

## The analysis of the staff motivation in the wood industry

ALEXANDRA HAJDUKOVÁ – JARMILA KLEMENTOVÁ

Department of Enterprise Management, Technical University, Zvolen, Slovakia

**Abstract:** Each company should know best the link between the motivation of their staff and their work performance. This issue is more and more actual relative to the common causes of the decreasing work performance. The knowledge of the staff's work motivation makes the base for the determining achievement motivation model in the company. The analysis of the motivation in the relationship to the work performance is the main topic of the present share. The aim of this work has been to identify the most important motivating factors of the work performance among the staff in the wood industry using the questionnaire method. How to obtain the information about the present extent their satisfaction with the motivation factors, as well.

*Key words:* the motivation, the work performance, the satisfaction of the staff, the wood industry

### INTRODUCTION

The Slovak republic has instead of the favourable conditions for the cultivation of forest, built the wood industry, which after solving the restructuring of production and full utilization of processing capacity will enable the effective recover the harvested timber mass to competitive well exportable products. Export of finished products with high added value is increased 5-7 fold monetization of wood to export of logs, ensuring an average of seven jobs in the processing of 1000 m<sup>3</sup> of wood (BIERNACKA, J., – SEDLIAČIKOVÁ, M. 2010). Just creation of new jobs in industries using timber handlers can achieve increased employment and incomes to the state budget. Share of employment in 2011 is along for the wood processing industry and the production of wood products and the pulp and paper 4.92%. One of the basic factors of employee loyalty is their satisfaction. A large amount of the motivation that may right in the woodworking and the furniture industry to move the industry forward.

The motivation is one of the longest-examined emotions. Each human activity is affected by the motivation to the performing activity. Many authors have examined the motivation. They have made a lot of definitions and theories about the motivation, which are the best from: PROVAZNÍK (1997), who understands the motivation as “a set of figures representing the internal driving forces of human activities that guide his learning, experiencing and acting”. PROVAZNÍK (2007) understands the concept of motivation as all, what causes an activity and human behaviour. He binds to the activation or inducing the activity of the human being, to the organization of his organism, but in the same time to the regulation of the developed activities in a certain direction, in a certain aim.

According to BOROŠ (2001) is motivation “all the process of an individual or a group, which explain or make understanding his behaviour”. According to ARMSTRONG (2002) the people can be “motivated himself and in the way they go the right direction to achieve what they want, than it is the best form of motivation”. PROVAZNÍK – KOMÁRKOVÁ (1996) say that it is the intrinsic motivation, which is composed by the internal incentive structures. Their content is the internal psychical activation, the motives of the behaviour. It is about the inner motivations, which exist in the psyche of the human or the people make their thyselves and which influence them to behave in a certain way or to go in a certain direction. The file of the motives, which the motivation presents, is generally divided to two groups. They are the basic motives, for example: the needs, the ideals and values, which the individual feels in his internal survival, and the secondary ones, for example: the aims, the desires, the ambitious, and the expectations, which the individual professes.

The theoretical knowledge about the area of the work motivation makes the picture about the human motivation in the work process, about the possibilities to stimulate him to give higher work performance and about the possibilities of the streamlining and the improvement his work performance for his satisfaction at work and to be the asset for the employer (SEDLIAČIKOVÁ, M. 2004). A lot of publications dedicated to the questions about the work motivation recall the interest in the solution and support to this issue in the practical way: realisation of the researches, which could validate the theoretical conclusions (ŠUTEKOVÁ, 2012).

There are many sociological researches in the world, which are interested in an analysis of the work motivation. It is interesting we can mention one, which was realized by Herzberg's team in Great Britain and its conclusions are applicable in the specific conditions in Slovakia in the present (ŠUTEKOVÁ, 2012). The results of the Herzberg's researches refer to the following order of the work motivation factors (PRIGL, 1997):

