

DECISION TAKING IN MOTIVATING EMPLOYEES

MARTINA BLAŠKOVÁ – RUDOLF BLAŠKO

Abstract

The paper deals with the most important aspects of a decision taking from a viewpoint of key processes of human potential management, especially the process of motivating employees and managers. The decision taking means a series of thinking steps the content of which consists in a detailed assessing all information, creation of potentially right decisional variants or alternatives, choice of the best variant/alternative, its realization, and a feedback of its correctness. It is interesting to consider the decision taking in correlations with the motivating employees and managers. We can understand the motivating as a decisional process in which the decision taker makes a lot of various decisions. This idea is supported by results of questionnaire survey done in 2009. The results confirm that the employees' and managers' motivation is influenced by many factors which have decided about the change of their motivation.

A complexity of motivational decision taking is related namely with following factors: participants on motivational decision taking (several deciders participate in this process), consequences of the decisions realization, recursion of the motivational decision taking, multi or inter-disciplinary character, dynamics and variability of motivational decision taking process, character of used methods, etc. It flows from the paper that the decision taking realized in the area of motivating employees and managers can be understood as a system and systematic process connected with intensity and structure of the decision taker's motivation in a great level.

Key words: decision taking, decision, motivation, motivating, model, aspects, survey, methods.

Classification JEL: M12 – Personnel Management

1. Introduction

The decision taking is an important function, process, or tool of the management. It can be met in small, middle and great organizations of all branches. It is a supportive function or a process increasing the quality of all managerial and organizational efforts, actions, results, and effects. The right realization of the managerial decision-taking influences directly and indirectly a successfulness and efficiency of every organization. This function or process is included and participated in all processes of the human potential management.

It means that in working out the basic *strategic phenomena* of all organizations, i.e. vision, mission, culture, philosophy, objectives, strategies, and all systems operating within the organization, the decision taking plays a strong role. Decision taking is closely connected with a communication and coordination. These two functions of management provide the inevitable information and harmonization of all efforts to the decision taking and all other processes of human potential management. *Communication* means a permanent exchange of needed information, signals, opinions, propositions, etc. which have to be dealt in a course of the decision taking. Generally, only on the foundation of shared information and knowledge the decisions can be taken and realized. The second of mentioned managerial functions – *coordination* – is connected with a concrete result which flows from decisional process. Because of the real conditions of present environments, all decisions have to be mutually harmonized within the organization. They must respect possible consequences connected with their potential realization so that a synergy could be achieved.

The decision-taking presents also an inevitable part of every single one of functions of the human potential management, i.e. strategic management of human potential, human potential planning, recruitment, selection, profiling, orientation and placement, leading, appraisal of work performance, motivating, training and development, etc.

An idea is interesting that decision taking become an immanent and permanent part of these processes. For example, in a *process of selecting employees*, the organization decides about what selective criteria could be valid and reliable, who should make a preliminary interviews with candidates, what number of the members of selective commissions should be the best for selection interviews, in what way to collect the series of questions for applicants, what applicants' answers should be considered as the best, what as suitable and what as insufficient, the results of what selective methods should have the most weighty influence on taking decision about the concrete selection, what applicant should be considered as a winner of acquisition process, etc.

In other process, in a *process of work performance appraisal*, all participants (appraised, appraisers, facilitators) take a lot of decisions also, for example, decision about: a periodicity of appraisal (how often to make the performance appraisal in a year), subjects of the appraisal (who should appraise the work performance), methods of the appraisal (methods orientated to the past, present or future performance, resp. combination of these possibilities), criteria of the appraisal (standardized and/versus individualized criteria), corrective measurements (momentarily versus continuously realized), sum of cost provided to the appraisal process, consequences for breaking appraisal discipline, etc. Mentioned aspects are illustrated in Figure 1.

