Motivation key to company effectiveness in learning organisations

Eszter Marczell -Szilágyi[1] – Tímea Magyar[2]

Abstract

The aim of this study is to show the importance of building up effective motivation systems in organisations by clearly defining the substantive organisational and individual needs and by implementing high-level harmonisation between them. At the beginning of the 21st century, the most important features of the global market environment are the complexity, the instability, and the uncertainty. In such a business environment, the quick understanding of the changes and the ability of giving rapid and professional strategic answers to them become a key element in forming the efficiency of any business organisations. Such a company flexibility must be based on conscious human resource management activity founded on the attentive application of knowledge management tools so that it can effectively exploit the opportunities offered by the high-level cognition of emotional intelligence.

One of the key elements of such a competent HR management work is to build up a company motivation system that serves the goals of both the company and the employees perfectly. This paper introduces the results of an extensive questionnaire survey aiming to collect reliable and comprehensive information about real intrinsic motivations of people so that a higher level of harmonisation between companies and their employees' needs can be implemented by building up better organisational motivation systems.

Introduction

Companies had to face several new challenges in the last twenty-five years. Global competition further increased and the rushing development in technologies (including the sector of mobile communication) forces the business organisations to continuously update their strategies not only in their production technologies but also in their whole marketing activity (Bilal et al., 2021).

The changes are too fast to let the companies apply their original strategic planning activity featured by long and detailed forecast about the future to which precise and specified lists of tasks are created for each expert of each department which "only" have to be followed step by step by the highly educated employees. Such a strong and strict control of the top management would lead to quick decline of market shares and decreasing revenue- and profit figures as a narrow group of directors (now matter, how professional they are) simply cannot follow up all the changes in the complex market- and social environment so even a really successful strategic plan can fast become obsolete this way (Price, 2023).

Instead of the concept of strategic planning and its strict control by the directors, more flexible practises of strategic management had to be implemented by all the business organisations that wanted to keep up with the continuous changes of the market environment: it means the nonstop monitoring of the changes outside, followed by the working out and applying of new strategical answers to them. These are the practises that valued up HR-management, knowledge-management and all those activities that had the potential of supervising immaterial capital elements by exploiting the most of them. Why? Because the whole cycle of continuously (a) monitoring the changes

of the market **environment**; (b) perceiving and understanding them; (c) working out the best strategical answers that suit the best for the new situation; (d) and finally putting the new strategy into effect with the best efficiency is just too complex to be implemented only by a small group of smart people: it must be realized by coordinated actions of motivated teams (Shujahat et al., 2017).

This is the reason why all possible management methods that promise to make a better use of organisational human resources got higher and higher attention in the management literature in the last 20 years (Nagy - Káposzta, 2017; Nunzio et al., 2018). This study focuses on the factors that can help framing an optimal motivation system for an organisation that wishes to perform with increased effectiveness in the complex and quickly changing global business environment of the current period.

Motivation and organisational effectiveness

Strategy makers and HR managers who wish to build up and maintain a well-functioning organisational motivational system among the circumstances of the current market environment characterized by high level of complexity and uncertainty with very quick changes, should consider which parts of the classical motivation systems have to be kept and what are those parts where urgent renewal is needed.

The new market environment described above, forces business organisations to keep a high-level creative potential. The innovation centres of global companies should continuously face and solve heuristic types of problems while the rest of the activities (mostly the well-practised procedures based on algorithmic principles) can go to other divisions of the global companies where the focus is kept on cost-efficiency, thus these centres are mostly moved to world-regions where management tries to minimize labours costs of the employees to compensate for the lower added value they make there (Joy, 2019).

Global company divisions in the more developed regions (where high innovation potential must be kept for assuring the flexible and successful adaptation of the company strategies to the renewing market changes) must build up, maintain, and continuously develop a company culture that promotes effective knowledge transfer continuously at the highest level (Koenig, 2018; Hassan et al., 2017; Csehné Papp et al., 2017; Káposzta et al., 2017). Such circumstances are created at the highest level in the learning organisations: these systems focus on creating the best conditions for continuously developing their knowledge on (a) individual- (b) group- and (c) organisational levels. Peter Senge set the following five criteria for the successfully operating learning organisations (Bhasin, 2021):

- System-based thinking: this means, that all organisational problems are analysed and solved on ways that tend to understand their deeper interrelations, too.
- Ability for self-management by which most individual and organisational efforts are led by conscious future planning.
- Applying patterns of thought: this practice develops common ways of action and efficient techniques of thinking together among the employees.
- Vision collectively understood and promoted by all members of the organisation offers effective motivation for employees (and for their groups) both for concrete actions and also for periods of learning and trying new ways.
- Group-learning practises applied continuously lead to a developing problem-solving capacity both at individual and group level.

