

THE MOTIVATIONAL PROGRAM AS AN IMPORTANT AND ESSENTIAL PART OF EACH ORGANIZATION IN THE BATTLE FOR THE RAREST CAPITAL - THE HUMAN POTENTIAL

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Abstract

The article deals with the principal wealth, which the organization has - the human potential and a constant battle to keep it. One of the most effective means how to obtain, maintain, support and constant encouragement of human potential is an effective and dynamic motivational program of the organization, created in many individual and company-wide dimensions. The motivational program should be part of each organization that appreciates its valuable human sources, and understands that the quality of manpower, its thorough knowledge and wise management have the biggest impact on the overall prosperity of the organization and in present it is one of the greatest competitive advantages of the enterprise.

Key words: motivation, motivating, motivational program, human potential, working performance, objectives, strategies.

Classification JEL: M12 – Personnel Management

1. Introduction

Almost all managers are now familiar with the statement that “people are the most valuable capital for the organizations.” Still is actual the idea which at the time of its birth alerted to the importance of human capital as the main source of the organization, now it receives even greater meaning and significance. It focuses its attention on the working potential of the employee, on his personal knowledge, skills and characteristics and the possibilities of its improved and better usage.

The role of human resources as capital in the company, with some potential is to produce a profit. This potential is determined mainly by the particular knowledge, skills, each working individual in the organization, his ability to seek continually opportunities for improving their abilities and to know how to adapt to changes. It is this potential which allows the continuous improvement in performance of the individual or through the skills of person turns their value to the social power, for improving performance of the team.

Assessing the organization in terms of preparedness of the individual managers to cope with the main strategic tasks, to identify, assess and develop themselves and other subordinate staff, and work with their developing potential, is not the only one of the preconditions for the success, but also a huge challenge for any organization in the private and public sector.

Especially in this period there is a need for maximal use of the ideas, abilities and skills of the employees for the overall prosperity of the organization, very often in the beginning it is not in accordance with the working conditions, neither with the conditions of work discipline, nor used business and organizational stereotypes. They are the causes which often stop the initiative and interest of employees in the organization to bring something new, something that would be, although progressive, but at the beginning might result in the conflict, and perhaps resistance to change used work and work habits. The way how to solve this problem is in the effective, functional and dynamic motivational programs, which should each organization, create for an enterprise as a whole, as well as for its individual groups, teams, and departments, and for the individuals in particular.

The organization has an opportunity to motivate and encourage its employees and managers. This support is conceptual in terms of perspectives, features and options with a clear

objective, which is to care that organization has high quality employees, who are needed to achieve goals of the company by increasing performance and its growth. The motivational programs are oriented in the sense that they are initiated by the strategic plans, which defines where the organization is going, the resources necessary to ensure that there come, a level of necessary power for the achievement of the objectives of the organization. Then, the crucial advantage of the organization becomes quality performing and driven human potential.

2. Motivation and Motivating

The term **motivation** represents the internal process, the process of launch of the psychological causes of human behaviour. These causes are motives, internal assumptions, internal stimuli, leading to particular target behaviour. The process of motivation is the process of activating internal assumptions guiding the human activity to a particular goal of his efforts (Nakonečný, 1995, p. 76).

Effects of motive last as long as objectives are achieved. This means that motivation is goal-oriented. Every human behaviour is aimed to achieve some goal, such behaviour is motivated behaviour. This understanding of motivation has the paramount importance for the working process. Just within that man performs series of activities aimed at achieving certain goals.

While the motivation is the internal process of forming the acts of behaviour, and in the case of their execution also their energizing and maintenance, motivating is by the external means (motivators) create a process of motivation. **Motivating** – influencing and creating the desired direction, strength and duration of motivated activity through satisfying human needs and interests means that “... where Man gets to know that are created conditions to satisfy his needs, the application of his interests, the usage of his habits, fulfilling his ideals is reflecting to meet the requirements for the person who creates these conditions” (Nakonečný, 1992, p. 10, 15).

Motivating employees is a systematic process in which managers constantly encourage and inspire the intrinsic motivation and enthusiasm of the subordinate employees by identifying and applying those approaches, tools and measures that help to meet the internal aspirations, goals and needs of these employees and by that encourage them to the appropriate behaviour and effective work performance (Blašková, 2003, p. 163).

