany i rozwój organizacji*, Warszawa 2001, p. 243.

⁵ P. G. Zimbardo, *Psychologia i życie*, Warszawa 2006, pp. 190-191.

⁶ *Motywowanie pracowników* [in:] *Encyklopedia zarządzania*, https://mfiles.pl/pl/index.php/Motywowanie_pracownik%C3%B3 [w access: 03.12.2022].

⁷ J. Reykowski, *Teorie motywacji a zarządzanie*, Warszawa 1979, p. 23-24.

⁸ M. Armstrong, *Zarządzanie zasobami ludzkimi*, Kraków 2005, p. 211.

One of the more transparent concepts of human needs can be found in the works of the American psychologist A. H. Maslow. According to some authors⁹, the theory of the hierarchy of needs has attracted the attention of managers, perhaps more than any other theory of motivation. A.H. Maslow maintained that individual needs „order themselves” into a certain hierarchy due to the fact that there are higher-order and lower-order needs. Higher-order needs are activated when and to the extent that lower-order needs are satisfied¹⁰.

Analysing Maslow’s hierarchy of needs, it can be concluded that a person is motivated to satisfy the need that is felt the strongest at a given moment and in given circumstances. According to Maslow, every need must be satisfied at least in part before an individual desires to satisfy a higher-order need.

A kind of development of A. Maslow’s concept can be found in the works of D. Mc Gregor. He pointed out that executives often worked on two opposing sets of explicit or implicit assumptions about people, which were referred to as Theories X and Y (Tab. 1).

Tab. 1. Assumptions about people

Theory X	Theory Y
People are reluctant to work and avoid work if possible.	Work is necessary for human mental development. People want to be interested in their work, and under the right conditions, they enjoy it.
People have to be forced or bribed to work.	People strive to achieve the assumed goal.
People tend to prefer to be led and avoid responsibility.	Under the right conditions, people crave and pursue responsibility. Self-discipline is more effective and can be stricter than imposed discipline.
People are mainly motivated by money and the fear of losing their sense of security.	Under the right conditions, the desire to use one’s potential motivates people.
Most people don't show creative skills - except when it comes to figuring out ways to get around rules set by management!	Creativity and ingenuity are common but largely untapped.

Source: own elaboration based on D. M. Stewart, *Praktyka kierowania*, Warszawa 1996, p. 172

⁹ Cf. J. A. F. Stoner, Ch. Wankel, *Kierowanie*, Warszawa 1997, p. 365.

¹⁰ Z. Ścibiorek, *Personel w organizacjach zhierarchizowanych*, Szczytno 2012, p. 158.

D. Mc Gregor in Theory X assumes that employees are rather reluctant to their work, do not accept their duties, are unambitious and avoid responsibility. They only want to have their basic needs secured and met. In contrast, in the opposite theory Y, employees treat their work as a pleasure, not as a necessary evil. They are fully engaged in the implementation of the tasks set before them, focusing primarily on self-control. In addition to satisfying lower-order needs, they definitely want to satisfy higher-order needs, such as recognition and self-actualization - the highest levels of Maslow's pyramid.

F. Herzberg approaches the issue differently in his two-factor theory of work motivation. In his research on employee attitudes, he concluded that satisfaction and dissatisfaction with work result from two separate sets of factors: those that cause satisfaction (motivating factors) and those that cause dissatisfaction (hygiene factors)¹¹. Satisfaction factors include achievement, recognition, job interest, responsibility, and promotion. Factors causing dissatisfaction include: wages, working conditions, company policy. While motivating factors are related to the essence of work and rewards resulting directly from efficiency, dissatisfaction factors result from the employee's attitude to the organization's environment in which work is performed. In other words, motivators ensure more lasting satisfaction for individual workers, hygiene factors, if inadequate, cause dissatisfaction.

D. McClelland's theory, also known as the theory of three needs, defines the motivating power of modern man in a slightly different way. McClelland proposed three main needs that occur primarily in the workplace¹²:

1. the need for achievement - striving to stand out, to achieve in relation to a specific set of standards, to achieve success;
2. the need to belong - the desire for friendly, close interpersonal relationships;
3. the need for power - the need to make others act in a way that the person intends.

