

FACTORS OF EMPLOYEE ENGAGEMENT IN CZECH AUTOMOTIVE COMPANIES

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Annotation. This article examines the factors influencing employee engagement in the automotive industry in the Czech Republic. Employee engagement is a critical factor for the success of organisations, as it positively impacts productivity, work quality, and ultimately customer satisfaction. The aim of this research is to define the most significant factors of employee engagement and quantify their importance for both managers and non-managerial staff. The research methodology includes a survey conducted among 442 employees in the Czech automotive industry. The research aims to verify the influence of various factors such as financial rewards, non-financial incentives, company support, tools for achieving work-life balance, quality of the work environment, work relationships, and decision-making authority on the level of employee engagement. The collected data were analysed using a Likert scale and processed through quantitative statistical methods. For managers, the most important factors of employee engagement include salary, decision-making power, opportunity to express an opinion, responsibility, and share of company profit. Non-managerial employees prefer the following engagement factors: salary, hybrid work model, opportunity to express an opinion, decision-making power, and share of company profit. The results demonstrate that all defined factors have a positive impact on employee engagement, with financial factors identified as the most significant. Additionally, it is shown that tools for supporting work-life balance, and the quality of the work environment are also key determinants of engagement. The findings can be applied in practice and integrated into human resource management strategies in the automotive industry. From a scientific perspective, this research expands the knowledge in the field of employee management within the automotive industry, where empirical data is relatively scarce. These results not only provide a basis for further research in this area but also offer practical recommendations for managers who seek to increase employee engagement and thereby improve the efficiency of their organisations.

Keywords: human resource management, human capital, engagement, factors, automotive industry.

JEL classification: J24, M12, L26.

Introduction

Employee engagement is a significant factor in organisational success, as it leads to higher labour productivity, better work quality and, ultimately, greater customer satisfaction. Research in this area is particularly important because employee engagement has a direct impact on a company's economic outcomes, which is especially relevant in the automotive sector, which faces constant challenges related to innovation, efficiency, and globalisation.

Navickas *et al.* (2023) emphasise that employee engagement is a widely accepted topic of interest for many companies. These companies strive to understand the causes of high or low levels of employee engagement and subsequently develop ways to increase it. It is crucial for organisations to recognise the importance of human capital and to use engagement as a tool to improve the work environment and achieve strategic goals. Employee engagement has been defined in various ways by different authors, with all definitions highlighting its importance for work performance and overall organisational success or the company's development (Gabrikova, Lopatka, 2023; Stratone, 2023). Kwon, Kim (2020) describe engagement as "an activated state of the whole self, bringing something extra to work," underscoring that engaged employees bring more to their work than just basic task fulfillment. Kossyva *et al.* (2023) stress that engagement is manifested in a strong emotional attachment of employees to their work, motivating them to perform at their best and strive for better results. This emotional attachment is thus a key factor influencing not only individual employee performance but also the overall success of the organisation.

The excellence of this research lies in its focus on a specific sector, where little empirical data has been available to date. The study is based on a quantitative analysis of data collected from employees in the Czech automotive industry, allowing for a deeper understanding of the factors that influence employee engagement. The results can serve as a foundation for further research and practical applications in the field of human resource management (HRM). The automotive industry accounts for almost 10% of the Czech GDP and contributes more than 26% to industrial production in the Czech Republic. Exports account for 23%. More than 180,000 people are directly employed in the automotive industry, and with its related branches, the number of employees is almost 500,000. The Czech Republic is the 2nd largest producer of passenger cars in the world per capita. It also ranks 4th in the EU and 11th globally in terms of the production of passenger cars. In 2021, 1,105,223 passenger vehicles were produced in the Czech Republic, which means an annual decrease of 4.1% compared to 2020. In 2021, the largest producer was ŠKODA Auto with 680,287 vehicles, followed by Hyundai with 275,000, and TPCA with 149,936 units.

The structure of the article is as follows. It begins with the theoretical section, which includes a literature review and the definition of key concepts and hypotheses. This is followed by the methodological section, where the research methods and procedures used are described in detail. The research results are presented in the next chapter, where they are also discussed in the context of the existing literature. The conclusion of the article contains a summary of the main findings, suggestions for further research, and practical recommendations.

