

A MAN IN HIGHLY DEVELOPED TECHNOLOGICAL SOCIETY

Milan Radosavljevic¹, Zivota Radosavljevic², Irina Somina³

¹Faculty of Business Studies and Law, University „UNION-Nikola Tesla”, Belgrade,
E-mail: milan.radosavljevic@fjsp.edu.rs

²Faculty of Business Studies and Law, University „UNION-Nikola Tesla”, Belgrade,
E-mail: zivota.radosavljevic@fjsp.edu.rs

³Belgorod State Technological University named after V.G. Schukhov, Belgorod,
RUSSIAN FEDERATION, e-mail: irasomina@yandex.ru

Abstract: *If we analyze the contemporary literature in the field of personnel department, and human resources management at the global level, we will find more or less the statement that a man is the most valuable potential of organizations that people are the greatest wealth and irreplaceable factor in every organization. At the level of the UN numerous declarations were adopted on human rights, in order to protect and improve their basic rights. On the basis of national legislations numerous laws were adopted about the rights of employees, women, children, minorities, etc. Many associations were formed for the protection of the so-called “vulnerable” groups and communities, in order to preserve His Majesty, man.*

However, practice shows a completely different situation and tendencies. The more you talk about the man or about the people more problems arise on that point. It turns out that the status or treatment of the man in the organization at the national, but also at the global level is far below declarative submissions or preferences. This refers especially on companies and organizations with high organic composition of capital that is, where technology prevails. It has never been more wars, inter-ethnic and inter-state conflicts with tragic consequences, millions of refugees and migrants who go from one continent to another in spite of a large number of resolutions at the level of the international community on human rights. If we would test the top management of large companies about their knowledge of human dimension in their organizations, we would come to devastating results, and that is that they are far more familiar with the material factors (instruments of labor, tools, accessories) the time necessary to execute the repair of machines, replacement of some parts, assemblies and subassemblies. In contrast to the above, the human potential is not being talked about, or it is talked about in secondary and irrelevant discussions. All indicates that the technology is being developed, and that man is not equally developed with it, although it is he who has created it.

All stated above imposes the need to point out the place and importance of man in modern, technological, turbulent and uncertain organization. The aim of this paper is to show and prove the growing importance of man in the organization through arguments, especially from the standpoint in the future and in terms of increasing usage of modern information technology.

Keywords: *A man, technology, intelligence.*

1. INTRODUCTION

The modern world, ordinary life and work is dominated by new, primarily information technology. The man is simply doomed to use technological achievements, and organizations can not gain a competitive advantage if they do not keep pace with technological advances. Management structures are forced to equip with tools and techniques that can increase their intellectual potential. Of course, this statement applies to the executive structure that is neutral jobs, especially in manufacturing organizations, where workers manage or control highly sophisticated techniques and technology. In these circumstances, technologies gain a primary place, often they are given magical power, and the human factor is neglected and is considered second-rate, although the technology is precisely the result of the human mind and it applies knowledge that is created and upgraded for centuries.

Technology is constantly evolving, thanks to the people, new knowledge and innovation, in order to increase the power of people, organizational systems and the state, but it does not bring into question the status and well-being of people. If we ignore the previous facts, there is an objective possibility that in the future a man will become a robot and he will return to the distant past in which he became a slave for a long time. In other words, if the current trend of favoring technology and man neglecting, there are all conditions that the man in the 21st century a man becomes a man-robot, whose status in the organization and society is worse than the slave in the slavery. Man robot would kill worse than any weapon according to all assessments, because the slave was physically mistreated, even killed, in modern conditions, there is a danger of an intellectual destruction of the human reason and mind. In a broader context, there is a real danger that a man begins to think like a computer, and it works like a robot which is much more dangerous than when the computer starts to think like a man.