Self-determination theory (SDT-theory) also highlights three important areas on which good leadership must focus if they wish to build up an organisational motivation system that efficiently promotes the company to reach higher level of organisational effectiveness (Ryan & Deci, 2018). It highlights the importance of autonomy, competence and relatedness. According to its principles, modern companies that wish to motivate their talented employees effectively, should pay attention in giving them the proper level of autonomy, rich opportunities for developing their competences and they also should show them company goals which are noble and comprehensive enough so that employees could feel that they actively work for some really important purpose which can help humans make our world be a significantly better place than it was before (Cherry, 2022a).

Finally in my summary, that tried to mention some valuable secondary research-based publications with some important principles that can help companies implement a well-functioning organisational motivation system, I would like to mention Simon Sinek's Golden Circle: it concentrates on the importance of the relatedness (the concept that we learned previously at SDT-theory) and actively builds on the role of emotions in human decision making. According to Sinek, company purposes that are connected to long-run plans and higher-level needs of mankind can generate stronger employee- and customer motivation levels. People have the basic need of being a part of the creation of "noble things" so that they also can participate in activities aiming the "greater good" of the world (Sinek et al., 2018).

According Sinek's theory, in most business conversations the related parties first describe their product or service when introducing themselves (so they answer to the question of WHAT?: the activity of the company).

After that they might mention how they make their job to offer better products than their competitors (at this time they answer to the question of HOW?: their most important strategic principles).

With these two questions they still forget almost all the time to define the real purpose of their product / service; so they don't clarify the value that they can fulfil in the life of the customers (or the society). (By this, they could finally answer to the question of WHY?: the REAL GOAL targeted by the product/ by the whole company activity) (Sinek, 2020).

As we also can see it on Figure 1, the sequence of the factors above should be changed — what really can move people is never the "what" or the "how", but the substantive main purpose (the "why") behind the activity. In case people find this final targeted goal interesting / important / and valuable enough, they can be convinced to join the given project either as a customer or as an employee. The importance of the well-defined purpose representing real value becomes even clearer if we understand that our brain-activity is programmed quite similarly when we work up our behaviour or make decisions. Logical arguments are understood by neocortex, but it is not neocortex that forms our behaviour or makes our final decisions: it is the limbic system. Our limbic system concentrates on emotional types of context — not on rational ways of thinking; so it is motivated by "big goals" much more effectively than by clever facts (Sinek, 2020).
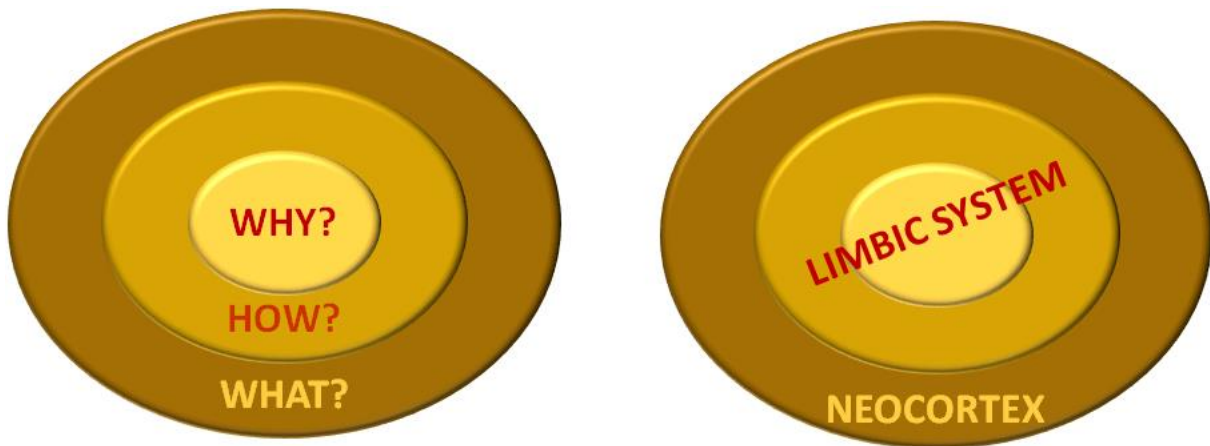
**Figure 1. The parallel structure of Sinek's golden circle and
the decision-making procedure of the human brain**
Source: Own edition by Sinek et al., 2018, pp. 33-34.

