

MOTIVATIONAL GROWTH OF EMPLOYEES' PERFORMANCE

Ing. Miloš Hitka, Ph.D.

Katedra podnikového hospodárstva
Drevárska fakulta
Technická univerzita Zvolen
T. G. Masaryka 24
960 53 Zvolen
E-mail: hitka@vsl.d.tuzvo.sk
www.miloshitka.szm.sk

Mária SIROTIKOVÁ, Ph.D.

Ekonomická fakulta UMB
Detašované pracovisko Poprad
Popradské nábřežie 3
058 01 Poprad
Slovensko
E-mail: maria.sirotiakova@umb.sk

Abstract. *Establishment of the so-called employees' positive moral belongs to the main responsibilities of human potential management. The effective behaviour of employees predicts their systematic motivation and thus the motivating process. Incorrectly planned and applied motivation programs have a negative impact on employees, they don't motivate employees to a maximum performance. The main goal of the paper is to group employees according to their motivation needs extracted from the questionnaire and consequently to compile similarly motivated worker groups.*

Key words: *analysis of motivation, motivation of employees, motivation factors.*

Introduction

Frustration, low productivity, nervousness, the lack of interest, a high rate of absenteeism, permanent fluctuation of employees, conflicts with colleagues and an unpleasant work climate. Causes of the above-mentioned effects, slowing down the attaining of companies' goals and the goals of their employees, are usually explained in a very simple way – lack of motivation. An employee who is properly motivated works better than an employee who is not motivated and encouraged. It is also known that people are willing to work hard if they see that their work is recognized and awarded. So, motivation of people is the key to success. Everything that people do,

they do for some (intentional and sometimes unintentional) reasons and incentives which are subjectively important and satisfactory for them. Every employee usually expects that his job brings him some benefits, he knows what he wants to achieve so that he is satisfied. To reach this goal, employees are willing to work hard and reliably. Somebody prefers an above-average salary, somebody would like to have an interesting job, and some people are fond of promotion and good prospects. The way how to reach these goals has a great impact on motivation. It is required to create the system of working with people and for people that will motivate them. Motivation as one of the basic assumptions of successful and

effective performance of people in an operating process presents an essential part of management theory and practice. The ability to motivate employees is considered as one of the basic managerial skills since the profits of companies depend on its qualitative utilization.

Theoretical background

Position and role of human factor in human resources management

Employees in each company represent a priority actual source of an effective company activity and prosperity. Although buildings, equipment and financial resources are important for businesses, their employees – human resources – are especially important. They present an element of creativity in every organization. People design and produce goods, provide services, check quality, look after placing products into markets, allocate financial resources and determine the total strategy and goals of organizations which would never reach them without effectively working employees. Human resources management is part of intra-plant controlling and is a process of taking decisions in the area of labour relations, which influences the performance of both employees and organization (Potkány, 2004). It is “an activity which focuses on employees as human resources and which, together with the other functional areas of management, participates in achieving a synergistic effect – attainment of employees’ individual and the company’s total goals” (Blašková, 2003).

This activity concerns all managers and team leaders. The role of personnel profes-

sionals is to improve, develop this activity and provide consultancy and services. Personnel clerks have to understand the line of business, expertly manage the technical and theoretical aspects of human resources and effectively work with employees on each level of the organization.

Human resources management cannot concentrate only on personnel management in a narrower sense, i.e. personnel agenda and psychological and sociological relations, but its main role is to concentrate on social-economic management, how to achieve success of a company and the effectiveness and functionality of work of all managers, managers of human resources as well as line managers, company owners, who should become key persons involved in entrepreneurial activity (Vetráková, Seková, 1997).

In our conditions, we can define human resources management as management that should focus on the development of objectives, content, methods and techniques of work with people in a free market economy. It should pay attention to learning and application of knowledge in the area of personnel agenda and management of labour relations, provision of effective managers’ preparation and management of human work aimed at getting customs and ways of behaviour in the market economy and a better utilization of the human factor to achieve the optimal results in meeting the goals of business subjects based on the application of modern techniques of human relations (Brodský, 2004).

The main goal of human resources management is to obtain a competitive advantage through a strategic allocation of

qualified and dedicated employees, based on an integrated system of cultural and personnel procedures. Meeting this main goal requires that also the needs and impacts of a community in which the company runs its business are taken into consideration and at the same time their possible negative impact is minimized. Assistance provided to employees in reaching their personal goals, especially when the goals influence their performance and satisfaction, is assumed. The level and costs of individual activities must be always adequate to particular conditions in a business (Sujová, 2005).