Exact studies show that the word robot comes from Serbian area, and it is derived from the word with the meaning work and robotics, which means worker. World famous scientists appeared in our region that worked on the development of robotics, or through their inventions contributed to the development of automation, such as N. Tesla, Einstein, especially Rajko Tomovic, who was characterized as the father of robotics in the world and in our country. The first, or among the first robots of second generation originated in Serbia in Mihailo Pupin institute in Belgrade in 1963 in the shape of a steel hand or fist and was called "Belgrade's hand." This robot was later developed and improved using high performance technology, but according to professor Vukobratovic (2006), this country was a leader in the field of robotics. Thanks to that progress, the former SFRY was technologically advanced country, because it was among the first to introduce a car of small capacity, to produce parts for American Boeing, a military industry of that time represented a respectable factor in the world. Today, robotics and computerization in Serbia, is not represented enough and has a negative trend, but that decline leads into the marginalization of a man.

It's time, or the final moment that the management sees its organizations through the people, because man has created all kinds of technology, the robot can be programmed to give answers, but not to ask unsystematic questions. For the first time in human history the society or the knowledge economy has created conditions for people to be true sources of

revenue, profit and new value creations, instead of being presented in the classical organization and management as a generator of costs. * 1.

2. A MAN IN TECHNOLOGICAL ENVIRONMENT

Man, how that sounds proudly. Is this famous saying forgotten, precisely from the people and is there a chance to take it back, revise or upgrade with new qualities. Where ever we can find a man at home, or an apartment, in the vehicle, in his own automobile, in a company, a hospital or school, theater, church, sports centre or recreation ground, he is surrounded by machines and technical means and technologies. High-tech society, in which information technology represents its exponential, is technical but primarily sociological phenomenon of the first order, given that man as a sociological entity has formed technology, and technology affects the man as a conscious and rational being. It changes, but also improves physical and intellectual potential of man. The technology is more or less present in all spheres of life and work.

However, the phenomenon of the technological environment is not only unique for the modern time. The man, from his early beginning has created and used, at first primitive, and later ever more sophisticated technical devices, such as tools, equipment, tools and weapons of various developmental degrees. The level of development, resources and technology was due to the level of knowledge that the man had. That was why the Marxism classics once stated that social and economic formation did not differentiate according to what was produced, but what means of work were used in production that is, what was the level of development of the productive forces. Whenever the productive forces developed and reached its peak, there was a change in production relations that is relationships between people, which created the change of existing relations, generally into better social or productive relations.

The basic purpose of creating tools and weapons was to ensure maximum safety of life, but also a better life, that is to increase the physical, but in modern conditions, the intellectual power of man, and facilitate the execution of both physical and intellectual activities. This existed in the past and it will be in the future. Ideogram of technological development imposed the need and the creation of specific scientific disciplines, and technical and technological sciences, in order to enable people to successfully design, build, manage and use new technologies. In that way we have come from primitive tools and supplies to the so-called digital ubiquity, or digital connection that in modern conditions creates a competitive advantage in most sectors of the national economy.²

For many people new technologies are considered as a friend and for many as an enemy of a man. Regardless of which group it prefers, it must be understood that man is a creator of new technologies. He firstly thinks what he will do, and then makes the real mental construction of how it will be performed. In this way new tools, resources and equipment are created that generally increase the potential of man, which is not characteristic of other types of self-organization. A Man that is people create tools and technologies that are better, faster and more reliably perform certain operations and activities. In this way it increases

1 For further information you can read in Z. Radosavljevic: Knowledge Management, FORKUP, Novi Sad, 2006.

2 We can read More about The digital Ubiquity in Jansiti M. and R. Lakhani: Digital Ubiquity: How Connections, Sensors, and Data Are Revolutionizing Business, HBR November 2014.

the economy and personal, organizational or business performance, and the application or use of new technology is represented as the third way to increase organizational performance. Thus, the idea of using technology is in the distant past of human civilization, the moment when the people began to hang out with each other, it has led from the stone, cudgel, blades to new technologies that have dramatically changed the life and work of man, and organizational systems.

There is no doubt that new technologies reduce the entropy, as a measure of disorder of a system, which is natural, because the reliability as a rule is higher in systems that are based on engineering and technology than the human factor. There are also side effects that occur parallel with all stated above because no technology as well as human, is perfect. However, research shows that the benefits of new technologies are much greater than its negative side effects. It is also certain that in no case we can bring into question the general view that man is primal the one that creates new technologies and provides technical solutions in order to improve, or facilitate the life and work.

