

# Holistic Approach to Motivation and Stimulation

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**Abstract:** *The current world-wide social changes will continue faster. It is discussed the fourth Industrial Revolution, where knowledge will be prioritized. From this point of view motivation and stimulation require a different philosophy and it is necessary to shape it with new content. It will be significantly associated with the increasing role of human capital and with the development of its creative potential, which is becoming a decisive element of innovation and competitiveness. A qualitatively higher level of leadership (connected with care for individual development) leads to a holistic approach in which we accept micro-, meso- and macro-space. The necessity of orientation in the intercultural environment of globalization might be linked to the macro-space. The functionality of an individual in working teams relates to a mesospace. The nature of a person as a subject (micro space) is determined by self-knowledge, self-development, and lifelong learning, and is associated with the process of internal self-motivation. This motivation is becoming the long-term and most effective motivational tool. Desirable state is compared with status of companies in South-Bohemia region.*

**Key words:** Motive · Incentive · Motivation and Stimulation · Micro-, Meso- a Macro-Space · Self-motivation

**JEL Classification:** M11 · M12 · M19

## 1 Introduction

Current worldwide global trends are bringing rapid social changes, which can be associated with the new economy and industrial revolutionary 4.0. Top managers (Gibson, 2009) state that world is entering new economy – knowledge economy which relates to using human and intellectual capital. The capital is a crucial factor of innovation and competitiveness. Armstrong & Taylor (2014) add that an importance of innovative human potential and development of human capital is increasing.

The using of motivation and stimulation terminology is necessary to fulfill the new content that corresponds to the current developmental trend of the third millennium. Human individuality is not seen as only human labor. For current and future society, it is desirable to engage in a qualitatively higher level of leadership and motivation to cultivate and develop human capital. According to Armstrong (2007), motivation can be characterized as a target-oriented behavior and divide it into two types: internal and external. Internal motivation is connected with motives – internal motives (interest) with deeper and longer effect. External motivation is associated with external incentives (requirement, challenge) with immediate effect, but usually acting for the duration of the incentives. Incentives and stimulation are the traditionally used terms in the Czech environment for external motivation (Bedrnová & Nový, 1994, 2009; Provazník & Komárková, 1996, Komárková & Provazník, 2004, Horalíková, 1995, 2004, Kleibl, Dvořáková & Hüttlová, 1997, 2004, 2012, Bělohávek, 1996, 2016). The distinction between motivation and stimulation is important (Dvořáková, 2004) in terms of effect: The short-term is linked to the setting of objectives, their control and remuneration or sanctions. Medium-term is related to job satisfaction. Long-term is associated with the development of human capital and personal potential

## 2 Methods

The aim of the paper is analyzed reality of motivation Employees in South Bohemia region.

The focused model is based on description of huge field of motivation and stimulation in holistic and systematic view in theory. This model divided reality into micro, meso and macro-space. This is the new approach to motivation for the nearest future.

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Practical part shows for comparison the desirable state with reality. It was chosen companies in České Budějovice. It was used the questionnaire Survey focused on approach to motivation in companies. Respondents were 802 that were employed in chosen companies. Total 53% of respondents were men and 47% of respondents were women. Respondents were divided into 2 categories, the first one contained managers and administrative workers, the second one contained others workers.

The questionnaire was focused on motivational factor included Maslow s hierarchy pyramid and Herzberger s theory (Armstrong & Taylor, 2014; Pauknerová, 2010).

**3 Research results**

Flow of discontinuous changes in global environment requires rapid reaction within using new knowledge, skills, but especially new innovative approaches. These approaches bring effective feedback on the turbulent changes. It is necessary to be oriented in overwhelming environment. For describing huge area of field of motivation and stimulation in holistic view is necessary to divide and orientate in level of micro-, meso- and macro-space.

It is not enough only having relevant information about company, workplace and relations (mesospace) for the development of human capital and its motivation in third millennium. Next step will be acceptance the same precise knowledge about human individual (microspace). Its quality is crucial for choice and innovative solution knowledge and information even for orientation in global macrospace (fig. 1).