1. Literature Review

The period that has been the subject of research on general topics of engagement in the professional literature has been greatly influenced by world events, in this case specifically the COVID-19 pandemic (Androniceanu, 2020). In this context, authors mention in particular the impact of flexible working models

on employee engagement (Weideman, Hofmeyr, 2021), in which they agree that working from home has a strong relationship with the level of work engagement in different contexts, such as exploring authentic leadership, psychological capital, and gender on employee performance (Daraba *et al.*, 2021), work measures under conditions of social isolation (Anguelov, Angelova, 2021), and influencing affective well-being related to work and work engagement (Andrulli, Gerads, 2023; Mishchuk *et al.*, 2023). It also works in tandem with the work-life balance (WU, 2020), whereby employees appreciate the fact that they have a greater opportunity to balance the time devoted to work and family (De Valdenebro Campo *et al.*, 2021; Saraswati *et al.*, 2024). Another strong theme was the use of HRM tools and their impact on engagement (Sadd *et al.*, 2021; Lulewicz-Sas *et al.*, 2022). It emerged from the literature search that the quality use of HRM tools is in practice a subsidy for work engagement (Kavyashree *et al.*, 2022; Potkany *et al.*, 2020). Even in this case, most authors conclude that the application of widely known tools has a positive impact on the level of employee engagement. Further themes include social elements (Günther *et al.*, 2022) and socio-psychological processes, in which the influence of the social environment (partner, colleagues, superiors) plays an important role (Bakker, 2022; Khan *et al.*, 2023; Betakova *et al.*, 2023; Metzker, 2024), and career development, but there are also studies that demonstrate the significant role of financial subsidies (remuneration system) on the level of work engagement and therefore on the effectiveness of the organisation in the field of innovation (Juracka *et al.*, 2024) and research (Perez-Alaniz *et al.*, 2023). Research on engagement also considers the themes of gender (Daraba *et al.*, 2021), deeper psychoanalysis (Monje Amor *et al.*, 2021), and the application of a positive leadership style to the behaviour of leaders in the workplace that affects employee engagement (Decuypere, Schaufeli, 2020; Nagy *et al.*, 2022; Kurath *et al.*, 2023).

In the context of creating, modelling, or maintaining work engagement, much attention has recently been paid to the construct of employee management. It was observed that choosing the right management model and applying it to a specific working group is very important. Before applying the given model, it is mentioned that it should be preceded by high-quality discussions in the working group, sufficient attention to the views of the working group, recognition of success, and involvement in the processes (López-Cabarcos *et al.*, 2020). This procedure is also confirmed by studies that emphasise a holistic approach to employee management (Oskarsdottir *et al.*, 2022; Saputra, Hutajulu, 2020). More attention in the field of research has been paid specifically to ethical leadership (Belas *et al.*, 2024; Zvarikova *et al.*, 2023), which in practical application has a proven positive effect on work engagement (Ahadiat, Dacko-Pikiewicz, 2020) with an insignificant effect on workaholism (Wibawa, Takahashii, 2021); some authors are not afraid to use the concept of “work passion” (Toth *et al.*, 2021). In the context of leadership, other themes that enrich the knowledge in the given area of interest are mentioned. The role of mentoring as a demonstrable influence on the development of a working career (Sloan *et al.*, 2020) could be mentioned; in the context of committed leadership, it was concluded that employees can identify with a company’s internal values, but not with its external values in the framework of management (Van Tuin *et al.*, 2021). The position of transformational leadership also demonstrates a positive relationship between motivation and work commitment (Chua, Ayoko, 2021). The issue of employee motivation as a prerequisite for the effective development of the potential of human resources is studied by Hitka *et al.* (2019). On the other hand, excessive supervision has been proven to reduce the level of work engagement (Oliveira *et al.*, 2023), and studies also show that in such a case, knowledge is hidden or not provided to new employees due to role conflict, job insecurity, and cynicism towards employees (Nguye *et al.*, 2022). Controlling reports in the field of HRM provide key data for monitoring and improving employee motivation and engagement, thereby contributing to the effective development of human resource potential. This issue has been addressed by the studies by Potkany *et al.* (2024).