Starting item in this paper is that the man is the primary factor for any business, he was that in the past and that paradigm will not be changed in the future. On the contrary, in perspective, a man will get even more importance, but not to those tasks that tools and weapons can carry out, but in giving ideas, as the most valuable resource of any organization.

3. THE INTERDEPENDENCE OF MAN AND TECHNOLOGY

Many psychologists, sociologists, theologians, anthropologists, economists and others have written about the relationship between man and the organization, or man and technology, but this issue is also dealt by the science of management, organization, doctrine of human resources, etc. In science, the organization has already crystallized the point of view that the man is the primary element of any organization and, if a man would not exist in the organization it will be a technical, rather than organizational system. According to all stated above the rules of functioning of the two are different, because one is the relationship towards machines and material resources and completely different is a relationship towards the human resource with many influences and controversy.

The ancient Greek philosophers know about the interdependence as a phenomenon. They saw the interdependence in universe, or in the natural order, saying that in the natural but also the social order, nothing can be self-sufficient, nor can survive as an individual, but that all arises out of something and serves for something. Relations or the interdependence that exists between the parts of the whole are determined by the quality of the continent. This was pointed out by Aristotle when he defined the universe as a whole in which there are no isolated parts and that everything in the cosmos and nature is connected in some way. In the example of the cosmos as a whole, Aristotle found that the whole is always something more than the sum of its parts. It's something more the relations, interactions and influences that are the interdependence between the parts in general, which Aristotle called spirit or soul of the whole. A more detailed analysis shows that the principle of interdependence is the backbone of management, as well as technology and techniques to guide the joint work towards the achievement of defined objectives.³ The interdependence between man and tech-

³ For further information you can read in Vučenović V. and others: Holistic theories of organization, FORKUP, 2011, Novi Sad, p. 229.

nology is high. If the technology is applied knowledge, then this relationship should be seen as a mother-daughter relationship that is as a relationship of a whole and its part. The mother that is the whole is a man and technology is a result of his thoughts and creative activity. According to the theory of the system, there is no technology without the man, as there are no parts without its whole. Everything is the continent of some parts and at the same time part of a continent. Applied knowledge of the tools, equipment and weapons are used in order to transform the organizational inputs faster and better through transformation processes into outputs meaning products and services. The commercial success of an organization depends on the way to harmonize these three elements.

Based on the above one should bear in mind that technology is not only made of tools, equipment and instruments, but it can also occur in the abstract aspect, such as tables, calculations, formulas. For example it works with items, formulas and static data in building construction or in the production of medicines, detergents, production of alcoholic and non-alcoholic beverages, cosmetics, etc. Techniques and technology are management as well as the specific technology that uses knowledge of many other sciences, entrepreneurship, leadership, etc. Technology set in this way creates a greater potential for the considering objective facts in their functioning. According to all stated above we will often give preference to the man, or technology, which best demonstrates that the relationship between man and technology is not sufficiently trained, especially in conditions of high computerization and digitization, when many functions of the man take modern technology.

There is the question why did not we investigate the reason for neglecting the man in the organization in more serious form? We can partly find the reasons in the following facts:

- Many believe that we are all humans by nature and there is no need to talk about it,
- In theory and in management practice, there is still a lot of presence of classical organization and management, which was dominant in the last century, where material resources were in the forefront,
- IT has taken and it takes many more functions of the man including functions of the nervous system so we should pay to new technologies,
- The number of organizations that are laying off workers and replacing them with techniques and technologies, in order to rationalize the business is increasing,
- The technology is “neutral”, it does not create tension and dissatisfaction, while this is not the case with humans.

In formulating its views on the primacy of human or technological factors different arguments are used which can be seen relatively well from the following:

The arguments about the primacy of man

Man creates and changes technology

A man creates a new value

Man is the only one that gives ideas

Arguments about the primacy of technology

Technology has taken many functions of the man

Technology has a decisive impact on profit

Today there are smart or intelligent machines

Man is the only creature that learns	There are machines that can be programmed
The man is indispensable in the organization	Organizations can function without people
People are the greatest potential of the organization	New technologies are creating a competitive advantage

A more detailed analysis of the previous arguments shows that the relationship between man and technology is not simple nor one-way and that different experts give priority to one or the other factors of the organization. Engineers or computer scientists will give priority to new technologies by all means and tend to transfer numerous brain functions onto techniques, such as to store knowledge in software packages, in order not to disturb the brain. On the other hand, theorists of human resources will give priority to people, as beings who create and produce.