**Figure 1** Time space approach to motivation and stimulation in micro-, meso-, macrospace

	<b>HUMAN SUBJECT</b> <i>microspace</i>	<b>INTERNAL ENVIRONMENT OF ORGANIZATION</b> <i>mesospace</i>			<b>EXTERNAL ENVIRONMENT OF ORGANIZATION</b> <i>macrospace</i>
<b>P A S T</b>	<b>SELMOTIVATION</b> <b>SELMANAGEMENT</b>	<b>D</b>	<b>M</b>	<b>C</b>	<b>CULTURE</b>
<b>P R E S E N T</b>	<b>SELDEVELOPMENT</b> <b>SELFRECOGNITION</b>	<b>E</b>	<b>O</b>	<b>O</b>	<b>REGIONAL CULTURE</b> <b>Tacit knowledge</b>
<b>F U T U R E</b>	<b>LONG-LIFE LEARNING</b> <b>SEBEREALIZATION</b>	<b>V</b>	<b>T</b>	<b>R</b>	<b>GLOBAL CULTURE</b> <b>Multicultural society</b>
		<b>L</b>	<b>I</b>	<b>P</b>	
		<b>O</b>	<b>V</b>	<b>O</b>	
		<b>P</b>	<b>A</b>	<b>R</b>	
		<b>M</b>	<b>T</b>	<b>A</b>	
		<b>E</b>	<b>I</b>	<b>T</b>	
		<b>N</b>	<b>O</b>	<b>E</b>	
		<b>T</b>	<b>N</b>		
		<b>O</b>	<b>A</b>		
		<b>F</b>	<b>N</b>		
		<b>H</b>	<b>S</b>		
		<b>U</b>	<b>T</b>		
		<b>M</b>	<b>I</b>		
		<b>A</b>	<b>M</b>		
		<b>N</b>	<b>U</b>		
		<b>C</b>	<b>L</b>		
		<b>A</b>	<b>A</b>		
		<b>P</b>	<b>T</b>		
		<b>I</b>	<b>I</b>		
		<b>T</b>	<b>O</b>		
		<b>A</b>	<b>N</b>		
		<b>L</b>			

Source: own work

Key factor of competitiveness is human capital with added value of developmental human capital, innovative approaches for new economy. The quality of human capital could be connected with development of human potential and internal motives of individual. In case that every person is unique (everyone has different fingerprints even different

brain scratching), it will be necessary selfmotivation to find uniqueness. It is important to start with selfmanagement within better motivation for using own potential. Starting selfrecognition process (face to own past) is the first condition of internal motivation. Process of selfrecognition leads to own selfmotivation and life, direct to selfmanagement and lifelong learning. It will be peak of selfrealization of human subject (fig. 1). Selfrealization is at the bottom of theory needs of A. Maslow. Even starting process of selfrecognition leads to possibility of selfmanagent and significant development of human potential, even to develop high level of innovative potential.

The current worldwide managers recruit Employees according to power of internal selfmotivation. It will be said this approach to motivation is perspective for future. But reality in our companies is different (Tab. 1).

**Table 1** Results of motivational factor research (%)

Motivational factors	Managers		Other workers	
	Yes/Rather yes	Rather no/No	Yes/Rather yes	Rather no/No
Suitable workplace	81	19	58	42
Need for certainty of job	85	15	90	10
Corresponding wages	58	42	32	68
Sufficient offer of employee benefits	76	24	55	45
Satisfaction with relations at workplace	79	21	70	30
Use compliments by superiors	52	48	16	84
Awareness and optimal communication with superiors	83	17	32	68
The use of knowledge and skills in the performance of work	80	20	65	35
Possibility of career growth	78	22	20	80
Provision of further education	65	35	39	61
Personal development	15	85	3	97

Source: Own processing

Working environment is motivating for 4/5 managers. More than half of the other workers state that workplace is motivated for them. The need for employment security and maintaining work is crucial factor of motivation for them. Although low wages could be demotivating with comparison to Western European countries. Financial compensation is considered by most respondents (85-90%) as the most stimulating. This is also related to the offer of employee benefits, which is very diverse, usually accepted as a matter of course, but most of the workers' professions prefer to increase the financial rewards instead of life insurance benefit.

A good working team is more motivated for managers than the others. This may seem to be related to less awareness of other workers, to communication in general, including lower use of motivating commendations and less use of the knowledge and skills of other workers. These examples demonstrate a kind of demotivating barrier between the diversity of management companies and other staff, especially in career growth and the provision of further education. The current problem is the low motivational interest and care for personal development of all respondents, which is related to their self-motivation.

#### 4 Conclusions

In internal motivation, which is associated with long-term period, the state of the human person's microspace has an important role. The process of knowing this space can progress on based of self-recognition which has a positive and constructive tendency and can be based on selfmotivation. As far as the individual is orientated in himself and can manage his own subject (selfmanagement), he is able to orient himself in the world around him, in addition to personality development, his professional proficiency also grows. For the future, selfmotivation associated with personality devel-

opment becomes the most effective and long-term motivating factor. The results are inconsistent with desirable state. On the other side it can be concluded that managers are in the right direction.

The current motivation, or rather the stimulation, is connected with the certainty of employment and, above all, with financial compensation, which with the level respondents are generally dissatisfied. Benefits are taken for granted without incentive effect unless they are overturned in the Cafeteria system. For other workers, motivation factors related to the use of knowledge, career growth and education do not appear opposed to managers. Personality development associated with internal selfmotivation is not perceived as motivational factor. For success in a global community, it is a priority to have a generally motivated and stimulated development of human capital in its entirety, which is the most valuable asset. And investment in it is the most important for gaining competitiveness within the global environment.

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