Differences in Employee Motivation in Selected Countries of CEE (Slovakia, Lithuania and the Czech Republic)

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The level of employee motivation in the countries of Central and Eastern Europe (Slovakia, Lithuania and the Czech Republic) is analysed in the paper. Sampling unit consisted of 6,961 respondents (hereof 3,862 males and 3,009 females). The age, education, seniority and job position of respondents were various. Significance of differences of averages and standard deviation of specific motivation factors at the level of significance $\alpha = 0.05$ in terms of nationality and the age of respondents was verified in tests. Subsequently, the samples were tested using the Tukey's HSD test. Following the research, the order of 8 most important motivation factors in analysed countries was defined. The subtle difference was observed in the order of their importance. Differences are dependent on the nationality; however, they do not depend on the age. The importance of motivation factors in Lithuania differs from those in Slovakia and the Czech Republic. Basic salary, atmosphere in the workplace, supervisor's approach, fringe benefits are the most important motivation factors in all three countries. The importance of further motivation factors is almost equal in Slovakia and the Czech Republic (motivation factors relating to finances and relationships). The difference is seen in Lithuania, where the motivation factors relating to personal development and career are considered the most important. The research and its outcomes can be considered a part of further research carried out in other countries of Western, Central as well as Eastern Europe.

Keywords: *Motivation; Motivation Programme; Tukey's HSD test; ANOVA; CEE; Slovakia; Lithuania; the Czech Republic.*

Introduction

The production process has affected the role of a man in the society for many decades. Firstly, people seemed to be understood as a tool. The process of change continued and people started to be integrated in the production process. At that time, work was not only a means of living but it became the tool to meet the needs of human beings. Thereby people became the most valuable asset any company can have attracting a great deal of attention owing to its potential impact on the functioning of organisations (Vanickova, 2015). While building knowledge-based society and economy, the value of human resource and management expertise has a particular importance in human resource management (Lobanova, 2009).

Slovakia's, Lithuania's and Czech's entry into the European Union resulted in their labour market integration in Europe. Factors influencing job satisfaction or employee motivation are expected to be identical on the markets of new members of the EU. Satisfaction at work is one of the most rigorous determinants of employee motivation (Felsead *et al.*, 2015; Kampf *et al.*, 2014). Over the years, attempts to purchase motivation using outsourcing or facility management can be seen (Potkany & Stachova, 2015; Vetrakova *et al.*, 2013; Zuperkiene & Zilinskas, 2008). This way is money-consuming and not very effective (Zeng *et al.*, 2010).

Nowadays, enterprises must build an effective strategy helping them to succeed in highly competitive environment. Employees are the most important factor affecting the competitiveness. Moreover, they are considered to be the most valuable factor for running the other parts of an enterprise (Lorincova, 2015). New innovations and quality technology will be effective without value added employees.

The main aim of motivation is to meet the needs and requirements of individuals. Therefore, behaviour or activity result from specific reasons. Energy, activities as well as behaviour of each human being are oriented towards meeting the goals determined by the environment (Weberova *et al.*, 2016). According to the work of Vandenabeele (2008), motivation can be affected by the environment and relates to the individuals situated in it. Companies must create the environment ensuring the success, recognition, meaningful work, career advancement and growth in order to motivate their employees to work

more effectively. When explaining the environment, not only the enterprise but also geopolitics, culture, economy as well as social area must be taken into account (Lizbetinova *et al.*, 2016).

The aim of the paper is to find out whether there are differences in employee motivation in selected countries of Central and Eastern Europe in terms of nationality and the age of respondents. The research and its outcomes can be considered a part of further research carried out in other countries of Western, Central as well as Eastern Europe.

Theoretical Framework

There are various employee motivation definitions. Most of them agree on the fact that motivation is a psychological process. It is an iterative process affecting momentum controlling the human behaviour that results in the activities aimed at achieving goals (Zeffane, 2018; Kampf *et al.*, 2017; Lorincova *et al.*, 2016).

Koontz, and Weihrich (1993) defined motivation as a general term including various efforts, desires, ambitions, etc. When we say managers motivate their staff, it means, they do such things, as they are convinced, will result in meeting requirements and desires of employees. Motivation can be understood as a chain of mutually interconnected reactions. Corresponding desires and goals arise from identifying the needs (Bedny & Karwowski, 2006). If we do not succeed at accomplishing goals, the pressure that arises can result in activities aimed at achieving goals. Finally, satisfaction is the result of this process (Kubatova & Kukelkova, 2014). Authors (Kucharcikova, 2014; Stacho *et al.*, 2013; Baghaei, 2011; Vetrakova *et al.*, 2011) describe motivation in the workplace as a set of inner and outer forces initiating work behaviour and determining direction, intensity and duration. Employee motivation is a range of concepts dealing with occasions and phenomena associated with people in the context of work (Tijunaitiene & Balciunas, 2010). The essential feature of these definitions is the fact that they perceive motivation in the workplace as an unseen and hypothetical construct.