Regardless of the above all studies show and demonstrate that primacy should be given to a man, as the only reasonable and intelligent being, who creates, changes, modifies and improves existing technologies. So a man designs technical and technological solutions through mental construction and in the next step, again through the thoughtful process of implementing the ideas, the same is transformed into equipment and tools. For example, Ford constructed a continuous conveyor belt, as a technique for improvement of his automobile empire, but he was upgrading technological process constantly, which is a result of human thinking and imagination, that, as it Einstein claims, is more important than knowledge. He condemned the educational institutions that do not participate in developing of imagination and creativity. In other words, technology is subordinated to a man and it has lower level of hierarchy, as it is case between consciousness and subconsciousness where subconsciousness does anything what consciousness wants. The human mind functions in harmony with physical and economic laws and principles. Nobody in the world needs to help you manage your own mind and ask it to function in the manner you want. We control our mind,⁴

However, no matter how intelligent man was, technology manifests a significant influence on him as a feedback. Ford's continuous conveyor belt controlled dynamics of the performance of certain operations, so the worker near it was programmed to operate at speed dictated by the conveyor belt, and he was allowed to leave the position only when it stops. This impact is often neglected and it produces positive and often undesirable results. There is well-known statement of English journalist, Bent Revis, who while visiting automobile factory wrote: "Out of the thousand workers that I observed, I did not notice smile but only blunt expression of the tired face." However, generally speaking, technologies produce mostly positive effects on man, or organization, which is natural, otherwise, man wouldn't create it.

It is obvious that technologies, especially information technologies, significantly changed individuals' life and work and radically influenced the redesign of classical organizations. Although information technologies and their establishment do not represent a strategic change, as it was case with the invention of internal combustion engine or the discov-

ery of electricity, yet the information technologies had the greatest impact on man and his change of the way of work and the way of life and behavior. Thanks to this, nowadays every apartment can be polyclinic, every house can be university, under condition that there is the Internet and the ability to connect to a lecture at the world's elite universities and to observe surgery in the most prestigious clinics.

It is clear that technology takes over routine and executive operations and activities while modern technology also includes numerous intellectual activities. This is confirmed by IT experts, who used terms, such as: neural networks, intelligent systems, smart computers, expert systems, etc... Anatomy and physiology of man, including relationship between central and neuro system or peripheral, ie. executive part, are often compared with the relationship between software and hardware. So, the software, or chip, is the brain, while the hardware is the body, which means that the body will do anything ordered by software. However, man's role and importance in modern, as well as, in a future organization is irreplaceable. That can be seen in the next chart:⁵

Work structure	Organization			
	Mannuel	Mechanical	Automatized	Computerized
Ideas creating	Man	Man	Man	Man
Planning	Man	Man	Man	Tools
Control	Man	Man	Tools	Tools
Implementation	Man	Tools	Tools	Tools

This chart shows that man in manual organization, performed all the functions of the work structure, or management. He gave ideas, planned, executed and controlled, since there was no technical equipment which would be used in performing of duties and tasks, or there was, but its application did not influence greater work succes. The physical strength had the greatest impact, so, a man, or a slave is often used to pull the plough, to turn the wheel for irrigation of land and to pull the carriage. The initiation of animals that pull the carriage and carry out work in the field, represented great innovation. The man in manual organization was valued according to physical strength, ie. according to muscles and endurance degree. Therefore, slave's price was formed according to his physical structure and strength, ie. energy that slave could have spent in performing duties imposed by his owner, or vilikus.

