

EXAMINING DIFFERENCES IN WORK MOTIVATION IN THE SLOVAK REPUBLIC: IMPLICATIONS FOR MANAGING ENCOURAGEMENT

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Abstract: Work motivation is an important factor influencing the overall functioning of enterprises. If employees are properly motivated, they have better work performance, they are more effective and more productive. Not every organization attaches the same importance to employee motivation. The present contribution deals with the study of differences in employee motivation in Slovakia with respect to various attributes. The main purpose of the contribution is to find out if there are statistically significant differences in the employee motivation due to the organization sector, the employee's work position and the enterprise size. Three tests, namely Mann Whitney U test, Kruskal-Wallis test with the Median test, were used to analyze the differences between individual groups within the selected attributes. The research sample is made up of 287 respondents that are employees of various organizations operating in Slovakia. The results of the analysis have shown that there are statistically significant differences in the employee motivation in terms of the sector in which the company operates and the organization size. Differences in the employee motivation based on their work position have not been demonstrated.

Keywords: work motivation, employee, organization, sector, work positions, enterprise size

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Introduction

In times of strong globalization and mutual international cooperation, it is not sufficient to be competitive. It is necessary to sense threats as well as to look for opportunities to develop and support strengths in order to achieve a successful organization (Štefko, Slusarczyk, Kot et al. 2012). Successful operation of any organization is conditioned by the efficient use of the organization's resources, such as material, financial, informational, or human resources. However, the success of any organization depends to a large extent on labour forces that create unique values (Moczydłowska, Leszczewska 2015). Therefore, human capital greatly affects the success of each organization, and at present, it can be considered the most valuable asset of companies. Enterprises are increasingly aware of the importance of a skilled and professionally educated workforce. If human resources

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are utilized and managed properly, there is a strong assumption that the organization will prosper and will be viable and effective. To maximize employee efficiency and performance, employees need to be properly motivated. The aim of work motivation is, on the one hand, to motivate employees to get the best work performance and to increase the efficiency of their work, but on the other hand, the right motivation leads to higher job satisfaction (see Kjeldsen & Hansen 2018; Breaugh, Ritz & Alfes 2017; Dobre 2013; Çakır, Kozak 2017; Ali, Ahmed 2009). Researchers found out that highly motivated employees exhibit higher levels of organizational commitment (Afshari, Gibson 2015), increase organizational performance (Lăzăroiu 2015; Dobre 2013), and increase organizational effectiveness (Manzoor 2012). Dobre (2013) argues that motivation and performance of the employees are essential tools for the success of any organization in the long run.

Theoretical Framework

What motivates and what demotivates (inhibits) the individuals in our society has been widely investigated through the framework of motivation theory. Herzberg (Herzberg 1987; In: Damij et al. 2015), maintains that “it is only when one has a generator of one's own that we can talk about motivation”. According to Grant (Grant 2008; In: Damij et al. 2015) the motivation of employees significantly boosts the levels of persistence, productivity, and work performance. In fact, there are several distinct theories seeking to shed light on the question of work motivation from the different points of view. They include Maslow (Maslow 1954; In: Damij et al. 2015) and his theory of hierarchy of needs, Herzberg (Herzberg 1959; In: Damij et al. 2015) and his two-factor motivation theory, McClelland (McClelland 1961; In: Damij et al. 2015) with his acquired-needs theory, Vroom (Vroom 1964; In: Damij et al. 2015) and his expectancy theory, Alderfer (Alderfer 1972; In: Damij et al. 2015) and his ERG theory, Locke (Locke, Shaw, Saari, Latham 1969; In: Damij et al. 2015) and his goal setting theory, and finally, McGregor (McGregor 1960; McGregor 1961; In: Damij et al. 2015) with theory X and theory Y.

Taking into account the work motivation, it is important to realize that every employee is motivated by something else. Not all individuals are the same, so each one should be motivated using different strategies. For example, one employee may be motivated by higher commission (Androniceanu et al., 2019), while another might be motivated by job satisfaction or a better work environment (Dobre 2013). Damij et al. (2015) argue that traditionally identified motivators in Western economies primarily include salary and prestige, often complemented by meaning, creation, challenge, ownership, identity, etc. The results of their survey conducted in Slovenia, involve an ensemble of highly educated employees from various public and private organizations. Employing new methodologies, such as network analysis, they find that Slovenians are largely stimulated by an intricate

network of interdependent factors, in contrast to the traditional understanding that mainly emphasizes money and prestige.

