

DYNAMICAL MODEL OF HUMAN POTENTIAL MOTIVATION

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Abstract

The article deals with theme of dynamical aspects of the human potential motivation. It is concentrated to an identification of the motivation understood from the viewpoint of the dynamics. The dynamics is defined as a harmonized or confronted, natural or on the contrary enforced system of the moves, events, relations, and efforts those run in the thinking, behavior, and interactions of the individuals and groups. The motivation in the point of view of the dynamics is very complicated phenomenon that influences and is influenced by changes of other organizational factors. The article also presents results of the newest research realized by authors in condition of Slovak organization. The basic hypothesis of this research is a premise that the motivation of human potential fulfills the characteristics of the dynamics, it means, it is changeable, it is influenced by many factors in time, and it develops. In the creative part of article, this one contents the new definition of the motivation: motivation is multilevel determining, absorbing in information, identifying, initiating, intensifying, confronting, realizing, and cognitive complex and simultaneously dynamical process. This part also presents the dynamical model of the human potential motivation, with many dynamic relations, elements, and influences.

Key words: dynamics, motivation, motivating, human potential, changes, adaption, model.

Classification JEL: M12 Personnel Management

1. Introduction

Technological changes, increasingly complex markets and social, political and cultural changes in the environment and the workplace created new demands on organizations which many were ill equipped to manage (Brooks, 2005, p. 5). From this opinion issues that the dynamics is a term which is accented more and more in the area of improvement of existing systems of the management and motivating of human potential. Constantly unchanging realities fade away from the life of organizations, groups, and individuals. These ones are replaced, and not only voluntarily and continually, but often also by enforced, startling and unwanted elements, events, and relations those have to be handled and mastered adequately. An organizational environment is not changeable only. Also private values and priorities of people are changed; ideas, expectations, understanding of various events and necessities are liable to change. By other way stated: the dynamics, changeability, development, revaluation, differences, collisions etc. become parameters those are symptomatic for motivation of the individuals and groups.

From mentioned reason, the paper concentrates to the presentation of opinions of several authors on an identification of the dynamics that runs within the social systems, and also opinions on an understanding the motivation viewed through prism of the dynamics. An analytical part is devoted to an elucidation of intentions, hypotheses, methodics, and the most important ascertainments of a questionnaire research which was realized in 2009 by the authors in conditions of Slovak productive and unproductive organizations. On the basis of an existing knowledge and results of realized research, a creative part of the paper contents an own opinion and ideas of actual understanding of the motivation in intentions of the necessary dynamics, and an introduction of dynamical model of the human potential motivation. It can be noted that the model is an original result of an application of many information and sources, analyses, syntheses, deduction, induction, statistical methods, etc., and its purpose is to help the management of the organizations in their effort to improve motivating.

2. Determination of dynamics in social systems

As present Oxford authors, C. Soanes and A. Stevenson, the *dynamics* is the forces or properties which stimulate growth, development, or change within a system or process, e. g. the dynamics of changing social relations (2003, p. 544). Other English internet source defines the dynamics by two ways: a) it is a study of how things change over time; b) it is a pattern of change or growth of an object, or force or intensity of a phenomenon (www.businessdictionary.com/definition/dynamics.html).

Further opinion states that the *dynamics* means movability, vivaciousness, force; this is a searching of social changes, development and its source (collective of authors, 1995, p. 301). Similarly, I. Paulička with his colleagues under the *dynamics* understand the vivaciousness, reach animated activity, rush. According to the authors, it is a part of a sociology dealing with social changes and processes. The dynamics studies a course and character of the changes in partial areas of a social reality also in the framework of various social types. It solves problems of an origin of social life, its stage of development, and causes of the social changes (Paulička, 2002, pp. 800 – 801).

Czech authors, I. Nový and A. Surynek, mention the dynamics in a connection with social systems. They present that all social systems *are very dynamical even in their matter*. It means that these ones are very moveable and changeable (2002, p. 116). Conveniently can be viewed also a connection of the dynamics and leadership. For example, I. Brooks in his publication *Organisational Behaviour* from 2003 defines leadership as a *dynamic activity* which concerns often the changes of various approaches (2003, p. 135). In this sense, the leadership, as a creative and permanent influence on a behavior and performance of other individuals or groups, is successful only when the leader in his/her action uses situational adequate approaches, methods, and measures those are always sensitively and correctly chosen with respect to concrete situation, are permanently complied to an addressee (employee), and are oriented to the fulfillment of demanded results...

Analogously, R. I. Sutton (in his paper published in *Harvard Business Review*) mentions an opinion that it's never easy to be a great boss, even in good economic times. It's challenging in part because of an unfortunate *dynamic* that naturally arises in relationships of unequal power. Research confirms what many of us have long suspected: People who gain authority over others tend to become more self-centered and less mindful of what others need, do, and say. That would be bad enough, but the problem is compounded because a boss's self-absorbed words and deeds are scrutinized so closely by his or her followers. Combined, these tendencies make for a toxic tandem that deserves closer study (Sutton, 2009).