In mechanised organization, such as manufactures and original workshops, or facilities, human introduced accessories, tools, and instruments, which enable saving his physical strength and muscles and tranferring of certain tasks to mechanisms. Iy is well-known saying: "Give me a lever to tip over the world." This wisdom in the best way shows and proves that utilization of primitive technologies at least, encreases success of a man and manufacturing outlets or workshops. So, in the mechanised organization, man routine labor functions tranfers to the more sophisticated tools, such as mechanical loom, te wheel with mechanical function, metal instead of wooden plough⁶. *

In the management structure of work, such as control, man introduces mechanisms such as sound and light signals which stop continuous conveyor belt when error occurs and continue further production only when the error is corrected. It is clear that in this way,

5 V. Vucenovic: Management-philosophy and technology, Zelnid, Belgrade, 1995. pp 223.

6 Z. Radosavljevic: The Organisation: Alfa University, Belgrade. 2006. pp 53-54.

greater success in work is achieved and higher humanity as well, because when it comes to control of work process sensors are now more reliable than it was man. Obviously, the man in every new time dimension sought to extend his power by using new technologies which made socio-economic formations differ according to how something was produced not when it was produced. Of course, releasing the man to do physical and executive jobs, or to control and transfer control functions to mechanisms and machines, bigger capacities are created, capacities that enable man or people use their creative potentials in other more complexed functions, in the structure of labor and management.

Man's constant thinking about improvement of the existing tools caused automatized organization in different modalities of development, which lead to the new legality, ie. that every higher or perfectly created work modality is based on the previous business method. Therefore, handheld loom was transformed into mechanical, animal-drawn tillage was replaced with tractors and mechanical tools in industrial production were replaced with machines and robots. During this period of organisation development, man is partially and in some phases completely released of planning, and this activity, or element of work structure was transferred to the tools and techniques, such as : network planning, programming, other organisation techniques etc. These and other techniques of planning, thanks to the software improvement and modern IT technology, can be fully transferred to computers, can be modified during the work process, etc.

The only section in structure of labor or management, which remained under the jurisdiction of man, is the giving and sharing of ideas. So, ideas born ideas, creating synergies and new cheapest, ie. free energy. Only man is able to invent and design new concepts and to develop new project solutions in his imagination, including the way of its implementation or use in the work process. It has always been under the jurisdiction of man, as the only sensible and intelligent being. That function can not be taken by any mechanisms, machines, robots, computers, no matter how perfect they are. Ideas are the result of man's imagination, and no other tool, even the most advanced computers, have ability to create them and to think about their potential implementation in practice. Information technology and computers are functioning in the manner designed by man. When a man wants to change its basis of functioning, such as dimensions, capacity (memory), design, speed, reliability, price, etc. It must be occurred in the human brain, as it thought Tesla: "Every my invention was just like I imagined it in my head. When I wanted to change it, or upgrade it, it was necessary to create it in my head first." Therefore, technologies, including modern information technologies, are the man's result, the result of his imagination and knowledge, which means that there is a high level of correlation between man's knowledge, skills and abilities and technology development level.

In the future, as long as there is the world, the significance of man in the society and organization will be increasing. This conclusion is logical, because there is also interdependence in the natural and social order which is increasing and becomes more complex, so it is very important to give high quality solutions to solve the problems. This especially refers to the direction of joint work toward specific goals, which is the duty of professional and super-professional management. One of the Nobel laureates warns of this statement, claiming that: "We must deal with complicated structures and greater number of independent variables and with more variability, less uniformity and greater difficulty of isolating each factor separately."⁷

⁷ D. Pizano: Conversations with the great economists, Mate, Zagreb, 2015. pp 7.

4. WHAT TO DO NEXT AND HOW?

The technology, more or less, was changing human nature as man was changing and adjusting technologies to his needs, which points at the necessity of exploring this relationship, especially regarding man. This is considered to be necessary, because as Einstein noted once: “ It has become frighteningly obvious that our technology has exceeded our nature,” and that there are increasing number of people on the Earth, but decreasing number of people in terms of values that man provides nowadays.

Discovering and exploring the relationship between man and technology, it is made a solid basis for the projection of perspective in further research and development of foundations underlying modern society and business. Knowing that the technology receives all impulses and orders from man and that it functions in the way imagined by man, there is no place for any doubt regarding what is primary and what is secondary when it comes to the greater personal and organization success. According to this, one should bear in mind that man’s knowledge is determined by the perfection of technology and that man will never make perfect technology because the potential of the human brain is unlimited. If man could achieve this impossible mission, he would be in a hopeless situation.