There are currently many studies dealing with work motivation from different points of view, many of which are focused on examining the various factors that affect work motivation (Damij, Levnajić, Skrt, Suklan 2015; Manzoor 2012); but there are also studies that examine differences in work motivation from a sector (see Bunchoowong 2015; Rashid, Rashid 2012; Ciobanu et al., 2019), age, or gender perspective (see Weberova, Lizbetinova 2017). For example, the study of Štefko et al. (2017) was aimed at identifying statistically significant gender differences in the motivation, while statistical significance has been shown to benefit women in two of the twenty variables of motivation. As said, motivation is examined from different perspectives. Some authors, for example Štefko and Steffek (2018) explore motivation in the context of Slow Fashion. Based on the above it can be argued that the issue of work motivation is still very current. Each enterprise has incentive programs set differently. In some enterprises, greater emphasis is placed on creating conditions that support motivation, while in other enterprises motivation of employees is secondary. This means that different conditions are set in each enterprise, and the existence of differences in employee motivation is obvious. This paper examines in detail whether there are differences in employee motivation in Slovak enterprises.

Methodology

In this contribution, it presents the importance of differences in the employee motivation in the context of various attributes (sector, work position of the employee, enterprise size). The main objective of the research is to examine if there are statistically significant differences in employee motivation with regard to the selected attributes. This contribution answers the following research questions:

RQ1: Are there statistically significant differences in the employee motivation between the public sector and the private sector in Slovak companies?

RQ2: Are there statistically significant differences in the employee motivation with regard to the work position of the employee?

RQ3: Are there statistically significant differences in the employee motivation with regard to the enterprise size?

For this article, have been formulated three alternative research hypotheses.

H1: We assume that there are statistically significant differences in the employee motivation, given the field in which the company operates.

H2: We assume that there are statistically significant differences in the employee motivation, given the work position of the employee.

H3: We assume that there are statistically significant differences in the employee motivation due to the enterprise size.

The research is not focused on the factors that influence the individual motivation of employees, but the examination of the differences between the selected

attributes (i.e. differences between public and private sector, differences between the work position of the employee and differences between micro, small, medium-sized and large enterprises) in terms of work motivation. The intention is to identify risk groups of enterprise/employees (groups divided by field in which the company operates, the work position of the employee and enterprise size) prone to lack of work motivation.

Research sample

The data needed for the analysis were obtained through the questionnaire of the authors which was the primary source of data. Various companies, such as joint-stock companies, cooperatives, limited partnerships, limited liability companies, state-owned enterprises, public corporations, as well as sole traders doing business in the Slovak Republic were approached, because of the intention to address various legal forms. The selection was based on the database of companies of the Statistical Office of the Slovak Republic. A total of 2,500 companies were contacted, but the overall return on the questionnaires was only 11.5 %. The survey sample consists of 278 respondents (N = 278). This sample was randomly selected so that the selection file covered the entire territory of Slovakia. This sample was randomly selected. The research includes employees working in the Slovak Republic. Data collection was conducted in March 2017. The questionnaire was distributed, in an electronic as well as printed form, to employees working in different types of companies. The questionnaire consisted of two basic parts. The first part contained closed questions that focused on classifying employees according to various attributes such as work position, length of employment, size of the company, the field in which the company operates. The second part of the questionnaire included 20 questions about employee motivation and job satisfaction.

Factors examined were representative of the five groups of factors influencing work motivation and satisfaction according to Raudeliūnienė & Meidutė-Kavaliauskienė (2013): (1) material factors (wage and benefits); (2) recognition factors (awards and appreciation at work); (3) self-expression factors (possibilities for improving qualifications and training availability); (4) social factors (stress, labour intensity, good work team, management approach); and (5) security factors (working conditions and certainty of work). Individual questionnaire's items were formulated with the aim of individual assessment of motivation and satisfaction with the given factors (i.e. based on the self-evaluation). E.g. "Assess the extent to which you agree with the following statements: At work, I am very motivated by the support of my superiors / I am delighted with the support of my superiors. Well-motivated work motivates me / I am happy with my wages. I can be motivated for better work performance by praise or recognition for work / I am satisfied with how they appreciate my work at work through praise or recognition." The questionnaire was created by the authors of this article. The individual items were

evaluated by respondents on a 5-point Likert scale, which expresses the degree of consent, where: 1 = strongly agree, 2 = agree, 3 = neither agree nor disagree, 4 = disagree, 5 = strongly disagree.