In spite of knowledge that it is very difficult to master efficiently and utilize all aspects those are characteristic contemporary condition, to do something is needed. Namely, as flows from an opinion of authors D. Rhodes and D. Stelter, inaction is the riskiest response to the uncertainties of an economic crisis (2009). But, on the other hand, rash or scattershot action can be nearly as damaging. Rising anxiety and the growing pressure to do *something* often produces a variety of uncoordinated moves that target the wrong problem or overshoot the right one. A disorganized, it means incorrectly prepared and realized response/reaction on dynamic condition can also generate an unwished uncertainty, demotivation, sense of panic, and even sense of fatal chaos within an organization. In this spirit, the authors supplement: "And that will distract people from seeing something crucially important: the hidden but significant opportunities nestled among the bad economic news", (Rhodes, Stelter, 2009), resp. unfavourable information that necessary accompanies the potential chances. This notion draws attention (apart from a principled influence on motivation of the individual and groups) to the importance of an adequate retrieval, processing, and utilization of many heterogeneous information and signals arisen in an external and internal environment of the organizations.

On the foundations of previous opinions and own ideas, the **dynamics** can be characterized as a permanent and at the same time a harmonized or confrontational, natural or on the contrary an enforced system of the moves, events, relations, and efforts those run in the thinking, behavior, and interactions of the individuals and groups, eventually, those are a component of a physiological, psychological, economical, productive, and other processes. So, the dynamics is natural property of every purposeful effort. This one is a reflection of a real, necessary action and needed adaptability of all intentional forms of the social events.

It can be mentioned that the dynamics, in the sense of a sustainable adaptability and adequate ability to implement desirable reactions, is intentionally chosen and occasionally also involuntarily, independently called up a way/tool on the basis of which the holders of various events and actions can continually advance, and by this way they are able to meet permanently increased and changed demands. An important knowledge is that apart from own dynamism and simultaneously just on the basis of own dynamism, the individuals, groups, or processes keep their nature: to exist and act successfully in the frame of **3-dimensional time axis** (past – present – future), and to be a valuable contribution to other individuals or groups.

Thereto the motivation, e. g. its orientation, intensity, pressure, and integration with the motivation of more complex wholes (groups, organizations) ranks among the most important and the most basic determinant of every human endeavour, it is important to devote attention just to the dynamical aspects of the motivation. Namely, the human potential motivation is really very complicated and contraposed, dynamically changing, but at the same time also extraordinary productive and potentially contributive.

3. Motivation in the intention of dynamics

The motivation represents very complex phenomenon which influences and is *influenced by the changes of other organizational phenomena*, e. g. style of leadership, working plan, and reward system, equally also by results of an organization of work, e. g. job satisfaction, commitment to the organization, and work performance (Hewstone, Stroebe, 2001, p. 619). In the matter of fact, it is a philosophical term and/or a real phenomenon which contents inside a great amount of permanently changing, mutually self-supporting, but quite often also mutually self-blocking factors and correlations.

The aspect of the dynamics of motivation is similarly presented in the opinion of authors P. Boxall and J. Purcell who in their book from 2008 set following idea: “The key question becomes one of finding ways in which firms can create the motivational environment they desire. *Motivation is a variable*” (2008, p. 183). In this situation, an opinion of J. Stýblo can be also added, according to who to motivate and motivate efficiently means to know basic motivational factors and know to *individually utilize* these ones (2008, p. 95). From both mentioned opinions can be derived that the variability of human motives puts a necessity in order to the motivating subjects will consider not only an individuality of each motivated individuals – always carefully and with respect towards the specificities of his/her personality, but also so that they will respect the changeability of social parameters of the environments in which the motivation arises, realizes, and strengthen itself (structure and intensity of the motivation of motivating subject, structure and intensity of the motivation of motivated objects, measure of satisfaction or frustration from previous motivational processes and efforts, etc.).

Also Spreier, Fontain and Malloy, authors from Harvard, bring attention to the dynamics in an understanding of the motivation and improved motivating. In their study devoted to the motivational behavior of more than 300 top managers, they defined as the most important managerial motivators namely the effort to achieve results, effort to acquire and keep close personal contacts, and effort to have a power and influence the others. In contrast

with other scientific studies, these authors untraditionally classify a power into two dimensions: *personal power*, within the framework of which the managers manage and control behavior of their employees, and *socialized power*, within the framework of which the managers empower their employees, it means they place employees in charge of a certain extent of the power over the others, support their success, and by this way they strength their own personal influence over the employees (Spreier, Fontaine, Malloy, 2006). These ideas evoke remarkable move in the area of a motivational influence utilization – the power as a strong factor motivating managers can be by the managers provide voluntarily and purposefully to other individuals. Paradoxically, by this way the motivation of motivated employees as well as the managers increases, whereby the managers experience satisfaction from the success in a motivating their employees just through keeping and providing their individual mental/intellectual property – own power.

In this context, also American author, J. Collins, considers the variability of inner motivational structures of Leaders of fifth level (above the averagely successful and socially highly competent top managers). In paper from 2001, *Level 5 Leadership*, he explains content of the motivational behavior of Fifth level leaders as follow: “Level 5 leaders renounce their own needs in favour of setting more difficult goals for a building the great organization. It does not mean that these leaders do not have their ego or their own interests. On the contrary, they have unbelievable ambitions – but their ambitions are first and foremost directed towards the organizations and not towards them“, (Collins, 2001, p. 73). These inspiring Collins’ ideas accent namely the possibility or even necessity for purposeful and permanent re-orientation of own motivation in the direction to higher and higher metes, even at cost of a resignation to own immediate profits expected from the motivated behavior. Developing indicated philosophical correlations dealing with the dynamics and graduating intensity of the motivation of fervent individuals, it is suitable to present also further from Collins’ opinions, from the book *Good to Great: People, who change something good to great, are motivated by a deep creative desire and inner itch to achieve a full and genuine excellence because of an excellence itself. On the contrary, people who build something average and keep it in average, are motivated mostly by fear that they will lag behind* (2005, p. 175).