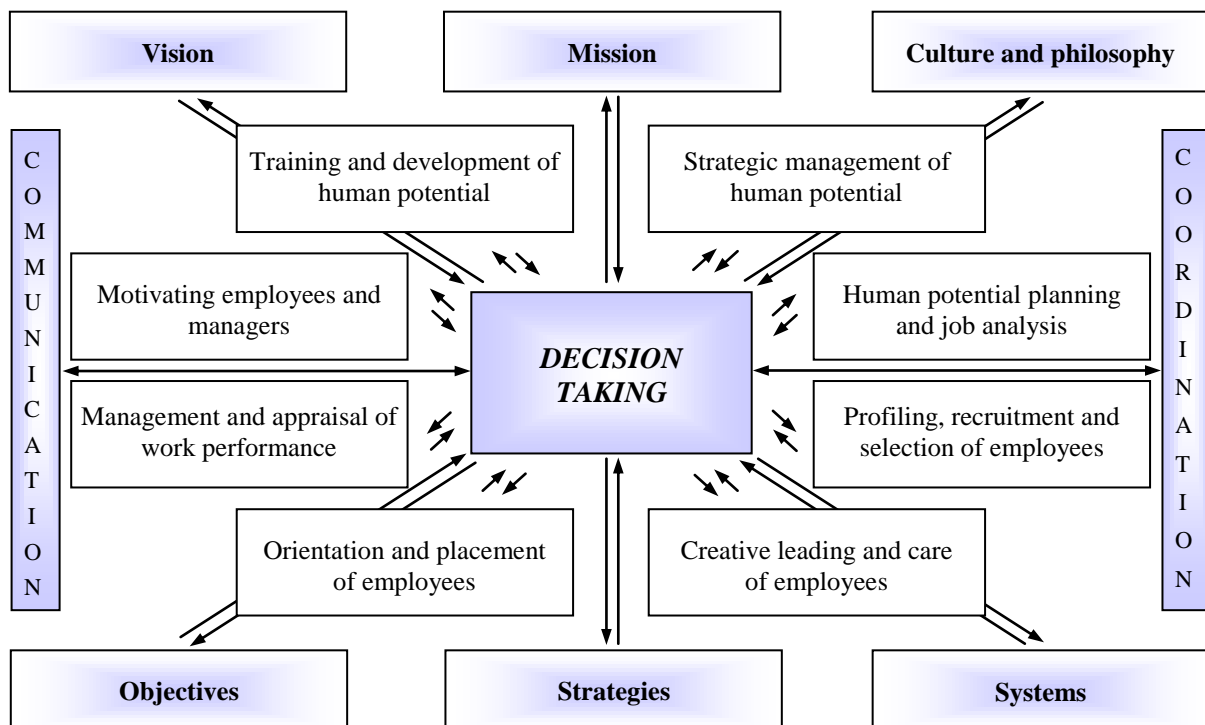


Figure 1: Importance of decision taking for all strategic phenomena and processes of human potential management

Source: own study

Additionally, the decision taking, made in present processes, provides an efficient feedback to all processes realized so far. It improves their content, structure, and dynamics. It discloses previous mistakes and imperfections made in these processes. So, it can be applied as a tool of permanent development and progress.

2. Decision taking determination

The decision taking viewed as a managerial process means a series of thinking (intellectual) steps or phases the content of which consists in a detailed assessing all available information (quantitative and qualitative), creation of potentially right decisional variants (in a case of several – minimally tree – solutions of decisional problem) or alternatives (in a case of only two solutions of this problem), choice of the best variant/alternative, and its realization in real conditions. Identically as other processes, also the decision taking needs a feedback of its correctness. It moves the quality of decision taking processes to a permanently increased level.

In the effort to determinate more precisely the decision taking, we can use some definitions and opinions of the recognized authors. For example, C. W. Churchman presents following idea: “Making decisions is, on the one hand, one of the most fascinating manifestations of biological activity and, on the other hand, a matter of terrifying implications for the whole of the human race”, (1989, p. 438). S. P. Robbins and M. Coulter present that the decision taking is a **complex process** which consists of some steps. It starts from an identification of problem and identification of decision criteria. Weights designation to chosen criteria, and a formulation, analysis and choice of alternatives follow after this. This leads to a decision which solves considered problem, and the process is finished by efficiency evaluation of chosen decision (2004, p. 151). It flows that these authors emphasize a necessity of wider amount of the decision variants (not only two basic alternatives) whereby the task of deciders (managers, experts, employees, consultants, etc.) contents an effort to estimate the profit, the contribution, the risks, the costs, etc. of each single one of these variants.

G. A. Cole understands the decision making as a sequence of events shown in Figure 2. “This *sequence* indicates a rational approach that can be applied to the business of reaching decisions in organizations. It commences by seeking to ask the right questions, continues by encouraging creative answers, and concludes by ensuring that the chosen solution is monitored and evaluated”, (1991, p. 108).

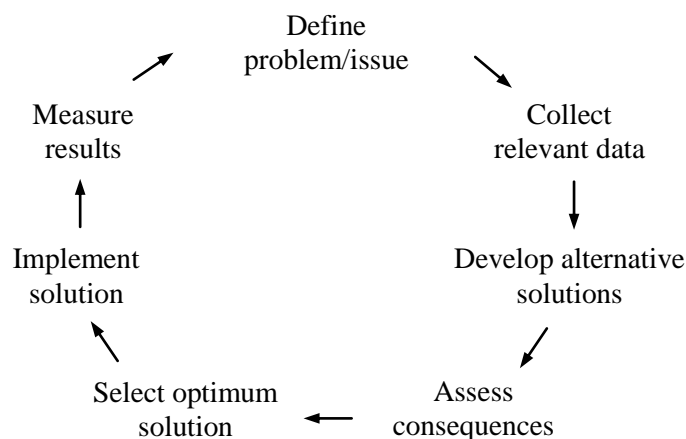


Figure 2: Decision Model

Source: Cole, 1991, p. 109

Also E. Bono draws attention to multi-variant and creative decision taking: “Too often the decision making process is shown as a list of fixed alternatives between which a decision has to be made. We are not easily satisfied with the obvious. We *multiply alternatives* before choosing between them”, (2008). On the foundation of mentioned above multiplying, further

characteristics of the decision making is important: *using multiple criteria* in the course of decision process.

A. Pohanková confirms that the decision-making is one of the most challenging and also the most important management function. Very important role have just people who are decision-makers. Results of decision-making process depends primarily on their knowledge, experience, skills, subjective attitudes, values, etc. (2010, p. 126). An idea is interesting that the effective executives know when a decision has to be *based on principle* and when it *should be made pragmatically*, on the merits of the case. They know that decision making has its own systematic process and its own clearly defined elements (Drucker, 2001, p. 2).