Why can it have any importance if we wish to construct a really effective motivation system in our business organisation? — because highly motivated and loyal employees can increase both the innovation potential and also the effectiveness of the company: how should we try to get their enthusiasm? It seems that if we can share our real and noble immense goals with them, we can have their full support when all their energies will be focused on the implementation of these bright targets.

This idea takes us to the concept of extrinsic and intrinsic motivators. Several publications (Cherry, 2022b; Jackson, 2021; Deckers, 2018; Wasserman, 2020) underline the importance of applying effective intrinsic motivators in organisations. Intrinsic motivators are originated by human needs fulfilled by the activity itself (e.g. the interesting nature of the tasks, or the challenge that they offer for those who do them). The classical intrinsic motivators can easily be drawn parallel to Sinek's "immense noble needs" or the "relatedness"-factors of the SDT-theory. While intrinsic motivators can be very useful in effective motivation — at the same time it is also obvious, that some basic extrinsic motivators (like fair and reasonable salary) also serve as indispensable elements of any motivation systems. Intrinsic motivators are rewards what people get as compensations for their efforts coming directly from their activity itself and not from any resource which is independent from what they do. Salary is the typical example for an extrinsic motivator, while if a person enjoys what he/she is doing, if he learns new and valuable competences by his activity, or he is enthusiastic about its goals, it all come from his activity, so these "prizes" can absolutely be evaluated as intrinsic motivators. "Autotelic" activities offer so much positive results for those who do them, so the activity itself offers the reward (Joy, 2019).

The primary research of this study tries to find out what those concrete and practical topics are that actually serve as subjects of people's intrinsic motivations. Getting actual information about *real themes* of human intrinsic needs, we can further use this knowledge in designing the optimal distribution of the two types of motivators (extrinsic and intrinsic) to be applied in the organisational motivation systems.

Primary research: Methodology

The main purpose of the questionnaire research was to collect reliable information about the types and nature of activities that people like doing for themselves. The more we know about autotelic activities, the wider basis of opportunities we can collect from, that can serve as a knowledge-basis how to build up an optimal motivation system in our organisation to increase its effectiveness, its innovation potential and its profitability — based on the increased efforts of its highly motivated employees.

The questionnaire was shared in social media portals: my students in the university meant the primary target audience of the survey and they were asked to go on sharing the questionnaire among their acquaintances. Finally, I got 1155 responses: although the sampling method was not random selection (so the results obtained cannot be evaluated as representative), but the overall number of the responses is definitely high. The first questions were about sociodemographic statuses – the interrelation among them was analysed by Pearson's chi-squared test.

There were three open-ended questions – they meant the essential part of the questionnaire research – asking the respondents about (a) their most beloved autotelic activities, (b) the reason why the given activity means so much for them and (c) the most important features that they dream for themselves after 10 years. When processing the responses, we first classified them into categories (the longer and detailed answers were often ranked to more than one category so one response could also be classified into more categories). After that, we reviewed the categories and aggregated the similar ones into 5 more comprehensive, joint category groups. When defining the categories, we tried to catch the main "attraction" of the given activity which makes it so preferred for the respondent. We applied analysis of variance by F-test to find out the nature of the possible interrelation between the results of the open-ended questions and the sociodemographic categories.

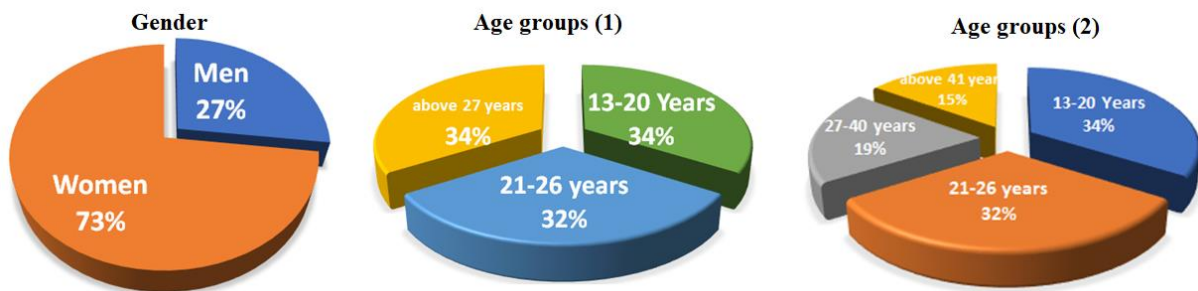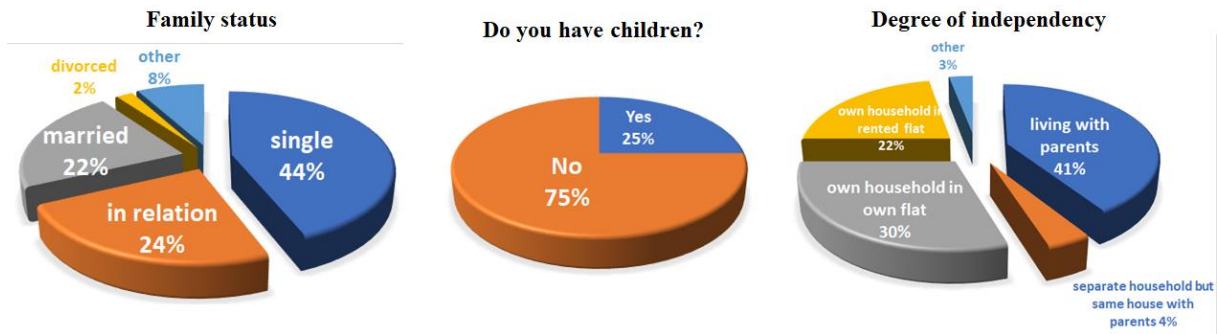## Questionnaire survey results: What do the potential employees want?