In case of the individuals orientated to almost only average, usual and routine work results, their behavior is characteristic and stimulated by fear of failures. In this connection, for example M. Maccoby notes: “... self-realization, hope, and fear become the strongest factors motivating to the work”, (1988, p. 20). It means the fear is strong motivator on the base of which the individual works and performs expected or entrusted activities, on the whole even conveniently. But too strong gradation of a fear of failure (either involuntary or artificially intruded and strongly accented) can be extraordinarily counterproductive – it can cause undesirable stress which means decrease not only in the immediate performance but also in the long term efficiency. In this situation, motivation inflamed by a fear can be changed to a demotivation...

4. Research of motivation dynamics in Slovak organizations

The authors of this paper in close cooperation with the colleagues realized in 2009 an extensive research orientated to the area of human potential motivation of the productive and nonproductive organizations. The goal of research was to obtain relevant knowledge concerned with the dynamical aspects of work motivation and to verify the validity of defined hypotheses of the research. From the viewpoint of efficiency (time, costs, returnable ability, testification ability, processing difficultness, etc.) it was chosen the method of a questionnaire. Therefore the intention consisted in effort to address by questionnaire such number of the employees and managers so that this research could be considered as really representative, the

research was realized on the sample of 3 328 employees and managers. In general, as a representative research is understood such in which participated actively 0.045 % from the basic set (e. g. Katriak, 1975, p. 50), in this case from the number of active inhabitants. According to Statistical Office of the Slovak Republic, in Slovak at December 31, 2007 were totally 2 350 100 actively working people at the age 15 – 64 years (2008, p. 94), of which the number 3 328 participated respondents meant 0.14 % quotient from the basic set. Thus realized research can be considered a **representative**.

4.1. Hypotheses and methodics of research

As a *basic scientific hypothesis* of this research was defined premise that the **motivation of human potential fulfills the characteristics of the dynamics**, it means, it is changeable, it is influenced by many factors from the point of view of time, and it develops. The partial hypotheses were set following:

1. Hypothesis No 2 (qualitative): The changes of the human potential motivation are caused not only by working factors but also by private factors and realities.
2. Hypothesis No 3 (first causal-quantitative): At least 50 % of the respondents recognize an importance of the self-motivating, and they apply it in their working behavior.
3. Hypothesis No 4 (second causal-quantitative): At least 50 % of the respondents confirm that efficiency of motivational approaches and tools applied by managerial subjects towards them is changed from the viewpoint of time.
4. Hypothesis No 5 (third causal-quantitative): At least 50 % of the respondents are willing to increase their effort in situation that the motivational approach towards them will be improved.

The questionnaire was worked out in two versions: for the employees and for the managers. The questionnaire for employees contented 19 questions, of which were 14 closed, 3 open, and 2 combined questions. The questionnaire for managers considered 22 questions – 16 closed, 3 open, and 2 combined questions. The “surplus” questions in managers’ questionnaire served as a basis for an ascertaining the hierarchically contra-posed expressions which enable to compare goals versus consequences of the managerial behavior of the managers to subordinate colleagues (employees).

The purpose of *closed questions* was to obtain expressions of both groups of the respondents concerned with following areas:

- a) Informedness about objectives, purposes and problems of the workplace and organizations (in 5-points scale “yes” – “almost yes” – “sometimes” – “almost no” – “no”).
- b) Applied style of leadership (participative, neutral, and authoritative).
- c) Manner of assignation of working tasks (tasks utilizing an employee’s potential, motivational challenges, simple tasks, and tasks respecting only the manager’s priorities).
- d) Objectiveness and correctness of work performance appraisal from the side of manager (in 5-points scale from “yes” to “no”).
- e) Proceeding of the manager in work performance appraisal (impartialness, informedness about criterions, participation on criterions setting, and valuation of above the average performance).
- f) Openness and efficiency of the communication (in 5-points scale from “yes” to “no”).
- g) Building atmosphere of trust, obligingness, and calling up the proposals (in 5-points scale from “yes” to “no”).
- h) Utilization, resp. non-utilization of the potential which could be used better after improved motivating (in 5-points scale “yes” – “very often” – “sometimes” – “rarely” – “no”).
- i) Level of the motivation to good work, skills development, giving propositions, and cooperation with management (in 5-points scale from “very high” to “low”).

- j) Spectrum of motivators used by the managers toward the employees (choice from 10 possibilities, e. g. reward, praise, carrier, etc.).
- k) Flexibility of the managers in choice of the motivators (permanent alternation, alternation only in case of marked changes of the need, utilization identical spectrum of motivators);
- l) Existence of the changes in perceived efficiency of the applied motivators influenced by passing of time (“yes” versus “no”).
- m) Creation of the motivational programs for employees by the manager (“yes” – “yes, even with my participation” – “no”).
- n) The most frequent causes of the changes of past motivation in comparison with present motivation (choice from 16 offered possibilities).