It is evident that technological power will gain in importance in the future. In other words, there is decreasing military and economic power and its role takes over technology, especially information technology. It increases economic power in sophisticated manner, because technology leaders improve their economic power through lower costs and sale price, which creates a competitive advantage.⁸

According to the above, it is indicated and proved that in a permanent technical and technological and other discoveries, special attention should be paid to the human factor and within it to the brain as the most complex computer created by nature. Given that human abilities are unlimited, under condition that are not limited in one’s own head, it is important to bring management to a higher level. In other words, it is important to empower employees, which means, “ to allow them to use yjeir own brain and their own knowledge, experience and motivation in order to achieve tripple bottom line. Managers of the leading companies know that employees’ empowerment brings positive results which are not possible when whole authoruty is conceptualized in the technology, or in the top of hierarhical pyramid,⁹”

As it is case with brain power, and mentality can be increased by using new technologies and motivational techniques. Due to insufficient presence and implementation of motivational theories and techniques, productivity and creativity, as the greatest human potential, are unutilized. In regard to the above, famous British theoritician T. Charfield in response to the question of future reationship between technology and man, claims: “Meaningful co-operation between humans and machines, must not undermine human creativity, feelings and questioning using the speed, profits and efficiency.” P. Drucker claims that the managers pay much more attention to the emprovement than to the motivation of employees to act in acordance with the requirements of the organization.

In this context, man must be considered reasonable but as a human being of inter-

8 Relatively good description of this transformation is given in: Josep Hye: *The Future of Power*, Perseus Books Group, 2011. pp 113-118.

9 K. Blanchard: *Leading at Higher Level*, Blanchard on Leadership and Creating High Performing Organizations, Blanchard Management Cooperation, 2007. pp. 67.

est. Interest, interest and interest again. This is the healthiest cohesive tissue that connects people, but also motivates improvement of efforts and revealing the secrets that improve success. So, if a person, or people, don't see their personal or indirect interest while doing certain job, they will not make an effort or sacrifice to explore new manners, techniques and technologies, in order to perform certain operation, or job in the better way. Managers and other executives should understand interest of every man and to find motivation tools in order to activate their mental energy, which, as electric energy, also consists of two poles: motivational and emotional pole. Connection of these poles provides creation of mental energy which produces mental process. If only one pole is missing, it is not possible to produce mental process that initiates activities. So far, in practice of management science, motivation has been processed as well as motivational techniques, except a source of motivation. This is the reason why motivation has not been connected to emotions, which causes lack of more complete understanding of these relationships and their interdependence.

It is important to say that desires, as a result of emotional energy in the science of management and organization, were disregarded. But, that is not all. Both in theory and practice, there are cases of emotions' denial. The organization was considered as interest and technical system where is no place for feelings and emotions. Any sort of insistence on respect for people's emotions was often condemned inside the organization, and the protagonists of this idea were declared dangerous for organizational success. There is no need to explain how is this attitude pointless and wrong, because if you take away sensibility of a man, he becomes a robot, or slave. Therefore, a higher level of respect for these components of human being would significantly improve personal, as well as organizational success.

Bearing in mind previous statement, today we talk not only about emotional energy and intelligence, but about emotional maturity as well, which turned into some kind of a law. This characteristic is supposed to be owned by the leaders, and it means that in diagnosing and troubleshooting they show calmness and composure, even when there are difficulties and troubles. It means that individuals or leaders manage themselves, especially when it comes to changes which are usually the main cause of stress¹⁰.

Desires are atypical, related to the individual and unlimited as such, because while producing desires, we also achieve other desires, so the whole life is imbued with the creation and achievement of desires. So, there is no activities in creating desire or will that might be produced by motivational energy is null and void and has no influence on man's activities, unless there is desire. Therefore, the management has the task to develop employee's desire, because the desire is dead without will and will makes desire real. It turns out that man by creating more desires has increasing inner unrest and vice versa. Great desires produce chaos, which converts into invention or ideas creation.

