



CREATIVE PROACTIVE-CONCLUDING THEORY OF MOTIVATING

Martina Blašková

*University of Žilina in Žilina, Univerzitna 1, 010 26 Žilina, Slovakia
E-mail: blaskova@fria.uniza.sk*

Received 3 April 2009; accepted 18 November 2009

Abstract. The article deals with necessity to change the understanding of human resource philosophy to the new philosophy: philosophy of human potential. In these intentions, it is very important to motivate human potential in the organisations. But, in the area of motivating, situation within the organisations isn't sufficient. Thereto the article gives an introductive presentation of a new theory of motivating: creative proactive-concluding theory of motivating. The theory leads the managers to utilize an individual approach to their employees and use perceptiveness to the needs and expectations of the employees and organisational environment. The model of theory contains a demand to harmonize existing motivational programs with new original motivational elements. It is based upon the trust between the manager and employee. The model also reflects the need to create differenced motivational programs for each employee and manager.

Keywords: human resource, human potential, motivation, motivating, theory of motivation, research, managers.

KŪRYBINGUMĄ SKATINANTI MOTYVAVIMO TEORIJA

Martina Blašková

*Žilinos universitetas, Univerzitna 1, 010 26 Žilina, Slovakija,
El. paštas blaskova@fria.uniza.sk*

Įteikta 2009-04-03; priimta 2009-11-18

Santrauka. Straipsnyje nagrinėjamas poreikis keisti požiūrį į žmogiškųjų išteklių valdymą, naudoti žmogiškojo potencialo koncepciją. Svarbu plėtoti žmogiškąjį potencialą organizacijose. Tokių uždavinį spręsti organizacijose yra problemiška. Straipsnyje pristatoma šiuolaikinė motyvavimo teorija – kūrybingumą skatinanti motyvacijos teorija. Ji leidžia vadovams taikyti individualų požiūrį į darbuotoją ir suvokimą apie darbuotojų poreikius bei lūkesčius ir organizacinę aplinką. Teorinis modelis tenkina reikavimą sujungti esamas motyvavimo programas ir naujus originalius motyvavimo elementus. Jis pagrįstas vadovo ir darbuotojų tarpusavio pasitikėjimu. Be to, modelis išreiškia poreikį kurti individualias motyvavimo programas kiekvienam organizacijos darbuotojui ir vadovui.

Reikšminiai žodžiai: žmogiškieji ištekliai, žmogiškasis potencialas, motyvacija, motyvavimas, teorija, tyrimas, vadovas.

1. Introduction

A motivation of employees and managers is a phenomenon which always attracts greater and more serious attention. A permanent tension of the external and also internal environments, and a plenty of predictable and unexpected influences, lead executives of the organisations to the effort to use and strengthen viability and strategic successfulness of their action. There increases the intent to require and continuously obtain higher and higher level of the employees' direct and accompanied performance, the savings, the creativeness, the new ideas, the engagement, the loyalty, the identification of individual goals with goals of the organisation.

Social systems of the organisations, which exist to this time and are marked by previous experiences, have to adapt them to these realities. These systems must not enforce the conditions. On the contrary, they have to consensually create such conditions and thoroughly prepared mechanisms which will be able continually transform them to the systems with acceptance and, simultaneously, reflection of the contemporary understanding of the uniqueness and possible effect flowing from the considerable utilizing of the human characteristics and competences. In other words, these systems should be re-defined (changed by dynamical philosophy) from the systems of the human resource to the systems of the human potential. All members of the social system of organisation must understand their own skills, abilities, experiences, efficiency, and performance, and skills and knowledge of their colleagues as the open systems of the attitudes whereupon these attitudes are developed or should be developed in the course of time. This personality-competence development of each individual and group can be ordered by regulations of the organisation in strict and non-compromise way. But, if this development is conveniently instigated and praised, i.e., if the employees and managers are motivated to it, this one will be more attractive and will lead to the concluding of positive consequences.

For the reason mentioned above, the paper deals with attempt to introduce a new creative theory of the motivating which will probably help to utilize all potential and motivation in greater measure. The potential and motivation are natural characteristics of the human beings. It is desirable to present that a content of this paper – and also a proposal of the considered theory – is determined by using an adequate number and character of the scientific methods. For example: method of an analysis (analysis of contemporary knowledge in the field of motivation and motivating, analysis of knowledge ascertained through questionnaire research realized in condition of Slovak and Polish universities); method of a synthesis (synthesis or generalization of the analyzed results); method of a comparison (comparison with other motivational theory, comparison of the managers' and employees' opinions about the intensity of their

motivation to key areas of their total work performance); method of a deduction (derivation of the particular specificities of present motivation on the base of a knowledge of general regularities of the human behaviour which are relevant also at present); method of an induction (derivation of the general conclusions and assumes in the proposition of new motivation theory); method of a questionnaire (information retrieval about real situation in the field of work motivation within the organisations employing high-qualified human potential); method of an expert intuition (utilization of the experiences obtained through realization of the motivational approaches and motivational tools towards the colleagues), etc.

