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MANAGEMENT AND MOTIVATION OF HUMAN RESOURCES IN CASE OF A SLOVAK MULTINATIONAL CORPORATION

Human capital is one of the main determinants of the business success and plays a major role in meeting corporate goals and business systems development. An important task of human resource management is to create the system of motivation for staff development and promotion with determining the areas and factors lead to employee satisfaction and advanced motivation especially in the case of multinational corporations. The aim of the paper is to evaluate the efficiency of the business's motivation tools in use and investigate the human resources as the most valuable and complex resource of business efficiency improvement with the purpose of development relevant motivation mechanisms for multinational Slovak corporations. The research provided in multinational companies was focused on descriptive analysis and surveys and as a result, was collecting information about the quality of human resource management and relevant motivation tools. Conducted correlation analysis is proved the hypothesis about the relationship between job satisfaction and the time already spent at the company. Testing the second hypothesis about the efficiency of the companies contributions to motivation system performance demanded additional using of specific Cramer's and Chuprov's coefficients which disproved the correlation between existent motivation system and employees extent satisfaction. With the purpose of understanding the nature of different motivation, the system of factors was graded by respondents on a five-level scale according to how important a given factor was for each person. The results of ranking have shown the chain of priorities for multinational company's staff. It is financial security, long-term employment, good working conditions, professional development, opportunities for promotion, training opportunities, self-fulfillment.

Keywords: human resources, management, motivation, satisfaction, commitment, multinational corporation, corporate subsidiary.

Introduction. Businesses nowadays have to renovate and change continuously due to the development of applied technologies and the growing pace of environmental changes. Increasing own market share, production of marketable and competitive products, of course, proves to be a still a very important factor. However, corporations are also becoming aware of the importance of people working for them. Businesses have realised by now that their success largely depends on their employees. Human resources have some distinctive peculiarities that make it different from other resources and thus more valuable. These peculiarities are the facts that human resources do not wear out, they cannot be stored, and they are originally innovative, they make their own decisions and finally, they do not belong to the property of a given business. The aim of this paper is to outline the key importance of human resources among other resources. It is important that businesses do not look at their expenditures spent on their employees as something superfluous but as a good investment that will later bring in yields. Scholars and

practical experts both agree that activities and decisions related to human resources should be considered as investments rather than as costs (Fenyves, Dajnoki, 2015; Karoliny, Poór, 2010).

Literature review. Importance of human resources. Due to the specific nature and peculiarities of people, human resources cannot be compared to any other resource like money, production facilities, energy or information. Human resources have the most important role in the life of businesses and that also for the reason that other resources cannot be used and managed efficiently without the human factor. In the early 1990s Fayol already said that if he had to choose between his factories representing his fortune and his employees, he would opt for the latter ones (Bencsik, 2009). A company's management should pay great attention to taking measures related to human resources and the way they are managed as well as to the implementation of management principles (Hajós, Berde, 2007; Tóth-Bárdosné, Bencsik, 2001).

For a long time, the success of companies was guaranteed by such factors as protected markets and the economy of scale, technology or access to financial resources. In line with the most common approach prevailing nowadays, a company's value can be determined on the basis of the following elements: physical or tangible assets, financial assets, intellectual capital and people. For the successful operation of organizations, there is a need for all these and for their proper management. All companies using these basic factors are capable of producing goods, providing services and their selling. Thus, people play a special role not only because they are basic production factors, but also because their characteristics, their behaviour plays a role, as a result of which some companies are more successful than others. More and more research results prove that human resources and their management are determining elements in the performance of businesses and in their competitiveness, which elements provide the sole source of sustainable competitive advantage (Farkas et al., 2009; Hajós, Berde, 2007).

When trying to come up with a definition of Human Resource Management in small businesses and corporations, a group of scholars in Slovakia and abroad put emphasis on the importance of its function and its peculiarities rather than trying to come up with a precise definition. According to Armstrong HRM is nothing more than a strategic and logical approach to the most valuable resources of the company - *their staff* - who not only work in the company but help the company achieve its goals individually and collectively as well (Armstrong, 2007).