Utilization of the term “human resources management” in Slovakia and Czech Republic is not equal to its meaning in highly-developed countries. We can drive (manage) a car, company costs, machines, but not people. It is necessary to *lead* them. Human activities and work may be managed especially through a personal example of knowledge, results, behaviour and motivation. We should let people to use their abilities, creativity, initiative, education and know-how and other characteristic features to execute their duties and work. In this sense, we can speak about the management of human work, but not about the management of people themselves or human resources. A man remains a free human being who cannot be managed through the orders, and we cannot restrict his freedom of thinking and performance and self-confidence. It also concerns a term of a social labour power or human potential. The value of positive thinking is going up, even if we speak about psychological relations at work (Bucháčková, 2003). The importance of psychology for management

is that it helps to eliminate psychological terror at work and positively influences the harmonious working environment since it points out especially a negative impact of behaviour when self-confidence of fellow employees at places of employment is intentionally crushed (exaggeration of small mistakes, intentional negative criticism, compromising, disputes concerning supervisors’ decisions, elimination of motivation, doubt of specialized skills, etc.). A specific feature of human resources management is that it takes care of human capital which is considered as surplus, while, for example, financial capital is in short supply. Up till now, this segment of management has not been valued enough in our country, and a lot of businesses do not see that it presents an initial level of how to change their bureaucratic style of work into entrepreneurial one, impersonal behaviour to human, a mechanical performance without any creative initiative to a professional one. This requirement is very important since employees will become the main power of social development in the future – from a qualified worker to management. That is why it is necessary to pay the same amount of attention to both employees and businessmen (Višňovský, 2000).

Division of labour among units of human resources management and line managers brings some problems in practice. Units of human resources management are responsible for a consistent execution of manpower management and meeting various legal modifications, and their effort to give orders to managers results from it, or even they sometimes perform the tasks instead of managers. By doing so, they prevent

managers from managing human resources effectively. In practice, it often happens that managers are willing to let a unit of human resources management perform part of their tasks, especially unpopular ones (Mihok, Dolný, Trebuňa, 2004). Sometimes it is because they are not sure how to manage some situations since they are not competent enough or short of time. If the relation is to work, the roles of individual subjects must be defined very clearly from the beginning, including the rate of responsibility within a particular area. Also, the character of the situation, the quality of employees and managers must be considered.

Employees' work motivation

When motivation is analysed, the basic question is: "Why do people work?". The answer and the explanation are not and cannot be easy. Opinions saying that work is only a means of how to achieve and satisfy basic needs have already been overcome and at present are seen and understood in a different way. Work is of great importance not only in people's needs' satisfaction, but also in its whole complexity and range. Work has also a considerable social aspect in human life – it provides an opportunity to get respect, social position, the feeling of significance and importance. The social aspect has a substantial motivational strength, and its position is higher than the position of basic motivational factors. Every man should work according to his abilities and in the position which suits society best. But the assumption here is that an individual does not meet only the requirements of society, but also his own norms and that he satisfies his own needs as well. One of the

key questions in the analysis of employees' motivation problems is the question of motivational sources, factors. The strongest types of motivation are:

- *economic motivation*. Taylor worked out its basic principles. It includes two areas: the amount of pay and the system of remuneration;
- *social motivation*. It includes the level of human relations, the total social atmosphere at work, the system of communication, importance of social environment;
- *personal motivation*. It is connected with the actual needs of employees, especially of personal ones, e.g., needs of self-fulfilment, self-realization, acknowledgement, recognition, achievement, etc.;
- *motivation through the total system of work with people*. It is formed by a complex of activities within the frame of charge of employees in both the working area (working conditions, safety of work, good human relations, etc.) and in extra-work area (transfer to work, opportunities for recreations, allocation of flats, etc.).

Motivational factors

When the process of motivation is being executed, control practices apply a lot of practical tools of motivation. They are material and nonmaterial tools where different parts and directions of the motivational process are connected, and particular tools of some direction or part may prevail. The most frequently utilized principles and methods of employees' material motivation are: incentive basic wage and personal

assessment, regular salary increase, target remuneration and bonuses, shares in profit, staff shares, 13th or 14th pay, bonuses for no withdrawing from work due to sickness, visit to a doctor, caregiving of a family member, accompanying a child or parents to see their doctor, private or unpaid offtime, repayment of costs concerning improvement of qualification, provision of interest-free loans or repayment of some portion of interest, repayment of expenditures concerning life insurance, a business car for private reasons, payment of all telephone bills, payment of costs for working clothes, invitations to a ceremonial business lunch or dinner, solution of the housing issues, flat products purchase allowances, possibilities to buy worn-out articles of inventory at a lower price, camping opportunities, utilization of a plant canteen, recreation and relaxation centres, nursery schools and crèches, material gifts on the occasion of life or labour jubilees and so on.

Nonmaterial motivation is not a quantitatively or qualitatively weaker motivational incentive than material motivation at all. A lot of employees prefer nonmaterial incentives which have a wider rank, they are more diversified, have a subjective effect, they are closely connected with private life and have a longer-time effect. Nonmaterial motivation concerns deeply each organization which plans to exist and operate effectively in its environment. It is one of the key factors of each organization development and prosperity. The general rule is as follows: the more developed the organization is, the wider range of utilized principles and methods of nonmaterial incentive it applies. The principles of nonmaterial incentive

can be summarized as the possibilities and conditions of qualification development and the attitude to lifetime education, effective communication without conflicts, suitable working conditions including means for work, cultural and healthy environment, good labour relations and high company culture, respect, preference of its own employees concerning promotions, regular opportunities for promotion, taking care of newly recruited employees, social importance of work, products and companies, their image and goodwill, appreciation of work, possibilities and conditions for relax, etc.