Figure 2. Gender and age groups
Source: Own edition (2022)

Figure 3. Family, children, level of independency
Source: Own edition (2022)

The first questions were about sociodemographic statuses (gender, age, education, family status, etc.). As we can see it from Figure 2, 3 and 4, the sample shows quite a diversity in several of sociodemographic figures. Distribution of gender and having children show the highest level of disproportion. Interrelation among the basic socio-demographic figures was analysed by Pearson's chi-squared test. Summarising the results of the independence test, real significant correlation is only found between age and the other statistical figures, which is quite obvious: as life goes on and on, more and more people start working, they marry, have children, divorce etc. Beyond this trivial connection, only respondents' gender and their job show significant correlation: women are overrepresented in unqualified blue-collar work and other white collar- work and underrepresented in qualified blue-collar work.
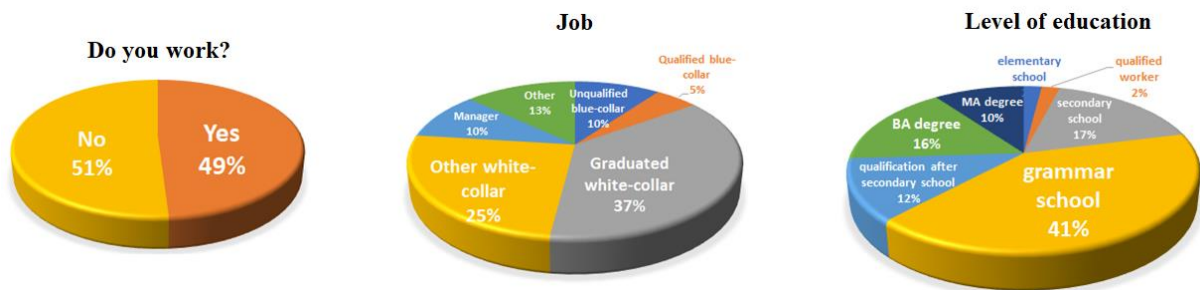
Figure 4. Work and education
Source: Own edition (2022)

The three open-ended questions meant the essential part of the questionnaire research, which were asking the respondents about (a) their most beloved autotelic activities, (b) the reason why the given activity means so much for them and (c) the most important features that they dream for themselves after 10 years.

a) Favourite autotelic activities

"What kind of activities can bring you explicit pleasure and joy?" — This question wished to collect concrete activity types that the respondents love doing only for the joy of the activity itself. Answers showed high variousness both in content and form: they could be very brief (only 1 or two words)

but also longer, explaining sentences. 78.5% of the respondents answered this question, which we can evaluate as remarkably high, considering the question type (open-ended).

Figure 5 shows the aggregated category groups. The most typical categories were the Creative activity and studying and the Turning to new interests with 26-26%; right after them the category of Active movement, sports got 23%. This is followed by the category of Community / social relations with 17% and finally "Hanging around" (having a rest) with 8%.

Community/ social relations category contains activities that get their attraction from meeting and spending valuable time with other people: doing anything with family members (27%) and friends (47%), having a good conversation with someone (10%) and "doing good" (charity activities) (16%) categories belong to this group.

The purpose of the activities that belong to the category of "Hanging around" is recreation: relaxation (41%), playing (35%), activities on the computer and internet (13%) and finally "explicit consumption" (12%) belong here (an example to this last category is "eating good").