The level of needs varies from employee to employee. In everyday life, everyone feels all three needs, but they manifest themselves differently in everyone.

Some feel a greater need for achievement, others for belonging, and still others feel the greatest need for power.

¹¹ Cf.: D. M. Stewart, *Praktyka kierowania*, Warszawa 1996, pp. 173-176; J. A. F. Stoner, Ch. Wankel, *Kierowanie*, Warszawa 1997, p. 368; A. K., Koźmiński, W. Piotrowski, *Zarządzanie teoria i praktyka*, Warszawa 2000, pp. 327-328.

¹² Cf. B. R. Kuc, J. M. Moczydłowska, *Zachowania organizacyjne*, Warszawa 2009, p. 92.

All of the presented theories of motivation are based on different, autonomous assumptions. Each of them, however, provides information on the factors that determine people to act, inspiring subsequent generations of managers in search of the best ways to motivate people and manage the organization even better.

4. THE EFFECTIVENESS OF MOTIVATION

The speed and unpredictability of changes that occur in the environment in which the organization operates makes it subject to constant transformation. The changing environment has always posed challenges to the management and created problems to be solved. This is what determines that decisions made by managers should be well thought out and properly implemented. Regardless of where a manager works, he/she is expected to get his/her job done. In addition to planning, decision-making, organizing and leading, an extremely important element in the implementation of the management process is motivation. He/She creates a team of people responsible for tasks. He/She does it through management practices, by creating relationships of people he manages, incentives and rewards for successful work, through his/her policy of promotions and a system of constant mutual communication with his/her subordinates.

As the results of the „Polish Employee Engagement Survey for the first half of 2021” show, in Poland we are dealing with an increasing group of disengaged employees. Almost 25% of employees are completely disengaged – this is more than in the world, where it is 14 percent of employees¹³. And yet, a disengaged employee is a person who actively speaks negatively about their company, is ready to change jobs when the opportunity arises and is not willing to act in the name of the company’s good.

Contemporary organizations that operate in this changing reality must use a variety of management methods and techniques in order to reduce risk and uncertainty. The analysis of classical and contemporary management concepts which are used by managers allows us to conclude that the mechanisms of individual management techniques create conditions for the success of optimization activities by coupling them with the motivation system. One such method is participatory

¹³ K. Markowska, *Cztery słowa będą kluczem do zmotywowania pracownika w 2022 roku. Nie ma tu „pieniędzy”*, Portal PlusHR, <https://www.pulshr.pl/zarzadzanie/cztery-slowa-beda-kluczem-do-zmotywowania-pracownika-w-2022-roku-nie-ma-tu-pieniedzy,86765.html> [access: 20.11.2022].

management. This classic method, also classified as motivational techniques, is aimed at activating subordinates and satisfying their higher-order needs. An employee - subordinate is included in the management process and has an impact on the decisions made. Another classic method that triggers strong motivation in subordinates is task management. It consists in formulating specific tasks by a manager, along with specifying the deadline for the subordinate's performance. An indispensable element that determines the effectiveness of this method is daily control and assessment of the degree of task completion or work advancement.

Benchmarking should be distinguished among the methods of modern management based on the classical foundation. In principle, this method has led to improved employee motivation methods¹⁴. Lean Management, on the other hand, is a management concept aimed at increasing the competitiveness of an enterprise. The advantage of this concept, apart from paying more attention to the needs of customers, is also increasing the motivation of employees and their identification with the company's success¹⁵. This undoubtedly proves how important the function of motivation is nowadays, and motivating rightly belongs to the group of the most important competencies of a manager.

Managers who want to pursue a conscious motivation policy should look for clear and precise answers to the question of what behaviours and with what methods they will encourage their employees¹⁶. As J. Penc emphasizes, human motivations can be launched, stimulated and consolidated in two ways, and by creating conditions that threaten what a person has already achieved - that is, through negative motivational stimuli, or by creating conditions that will enable achieving a better level of needs satisfaction than before - through positive incentives. Psychologists emphasize, however, that positive motivation works much more effectively in the long run¹⁷.