Work motivation is then the motivation of the work focused on the administration of work performance, to require certain work behaviour, to the behaviour corresponding with the needs of the workplace, the objectives of the organization. The theory of working motivation is looking for the principles, patterns, methods and tools on how to effectively motivate employees, how to pick up them to the desired work effort, how to effectively lead them into the achieving the goals of the organization.

Based on the knowledge of the motivation and motivating, it may be possible to consider the deliberate (in the sense of efficient) functioning of organizations on the staff through incentives, thus guiding the motivation for the satisfaction of both parties. If the working motivation should be successful and useful, and job satisfaction of employees should be high, each individual has to:

- a) feel the personal success and enjoyment of the work and has a feeling of participating in the achieving of the objectives of his team and the enterprise as a whole,
- b) feel that the work carried out is difficult, it makes sense and will allow him to develop skills,
- c) be adequately evaluated for his performance (financially and morally),
- d) have a place to implement his own ideas, self – enforcement, with adequate powers,
- e) have the opportunity to show his skills, develop them and gain new experiences.

3. Motivational Program

By taking into consideration the previous ideas and emerging themes of motivation and motivating, it is possible to look to a motivational program from different points of view of the theory and practice.

According to Kravčáková, Fuchsová (2004, p. 82) motivational program of the organization represents a comprehensive set of measures and procedures in the field of human resource management, which builds on other activities of the management of the organization. It has aim to influence actively the working behaviour (performance) and create (or strengthen) the positive attitudes of all staff to the organization. In particular, it is about the strengthening of the identification of interests of staff with the interests of the organization (loyalty to the organization) and the formation of employee interest in the development of own skills, knowledge, abilities, personality and other dimensions of their active use in the working process.

Another significant argument and evidence is from Szarkova (2003, p. 395) that the motivational programs are included in the internal company material, and are often viewed as part of corporate secrecy. There are worked out basic backgrounds and objectives of working motivation, which is usually based on knowledge of the needs and interests of employees, on their own system of values, aspirations, ambitions and ideas about a career in the enterprise.

Motivational programs have two aspects, psychological and economic; where both aspects are of importance in terms of development equivalent. As it is demonstrated by the results of several leading companies two-thirds of their current and future success lies in the well-designed individual and group motivational programs, which are part of in and out – company strategies and tactics.

The importance of the motivational programs as a strategic management apparatus of people also considers Stýblo (1993, p. 201), according to whom “the motivational programs are, or perhaps more precisely, can be very effective means of increasing the management efficiency. However, it is not possible to compile it as a mere sets of thought measures. Beside the important links with the strategy of development of the whole enterprise must be taken into account also the psychological and social requirements for the effective negotiating and influencing human behaviour at work. The well-directed motivational programs should be to undertake a survey of needs, attitudes and interests of staff. That survey finds necessary background for further solutions, influences the direction that the creation of the motivational program and its component parts will move in and determine what to bring”.

With this in mind the motivational program is an extensive set of carefully chosen activities and events, a sufficiently rich spectrum of the assumed effective motivational tools, and wider viable company-wide and group measures to create conditions and assumptions and practices across the network for the incorporation of the incentive accents in all processes and the management system as well as development of the human potential (Blašková, 2007, p. 6). Its content should be also the mechanisms declaring the need for change and reshaping the existing forms of the program. The motivational program should reflect the current and future conditions and possibilities of the enterprise located in a particular relevant area. At the same time, it should create space for the implantation and application of the individual approach to the unique professionally-personal potential of the employees, experts and managers of the company.

We can say that the motivational program is a comprehensive strategic mix of mechanisms – motivational, implementation, evaluation, signalization, defined objectively, by the time and cost, taking into account the specificities of the individual to the content and character of work, as well as the specific technical and psychological conditions of individuals (employees, professionals, management staff) and working groups and teams who perform and who are the

indispensable constructive creators of the new values and new knowledge. The motivational program is a creative and flexible basis for the success of the organization.

Identifying and influencing the individual and group motivational tendencies of the employees and managers of company can be seen as a continuous and very complicated process. As the needs, requirements and people's expectations are constantly changing, as well as goals and plans of the organization are to adapt to new trends and many other factors, as well as the motivational program is necessary to change, adapt and improve constantly.