- *The security or the certainty, stability of the work*, the human can continue in his work in the same company or in the same profession (satisfaction of his existential, psychological and economic - social needs).
- *The opportunity for advancement* or a guarantee of improvement in the economic situation, in the organizational status or in the professional qualification.
- *The prestige of the company* and the quality of its management, which connects with several leaflets of social and personnel policy, with the relationships between the superiors and the subordinates in the company. The lack of trust has: "negative impact on the *culture* negotiations and it can lead to some selfish practices and a poor communication on all the levels" (KATUŠČÁKOVÁ, 2010).
- *The wage* as a very strong and homogeneous factor, which connects on itself the feelings of justice, evaluation, comparison and dependence.
- *The nature of the work*. It means inner aspect of the employment, which is dependent on the workplace. It includes diversity, creativity, autonomy, initiative, opportunity, responsibility and self-realization at work.
- *The immediate supervisor* and his relationship to the people, the way of the communication and the observance, toleration, loyalty in the access, justice, understanding of the obstacles and difficulties at work.
- The social aspects of the employment, which are: the relationships between the people at work, the non-work relations, the cooperation, the friendship and others.
- *The communication and the information flow* inside the company, at work, as well as personal matters.
- *The work conditions*, which contain the working time, physical and aesthetic aspects of the workplace (cleanliness, lighting, noise, temperature, occupational safety, sanitation).
- *The perks* as holidays, benefits of pension or sickness insurance and others. For example the possibility of the personal development as well. "The rapid development of knowledge, which is the result of new technologies, leads to the need of the lifelong learning, which must be available to anyone, anytime, anywhere" (JAKUBÍKOVÁ – KYSELOVÁ, 2006).

It follows that the experience certainly shows the need of revealing and understanding the factors, which mobilize the work motivation of the staff and in the same time the need to create a system of variety measures for its increasing (BIKNEROVÁ – LITAVCOVÁ, 2010). ŠUTEKOVÁ (2012) indicates that the results of many researches indicate the tendency of a dependence between the work motivation and the values and needs of the people, which connect with the character of the work, the economic and technical development grade, material and cultural level, work conditions and

interpersonal relationships in the company. The rank of motivational factors importance has been changing following the changes in the human's needs. The need, which has been satisfied and won't be endangered in the future, loses its motivational significance. In the same time the preferences of the motivation factors have been changed a lot following the sex, age, education and other characters. The researches show that during a time the work motivation following the unemployment level. In the time of unemployment the motives of economical character predominate; stability of employment, salary, career possibilities. The motives connected with the relationships between the employees and the management are considered as the most important during the relatively high employment. But during the growth of unemployment the motives connected with the relationships at work decline in the last place (KUZMIN ET AL., 1985).

The aim of our research has been to check the motivation structure and the preferences of the employees in a company acting in the area of the wood industry in Slovakia, as well as to get to know the satisfaction/dissatisfaction level of these employees with the mentioned motivation factors. The intention of the research has been to detect the problem areas of the stuff motivation and to get to know the existence of some differences in the stuff motivation to work performance between the stuff in a branch office in Bratislava and Košice regions.

## MATERIAL AND METHODS

The research aimed at the area of the work motivation was conducted from February 2012 to July 2012 between the employees of a company operating in the wood industry. With respect to the aims of the research have been given the following work hypothesis:

- H1:** *We assume that the importance of the motivation factors from the perspective of the respondents in Bratislava region and Košice region will be significant different at least in 50% of the monitoring motivation factors.*
- H2:** *We assume that the motivation factors financial nature will reach higher range of importance in the case of the respondents in Bratislava region than in the case of respondents in Košice region.*
- H3:** *We assume that the motivation factors connected with the certainty of the work position will reach higher range of importance in the case of the respondents in Košice region than the respondents in Bratislava region.*

The questionnaire method was used for fording the level of motivation and for the analysis of the stuff motivation factors in the company acting in the wood industry. The motivational interview was used for the data collection, which had been created by HITKA (2010). The questionnaire was divided to two parts. Socio-demographic characteristics and qualifications of the respondents in terms of their age, sex, number of years in business, education level and work position were examined by the first part of the questionnaire. The second part was formed by 30 motivation factors, by which were detected information about the characteristics of the work place, work conditions, applicable system of evaluation and remuneration in the company, very personal work in the company, system of social care and employee benefits, as well as information about the satisfaction or dissatisfaction of the employee, his values orientation, relationship to the work, colleagues and to the company as a whole. To each of the motivation factors the respondents can divide a value of its "importance" at the desired state and "the satisfaction" at the true state. The desired state characterised the importance of the partial motivation factors for the employees and the true state expresses the level of the employees satisfaction with the stimuli (the partial motivation factors) provided by their employer in the present. The value of the satisfaction and the

importance the respondents could express by the five-point scale, from 1 = unimportant/dissatisfied to 5 = very important/very satisfied. 160 respondents were engaged to the research, which were divided to two samples because of the unambiguous confirmation or refutation of the work hypothesis H1, H2, H3. The criterion for classification of the respondents to the samples was the branch office of their employer. The sample 1 was created by the respondents work in the branch office of the company in the west of Slovakia and the sample 2 was created by the respondents work in the branch office in the east of the country. The range of the sample 1 was 90 respondents and the sample 2 had 70 respondents.