Figure 5. Categories of beloved activities
Source: Own edition (2022)

The absolute winners of the "Creative activity and studying"- category are activities which are related to any kind of creation (63%) such as arts and crafts, playing an instrument or witing novels. Good work (21%) means activities which are both useful and purposeful but at the same time they mean pleasure for the ones who do them (cooking or event organising for fun, or any kinds of joyful work belong here). Intellectual activity (16%) focuses on the enlargement of our own knowledge: learning languages, reading interesting books, or watching documentary films are good examples for this category-group.

Category of "Turning to new interests" contains activities related to hobbies and other possible topics of strong interest: lovers of nature and animals (36%), music- and book-fanatics (29% and 17%) are the most important representatives of this group. The other members of this category are those who love travelling (7%), culture (5%), films (4%) and those ones who have a deeply spiritual commitment (3%).

Active movement and sports received so high popularity among the answers, so it definitely seemed practical to make an own category for them. Doing sports dominated this category by 87% and the rest of the 13% was given to the dancing.

Analysis of variance was carried out by F-test; as a result of that, correlations of strong significance (with 99% reliability) were found between the following variables: interest in social interactions and creative abilities is stronger at women while men prefer activities focusing on individual performance and lighter entertainment.

The most important consequence of the research-results about beloved autotelic activities is that respondents have typically high value-orientation: they are open-minded and can efficiently be motivated from the viewpoints of both their self-development and also of the competent understanding of the world. Their high level of social activities (with friends or family members) can also be evaluated as a type of value-orientation: a commitment for values of community at this case. Beyond this, an illustrative result was the high joy-generating ability of sports and other activities of movement; different organisations do not have the same opportunities for exploiting this factor, however, HR departments should consider the ways how this popular activity could be turned to efficient motivation at their company. It can also be a useful research result, that women have higher ability to find delight and satisfaction in creative activities and in those requiring more intense attention while men prefer gamesome activities with need of individual performance. It is also worth knowing that charity work and the absorbed activities of high-focus work mean high intrinsic resource of motivation for those elder than 40 years while for those between 27 and 40 years this extra-valued experience comes from the time they spend with their families.

b) The values behind the beloved activities

"What does this beloved activity really mean for you?" — with this question, we tried to make the respondents look behind the joyful activity mentioned before: why this activity can generate pleasure for them just by doing it?

Similarly to the answers of the previous question, the responses of this one also showed remarkable diversity (the response-rate here was 73.7%): beyond the short replies of only one or two words, a high number of summaries were made concluding various viewpoints. When coding these answers, they often were classified into more than one motivation-categories, as the respondents themselves intended to substantially explain their positive commitments of their previous answers. All responses were ranked into a total of 1883 categories (taking the number of the total 843 types of answers, this means an average of 2.23 categories per each). To get a clearer picture about the nature of the answers, here we also applied summarising categories where the similar answers could be ranked into.
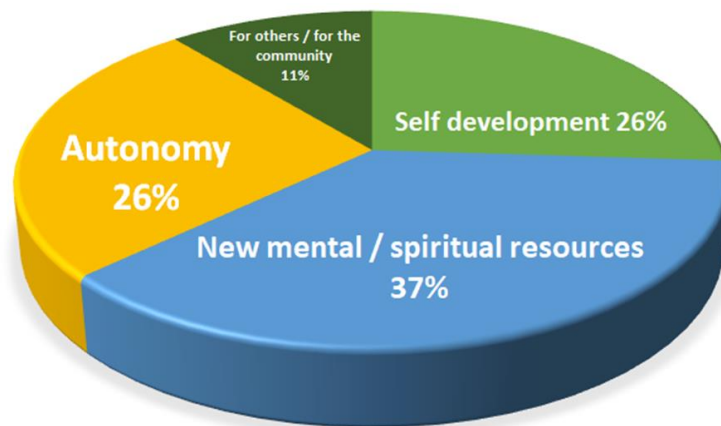
Figure 6: Value categories behind the beloved activities
Source: Own edition (2022)

The category of "Self-Development" contains attraction-reasons which serve the deeper self-recognition / the better self-expression or the development of a certain segment of personality of the given person — these purposes have positive correlations among themselves: self-recognition doubtlessly means an integral part of holistic tacit knowledge, while self-expression can be a great tool to develop this knowledge by clarifying the internal contents and motivators. Realizing and clarifying own future plans and building self-confidence also were ranked to the category of self-development.