2. Human Resource versus Human Potential

The development of any sphere in the word and also in the regional environment is getting on by high acceleration. New technologies, new equipments, new ways of financial operations are invented – present day is characteristic and necessary accompanied by a new knowledge in all areas of the people activities. New trends and knowledge come into the processes of human potential management and area of interpersonal relationships. Analogously as a shift from the philosophy of labour force to the philosophy of human resource was proclaimed and visible at past, also an actual situation in the area of organisation management should realise the needed philosophically-realization shift. It means the shift from the philosophy of human resource management to the philosophy of human potential management and development. By all means, there should not be contented only a change of a title of personal management or functions of the organisation. The change should become the real reflection of a new importance and new value (also new problems) of the most dynamical element of the organisation, i.e., people and their potential.

With an intention to orientate attention to need for thought and matter-of-fact shift in this area, a following text will be concentrated to a presentation of various authors' determinations of the concept of human resource.

For example, C. Soanes and A. Stevenson (2003: 846) understand the human resource as a "personal of the company or organisation, considered as an important asset in the meaning of the skills and abilities". J. B. Barney (1995: 50 in Mathis, Jackson 1997: 4) explains the human resource in this way: „Human resources include all of the experience, skills, judgment, abilities, knowledge, contacts, risk taking, and wisdom of the individuals associated with an organisation“. In comparison with this opinion, J. Veber and his colleagues (2001) present, that human resources are "... the employees, the ordinary workers, and the superiors, or the managers, with their knowledge, abilities, energy, attitudes, and work behaviour". The following idea consider more

completely with this area: “The human resource are not only an arithmetical summary of number of the employees; the human resource are the uniqueness of every organisation in which are expressed parameters of the organisational information flows, organisation culture, individual art of manage, systems of motivating, organisational architecture, etc.” (Tomova, Szilagyi 2005: 288).

Also, many other European authors devote their attention to the explanation of human potential importance, e. g. E. Chlivickas (2006: 99), S. Paulauskas and A. Paulauskas (2008: 78), A. Stankevičienė and A. Liučvaitienė (2008: 200), R. Stasiak-Betlejewska and S. Borkowski (2008: 54), I. Figurska (2003: 6). Similarly of mentioned authors, also J. Soviar (2007: 120) presents, in his article published in 2007, that the basic and the most important operation factor is people – the employees or the human resources.

In these intentions, the opinion of A. Kachanakova (2003) can be considered as also very correlative. In her publication Human resource management, she fittingly presents a stage of the connection of concept of the human resource with concept of the human potential: “If we deal with human resource of the organisation, by this way we can understand all human potential. The human potential does not involve only the number and structure of the employees, but also such aspects as the education and culture, the human relationships, the ability of cooperation, the perception of social and ecologic factors of environment, etc. The purposeful forming and utilization of the human potential is an assumption of a building and development of strengths and competitive advantages of the organisation” (2003: 10). This opinion accents a natural effort/necessity to understand people and their dispositions in a new light, i.e., in the light of their potential...

In considered spirit, it is possible to define the human potential as an only action condition of a present and future success of the organisation. The human potential as a solid and, simultaneously, a flexible basis of the felt motivation, acquired knowledge, used skills, and work contacts, decides about an effectiveness of the present function and strategic development of every organisation (Blaškova 2003: 9).

It is evident the human potential means an extraordinary important and creative phenomenon. Because of this knowledge, we can understand the human potential of organisation in following way: from a matter-of-fact point of view as a *complex system* and a *dynamical system*, and from a time point of view as a *past, present, and future potential*.

From the **matter-of-fact point of view**, the human potential can be defined as a *compact and harmonized system involving all employees, experts, and managers of the organisation*. Opposite to usually dealt human resource, it is necessary to approach towards all members of the organisational team with respect and ethical using of the newest knowledge of managerial, psychological, sociological and

behavioural sciences. The mentioned idea assumes and requires such approach toward all employees, specialists, and managers of the organisation which can help to achieve a complex and closely reasoned behaviour at a higher qualitative level in comparison with the level achieved by only a simply quantitative summary of their professions and performances.