Aziri (2011), Devadass (2011), Grazulis *et al.* (2009), and Little (2003) also mention basic assumptions of motivation processes that must be accepted. Firstly, motivation is, in general, considered to be a good idea. People cannot feel well if they are not motivated (Savaneviciene & Silingiene, 2008). Secondly, motivation is one of several factors affecting human performance. Managers can adapt work tasks considering the motivation (Milicevic *et al.*, 2014). Motivation can be seen as everything aimed at inspiring employees to meet tasks (Kim, 2006), in same case it appeals to their needs (Byundyugova & Kornienko 2015). Motivation is a core of biological, cognitive and social regulation (Hitka & Balazova, 2015; Skrudapaite *et al.*, 2006).

In general, all authors agree that motivation leads to the instigation, persistence, energizing, and directing of behaviour. Motivation refers to the energizing and directive states of humans. Even though motivation means a specific construct in psychological context, following the observation of ordinary human behaviour as well as intentional situations it is evident that behaviour is affected by several motivation factors (Kachanakova & Urbancova, 2015). People can be engaged in some activities because they are willing to achieve the goal or internal state like good reward, status at work, and subsequent happiness and comfort (Merkevicius & Uturyte-Vrubliauskiene, 2009). On the other hand, they tend to be active in order to avoid situations causing distress and discomfort (Adair, 2009). Dissatisfaction results from a set of factors emerging from the environment within which the job is performed, especially physical effort, work environment, human relationships, job safety, salary, business policy, etc. (Wilczynska *et al.*, 2014; Dobre, 2013). Employee motivation is the fuel of high performance (Marcinkeviciute, 2005).

A very simplified statement is that the performance is affected by motivation, above all. Motivation cannot be considered the only factor affecting the performance (Urbancova & Hudakova, 2015). Other factors that might be relevant are individual's abilities, knowledge and skills. By means of them qualifications gained over a period of time can be determined. Moreover, personal relationships in the workplace and practices carried out by human resource management have to be taken into account (Urbancova *et al.*, 2015).

Motivation fluctuates as it is impacted by various factors in real time depending upon meeting requirements, life situations, internal as well as external environment, etc. (Koudelkova & Milichovsky, 2015; Donnchadh, 2014). Motivation factors affect is the tonic to provide additional energy to overcome the fatigue, disinterest and feelings to drop the job (Srivastava & Kakkar, 2008). At the present time, businesses and economies of countries are in crisis; therefore, the process of motivation is much more difficult. Recession is a challenging period not only for employees but for employers as well (Kumpikaite, 2008). Employees with competencies, responsibilities should be able to motivate and inspire their teams during the crisis, too (Lucas *et al.*, 2014).

Generational conflict can be observed in many organisations. At the present time, the age of managers is not as important as the quality standards of the work performed. There are many advantages and disadvantages of young as well as older managers (Dalen *et al.*, 2010). Younger managers, in comparison to older ones, are more flexible, energetic and their level of qualification is higher as well. On the other hand, seniority, (the length of time that an individual has served in a job or worked for an organization) plays an important role (Folkman, 2015; Weinlick, 2015). It can lead to the ability to deal with stress and difficult situations and to the improvement of skills and knowledge. Higher loyalty as well as understanding of employee engagement are typical features of experienced employees. Recently, many authors have been dealing with the issue of generation gap in the workplaces (Dabija *et al.*, 2018; Naim & Lenka, 2018; Bochert *et al.*, 2017; Rani & Samuel, 2016; Berkup, 2014; Festing & Schäfer, 2014; Bolton *et al.*, 2013; Cennamo & Gardner, 2008). There are various views, approaches and attitudes as the enterprise is a multigenerational workplace and each individual generation has developed its own set of expectations, needs, values and working style. Generations are divided into groups – baby boomers and generations X, Y and Z.