The questionnaire was created by the authors of this article. Cronbach's Alpha method was used to examine the reliability. The reliability of the questionnaire was reported 0.88 using the Cronbach's Alpha method.

Statistical analysis

The data were analyzed using the program STATISTICA 12 and Gretl. The individual variables (the field in which the company operates, the job position of the employee, size of the company) were subjected to the tests for normality (Doornik-Hansen test, Shapiro-Wilk test, Lilliefors test and Jarque-Bera test), which showed that none of these variables had a normal distribution. Based on this, have been subsequently selected the tests that do not require normal distributions. Three tests have been used to test hypotheses and analyze differences between the variables, namely the Mann-Whitney test and Kruskal-Wallis test with the Median test.

Mann-Whitney U test (or Mann-Whitney-Wilcoxon test or Wilcoxon rank-sum test) is a nonparametric test based on the rank that assumes equal variances in the two populations, from which the two samples being compared are taken (Martínez-Murcia et al. 2012).

Calculation of U value is done by the following expression (Martínez-Murcia et al. 2012), while from the equation we obtain two different values (U_1 and U_2)

$$U_{1(2)} = R_{1(2)} - \frac{n_{1(2)}(n_{1(2)} + 1)}{2}$$

where

$n_{1(2)}$ is the sample size form sample set 1(2),

$R_{1(2)}$ is the sum of the ranks in sample set 1(2).

The smaller value of U_1 and U_2 (U) is the one used when consulting significance tables. The sum of the two values is given by

$$U_1 + U_2 = R_{1(2)} - \frac{n_1(n_1 + 1)}{2} + R_2 - \frac{n_2(n_2 + 1)}{2}.$$

By taking into account that $R_1 + R_2 = \frac{N(N+1)}{2}$ and $N = n_1 + n_2$, we find that the sum is

$$U_1 + U_2 = n_1 n_2.$$

We reject the null hypothesis that the two samples come from identical populations and accept the alternative hypothesis that the two populations have unequal means if $U \leq U'_\alpha$ (Freund, Williams, Perles 1988).

The Kruskal-Wallis test also called the H test is a nonparametric rank-sum statistical test which serves to test the null hypothesis that k independent random

samples come from identical populations against the alternative hypothesis that the means of these populations are not all equal (Guo, Zhong, Zhang 2013, Freund, Williams, Perles 1988). The Kruskal-Wallis test is an extension of the two-group Mann-Whitney U (Wilcoxon rank) test. Thus, the Kruskal-Wallis is a more generalized form of the Mann-Whitney U test and is the nonparametric version of the one-way ANOVA (McKight, Najab 2010).

In the H test, the data are ranked jointly from low to high as though they constitute a single sample. Then, if R_i is the sum of the ranks assigned to the n_i values of the i th sample and $N = n_1 + n_2 + \dots + n_k$, the H test can be expressed as

$$H = \frac{12}{N(N+1)} \sum_{i=1}^k \frac{R_i^2}{n_i} - 3(N+1),$$

where

R_i is the sum of ranks in the i th sample,

n_i is the number of values contained in the i th sample,

N is the total number of observations in all samples combined (Elliott & Hynan 2011).

Subsequently, we compare the calculated value of H to value $\chi_{1-\alpha}^2(k-1)$, which can be found in a table of the chi-squared probability distribution with $k-1$ as the degrees of freedom and $1-\alpha$ as the desired significance. The test statistic H has a distribution that can be approximated by the chi-square distribution as long as each sample has at least five observations. If $H > \chi_{1-\alpha}^2(k-1)$, the hypothesis is rejected (Triola 1992, Elliott, Hynan 2011).