From the *dynamical point of view*, the human potential can be defined as an enormous engagement of the motivation, wisdom, knowledge, competences, abilities, skills, efficiency-intellect capacity/potency, expected and unexpected reactions and ways of a perception and behaviour, etc. (Blaškova *et al.* 2006:10). The human potential represents the unified and unique, living and life-giving, dynamic and dynamism-able strength of the organisation. The human potential of organisation, like a complex of accumulated positive and negative abilities and characteristics of the employees and managers which are expressed within the organisation environment, is an irredeemable and constructive (sometimes even deconstructive) creators of high performance, profit, new values, and new knowledge. By cautious utilization and development, it is the power which can become the permanent, creative and flexible foundations of success of the organisation.

Both presented viewpoints supplement one another. The connection of these meanings gives an accent of courage and, at the same time, caution to people within the organisation and their expert-personality dynamics. It put emphasis to the strength of human potential on the one hand, and its brittleness on the other hand. We can understand that the human potential is a *strong* factor because the work performance results of people with the high motivation are better in comparison with people with the low motivation. Highly motivated people effectively solve problems which are not successfully solved by the other employees. The human potential can be understood as a *fragile* factor because the present conditions and demands are exacting to a degree that the internal motivation of people is often weakened and destroyed. Respecting this knowledge, the organisations must necessary realize a systematic effort in the area of permanent strengthening motivation of their members. They also must integrate these motivations. It means it is inevitable to continuously strengthen the motivation of all employees in such ways so that they can fulfil the defined organisational vision. In addition, from a point of view of the organisational success, it is necessary to intend with systematic improvement of motivation of really all employees and managers of all categories, professional segments, and levels of the hierarchy of organisation.

From the *time point of view*, the human potential contents the knowledge, the skills, the abilities, the reactions to impulses, the motivation, etc. of the individuals and groups viewed in three time dimensions simultaneously and complexly:

a) *The past dimension of human potential* – it means the system of all professional and personality features which the individual has possessed to this time – these ones he or she has exploited, and/or has not exploited, has lowered, or lost.

b) *The present dimension of human potential* – it means the system of all characteristics which the individual utilizes and expresses on the one hand, and which the individual does not use intentionally or involuntarily (from various reasons) on the other hand.

c) *The future dimension of human potential* – it means a possible system/picture of planned development of the past and present characteristics of the individual, including the identification and development of latent abilities and assumptions, whereupon the organisation task is to effectively exploit these features.

There to, the human potential (especially from the time point of view) can be defined as the complex of positive and negative, and also used, non-used, and latent characteristics and competences of each individual and group in the organisation. In this intention, it means a great opportunity to the organisation. But at the same time, it also means an important obligation which has to be necessary fulfilled carefully. The human potential has to be motivationally moved to the ahead, by day-to-day creation of the convenient conditions, and by realization of the processes of human potential management. This is an important idea because a corporate staff and its potential are a significant precondition of the business success (Bednarikova, Hyršlova 2008:6).

3. Necessity to Motivate Human Potential

To make possible this living potential will be profitable for the organisation not only at present but also in the future, it is necessary to take every opportunity in the effort to increase its intellect value and personal efficiency by well thought out way. It means the continuous motivation improvement is the most direct (but also the most exacting) way of this effort, namely, by every decision and arrangement. It flows from this premise that it is necessary to apply an intentional motivational influence in all processes, activities, and circumstances of the human potential management.

To use motivational effort, i.e., motivate someone means “... provide (someone) with a reason for doing something”, (Soanes, Stevenson 2003: 1145). In general meaning, the motivating can be defined as a process of keeping, strengthening, and orientating inner motivations through internal and also external instigations, tools, ways, and proceedings. Thus, the *motivating is the intentional and permanent think-relational process*, the goal of which consists in a creation of the convenient conditions and an application of the convenient motivational approaches, tools, events, and arrangements. These ones must help to satisfy employees’ inner

aspirations, goals, and needs, and must be targeted to the harmonization of individual motivational tendencies with divisional and organisational. It is suitable to note following idea: in spite of fact that the motivating is not the simple process (in its preparation and realization), it is the process which is decisively needed, even necessary – it improves the total value of human potential of the organisations.

The results of a questionnaire research realized in 2005–2006 in conditions of Slovak and Polish universities document the necessity for systematic concentrating attention of the organisational executives to the area of strengthening motivation of their employees and managers mainly. The research was realized by a team of colleagues under leading of the author of this paper. The research obtains 950 stuffed questionnaires from almost 3 000 giving ones. There was approximately 30% returned formularies. From the point of view of sex, there were 452 men (47.58% from all respondents) and 498 women (52.42%) participated in the research. An average age of men was 40.99 years and average time of their practice in the organisation was 16.42 years. The average age of women was 33.96 years and average time of their practice in the organisation was 9.19 years. From the point of view of a work category, there were 782 employees and 168 managers of universities participated in the research (Blašková *et al.* 2006: 25).