The questionnaires were evaluated by using the tools and methods of test and descriptive statistics. The questionnaires were evaluated from the perspective of all respondents at first and then from the perspective of both of the samples.

The questions relating to gender, age, and education level, length of service and job category were evaluated on the base of the frequency response – the frequency of responses to each of the available options.

During the evaluation of the second part of the questionnaire each motivation factor was summarily described with the basic characteristics of size and variability of quantitative characters – the arithmetic mean  $\bar{x}$  and the standard deviations  $s_x$ .

In the analysed company the problematic areas of the motivation were determined on the base of the relative difference of the average values of the individual motivational factors in the desired and actual state.

In this case the relative difference reflects the relative degree of satisfaction of the importance of the motivational factor. The relative rate was calculated from the relation:

$$dif\% = \frac{(\bar{x}_{PS} - \bar{x}_{SS})}{\bar{x}_{SS}} \cdot 100 \quad (1)$$

Where  $\bar{x}_{PS}$  is the arithmetic average of the examined motivating factors in the required state and  $\bar{x}_{SS}$  is the arithmetic average of the examined motivation factor in the actual state.

In order to confirm or refute the working hypothesis H1 the T-test was used to test the correlation of averages of the importance of the motivation factors of the compared samples. The null hypotheses ( $H_0 : \mu = \mu_0$ ) versus the alternative hypotheses ( $H_1 : \mu \neq \mu_0$ ) were tested whit in the T-test. HITKA - HAJDUKOVÁ – VACEK (2012) report that in the calculation of the T-test three cases can occur depending on whether the variances of the compared files are equal or not equal, resp. whether the traits X1, X2 are the dependent or independent. For this reason, perform the compliance test of the variances preceded to perform of the T-test, i.e. of F-test. On the base of the F-test results the T-test was used for the independent choices in the same or in the different diffusions. The random variable t, which had Student's t distribution, was used as a test criterion in the following form (SCHEER, 2007):

If; X1 and X2 are independent

$$t = \frac{\bar{x}_1 - \bar{x}_2}{\sqrt{\frac{n_1 \cdot s_1^2 + n_2 \cdot s_2^2}{n_1 + n_2 - 2} \cdot \frac{n_1 + n_2}{n_1 \cdot n_2}}} \quad (2)$$

if  $\sigma_1^2 \neq \sigma_2^2$ ; X1 a X2 are independent

$$t = \frac{\bar{x}_1 - \bar{x}_2}{\sqrt{\frac{s_1^2}{n_1 - 1} + \frac{s_2^2}{n_2 - 1}}} \quad (3)$$

In the conclusion of the test t of the partial motivation factors were compared with  $t_{\alpha/2;f}$ , in the case if  $t \leq t_{\alpha/2;f}$ ,  $H_0$  was adopted and the tested difference was not considered as significant, otherwise if  $t > t_{\alpha/2;f}$   $H_0$  was rejected on the  $\alpha$  % level of the importance and the alternative hypothesis  $H_1$  was adopted.

## RESULTS

160 respondents were participated in the questionnaire survey, 67% of the respondents were men and 33% of respondents were women. As it follows from the evaluation of the questionnaire items related to the socio - demographic characteristics of the respondents, all the observed ages were represented in the sample. The respondents of the higher age levels, i.e. employees over 41 years, who formed 54% of the sample (including employees the age category of 41-50 years was represented by 27%), had the largest representation. The category of employees in the age from 31 to 40 years was represented by 25% in the sample. The category of employees to 30 years had the lowest representation in the questionnaire survey, at the level of 21%. From the point of view of the structure of the questionnaire survey respondents in the terms of the educational attainment, the employee with the completed secondary education (graduation) were dominantly represented – 45%. The employees with the completed secondary education without A-level were represented by 27% in the research, with higher education by 23% and the employees with the end-of-primary school by 5%. According to the research results, 35% of employees have worked 10 and more years in the company, 22% of employees have worked 4 – 6 years in the company, 20% of employees have work less than 1 years, 15% of employees have worked 7 – 9 years and 8% of employees have worked 1 – 3 years. Of the total number of the respondents of the questionnaire survey, the technical and administrative staff were represented by 5% of employees, 20% of respondents were represented by the managers and 75% of respondents were represented by the employees holding a category of workers.