Research Results And Discussion

As was mentioned in Section Methodology, the research sample consists of 278 respondents. Those are employees working in the Slovak Republic in both the public and private sectors. Within the analysis, the respondents were divided according to the work position into executive employees (64 %), managing employees (14 %), or members of the management of the company (22 %). To assess the existence of statistically significant differences in employee motivation in relation to the sector in which the organizations operate (private versus public), the work position of the employee (executive employee, managing employee or member of the management of the company) and the size of the organization (micro, small, medium-sized or large enterprises) we used the Mann-Whitney U test or the Kruskal-Wallis H test with the Median test. The analysis of the differences between the specified attributes and the employee motivation was done separately for each selected attribute, with the work motivation being a dependent variable. We consider the mentioned attributes as independent variables, i.e., the sector in which the organization operates, the size of the organization, and the job position of the employee in the organization.

Results of testing the first hypothesis, which examined the difference in employee motivation with respect to the sector in which the organization operates, is shown in Table 1. Concerning inclusion in the sector in which the organization operates, respondents could choose one of two options available in Slovakia, namely the public sector or private sector.

Table 1: Mann-Whitney U test with regard to the field in which the company operates

Dependent: Employee Motivation	Mann-Whitney U Test						
	Independent variable: <i>Field in which the company operates</i> Marked tests are significant at $p < 0.050$						
	Valid N	Rank Sum Group	U	Z	p-value	Z Adjusted	p-value
<i>Public sector</i>	142	22061.50	7403.5	3.3608	0.0008	3.4397	0.0006
<i>Private sector</i>	136	16719.50					

Source: Own processing using Statistica

Based on the results obtained using the Mann-Whitney test, we can confirm the alternative hypothesis H1 (p-value on the level of 0.000777 demonstrates statistical significance), and therefore state that there is a difference in employee motivation in the private and public sectors. The results show that employees working in the public sector have less work motivation than employees working in the private sector. In this case, we see an interesting parallel with our previous research (Gonos, Timková, Košíková 2018) on examining differences in work satisfaction in an organization, which showed that the more satisfied were public sector employees. Based on supplementary questions in the questionnaire, we can assume that this phenomenon is mainly related to better availability of motivational benefits in the private sector (such as flexible working hours, various corporate events, home office, or other financial or non-financial benefits), but on the other hand, it is associated with greater certainty of the work in the public sector (the certainty of regular wages, the terms of employment guaranteed in a collective agreement, e.g. shorter working hours, extra holidays, guarantee of salary resulting from salary tables. Issues of work motivation of employees in the public and private sectors were also addressed in the research of Buncgoowong (2015). Research has shown that employees of the public sector would expect that they will be hired as an employee of the State, while private sector employees are satisfied with their wage and bonus. Motivations to work in the government unit are benefits, welfares, and the care about life after retirement. Additionally, most employees of the public sector want to have a better career path, good environment, and greater security of the family (Bunchoowong 2015). The research of Rashid, Rashid (2012) points out that, public sector employees attach somewhat

less importance to the inclusion of financial rewards and career development opportunities in their work motivation than private sector employees.

The Mann - Whitney test results are visually complemented by Figure 1, which shows a factorized boxplot of dividing of the motivation level for the private and public sectors. The Y-axis is the indication of the degree of employee motivation in the organization, with the value 1 being the most motivated, and on the contrary value 5 being the most unmotivated. The X-axis presents the sector in which the organization operates, with 0 corresponding to the public sector and 1 corresponding to the private sector.

Boxplot uses quantiles and we can divide it into four parts. The line going from the minimum value to the lower quartile indicates the interval in which the 25% of the smallest values are located. A further 25% of the values are in the first part of the rectangle (from the lower quartile to the median – horizontal line). The third part of the boxplot shows an additional 25% of the values going from the median to the upper quartile, and the last 25% of the given values are from upper quartile to maximum value. The green sign (mark) indicates the arithmetic mean, so we can assess the relationship between the mean and the median (Lyócsa, Baumöhl, Výrost 2013).