The category of "New mental / spiritual resources" contained general possibilities for increasing psychological energies ("What gives me strength"). As we can see it in Figure 6, it represents 37% of all the stimulating reasons behind the autotelic activities. Respondents mentioned at this category either important / meaningful experiences that can give strength and persistence even for a longer period of time. The other resources here typically offer peace / harmony / or chance to reduce tension and stress. What does that mean? — It reveals the fact that those psychological resources that can reduce the negative impacts of those effects which generate stress, anxiety and confusion in people's everyday life have higher and higher importance in our days.

At the category of "For others / for the community", the main meaning / value behind the activity was to increase the well-being of the public.

The category of "Autonomy" offers its energies through experiencing "freedom". The need of autonomy can be rather a strong motivator that shows high level of interrelations with human emotions. The effects here either give power to the people by offering them the feeling of independence or by showing them some alternative ways to get rid of the typical problems of their daily routine.

The research results of the answers explaining the main meaning / values behind the autotelic activities can be summarised as follows:

– Again, we could see the respondents' high-level value-orientation: it means an obvious plus-energy for them if their activities can be connected to a meaningful, superior goal.
– The respondents' wish for autonomy is very strong.

The variance-analysis carried out for certain groups of socio-demographic figures show women's increased interest in creative activities and in coming to know "new things". Additionally, mature purposes of self-recognition and harmony are more typical for those who already have children or elder than 41 years. Young adults (27-40 years) evaluate creative activities as significantly important while the wish of the really young ones (13-20 years) is getting higher level of independence.

c) *Inner-directed values: What do we wish for ourselves after 10 years?*

The last open-ended question at the end of the questionnaire was about the desired lifestyle what the respondent wishes for him-/ herself after 10 years: what does he/she want to deal with (work, activity), among what circumstances, surrounded by whom? With this question I wanted to get some information about the respondents' inner-directed values: I found the 10 years- time period of the question long enough so that the respondents could imagine some real change compared to their current situations but short enough so that they can draw up real plans for it. The question inquired about future plans "in a situation which you feel is ideal for you" – with this sentence, I tried to make them shape their real dreamed plans.

The coding principles were similar to the previous two open-ended questions: as the response rate was also high at this question and a significant part of the answers was detailed, one answer

could be coded into more than one categories if it was needed. Figure 7 shows the answer categories. As we can see, the lowest response rate (2%) was reached by the category of "Health". It does not mean that being healthy would not be important for the respondents — but 66% of them are below 26 years (and there are only 15% of those who are elder than 41 years): it means, that a significant part of the whole sample is so young, so they consider health as a natural gift of their lives and not something to wish for.
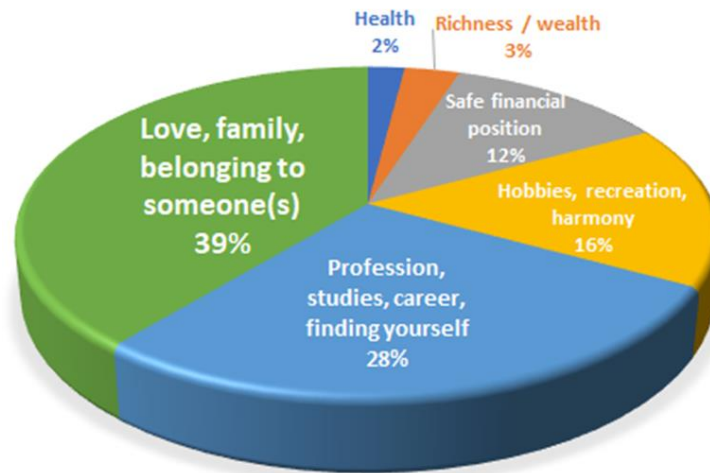
Figure 7: Inner-directed values: What do we wish for ourselves after 10 years?
Source: Own edition (2022)

The next two categories are the "richness / wealth" with 3% and the "safe financial position" with 12%. The reason, why I made two separate categories for them is the different extent / scale of the material wishes. While respondents in the category of "safe financial position" only want to possess a respectable level of material goods that we can evaluate as financial security, those who voted to "richness / wealth" clearly express their wish for explicit wealth. (An interesting fact, that even this 3% can be divided into 2% of moderate material wishes and only 1% of extravagantly / abundantly high financial dreams).

16% of the respondents mentioned purposes from the category of "hobbies, recreation and harmony" — travelling or doing sports are good examples for this group of dreams: they are mostly made of ideas serving purposes similar to "mental/ spiritual resources" of the previous question. Wishes in the category of "profession, studies, career, finding yourself" typically belong to the highest level of motivations of Maslow-pyramid. This group got 28% of all the votes: its main elements are the dreams of self-realisation (42% of this group), those career-ambitions (45%) which are necessary to fulfil them and finally those study-ambitions (13%) which are necessary to fulfil the career-ambitions.