People are the most valuable but also the most costly resource of organizations at the same time, so we can say that their management is the most difficult thing in an organization. Human resources management is based on the idea that proper communication with the staff is important; it is important to involve them in the ongoing processes, and it is also of high importance to reinforce their commitment to the organisation. According to the classic definition of management, leading is nothing more than, controlling people through the execution of a defined set of objectives. However, it is not so easy to put this idea into practice, since people are different from each other in many respects, such as in their skills, personalities and their status. Thus, there is no universal so-called *recipe* for managing them either (Roóz, 2006; Milkowich, Bourdeau, 1997). The most important goals of HRM could be summarised as follows (Hajós, Berde, 2007; McKenna, Beech, 2000; Mura, Zulová, Madlenák, 2016):

- the goals of a business must be reached through utilising the most important resources, i.e. people;
- the skills, knowledge and abilities of the staff must be utilised efficiently;
- there is a need for a skilled and motivated workforce in businesses;
- employees must have the highest possible job satisfaction at work;
- the staff's personal growth and career enhancement must be of high importance;
- the personnel policies must be communicated to all employees;
- ethical principles and behaviour must be maintained;
- change must be managed in a way so that it is mutually beneficial for individuals, teams, the business and the wider community as well;

- the quality of work must be maintained and developed in a way so that working for the organisation is attractive and pleasant;
- a task system and organizational conditions should be created to support employees in doing their best.

Motivation. Motivation is an inner generator that makes people act in order to fulfil their ever-renewing needs. Being aware of their staff's motivation and goals is extremely important for businesses, since if their staff lack intrinsic motivation, the efficiency of their performance will be rather limited. For this reason, the management of an organisation must bear in mind the interests and needs of their staff besides corporate goals, since the harmony between corporate goals and personal goals must be reached at an early point. From a management perspective in the context of motivation, it is important to consider what factors influence people's decisions, especially with regard to their work performance. Motivation factors always change. A marriage, an illness or some problems in one's private life all can change people's orientation significantly. Research has shown that a part of our motivation comes from inside, and another part from outside. Therefore, successful leaders motivate their team members even by recognising their personal motivation factors, and by continuously supporting their needs and by motivating them they help their staff reach their goals (Roebuck, 2011; Roóz, 2006). Work performed without motivation will never be as efficient as work in which the employees find their own interests and goals. For this reason, one of the important tasks of businesses is to elaborate an efficient motivation system, which is though based on individual needs, it links such conditions purposefully, which will motivate the staff to reach corporate goals (Roóz, 2006; Karoliny, Poór, 2010; Marosán, 2003).

The steps leading to successful motivation are the following (Drozdeková, 2006; Olšovská, Mura, Švec, 2016):

1. Getting to know about the staff's needs, which move them in a certain direction. All acts are rooted in some need or desire. However, a problem frequently arises that even employees will not admit that they are not satisfied.
2. There is a need to satisfy the desires and needs of employees by providing appropriate financial and working conditions and to provide training as well as professional and personal advancement.
3. The staff's behaviour must be adjusted in a way so that it serves corporate goals.

An employee's overall satisfaction with his job is the result of a combination of factors and financial compensation is only one of them. Management's role in enhancing employees' job satisfaction is to make sure the work environment is positive, morale is high and employees have the resources they need to accomplish the tasks they have been assigned.

One of the most important traits of good leaders is that they can make their staff being loyal to the organisation, in other words, they can make people do their best to perform their tasks well. Undoubtedly, good leaders have the ability and skills to motivate their staff (Fábián, 2008). There are many motivation theories on how employees can be made committed to the interests and goals of a business. A variety of cash and fringe benefits, training opportunities, new interesting tasks or praising are all factors, which may prove to be a significant help in increasing the level of employee motivation if provided at the right time and right place. The incentive system stands out from the different areas of HRM in a way that the employer's and employees' needs are manifested in it to the highest extent. From another perspective, this is the area where organisations can shape employee behaviour and work on efficiency the most.