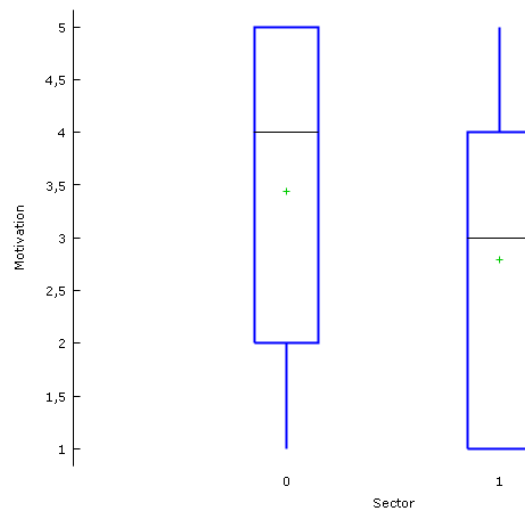


Figure 1: Factorized boxplot for the sector in which the organization operates
Source: Own processing using Gretl

Also, based on a factorized boxplot, we can conclude that there is a difference in employee motivation between the public and private sectors. Visually, we can recognize that employee motivation in the private sector is smaller (based on both the mean and the median value of the motivation). We see that in the public sector,

only 25% of employees feel good work motivation, but up to 50% employees feel total or at least partial lack of motivation. For the private sector, we obtained the opposite results; only 25% of employees feel lack of motivation in their work, and the half of the respondents specify that their motivation is on the mean level, at least.

Another attribute, about which we assume that may have an impact on employee motivation, is the work position the employee holds in the organization. Using a questionnaire, respondents were classified in one of the three groups, namely executive employee, managing employee or member of the management of the company. In the case of the second hypothesis, we assume that there are statistically significant differences in employee motivation with respect to the work position of the employee. Based on the Kruskal-Wallis H test and the Median test, the results of the testing the second hypothesis are shown in Tables 2 and 3.

Table 2: Kruskal – Wallis ANOVA with regard to the work position of the employee

Dependent: Employee Motivation	Kruskal-Wallis ANOVA by Ranks; Employee Motivation Independent (grouping) variable: <i>The work position of the employee</i> Kruskal-Wallis test: $H(2, N=278) = 0.7015976$ $p = 0.8728$		
	Valid N	Sum of Ranks	Mean Rank
<i>Executive employee</i>	178	24862.50	139.6770
<i>Managing employee</i>	39	5278.50	130.4660
<i>Member of the management of the company</i>	61	8640.00	141.6393

Source: Own processing using Statistica

Table 3: Median test with regard to the work position of the employee

Dependent: Employee Motivation	Median Test, Overall Median = 3.0; Employee Motivation Independent (grouping) variable: <i>The work position of the employee</i> Chi-Square = 0.9474940 $df = 2$ $p = 0.8140$			
	<i>Executive employee</i>	<i>Managing employee</i>	<i>Member of the management of the company</i>	Total
≤ Median: observed	91.0000	23.0000	32.0000	146.0000
expected	93.4820	20.4820	32.0360	
obs.-exp.	-2.4820	2.5180	-0.0360	

> Median: observed	87.0000	16.0000	29.0000	132.0000
expected	84.5180	18.5180	28.9640	
obs.-exp.	2.4820	-2.5180	0.0360	
Total: observed	178.0000	39.0000	61.0000	278.0000

Source: Own processing using Statistica

However, as we can see, taking into account different work position, in the company have not been confirmed the differences in the motivation of the employees. Neither of the tests performed showed statistical significance. From the results of both tests, it can be stated that there is no statistically significant difference in employee motivation with regard to the employee's work position. Therefore, we reject the H2 hypothesis.

For a clearer view of the examined hypothesis, we again use a factorized boxplot (Figure 2), in which executive employee is represented by value 1, managing employee by value 2, and member of the management of the company by value 3. In the same way, as from the results of the above-mentioned tests, it is clear that there are no significant differences in median and mean level of motivation felt among each of the examined work positions. Particular numerical summary for employee motivation is given in Table 4.