Part of the article is a *general model of preparation, creation and implementation of a motivational program* (Figure 1), which may help the organization in its creation and incorporation into their internal structures, it can represent for the organization (especially the staff in charge of setting up a motivational program, but also the other employees and managers) some kind of inspiration.

3.1. Preparation of the motivational program

Initiator of the process and the need to motivate his most valuable capital should be a management of the organization. They should compile a team of the skilled professionals, who will be appointed to create a motivational program. Members of the team should be human resources professionals, managers and it also may include the staff representing all levels of the management of organization. And generally applies that, the subjects develop and implement the motivational programs for others as well as for themselves (they are also objects), it follows that subjects and objects of the motivational programs are identical, and the creators of really good motivational programs can be considered the entire corporate team. At the same time in the **preparatory phase** they should arrive to a common definition of the mission, philosophy, objectives and policies of the motivational program.

Philosophy of the motivational program expressed the conviction, mindset, values, aspirations and priorities, which are shared by its creators and which will guide them through their managing and motivating. It may also be a philosophical creed, which highlights their view that usually forms the basis for the further development. For example, the philosophical credo of the incentive program may be "give and get back", "motivated human potential – a path to success" and so on.

The *mission* of the motivational program represents its basic purpose and meaning of the existence, the mission may be, for example, to create such working environment in the enterprise, where the emphasis will be put on motivating employees to meet their needs and wishes, in order to induce or enhance the motivation of those employees and management. Its task will affect exactly on the involvement of the employees, to their identification with the goals of the enterprise as a whole and ultimately to increase the efficiency, overall effectiveness and company profits. *Objectives (tasks)* are also an integral part of the motivational program; they represent the future states which are to be achieved at the defined certain timeframe. They may be quantitative (e.g., higher motivation to achieve the extension of the product range, innovation, higher motivation to increase satisfaction of the customer's requirements, improved market position, etc.) and qualitative (to provide a motivation in the area of the effort in personal development, to improve the organizational climate, employee motivation to consolidate the strategic position and the attractiveness of organization in the market of working potential, etc.).

The *policy* of the motivational program represents stable rules of access to motivate people, which organization intends to apply. It is defining the motivational practices of dealing with people and principles of expected dealings of managers in the application of the motivational processes. It supports the implementation of the incentive strategies in the all major areas of the personnel management. It helps to ensure that the negotiations on matters related to

the people will be throughout the organization secure such approach, which is in accordance with the corporate values.