By the questionnaire survey 30 motivation factors were examined. The average value of the desired and the actual state of motivation in the company are captured in the table 1. The table contains, except of the average values of the motivation factors, the information about their variability. To assess the current level of satisfaction of the importance of motivation factor the relative difference according to equation (1) were calculated for the arithmetic means of the motivation factors in the desired and actual state, which sizes the table captures.

**Table 1:**The comparison of the desired and the actual state of motivation

The motivation factor	$\bar{x}_1$	$\bar{x}_2$	rel. dif.	$s_{x_1}$	$s_{x_2}$
The atmosphere in the workplace	4,73	3,80	80,3	0,446	0,684
Good work team	4,70	3,98	84,7	0,462	0,651
Other salary	4,47	3,20	71,6	0,650	0,953
The physical demands of the work	3,23	3,33	103,1	0,831	0,877
The job security	4,43	3,37	76,1	0,621	0,663
The communication in the workplace	4,72	3,45	73,1	0,585	0,769
The company name	3,85	3,58	93,0	0,659	0,561
The possibility of applying their own abilities	4,48	3,78	84,4	0,567	0,691
The content and type of the work	4,63	3,87	83,6	0,551	0,676
Getting to know the completed work results	4,23	3,40	80,4	0,647	1,077
The working hours	4,12	3,78	91,7	0,585	0,640
The working environment	4,35	3,83	88,0	0,633	0,642
The work performance	4,10	3,68	89,8	0,630	0,504
The workflow	3,88	3,15	81,2	0,783	0,799
The powers	3,88	3,07	79,1	0,825	0,778
The prestige	3,30	3,28	99,4	0,926	0,846
The boss access	4,65	3,50	75,3	0,515	0,983
The self-determination	4,07	3,45	84,8	0,516	0,675
The self-realization	4,28	3,82	89,3	0,490	0,624
The social benefits	3,88	3,20	82,5	0,715	0,732
The fair assessment of employee	4,65	3,47	74,6	0,606	0,853
The stress / elimination of stress in the workplace /	4,22	3,08	73,0	0,613	0,809
The mental workload	3,88	3,15	81,2	0,613	0,732
The vision of the company	3,82	3,30	86,4	0,911	0,696
The development of the region	3,70	2,87	77,6	0,766	0,791
The education and the personal growth	4,33	3,33	76,9	0,629	0,896
The company relationship to the environment	3,52	3,43	97,4	0,748	0,698
The free time	4,32	3,53	81,7	0,651	0,892
The recognition	4,07	2,90	71,3	0,548	1,003
The basic salary	4,70	3,13	66,6	0,530	0,812

*Notice: data labelled 1 characterize the desired state of motivation of all employees, data marked 2 characterize the actual state of motivation of all employees.*

**Source:** own processing

As is shown in Table 1, the respondents consider 23% of the monitoring motivation factors (i.e. 7 motivation factors) as very important for reaching their work motivation (among these factors was achieved average importance 5). It is mainly the motivation factors, which are connected with the working environment and the interpersonal relationships (the atmosphere in the workplace, good team work, communication in the workplace), as well as with the factors connected with the work organisation the cooperation organisation at the work place (content and type of work, access to the superior) and with the motivation factor connected with the staff remuneration (base salary, fair evaluation of the employee). According to the respondent' statements, 66.7% of the monitoring motivation factors is important for their motivation to the exercise (among these factors was the importance of achieving an average 4). These are the factors, which are connected with their work conditions (for example: working hours, psychological stress), the factors connected with the character of the work (self-determination, self-fulfilment, jurisdiction, the applicability of their own abilities), the factors connected with the company'sprestige (company name, company's vision), the factors connected with the work security (job security, the development of the region), the factors, which are connected with the employee'spleasure (opportunity for personal growth and education, leisure, other financial remuneration, social benefits). The employees sense the motivation factors as the physical demands of the work, prestige and company's relationship to the environment in terms of their importance to the

achievement of work motivation as neutral ones. It is interesting that the respondents sense no of monitoring factors in term of importance as insignificant or less significant to their work performance (nor in one motivating factor was achieved average level of importance 2 = little substantial factor or 1 = unimportant factor).