Baby boomers are people born between the years 1946 – 1964. Almost 35 % of workforce belongs to the group now approaching retirement. Financial demands of this generation are higher although they can enhance the knowledge and master new technological skills only with difficulties. Organisations have to hire people with skills and abilities of baby boomers, support them, because employees belonging to baby boomer generation are considered workaholics. They work very hard and they are often career-oriented (Ting *et al.*, 2018; Severo *et al.*, 2017; Venter, 2017; Kolarova *et al.*, 2016). Generation X consists of people born between the years 1965 – 1981. 60 % of current workforce belongs to this group. Compared to previous generation, it is a generation of people with entrepreneurial spirit and they are aware of the upcoming changes. Much emphasis is placed on the time spent with family and work-life balance. They need to feel free, and a flexible workplace suits them more. Openness to new ideas, successful career path, financial independence, competitiveness, assertiveness are the positive features of Generation X. On the other hand, pessimism, disappointment, displeasure or workaholism can be considered negatives of this generation (Bento *et al.*, 2018; Rahman *et al.*, 2017; Wyn, 2012; Alston & Kent, 2009). People born in the years 1982–2003 belong to Generation Y. In general, they are shaped by technology and more than half of workforce will belong to Generation Y till the year 2020. People of this generation prefer web delivery, work from home jobs to traditional trainings or lectures. In spite of technological progress, they are creative, clever, and success-oriented. They prioritise new challenges like personal growth, career path, and new life chances. Moreover, they look for opportunities for skill development. Flexibility, sociability and familiarity with everything new are positive features of Generation Y and on the other hand, egocentrism, hedonism, self-confidence, irresponsibility and social networking "addiction" are considered negative ones (Wong *et al.*, 2017; Gupta *et al.*, 2016; Mitchell *et al.*, 2015; Munir *et al.*, 2015). People born between the years 1995 – 2020 are known as Generation Z. They are described as flexible, sensible, easy-going, introverted people. It is the first generation mostly affected by digital technology. Familiarity with advanced technology, adaptability, individualism and seeking new opportunities belong to positives. On the contrary, egocentrism, childishness, social isolation or exceeding personal targets and social networking addiction are examples of negative features of Generation Z (Goh & Lee, 2018; Berkup, 2014; Sroczan, 2013).

Methodology of the Paper

Knowledge of various forms of motivation and their application in a production process plays a vital role for any kind of organisation. It results in quality improvement and subsequent goal achievement in the business. In the early 1990s the situation of the analysed countries at the beginning of their democratic transforming process was almost identical. We suppose that at the present time, after a 17-year development of labour markets and a 12-year EU membership, the performance of their economies is very similar. Therefore, the objective of the paper is to evaluate the following hypothesis:

- H1 – the importance of motivation factors in the Czech Republic, the Slovak Republic and Lithuania is almost identical,
- H2 – the importance of motivation factors in terms of the age is almost identical in the analysed countries.

Determination of the motivation level and the analysis of motivation factors in the studied enterprises were carried out through a questionnaire. Data acquired from the respondents working in analysed countries were used to evaluate the level of motivation. Targeted selection of respondents was used to gain comparable sampling units in terms of the structure. Subsequently, acquired data were processed using statistical tools.

The questionnaire consisted of closed questions (Hitka & Stipalova, 2011; Hitka, 2009). The questionnaire was divided into two parts. Socio-demographic and qualification characteristics of employees were searched in the first part. Basic data about respondents relating to their age, sex, seniority, completed education and job position were obtained in this part. The second part consisted of individual motivation factors through which information about work environment, working conditions, applied appraisal and reward system, about personnel management, health and social care system and system of employee benefits as well as information about employee satisfaction or dissatisfaction, value orientation, relation to work and enterprise or co-workers' relationship in the enterprise can be found out.

We analysed motivation factors in terms of financial reward (*basic salary, fringe benefits, fair appraisal system*), social welfare (*social benefits, mission of the company, name of the company, region's development, relation to the environment, free time*), working conditions (*physical effort at work, job safety, job security, workload and type of work, atmosphere in the workplace, information about performance results, working time, work environment mental effort*), career aspiration (*opportunity to apply one's own ability, career advancement, competences, prestige, individual decision making, self-actualization, education and personal growth, recognition*) and interpersonal relationship (*atmosphere in the workplace, good work team, communication in the workplace, supervisor's approach*) (Hitka, 2009). Motivation factors were in alphabetical order not to affect respondents' decision. In the questionnaire respondents evaluated individual motivation factors by one of the five levels of importance from a pre-defined Likert scale, where 5 is maximum and 1 is minimum.