Open questions were concentrated to ascertain what the weightiest factors, events, influences, or experiences caused most the change of existing motivation; what factors or ways use the respondents in self-motivating; what arrangements could increase the willingness and motivation of the employees and managers in development themselves. First *combined question* was concerned the measure of subjective efficiency of the motivators which are applied toward them. Second combined question ascertained if the total level of work effort can be increased after improving motivational approach (“yes” – “no”), whereby in case of affirmative answer was desire to state of how many percent the effort can be increased.

After *primary testing* of the suitability of extent, contents, form, intelligibility, and respondent attraction of the defined questionnaire on sample of 30 respondents, in questionnaire were made only simple precisions. Then, the questionnaires were distributed to respondents by personal contact (through cooperation with colleagues and students of Technical University in Zvolen and University of Žilina). Obtained and stuffed questionnaires were processed by own software tools created with help of database tools FoxPro and SQL.

4.2. Characteristics of research sample

In the framework of research were distributed 3 600 questionnaires (for both groups), and (as presented in previous text) 3 328 of giving ones were stuffed correctly. It means 92.44 % return. The research participants worked in 173 Slovak organizations, whereby these organizations were equably chosen according to the size (small, middle, and great organizations). At the same time, the research was orientated to the organizations from the whole Slovak Republic (west, middle, and east Slovakia), and also the structure of organizations corresponded equably with a classification of branches in Slovak economy.

From the viewpoint of work category, there were 2 891 employees and 437 managers of total number of the respondents. There were 1 515 men in the group of employees what represented 52.40 % of the number of employees, and 1 376 women – 47.60 % of all employees. In the group of managers, there were 248 men (56.75 % of number of the managers) and 189 women (43.25 %). According to hierarchical structure of the managers, 98 managers of the highest level participated in the research (69 men and 29 women), 207 managers of the middle level (105 men and 102 women), and 132 managers of the operative level (74 men and 58 women). Concreter structure of the respondents from the viewpoint of age, time of their practice, and acquired education (degree) shows following table (Table 1).

At the same time, average age of the respondents achieved value 38.63 years (38.72 years at the men and 38.53 years at the women), average time of practice was ascertained in length 17.39 years (17.52 years in group of men and 17.24 years in group of women), and the most frequent education was secondary, namely in case of 51.62 % of all questioned (52.47 % of the total number of men and 50.67 % of the total number of women).

Table 1: Identification of respondents by age, length of practice and acquired education

Age of respondents		Length of practice		Acquired education	
Interval in years	Number of respondents	Interval in years	Number of respondents	Education/Degree	Number of respondents
0 – 20	60	0 – 5	641	Apprentice	364
20 – 30	888	5 – 15	916	Secondary	1 718
30 – 40	942	15 – 25	929	University	1 081
40 – 50	925	25 – 35	664	PhD.	106
50 – 60	459	35 – 45	175	Assoc. profess.	47
60 – 70	54	45 and more	3	Professor	12

Source: own

4.3. Validity of hypotheses and the most important research ascertainments

The important part of realized research was searching of a *source of instigations which called up the changes of motivation*. The purpose consisted in a confirmation that the work motivation is not influenced only by factors connected with the work, and that these ones arise only in work environment. As flows from following table (Table 2), also the factors of private character are participating on the motivation changes, it means the realities and instigations those arise and express in private life of the individuals.

Table 2: Expressions about the number of factors determining the change of motivation

Defined factor of change of motivation	Number of answers*		
	Total	Men	Women
Marked success in work	1 225	714	511
Marked failure in work	248	137	111
Extraordinarily joyful, fulfilling event	503	258	245
Achieved success and luck of own child	482	250	232
Gradual mature, develop of own personality	1 252	621	631
Satisfaction on partner life	825	447	378
Encounter/meeting respected man	402	228	174
Feeling of frustration, pessimism and depression	259	126	133
Achievement of wished goal	856	475	381
Disappointment on partner life	142	82	60
Death of partner or friend	230	110	120
Manifestation of latent need	139	69	70
Long term tiredness, burnout	480	217	263
Being aware of own qualities and contribution	783	411	372
Negative, demotivational influence of manager	398	216	182
Failure, misfortunes of own child	56	26	30

* Respondents chose more of factors simultaneously thereto sum of answers is higher than sum of respondents

Source: own

From the factors of work (organizational) character, there are ranked among the marked success in work area (36.81 of number of all questioned), achievement of long-timely wished

goal (25.75 %), and being aware of own qualities and contribution to the organization (23.53 %). To the most important factors of the personal (private) character can be set for example the gradual mature and development of the individual's personality (37.62 % of all respondents), satisfaction on partner life (24.79 %), and experience of extraordinarily joyful, fulfilling event (15.11 %). But an inconvenient ascertainment issues from the research that as much as 11.96 % of the respondents expressed the influence of superior as a cause of the change of their motivation.

From the point of view of organizational position, the strongest factor in group of men at position of employee is the achievement of success in the work (organizational zone) and contrary at the women it is the gradual mature and personality development (private zone). In the group of managers – men, the strongest factor is the achievement of marked work success (organizational zone), the same situation is at the women but this one is closely followed by the mature and personality development (private zone): 57.67 % versus 55.03 % of number of questioned women at position of the managers. Thus we can note that the **validity of the hypothesis No 1** (the changes of human potential motivation are caused not only by working but also private factors and realities) **was confirmed**.