To motivate means to know also nonmaterial needs of people, their life attitudes, aims and values. The biggest problem is the fact that life attitudes and goals of many people are not defined or they are too low, and it is reflected in their performance at work. Material incentives support employees' performance and cannot be neglected at all. But it is the internal motivation that decides, and it has its own limits for everybody (Kachaňáková, 2001). Different managerial subjects participate in the development and implementation of particular tools of motivation. Thus, the final result depends on the total impact of different motivational factors utilized and applied by several managerial subjects. That is why it is often important for each subject to utilize individual tools of motivation in accordance with the other tools and managerial subjects.

Objective and methods

Decision-making concerning people in companies results from the knowledge of their needs, wishes, goals, etc. The art of positive motivation results from the neces-

sity to know a man – a person we want to motivate. Only then we are able to find the ways how to motivate. It is not enough to want, to have an ambition to motivate, it is necessary to create a system of working with people and for people which will motivate them. The objective of our paper – based on an analysis of the current level of motivation in REMESLOstav s.r.o. – is to find selected motivational factors that prevail in this company or the factors that are insufficient. Then we suggest a system of effective motivational factors which have an impact on the high performance, initiative and creative work of individual categories of a particular company. The order of motivational factors we managed to create can be later applied in developing a motivational programme.

To meet our objective, we utilized a questionnaire since this method enables mass data gathering. All company employees (50) received this questionnaire and provided their responses anonymously; the return was 100%. Application of a questionnaire gives a summary concerning workplace assessment of individual factors, data about employees' satisfaction, and a possibility to compare different groups of employees. It is possible to process the data statistically, to evaluate and interpret them. The results of data interpretation should bring suggestions and proposals on how to optimize the situation. The method presents a starting point in the process of improving the working conditions and has a positive effect on employees' satisfaction.

Based on questionnaire data with the aim to determine similarly motivated employees, we used a cluster analysis which

presents a set of mathematical and statistical techniques identifying similar groups. Its role is to connect objects (employees) of observation into clusters so that their intragroup homogeneity is as big as possible and differences among the objects from different clusters are the biggest as well. In our study, we utilized Ward's method which is based on maximization of inter-cluster homogeneity squares and finding an inter-group value of the summary of squares. It means that Ward's method tries to find the lowest total value of the summary of squares among groups or clusters. Clusters are formed in each step, and the result is a decreasing value of squares' summary. In the final cluster, the summary of squares is minimal; this phenomenon is also called a squares summary error. Its application consists of the following phases:

1. Segmentation – selection of groups – deals with three basic tasks: to measure the similarity of groups of employees from the point of view of their performance, what algorithm should be used to introduce the object to the group and how many groups should be determined.
2. Interpretation – denomination of groups – denominates the nature of created clusters. When the clusters' character and nature are searched and described, cluster centroids (arithmetical averages of attributes measured on objects included in a particular cluster) are utilized. This procedure is performed when clusters are formed at the primarily measured values of attributes.
3. Profile formation – description of groups – covers the description of characteristics

of every cluster with the aim to explain how they differ from one another. The process of profiles formation starts with the names of clusters and tries to describe the aspects that are not directly connected with defined or formed clusters. The process does not directly determine these aspects, i.e. it allocates additional information to the clusters that were not analysed within the frame of clustering.

Results

Actual system of motivation of REMESLOstav s. r. o. employees

The REMESLOstav s. r. o. company was established in Žiar nad Hronom in 2003. Its activities are aimed at building and forest products industry. At present, it employs 50 people. Until now, no analysis of the motivational and performance atmosphere of the REMESLOstav s. r. o. employees has been performed. The incentives aimed at employees' performance growth are categorized generally for all employees and are applied in the ways characterized as:

a) material factors

To remunerate workers in production to the level of a foreman in REMESLOstav s. r. o. – a job wage is used and employees get an individual wage – contractual pays. Technical and economic employees (THP) get tariff pays. They are basic pays which depend on categorisation into salary classes. The classes were determined by the company depending on employees' education, performed function and practice. Only workers in REMESLOstav s. r. o. have

some wage allowances. They are given wage supplements for the work performed in a harmful to health environment;

b) employees' working and living conditions

REMESLOstav s. r. o. offers working conditions aimed at the growth of culture of work and working environment which ensures a qualitative, economic and safe work execution and makes a positive effect on their comprehensive development. It looks after application of scientific and technical information, especially in the area of work organization improvement concerning risk, heavy and monotonous work, cares about safety and health protection through various preventative measures. For THP employees, it cares about workplaces' appearance and setting;

c) charge of qualification and professional development

REMESLOstav s. r. o. looks after raising its employees' qualification and provides the employees with jobs that correspond to the level of their education and qualification. The employees are obliged to improve, maintain and renew continuously their qualification concerning their job performance, and this requirement is included in a labour contract. The management of REMESLOstav s. r. o. is allowed to require the employees to participate in training courses aimed at qualification development. An employee recruited to REMESLOstav s. r. o. without a proper qualification is guaranteed to be trained to get it also in a situation when he starts working at a new place of work if it is required.