6,961 respondents (hereof 3,862 males and 3,099 females) from three countries of the European Union (Slovak Republic – 4,470, Czech Republic – 1,426, Lithuania – 1,065) participated in the research in the years 2015-2016. Respondents were of various ages and education, seniority or the job position. Simple random sampling technique was used to acquire data from the entire territory of the studied country. Detailed characteristic of respondents is shown in Table 1.

Table 1

The Total Number of Respondents and their Characteristics

	SVK		CZ		LTV	
Sex	**Number**	**%**	**Number**	**%**	**Number**	**%**
Male	2,502	55.97	734	51.47	626	58.78
Female	1,968	44.03	692	48.53	439	41.22
Age	**Number**	**%**	**Number**		**Number**	**%**
Up to 30	1,698	37.99	586	41.09	468	43.94
31-40	1,466	32.80	374	26.23	304	28.54
41-50	568	12.71	280	19.64	186	17.46
51+	738	16.51	186	13.04	107	10.05
Education	**Number**	**%**	**Number**	**%**	**Number**	**%**
Primary school	105	2.35	61	4.28	35	3.29
Lower secondary education	659	14.74	210	14.73	186	17.46
Upper secondary education	1,949	43.60	592	41.51	324	30.42
Higher education	1,757	39.31	563	39.48	520	48.83
Seniority	**Number**	**%**	**Number**	**%**	**Number**	**%**
less than 1 year	804	17.99	246	17.25	157	14.74
1 - 3 years	941	21.05	390	27.35	332	31.17
4 - 6 years	977	21.86	291	20.41	258	24.23
7 - 9 years	836	18.70	192	13.46	113	10.61
10 and more	912	20.40	307	21.53	205	19.25
Job position	**Number**	**%**	**Number**	**%**	**Number**	**%**
Manager	549	12.28	287	20.13	212	19.91
Blue collar worker	2,307	51.61	704	49.37	556	52.21
White collar worker	1,614	36.11	435	30.50	297	27.89
Together	**4,470**	**100**	**1,426**	**100**	**1,065**	**100**

The questionnaires were evaluated using the programme STATISTICA 12 (StatSoft., 2014). Descriptive statistics was used to describe the primary sampling unit. Owing to the type of gained data the differences in averages relating to the importance of motivation factors of individual countries were tested using the Tukey's HSD (honest significant difference) at the level of significance α =5 %.

Tukey's HSD test is a single-step multiple comparison procedure. It is modified to be applied for various numbers of observations in individual groups. Independence in the level of factors, equal variances and normality are assumed. It can be used on raw data or in conjunction with an ANOVA (Post-hoc analysis) to find averages that are significantly different from each other.

The analysis of variance ANOVA was used in order to compare individual selected sampling units in terms of age and nationality. The aim of the analysis of variance is to divide the entire observed variability into parts which can be assigned to individual reasons of variability. When multifactor analysis of dispersion is conducted two cases can be observed – mutual interaction between factors does not occur – they do not affect each other, or the mutual interaction occurs, it means factors affect each other.

Results

Figure 1 shows intervals of reliability of 95 % for averages of importance of motivation factors considering the country of origin. The position of individual groups of motivation factors can be seen in the figure. The most important motivation factors in all countries are those relating to interpersonal relationships (*atmosphere in the workplace, good work team, communication in the workplace, supervisor's approach*) and relating to financial reward (*basic salary, fringe benefits, fair appraisal system*). In Lithuania the most important motivation factors are considered those relating to career aspiration (*opportunity to apply one's own ability, career advancement, competences, prestige, individual decision making, selfactualisation, education and personal growth, recognition*). Mentioned factors are considered less important by employees in Slovakia as well as in the Czech Republic. The least important are motivation factors relating to social welfare (*social benefits, mission of the company, name of the company, region's development, relation to the environment, free time*).