One of the most important forms of remuneration is *financial incentives*. An employee's income from the employer is sometimes referred to as external income, making it distinct from internal income, which is obtained in the form of non-financial incentives.

Though businesses prefer external incentives, internal ones are beginning to gain importance. These are such as proper communication with the staff and providing enough information for them as well as listening to and considering their opinion. The factors listed above help employees become committed to

company goals, and they help create employee loyalty, commitment and motivation to work. The trust of the management in the employees can particularly motivate staff. It increases their performance and their loyalty. It generates self-confidence, which makes people do their best. Another important motivation tool is to involve the employees in decision-making or to give them more independence (Mathis – Jackson, 2003).

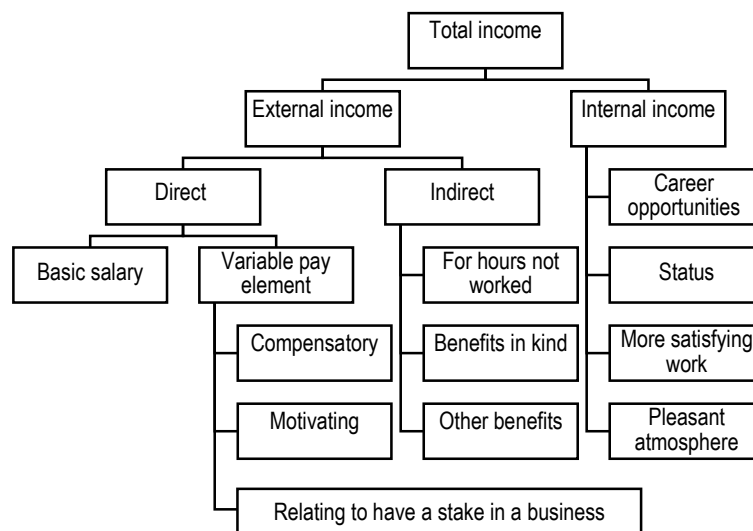


Figure 1 – Types of external and internal income (Roóz, 2006, p. 226)

Collins (2005) suggests that in contrast to the above-mentioned things, there is no relationship between managers' remuneration and the process of becoming an outstanding business. The idea that a given remuneration structure is a key factor in a company achieving outstanding results cannot be supported by data. Though remuneration and incentives are important elements, they play a completely different role in the case of outstanding businesses. The aim of the remuneration system cannot be there to motivate unsuitable colleagues to behave differently and perform well, but it must be there to get the already suitable people and to retain them (Collins, 2005).

Research methodology and aims. The aim of the research is to prove the significant role of human resources, motivation and employee satisfaction and to understand the factors that affect the employees' commitment to the company. On the basis of the information described in the theoretical part, we considered it important to analyse the activities conducted in the framework of HRM at a concrete company and to get to know and analyse the opinions of the company's employees. We formulated two hypotheses on the basis of inductive logic:

1. Hypothesis: There is a relation between job satisfaction and the time already spent at the company.

2. Hypothesis: If the company contributes to motivated work performance, this fact is reflected in employee satisfaction and their loyalty to the management.

Our research work was focused on descriptive analysis and surveys. We collected the necessary research data through a questionnaire survey and through interviews. The respondents were all employees of the researched business, which will be introduced in detail in the results. We asked all employees to take part in the survey since we considered it important to involve as many employees in

the research as possible so that our survey would be as representative as possible among the different groups. The questionnaires were sent to the respondents in a printed form as well as in the form of a soft copy. Some of the questionnaires were sent out through the internal e-mail system. After filtering the incomplete and incorrectly filled in questionnaires out we worked with a research sample of 124 respondents. It can be stated that by following the research goals set in advance we successfully managed to map the staff's opinion about management activities and that by conducting personal observations and by analysing respondents' views (Pongráczová, 2016).