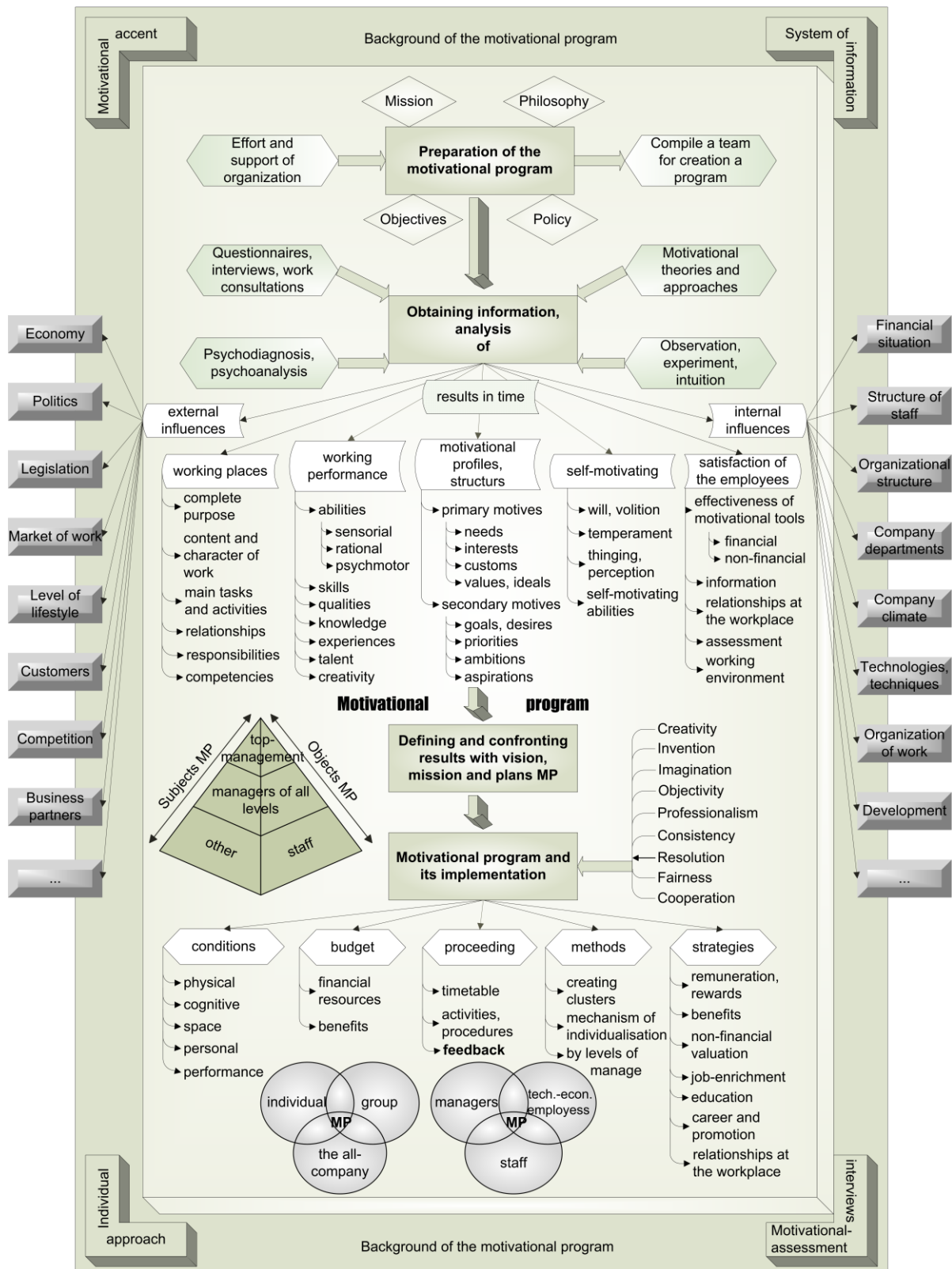


Fig. 1: Model of preparation, creation and implementation of a motivational program
Source: own

3.2. Obtaining the information, analysis and exploration of the factors influencing the motivation

The process of making the motivational program must be based on a thorough knowledge of past and current situation of the organization and set goals for the future, and must be covered sufficiently by the extensive set of relevant and reliable information, knowledge and ideas. Any necessary measures needs to be prepared, in particular with the knowledge of the current baseline. It is for this reason why are often used these techniques that should bring the necessary information to all investments in this area and bring the maximal effect. From the number of existing quantitative and intuitive methods, seems as the most appropriate method of analysis and synthesis, deduction and induction, interviews, questionnaires, diaries and recorders, checklists and inventories, observation and experiment, study of the internal corporate documents and materials, benchmarking, brainstorming, Delphi method, intuition, psycho diagnosis, psychoanalysis and so on. When drawing up a motivational program it could be exploit the knowledge of the individual motivational theories and approaches that will significantly help to identify and establish the basic motivators in the particular work of the employee, or working group.

The bottom line is that responsible motivating team will realize a thorough analysis of three key areas. The first one is the *analysis of the external factors* affecting the organization and its employees (economic and political situation of the state and region, legislative conditions, the market of products and services, market of working potential and the level of lifestyle, competitive organizations, customers and business partners, etc.). The second area is an *analysis of the internal factors* affecting the organization and conduct of employees (financial situation in the enterprise, the level of use of techniques and technologies, organizational structure, structure of staff, corporate bodies, groups, departments, management systems, organization of the work, etc.). A third area is the most extensive; it is a detailed *analysis of all the facts that are directly or indirectly affecting the motivation of the human potential in the organization*. These include the status and effectiveness of the major factors of working motivation, factors of job satisfaction and dissatisfaction, motivational profiles of employees, motivational preferences, career aspirations, fluctuation, labour productivity, working performance and so on.

It is desirable to carry out an *analysis of all the working places*, what means the process survey – recording, storing and analyzing the information on the tasks, methods, responsibilities, links to the other working posts, the conditions under which the work is performed. The specification of the job also provides the requirements for the employee, education, qualifications, training, experience, personal features and competencies that a worker should have to be able to satisfactorily perform his job. Able and appropriate people are those that provide work performance, which is expected of them, are able to use their knowledge, skills and personal attributes to achieving the goals and standards prescribed by their job function and work place.