The searching of **hypothesis No 2** (at least 50 % of the respondents are aware of an importance of the self-motivating, and apply it in their working behavior) was based on the answers retrieval obtained by open question. 1 950 respondents answered to this question what is 58.59 % of all respondents. From this number, there were 1 641 employees (56.76 of participated employees) and 309 managers (70.71 % of managers). In this way, the **validity of defined hypothesis was confirmed**. In addition, researchers obtain large and various amount of the expressions about tools and ways by which the employees and managers motivate them. The following table (Table 3) shows the most frequent of these expressions.

Table 3: The most frequent tools of self-motivating defined by respondents

Self-motivating tools defined by respondents	Number of answers	% of total	Number of men	% of men	Number of women	% of women
Increasing of salary/reward	458	13.76	237	13.44	221	14.12
Pleasure from quality work	395	11.87	194	11.00	201	12.84
Development of skills	210	6.31	98	5.56	112	7.16
Education/study	153	4.60	78	4.42	75	4.79
Carrier, better job	145	4.36	71	4.03	74	4.73
Ambitions, perfectionism	144	4.33	74	4.20	70	4.47
Responsibility, purposefulness	130	3.91	77	4.37	53	3.39
Self-satisfaction, successfulness	127	3.81	59	3.35	68	4.35
Experiences, practice	125	3.76	71	4.03	54	3.45
Good relations with superior	98	2.94	44	2.50	54	3.45
Good relations with colleagues	93	2.79	32	1.82	61	3.90
Interest, enjoy for work	88	2.64	52	2.95	36	2.30
Existence reasons, keeping family	65	1.95	35	1.99	30	1.92
Self-realization	60	1.80	33	1.87	27	1.73
Achievement of defined goal	58	1.74	35	1.99	23	1.47
Fear of loss of job	45	1.35	21	1.19	24	1.53
Recognition, praise	43	1.29	12	0.68	31	1.98

Efficiency of work	42	1.26	11	0.62	31	1.98
Satisfaction of colleagues	40	1.20	25	1.42	15	0.96
Results, satisfaction of students	37	1.11	3	0.17	34	2.17
Personal conviction, character	34	1.02	21	1.19	13	0.83
Free time activities, holiday	31	0.93	12	0.68	19	1.21
Satisfaction of customers	26	0.78	8	0.45	18	1.15
Hope for positive results	22	0.66	13	0.74	9	0.58
Usefulness	20	0.60	11	0.62	9	0.58

Source: own

Naturally, the respondents chose a possibility of wage/salary increasing and financial reward (additional charge) as the strongest tool of self-motivating. But positively can be viewed that the financial stimulus is followed with small difference by nonfinancial motivator – pleasure from quality work.

Hypothesis No 3 assumed that at least 50 % of respondents confirm the changes in efficiency of motivational approaches and arrangements utilized by managing subject, whereby these changes were caused by natural passing of time. As is evident in Table 4, on the basis of the expressions of most than 59 % of employees and more than 64 % of managers, also the *validity of this hypothesis can be confirmed*.

Table 4: Respondents' expressions about changed efficiency of motivators in passing of time

Expression	Men + women		Men			Women		
	Number	% of total	Number	% of total	% of men	Number	% of total	% of women
All respondents totally								
	2 003	60.19	1 087	32.66	61.66	916	27.52	58.53
No	1 322	39.72	674	20.25	38.23	648	19.47	41.41
Without answer	3	0.09	2	0.06	0.11	1	0.03	0.06
Employees								
	1 720	59.49	915	31.65	60.40	805	27.85	58.50
No	1 170	40.47	600	20.75	39.60	570	19.72	41.42
Without answer	1	0.03	-	-	-	1	0.03	0.07
Managers								
	283	64.76	172	39.36	69.35	111	25.40	58.73
No	152	34.78	74	16.93	29.84	78	17.85	41.27
Without answer	2	0.46	2	0.46	0.81	-	-	-

Source: own

It flows that the majority of working population during their life experienced some events, situation, simply acquired experience those caused the changed (decreased or increased) efficiency of motivators applied in the organizations. Thereto it is extraordinarily important so that the motivating subjects will aware this aspect of the dynamics of human

motivation, will be sufficiently flexible in their motivational action, and desirably adapt their approaches and arrangements (tools).

In practical area of the motivating, it is relatively unfavourable a further ascertainment that several of the managers attach an *identical efficiency to the motivators* utilized towards them (from the side of managers of higher level) as they attach to the efficiency of motivators used by them towards the subordinate employees. It means that they do not accept the individuality of other people in full measure, i.e. they don't respect the differences in perception, experiencing, evaluating, and reactions of the other. The research showed that as many as 34 (7.88 %) of the questioned managers evaluate the same efficiency of motivators in case of all 10 motivators offered in the questionnaire (additional charge and reward, praise, interest of employees' opinions, carrier, educational activities, providing needed information, space to independence, correctitude of superior, threats and regresses) perceived by them versus assumed at the employees. 40 (9.15 %) of the managers present identical efficiency in the case of 9 motivators, 47 (10.76 %) in the case of 8 motivators, and 51 (11.67 %) in the case of 7 motivators.