The research also shows (see Table 1) that there is no motivation factor, which the respondents would be wholly dissatisfied or little satisfied with in the present. In the case of 11 motivation factors (37%) the respondents stated that they were satisfied with them in the present (among these factors the average value of achievement was reached 4). The respondents are satisfied in the connection with the motivation factors connected with the character of the work (possibility of applying their own skills, content and type of work, self-efficacy, work performance, working hours), with the factors connected with the interpersonal relations in the workplace (workplace atmosphere, good working team) and with the factors connected with the work environment, the company's name and the free time. The respondents are explicitly nor happy nor unhappy with the other factors, i.e. do they sense them neutrally in term of the satisfaction.

Next the table 1 shows that the motivation factors which are connected with the remuneration of employees (basic salary, additional salary, fair evaluation of the employee), with the work environment (communication in the workplace, stress / elimination of stress in the workplace), with the job security and with the employee recognition belong to the problem areas of motivation. In these motivation factors the degree of the satisfaction reached the lowest values (the employer does not satisfy these motivation factors on the demanding level, what is shown in the satisfaction evaluation of the employees with these factors, although these factors are very important for the employee in connection with his work motivation). In the connection with the improvement of the work motivation of the monitoring respondents it is important to dedicate more attention to the problem factors and makes measure, which will lead to higher satisfaction of the employee with the factors. For example, in order to increase employee satisfaction of the analysed company with the basic salary we recommend to the employer to conduct individual interviews with his employees in order to determine their ideas about the basic salary. One part of these interviews should be self-evaluation of the employee. To improve the employees' satisfaction with the communication in the work place firstly demands to identify the barriers of communication. To reach higher satisfaction of the employee with the communication in the work place is possible to reach for example with training of managers in effective communication, managerial communication, communication in management meetings. The aim of these trainings is to develop the communication abilities and the skills of selected company employees. The analysis of the variability of respondents' answers in term of the importance of the partial motivation factors shows that the opinions of the respondents are the most different in the question of the importance of the motivation factors - prestige and vision of the company in connection with their work motivation. On the other side respondents' answers reached the higher compliance in connection with the importance of the motivation factor – the basic salary, which is considered as a very important factor for the reaching their work motivation. The analysis of the variability of the respondents' answers in term of the employees' satisfaction with the monitoring motivation factors shows that the answers of the respondents were the most consistent in the case of the satisfaction with the motivation factor – the company name and were the lest consistent in connection with their satisfaction with the motivation factors - recognition and familiarity with the achievements.

One of the aims of the research was to find out the employees' preferences in the motivation factors area. On the base of the research results it is possible to total state, that the factors the environment in the work place, the communication in the work place, good work team, the basic salary, the access to the boss, fair assessment of the employee, content and

type of the performing work are placed high on the motivation preferences of the employees (ranking 7 most important motivation factor in terms of respondents). All the others motivation factors as for example the stability of the job and the length of the work hours, are less important (see the table 1, the column  $x_1$ ).

The intention of the research was to verify 3 work hypothesis. Working hypothesis, it was assumed that exist the statistically significant differences in the area of the importance of the partial motivation factors among the respondents working in Bratislava (BA) region and Košice (KE) region. The assumption was voiced in connection with existing differences of the regions in terms of their costs of living, the achieved level of unemployment and job offers. According to the data from the Statistical Office the unemployment rate reached the level of 19.7% (the highest from all the regions in SR in the year) in Košice region in 2012, in Bratislava region the level of the unemployment rate was 5.6% in 2012. There are great differences in the number of the job offers in the regions as well. While according to the data from the Statistical Office the average number of the job offers in 2.Q. 2013 was on the level 1236 in Košice region, in Bratislava region the offer of job positions reached the level of 7999. The differences between the regions are in the case of the cost of living as well. From the results of the comparison of the inhabitants costs of living in Bratislava and Košice regions results that the inhabitants of Bratislava region have higher costs of living than the inhabitants of Košice region (KUPŠOVÁ, 2013). The costs of living of the inhabitants of the regions were compared on the base of the costs of public transport (the cost of one billet), the costs of one lunch (daily menu in restaurants), the costs of household electricity and gas and on the base of the costs the acquisition of 2-bedroom flat. On this basis, the differences in the preferences of the importance of the motivation factors are assumed, i.e. for the respondents from Košice region will be the most motivation factors – the job security and for the respondents from Bratislava region will be the most important motivation factors connected with the financial staff remuneration (base salary, additional salary). The results of the questionnaire survey of the importance of the motivation factors in terms of respondents from Bratislava and Košice region shows the table 2. On the base of the results resulting from the table **is rejected the work hypothesis H2 and H3**. The assumption was not confirmed that for the respondents from Bratislava region are the most important motivation factor - basic salary, additional salary and fro the respondents from Košice region the motivation factor – the job security. On the base of answers of the respondents from Bratislava region it is possible to state that the most important motivation factor to reach the work motivation is the environment and the communication in the work place, i.e. the factor connected with work environment, as well as the fair assessment of employee (these factors reached the average level of the importance on the base of 4.67). The motivation factor – the environment in the work place on the base of the results of the research is treated as the most important motivation factor in the case of the respondents from Košice region.