A nature of condition, in which the decision is taken, is very important. We can consider the decision-taking realized in the terms/conditions of *a certainty, an uncertainty, and a risk*. The decisions made in conditions of the *certainty* are simpler because the decision taker knows all important parameters and attributes connected with decided area or problem. But decision participants often must make decisional choice in the case when factors, elements, and stages could be evaluated as *uncertain* – it is not known in what direction and with what probability a concrete situation could be occurred.

And, the managers are usually met with the decision-taking in situation when each variant/possibility is connected with a *potential risk*. This type of the decision processes is very complicated and very demanding from a psychical viewpoint. Just this one means a stressing element which has a marked effect on motivation and successfulness of the managers and employees. Just this type of decision taking is applied in all processes of human potential management, concretely, in the process of motivating employees and managers.

3. Motivation and motivating determination

Motivation represents a qualitative phenomenon which ranks to the most discussed and the most complicated categories of the management. The motivation can be understood from *as various as possible viewpoints*. It can be defined as a process by which the individuals set their goals. It can become a conclusion of mixture of the individual's different motives which he/she experiences and among which he/she decides. It can be viewed and realized as an argumentation of any human action and behavior, etc.

Motivation, as the most complex and the most dynamic characteristics of the human potential, is some certainty, basis, and obligation, on the foundation of which the new values are created. An enormous and by nothing substitutable power of the motivation is expressed in a previous notion. Motivation determinates in what direction the individual will develop oneself, which of his/her own competences he/she will use, and in what quality level he/she will be work.

According D. A. Decenzo and S. P. Robbins, the motivation can be defined in terms of some outward behavior. It is an internal process which starts by deprivation, having unsatisfied needs, and results in tension. For motivation to occur, we must have functional tension giving to the individual the energy to perform. The functional tension the individuals have will cause them to exhibit a particular behavior – called effort. Effort is the outward action of individuals that focuses on a particular goal. If the efforts are successful in achieving goal, the need is satisfied and satisfied need then reduces or eliminates the deprivation the individuals initially experienced (1999, pp. 100-101).

From the viewpoint of a power or strength, D. V. Organ and T. S. Bateman present that motivation is the strength of the desire, intention, and commitment of the individual to perform a task at a specific level of quality or rate of output (1991, p. 259).

It is necessary that the motivation in organizations is continuously improved, strengthened, oriented in the right direction (to fulfill the vision and objectives). This deliberate and permanent

process can be called as a **motivating**. To use the motivation effort, i.e. to motivate someone means "... provide (someone) with a reason for doing something", (Soanes, Stevenson, 2003, p. 1145). So, the motivating represents a purposeful, permanent and thinking-relational process the intention of which consists in creating suitable conditions and using convenient motivational approaches, tools, events, and measurements in a way that the quality and value of the individual effort can be increased, and by this, also the value of the organization's outputs and parameters can be improved.

Organization as a whole can offer an environment in which it is possible to achieve a high level of motivation through the incentives and rewards, job satisfaction, opportunities to training and growth, etc. But in particular, there are the *managers* who play a major role in a motivating other employees and who must make good use of motivational processes offered by the organization, like they must provide and implement a quality and well-prepared appropriate processes of the incentives for their employees (Kerestešová, 2010, p. 74). It means that the motivating has to be realized systematically, must be planed and coordinated, and must involve all employees, and all managers, on all managerial levels, and in all organization's expert areas.

4. Survey of the employees' and managers' motivation

In 2009, in a close cooperation with the colleagues from Faculty of Management Sciences and Informatics at University of Žilina and Faculty of Wood Processing at Technical University in Zvolen, we have realized a survey orientated to the area of human potential motivation. The goal of survey was to obtain relevant knowledge concerned with dynamical aspects of the work motivation. From the viewpoint of efficiency, it was chosen a questionnaire method. The questionnaire was worked out in two versions: for employees and for managers. 3.600 questionnaires were distributed and 3.328 of giving ones were stuffed correctly (92.44% return).

From the viewpoint of work category, there were 2.891 employees and 437 managers. There were 1.515 men in the group of employees what represented 52.40% of the total employees number and 1.376 women – 47.60% of all employees. In the group of managers, there were 248 men what was 56.75% of number of the managers and 189 women, it means 43.25%. An average age of all respondents achieved value 38.63 years, average time of practice was ascertained in length 17.39 years, and the most frequent education was secondary, namely in case of 51.62% of all questioned.

As basic scientific hypotheses of this survey were defined premises that *the motivation of employees and managers is impaired* and that *motivation of the human potential fulfils the characteristics of dynamics*: it is changeable, it is influenced by many factors from the point of view of time, and it develops (compare with: Blašková, 2009, p. 10).

4.1. Key results from viewpoint of need for decision taking in motivating

It is giving from evaluation of survey results that motivation level of the employees and managers does not achieve wished values always. Many of respondents marked only *average level of their motivation* in basic areas of work performance (Table 1).

There is a negative ascertaining that only 7.19% of responded employees felt their motivation for new propositions and to increase in effectiveness of processes on very high level. Or that only 20.59% of managers marked their motivation to creative leadership and motivating their employees as very high too.

Mentioned above results correspond with further information of the survey done: the employees' answers confirm that *the managers do not work out any motivational program* for 53.93% of them (Figure 3). According to the survey results, only 11.4% of the employees confirm that their manager creates motivational program even with their participation.