The issue of engagement in the automotive industry is limited to only a few specific studies in the period under review. The individual studies deal with specific elements; however, there is a lack of newer findings from comprehensive research on the elements of engagement factors, where we see room for gaining new knowledge in the automotive field, a field where it is generally very problematic to obtain information from automobile companies, which, as it is known, are reluctant to share their knowledge and data. Demanding career programs are applied in automobile companies, thanks to which employees can work their way up to leadership positions. From this point of view, it is crucial to discover how the determining factors of engagement change after completing these programs for new management employees in comparison with employees yet to complete these programs. Subsequently, based on these findings, it is possible to apply a better mix of tools in HRM.

Thematically, the research focused on the impact of engagement on work productivity, after which a study on the effect of engagement on the increasing work productivity demonstrated that engagement does not have the ability to increase work productivity in the context of assembly companies (Zondo, 2020). Research has also been conducted on engagement and gamification (Mounir *et al.*, 2021), where the result was an increase in work productivity and engagement in the work process within different teams after adopting a proposed framework of gamification and customer engagement with automobile companies (Matosas-Lopéz, Romero-Ania, 2021).

2. Aim, Methodology, and Data

The aim of this research is to define the most significant factors of employee engagement in the automotive industry in the Czech Republic and quantify their importance for managers and non-managerial staff.

A questionnaire survey was conducted in the summer of 2022 among employees of automobile companies in the Czech Republic. In the general part of the questionnaire, respondents were given demographic questions: their age, gender, education, area of operation, whether they are managers or non-managers (defined variables) and their position in management. The specific part of the questionnaire was divided into six sections, corresponding to the main factors of engagement, in which there were another three to five sub-questions, which enabled a more detailed analysis of the answers and a more precise specification of the sub-elements of the main factors of engagement. It was therefore possible to determine the structure of individual elements in greater depth. The questionnaire was sent to the automobile companies in electronic form via an electronic link (the Survio program), and the total return was 774 respondents, 442 of which completed the questionnaire, which accounts for the overall success rate of 57%. 34.9% of the selected sample of respondents were women, and 64.6% were men. The largest share was at the age group of 36–45 with 31.3%, closely followed by the age group of 26–35 with 31.1%. A total of 48.1% of respondents had a university degree, 31.3% had a high school education, and 16.3% had a bachelor's degree. In terms of the area of operation, the largest share was made up of people from purchasing 30.4%, followed by the development 18.6%, and then sales and marketing 13.6%. Managerial employees made up 27.4%; whereas non-managerial employees, 72.6%. The questionnaire was evaluated using a five-point Likert scale from “I strongly disagree” to “I strongly agree”, which has proven its reliability in the past. The leadership categories M (Managers) and NM (non-Managers) were chosen as variables.

Based on qualitative analysis, the following scientific hypotheses are formulated:

H1: The most significant factor of employee engagement is salary. There is no statistically significant relationship between managers and non-managerial staff in the perception of the importance of salary.

H2: A significant factor of employee engagement is decision-making power. There is no statistically significant relationship between managers and non-managerial staff in the perception of the importance of decision-making power.

H3: The opportunity to express one's opinion is among the most significant factors. There is no statistically significant relationship between managers and non-managerial staff in the perception of the importance of the opportunity to express their opinion.

H4: Profit sharing is among the five most significant factors of employee engagement. There is no statistically significant relationship between managers and non-managerial staff in the perception of the importance of profit sharing.

H5: The hybrid work model is among the most significant factors of employee engagement. There is no statistically significant relationship between managers and non-managerial staff in the perception of the importance of the hybrid work model.