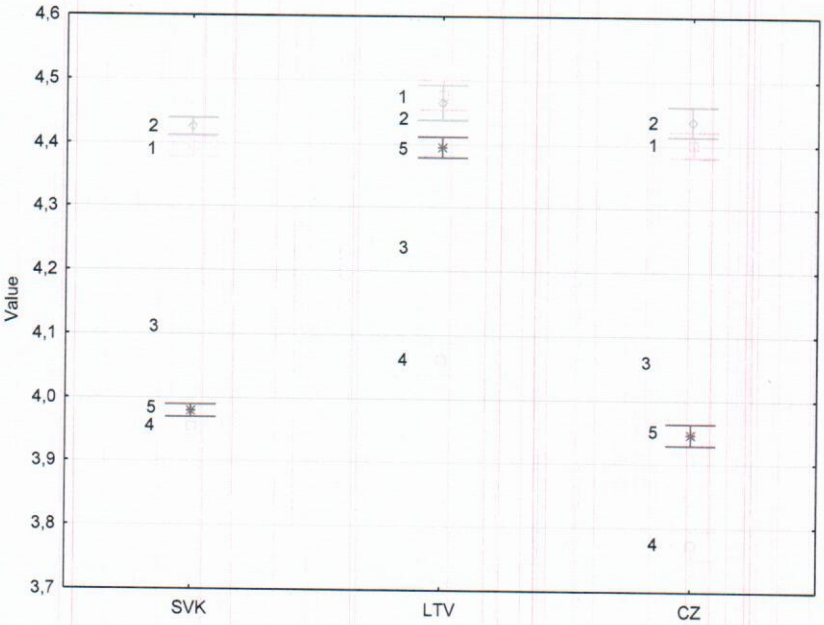

Figure 1. Box and Whisker plot: 95 % Confidence Intervals for the Averages of Importance of Motivation Factors Considering the country of Origin Categories: 1, Relating to Interpersonal Relationship; 2, Relating to Finances; 3, Relating to Working Conditions; 4, Relating to Social Needs; 5, Relating to Career Aspiration

Subsequently, following the descriptive characteristics (especially selective average) the order of 8 most important motivation factors in the analysed countries was defined (Table 2). We can state that the most important motivation factors in Slovakia and the Czech Republic are almost identical. Subtle difference is seen only in the order of them according to their importance. The importance of motivation factors in Lithuania is completely different. However, the factors *basic salary, atmosphere in the workplace, supervisor's approach and fringe benefits* are identical.

Table 2

Order of Motivation Factors According to their Importance Slovakia, the Czech Republic, Lithuania

SVK	Ø	CZ	Ø	LTV	Ø
Basic salary	**4.52**	**Basic salary**	**4,60**	**Basic salary**	**4.67**
Good work team	**4.45**	**Atmosphere in the workplace**	**4.46**	**Atmosphere in the workplace**	**4.66**
Atmosphere in the workplace	**4.44**	**Good work team**	**4.44**	**Supervisor's approach**	**4.65**
Fair appraisal system	**4.39**	**Fair appraisal system**	**4.41**	Social benefits	4.61
Job security	**4.38**	**Supervisor's approach**	**4.39**	Competences	4.58
Supervisor's approach	**4.37**	**Job security**	**4.38**	**Fringe benefits**	**4.57**
Fringe benefits	**4.35**	**Communication in the workplace**	**4.29**	Career advancement	4.57
Communication in the workplace	**4.30**	**Fringe benefits**	**4.28**	Education and personal growth	4.56

Identical motivation factors in analysed countries are in bold.

The most important motivation factors in all three countries are considered *basic salary, atmosphere in the workplace, supervisor's approach* and fringe benefits. Further 4 motivation factors *good work team, fair appraisal system, job security* as well as *communication in the workplace* are identical in Slovakia and the Czech Republic. Mentioned factors belong to motivation factors associated with **relationships and finances**. Due to the fact that they are becoming more important, we can suppose that financial reward and interpersonal relationships in mentioned countries are getting worse (Hitka *et al.*, 2015). However, motivation factors important in Lithuania are mainly factors associated with **personal development and career aspiration** such as *social benefits, competences, career advancement and education and personal growth*. It indicates differences in work- and career-related resolutions of employees in Lithuanian enterprises compared to Slovakia and the Czech Republic.

Table 3 shows relative response frequency (%) relating to the most important motivation factors identical in the analysed countries. The most frequent response observed in most motivation factors was at the level 5 of rating scale, it means very important and at the level 4 of the rating scale, it means important.

Descriptive statistics, frequency, mean and standard deviation for the motivation factor atmosphere in the workplace and Fringe benefits are illustrated in Table 3.

Table 3

Descriptive Statistics Associated with the Motivation factor Atmosphere in the Workplace and Fringe Benefits