Table 1: Presented level of employees' and managers' motivation

Area of work effort	Level of employees' motivation (share of answers in %)					Level of managers' motivation (share of answers in %)				
	Very high	Sufficiently high	Average	Lower	Low	Very high	Sufficiently high	Average	Lower	Low
Quality of work done	20.17	55.38	21.9	2.39	0.17	39.36	52.86	7.55	0.23	-
Increase in level of knowledge and skills	13.35	48.88	31.68	5.05	1.04	21.74	51.03	25.4	1.83	-
New suggestions and increase in efficiency	7.19	40.16	41.68	8.79	2.18	18.08	48.28	31.58	1.83	0.23
Cooperation with manager*/ Motivating, leading employees**	8.3	43.41	38.01	7.75	2.53	20.59	57.21	20.82	1.37	-

* this area was searched only in group of employees, ** this area was searched only in group of managers

Source: own study

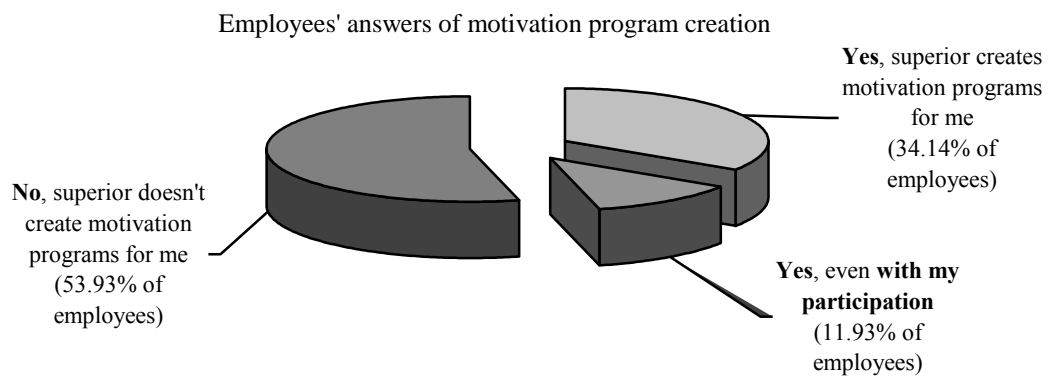


Figure 3: Employees' answers about creation of individualized motivation programs

Source: own study

But, in contrast with previous results viewed from the viewpoint of the employees, only 37.76% of the managers expressed that they do not work out motivational programs for their employees (Figure 4). This shows some difference between the opinions of the employees and the managers. On the other side, this difference is less important that a real fact that more than one third of the managers do not prepare and use the individualized motivation programs.

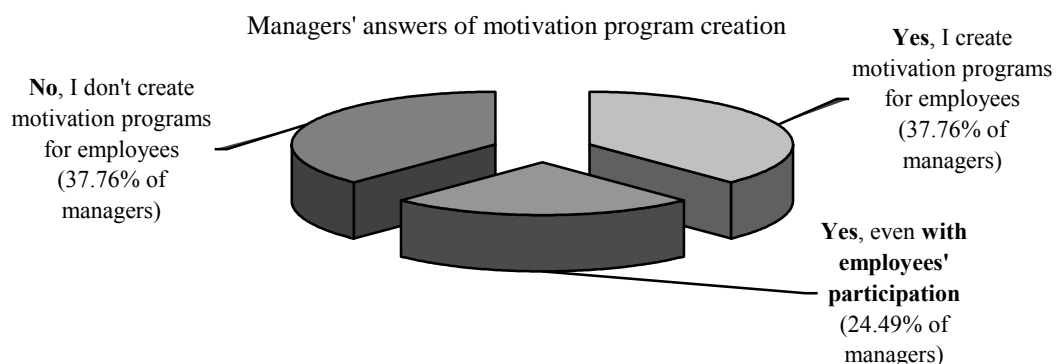


Figure 4: Managers' answers about creation of individualized motivation programs

Source: own study

In the area of desirable re-creating/implanting motivational approaches and programs within the organization, *managerial decision taking should be supported* as great as possible spectrum of information and opinions of factors which have caused the change of motivational preferences and needs. The respondents' answers, dealt with what the most weighty factors, events, realities, or experiences have caused the decisive changes of their past motivation, resp. have called up the different motivation preferences then they felt before, could be considered as important (Table 2).

Table 2: Decisive factors causing the change past versus present motivation

Statements	Employees		Managers	
	Number	% of employees	Number	% of managers
Changes in rewarding/increase in wage	589	17.70	89	20.37
Ambitions, priorities and needs/expectations	201	6.04	27	6.18
Career, career development	174	5.23	49	11.21
Working success, recognition, expressed trust	160	4.81	27	6.18
Relationships/team atmosphere	149	4.48	21	4.81
Private (family) life, boyfriend/girlfriend	124	3.73	-	-
Un-objectivity, non-correctness of superior	110	3.31	12	2.75
Starting a family, child born	109	3.28	14	3.20
Change of work, change of working position	85	2.55	19	4.35
Sense of fulfilment, self-realization, assert oneself	84	2.52	18	4.12
Appraisal by superior, satisfaction of superior	80	2.40	10	2.29
New knowledge/professional development	79	2.37	16	3.66
Personality development, remarkable experiences	74	2.22	16	3.66
Care for family, making financial security	74	2.22	-	-
Greater interest of management, change of superior	43	1.29	13	2.97
Experiences and practice	44	1.32	12	2.75
Health	29	0.87	10	2.29
Praise	45	1.35	9	2.06

Source: own study

In this open question, just relatively rich spectrum and high frequency of the survey participants' answers accent an existence of dynamics in the individuals' and groups' motivation.