Results. The researched business and its HRM peculiarities. The researched business is a subsidiary of a multinational business with its head office in Switzerland. It was founded in 1847 and has grown into an international venture. It operates in more than 100 countries, providing excellent service. The key to their success lies in its 56,000 employees. The Slovak subsidiary was founded in 1995. The business significantly contributes to the development of Southern Slovakia, to the increase in employment. They are continuously expanding and developing their operations.

Several things can contribute to the success and favourable market position of a business; however, it is human resources that make the most of it. Success cannot be reached without the right people. The researched business has already recognised this fact and they devote a great deal of attention to their staff. In order to make human resources work efficiently and in an organised way there is a need to manage them appropriately. The business has its own HR department. The HR manager plans the HR strategy of the business and its incentive scheme as well as develops appropriate employee policies. The department always needs to possess enough information about the business's goals and vision in order to be able to cater for appropriate staff to reach those goals.

Regardless of their position and status, all employees have to comply with the Code of Conduct of the business. The Code of Conduct is designed to emphasize and enforce all applicable laws and regulations at the business. The Code contains the rules of business conduct for the employees. The HR department is in charge of the following tasks:

- determination of wages,
- monitoring of how many employees are necessary for the business,
- recruitment,
- conducting job interviews, personnel selection,
- staff development, training, an organization of training,
- elaboration of HR projects,
- arranging and conducting team building events,
- the organisation of social events.

The business employs blue-collar and white-collar staff alike. In this study, we will refer to the managers of blue-collar staff as operative managers. Besides them, there are middle managers, who act as a link between the top management and staff at lower levels. There is also the top management. The employees above all belong to the group called human resources of the business. The company employs a staff of 187 altogether.

The year 2013 was a turning point in the life of the business. A new facility was constructed, which increased the number of employees. All departments have been expanded and employed more staff in order to meet the needs of business expansion. The company has strengthened its position to stay competitive. Their slogan is "The right person in the right place, this is the secret of success". We got to know about the peculiarities of the recruitment and selection process at the company through our observations. The results of these observations are described below.

The HR manager helped us get to know the activities of the department in more details. Our interviewee has been working for the researched business since 2012. He has been very motivated since the beginning. As he pointed out he had always wanted to work for a successful international business,

where he can utilise his knowledge and develop his skills. He says that the most beautiful part of the job is that HR managers can work with people and need to approach each individual in a peculiar way; however, they must treat everyone equally and provide them with the same conditions. New projects are often challenging for him, which means that he has new challenges every month. He is also expected to come up with new development ideas and proposals to make his and his colleagues' work easier and more efficient.

Individual and departmental performance feedback is carried out on a monthly basis. Personal evaluation sessions with line managers are held half-yearly. As the HR manager pointed out, the management of the company considers the training and professional development of staff very important. They are aware of the fact that it is the employees' skills, qualifications and professionalism that determine the everyday activities of the business. He said that it is crucial to foster the personal development of staff in order to make their work become more efficient. They continuously develop their staff's skills and keep their motivation high. Since the business sector the company operates in is developing fast and the demands always change, they need highly skilled labour. This is done through training. Their training policy is the following:

- all employees are provided training according to their needs;
- the curriculum and content and the level of mechanics' and service technicians' training always correspond to the latest developments;
- there are formal and informal training in the form of in-house and location training sessions;
- employees can attend language courses;
- and soft-skills courses (communication, presentation techniques, negotiation skills development);
- the company also caters for the necessary basic training, which is mainly related to safety in the workplace.