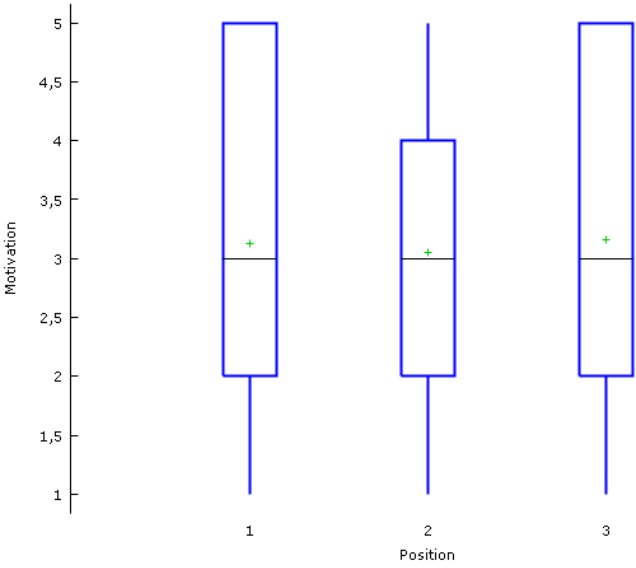


Figure 2: Factorized boxplot for work position of the employee in the company
 Source: Own processing using Gretl

Table 4: Numerical summary of motivation by work position of the employee

Position	Box plot data – numerical summary for employee motivation Independent variable: <i>The work position of the employee</i>						
	Valid N	Mean	Min	Q1	Median	Q3	max
<i>Executive employee</i>	178	3.1236	1.0000	2.0000	3.0000	5.0000	5.0000
<i>Managing employee</i>	39	3.0513	1.0000	2.0000	3.0000	4.0000	5.0000
<i>Member of the management of the company</i>	61	3.1639	1.0000	2.0000	3.0000	5.0000	5.0000

Source: Own processing using Gretl

The last area surveyed was the size of the organization. It is widely known that large companies invest large amounts of money in various motivation programs, benefits, etc. Therefore, we have assumed a different level of motivation of employees in terms of the size of the company they work in. The results of the H test and the Median test are shown in Tables 5 and 6. Companies were classified into 4 groups by number of employees (according to www.ec.europa.eu), namely into micro enterprises (fewer than 10 persons employed), small enterprises (from 10 to 49 persons employed), medium-sized enterprises (from 50 to 249 persons employed), and large enterprises (250 or more persons employed). In addition, we present a graphical distribution of the level of motivation by organization size using a boxplot (Figure 3), while particular statistics values are displayed in Table 7.

Table 5: Kruskal – Wallis ANOVA with regard to the size of the company

Dependent: Employee Motivation	Kruskal-Wallis ANOVA by Ranks; Job Satisfaction Independent (grouping) variable: <i>Enterprise size</i> Kruskal-Wallis test: $H(3, N=278) = 14.47558$ $p = 0.0023$		
	Valid N	Sum of Ranks	Mean Rank
<i>Micro enterprises (0-9 employees)</i>	41	4663.00	113.7317
<i>Small enterprises (10-49 employees)</i>	56	9224.50	164.7232
<i>Medium-sized enterprises (50-249 employees)</i>	93	13870.00	149.1398
<i>Large enterprises (more than 250 employees)</i>	88	11023.50	125.2670

Source: Own processing using Statistica

Table 6: Median test with regard to the size of the company

Dependent: Employee Motivation	Median Test, Overall Median = 2.0; Job Satisfaction				
	Independent (grouping) variable: <i>Enterprise size</i> Chi-Square = 19.68098 df = 3 p = 0.002				
	<i>Micro enterprises 0-9 employees</i>	<i>Micro enterprises 0-9 employees</i>	<i>Micro enterprises 0-9 employees</i>	<i>Micro enterprises 0-9 employees</i>	<i>Micro enterprises 0-9 employees</i>
≤ Median: observed	32.00000	25.00000	37.00000	52.00000	146.00
expected	21.5324	29.41007	48.8417	46.21583	
obs.-exp.	10.4676	-4.41007	-11.8417	5.78417	
> Median: observed	9.00000	31.00000	56.00000	30.00000	132.00
expected	19.4676	26.58993	44.1583	41.78417	
obs.-exp.	-10.4676	4.41007	11.8417	-5.78417	