**Table 2:** The comparison of the importance of motivational factors in terms of respondents BA a KE

The motivation factor	$\bar{X}_1$	$\bar{X}_2$	t	p	$S_{x_1}$	$S_{x_2}$	t	p
The atmosphere in the workplace	4,67	4,80	-1,16	0,250	0,479	0,407	1,39	0,382
Good work team	4,63	4,77	-1,12	0,267	0,490	0,430	1,30	0,487
Other salary	4,33	4,60	-1,61	0,113	0,711	0,563	1,59	0,215
<b>The physical demands of work</b>	<b>2,90</b>	<b>3,57</b>	<b>-3,37</b>	<b>0,001</b>	<b>0,885</b>	<b>0,626</b>	<b>2,00</b>	<b>0,067</b>
<b>Job security</b>	<b>4,20</b>	<b>4,67</b>	<b>-3,12</b>	<b>0,003</b>	<b>0,664</b>	<b>0,479</b>	<b>1,92</b>	<b>0,084</b>
The communication in the workplace	4,67	4,77	-0,66	0,513	0,547	0,626	1,31	0,470
The company name	3,87	3,83	0,19	0,847	0,819	0,461	3,16	0,003
The possibility of applying their own abilities	4,47	4,50	-0,23	0,822	0,571	0,572	1,00	0,993
Content and type of work	4,53	4,73	-1,42	0,162	0,571	0,521	1,20	0,621
Getting to know the result of work completed	4,33	4,13	1,20	0,235	0,758	0,507	2,23	0,034
<b>The working hours</b>	<b>3,90</b>	<b>4,33</b>	<b>-3,07</b>	<b>0,003</b>	<b>0,607</b>	<b>0,479</b>	<b>1,60</b>	<b>0,209</b>
<b>The work environment</b>	<b>4,13</b>	<b>4,57</b>	<b>-2,80</b>	<b>0,007</b>	<b>0,507</b>	<b>0,679</b>	<b>1,79</b>	<b>0,123</b>
The work performance	4,07	4,13	-0,41	0,685	0,691	0,571	1,46	0,310
The workflow	3,97	3,80	0,82	0,414	0,890	0,664	1,79	0,121
The powers	3,87	3,90	-0,16	0,877	0,937	0,712	1,73	0,145
The prestige	3,27	3,33	-0,28	0,783	1,081	0,758	2,03	0,061
The access to the boss	4,67	4,63	0,25	0,804	0,479	0,556	1,35	0,430
The self-determination	4,10	4,03	0,50	0,621	0,607	0,414	2,15	0,043
The self-realization	4,27	4,30	-0,26	0,795	0,450	0,535	1,41	0,356
<b>The social benefits</b>	<b>3,67</b>	<b>4,10</b>	<b>-2,44</b>	<b>0,018</b>	<b>0,711</b>	<b>0,662</b>	<b>1,15</b>	<b>0,701</b>
The fair assessment of the employee	4,67	4,63	0,21	0,833	0,661	0,556	1,41	0,358
The stress / elimination of stress in the workplace /	4,33	4,10	1,49	0,142	0,711	0,481	2,19	0,039
The mental workload	3,73	4,03	-1,94	0,057	0,691	0,490	1,99	0,069
The vision of the company	3,93	3,70	0,99	0,325	1,081	0,702	2,37	0,023
The development of the region	3,53	3,87	-1,71	0,092	0,860	0,629	1,87	0,097
<b>The education and the personal growth</b>	<b>4,13</b>	<b>4,53</b>	<b>-2,58</b>	<b>0,012</b>	<b>0,629</b>	<b>0,571</b>	<b>1,21</b>	<b>0,609</b>
The company relationship to the environment	3,40	3,63	-1,21	0,230	0,814	0,669	1,48	0,296
The free time	4,20	4,43	-1,40	0,167	0,664	0,626	1,13	0,751
The recognition	4,00	4,13	-0,94	0,351	0,643	0,434	2,20	0,038
The basic salary	4,63	4,77	-0,97	0,335	0,615	0,430	2,04	0,059

Notice: the data labeled 1 characterize the desired state of motivation of all employees in BA, data marked 2 characterize the desired state of employee motivation in KE; the differences mean follow of motivation factors significant at the 5% of significance level are highlighted in thicker letters.