The winner category (having received 39% of the total wish-votes) is the group of aspirations for "love, family, belonging to someone(s)". Human beings are social creatures — their wish for company seems to be so strong in them that even when they imagine their desired future, it is their social dreams that play the main role in it. Finding the loving partner is the most important within the social desires (39%); having family and children comes right after this purpose (35%). Friends are also important for the respondents (11%), while the rest of the 15% is divided into the wishes for good future for the children (8%) and the intention of taking responsibility for others' (7%).

These two groups mean motivations that prove significantly high level of altruism and responsibility.

F-test was used again for the variance analysis between the long-term wishes and the socio-demographic figures. Men find the target of health significantly more important than women while plans connected to love and family are overrepresented among women. Among the categories of family status, married and divorced respondents significantly overvalue health as a wished value while singles undervalue it (health was evaluated with average importance among those, who live in relations). The explanation behind this is probably the age: married and divorced ones usually show elder average ages than singles: getting older also means more healthcare problems which values health to a higher level. The other reason can be that family people feel higher care and responsibility for each other which also can mean caring about health, too.

Financial situation and family status shows an interesting duality: among those, who dream about financial security and stability, the singles, the married- and the divorced ones are significantly underrepresented while those who leave in a relationship are significantly overrepresented. Among those, who wish for explicit richness, married and divorced ones are overrepresented while singles are significantly underrepresented. What can be the reason behind this research result?

For those who live in a relationship, the safe financial background means probably the next desired step in their lives. Married people may have already reached this status while singles are too far away from it: getting their diploma or finding their future partner may represent a more important and more realistic purpose for them in their current situation. They may even not lack financial safety as — for most of them — living at home with their parents still represents stability and safety. The extraordinary high level of richness may attract married and divorced persons more because (1) they may already have the safe level of financial background, but they also know how much they have to work for it; (2) the increased responsibility that they have to carry because of the children may also increase the level of their material wishes.

Those who live in their own household or already have a job, evaluate health with a significantly higher value than the others: the reason behind this may be their increased level of responsibility.

Those who have children, significantly overvalue health and explicit richness compared to the others; the increasing importance of health can easily be understood among those who already have to take care not only for themselves, but also for their children. The increasing costs of living to be paid by the families who have children may also serve with a good explanation about their higher financial needs.

The wish for health and explicit wealth is overrepresented among people over 41 years. Dreams about normal / safe financial background is underrepresented at same age group: they may have already solved the challenges of starting their own life and founding a family and their increased wishes for financial wealth may be explained by their growing family.

The wish for life/ career abroad is underrepresented among young adults between 27-40 years; the reason behind it is probably that they focus on starting their new family — it requires rather safety and stability than searching new challenges in a foreign country.

The main purpose of the question of "What do you wish for yourself after 10 years?" was to collect further details about the inner-directed values of the respondents by making them decide about the relative importance of some typical life-targets. For the leaders of a learning organisation, it can offer a high-value information to know how the employees finally make their relative evaluations about the different types of potential motivators. From the analysis of the answers above, we can conclude the followings:

- The wish for belonging (to family, friends) is the most important factor for the respondents with its 39%. On one hand it means the definite need for a well-functioning organisational

culture which is able to offer a safe and promoting social environment for its members. On the other hand, it is also important to notice how important their families are for the employees; the lack of the time they can spend with them or — maybe a case of a crisis in the private life — needs extra attention and promotion from their employer to avoid the escalation of the problems.

- "Profession, studies, career, finding yourself" — this category seems to be quite complex at the very beginning but if we try to define it by succeeding in life, then we surely have summarised the essence of it. As a leader of a learning organisation, we can handle this topic the best if we realize that the current time the employee spends in our organisation is "only" a stage / station on its long way of life. The harmonisation of the individual and the organisational goals can be a source of high potential of benefits, which can increase the organisational effectiveness, too.
- "Hobbies, recreation and harmony": while the elements of the previous category emphasize the importance of the future-oriented approach, these factors highlight that a part of the (learning organisation-) leader's attention should be paid of the challenges and opportunities of the current cases / situations. In case the management of the learning organisation can perceive the lack of balance and energy needed for the everyday tasks, the promoting help offered in time can save not only the targeted results of the current projects, but it can also significantly increase the level of loyalty of the employees (which is a high-level value element of the immaterial goods of a learning organisation).
- Safe financial background: most of the material wishes of the respondents were expressed in this way. Most of the learning organisations offer material types of motivators to its employees (e.g. salary) so it's worth considering that a derogatory low level of financial compensation may easily damage the employees' feeling of safeness; and the insufficient satisfaction of the safety (as a basic human need) may very likely impress negatively all other human procedures of motivation.