Motivational energy represents second pole of the mental energy. In the past, it was taken as a basis for improvement of success because it was proved that there is high level of correlation between motive and success. So, different motivational energies were developed, without searching for their source, ie. who creates motivation and where it comes from. Therefore, motivational energy creates man's will to achieve created desire and it influences competitive behavior when it comes to manner and quality of desire achievement. This is confirmed by Aristotelian statement: "The starting point of decision is will and the reason why we want something. Therefore, there is no decision without reasoning or logos and

10 More details about emotional law in: B.Tracy: The 100 Absolutely Unbreakable Laws of Business Success, San Francisco, 2000, pp. 143.

reasonable judgement and independently of the moral attitude. There is no good or bad performance without reason and character. Nothing can be moved using operation of thinking, only practical thinking guided by certain goal has that kind of power¹¹.

There is something that Aristotle and other philosophers and scientists overlooked, and that is a source of energy, difference between emotional and motivational energy and necessity of their simultaneous operation, or inclusion. This energy can produce effect only when both emotional and motivational poles are included. Exception of one of the poles, prevents creating of desire or will. In this case, there are no impulses that would encourage a man to perform certain duties, which causes lack of activity and effect. This rule also applies to electrical energy. Although no one can define exact meaning of the energy, and electricity as well, yet it is known that when including only one, positive or negative pole of electrical circuit, energy cannot be established, nor electricity in the form of light.

Motivational energy is focused on rational and competitive behavior of man. Rational conduct implies that man through rational activities provides basic goals, including longer lifetime and better life standard, with the least consumption of energy. Competitive behavior refers to man's tendency to spread his influence and domination on other people or environment, striving to represent his abilities or influence greater comparing to competitor's. Rational thinking is the result of man's reason, while speed of reaction is determined by the speed of receiving impulses and knowledge within human brain.

Everything mentioned, imposes the need for paying special attention to the mental energy in modern business, instead of the traditional approach where attention is paid to the physical component of man and employees. Mental energy is unlimited, and the current level of its use ranges from 3-5%, which is insufficient. It seems that it is one of the rare resources which is rarely used and it is wonder how man survives with such a small degree of use of his mental potentials. Imagine what would happen with the organization where tools or raw and materials are used by 5% of its potentials. Such organization would not be able to survive, ie. it is doomed to failure. So, the action or activity in the future should be directed to man and to his brain where lie the largest reserves regarding encrease of personal and organizational success. It is because the brain has ability to transform mental energy and enable people "to create visualization plays and mental constructions which they attend to achieve and that is manifested through the imagination. The diversity and an abundance of imagination provides possibilities for production of different visualization forms, including more complete and high-quality mental images or mental maps, which have a crucial influence on management decision making.¹²

When it comes to the brain, the right hemisphere will be progressing in the future. It has capacity of creating, improvising and intuition, which are the most important for business success. Right side of the brain starts from the whole which is primary, then it is being formed and after that it is divided into parts. It turns out that the individuals whose right hemisphere is dominating, must predict an outcome they want before starting certain business. They are able to do more than one job at a time, they often late and do not respect the deadlines. Individuals whose right hemisphere is more developed, are more resourceful trying to observe certain issue in a broader context. Therefore, world's elite business schools while selecting students use brain scans, in order to determine number and speed of neuros,

11 Velix Meiner Vergal: *Nikomachische ethic*, Hamburg, 1985, pp. 137.

12 More details about the topic are given in: Z. Radosavljevic and the others: (Samo) Organization, FORKUP, Novi Sad, 2011 pp. 153-165.

since they dictate the intellectual strength and individual's talent. Brain scanning serves to develop less dominant part, aiming their balance.

In order to develop right cerebral hemisphere, it is possible to use certain techniques and trainings, as it did Tesla once. Although in the past was popular medical view which implied that managers with developed right hemisphere are more capable, the latest medical research in the USA has confirmed that super-managers' brain balance between left and right cerebral hemisphere. This is natural, because managers do not move and think linearly. When they need it, they use their creations and intuition, but they also must use left cerebral hemisphere and to think logically and linearly. Generally speaking, left and right hemisphere process information in different manners and it depends on the dominance of the left and the right hemisphere, how certain information will be handled by individuals. It is important to emphasize that the process of thinking and learning is better and faster, when both hemispheres are activated.¹³

It should be added one more alpha plus ie, modern or information technologies. By using these technologies man can improve his intellectual power in every segment of his life and work. Their constant presence in modern conditions is best explained by the fact that successful medicine can't be imagined without use of modern diagnostic, therapist and other techniques. Manager's power also can be improved by using information techniques and expert systems in bringing strategic and less important decisions. There are increasing interest in virtual companies, electronic management and management of companies at the distance.