The research was also oriented to obtain expressions which could strengthen an argumentation supporting an accenting of necessity to devote permanently high attention to the motivation and motivating. Thereto one of questions dealt with searching if the employees and managers will be willing to increase their work performance in case that the motivational approach applied upon them will be improved. Table 5 presents the answers of respondents in this field and it witnesses that the *validity of hypothesis No 4 is confirmed*.

Table 5: Willingness of respondents to increase their effort after more effective motivating

Expression	Men + women		Men		Women	
	Number	% of total	Number	% of men	Number	% of women
All respondents totally						
Yes, average increasing	2 769	83.20	1 492	84.63	1 277	81.60
	<i>of 40.03 %</i>		<i>of 37.79 %</i>		<i>of 42.64 %</i>	
No	559	16.80	271	15.37	288	18.40
Employees						
Yes, average increasing	2 406	83.22	1 281	84.55	1 125	81.76
	<i>of 40.59 %</i>		<i>of 38.68 %</i>		<i>of 42.76 %</i>	
No	485	16.78	234	15.45	251	18.24
Managers						
Yes, average increasing	363	83.07	211	85.08	152	80.42
	<i>of 36.29 %</i>		<i>of 32.36 %</i>		<i>of 41.74 %</i>	
No	74	16.93	37	14.92	37	19.58

Source: own

At more detailed analysis, the most remarkable increasing of the work effort could be achieved in group of the employees with average time of practice in length 0 – 5 years (of 40.88 %). From the viewpoint of age, it is possible to achieve the highest growth of performance in group under the age of 20, namely of 51.69 %. From the viewpoint of education, the highest growth can be achieved in the group of employees with apprentice education – this group presented possible increasing of 45.13 % in comparison with existing

level. It is probable that just these groups of employees (with the lowest level of experiential and intellectual potency) over-evaluated their expressions at a certain measure. Possible surplus value is caused probably by a certain disappointment arisen by collision of previous optimistic expectations of young people during the study with real demands and conditions of the practice. But, respecting possible higher value which could be expressed also by other groups of respondents, it is important knowledge that the employees and managers are prepared to strengthen their performance.

4.4. Generalization of the most important research results

As flows from previous text, validity of all hypotheses of this research was confirmed. So, in comparison of results of this research with older and also more actual researches of other authors, we can state that:

- a) The informedness, leadership, correctness, communication, and confidence affect the subjective feeling of full or only partial utilization of potential of the individuals (compare with: Maslow, 1968; Porter, Lawler, 1968; Maccoby, 1988).
- b) The motivation and efficiency of motivators are changing by passing of time, whereby these changes are caused by many organizational and private factors and influences (compare with: Skinner, 1958; Herzberg, Mausner, Snyderman, 1967).
- c) The self-motivating becomes at present an important subsystem of both organizational and subjective (inert) systems of the motivating (compare with: Collins, 2001).
- d) The individuals are prepared to increase their effort in situation that the strategy of motivating, motivational programs, motivational approaches, and motivators will be systematically improved (compare with: Skinner, 1958; Blašková et al, 2005).

At the same time, from this knowledge can be derived that the quality, systematic and effective motivating can become a right tool of permanent rise of the organizations.

Because of putting emphasis on mentioned themes and in endeavour to contribute to the solving problems of the science and also real practical sphere of economy, the further part of this paper will be oriented to the *proposal of graphical-verbal model* presenting the contents of motivation and its dynamical aspects.

5. Dynamical model of the motivation

Following opinions of several authors, results of mentioned above research, and own considerations, and with purpose to define motivation as a dynamical and dynamizing phenomenon, we can present that the motivation is **a multilevel determining, absorbing in information, identifying, initiating, intensifying, confronting, realizing, and cognitive complex and simultaneously dynamical process** through which the individual chooses, prepares, and provide all his/her interactions with the surroundings that he/she consider as a relevant. In more concrete consideration of the dynamics of motivation, it is possible to understand presented attributes of the motivation in following way:

- a) ***Motivation as a determining complex/process*** means that basic elements of the structure of personality, obtained early genetically by past, continually created by a purposeful upbringing and acquired experience, predetermine the basic features of actual and also future behavior of the concrete individual.
- b) ***Motivation as an absorbing in information complex/process*** means that the partial characteristics of motivational structure of the individual, their relative dynamics, and eventually generated/called up moves, are dependent on large amount of quantitative and qualitative, interpersonal and intrapersonal information and instigations flowing from the

environment in which the individual exists, resp. which creates an informational and communicational framework of his/her understanding and forming.