Source: Own processing using Statistica

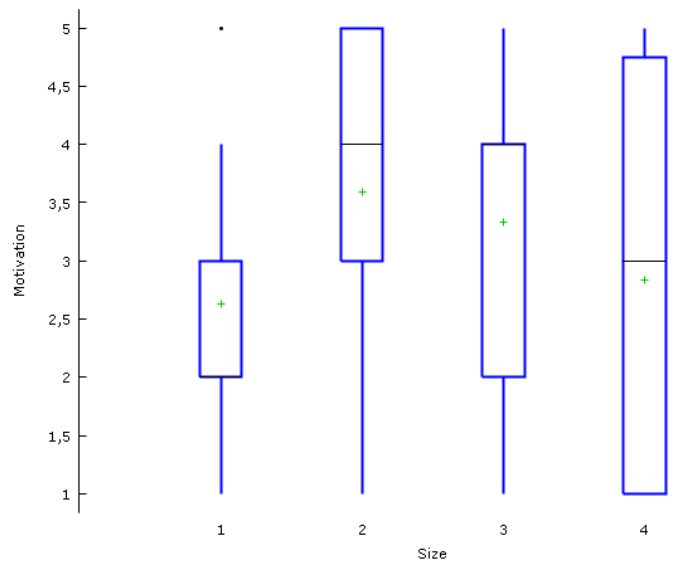


Figure 3: Factorized boxplot by the size of the company

Source: Own processing using Gretl

Table 7: Numerical summary of motivation by size of the company

Size	Box plot data – numerical summary for employee motivation Independent variable: <i>Enterprise size</i>							
	Valid N	Mean	Min	Q1	Median	Q3	Max	Standard deviation
<i>Micro enterprises</i>	41	2.6341	1.00	2.00	2.00	3.00	5.00	1.0899
<i>Small enterprises</i>	56	3.5893	1.00	3.00	4.00	5.00	5.00	1.4988
<i>Medium-sized enterprises</i>	93	3.3333	1.00	2.00	4.00	4.00	5.00	1.4471
<i>Large enterprises</i>	88	2.8295	1.00	1.00	3.00	4.75	5.00	1.6416

Source: Own processing using Gretl

The results of both tests confirmed the H3 hypothesis, i.e., there is a statistically significant difference in the perception of employee motivation with regard to the size of the organization. Taking into account all the attributes examined; based on a graphical view using the boxplot, we can assert that in the case of a company size attribute, the distribution of motivation in the employment among the different groups differs most distinctly.

According to the Kruskal-Wallis test, it is surprising to find that the highest value of motivation is felt by employees in micro-enterprises and consequently in large enterprises. In further research, we consider appropriate to explore the specific factors behind this phenomenon, as we initially assumed that larger companies should have better opportunities and options to motivate their employees. As we mentioned, micro enterprises employ up to 9 employees, it is mostly about family businesses, which suggest that employees are most motivated in these companies; that is a logical consequence of the fact that they work and make profits for themselves and their family.

According to the results, the smallest and medium-sized enterprises (SMEs) were the worst in case of motivation. SMEs are the pillar of the Slovak economy. They account for the most significant share of the total number of businesses and account for more than 50% of value added. However, there is a significant administrative burden on them, a strong competitive pressure in the sector, and the costs of their operation are a significant share of their revenues and other disadvantages. This may have contributed to the worse results of our analysis.

However, high-skilled employees who perform well to above-average performance, thanks to sufficient company motivation, are considered to be the most valuable asset of companies, which significantly affects the success of each organization. Thus, if SMEs do not have sufficient financial capacity to improve the incentive system, it would be appropriate to focus on other factors that increase motivation, which have proven to be important. E.g., according to a research of Závadský, Hitka, Potkány (2015), the organizations should focus on the process of motivation especially by means of motivation factors based on human relationships and job security. Hussain et al. (2018) claim that playful environment also lead to higher motivation, engagement and retention. According to these authors, game elements in a work environment are positive for an employee's mental health and allow employees to lead a healthier life with less stress, which contributes to higher satisfaction, motivation and commitment of employees. Based on Björklund, Jensen, Lohela-Karlsson (2013) and their research results, it can be said that human resources with a decreased level of work motivation will have a higher risk of experiencing more exhaustion and working dissatisfaction in the future. Thus, investing in activities to promote work motivation may be an effective means for successful human resource management. It is crucial to take advantage of all opportunities to strengthen employee relationships. The real opportunity is to find relevant options of motivation which helps increase satisfaction and performance of the right group of people (Štefko, Bačík, Fedorko et al. 2019). XXX

Conclusion

Dissatisfaction and lack of motivation of the employees in the organization contribute to frequent fluctuations in the company, which eventually lead to the loss of a highly qualified workforce and a reduction in the competitiveness of the company. It is, therefore, appropriate to focus on identifying factors that affect the level of perceived motivation as well as improving the overall motivation of employees and the motivation system in the company.