5. SUMMARY

This study shows relation between man and technology. The tools, or techniques and technologies refer to applied knowledge that man uses while striving to transfer certain functions to the mechanisms, tools, robots and computers in order to perform certain activities in faster, more quality and efficient way. Implementation of advanced technologies has changed the classical organization and management by "tracing the third road", or by finding a way for accomplishment of business success. The concept of technology in contemporary conditions should be expanded, so the technology also involves science as the best quality tool, ie. new productive labor power. The tools can be abstract, such as formulas, concepts, schemes and software sketches, algorithms, etc. Managing as a contemporary modality of management is a technology that has its algorithms, scientific and technical bases, and which is changed in accordance with the environment.

It is evident that man is primary and the most important factor in business and that is impossible to imagine any job or business without him. He managed to retain this characteristic in time of technological revolution, as the technology is created, changed and improved by man. Man implements new techniques and technologies and eliminates outdated and economically unacceptable technologies and tools. Therefore, it is claimed that in spite of certain level of robotisation and computerisation, man will not lose his position in the future, and his importance will keep growing, because the tools and technologies are his products.

¹³ More details are given in: Z. Radosavljevic, Management of medicine, Stojkov, Novi Sad, 2004.

By transferring operational, including intellectual activities in contemporary conditions, man improves his power in the parts and the activities that are typical for him, as a conscious and intelligent being. He will be less involved in executive, operational and routine activities, because they are performed in the better, faster and more reliable way by the tools which man constructed and applied in his work. Man improves his creative potential releasing the physical work, ie. he will be more involved in creating, giving, thinking and implementation of ideas which are the most valuable resource of any organization. Creation of ideas is invention produced in human brain, which is the most valuable man's tool. Due to releasing of small, repetitive, routine and operational tasks, man do not waste his physical and mental energy on minor activities and he can direct it to the imagination, cleverness ie. creation of ideas including production of new techniques and technologies.

Man, or people are also influenced by technologies in a feedback. In spite of the fact, that the Internet is not strategic tool, radical changes are made and everything changed by implementing information and other techniques. Therefore, new technologies create new labor rules and impose new models in organizational behavior and business culture. However, this feedback influence is supervised by man and it can improve behavior and organizational climate inside the organization by modifying technologies and tools. According to the above, we are optimists. It is considered that technology will be progressive in the future and that it will prolong and advance people's life instead destroying it.

6. LITERATURE:

- [1] K. Blanchard: *Leading at Higher Level, Blanchard on Leadership and Creating High Performing Organizations*, Blanchard Management Cooperation, 2007.
- [2] N. Hil: *Golden Rules*, The Napoleon Hill Foundation, 2009.
- [3] J. Hye: *The Future of Power*, Perseus Books Group, 2011.
- [4] M. Jansiti M. and R. Lakhani: *Digital Ubiquity: How Connections, Sensors, and Data Are Revolutionizing Business*, HBR November 2014.
- [5] V. Meiner Vergal: *Nikomachische ethic*, Hamburg, 1985.
- [6] D. Pizano: *Conversations with the great economists*, Mate, Zagreb, 2015.
- [7] Z. Radosavljevic: *Knowledge Management*, FORKUP, Novi Sad, 2006.
- [8] Z. Radosavljevic and the others: *(Samo) Organization*, FORKUP, Novi Sad, 2011.
- [9] Z. Radosavljevic, *Management of medicine*, Stojkov, Novi Sad, 2004.
- [10] Z. Radosavljevic: *The Organisation*: Alfa University, Belgrade. 2006
- [11] B.Tracy: *The 100 Absolutely Unbreakable Laws of Business Success*, San Francisko, 2000.
- [12] V. Vucenovic: *Management-philosophy and technology*, Zelnid, Belgrade, 1995.
- [13] V Vučenović and others: *Holistic theories of organization*, FORKUP, 2011, Novi Sad.