Motivational structure analysis

Analysis was carried out in REMESLOstav s. r. o. in spring 2006. We addressed 50 employees of the company, and all of them were willing to provide their responses. They were divided into two groups – a group of technical and economic employees (10) and a group of workers (40). A questionnaire concerning motivation was prepared in the same form for all the employees; it was simple, well-arranged and understandable.

Analysis of discrepancy between subjectively preferred motivational factors and a real situation at a workplace

In the questionnaire, the respondents attached importance to individual motivational factors and at the same time to satisfaction with the utilization and application of a particular motivational factor in the company. The employees attached 1 to 5 points to the rate of importance of individual motivational factors. The rate of importance of individual points is provided in Table 1. The difference between “what I need or want” and “what is offered” or “what is valid” in the company shows the rate of working dissatisfaction. It should be noted that, based on the internal opinion, the difference of the values equal to 1 is considered as a relatively positive situation.

In Graph 1, we can see the attached average values of importance and satisfaction

of THP employees. For four motivational factors, the required and the real values are quite close. They are: the scope and type of employment (9), job performance (13), working process (14) and education and personal growth (26). The employees are satisfied with the level of application of the above-mentioned motivational factors. It is evident that these motivational factors do not have a strong impact on employees performance. As to the following three factors, the situation is that the employees’ satisfaction was higher than the importance of the factors. They are: a good working team (2), the company’s reputation (7) and an opportunity to utilize one’s own abilities (8). The employees are also quite satisfied with the factors such as physical strain of a job (4), authority (15) and recognition (29). Factors like atmosphere at working places (1), further financial remuneration (3), job stability (5), communication at work (6), knowledge concerning results of work (10), working hours (11), working environment (12), prestige (16), attitudes of supervisors (17), individual decision-making (18), self-realization (19), fringe benefits (20), fair assessment of employees (21), stress (22), psychological stress (23), the company’s vision (24), regional development (25), company’s attitude to the environment (27), and basic pay (30) belong to the factors marked by the employees as strongly motivational ones, even if the difference between what they “want” and what is

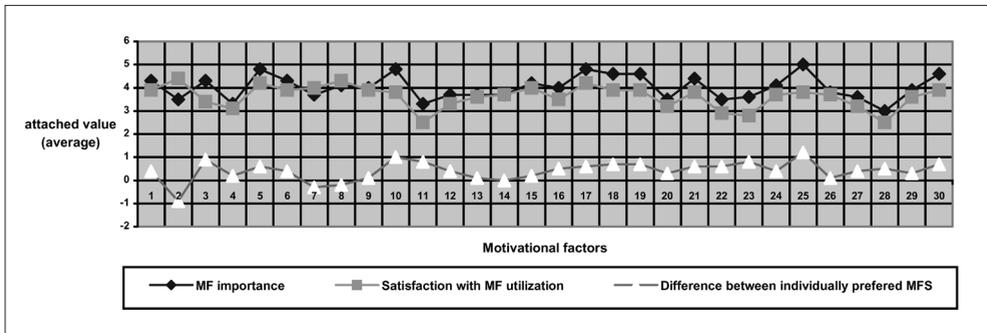
Table 1. Importance scale of motivational factors

5	4	3	2	1
Very important	Important	Neutral	Less relevant	Irrelevant

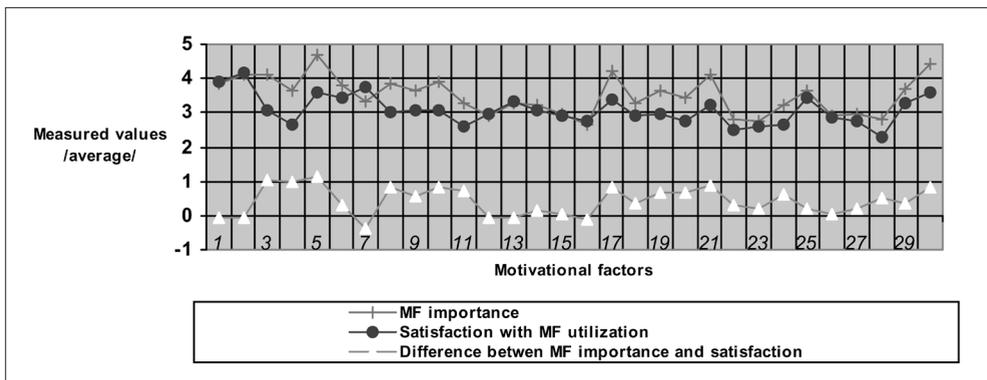
“offered” in the company is great. The company should focus on eliminating the differences because the effort to increase employees’ performance depends on the rate of their work satisfaction.