The research was oriented to ascertaining of present tendencies in the area of management and development of the high-qualified human potential. From an evaluation of the research results in the area of motivation, it is given that the level of motivation of the managers and employees does not always achieve wished values. Many of respondents marked the *level of their motivation* in basic areas of their performance only as *average* (Table).

There is a negative ascertaining that 40% of responded employees feel only average level of the motivation to new propositions and to increasing in effectiveness of processes. As to the managers, 32.74% marked their motivation to creative leadership and motivating of their employees as average, only. Equally bad is information that more than 35% of the asked employees feel only the average level of their motivation to the cooperation with their superiors and management of the organisation. The result is probably a direct consequence of insufficient quality of all running processes of management and development of human potential, and insufficient level of interpersonal skills of managers.

From other outputs of the realized research, we can include to the most interesting results also information which is concerned with the *creation of individual motivational programs*. But, situation in this field of the human potential management and development can be also marked as an unfavourable. The results presented in following graph confirm this reality (Fig. 1).

Table. Presented level of motivation of employees and managers (source: author)

Area of work effort	Level of motivation of employees (share of answers in %)					Level of motivation of managers (share of answers in %)				
	Very high	Sufficiently high	Average	Lower	Low	Very high	Sufficiently high	Average	Lower	Low
Quality of realized work	29.67	53.32	15.60	1.02	0.38	34.52	53.57	10.71	0.60	0.60
Increase in level of knowledge and skills	27.11	47.83	22.12	2.05	0.90	30.95	52.38	15.48	0.60	0.60
New suggestions and increase in efficiency	13.30	39.77	40.03	4.99	1.92	16.07	54.17	26.19	2.38	1.19
Cooperation with manager /*	10.61	41.18	35.29	8.44	4.48	–	–	–	–	–
Leading and motivating of employee /**	–	–	–	–	–	13.69	52.98	32.74	0.60	0

/* this area was searched in group of employees only

** this area was searched in group of managers only

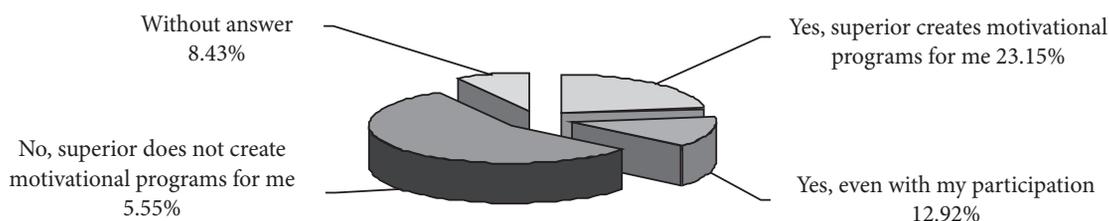


Fig. 1. The answers of the employees about the creation of the individualized motivational programs (source: author)

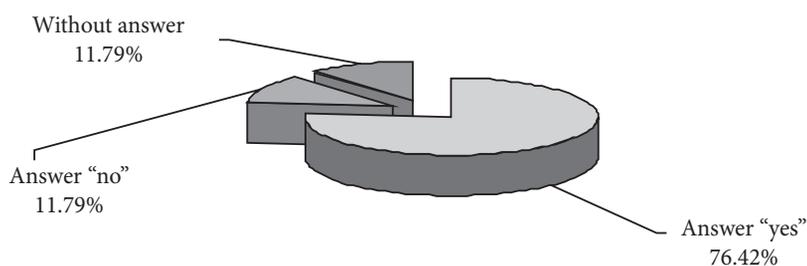


Fig. 2. Answers of respondents about possible increasing in level of their work after using higher quality of motivating (source: author)

It flows from figure the manager *does not work out any motivational program* for more than 55% of the employees. This information is extraordinarily alarming – it is probably a reflection of plenty of the negative elements and the unsolved problems in the interpersonal relations. Perhaps, it shows not only certain ignorance, but also an unwillingness of the managers to influence the employees in a convenient – motivational – way.

These imperfections should be removed, namely, with respect to the reality issuing from the figure 2 which declares

the willingness of the respondents to improve the quality of their work performance.

From the figure 2, it follows that a majority of respondents (76.42%) express the *willingness to improve a general level and quality of their work effort* in the situation that a motivational approach would be asserted more efficiently by the managers and management of the organisation. Over and above, every respondent with a positive answer to this question would **increase the level of their work behaviour effort by an average of 38.8%**. From this number, **the men**

would increase their own performance by an average of 33.53% and the women by an average of 43.04%. In case of the employees, a total performance would be potentially increased by an average of 40.62% (men of 36.13% and women of 43.57%) and the managers of 28.68% (men of 25.61% and women of 36.61%).