The motivation system is a combination of various stimulation tools, i.e. stimuli, measures and conditions that will engage employees in their professional duties

¹⁴ Cf.: K. Szymańska, *Kompendium metod i technik zarządzania*, Łódź 2019, pp. 50-64; W. Ratyński, *Podstawy teoretyczne zarządzania i metod pracy kierowniczej*, Olecko 2002, pp. 195-198.

¹⁵ Cf.: K. Szymańska, *Kompendium metod i technik zarządzania*, Łódź 2019, pp. 128-144; J. K. Szlendak, J. Obolewicz, *Podstawy zarządzania i zachowań organizacyjnych*, Olecko 2005, pp. 298-300.

¹⁶ B. R. Kuc, J. M. Moczydłowska, *Zachowania organizacyjne*, Warszawa 2009, p. 107.

¹⁷ Cf.: *Motywacja do pracy – 10 czynników, które motywują pracowników*, HRK Kestria, <https://hrk.pl/pl/baza-wiedzy/artykuly-eksperckie/motywacja-do-pracy-10-czynnikow-ktore-motywuja-pracownikow> [access: 20.11.2022].

with personal satisfaction at the same time¹⁸. As already noted, there are many opportunities to stimulate and consolidate motivation at the manager's disposal. All means of arousing motivation (motivators) can be divided into three groups¹⁹:

- The first group consists of **coercive measures** - they include all orders (orders and prohibitions) and recommendations and advice from a superior, as well as responsibilities and obligations assumed voluntarily, forcing specific behaviour and action in the organization. These measures assume subordination to the will of a superior or the interests of the organization, regardless of the interests and needs of the employee.
- The second group includes **incentives**, which include any promises made to an employee that if he complies with the recommendation, there will be consequences whose positive value exceeds the cost of implementing the recommendation. The intention of using them is to interest the motivated person in better performance of work that leads to the achievement of their goals, and at the same time the goals of the organization. Incentives are conventionally divided into material incentives - offering the employee economic benefits (wages, bonuses, promotion, social benefits, etc.) and intangible ones - adding seriousness and dignity (promotion, social recognition, prestige, opportunities for self-development, the ability to make decisions, etc.).
- The third group includes **means of persuasion**, i.e. incentive measures referring to intrinsic motivation, resulting from mutual negotiations or consultations between the motivating and the motivated. The reward here is the integration of the motivated person with the motivating goals in the long term, greater attachment to the workplace, strengthening one's position as a partner, approval of importance, awareness of participation in decision-making (sense of sharing power with your supervisor).

The motivation process should be adapted to the external and internal environment. The effectiveness of motivating depends to a large extent on the correct construction of each element of the motivating model, the coherence of these elements, as well as on the skilful use of this model in practice. On the other hand, the effectiveness of direct motivation depends on: the way tasks are formulated, the strength of the reward associated with the task and its value, the value of expectations and needs

¹⁸ B. R. Kuc, J. M. Moczyłowska, *Zachowania...*, p. 108.

¹⁹ J. Penc, *Kreatywne kierowanie organizacją i kierownik jutra rozwiązywanie problemów kadrowych*, Warszawa 2000, pp. 112 -113.

that the motivated person can satisfy thanks to the reward, trust in the motivator, openness of the communication system and expressing criticism²⁰.

It should be emphasized that in all the presented areas related to the strength of the motivational process, the staff is predominantly involved. A manager has to use various motivators, because effective motivating is based on the complementary use of all available motivating tools. Therefore, from the point of view of the complexity of the motivation process, effective training of managers in reward systems and delegation of powers in this regard is so important.

5. CONCLUSIONS

The involvement of employees in the implementation of the goals of the organization, regardless of whether it is the private, public or non-governmental sector, depends primarily on their capabilities. However, the same opportunities as skill, ability, strength or intelligence are not enough. They are only one of the potential factors that can be launched by skilfully influencing human activity and stimulating their motivation to achieve success. Effectiveness depends on the manager's leadership skills, on directing, communicating with, influencing and motivating subordinates. It is impossible to set a precise limit of factors that motivate employees, but one should look for those that will motivate them to increase efficiency, loyalty and commitment to the organization in the best way. The best way to motivate employees is to get them fully involved, so that their efficiency and satisfaction increase. People working in modern organizations often forget about this very important element, preferring work to other spheres of life. And such a situation can lead to professional burnout, which means a considerable crisis of motivation.

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