In the category of workers, a higher difference of the situation concerning working dissatisfaction is depicted in Graph 2. The values of average attached importance and of attached satisfaction are closer for seen motivational factors: atmosphere at work (1), a good working team (2), working environment (12), job performance (13), authorities (15), prestige (16), and education and personal growth

(26). Employees are satisfied with the level of application of these motivational factors. It is evident that employees did not mark these motivational factors as very important ones since they do not influence employees’ performance very much. As to the next motivational factor, the situation is that employees’ satisfaction is higher than their importance. It is the company’s reputation (7). With the factors such as the working process (14), psychological stress (23), regional development (25) and the company’s relation to the environment (27), THP employees are relatively satisfied. Factors such as further financial



Graph 1. Discrepancy between individually preferred motivational factors and actual situation at workplace (THP employees of REMESLOstav s. r. o.)



Graph 2. Discrepancy between individually preferred motivational factors and actual situation at workplace (workers of REMESLOstav s. r. o.)

remuneration (3), physical strain of a job (4), job stability (5), communication at work (6), opportunity to utilize one's own abilities (8), the scope and type of employment (9), knowledge concerning results of work (10), working hours (11), attitude of supervisors (17), individual decision-making (18), self-realization (19), fringe benefits (20), fair employees assessment (21), stress (22), the company's vision (24), leisure (28), recognition (29) and basic pay (30) belong to the factors that were marked by the employees as relatively motivating ones, but at the same time the discrepancy between what they "want" and what is "offered" in the company is high. The company should focus on eliminating this discrepancy.

Statistical verification of motivational factors

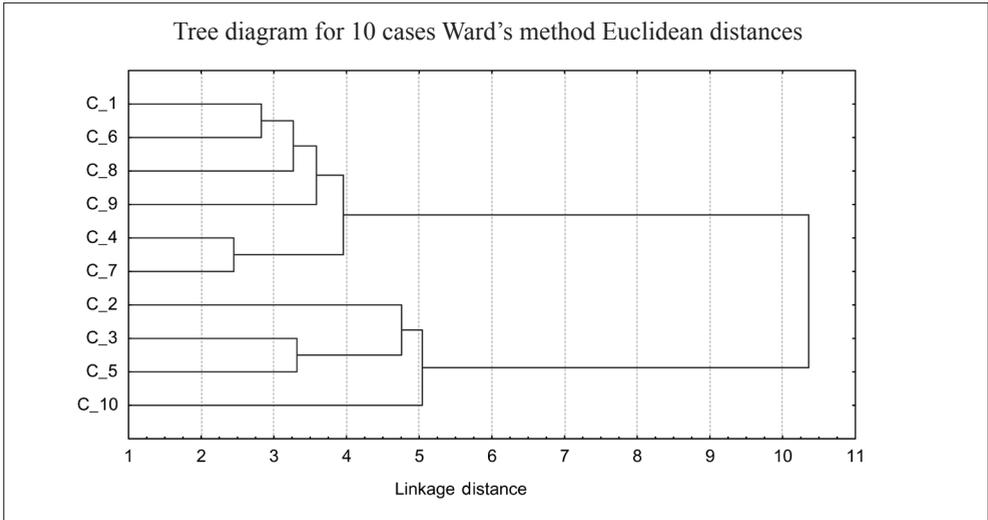
A cluster analysis of the questionnaire data allowed drawing the dendrograms. When we use them, we can divide employees into similarly oriented groups by their motivation (clusters).

THP employees

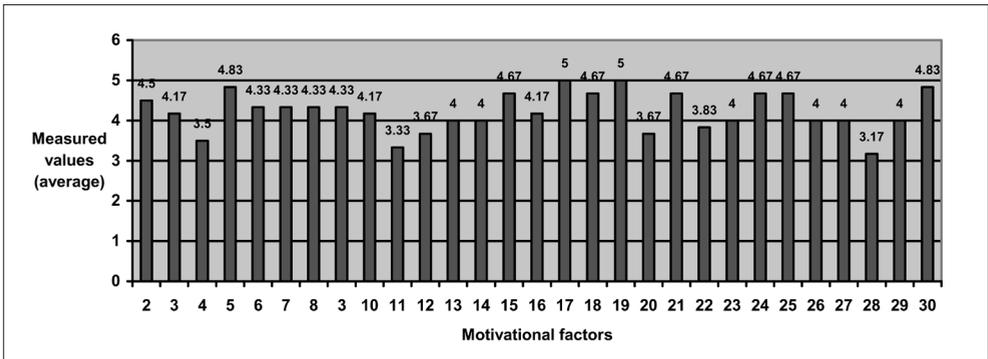
Analysis of similarity of THP employees' motivational factors is shown in Graph 3. The vertical axis shows individual respondents, and the horizontal axis presents the variance of their responses. Two basic THP employees' groups can be found in Graph 2. There are 6 employees (1, 6, 8, 9, 4, 7) in the first group, and this number comprises 60% of the total number of THP employees. Graph 4 brings motivational factors based on the average values of importance att-

ached by the employees. The result is that the most important motivational factors in this group are the needs of self-realization, recognition, fringe benefits and life needs: job stability (4.83), basic pay (4.83), attitudes of supervisors (5.0), self-realization (5.0). The company management should concentrate especially on the motivational factors of these employees. Other important motivational factors are authorities (4.67), individual decision-making (4.67), fair assessment of employees (4.67), the company's vision (4.67), regional development (4.67). The other factors are almost of the same level, there are no definite variances, but it does not mean that they can be neglected in the process of motivation. The lowest value of importance was attached to the following factors: leisure (3.17), working hours (3.33) and physical strain of a job (3.5), and it is understandable because of their positions at work.