	country	age	N	Mean Atmosphere in the workplace	Standard deviation	Mean Fringe benefits	Standard deviation
together			6,961	4.46	0.745	4.35	0.806
country	**CZ**		1,426	4.46	0.767	4.30	0.814
country	**LT**		1,065	4.73	0.566	4.51	0.645
country	**SK**		4,470	4.45	0.743	4.36	0.808
age	**-30**		2,752	4.47	0.754	4.33	0.830
age	**31-40**		2,144	4.46	0.709	4.38	0.775
age	**41-50**		1,034	4.46	0.759	4.36	0.780
age	**51+**		1,031	4.43	0.781	4.32	0.870
country * age	**CZ**	**-30**	586	4.40	0.799	4.26	0.835
country * age	**CZ**	**31-40**	374	4.53	0.636	4.38	0.736
country * age	**CZ**	**41-50**	280	4.53	0.771	4.30	0.749
country * age	**CZ**	**51+**	186	4.39	0.877	4.26	0.974
country * age	**LT**	**-30**	468	4.73	0.608	4.51	0.620
country * age	**LT**	**31-40**	304	4.66	0.542	4.45	0.717
country * age	**LT**	**41-50**	186	5.00	0.000	4.56	0.527
country * age	**LT**	**51+**	107	5.00	0.000	5.00	0.000
country * age	**SK**	**-30**	1,698	4.48	0.733	4.35	0.843
country * age	**SK**	**31-40**	1,466	4.44	0.730	4.38	0.787
country * age	**SK**	**41-50**	568	4.44	0.757	4.37	0.787
country * age	**SK**	**51+**	738	4.44	0.757	4.33	0.842

Using the one-dimensional test of significance (Table 4) we can state that motivation factor Atmosphere in the workplace is affected by the nationality (p = 0.001), the age itself is not statistically significant (p = 0.534) and the age within the country is statistically significant (p = 0.021).

Table 4

One-Dimensional Tests of Significance Associated with the Motivation factor Atmosphere in the Workplace

	Sum of squares	Degree of freedom	Average - square	F-test	p-value
Absolute term	*8.566.198*	*1*	*8.566.198*	*15.488.20*	**0.000**
country	*7.511*	*2*	*3.755*	*6.79*	**0.001**
age	1.210	3	0.403	0.73	0.534
country*age	*8.279*	*6*	*1.380*	*2.49*	**0.021**

Table 5

HSD test Associated with the Motivation Factor Atmosphere in the Workplace

country	age	CZ -30 (4.40)	CZ 31-40 (4.54)	CZ 41-50 (4.53)	CZ 51+ (4.39)	LT -30 (4.73)	LT 31-40 (4.66)	LT 41-50 (5.00)	LT 51+ (5.00)	SK -30 (4.48)	SK 31-40 (4.44)	SK 41-50 (4.44)	SK 51+ (4.44)
CZ	**-30**		0.408	0.672	1.000	0.063	0.745	0.869	0.983	0.870	1.000	0.999	0.999
CZ	**31-40**	0.408		1.000	0.750	0.753	0.999	0.976	0.998	0.997	0.815	0.875	0.875
CZ	**41-50**	0.672	1.000		0.771	0.737	0.998	0.975	0.998	0.999	0.935	0.961	0.961
CZ	**51+**	1.000	0.750	0.771		**0.037**	0.657	0.846	0.979	0.990	1.000	1.000	1.000
LT	**-30**	0.063	0.753	0.737	**0.037**		1.000	1.000	1.000	0.361	0.149	0.175	0.175
LT	**31-40**	0.745	0.999	0.998	0.657	1.000		0.998	1.000	0.969	0.877	0.897	0.897
LT	**41-50**	0.869	0.976	0.975	0.846	1.000	0.998		1.000	0.944	0.907	0.914	0.914
LT	**51+**	0.983	0.998	0.998	0.979	1.000	1.000	1.000		0.994	0.989	0.990	0.990
SK	**-30**	0.870	0.997	0.999	0.990	0.361	0.969	0.944	0.994		0.988	0.997	0.999
SK	**31-40**	1.000	0.815	0.935	1.000	0.149	0.877	0.907	0.989	0.988		1.000	1.000
SK	**41-50**	0.999	0.875	0.961	1.000	0.175	0.897	0.914	0.990	0.997	1.000		1.000
SK	**51+**	0.999	0.875	0.961	1.000	0.175	0.897	0.914	0.990	0.999	1.000	1.000	

Following the results of the HSD test for unequal variables (Table 5) we can state that the importance of motivation factor Atmosphere in the workplace is very similar in all studied countries regardless of the age (with the exception of the employees in Lithuania up to 30 years old in comparison to employees in the Czech Republic over 50) (p = 0.037).

The result that motivation factor Fringe benefits is affected by the nationality (p = 0.004) can be stated using the one-dimensional tests of significance (Table 6). The age

itself is not significant (p = 0.636) and the age within the country is not significant as well (p = 0.491). Due to mentioned outcomes the further testing associated with the age and age within the country was not conducted.