In this research, five significant factors of employee engagement are analysed: salary, decision-making power, the opportunity to express one's opinion, profit sharing, and the hybrid work model. Two primary methods are used for the statistical verification of the established hypotheses H1 to H5: the chi-square test and z-score. The chi-square test is applied to determine whether there is a statistically significant relationship between managers and non-managerial staff in the assessment of engagement factors such as salary, decision-making power, the opportunity to express an opinion, profit sharing, and the hybrid work model. This test allows for the comparison of expected and actual distributions of respondents' responses and determines whether the differences between the two groups are statistically significant. Additionally, the z-score is used to verify whether the differences in the perception of the importance of individual factors between managers and non-managerial staff are sufficiently pronounced to be considered statistically significant. This method quantifies the extent to which the values of individual variables deviate from the mean in a given group, providing an accurate picture of the differences between the groups.

3. Results

The results of the research analyse the most significant factors influencing employee engagement from the perspective of managers and non-managerial staff. As shown in Table 1, salary is the most important factor for both groups of respondents. Managers rated the significance of salary at 94.21%, while among non-managerial staff, this factor reached 94.50%. This indicates that both groups of employees consider financial compensation a key element of engagement. Decision-making power is more significant for managers (91.74%) compared to non-managerial staff (87.00%). This difference suggests that managers place greater emphasis on the ability to influence decision-making within the organisation. Regarding the opportunity to express one's opinion, managers perceived this factor as important at a level of 90.08%, while among non-managerial staff, it was 87.81%. This difference highlights a greater need for managers to actively participate in the communication process and express their views. Responsibility emerged as another significant factor, achieving a rating of 88.26% among managers and 85.56% among non-managerial staff. Similar values suggest that responsibility is important for both groups, although managers view it as more significant. Profit sharing is another important factor, with managers rating it at

87.11%; and non-managerial staff at 86.69%. The differences between the groups are minimal, indicating that profit sharing holds similar weight for all employees. The hybrid work model is perceived positively, especially among non-managerial staff (87.88%), while managers attribute less importance to it (81.98%). This difference may indicate varying preferences regarding working conditions between the two groups.

Table 1. The Most Significant Factors in the Field Importance of Elements for Managers and Non-Managers

Factor	M in %	NM in %
Salary	94.21	94.50
Decision-making power	91.74	87.00
Opportunity to express your opinion	90.08	87.81
Responsibility	88.26	85.56
Share of company profit	87.11	86.69
Hybrid work model	81.98	87.88

Source: own calculation.

To test hypotheses H1 to H5, the chi-square and z-score statistical tests have been utilised. For each of these hypotheses, p-values greater than 0.05 were obtained, indicating that there is no statistically significant difference between managers and non-managerial staff in their perception of the importance of the examined factors. The following tables present the verification of hypotheses for each factor.

Table 2. Evaluation of the Engagement Factor: Salary

Response M/NM	Salary: M in %	Salary: NM in %
1. Insignificant	3/2.46	3/0.94
2. Slightly important	5/4.1	6/1.88
3. Partially important	3/2.46	7/2.19
4. Very important	31/25.41	74/23.13
5. Extremely important	80/65.57	230/71.88
Chi square:	3.9837	
p-value:	0.408223	
Z-score*:	-1.5761	
p-value:	0.1141	

Note: * Z-score examines the positive responses of respondents.

Source: own results.

The statistical analysis using the chi-square test provided a p-value of 0.408223, which is significantly higher than the significance level of 0.05. Similarly, the z-score, with a p-value of 0.1141, also did not reach the level of statistical significance ($p > 0.05$). Based on the results presented in Table 2, which evaluates the perception of the engagement factor “Salary” among managers and other employees, we can conclude that there is no statistically significant relationship between the groups of managers and other employees in their perception of the importance of salary (hypothesis H1).

Table 3. Evaluation of the Engagement Factor: Decision-Making Authority

Response M/NM	Decision-making power: M in %	Decision-making power: NM in %
1. Insignificant	1/0.82	4/1.25
2. Slightly important	3/2.46	10/3.13
3. Partially important	4/3.28	26/8.13
4. Very important	38/31.15	116/36.25
5. Extremely important	76/62.3	164/51.25
Chi square:	5.9786	
p-value:	0.20075	
Z-score*:	1.795	
p-value:	0.07186	

Source: own results.