4.2. Generalization and proposed ideas for decision taking in motivating

Having completed all results of realized survey, we can present that the basic hypotheses of this survey were confirmed:

- a) The motivation of employees and managers is impaired and does not achieve the desired level (intensity) and structure. It means that the organizations' managements must **decide to change their approach** to the strengthening employees' and managers' motivation. They should start to apply adequate motivation tools, events, measurements, etc. that could rightly target the important motivation orientations.
- b) The process of motivating employees and managers does not run efficiently always – more than one third of the managers do not create the motivation programs for their employees. Perhaps, the organizational executives should **take decision about the instigating managers** for efficient motivating their employees. The successful motivators have to be recognized

and awarded so that their élan and willingness for motivate employees can also be strong in the future.

- c) The motivation of employees and managers is dynamic and changeable. There exist a lot of factors which decide about the change of intensity, shape, and content of the felt motivation. It means that adequate *decision taking about the correct interventions* in motivation structures and mechanisms of the individuals must be supported by great amount of the relevant information, inspirations, opinions, wishes, necessities, etc.

It flows from previous characteristics that the motivation and the motivating represent phenomena closely related to the decision taking. Managers and employees act simultaneously in the position of motivating persons (they motivate themselves and motivate the others too) and also in the position of motivated persons (they are motivated by themselves and are motivated by the others). Moves between these positions are very dynamic and psychically demanding.

5. Decision taking in motivating employees

The decision taking as a coursing function of the management and the motivating as a relatively independent, and at the same time, as a coursing function of the human potential management and development, rank to the important and irreplaceable themes of the contemporary theory.

An individualization and variableness of every individual are emphasize by lot of authors (Hitka, 2009; Vel'as, 2010; Kachaňáková, 2010; Nakonečný, 2005; Maslow, 1970; Gražulis, Valickas, 2010, etc.). For example, R. Thomson presents that the motivation is highly individualized and complicated, and there exists a difference between something what motivates people to do above the average performance and something what leads to the under average performance (2007, p. 93). Just in the individualization and variableness of motivation, the idea is reflected that motivation is heterogeneous and provides a great space for decision taking of the considered motivated individual.

Heterogeneousness can be intended in the area of *motivation intensity* when we can consider of insufficient, weak, or under average, average, or above the average, strong motivation. Heterogeneousness can be searched from the viewpoint of *motivational orientation*. In this meaning, we can differ between the work motivation (motivation to the high-quality work, to the sustainable improvement, to the helping colleagues, to the team work, to the sharing experiences and knowledge, etc.) and the private motivation (motivation to be a good husband/wife, to be a reliable friend, to be a good parent, etc.). It is evident that the individual feels both these orientations simultaneously. The individual **can oneself decide** to what of these motivations he/she will devote his/her attention more intensively and what less intensively. It means in the personality of individual meet both these groups of the motives (working and private) whereby *there can arise*:

- *Harmonized co-action and mutual support* when the mixture of working and private motives is so much conveniently created so that it achieves balance and prepares desirable and fully acceptable behavior of the individual.
- *Resultant intensification only one of these groups* but even only some of felt motives, whereupon other motives lose their urgency. The motivated individual occurs in a state of some motivational indecisiveness which leads to the desirable action at least (the individual choose convenient possibility on the basis of his/her consideration about the correctitude and rightness of his/her activities and possibilities of the environment.
- *Dramatic collision and intra-psychical conflict* which target the individual so much strong so that he/she stays astounded in an activation (the individual is not able to be immediately orientated in the running process, does not know to harmonize his/her

working and career ambitions and expectations with the private expectations and desires, and rather does not act, waits for simpler and better arranged parameters of the situation, relations, conditions, etc.).

But the motivation heterogeneousness can also deal with a *various content of the working motivation*, i.e. various motivational preferences, priorities, metes, goals, aspirations, desires, needs, and resolutions which the individual defines for oneself in the work environment. The individual – employee or manager – has to **permanently decide** what of these motivational elements will stay to make stronger, what will postpone till a later realization, eventually, what will absolutely eliminate from his/her motivational structure.

An effort for *development of own self-understanding* and recognition from the side of oneself and from the side of the other is an important feature of many individuals. A following idea is interesting in these intentions: “All human beings need warm, respect, and acceptance from other people, especially the nearest people. This need for positive relation stays active for all one’s life. But the individual, in course of one’s life, becomes partially independent from specific contacts with the other people what leads to the secondary, learned need for a positive relation toward oneself. Just the satisfaction of need for self-respect is a key from the viewpoint of the actualization running,” (Výrost, Ruisel, 2000, p. 168). It flows the strong decisional accent is reflected in the area of self-acceptation and suitable improvement: the individual chose carefully and purposefully the activities by which he/she will deal in the future, in what direction will orientate his/her advancement, etc.

