

Abstract

Function of Motivation in the Management Process in AHP's Approach

Author(s): Wiktor Adamus

Wiktor Adamus
Institute of Economics and Management
Jagiellonian University
adamus@uj.edu.pl

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In the management process each organization has human, financial, material, technological and information resources at its disposal. All of them are necessary for the rational functioning of the organization, but people are the most important capital of each company. They constitute its most precious potential on which the existence and development of each organization depends.

Managers of companies carry out numerous activities aimed at achieving the best results thanks to using human intellectual potential. The basis for understanding another person involves getting acquainted with his/her system of values, the ability to awaken in the employees the readiness to undertake a particular action and provoking some additional intellectual and physical effort exceeding its currently displayed level, as well as the skills and abilities helping to achieve the aims of the organization.

In the management process motivation is considered as the most important and most difficult function. No other functions in management, such as planning, decision taking, organization or supervision has been discussed so widely in literature as the motivation function (more than 5,000 publications). Motivating the employees constitutes a priority challenge for managers. This function should be constantly modified and improved.

For the purpose of this paper motivation has been defined as a human psychological mechanism, which consciously or unconsciously balances the set of different needs, aims, tasks and values directed at achieving, through various actions of man, objective or subjective satisfaction.

The objective of this paper is a new approach to the motivation function aided by AHP, within the category of certain uniformity, in the form of one multi-criteria model consisting of various theories and approaches, motivation models and the author's own considerations.

This model differs considerably from the hither-to existing theories and models, since it has been constructed in the form of a hierarchical tree on top of which the main aim was set forth, namely the employees' satisfaction with their work and the

increase of effectiveness of their actions, while on the lower levels criteria, sub-criteria and alternative motivating activities are placed. In this model, the importance of each motivating factor and motivating variant is determined through their mutual comparison according to T.L. Saaty's fundamental scale and by ascribing priorities to them.

In connection with the fact that people are different as far as their perceptions of needs, aims and value hierarchy are concerned, each employee should be approached in an individual way, which is impossible. Different motivation variants have been proposed at work, within one company, for uniform groups of employees classed on the basis of such criteria as age, sex, the held posts, etc. The following main criteria have been discerned within the model: work and pay conditions, organization culture, interpersonal relationships, acknowledgement (respect for oneself and for others), self-fulfillment, personal abilities (intellectual and/or physical), personal life and supporting other people. Within each of the criteria a coherent family of sub-criteria was determined. They enabled the establishment, justification and transformation of the calculated priorities into the alternative motivating activities of separate uniform groups of employees. When modeling the motivation decision variants the motivation criteria were aggregated in accordance with Vilfredo Pareto "20/80" principle.

The developed models were verified in selected companies in Poland.