**Source:** own processing

Based on the results of statistical testing compliance arithmetic averages of the importance of motivation factors of compared respondents (see Table 2) **the work hypothesis H1 is rejected as well**. The motivation factors are very different only in case of 20% of them in term of their importance for both of the groups of the respondents. The testing of the zero hypotheses about the equality of the mean values of the partial motivation factors was realised at the significance level  $\alpha = 0.05$ . The significant differences in the perceptions of the importance of the motivation factors from the point of view of the respondents from Bratislava and Košice region exist only in the case of the motivation factors – the physical demands of the work, the job security, the work environment, the social benefits, the education and the personal growth. For other motivation factors have been found no significant difference, which means that the importance of these motivation factors to reach the work motivation is the same in the case of the respondents from Bratislava and Košice region.

## DISCUSSION

The results of the research connected with the importance of the partial motivation factors are comparable with the results of the researches of other authors interested in the

issue of the work motivation. The result of our research is that the motivation factors - the atmosphere in the workplace, the workplace communication, good team work, the basic salary, a superior approach, the fair evaluation of the employee, the content and type of the work are placed at the top of the motivation preferences of the company employees acting in the area of the wood industry.

When comparing the order of priority of the work motivation factors according to Herzberg and the order of priority of factors which are the results of our research we concluded that in the order of the importance we agree only in the case of motivation factors – the basic salary (4<sup>th</sup> place) and the content and type of the performed work (5<sup>th</sup> place). According to Herzberg there are motivation factors as a certainty (stability) job, the opportunity to practice and prestige of the company on the 1<sup>th</sup>- 3<sup>th</sup> places. The environment in the work place, the communication in the work place and good team work form the order of the motivation factors on the 1<sup>st</sup> - 3<sup>th</sup> place in terms of our sample. We believe that the differences of the countries of the research (Slovakia and the Great Britain) are the cause of the difference of the motivation factors order from the point of view of their economic and technical level of the development, the culture differences, as well as the differences in the work-social relationships in the work place. With the work-social relationships in the work place closely related mobbing, this contains variety forms of undesirable behaviour of the employees directed directly to the individual or the group in the work place. But unfortunately its solution and removal from the employment relationships in Slovakia according to KOVALČÍKOVÁ (2010) is not dedicated the attention, which this problem would have merit. Because of this it is not surprising that the respondents of our research see the interpersonal relationships in the work place (the atmosphere in the workplace, the communication in the workplace, a good working team) as the most important factors of their work motivation.

According to the results of our research and the results of the ŠUTEKOVÁ (2012) research prove it as well **the basic salary** is still one of the important factors, which stimulus the employees at work, which connected with their existential needs. The results of the research HERZKA – FUKSOVÁ (2009) prove the fact that “in the present praxis of management, mostly the money as the remuneration for work performance and recognition motive the employees to the administration of higher work performance and results at work”.

HERZKA – FUKSOVÁ (2009) state that in their researches in various organizations as well as from published views of many experts and practitioners in the field suggests that the rate of wage is sometimes simplistically associated with job satisfaction, i.e. the more one considers his earnings for a more reasonable; it is more satisfied with the work.

By the research the fact was shown, that the interpersonal relationships in the work place, i.e. atmosphere in the workplace, a good working team, which has an impact on their work motivation. The consistency of these motivation factors verify the results of the research of ŠUTEKOVÁ (2012), who states “the staff perceives very sensitively and respond to the conditions in which they work, good teamwork, communication, management style impact on interpersonal relationships, which ultimately may act strong incentive or disincentive. ” ŠUTEKOVÁ (2012) states that the motives connected with the relationships between the employees and the management are treated as the most important in the period of relatively high employment on the labour market. The results of our research are contrary with this state. The interpersonal relationships in the work place the respondents of our research treat as one of the most important factors of their work motivation despite the fact that our research was realised in time of economic and financial crisis in Slovakia as a result of which was significantly reduced employment in the labour market. According to the results of our research one of the most important motivation factors for the respondents of the research is **the very filling type of work**. The results of the research confirm the theory of DROZDEKOVÁ (2006), who states that the work which is interesting, diverse, relatively

autonomous, or assigns him a status is interesting for man and has positive impact on his work motivation.