Table 6

One-Dimensional Tests of Significance Associated with the Motivation Factor Fringe Benefits

	Sum of squares	Degree of freedom	Average - square	F-test	p-value
Absolute term	*7,980.681*	*1*	*7,980.681*	*12,302.24*	**0.000**
country	*7.203*	*2*	*3.602*	*5.55*	**0.004**
age	1.105	3	0.368	0.57	0.636
country*age	3.515	6	0.586	0.90	0.491

Following the results of HSD test for unequal variables (Table 7) we can state that the importance of the motivation factor Fringe benefits is almost identical in the Czech Republic and Slovakia, Lithuania and Slovakia. Statistically significant difference can be observed in the Czech Republic and Lithuania.

Table 7

HSD Test For the Motivation Factor Fringe Benefits

country	CZ 4.30	LT 4.51	SK 4.36
CZ		**0.031**	0.078
LT	**0.031**		0.188
SK	0.078	0.188	

Descriptive statistics (frequency, mean and standard deviation) associated with the motivation factor Supervisor's approach and Basic salary are shown in Table 8.

Table 8

Descriptive Statistics Associated with the Motivation Factor Supervisor's Approach and Basic Salary

	country	age	N	Mean Supervisor's approach	Standard deviation	Mean Basic salary	Standard deviation
together			6,961	4,19	0,865	4.54	0.786
country	CZ		1,426	4.36	0.829	4.60	0.715
country	LT		1,065	4.40	0.783	4.63	0.622
country	SK		4,470	3.83	0.983	4.52	0.813
age	-30		2,752	4.37	0.830	4.56	0.762
age	31-40		2,144	4.36	0.855	4.57	0.747
age	41-50		1,034	4.40	0.805	4.54	0.809
age	51+		1,031	4.36	0.819	4.48	0.861
country * age	CZ	-30	586	4.30	0.848	4.59	0.687
country * age	CZ	31-40	374	4.43	0.790	4.68	0.638
country * age	CZ	41-50	280	4.45	0.692	4.60	0.680
country * age	CZ	51+	186	4.35	0.806	4.49	0.949
country * age	LT	-30	468	4.26	0.876	4.59	0.658
country * age	LT	31-40	304	3.70	1.039	4.65	0.603
country * age	LT	41-50	186	3.95	0.895	4.89	0.333
country * age	LT	51+	107	4.33	0.707	5.00	0.000
country * age	SK	-30	1,698	4.20	0.837	4.54	0.815
country * age	SK	31-40	1,466	4.40	0.839	4.54	0.775
country * age	SK	41-50	568	4.40	0.822	4.52	0.835
country * age	SK	51+	738	4.36	0.823	4.47	0.840

On the basis of the one-dimensional tests of significance (Table 9) we can state that the motivation factor Supervisor's approach is affected by the nationality (p = 0.026). The age itself is not significant (p = 0.119) and the age within the country is not significant as well (p = 0.083). Due to mentioned outcomes the further testing associated with the age and age within the country was not conducted.

Table 9

One-Dimensional Tests of Significance Associated with the Motivation Factor Supervisor's Approach

	Sum of squares	Degree of freedom	Average - square	F-test	p-value
Absolute term	*7,395.567*	*1*	*7,395.567*	*10,917.53*	**0.000**
country	*4.929*	*2*	*2.464*	*3.64*	**0.026**
age	3.961	3	1.320	1.95	0.119
country*age	7.573	6	1.262	1.86	0.083

The results of the HSD test for unequal variables (Table 10) shows that the importance of the motivation factor Supervisor's approach is similar in the countries of the Czech Republic and Slovakia. Statistically significant difference can be seen between Lithuania and the Czech Republic and between Lithuania and Slovakia.

Table 10

HSD test For the Motivation Factor Supervisor's Approach

country	**CZ 4.40**	**LT 3.83**	**SK 4.37**
CZ		**0.000**	0.743
LT	**0.000**		**0.000**
SK	0.743	**0.000**	

The results of one-dimensional tests of significance (Table 11) show that motivation factor Basic salary is influenced by nationality (p = 0.002). The age itself is not significant (p = 0.557). The level of motivation and employees' needs are not affected significantly. At the same time, following the analysis of age in individual countries, the level of motivation is not affected by the age (p = 0.446). Due to mentioned outcomes the further testing associated with the age and age within the country was not conducted.