The presented willingness documents that to motivate oneself or others is certainly convenient in spite of the fact that motivating is quite complicated and difficult. It is true that the enforcement of proactive character of human potential and its possible contribution to more quality organisational existence makes a permanent pressure to provide/work out the new and new theories and recommendations those enable to help the organisations' executives to adequately exploit, develop, and motivate their human potential. A lot of theories and models of the motivation and motivating exist in literature, but it flows from the often cooperation with managers of real organisations that these theories and models are considered as a non-corresponding with daily fulfilment of their motivation function. The mentioned opinion can be surely polemized. But, a satisfaction with this alibi probably is not suitable, neither from the point of view of the theoretical basis of human potential management and development, and nor from the point of view of the practical realization of motivating.

4. Creative Proactive-Concluding Theory of Motivating

Because the human potential management and development as a scientific discipline ranks among the pragmatic sciences, the mission of which consists in the help with solving problems of the real practice (often in advance), it is desirable to meet demands of the managers – try to devise/create more practical theory of the motivating. Following this intention, the creative proactive-concluding theory of motivating can be easily understood and implemented. Figure 3 illustrates the philosophy and proceeding of this theory fulfilment.

The theory is based on necessarily high perceptiveness of the managers and their willingness to devote full attention to the motivating subordinate colleagues. The managers' interest must not be oriented only to their own professional and managerial work. Analogously as R. Blake's and J. Mouton's Theory of Managerial Grid (1985: 12 in: Mullins 1991: 243–246) and J. Collins's Model of Level 5 Leadership (2001: 68–75), also this theory could become an inspiration for the managers who want to develop their personality, and their managerial and motivating potential. It requires the maximal concentration and empathy of the managers. It also requires their conviction of correctness of an expressive motivating behaviour and influence upon the subordinates and the other co-workers. The premi-

se of theory consists in knowledge that it is necessary to react on any marked change of motivational preferences of the employees. Accordingly to the opinion of M. Hitka (2004: 7): „... various motivational factors influence the motivating employee.” Otherwise, the employees could lose the trust towards the manager – probably, a frustration arisen from the loss of trust could cause the decrease in their performance.

The matter-of-fact of this motivating theory consider the necessity to remove the *routine and limiting stereotypical motivational approaches and tools* from the managers' motivational action. The mentioned stereotype is traditionally used by the managers whereas its motivational effect is negligible. The intention consists in help the managers to overcome a certain shyness and fear from the application of new, innovative motivational approach, procedures, tools, and events, especially, by an acceptance of 3-plain effect flowed from their implementation.

With an implanted situation aspect, the theory issues from the permanent necessity to *suitably put the finishing touches into the individualized motivation approaches* applied towards each particular employee. It means, with the application of the situation accent, it is needed to include a new component, or more unusual and original components, into the continuously realized motivational program in desirable time. But these new components should contribute to the solution of the most pressing needs or expectations of the employee.

A concrete form of an individualized re-building of the new contents of motivation program, which is designed to the concrete employee, can not be stereotypically applied towards all others. The theory assumes the manager really knows the motivational profiles of his or her subordinate colleagues. The manager must know the needs, the interests, the ideals, the wishes, the long-term mood, and the qualification-personality orientation of each subordinate, including the strongest stressors and influences instigating the aversion (eventually apathy) which torment the subordinate co-worker and hinder him or her in the purposeful performance accompanied by an adequate joy and satisfaction.

It is very important the manager has to identify himself/herself with the fact that the final forms of new contents of the created motivation programs must be *necessary different in case of the various employees*. For example, in case of the employee who feels a syndrome of burnout, the manager can include the painting of walls in employee's office by a green colour. It can be a good supportive element of the re-created motivation program. In case of the employee who has health difficulties connected with the pain of spine which hinder him/her in the full concentration, and hinder him/her to work in a wished physiological state, the supportive element of the new motivation program can consist in a providing of working table and chair shaped ergonomically.