Managerial behaviour can be developed at the company on all levels through training programmes, special assignments, international development tasks, through job rotation etc. The development of foreign language skills is also important since the business is in foreign ownership; thus, the reports must be elaborated in English or German. Besides these opportunities, the company also offers foreign placement for the staff. We asked our interviewee about the relationship between employee satisfaction and business success. He explained that there is a correlation between the two. Employee satisfaction contributes to the company's success. He believes that if employees are satisfied, it is reflected in their work. He is aware of the fact that managers can be successful only if they are supported by their subordinates; therefore, it is important for them to be surrounded by the best people. These people must be made to form a team that is loyal to the company. Moreover, they need to be inspired and continuously motivated to reach the set goals.

When asked about the need to ever change this system. The manager replied that there was always something to be improved. The management is very open-minded in this regard and there are always opportunities to come up with ideas and to implement new methods in order to become more efficient.

Testing of the hypotheses. The questionnaires were sent out to all employees. After filtering the incomplete and incorrectly filled in questionnaires the size of the research sample was 124 respondents. The return rate was 66%. The employees of the researched business were represented proportionately. Male respondents significantly outnumbered female ones. This might have been due to the nature of the business's operations. Most female staff work in administration as well as in the HR and Logistics departments.

In the following part of our paper, we analyse our hypotheses. We elaborated two hypotheses and used correlation analysis to find out about the relation between the variables (Pongráczová, 2016).

Hypothesis 1: There is a relation between job satisfaction and the time already spent at the company. The first hypothesis was evaluated by analysing two questions from the questionnaire. We assumed that

there is a relation between job satisfaction and the time already spent at the company. One of the questions relating to this was the first question in the questionnaire, which asked about the respondent's length of employment. The second one was the third question asking about the respondent's satisfaction, in which we used a 5-degree Likert scale with 1 being completely dissatisfied and 5 being completely satisfied.

We used correlation analysis to find out about the relation. The aim of correlation analysis is to find out whether there is a relation between two variables. Before starting the analysis the responses had to be included in a contingency table. The responses are shown in the tables below. Following this, we calculated the absolute and relative frequency. The statistical indicators can be calculated on the basis of these calculations. These are the Chi-square and the Cramer-Chuprov coefficient of association. The obtained values can range from 0 to 1. The values obtained are shown below.

Table 1 – Absolute frequency (own research)

Time spent at the company (years)	To what extent are you satisfied with your job					Total
	not at all	2	3	4	completely	
0-1	-	-	-	1	6	7
1-3	-	-	7	11	8	26
3-5	1	1	9	19	14	44
5 <	1	2	12	18	15	48
Total	2	3	28	49	43	125

As it is shown in Table 2, 73% of all respondents are satisfied with their job, and 22% are partially satisfied. Only two out of the 125 respondents declared that they are not satisfied with their job. The majority of respondents have been working for the company for more than five years. It can also be seen that even those who have been employed by the business only for a short time are satisfied.

Table 2 – Relative frequency (own research)

Time spent at the company (years)	Level of job satisfaction					Total
	not at all	2	3	4	completely	
0-1	-	-	-	14.29%	85.71%	100%
1-3	-	-	26.92%	42.31%	30.77%	100%
3-5	2.27%	2.27%	20.45%	43.18%	31.82%	100%
5 <	2.08%	4.17%	25%	31.25%	37.50%	100%
Total	1.6%	2.4%	22.4%	39.2%	34.4%	100%

Following this, we calculated the Chi-square value which is used to compare absolute and relative frequency. It measures the difference between them. For the first hypothesis, we obtained a Chi-square value of 11.413. The Pearson Chi-square shows a statistically significant relationship between the two variables ($df=2$, $p=0,04$). The strength of the stochastic relationship between the two qualitative indicators was calculated by Cramer's V correlation coefficient. Cramer's V (0.26) indicates a weaker than a moderate significant relationship. On the basis of these facts, it can be concluded that our first hypothesis cannot be proved.

Hypothesis 2: If the company contributes to motivated work performance, this fact is reflected in employee satisfaction and their loyalty to the management. To analyse the second hypothesis we also used a contingency table.