- c) **Motivation as an identifying complex/process** means that every individual sets oneself his/her own and specific elements of own motivational profile, it means his/her individual and specific needs, interests, ideals, values, expectations, wishes, long-term personality moods, positive and negative stressing factors (eustressors and distressors), etc., in frame of those he or she orientates own immediate and prospective behavior.
- d) **Motivation as an initiating complex/process** means that inert elements of the motivation of concrete individual cause and initiate such intra-psychical state in which this individual enables permanently and again and again activate oneself to the concrete, on will dependent, and to the goal oriented action.
- e) **Motivation as an intensifying complex/process** means that in accordance with conditions of the dynamics of relevant environment the individual orientates oneself to the intentional strengthening (intensification) his or her personality-working enthusiasm, namely in the areas, situation, and limits those are desirable for his or her effective standing on an achieved and accepted by environment status.
- f) **Motivation as a confronting complex/process** means that the individual during his/her private and also work-social action permanently confronts the suitability of motives and elements of his/her personality nature, and shape of an actual and long-term behavior with parameters and motives of the relevant environment in which he or she operates, it means adopts, subordinates, or intentionally over-crosses the limits of acceptability of his/her behavior viewed from the side of other subjects. At the same time he or she evaluates and compares suitability or inappropriateness of his/her motives and needs one another, with respect to the time passing and felt actual pressure or reevaluated irrelevancy, eventually at present already decreased attraction of previously totally pressing needs and necessities.
- g) **Motivation as a realizing complex/process** means that the individual in framework of motivated action effectuates systematically or involuntary the fulfilment of his/her priorities, metes, needs, i.e. realizes own motivation, namely with purpose to achieve an expected satisfaction in as high as possible level. Eventually he or she expresses and realizes such behavior the result of which will cause a lower level of dissatisfaction (disappointment, loss) in comparison with the state which the individual could achieve and experience in case of an intentional or phlegmatic inactivity.
- h) **Motivation as a cognitive complex/process** means that the character, contents, importance, and pressure of motivational elements (subsystems) of the concrete individual are liable to natural intellectual and pragmatic evaluation and permanent development, namely on the base of his/her growing cognition, knowing, learning, self-recognizing, mature, and also felt and considered gradation of the conditions which form a motivational profile of this individual.

The motivation, as a dynamical system of inner events and components, is a characteristic attribute of every individual or group. This one is changeable, it develops itself in the passing of time, and its actual shape and intensity is a result of many realities. The purposeful influence and utilization of inner motivational systems of the individuals and groups within the environment of organizations have to be carefully prepared, harmonized, realized, and permanently corrected with regard to the parameters of concrete situation, (Figure 1).

An unitive element of mentioned dynamical effort within the all organization have to be a rightly worked out **strategy of motivating** which can be defined either as an independent partial strategy of the organization (with identical importance and position as for example product strategy, marketing strategy, personal strategy) or it can become a subpart of the

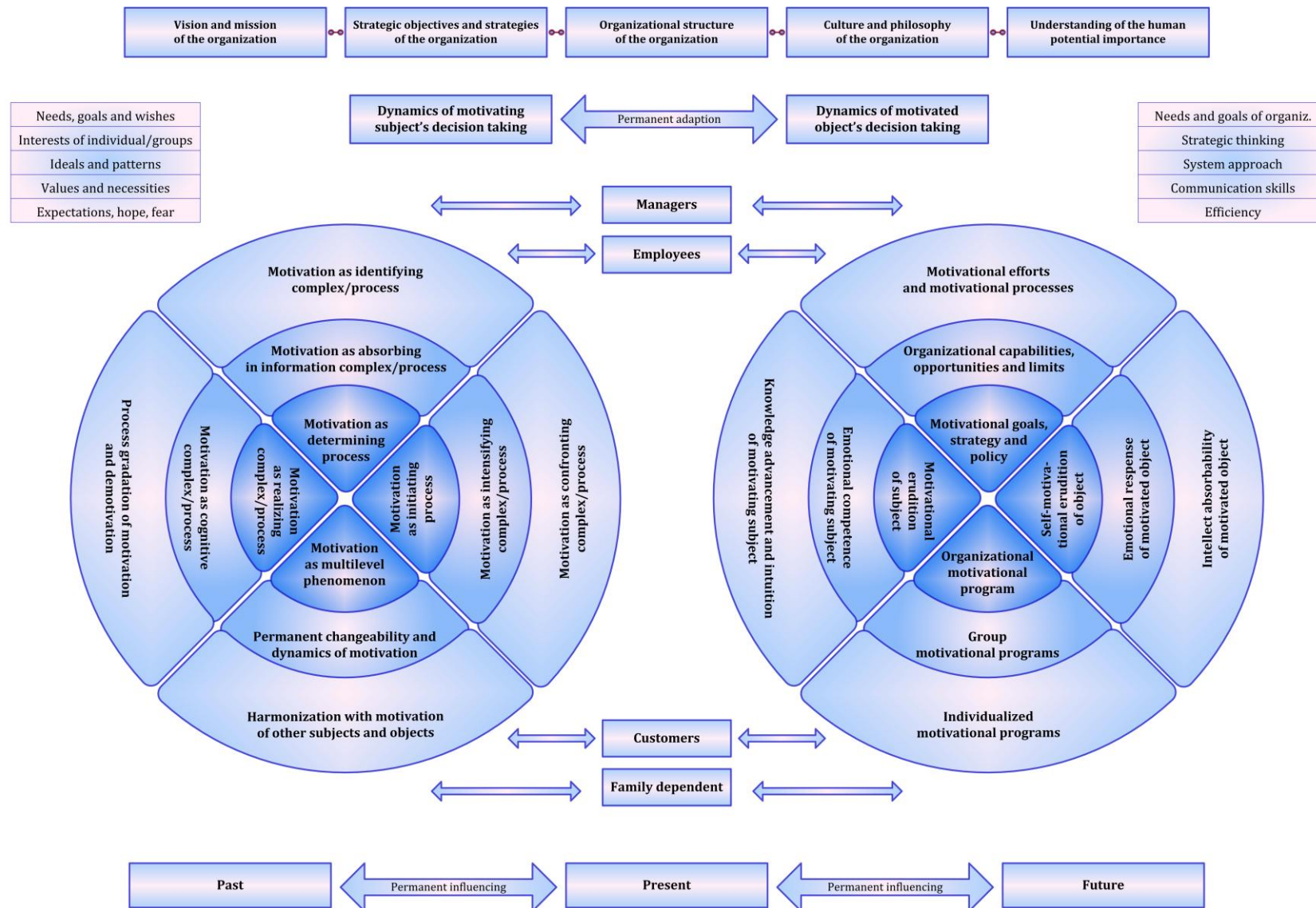
strategy of human potential management and development. The strategy of motivating should be created as a conclusion of the most effective ways and manners by which is possible to achieve a fulfillment of the *motivational objectives and goals of organization, and simultaneously of the objectives and goals of the individuals* as the members of organizational team. An action means of an implementation of the motivational strategy would be a **set/system of the motivation programs**, namely motivation program of the organization, motivation programs of variously defined groups (group motivation programs), and motivation programs of the individuals (individualized motivation programs). The same implementation tool/means of motivational strategy and motivation programs has to be a right preparation and realization of the **motivation processes**, i.e. processes which defines the needs and expectations, their eventual corrections with respect to the needs and possibilities of organizations, identifies the partial motivational goals, choose the proceeding and activities of their achievement, and finally searches the efficiency of all motivation process which brings into the implementation process a component of the continualness and dynamics.