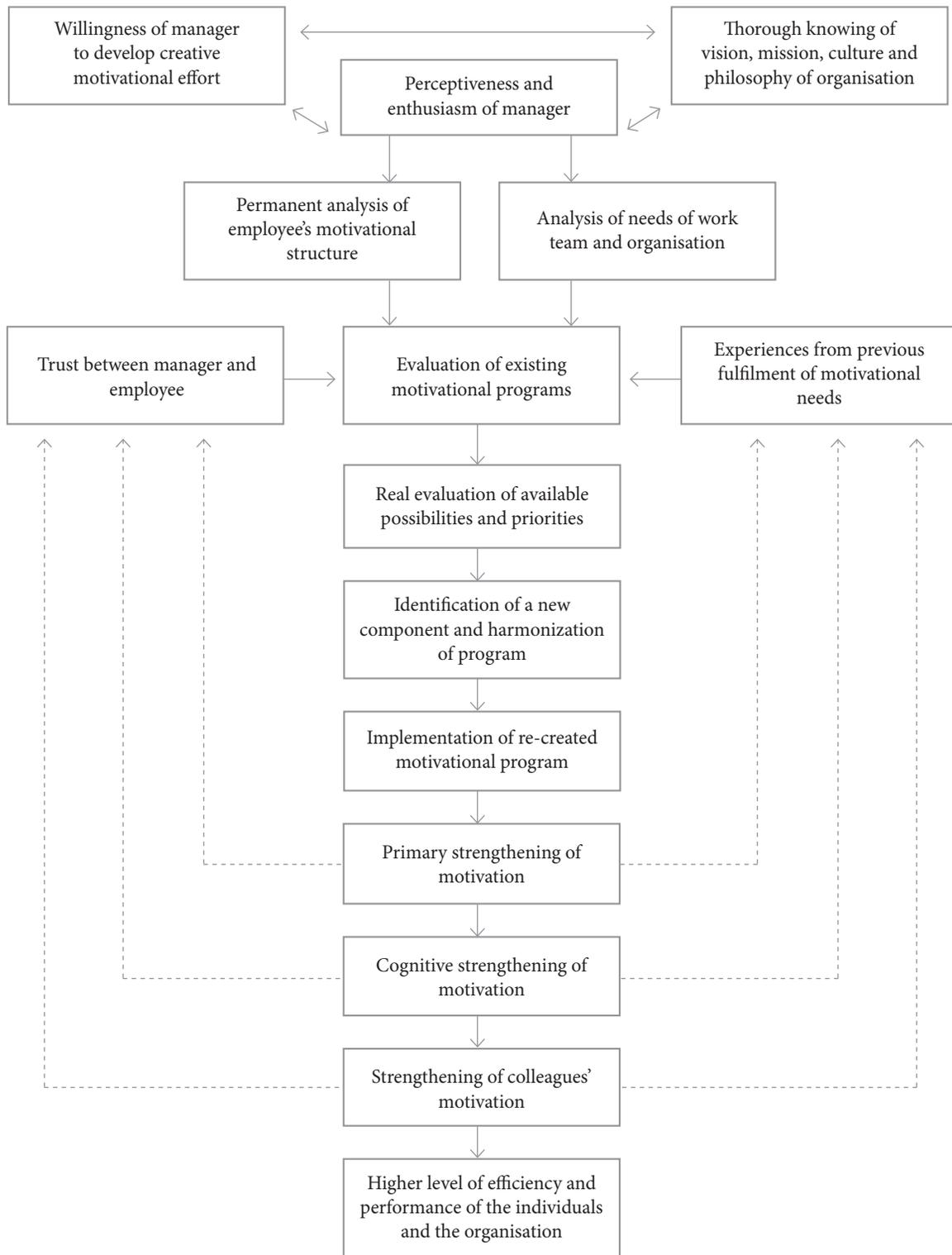


Fig. 3. Philosophy and proceeding of application of creative proactive-concluding theory of motivating

In case of the employee who feels some social uncertainty, the manager can include the organizing of pleasant joy-competitive, eventually, introductory evening (party) with the other colleagues.

Evidently, the implanted new components must be conveniently combined with the content of so far existing motivation program. A situation can become in this area that the existing motivation program can be harmonized

with the supplemented original components without any problems. But sometimes a situation can become when the new element is impossible to harmonize with existing these ones. The manager will must remarkably revise this motivation program into the new, supplemented shape. Perhaps, the manager will master this higher effort (small complication of this theory?), and he/she will go on in the started motivational behaviour – building more motivational environment for his/her employees. Thus, the mentioned above 3-plain effect flowing from the application of such motivation program which is permanently modified, and reflects to the felt needs/expectations of the employees, will surely contribute to the work motivation strengthening.

Through utilization of the creative proactive-concluding theory of motivating, the organisations can obtain the concrete contributions in following three subjectively cognized plains:

1) **The plain of primary strengthening of the motivation.** If the manager provides the painting employee's office by a green colour (green colour in the meaning of an instigation of employee's creativeness, calming down of lastingly overburden mind, renewal of his/her forces in acute state of the working burnout, or simply, complying with wishes of the employee who likes a green colour), he/she will promptly react on an inconvenient situation of this employee. A direct consequence of the application of this original motivational tool can cause and, at the same time, can be reflected in a situation that the realized intentional action of the manager will help to satisfy employee's need/wish. It is probable, even sure, that the employee's capability and performance will immediately increase, as a reaction to the achieved feeling of satisfaction from the fulfilment of mentioned psychological need.