Table 3 – Absolute frequency (own research)

Satisfaction with the management	To what extent does the management contribute to the motivation of employees			
	not at all	to some extent	to a large extent	Total
not at all	2	12	1	15
to some extent	2	43	18	63
to a large extent	0	16	31	47
Total	4	71	50	125

When loyalty and commitment are analysed, there is a need to look at whether the company uses appropriate and enough motivation tools. With regards to the distribution of responses, it can be concluded that the company's motivation policy only partially contributes to how respondents perform their work. These respondents are satisfied with the management. Only four employees think that they are not motivated at all. As for the satisfaction of respondents with the management of the company it can be stated that the majority are partially satisfied, while 40% is completely satisfied. The relative frequency is shown in the table below.

Table 4 – Relative frequency (own research)

Satisfaction with the management	To what extent does the management contribute to the motivation of employees			
	not at all	to some extent	to a large extent	Total
not at all	13.3%	80%	6.67%	99.97%
to some extent	3.17%	68.25%	28.57%	99.9%
to a large extent	–	34.04%	65.96%	100%
Total	3.2%	56.8%	40%	100%

In the case of our second hypothesis, we obtained a Chi-square value of 27.72273. As it has been pointed out earlier, the variables would be completely independent of each other if the Chi-square value was 0; thus, it can be concluded in this case that there is some relation between them. The strength of this relation can be examined with Cramer's (0,33) and Chuprov's (0,33) coefficients. The values indicate that the relation is low. The results of the research hardly prove our second hypothesis.

Motivation is a largely complex thing. Individuals are motivated differently; a unified motivation strategy will not work to the same extent with each individual. In our research, we also aimed to find out to what extent different factors motivate employees. We chose six factors that we considered to be important motivators and analysed their importance in different age groups. Each motivation factor's importance was graded by respondents on a five-level scale according to how important a given factor was for each person. 1 indicated a very low level of importance and 5 indicated a very high level of importance. Figure 2 shows how many times each factor got a score of 5 among different age groups.

On the basis of the responses, we can conclude that each factor included in the questionnaire motivates the staff since the vast majority of respondents gave a score of 4 or 5 to each factor. It was higher salaries that motivate the staff most in the first four age groups. 106 respondents in total gave this factor an importance of 5. In the 50-plus age group, respect and recognition scored high. If this need is not fulfilled, people start to feel weak and unimportant.

We can certainly assume that each employee would feel more motivated if they had a higher salary; however, people can also be motivated by non-financial means as well. The most motivating factor for respondents in the 18-25, 26-35 and 36-40 categories is salary increases, while respondents between 41

and 50 years of age are most motivated by recognition. Greater respect motivates workers above 50. New challenges also contribute to motivation largely, since the feeling of being challenged makes people perform better every day. Challenges notably do not seem to motivate the other two age groups any more. Good relations at the workplace also motivate some age groups to a certain extent, since the atmosphere people work in is also important.