The statistical evaluation using the chi-square test yielded a p-value of 0.20075, which is higher than 0.05 and indicates that there is no statistically significant difference in the perception of this factor between the groups. The obtained z-score value of $p = 0.07186$ is close to the significance threshold but still greater than 0.05, meaning that the differences are not statistically significant in this test either. Based on these results, we can confirm that the differences in the perception of this factor are not statistically significant, suggesting that decision-making authority is similarly important to both groups.

Table 4. Evaluation of the Engagement Factor: Expressing One's Opinion

Response M/NM	Opportunity to express one's opinion: M in %	Opportunity to express one's opinion: NM in %
1. Insignificant	5/4.1	3/0.94
2. Slightly important	2/1.64	12/3.75
3. Partially important	11/9.02	22/6.88
4. Very important	32/26.23	103/32.19
5. Extremely important	72/59.02	180/56.25
Chi square:	7.8055	
p-value:	0.098969	
Z-score*:	-0.9087	
p-value:	0.36282	

Source: own results.

Statistical analysis using the chi-square test yielded a p-value of 0.098969, which is above the threshold of 0.05. The obtained z-score value of $p = 0.36282$ confirms that the differences between the groups are not statistically significant ($p > 0.05$). Based on these results, we can conclude that hypothesis H3, which posits the absence of a statistically significant difference between managers and other employees in the perception of the importance of being able to express one's opinion, is supported. The differences between the groups are not statistically significant, indicating that this factor is similarly important to both groups of employees.

Table 5. Evaluation of the Engagement Factor: Responsibility

Response M/NM	Responsibility: M in %	Responsibility: NM in %
1. Insignificant	3/2.46	2/0.63
2. Slightly important	1/0.82	7/2.19
3. Partially important	11/9.02	38/11.88
4. Very important	46/37.7	126/39.38
5. Extremely important	61/50	147/45.94
Chi square:	4.5635	
p-value:	0.335088	
Z-score*:	0.6475	
p-value:	0.5157	

Source: own results.

Statistical analysis using the chi-square test yielded a p-value of 0.335088, which is higher than the threshold of 0.05, indicating that there is no statistically significant difference in the perception of responsibility between managers and non-managers. Similarly, the z-score provided a p-value of 0.5157, which again suggests an absence of statistically significant differences ($p > 0.05$). Based on these results, we can conclude that responsibility is perceived as an important factor of engagement by both groups of employees, with no statistically significant differences between managers and non-managers.

Table 6. Evaluation of the Engagement Factor: Having a Share in Company Profit

Response M/NM	Share of company profit: M in %	Share of company: NM in %
1. Insignificant	1/0.82	1/0.31
2. Slightly important	2/1.64	10/3.13
3. Partially important	16/13.11	47/14.69
4. Very important	37/30.33	93/29.06
5. Extremely important	66/54.1	169/52.81
Chi square:	1.449	
p-value:	0.835635	
Z-score*:	0.6322	
p-value:	0.5287	

Source: own results.

The statistical analysis using the chi-square test yielded a p-value of 0.835635, which is significantly higher than the critical threshold of 0.05, confirming that there is no statistically significant difference in the perception of profit sharing between managers and non-managers. Similarly, the z-score analysis produced a p-value of 0.5287, indicating that this test also did not demonstrate statistically significant differences ($p > 0.05$). Based on these results, we can confirm hypothesis H4, which assumes the absence of statistically significant differences between managers and non-managers in the perception of the importance of profit sharing. Both groups perceive this factor similarly, with no statistically significant differences between them.

Table 7. Evaluation of the Engagement Factor: Hybrid Work Model

Response M/NM	Hybrid work model: M in %	Hybrid work model: NM in %
1. Insignificant	6/4.92	11/3.44
2. Slightly important	9/7.38	9/2.81
3. Partially important	17/13.93	30/9.38
4. Very important	27/22.13	63/19.69
5. Extremely important	63/51.64	207/64.38
Chi square:	9.4698	
p-value:	0.050371	
Z-score*:	-2.5639	
p-value:	0.01046	

Source: own results.