2) **The plain of secondary – cognitive – strengthening of the motivation.** When the employee comprehends in all depth what effort the manager exerted towards him or her (for example: an attention which the manager devotes to the employee; a manager's willingness to be permanently concentrated on the identification of employee's changing needs; a loss of the manager's fear flowed from a decision to apply the original motivational tool; a choice of non-traditional motivational tool identified with high creativeness of the manager; a time and effort exerted on the painting employee's office; financial costs of the office painting), this knowledge will even more strengthen so far existing level of the employee's motivation. The indicated secondary-plain contribution will be surely longer and more intensive.

3) **The plain of transferred – concluded – strengthening of motivation of the other colleagues.** The quality of employee's work done can be increased by the satisfying of his or her need (for example: the work in environment where a green colour predominates). This fact can develop following effects:

a) When the other employees understand that their superior is willing to devote the motivational effort towards their colleague (and, additionally, this effort is successful and fulfils a wished purpose), they can comprehend at full degree that it is possible and also extraordinary profitable to motivate the others (colleagues, subordinates, or superiors). It means that an effect of parable can *contribute to the strengthening of total motivational atmosphere in the work group/team.*

b) The higher satisfaction and joy of the work can lead to a better psychical mood and enthusiasm of the motivated employee. Consequently, he or she will probably influence upon his or her colleagues by a better psychical comfortable, a friendlier behaviour, an opener positive communication, etc. In this way, the satisfaction of motivated employee can *contribute to the better working atmosphere in all work group/team.*

c) In a situation that the work outcomes of some employees represent the direct inputs of their colleagues (continuity of working activities and efforts), the higher level of work outcomes of the motivated colleague directly influences the quality of work of the other colleagues. In this way, the higher quality of motivated employee's work can *positively act upon the quality increase of work outcomes of all team/group.*

With regard to the **synergic effect** of every intentional behaviour, it is possible to additionally present that (apart from the previous 3 plains of the motivational effect in case of one employee) the connection of effects flowed from the application of continuously *created motivational programs of all employees in the team will multiply and conclude the total motivational effect* not only at present but also in the future indeed...

On the basis of presented idea, we can formulate a following *qualitative equation of the multiplied motivation intensity* strengthened by this theory:

$$SEM = f(MP1 + MP2 + MP3),$$

SEM = intensity of the motivation of working team multiplied by synergic effect; MP1 = intensity of the motivation according to first plain of (primary) effect of the motivating; MP2 = intensity of the motivation according to second plain of (cognitive) effect of the motivating; MP3 = intensity of the motivation according to third plain of (concluded) effect of the motivating.

In spite of potentially great contribution flowed from the application of this theory, the theory has also one behavioural drawback: it is very important to prevent the feelings of non-recognition, envy, and unfavourableness from the side of other colleagues in the team. It means the manager has to implement the positive and proactive motivational behaviour **towards all his or her subordinate colleagues.** Inconvenient pulling strings for any individual (protégé)

must not be expressed in the manager's behaviour. A differentiation in this area is admissible only from a viewpoint of the form or character of the involved original motivational elements. It is not admissible in the meaning of the expression of sympathy or antipathy towards any subordinate colleagues.

5. Conclusion

The roots of the 21st century economy lies an appreciation for the human knowledge (knowledge management), the self-awareness of human resources (strategic management, competences management, life-long-learning), the globalization, and the information technology dominance – as the new aspects of company's success on one hand, and as the success of the individuals on labour market on the other hand (Matuska 2009: 90). In these intentions, the introduced creative proactive-concluding theory of the motivating represents (to a certain degree) the non-traditional approach to theories of the work motivation strengthening. Flowing from the actual experiences, it is needed to permanently develop the knowledge in the area of managerial and behavioural sciences, not only by working out of older knowledge, and adapt it to the new conditions, but also by newer, less traditional approaches. Perhaps, an approach of the presented theory ranks among these ones.

It is suitable to mention again, that the origin of this theory was caused by the effort to enrich present theoretical basis of the management, development, and, especially, motivating human potential. An impulse of this theory origin has consisted in the effort to help managers to approach toward the creation of motivational programs more efficiently, and, mainly, more creatively, and, in this way, build a friendlier and more inspiring work atmosphere for the employees and managers of the organisations. According to lot of previous discussions conducted with the scientists (colleagues from Slovak, Czech, Polish, and Lithuanian universities), and the managers of real practice in Slovak environment, we hope that the creative proactive-concluding theory of the motivating will be successful in its intention, and a creative motivational action will be also positively concluding.

Acknowledgement

This paper is supported by a grant of the Ministry of Education of the Slovak Republic – VEGA 1/4647/07 Dynamical model of motivation of human potential.