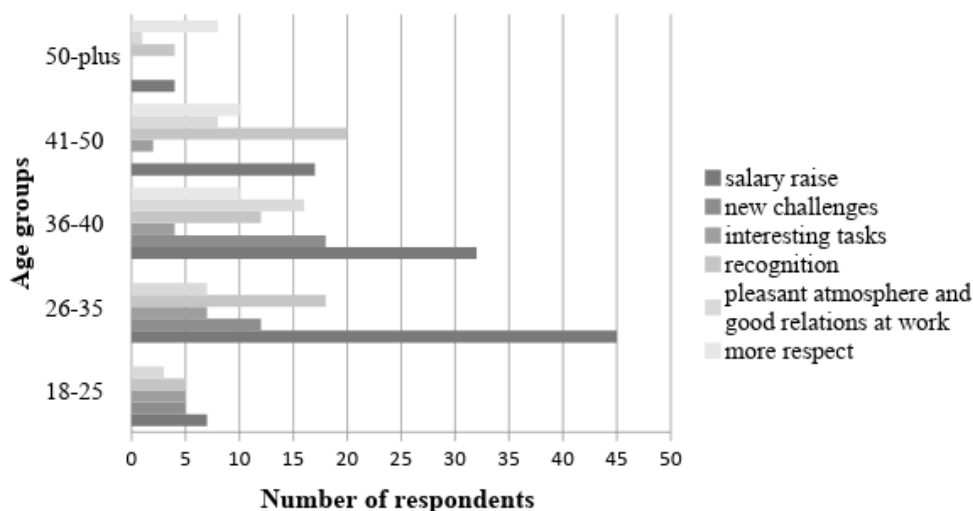


Figure 2 – Evaluation of motivation factors (own research)

We also asked respondents what they consider most important to have in a job. The responses to this question are shown in the table below. We listed six factors in the question, based on Herzberg's two-factor theory, whose importance had to be ranked on a five-level scale.

Table 5 – Priority ranking of the six factors (own research)

Factors	Order of priority					Order of priority
	1	2	3	4	5	
financial security	0	0	1	7	117	1
professional development, opportunities for promotion	0	11	61	28	25	4
good working conditions	0	0	12	34	79	3
self-fulfilment	1	18	55	32	19	6
training opportunities	1	18	57	32	24	5
long-term employment	0	0	10	32	83	2

As it can be seen from the table, financial security proved to be the most important factor, which is natural, since people live off their salaries. The similarity with the data is clear: the most motivating factor was a salary raise. The results justify Maslow's theory that people first fulfil their essential needs, which are related to money. Long-term employment was the second most important factor. This is not surprising either since under the current labour-market conditions everyone would like to have job security. Good working conditions proved to be the third most important factor. Bad, inappropriate working conditions and not good enough working tools largely decrease work performance and employee satisfaction. Therefore,

it is very important for companies to provide proper working conditions in the workplace. Professional development and opportunities for promotion came in fourth followed by training opportunities. This proves that it is important for the respondents to develop their skills and to move to a higher level on the career ladder. Self-fulfilment was the least important factor: the respondents marked it as a factor with moderate importance.

Conclusion and discussion. An important task of HR departments is to map, which areas and factors lead to employee satisfaction or dissatisfaction. Employee satisfaction is equally important for the staff and for the business. According to Herzberg's two-factor (DeShields and co-authors, 1987) theory, the pillar of employee satisfaction is the gratification of higher-level psychological needs (motivators). However, their gratification is preconditioned with the fulfilment of lower-level needs on a basic level at least. If higher-level needs are not gratified, it will not lead to job satisfaction, but only to a neutral attitude to work at best. The questionnaire helped us identify areas, which influence employee satisfaction at the researched company. The managers must prioritize these factors in order to maintain employee satisfaction and to make them committed to the business goals. The management is aware of the fact that real business success can be reached only with the help of the satisfied and committed staff. Data showed that most employees are satisfied with their job and with the management alike. As it has been shown in the responses employee satisfaction and motivation also increases if employees are given more attention and they are asked about their opinion. In order to reach this point, there is a need for communication in both directions. Naturally, there were also negative opinions, but these were very minor beside the positive opinions of other employees.