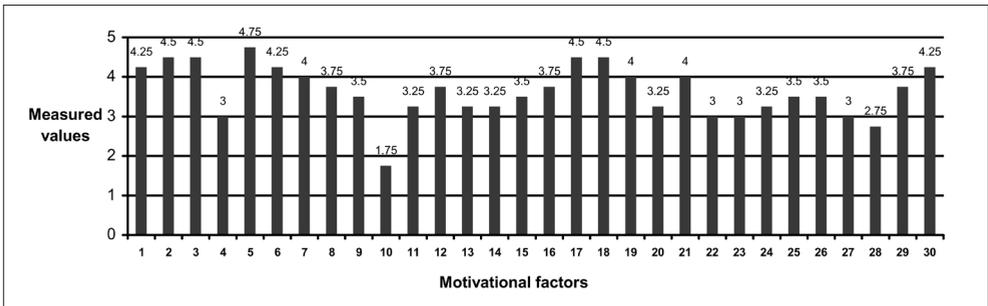
As to the second group of 4 THP employees (2, 3, 5, 10), embracing 40% of THP employees, the most important motivational factors resulting from Graph 5 are job stability (average = 4.75), a good working team (4.5), further financial remuneration (4.5), attitude of supervisors (4.5), and individual decisions-making (4.5). It results from the given structure of the most important factors that, apart from the most important motivational factor – material support – presented by a job stability, also the factor of fairness and equity, i.e. financial remuneration based on really performed work and social relations at work are essential. The next group of considerable factors includes the atmosphere at workplace (average 4.25), communication at work (4.25), basic pay (4.25), the company's



Graph 3. Hierarchical cluster analysis of motivational profiles of individual THP employees in REMESLOstav s. r. o.



Graph 4. Importance of motivational factors – THP employees – 1st group (1, 6, 8, 9, 4, 7)



Graph 5. Importance of motivational factors – THP employees – 2nd group (2, 3, 5, 10)

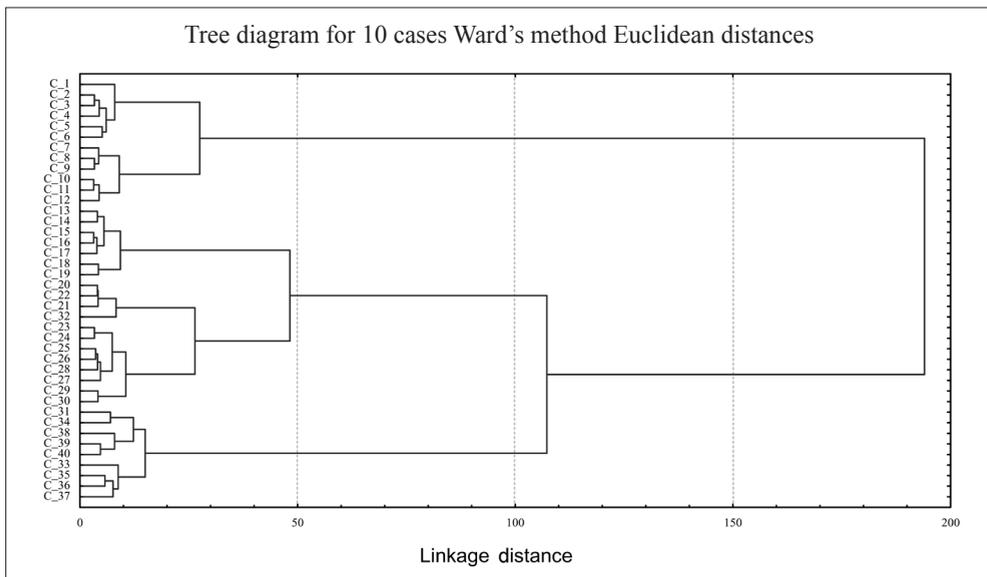
reputation (4.0), self-realization (4.0), fair assessment of employees (4.0). It is the group of personal and social factors. On the other hand, the lowest motivational factors are the company's attitude to the environment (3.0), psychological stress (3.0), stress (3.0) and physical strain of the job (3.0).

Workers

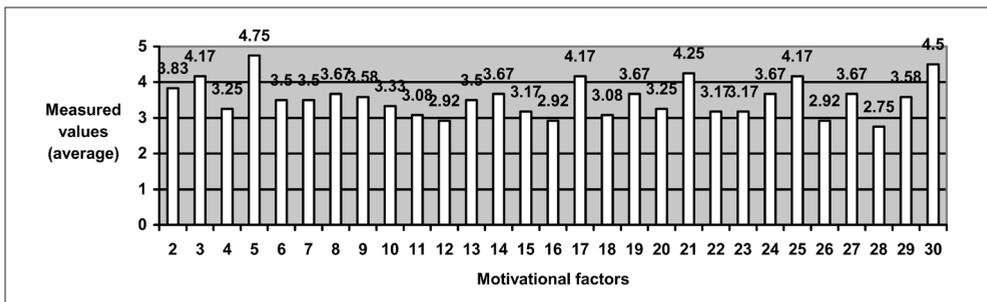
Graph 6 present an analysis of the structure of workers' motivational profiles in RE-

MESLOstav s. r. o. The dendrogram shows the division of the set of data into three main groups of clusters.