The concept of ability is fundamentally about *performance of the worker* and thus ultimately his *working performance*. It is directly linked to the factors influencing the high level of the contribution of individual to the organization and its effectiveness. Language skills and the existence of system of capabilities can provide an invaluable base for the creation and implementation of a motivational program, as well as for the integration of the key activities in the field of the human potential and achieving a coherent approach to manage the people. As particular personal prerequisites for the successful implementation of working performance are these abilities diagnosed by the psychodiagnostical methods and procedures (Szarková, 2007, p. 69). Based on them, are then compiled the inventories, which include the classification of essential and desirable skills. Within them are mental abilities of the successful performance divided on the groups (Nakonečný, 1995, p. 259]: *sensorial* (visual colourfulness, sensibility to

sounds, sense for balance, attention, evaluation of distance, movement, etc.), *psychomotor* (power, acceleration, accuracy, coordination of movements, dexterity, etc.) and *rational* (rational and emotional intelligence). Among the manifestations of intelligence belong particularly fast and correct orientation in new situations, which is based on a quick perception, correct assessment of the necessary information and to draw correct conclusions; further it is attention, comprehension, logics, criticism, originality, ability to detect subtle, hidden, difficult to see contexts and relationships, similarities and differences; versatility and capability of interest, greedy curiosity, rich vocabulary and accurate concise expression. Emotional intelligence includes such qualities as the understanding of own feelings, empathy with other people and managing the feelings in order to improve the quality of life. It is the base of successfulness and satisfaction in human life. Working performance also depends on the other individual assumptions, such as skills, knowledge, experience as well as talent and creativity. At the same time, these presumptions and abilities are not only a source of successful implementation of work, but also a source of the satisfaction of individuals. They enhance life and let the work and life to make sense, it is the fundamental core, which activates human actions and therefore is an energizing of the main power - the source self-motivation.

The motivational program also depends on the individual, how and to what extent can motivate himself. **Self-motivational skills** are among the other skills that may affect our internal decision-making, internal motivation and activation. These are qualities and skills that a person has, and are to help to meet the goals, needs, desires and satisfactions. These include for example the purpose, perseverance, determination, consistency, diligence, self-assessment, self-knowledge and self-managing (Provazník, 1997, p. 93; Nakonečný, 1995, p. 351). In general, they represent the ability to self-control, which is reflected not only in the suppression of adverse tendencies, but also in efforts to overcome obstacles, in achieving a time distant aims and their settings. Thus they maintain the direction of human motivation, and thus prolonged the directing the human personality, especially in those cases where in the way are entering the varieties of obstacles. Further is also important *the will* of man. It is self-motivated ability to perform wanted, intended and planned activity, so called willed activity. The will is the ability to control impulses and to freely choose such, which person governs. The will is the inner strength of the human person, which knowingly allows managing and motivating his own behaviour to value the objectives (Nakonečný, p. 348). The will directs and motivates all of its manifestations to the recognized value. Important is also *thinking* of people. Thinking means penetration into the heart of phenomena and solves the problems. Its importance lies in the fact that it allows the man's own action and meaningful long-term focusing and planning. The man leads the conversation with himself, trying to understand the surrounding phenomenon, subjects and situations, permeates into their depth, know them, look for goals and the means of achieving the objectives, and thus put himself, through the development of higher functions that are encouraged to solve certain problems and activities for the goals. The enterprise may also examined, the intensity in which the individual exhibits, and can be motivated. This examines his *temperament*. Temperament is a set of dynamic features of the personality, displaying the behaviour, reaction to stimuli and the dynamics of survival (Provazník, 2007, p. 106). Through temperament man reacts to certain stimuli, motives, needs, etc., what leads to their satisfaction, fulfilment, and activities and at the same time, on the other hand, it may influence the creation of motives, needs, interests and ability to motivate.