HERZKA – FUKSOVÁ (2009) state "a good working environment promotes motivation to the work in a positive way". Good climate provides permeable channels of communication in the company and optimal management style. **The communication in the work place and the access of the boss** are motivation factors, which according to the results of our research have very positive impact on the work atmosphere (the respondents consider these factors as very important for reaching the motivation for work). On the base of the results of the respondents satisfaction with the motivation factors is possible to state that the company has the interest in their employees. It has chosen the positive motivation strategy, what has had an impact on the overall results and the attitudes of staff in evaluating of satisfaction to the present motivating factor. On the base of the results it is possible to state that the employees are more satisfied than dissatisfied (nor in one reference factor was recorded value 2 = little satisfied or dissatisfied = 1).

ŠUTEKOVÁ (2012) states that the researches show very strong dependence between the age of respondent and his relationship to the work (satisfaction on aspects of work). For the young respondents the most important factors of the satisfaction with the work are possibility of term process and nature of work. The nature of the relationship between employees and management is less important for the older employees, which results from their greater independence and greater prestige in the working collective.

According to ŠUTEKOVÁ (2012) the satisfaction with the work has the tendency to grow with the age, but the research show the decrease of the satisfaction in the age category 40 – 50 years. The results of our research confirm the stated facts. In the case of 11 motivation factors was detected the average level of the satisfaction 4 (i.e. satisfied) and in the case of 19 factors the value of the satisfaction was 3 = neutral, which corresponds to the age composition of our staple, where the young respondents under 40 years were represented by 46% and the older respondents over 40 years were 54%.

The motivation factor – the basic salary is treated as the most problematic motivation factor from all the monitoring ones. The most of the employees sense the basic salary as a very important factor for their work motivation, to which the average value of its importance 4.70 answers. But the satisfied ones with the high of their salary are only average (on the level of 3.13), i.e. the employer satisfies the claims of the employees in the motivation factor only in the level of 67%. It is possible to state that the most of the respondents of our research sense insufficient evaluation of their work and hard work. ŠUTEKOVÁ (2012) states, that the respondents of her research sensed the dissatisfaction in connection with the high of their salary as well. The most of the employees sense the high of their salary less than their hard work.

## CONCLUSION

The motivation in connection with the performance of the employee presents the complex issue, which can be dismantled from more points of view. The factors of the work performance and the work motivation are the parts of an extensive analysis of the motivation in connection with the work performance, which complement each other. In the present economic situation of the companies it is needs to meditate about the motivation of the employees in the relationship with the work performance and to analyse scrupulously this relationship, which should lead to an increase in performance due to effective employee motivation.

The motivation of the employees should be reached labour discipline, morale and productivity. How the company will be successful and competitive depends on the human work and the work behaviour. The motivation of the employees and the work satisfaction is

important for each organisation and it is difficult aim as well. To aim the full satisfaction of all the employees is always impossible, because in every time there is an employee, who is dissatisfied with something. The motivation of the people is not easy, but the demotivated people do not exist (HITKA – BLAŠKOVÁ, 2011). On the base of analysis of the motivation factors we have to be able to find out what they are dissatisfied with and try to find a compromise, which will be satisfactory for both sides.

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Corresponding authors:

Ing. Alexandra Hajduková, PhD.  
Department of Enterprise Management  
Faculty of Wood Sciences and Technology  
Technical University in Zvolen  
T. G. Masaryka 24  
960 53 Zvolen  
Slovakia  
e-mail: [alexandra.hajdukova@gmail.com](mailto:alexandra.hajdukova@gmail.com)  
phone.: 00421-045-5206432

Ing. Jarmila Klementová, PhD.  
Department of Enterprise Management  
Faculty of Wood Sciences and Technology  
Technical University in Zvolen  
T. G. Masaryka 24  
960 53 Zvolen  
Slovakia  
e-mail: [klementova@tuzvo.sk](mailto:klementova@tuzvo.sk)  
phone.: 00421-045-5206434