In the framework of the questionnaire survey, we listed some factors that had to be ranked by respondents in order of importance. It was salaries and financial incentives that were the biggest motivators. In Central and Eastern European businesses we are often confronted with the fact that due to the low level of living standards and low minimum wages, salary is the most motivating factor along with job security and appropriate working conditions. It is, of course, arguably; however, this can be claimed not only on the basis of the above-mentioned facts but also on the basis of the fact that the fulfilment of individual interests and needs on the labour market is not as obvious in the region as in Western European countries. As we referred to Herzberg's theory above, though salaries are important, they do not fulfil needs completely. Another important motivator is the creation of pleasant working conditions. In his theory, Herzberg specifies those factors, which contribute to employee satisfaction. These are such as opportunities for development and career advancement. Thus, it is important to provide opportunities for staff for further training. Professional development enhances satisfaction and the feeling of usefulness. It creates future perspectives for the employee, creating a feeling of being cared about. In our research, we also aimed to find out about areas where employees are not completely satisfied. On the basis of the staff's opinion, the company should improve the atmosphere at the workplace. It is togetherness and team spirit that they would like to be reinforced. The atmosphere at the workplace can be improved through leisure activities, team building events. The company has been planning to launch such activities, as we found out at the interview. Further insufficiencies were pointed out regarding the performance evaluation system. In order to improve the system performance should be evaluated on an individual, departmental and on a corporate level as well. The introduction of an Employee of the Month scheme would probably further motivate the staff. Performance evaluation is of high importance in businesses since it brings corporate aims and individual goals together.

No matter whether it is small, medium-sized or large businesses, it is important for employees to be able to reach self-realization and to find their own place in the organisation. To do this, employees need to be aware of where the company is heading, what its goals are, what and in what time they want to reach. If employees are unaware of the added value that they represent with their own work, they will not feel important for the company. However, everyone working within an organization is an important driver

for the company; everyone's work has its own importance, which needs to be confirmed to them so that they feel important. It is certain that there will always be things that should be improved in motivation. There will always be new and unknown paths that we must step on to be truly happy and successful in what we are doing. But one thing is certain: everyone must work together, pay attention to each other, and work hard to make it happen since this can lead to the success of organizations. (Aurum Recruitment, 2013, online) In Central and Eastern European businesses we are often confronted with the fact that due to the low level of living standards and low minimum wages, salary is the most motivating factor along with job security and appropriate working conditions. It is, of course, arguably; however, this can be claimed not only on the basis of the above-mentioned facts but also on the basis of the fact that the fulfilment of individual interests and needs on the labour market is not as obvious in the region as in Western European countries.

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Мотивація та управління трудовими ресурсами: досвід мультинаціональної корпорації Словаччини

Людський капітал є одним з основних факторів успіху бізнесу, який відіграє важливу роль у досягненні корпоративних цілей та розвитку бізнес-систем, найцінніший та в той же час найскладніший з точки зору управління ресурс компанії. Важливим завданням управління трудовими ресурсами є створення дієвої системи мотивації персоналу, розвиток та підвищення його кваліфікації, що потребує обґрунтування найбільш дієвих факторів впливу. Основним завданням статті є оцінка ефективності використання системи мотивації трудових ресурсів компанії та розробка відповідних мотиваційних механізмів з урахуванням специфіки функціонування багатонаціональних корпорацій Словаччини. З метою отримання інформації про якість управління персоналом та відповідні інструменти стимулювання було проведено анкетування словацьких компаній. У ході опитування респонденти оцінювали фактори мотивації працівників компанії за п'ятирівневою шкалою відповідно до того, наскільки важливим був даний фактор для кожного працюючого. Отримані результати дозволили розробити та ранжувати пріоритети персоналу мультинаціональної компанії: фінансова безпека, довгострокова зайнятість, якісні умови праці, професійний розвиток, можливості для кар'єрного просування, можливості для навчання, самореалізація. На основі застосування інструментарію індуктивної логіки в статті висунуто та перевірено гіпотези щодо взаємозалежності між рівнем задоволеності працівників, проведеним на роботі часом та наявною системою мотивації. Результати кореляційного аналізу підтвердили гіпотезу про взаємозв'язок між задоволеністю роботою та часом, проведеним на робочому місці. Отримані значення коефіцієнтів спряженості Крамера та Чупрова спростували твердження про взаємозалежність між існуючою системою мотивації та рівнем задоволеності працівників.

Ключові слова: трудові ресурси, управління, мотивація, задоволення, зобов'язання, мультинаціональна корпорація, корпоративне дочірнє підприємство.