It means that the motivation and motivating can be viewed as the **decisional processes**. In the area of an influencing work motivation, which is very sensitive to many various influences and factors, the individuals – decision makers – have to respect a great amount of elements and results caused potentially by each chosen variant or decision. Because of motivating human potential behavior, it means in the endeavour to influence behavior of the living and thinking personalities, these results and outputs can be remarkable in a positive or negative way. J. A. Humphrey et al. note that after outlining the alternatives there are two tasks: first, to decide what consequences are possible for each alternative (it is based on understanding of the individual involved and predicting what might happen in the future), and second, to decide which consequences are most likely (it involves pushing a bit further), (1988, p. 143).

6. Model of motivational decision taking

The decision taking, understood as a key moment and also as a part of a projecting motivational strategies and motivational programs, has to be correctly prepared and argued. It means this one has to be based on precise processing and considering of the amount of quantitative and qualitative starting points, assumptions, and necessities. Thus, the choice of the motivational efforts contents would be determined by a thorough evaluation and appraisal of a suitability of intended approaches and tools, especially from the point of view of the purposefulness, economization, and efficiency, by a testing the actual relevancy and motivating influence, urgency, or resistance, etc. In general, the motivating can be understood as a permanent gradualness of the continuous decision-takings prepared and realized by variant way.

Mentioned above mentions emphasize that the determination of decision taking from the viewpoint of motivating is not simply at least. A complexity of motivational decision taking determination is connected with a fact that this decision taking is very complicated internally. This **complexity** is related namely with following factors:

- a) *Participants on motivational decision taking* – in this process can participate several deciders, for example:
 - the individual can be a participant of the motivational decision taking (he/she decides about a concrete variety of his/her motives that will be preferred and realized),

- the individual can cooperate with several other individuals in motivational decision-making process (in a case of helping individual with solving his/her motivational confliction or indecisiveness),
 - the group (team) can be involved into the decision-taking process (in building group motivational programs, conditions, elements, tools, and atmosphere),
 - the organization as a whole can represent a multi-participant on decision-taking (in a case of creating the organizational motivation program devoted to the strengthening motivation of all employees and managers of the organization).
- b) ***Consequences of the decisions realization*** – there is taken a lot of weighty decisions in influencing employees' and managers' motivation. These decisions could have a serious impact upon the thinking and behavior of motivated individuals and groups. When some of motivational decision is not correct and does not respect the inner psychological mechanism of the individual, this one can cause the deep decrease in felt motivation. And, what is very danger for reinforcement of destroyed motivation, caused motivation decrease can last very long time (several days, weeks, or, maybe, months).
- c) ***Recursion of the motivational decision taking*** – well-founded fact for an applying recursion in decision taking in the creation of motivation strategies and programs is knowledge that the recursion can enrich the existing theory by a new view which connects two usually separately understood problems of the management: the decision-taking and the motivating human potential, especially through prism of the recursion. *The recursion* is characterized by a knowledge permanence, dynamics, systematism, systematization, situational accent, and in the effort to influence effectively and form a future, it connects the past experiential knowledge with the present knowledge. It should be dealt with a cyclic positive or negative collision of the *multiple decision-taking processes* which is influenced contrastively not only by the key participants' decisions of these relations (motivating and motivated employee). It is influenced also by the decisions of other subjects who affect the motivation relations (co-workers, customers, suppliers, partners, family dependent, friends...).
- d) ***Multi or inter-disciplinary character*** – the motivational decision-taking process must be viewed as a process based and supported by knowledge and information flowing from many other scientific disciplines, e.g. psychology, sociology, philosophy, anthropology, dialectic, organizational behavior, management, economy, probability theory, mathematical analysis, informatics, etc.
- e) ***Dynamics and variableness of motivational decision taking process*** – this process is characteristic by a lot of elements, motives (needs, insufficiencies, priorities, metes, expectations, goals, desires, etc.) reasons, consequences, attributes, variants, opportunities, risks, limits, boundaries, attractiveness, feedback, mutual relations among all parts, phases, and participants of the decision taking process.
- f) ***Character of used methods*** – there can be used three basic groups of the methods in the area of decision taking about as efficient as possible motivating employees and managers: quantitative, qualitative and heuristic. *The quantitative methods* are based on the using mathematic-statistical apparatus in a processing and evaluating all retrieved motivational preferences on the side of motivated individuals and possibilities/limits on the side of organization retrieved by a questionnaire, structured interview, observation, and thinking (mental) experiment, meta-analysis, etc. We can include into this group for example t-test, χ^2 test, test of fit goodness, etc. *The qualitative methods* are based on experts estimations combined with the intuition and experience. We can include here for example brainstorming, work meetings, workshops, Delphi method, cascade method, etc. *Heuristic methods* connect the strengths of the both quantitative and qualitative methods. These ones involve for example a decision analysis, decision threes, decision tables, etc.