In all tables, the p-value for both the chi-square test and the z-score is higher than 0.05. Attention should be focused on *Table 7*, where the statistical evaluation provides contradictory results between the chi-square and the z-score tests. The chi-square test yielded a p-value of 0.050371, which is borderline but statistically significant ($p \leq 0.05$). On the other hand, the z-score value had a p of 0.01046, indicating a statistically significant difference between the groups ($p \leq 0.05$). Given these results, where the chi-square test evaluates the difference as statistically significant while the z-score also supports the significance of the differences, we lean towards the conclusion that there is a statistically significant difference in the perception of the hybrid work model between managers and non-managers. Non-managerial staff perceive the hybrid work model as a more important factor than managers, which may be due to their different working conditions or needs for flexibility.

4. Discussion

The established hypotheses are based on HRM practice, where it is generally believed that any subsidy or HRM tool from the employer should, as a rule, have a positive effect on the actions, engagement, and attitude of the employee towards his or her work (profession), superiors, or directly to the company for which he or she works. The results of this study reveal that each factor has its weight as a determinant of engagement, but to a different degree. No factor has a value of “0”, so it is possible to conclude that all the elements have an effect on engagement, and therefore they are justified as an HRM tool and have been confirmed to be a subsidy for work engagement (Kavyashree *et al.*, 2022).

However, for the purposes of this study, it is crucial to determine the weight of each factor. The results show that both financial and non-financial factors of engagement have a positive impact on both managers and non-managers, whereby the influence of the financial factor is confirmed as a strong subsidy element with an impact on engagement and innovation development (Perez-Alaniz *et al.*, 2023). In this case, support from the company in the field of personal development has a greater weight for managers. They perceive the combination of education, career advancement, and gaining experience abroad more strongly, and this is mainly based on the practice that these tools further help them in career and social growth within the entire organisation (Günther *et al.*, 2022; Hitka *et al.*, 2021), whereby it is a sophisticated mix of tools that mentors the development of employees and has a positive effect on engagement (Sloan *et al.*, 2020).

The research results demonstrate that all examined engagement factors have a positive impact on employees, whether they are managers or non-managers, which is consistent with theoretical insights from the literature on human resource management. The hypotheses regarding the importance of

financial and non-financial incentives have been confirmed. Specifically, salary, as the most significant factor, is perceived most strongly by both groups. This finding aligns with studies confirming that financial rewards are among the main motivational elements that have a crucial impact on work engagement (Kavyashree *et al.*, 2022; Perez-Alaniz *et al.*, 2023). The results also indicate that decision-making power is more significant for managers than for non-managerial staff, correlating with findings by López-Cabarcos *et al.* (2020), which emphasise the high importance of decision-making autonomy in enhancing engagement in managerial positions. The opportunity to express opinions and responsibility also emerged as important factors, with managers perceiving these elements somewhat more intensely. Responsibility is a key factor for both groups, which is consistent with the notion that a higher level of responsibility directly increases the sense of involvement in work processes and motivates achieving better performance (Günther *et al.*, 2022). Conversely, the hybrid work model was deemed more important for non-managers, supporting theories about flexible working conditions as a significant factor for achieving work-life balance (Weideman, Hofmeyr, 2021). This finding also correlates with studies revealing that non-managerial workers value flexibility and work-life balance more highly (De Valdenebro Campo *et al.*, 2021). The analysis suggests that although the differences between the groups regarding individual factors are minimal, statistically significant differences emerged in the perception of the hybrid work model, where non-managers preferred this element more than managers. This difference could be attributed to varying needs and preferences for flexibility among these groups of employees. From a theoretical perspective, the research results expand knowledge about employee engagement in the automotive industry, where empirical data is lacking. These findings provide specific recommendations for managers in human resource management, indicating that appropriately setting financial and non-financial motivational elements can significantly enhance employee engagement levels and, consequently, the overall efficiency of the organisation.