There are 12 employees (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12) in the first group, i.e. 30% of respondents. The result of analysis shows (graph 7) that the most important factors are job stability (4.75), basic pay (4.5), fair assessment of employees (4.25), further financial remuneration, attitudes of supervisor and regional development (4.17).



Graph 6. Hierarchical cluster analysis of motivational profiles of individual workers of REMESLOstav s. r. o.



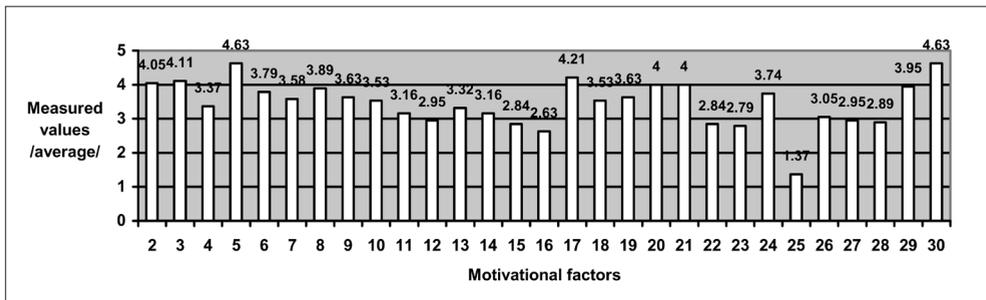
Graph 7. Importance of motivational factors of workers – 1st group of employees (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12)

Workers consider life needs as very substantial (material support, social relations, and also a factor of fairness). The other essential factors for this group are the atmosphere at workplace (3.83) and a good working team (3.83). Social relations at work are important as well. On the contrary, the unimportant factors are the working environment (2.92), prestige (2.92), education and personal growth (2.92). It is understandable because of their position at work.

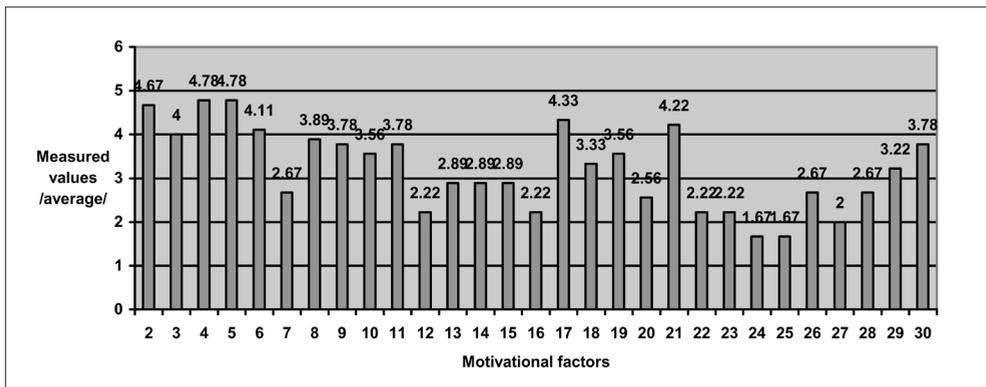
There are 19 workers in the second group (13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 32), i.e. 47.5% of the total number of workers. Based on the results shown in Graph 8, the most relevant factors of this group are job sta-

bility (4.63), basic pay (4.63), attitude of supervisors (4.21), further financial remuneration (4.11), good working team (4.05), fringe benefits (4.0) and fair employees' assessment (4.0). Workers think that also life needs are essential – material support, social relations and the factor of fairness. The least important factor for this group is regional development (1.37).

The third group includes 9 workers (31, 34, 35, 36, 37, 38, 39, 40), i.e. 22.5% of workers employed in REMESLOstav s. r. o., and their most important factors are: atmosphere at workplace (4.44), good working team (4.67), further financial remuneration (4.0), physical strain of a job (4.78), job stability (4.78), communication at work



Graph 8. Importance of motivational factors of workers – 2nd group (13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 32)



Graph 9. Importance of motivational factors of workers – 3rd group (31, 34, 35, 36, 37, 38, 39, 40)

(4.11), attitude of supervisors (4.33) and fair employees' assessment (4.22) (Graph 9). For this group, factors of the highest motivational strength are job stability, which is a life need, and physical strain of a job. It is understandable due to their positions at work. The least important factors are the company's vision (1.67) and regional development (1.67).

Conclusions

Problems concerning work motivation are among those most important in the area of human resources management. Work motivation presents the general attitude of a man towards work and his willingness to work. The definitive factor here is the internal arrangement of employees' needs and their personalities. It requires an objective survey of employees' motivational structure and of the state of work satisfaction or dissatisfaction as the basic point for suggesting effective measures in this area. The main goal of our paper was to provide than analysis of motivational factors in Slovenské Atómové elektrárne Mochovce a. s. for managerial employees from the actual and the time points of view.