Table 11

One-Dimensional Tests of Significance Associated with the Motivation Factor Basic Salary

	Sum of squares	Degree of freedom	Average - square	F-test	p-value
Absolute term	*8,722.416*	*1*	*8,722.416*	*14,146.71*	**0.000**
country	*7.763*	*2*	*3.881*	*6.30*	**0.002**
age	1.278	3	0.426	0.69	0.557
country*age	3.576	6	0.596	0.97	0.446

The outcome that the importance of motivation factor Basic salary is almost identical in the Czech Republic and Lithuania as well as in Slovakia and Lithuania can be stated following the HSD test for unequal variables (Table 12).

Table 12

HSD Test for the Motivation Factor Basic Salary

country	**CZ 4.60**	**LT 4.63**	**SK 4.52**
CZ		0.919	**0.019**
LT	0.919		0.361
SK	**0.019**	0.361	

Discussion and Conclusions

When comparing the most important motivation factors in all three countries we can state that the motivation factor Basic salary is considered to be the most important. At the same time, we can state that the importance of this motivation factor is high regardless of the age. The motivation factor Atmosphere in the workplace is affected by the age as well as nationality. In terms of the age the differences can be observed between the employees from Lithuania at the age up to 30 and the employees 50+ from the Czech Republic. The motivation factor Fringe benefits is influenced by nationality. The factor Fair appraisal system is dependent on nationality. Similar results were gathered analysing Slovakia and the Czech Republic as well as Slovakia and Lithuania. The results associated with the Czech Republic and Lithuania are statistically significantly different. The age itself is not significantly important and within the country there is no significant importance observed. The motivation factor Supervisor's approach is affected by nationality. The age itself as well as the age within the country is not significantly important. The importance of the motivation factor Supervisor's approach is almost identical in the Czech Republic and Slovakia. Statistically significant difference is seen in Lithuania and the Czech Republic and Lithuania and Slovakia as well.

The hypothesis H1 can be confirmed (similarity of selected motivation factors in the analysed countries)

following the outcomes. Moreover, hypothesis H2 (similarity of selected motivation factors in terms of age) can be confirmed as well.

Finally, we can state that the most exacting needs are those of the employees in Lithuania. They are followed by employees from the Czech Republic and the less exacting are the needs of Slovak employees. Living standards in individual countries can affect the results. Slovak population has been affected by politicians and their concept of economization in all areas in the long term. The Slovak economic growth started only over the period of last 6-8 years. Compared to Slovakia, Czech economic growth is stronger. The same situation can be observed in Lithuania, too. Nevertheless, we can assume the situation in Slovakia will change in the near future.

Foreign investors and their growing manufacturing activities in Slovakia might result in increasing minimum wage and thus, growth of living standards.

Analysis of the outcomes of the research on the level of satisfaction. The results of the research on the level of satisfaction in the workplace due to motivation factors in the enterprises in Slovakia, Lithuania and the Czech Republic leads us to the findings that the analysed motivation factors in individual countries are not significantly different. The Lithuanian employees and their needs are the most exacting. They are followed by Czech employees. The less exacting ones are those of the respondents in Slovakia. Reasons can be seen in differences in the level of development of individual countries over time. Following the research, we can state that the most important motivation factors for Slovak and Czech employees are those relating to financial reward. Lithuanian employees consider important motivation factors relating to finances as well as to interpersonal relationship. Due to the mentioned outcomes we can state that employees in Slovakia and the Czech Republic are almost identical and differ from the employees in Lithuania. Moreover, the preferred levels of motivation factors can change in time. Each employee perceives the level of motivation in a different way because people have many needs that are continuously competing one with another. Each person has a different mixture and strength of needs, as some people are driven by achievement while others are focusing on security. If the managers are able to understand, predict and control employee behaviour, they should also know what the employees want from their jobs. Therefore, it is essential for a manager to understand what really motivates employees, without making just an assumption (Dobre, 2013).

At the present time, when the economies in the European Union as well as the employment are growing (the unemployment rate in the Czech Republic is 2.5 %, in Slovakia 7.5 % and in Lithuania 7.0 %) (http://www.teraz.sk/ekonomika), changes in human resource management, especially in motivation, can occur in the near future. Trends in employees' needs relating to finances and relationships (basic salary, atmosphere in the workplace, supervisor's approach, fringe benefits) in the analysed countries can be replaced by other needs, for example, relating to social life or career path (social benefits, career aspiration, education, etc.) in the future.

On the basis of the results it is evident that the enterprise management has to find ways to improve constantly the approach to staff performance in order to identify their needs and expectations, to improve human relationships and opportunities for education and personal growth. Moreover, we suppose that deeper research into the mentioned issues can contribute to the development of work psychology as well as practice in individual countries.

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