Conclusions

The aim of this research was to define the most significant factors of work engagement in the automotive industry in the Czech Republic and to quantify their importance for the group of managers and operational employees. This objective was fulfilled through a quantitative survey among 442 employees, where statistical analysis was used to verify the impact of various factors on employee engagement. For managers, the most important factors of work engagement are salary, decision-making power, opportunity to express opinions, responsibility, and share of company profit. Operational employees prefer the following factors of work engagement: salary, hybrid work model, opportunity to express opinions, decision-making power, and share of company profit.

This research brings several important contributions to both theory and practice. In the context of aggregated data collection, most hypotheses were confirmed with a positive impact on employee engagement. However, within independent research, differences in findings may occur, as respondents focusing on one specific element may concentrate solely on this element without needing to consider the broader context. This study is also unique in that it provides insights directly from the automotive industry, specifically from car manufacturers who usually do not share data about their employees and their attitudes. The research, however, overcame this barrier and offers exclusive data that can be utilised in practice. In practice, these findings can be applied by companies and their human resources departments focusing on specific elements that have a demonstrably high effect on their employees' engagement, such as financial HRM tools and tools that support decision-making in work processes. However, it would be a mistake to neglect other factors that can also enhance engagement. The goal should be to select the right combination of motivational elements, considering the companies'

capabilities and objectives, as generalisation and “blind” application in practice can have a counterproductive impact on employee engagement.

From the perspective of further research, it would be useful to focus on questions regarding which factors have absolute priority over others for employees, i.e. research using an either/or approach that would clearly determine what employees prefer as motivation for work engagement. Given the current societal pressure regarding gender equality, it would also be appropriate to analyse the collected data from this perspective. Additionally, it would be interesting to examine whether work engagement would remain stable if any of the factors were completely removed from the overall mix of tools.

Finally, it is necessary to highlight some limitations of this research. Firstly, responses to online surveys may be inaccurate due to possible misunderstandings of the questions by respondents or their attempts to present themselves in a better light, even when the survey is anonymous. Secondly, the results may be influenced by the time period in which the research was conducted, specifically during the COVID-19 pandemic. Therefore, it would be advisable to conduct the research again to verify current results and potentially gain new insights.

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DARBUOTOJŲ ĮSITRAUKIMO VEIKSNIAI ČEKIJOS AUTOMOBILIŲ PRAMONĖS ĮMONĖSE

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Santrauka. Straipsnyje daugiausia dėmesio skiriama darbuotojų įsitraukimą lemiančių veiksnių Čekijos automobilių pramonėje tyrimui. Minėtas įsitraukimas yra itin svarbus organizacijų sėkmės veiksnys, nes teigiamai veikia produktyvumą, darbo kokybę ir klientų pasitenkinimą. Tyrimo tikslas – nustatyti svarbiausius darbuotojų įsitraukimo veiksnius ir kiekybiškai įvertinti jų svarbą tiek vadovams, tiek jiems nepriklausantiems darbuotojams. Metodika paremta 442 Čekijos automobilių pramonės darbuotojų apklausa. Tyrimu siekta patikrinti tokius veiksnius kaip finansinis atlygis, nefinansinės paskatos, įmonės teikiamas palaikymas, darbo ir asmeninio gyvenimo pusiausvyros siekimo priemonės, darbo aplinkos kokybė, santykių darbe ir sprendimų priėmimo įgaliojimų įtaka darbuotojų įsitraukimo lygiui. Surinkti duomenys analizuoti pasitelkus Likerto skalę ir apdoroti kiekybiniais statistikos metodais. Gautus rezultatus galima pritaikyti praktikoje ir integruoti į žmogiškųjų išteklių valdymo strategijas automobilių pramonėje. Vertinant iš mokslinės perspektyvos šis tyrimas papildo žinias darbuotojų administravimo automobilių pramonės srityje, kurioje trūksta empirinių duomenų. Šie rezultatai ne tik suteikia pagrindą tolimesniems tyrimams šioje srityje, bet ir pateikia praktinių rekomendacijų vadovams, siekiantiems didinti darbuotojų įsitraukimą ir taip gerinti savo įmonių efektyvumą.

Reikšminiai žodžiai: žmogiškųjų išteklių valdymas; žmogiškasis kapitalas; įsitraukimas; veiksniai; automobilių pramonė.