References

- Barney, J. B. 1995. Looping Inside for Competitive Advantage. Academy of Management Executive, in Mathis, R. L.; Jackson, J. H. 1997. *Human Resource Management*. New York. ISBN 0-314-19041-4.
- Bednarikova, M.; Hyršlova, J. 2008. The Importance and Management of Occupation Health and Safety in Chemical Industry Enterprises, *Human Resource Management and Ergonomics* 2(2): 6–17. ISSN 1337-0871.
- Blake, R.; Mounton, J. 1985. Managerial Grid III. Houston. Gulf Publishing, in Mullins, L. 1991. *Management and Organisational Behaviour*. Second Edition. London. Pitman Publishing. ISBN 0-273-02985-1.
- Blašková, M. 2003. *Riadenie a rozvoj ľudského potenciálu. Uplatňovanie motivačného akcentu v procesoch práce s ľuďmi* [Human Potential Management and Development. Realization of the Motivational Accent in personal processes]. Žilina. EDIS – Publishing of University of Žilina. 212 p. ISBN 80-8070-034-6.
- Blašková, M., et al. 2006. *Riadenie a rozvoj vysokoškvalifikovaného ľudského potenciálu* [Management and Development of High-qualified Human Potential]. Zvolen. Publishing of Technical University in Zvolen. 121 p. ISBN 80-228-1701-5.
- Chlivickas, E. 2006. Development of the Potential of Human resource in Private and Public Sectors, *Veraslas: teorija ir praktika* [Business: Theory and Practice] 7(2): 98–107. ISSN 1648-0627.
- Collins, J. 2001. Level 5 Leadership: The Triumph of Humidity and Fierce Resolve, *Harvard Business Review* January: 68–75.
- Figurska, I. 2003. *Przestrzenne aspekty rynku pracy* [Space Aspects of Job Market]. Slupsk. Wyzsza szkola zarzadzania w Slupsku. 308 p. ISBN 83-88473-16-6.
- Hitka, M. 2004. *Metodika analýzy motivátorov v podnikoch drevospracujúceho priemyslu* [Methodics of Analysis of Motivators in Wood-processing enterprises]. Zvolen. Publishing of Technical University in Zvolen. ISBN 80-228-1331-1.
- Kachanakova, A. 2003. *Riadenie ľudských zdrojov* [Human Resource Management]. Bratislava. Sprint. ISBN 80-89-85-22-9.
- Matuska, E. 2009. Distant Career Counselling – the Need of Labour Market and Challenge for Personal Counsellors, in *Proceedings of Sixth International Scientific Conference Human Potential Management in a Company*. Žilina. University of Žilina, 90–96. ISBN 978-80554-0013-6.
- Paulauskas, S.; Paulauskas, A. 2008. The Virtualics and Strategic Self-management as Tools for Sustainable Development, *Technological and Economic Development of Economy* 14(1): 76–88. ISSN 1392-8619. doi:10.3846/2029-0187.2008.14.76-88.
- Soanes, C.; Stevenson, A. 2003. *Oxford Dictionary of English*. Second Edition. Oxford. Oxford University Press. ISBN 0-19-8613474.
- Soviar, J. 2007. Principles of Formal Organisation, in *Proceedings of International Scientific Conference TRANSCOM 2007*. Žilina. University of Žilina, 119–122. ISBN 978-80-8070-707-1.
- Stankevičienė, A.; Liučvaitienė, A.; Volungevičienė, D. 2008. The possibilities of Personnel Development Principle of Adaptability in Personnel Training, *Veraslas: teorija ir praktika* [Business: Theory and Practice] 9(3): 199–209. ISSN 1648-0627. doi:10.3846/1648-0627.2008.9.199-209.

- Stasiak-Betlejewska, R.; Borkowski, S. 2008. An Analysis of Organisational Structures of Banks of Poland, *Human Resource Management and Ergonomics* 2(2): 54–62. ISSN 1337-0871.
- Tomova, A.; Szilagyi, M. 2005. Je možné oceniť hodnotu človeka? [Is it Possible to Evaluate the Value of Man?], in *Proceedings of International Scientific Conference Human Potential Management in a Company*. Žilina. EDIS – Publishing of University of Žilina, 287–293. ISBN 80-8070-360-4.
- Veber, J., et al. 2001. *Management – základy, prosperita, globalizace* [Management – Basis, Prosperity, Globalization]. Praha. Management Press. ISBN 80-7261-029-5.

Martina BLAŠKOVÁ. Dipl.-Ing., PhD, Associate Professor, Dept of Managerial Theories, Faculty of Management Science and Informatics. Author of 4 books and monographs, and more than 40 scientific articles. Scientific interests: human potential management and development, motivation, organizational behaviour.