Due to the fact that REMESLOstav s. r. o. shows the same attitude towards all its employees from the motivational point of view, the management of the company should consider the differences among its employees, and they should become a starting point in developing the motivation programmes. The results of analysis has revealed the areas of work motivation where some measures should be approved to improve them. Based on the results we

provide, there is a possibility to develop motivational programmes for selected groups depending on their needs and motivational orientation. It has resulted from the analysis of THP employees that not all employees have the same needs and not to all employees the same motivational programmes are important. In each group, job stability functions as a considerable motivating power. It is understandable since in the current unstable economic period the stability of a job is really essential for most employees. For both analysed differentiated groups of THP employees, the possibility to utilize their own abilities is important as well, and this fact is strongly influenced by the level of education. Based on the above-mentioned motivational factors, employees' performance is developed. In the case of workers, the results of analysis show that not all the workers have the same needs, and not to all of them identical motivational factors are important. The most essential motivational factor for these three differentiated groups was the factor of job stability. It is necessary to realize that not only the value orientation, but also the structure of employees change, and so it is required to modify motivational programmes continuously. We recommend to the company management to concentrate on a continuous analysis of the motivational factors of its employees and to update its motivational programme. An effective step would be to include employees into the development of the motivational programme. It is the area that directly concerns all of them, so their statements and opinions concerning this particular problem would bring a great benefit, too.

REFERENCES

1. Blašková, M. (2003). *Riadenie a rozvoj ľudského potenciálu*, VŠ dopravy a spojov. Žilina. ISBN 20-8007-034-6.
2. Brodský, Z. (2004). *Motivace u regionálního managementu*. Public administration 2004. Univerzita Pardubice. ISBN 80-7194-684-2.
3. Bucháčková, P. (2003). *Personální management*. Skripta DFJP, Univerzita Pardubice. S. 86. ISBN 80-7194-588-9.
4. Hitka, M. (2004). *Metodika analýzy motivátorov v podnikoch DSP*. Monografia, ES Technickej univerzity Zvolen. ISBN 80-228-1331-1.
5. Hitka, M. (2004). *Analýza motivačných faktorov zamestnancov strojovej výroby v Kovohuty a. s. Dolný Kubín*. Časopis MPP, ES TU Zvolen. N 1. ISSN 1336-5592.
6. Hitka, M. (2005). *Výsledky diagnostikovania motivačného prostredia THP zamestnancov v ŽOS a. s. Zvolen*. *Ekonomické rozhľady*. N 3. ISSN 0323-262X.
7. Hitka, M., Sedmák, R. (2004). *Motivation programs for manufacturing workers*. *Acta facultatis xylogologiae*. S. 103-110. TU Zvolen. ISSN 1336-3824.
8. Hitka, M. (2007). *Analýza vývoja motivačných faktorov robotníkov v Slovenských elektrárňach Mochovce v rokoch 2003–2005*. *Ekonomické rozhľady*. N 2. S. 256-263. ISSN 0323-262X.
9. Hitka, M., Potkány, M., Sirotiaková, M. (2007). *Analysis of Employees motivation for the needs of controlling in the Development of Company's Motivational program*. *Journal Society man nature*. N 2. S. 108-114. ISSN 13311-4506.
10. Mihok, J. – Dolný, R. – Trebuňa, P. (2004): *Smery vývoja ľudských zdrojov*. *Trendy v systémoch riadenia podnikov*. Zborník 7. Medzinárodnej vedeckej konferencie, Herľany, 9.-10. november 2004.
11. Nábělková, E., Hitka, M. (2007). *Výber vhodného postupu štatistickej analýzy motivačných faktorov v podniku*. *Vedecký časopis HRM&E*. N 1. S. 40-56. ES TU Zvolen. ISSN 1337-0871.
12. Potkány, M. (2004). *Uplatnenie controlingu vo vnútropridnikovom riadení, personálnom manažmente a manažerstve kvality podnikov DSP*. *Vedecká štúdia*. N 7. 92 s. B, Zvolen: TU vo Zvolene, ISBN 80-228-1427-X.
13. Sujová, A. (2005). *Aspekty reštrukturalizácie drevárskych podnikov*. Monografia, ES Technickej univerzity vo Zvolene. Zvolen. ISBN 80-228-1543-8.
14. Vetráková, M., Seková, M. (1997). *Personálny manažment*. Ústav pre výchovu a vzdelávanie zamestnancov lesného a vodného hospodárstva SR. Zvolen. ISBN 80-88677-45-9
15. Vetráková, M., Hitka, M., Sedmák, R. (2007). *Analýza vývoja motivácie robotníkov v Slovenských elektrárňach a. s. Mochovce z časového a vecného hľadiska*. Časopis Ekonomie a management. N 1. S. 84-97. TU Liberec. ISSN 1212-3609.
16. VIŠŇOVSKÝ, J. A KOL. (2000). *Manažment ľudských zdrojov*. SPU, Nitra. ISBN 80-7137-798-8su.