When creating a motivational program, there needs to be aware of that each individual has a specific track of the internal incentives to work, so called *motivational profile*. The man has never in mind only the one motive, it is always a number of them, they form a complex, a hierarchy, and they are individually different and operate in different situations (Kravčáková, Fuchsová, 2004, p. 13). They can also come from the people, employees with higher or the same competences, the inside, the internal needs of man. For the basic sources of motivation are

generally considered the needs, habits, interests, ideals, ambitions, aspirations, values ... Their knowledge is a prerequisite for the successful focusing the motivation and also provide a complementary picture of the estimated effectiveness of the desired motivational measures and instruments.

In addition to the above information, it is necessary to carry out a *survey of satisfaction of the employees and managers* and to gather additional information of the factors affecting the current level of motivation (image of the effective application of motivational measures and instruments). The survey should be oriented so that it will affected at least the following areas: compensation of the employees, providing the benefits for the employee, non-financial motivation of the employees (recognition, praise, competences, etc.), interpersonal relationships at the workplace, management style, staff assessment, access to information and working environment. Within this phase, as well as into the information basis for the motivational program is necessary to incorporate temporal trends of the results and feedback. After the analysis and evaluation of the above mentioned information, it is possible to obtain a sufficiently broad set of knowledge, on the basis of which the assigned experts will be able to create a quality and effective motivational program.

3.3. Confrontationally-designing phase

In the proposal for the final version of the motivational program should makers confront all of the information and inspirations with a vision, mission, set of strategic, tactical and operational plans, the existing corporate culture and philosophy, staff policy, psychological contract, production and technological processes, calculation and options and restrictions in this area (Blašková, Hitka, 2003, p. 4). They should also accepted and included in the motivational program, the diverse of the individual differences of all employees and management (the *mechanism of individualisation* – the application of the incentive approach respectfully of the individual differences and uniqueness of the individual members of the organization), adaptation to the extreme volatility of the diversity of needs and wishes of the individuals, their constant reviewing and testing, while respecting the importance of the fact that the motivational effectiveness of action is different under the personal type, age, educational attainment, sex, number of years spent in the organization, employee's function and so on. They can create motivational programs for managers, as well as for the technical-economic employees and other staff. They may also include in the motivational programs groups of employees with the similar motivational profiles and preferences. Here can be used the *cluster analysis*, which allows to create certain types of motivational programs for groups of employees and management staff with the similar motivational profiles and preferences, where the use of appropriate algorithms helps to evaluate the real motivation ranking criteria (Hitka, 2002, p. 4). However, for the truly effective can be consider only the individual motivational approach – the individual motivational program. This means that in addition to enterprise-wide program, it develops also individual and group (differentiated) motivational programs.

Despite the apparent simplicity is the phase of confrontation, the development and implementation of a motivational program demanding and sometimes opaque. This requires the high degree of creativity, invention, imagination, objectivity, professionalism, consistency, fairness, commitment and cooperation.

3.4. Motivational program and its implementation

The result of the confrontation, design and testing should be **developing of a motivational program** in full, the structure and scope (including the clearly defined mission, vision, philosophy, policies, objectives, strategies, procedures, etc.). Comprehensive program should include a structured overview of the necessary physical, cognitive, personal, space, effectiveness

and other assumptions of the meaningful implementation, evaluation and possible updating. Furthermore, it should include a budget in the given timeframe. It should be funded, how much would the introducing and usage of a new motivation element and in particular the use of employee benefits cost the company and by using some expert methods and techniques to verify its profitability. Content may also be a timetable, the time frame should lead to the serious fulfilment of the program (possibly recommended a program lasting for several months, with an advance in the case of errors and, consequently, on the basis of feedback to constantly activate and adapt the program). An important part of the motivational program, a tool for the implementation are several essential strategies that will lead to achieving the strategic objectives of the incentives e.g. strategy of remuneration (remuneration is very important and effective motivational factor that meets the needs of the most of the employees. Financial bonuses incentives if they are expected are very stimulative and perceived as fair), valuation of the non-financial strategy (recognition and effective praise); strategy of providing benefits for the employee (Cafeteria System), strategy of shaping the engagement and commitment of the employees (employee's involvement, participation), strategy of job enrichment (strengthening the competences, self-asserting); strategy of education and personal growth, challenging the working environment, strategies of the leadership style, the strategy on the basis of mutual interpersonal relations, etc.