Summary

After the detailed analysis of the questionnaire research of more than a thousand responses, it is worth outlining the most important results. The volume of the sample was impressively high: it is definitely positive in spite of the fact that the survey cannot be regarded as representative due to the non-random selection of the respondents.

The most important outcomes of the research are offered by the responses of the three open-ended questions, which were first coded into several thematic groups then the similar ones were aggregated into more comprehensive categories.

With the first open-ended question of (1) "What kind of activities can bring you explicit pleasure and joy?" — I wished to collect several types of autotelic activities to recognize various types of intrinsic motivations. The second question (2) "What does this beloved activity really mean for you?" — wanted to discover that part of the positive values behind these beloved activities which has already become conscious in the respondents' minds. Finally, with the 3rd question of (3) "What do you wish for yourself after 10 years?" I wanted to get some insight into the inner-directed values behind the long-term life plans.

The two categories of the most popular autotelic activities were the "Creative activity and studying" and the "Turning to new interests" (with 26-26%) — both category shows the need for turning to entirety: while in creative work we try to develop ourselves to a higher level, then we try to

understand better some phenomenon of deeper values of the world when turning to special interests and so this way we also lift up ourselves to their level. These results show the respondents' high value-orientation which obviously exceed the categories of simple consumption.

The answers to the second question can be interpreted on two main ways: those activities (a) either have an inherent, real / deep meaning or (b) give freedom. The effect of offering real meaning means that the activity gives such a strong and positive experience (carrying such a substantial value- surplus) that it gives the person extra psychologic energy level which offers him/ her power and steadiness afterwards, too.

The effect of giving freedom can work either on a way that the positive activity increases the feeling of independence within the person or cutting out / rescuing him/ her from his/her current situation characterised by a lot of limitations.

The many types of autotelic activities mentioned by the respondents operated by one of these two ways above or by a combination of them.

The intrinsic motivators explored behind the beloved (autotelic) activities show significant similarity to several ideas of the concept of flow-experience by Mihály Csíkszentmihályi (Abuhamdeh, 2020) and the self-determination theory (SDT) of Edward Deci and Richard Ryan (2018). The three foundation stones of the SDT: (1) the strong wish for autonomy, (2) the intention of bonding to higher level values and (3) the ambition of developing our competences and utilizing our skills are valid and obvious results of our questionnaire-survey, too.

Answers for the question about the ideal future plans add two additional important viewpoints to the model: (a) social relations (family, friends) are valued even higher than the self-determination needs in the answers of the respondents and (b) most of the material / financial types of wishes aim to reach the level of safety in persons' financial situation and not really cumulating opulent richness.

The extract of the results of the primary research for the learning organisations can be summarised as follows

- We can rely on a high-level value-orientation at the employees' side: this is a significant resource that the organisation can effectively exploit when constructing its motivation system. The high value-orientation even supports the application of motivation tools not only on the individual-, but also on the group-level.

- One field of the high value-orientation is the need for self-development: it is a really important viewpoint for those learning organisations that can effectively harmonise both the individual- and also the group- learning cycles. (As the high level of realisation of both the permanent perceiving- and learning cycles gets higher and higher importance in the effective operation of the learning organisations, such high level of self-development needs at the employees offers great opportunity for building up really efficient motivational / inspirational strategies.)

- Employees have a high need for autonomy: the typical life conditions at the beginning of the 21st century seem to offer a deficit of freedom for them. In case the learning organisations can offer a proper level of autonomy at each employee-level, it can mean an increased opportunity of inspiration that supports them towards higher effectiveness.

- Employees are significantly attached to their human communities (typically to their families / partners). On one hand it means that the disregarding of these important relations when deciding the workload of an employee can be a serious mistake. On the other hand, it is also important to realise that these human relations include strong factors of safety needs — so risking them can generate serious problems in the organisation.

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Author(s)

Eszter Marczell-Szilágyi

ORCID: 0000-0002-3520-0606
Associate professor
Budapest Metropolitan University, Institute of Economic Science / Budapesti Metropolitan Egyetem, Gazdaságtudományi Intézet
e-mail: mszilagyi.eszter@gmail.com

Tímea Magyar

ORCID: 0000-0002-9972-1849
Assistant professor
Budapest Metropolitan University, Institute of Methodology / Budapesti Metropolitan Egyetem, Módszertani Intézet
e-mail: tmagyar@metropolitan.hu; tmagyart@gmail.com