It is evident that the working out and especially realization of the motivational strategies, programs, and processes have to respect many other factors of a subjective and objective character. For example, a motivational successfulness can be greatly influenced by **erudition and ability of the motivating subjects** to motivate situationally and individually correctly not only the others, but also motivate themselves. It is important also an emotional competence and knowledge advancement of the motivating subjects, and convenient utilization of an intuition at an estimation of concrete situation, different variances of the responses and potential reactions of the motivated objects. But from the viewpoint of successfulness of the motivational approaches and processes, it is needed to respect also their addressees – **motivated objects** (motivated employees and managers). Because of they are not motivated only by other subjects (managers, colleagues, customers, family dependants, friend, etc.), but they also motivate themselves (self-motivating), the quality and course of all efforts can be influenced positively or negatively also by self-motivational erudition of the motivated objects. There can be considered for example a character and level of their emotional responses, and their intellect absorbability, i.e. ability to sufficiently rightly understand all events, situation, and possible consequences.

A permanent gradation of the demands and claims those are set by the individual himself/herself, an uncompromised attraction of expected satisfactions connected with a feeling of above the average successfulness, and by the surroundings confirmed resultant excellence of an action, create themselves some “perpetuum mobile” of the motivation – create the permanent and lively force which brings its sources from the personality of this individual. At the same time, the motivation forces him/her to advance in the effort which is highly recognized on the one hand, but which is often accompanied by an expressed disregard, envy, or refusal from other colleagues.

A mentioned “*process-gradating*” *dynamics of the motivation* provides knowledge that probably a price for being above the average consists in a risk which means a potential disturbance of the social relations within the relevant work environment (namely from the side of the colleagues who are not able, or willing to give an equally excellent performance).

And, all mentioned realities and attributes, on the side of motivating subjects and as well as on the side of motivated objects, develop permanently in passing of time, change their shape, intensity, efficiency; the understanding of amount of psychological costs of the motivating and its effects permanently changes.



Scheme 1: Dynamical model of the motivation

Source: own

Presented model illustrates also the **dynamics of decision taking** of the motivating subject and identically also the dynamics of decision taking of the motivated objects. In spite of fact that each of decision taking of both subjects is like relatively independent, each is managed by its own necessities, evaluations, risks, and is characteristic by own internal dynamics (ability for adequate decision taking changes in the course of time – the quality of decisions grows through acquiring of previous decisional experiences, knowing of decisional mistakes and failures, including their consequences). Additionally, the independence of decision taking of both participants of the motivational processes is only relative. Surely, it concerns a permanent adaption of the motivating subjects' decision taking to the motivated objects' decision taking, and vice-versa, the motivated objects' decision taking is continually adapted to the motivating subjects' decision taking.

So, we can present that the motivation and motivating, as two basic components of all motivational systems, **source one from other, mutually determine one another, permanently change one another in their matter-of-fact, and mutually influence one another – simply, they are dynamic.**

6. Conclusion

The company should create such condition and working environment for its employees that motivate them to good performance and that give them the feeling of self-fulfillment and relevance (Bednaříková, 2009, p. 240). The providing of feeling of achievement of the work-personality resolutions, evident recognition of contribution and importance for the organization, perspective of responsible work utilization, acceptance of not only positive but also unfavourable features of the personality and re-creation them into the desirable results, partner and creative relationship between the manager and employee, orientation to feature of action, etc. probably rank among to the minimum of components those would be contented in the systems of motivating. Thereto the most important idea of the presented dynamical model of motivation is a determination so that the motivational systems of the organizations can respect the natural dynamics of motivation which is characteristic for both the managing/motivating subjects (managers) and managed/motivated objects (managers and employees). In this situation, the effectively used up motivation can become a basic and supporting pillar of the future successfulness.

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