On the **background of the motivational program** it is important to follow and apply the individual approach on the employee, motivational accent in all of the enterprise's processes, and to ensure the greater awareness, to implement the motivational-assessment interviews as a basis for feedback of the application of the motivational program.

The motivational-assessment interview is not the only means of assessing the work performance of the employees, and also the basis for feedback of the successful motivational program, but it is an instrument of increasing the employee's motivation. The organization should twice or three times a year formally organize a kind of the informal assessment through the evaluation interview between the employee and his supervisors, who speaks about the achievements of the ideas, needs, preferences and overall employee satisfaction, career growth, and the remuneration. The two-way communication allows employees to express their views and insights on what is happening in the company, and changes which they will bring to the motivational program. Opinions of the staff are strong feedback and in the proper use of these tools they can improve the whole motivational program, and appropriately supplemented the new factors. By the interviews the leaders can also find the motivation (the level, profile, dominance of resources), attitudes and values, work satisfaction and satisfaction in the work, superior, style of leadership, salary and other stimuli, as their distribution, the level of communication, the views of the possibilities of development and qualification process, satisfaction with the resources of social funding, etc. On the other hand, by these interviews superiors positively increase the support not only of the working performance, but also the motivation and effectiveness of the motivational program.

At the same time, the organization should ensure a *system of information for the employees*. Provide information about what is happening in the business, the expected major contracts, new investments, products, the successful of employees who were rewarded for the efforts and success, the possibilities of spending the social funds, training courses, lectures, sports staff meetings, corporate celebrations, etc. The information should be provided either in the form of corporate boards, corporate newspapers, newsletters, through motivational interview, or some of the information published on the website of the enterprise. Such information would be inspiring for the employees and help them to find a way how to be more useful for the enterprise. At the same time, in this way the enterprise showed the employees that the company is keen into the ensuring that they have enough relevant information and give them a chance to effectively participate in the improvement process.

Another factor that must be followed in the motivation is the *individual approach*. Even if the motivational program has a collective nature and affects all the employees, it is important that every employee into it will find there what motivates him. Everyone is different and what motivates one may be neutral for the second one or even it can also demotivate him. Accordingly, it is necessary the individual access to the employee, the inclusion of the individual needs and preferences.

On the background of the implementation of the motivational program it is important to follow the *motivational accent*, and that is because in the introduction of the motivational program is also necessary to ensure the undertaking of the appropriate motivational climate and continually make clear to the employees that the enterprise has an interest to motivate them in all areas. The factor of the constant motivational accent in the management and development area of the human potential is very significant especially because of the changed approach of the enterprise to the employees, and certainly not each employee now accepts the change and begins to respond properly. However, if this philosophy will be continually supported in the enterprise, all staff will identify with it and hard work and effort to motivate the employees will deliver the real and fruitful effect.

4. Conclusion

In the current economic conditions, it is necessary to pay the increased attention to the quality and invest into the human potential in each organization. This means not only investing in education and development of the human potential, but especially in their willingness, even wanting to work for the company and apply their skills, acquired knowledge and experience. The aim is to create the interest, enthusiasm and faith to engage in the processes and activities that contribute to the fulfilment of the vision, mission and objectives of the organization, and the objectives and aspirations of them.

The effectiveness of the motivational activity on the employees and their superiors is mainly dependant on the continuing efforts to pay attention to the motivation and understand that to invest in motivating the employees is equally important as to invest into advertising or to the extension of the company. If the organization wants to maintain the quality of the human potential and lead it to the desired premium performance it is necessary to research regularly the issue of motivation and to keep it under review and regularly adapt to the changing conditions and the value orientation of the employees. These efforts contributed to the motivation will certainly bring the desired changes in the mindset of the employees, their relation to the work and the enterprise as a whole. Wise employers know that satisfied employees, adequately motivated for their over-average performances are the biggest asset and the best advertising.

It is therefore advisable in view of the latest news that the organizations should use the specified approaches for strengthening the motivation of its employees and managers and create necessary and desirable motivational programs in their organization.

I believe that the introducing the effective motivational programs will help to increase the motivational level and initiative of the staff of each organization, which goal is to increase the comprehensive working performance and ultimately also achieving success and effectiveness of the organization as a whole.

Acknowledgement

This paper is supported by the grant VEGA No 1/4647/07 Dynamical Model of Motivation of Human Potential.

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