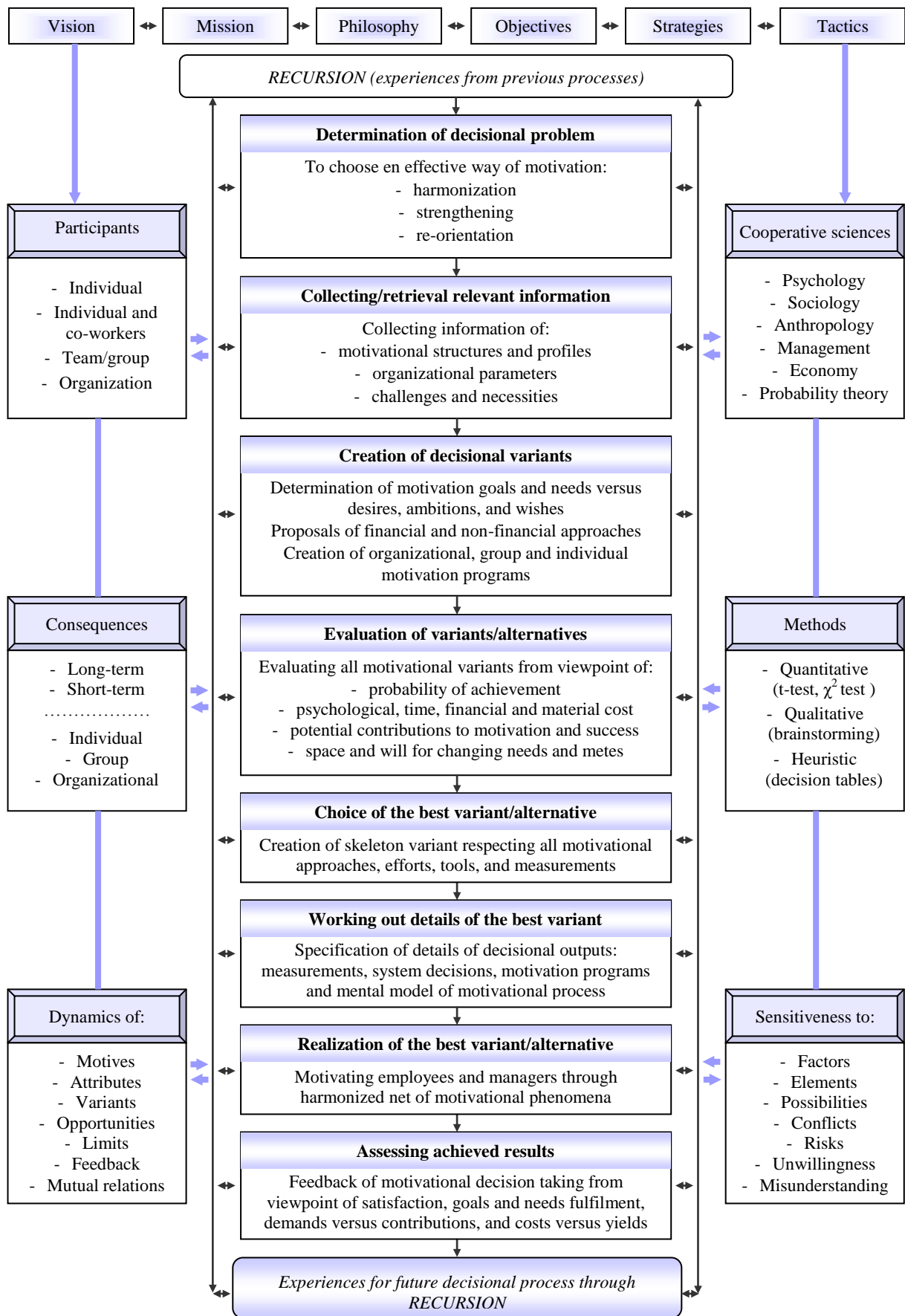


Figure 6: Model of motivational decision taking
 Source: own study

g) **Character of worked out models/outputs** – the decision-takers make a specific type of the decisional outputs:

- *measurements* intended as a direct influencing of the motivational conditions of oneself or other employees or managers;
- *system decisions* orientated to a quality and structure improvement of all motivations occurred within the organization;
- *motivation programs* as the set of motivational approaches, understandings, principles, goals, measurements, efforts, and events by which it will be possible to motivate,
- *mental or descriptive models* prepared with an intention to change thinking and to influence the managers' and employees' motivation within the organization.

It means the decision taking realized in the area of motivating employees and managers can be understood as a **system and systematic process** of the retrieval quantitative and namely qualitative information (information on motivation, behavior, expectations, intellect capabilities, will, conflicts, collisions, etc.), processing this information and creative connecting it into the various variants of problem/situation solving, evaluating the possible contributions, costs, and risks of these variants, and choice of the variant (motivation program) with the best perspectives to be an effective managerial tool which can strengthen the managers' and employees' motivation. And, such decision is effective which can be contributive not only in actual conditions but also in strategic viewpoint of the future organization function.

7. Conclusion

The motivating ranks among the key functions/processes of the organization management. Similarly as all other functions or processes of the management (planning, organizing, control) also the staffing and leading together with motivating can be understood as the decisional processes. The decision taking penetrates all phases of the motivating employees and managers (disclosing, knowing, and analyzing employees' and managers' needs, analyzing the organization's possibilities, setting motivational goals, defining, and implementing activities for motivational goals fulfilment, assessing motivation process efficiency, or feedback of the motivating).

The idea is important that there occur repeated connections of the motivated objects' motivation with the motivating subjects' motivation where the decisional viewpoints of both sides can be potentially different. But the effort for a strengthening, harmonizing eventually re-orientation of the motivations can become a connective factor of their (egoistic versus pro-social) purposes. We can note in these intentions that the decision taking in motivating **acquires a lot of new elements** (decider has to decide in purely qualitative area – in motivation of the real human beings). It is full of unexpected turns and responses. It is extraordinarily demanding for psychical characteristics of the participants whereby the result, resp. effect of the motivating (and also the effect of decision taking within this one) can be hypothetically different, in scale from small changes in thinking and behavior to expressive and long-term changes that could cause not only the changes in individual's performance but also in group and organization's performance and successfulness.