Employee motivation is often a topic to be discussed in research as well as in specific organizations. Employers' goal should be to motivate the employees to perform their work and to bring the desired results to the organization. Organizations also should, according to Diskiene, Pauliene, Ramanauskaite (2019), devote attention to the development of cognitive, social, and emotional intelligence competencies of managers and employees of all levels of organizational structure. Leader's competencies have a mostly strong influence on motivation and work performance of employees. However, the setting of motivation programs at work is often difficult with regards to the considerable subjectivity in work. But this article has focused on revealing the objective causes of the emerging differences in work. Its main benefit is the discovery of weaknesses according to the nature of the company so that companies more susceptible to a lower level of motivation of their employees ensure the correction or compensation of their weaknesses respectively.

The paper was aimed at assessing the differences in employee motivation with respect to selected attributes. Analyzing the results of the questionnaire survey looked at the different levels of employee motivation at work in terms of the work position of the employees, the size and the sector of the company in which the organization operates. It has been shown that a significant difference in employee motivation is mainly due to the different size of the organization and depending on whether the company operates in the private or public sector. However, the different work position of the employee did not cause statistically significant differences in motivation.

Future research should seek to clarify a larger number of determinants influencing employee motivation, especially with an emphasis on motivation systems used in organizations. We would like to focus our work on creating a modern, efficient, universal and competitive incentive scheme for companies operating in Slovakia.

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BADANIE RÓŻNIC W MOTYWACJI PRACY W REPUBLIKI SŁOWACKIEJ: IMPLIKACJE DLA ZARZĄDZANIA MOTYWACJAMI

Streszczenie: Motywacja do pracy jest ważnym czynnikiem wpływającym na ogólne funkcjonowanie przedsiębiorstw. Jeśli pracownicy są odpowiednio zmotywowani, mają lepszą wydajność pracy, są bardziej skuteczni i produktywni. Nie każda organizacja przywiązuje taką samą wagę do motywacji pracowników. Niniejszy wkład dotyczy badania różnic w motywacji pracowników na Słowacji w odniesieniu do różnych atrybutów. Głównym celem wkładu jest ustalenie, czy istnieją istotne statystycznie różnice w motywacji pracownika ze względu na sektor organizacji, stanowisko pracy pracownika i wielkość przedsiębiorstwa. Do analizy różnic między poszczególnymi grupami w ramach wybranych atrybutów zastosowano trzy testy, mianowicie test U Manna Whitneya, test Kruskala-Wallis z testem Median. Próbką badawczą składa się z 287 respondentów będących pracownikami różnych organizacji działających na Słowacji. Wyniki analizy wykazały, że istnieją istotne statystycznie różnice w motywacji pracowników pod względem sektora, w którym działa firma, i wielkości organizacji. Nie wykazano różnic w motywacji pracowników w zależności od ich stanowiska pracy.

Słowa kluczowe: motywacja do pracy, pracownik, organizacja, sektor, stanowiska pracy, wielkość przedsiębiorstwa

檢查斯洛伐克共和國工作動機的差異:對鼓勵工作的影響

摘要:工作動機是影響企業整體運作的重要因素。如果員工有適當的動力,他們將有更好的工作表現,他們將更有效率和生產力。並非每個組織都對員工的激勵同樣重視。本貢獻致力於研究斯洛伐克員工在各種屬性方面的動機差異。貢獻的主要目的是找出由於組織部門,員工的工作位置和企業規模而導致的員工動機在統計上是否存在顯著差異。三種測試,即MannWhitneyU檢驗,Kruskal-Wallis檢驗和中位數檢驗,被用來分析所選屬性內各個組之間的差異。研究樣本由287名受訪者組成,這些受訪者是斯洛伐克各個組織的僱員。分析結果表明,就公司經營所在部門和組織規模而言,員工激勵在統計學上存在顯著差異。尚未根據員工的工作位置對員工的動機進行證明。

關鍵字:工作動機,員工,組織,部門,工作職位,企業規模