Acknowledgement:

This article is a result and it has been supported by Scientific Grant Agency of Ministry of Slovak Republic, grant VEGA No 1/0639/10 *Evaluation of Human Potential Quality in the Field of Private Security Services*, and grant VEGA No 1/0067/11 *Dynamics and Content of Decision Taking Processes in Motivating Human Potential*.

References:

- [1] BLAŠKOVÁ, M. – BLAŠKO, R.: *Dynamical Model of Human Potential Motivation*. In: Human Resources Management and Ergonomics, 2009, Volume III, No 2, pp. 6-21. ISSN 1337-0871
- [2] BONO, E.: *Creative Solutions: How Creativity Can help with Decision Making and Analysis*. December 12, 2008. Available on: www.thinkingmanagers.com/management/creative-solutions
- [3] CHURCHMAN, C. W.: *The Myth of Management*. Chapter 32, pp. 438-448. In: Matteson, M. T. – Ivancevich, J. M. (eds.): *Management and Organizational Behavior Classics*. Fourth Edition. Homewood. BPI, Irwin. 1989, 545 p. ISBN 0-256-06895-X
- [4] COLE, G. A.: *Management. Theory and Practice*. Third Edition. London. D. P. Publications, Ltd. 1991, 588 p. ISBN 1-870941-90-X
- [5] DeCENZO, D. A. – ROBBINS, S. P.: *Human Resource Management*. Sixth Edition. New York. John Wiley & Sons, Inc. 1999, 546 p. ISBN 978-0-471-29989-8
- [6] DRUCKER, P. F.: *The Effective Decision*. In: Harvard Business Review on Decision Making. Boston. MA. Harvard Business School Press. 2001, pp. 1-21. ISBN 978-1-57851-557-2
- [7] GRAŽULIS, V. – VALICKAS, A.: *Development of Career System of Civil Service: the Lithuanian Case*. In: Human Resources Management and Ergonomics, 2010, Volume IV, No 2, pp. 31-45. ISSN 1337-0871
- [8] HITKA, M.: *Model analýzy motivácie zamestnancov výrobných podnikov*. Zvolen. Vydavateľstvo Technickej univerzity vo Zvolene. 2009, 150 p. ISBN 978-80-228-1998-5
- [9] HUMPHREY, J. A. et al.: *An Introduction to Business Decision Making*. Third edition. Scarborough. Nelson Canada. 1988, 569 p. ISBN 0-17-603449-8
- [10] KACHAŇÁKOVÁ, A.: *Organizačná kultúra*. Bratislava. Iura Edition. 2010, 138 p. ISBN 978-80-8078-304-4
- [11] KERESTEŠOVÁ, M.: *The Interconnection of Planning and Motivational Process in Organization*. In: Human Resources Management and Ergonomics, 2010, Volume IV, No 2, pp. 70-79. ISSN 1337-0871
- [12] MASLOW, A.: *A Motivation and Personality*. New York. Harper & Row. 1970
- [13] NAKONEČNÝ, M.: *Sociální psychologie organizace*. Praha. Grada Publishing. 2005, 225 p. ISBN 80-247-0577-X
- [14] ORGAN, D. W. – BATEMAN, T. S.: *Organizational Behavior*. Fourth Edition. Boston. Irwin. 1991, 685 p. ISBN 0-256-06667-1
- [15] POHANKOVÁ, A.: *Motivation and Decision-making Process in Managing Change within the Organization*. In: Human Resources Management and Ergonomics, 2010, Volume IV, No 2, pp. 125-133. ISSN 1337-0871
- [16] ROBBINS, S. P. – COULTER, M.: *Management*. Praha. Grada Publishing. 2004, 600 p. ISBN 80-247-0495-1
- [17] SOANES, C. – STEVENSON, A.: *Oxford Dictionary of English*. Second Edition. Oxford. Oxford University Press. 2003, 2088 p. ISBN 0-19-861347-4
- [18] THOMSON, R.: *Řízení lidí. Managing People*. Praha. ASPI. 2007, 250 p. ISBN 978-80-7357-267-9
- [19] VELAS, A.: *Ludský potenciál v oblasti súkromných bezpečnostných služieb na Slovensku*. In: Proceedings of 15th International Scientific Conference Solving Crisis Situations in the Specific Conditions. Žilina. EDIS – Publishing House of University of Žilina. 2010, pp. 803-805. ISBN 978-80-554-0201-7
- [20] VÝROST, J. – RUISEL, I.: *Kapitoly z psychológie osobnosti*. Bratislava. VEDA, vydavateľstvo Slovenskej akadémie vied. 2000, 282 p. ISBN 80-224-0622-8

Addresses of authors:

Assoc. Prof. Martina BLAŠKOVÁ, PhD.
Department of Managerial Theories
Faculty of Manag. Sciences and Informat.
University of Žilina
Univerzitná 8215/1
010 26 Žilina
Slovak Republic
e-mail: blaskova@fria.uniza.sk

RNDr. Rudolf BLAŠKO, PhD.
Department of Mathematics Methods
Faculty of Manag. Sciences and Informat.
University of Žilina
Univerzitná 8215/1
010 26 Žilina
Slovak Republic
e-mail: beerb@frcatel.fri.uniza.sk