

THE IMPACT OF THE WORKING POSITION ON THE LEVEL OF EMPLOYEE MOTIVATION IN SLOVAK FURNITURE COMPANIES

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ABSTRACT

Employee motivation plays one of the key roles in the field of human resource management. Properly motivated employees may affect success of a company active in highly competitive environment through their performance. Via analysis of selected motivation factors, the aim of the article is to identify and verify differences in the perception of the level of motivation among managers, white-collar workers and blue-collar workers. The research was based on the data collected via structured questionnaires gathered at various furniture companies operating in Slovakia. Total of 1,022 respondents participated in the research. 98 of these respondents were managers, 282 white-collar workers and 642 blue-collar workers. Based on the research results, we can conclude that statistically significant differences exist in perception of motivation among managers, white-collar and blue-collar workers. These differences were confirmed in the motivation factors atmosphere in the workplace, good work team, basic salary and fair appraisal system. The research results further show that, unlike blue-collar workers, managers and white-collar workers prefer similar motivation factors such as atmosphere in the workplace and good work team. With regard to the results of analyses, Slovak furniture companies are recommended to design a motivation programme tailored specifically for managers and specifically for white-collar workers. Further recommendation is to create an individualised motivation programme for blue-collar workers.

Key words: level of motivation, working position, furniture industry, χ^2 -test of good match.

INTRODUCTION

Globalization affects all sectors of business. Therefore, corporate strategies should focus not only on improving their performance, but also on reducing costs, improving quality and building long-term supplier-customer relationships (PAROBEK *et al.* 2016, HITKA – RAJNOHA 2003). Among many factors, it is also important to pay attention to employees as they are currently considered to be the most valuable corporate resource which, by its performance, influences the corporate goals, strategy and overall success of the company in the market (KUCHARCIKOVA *et al.* 2016, SHEEHAN *et al.* 2016, WEBEROVÁ, LIŽBETINOVÁ 2016). A similar view is shared by VANÍČKOVÁ (2015) who considers human resources and their proper management to be the basis of company's success. However, despite the fact human resources are nowadays considered one of the most important parts of a company, few organizations see human capital as their main asset capable of leading them to success (DOBRE 2013). According to modern management, motivation is one of the crucial ways to

manage employees' performance because motivated employees help their company to succeed by higher productivity (ALMACIK *et al.* 2012, VETRÁKOVÁ *et al.* 2007). The research of SÁNCHEZ-SELLERO *et al.* (2014) shows that the variable that exerts the greatest influence on job satisfaction is motivation. According to NOBRE *et al.* (2011) motivation is the main instrument which can be used for a direct correlation between wages and the results obtained. That is why motivation is one of the most important and most demanding tasks of human resources management (HITKA – SIROTIÁKOVÁ 2011). Similar views are shared by MOREIRA and TIAHJONO (2015) and DAR *et al.* (2014), who believe that motivation can enhance the path to achievement the company goals. Motivation is the process that initiates, maintains, and sustains the goal-oriented behaviour of employees (HITKA *et al.* 2015). The manager's role is thus to know how to inspire, excite and motivate people to perform high-quality performances (MYŠKOVÁ 2001). QAYYUM (2012) and STANISIC and GUERRA (2010) research confirms the fact that a sufficiently motivated employee performs better in the long run. Employers need to develop awareness of the importance of motivation and rewarding for accomplished work, as job satisfaction is important not only for employees but also for the organization. On the other hand, inadequate rewarding of skilled employees raises the need to change job (KUMAR 2017, BROWN 2015).

It is important to understand that people can be motivated by anything that activates them and shows them certain direction and goal (HITKA *et al.* 2005). Recent research in the field (MYINT *et al.* 2016, DAMIJ *et al.* 2015, KAMASHEVA *et al.* 2015, ZÁVADSKÝ *et al.* 2015, DOBRE 2013, FAKHRUTDINOVA *et al.* 2013, KAMPF – KAMPF 2005) points out a large amount of motivation factors such as wage, promotion, bonuses and rewards. DOBRE (2013) found out that the prevalent methods of motivation include wages, promotion, bonuses and rewards. Wage represents one of the most distinctive motivation factors affecting employees' work performance according to ANDRONICEAN (2011). However, except for financial rewards, employees can be motivated by non-financial rewards or even by the change of the nature of their work (STURMAN – FORD 2015). According to ZÁVADSKÝ *et al.* (2015), the most common non-financial motivation tools include extra days off and corporate events. SHERIF *et al.* (2014) believes employees can be further motivated by an elaborate system of education and training. Another important motivation factor may be setting of demanding but achievable goals. Recent research of goal-setting has repeatedly shown that the setting of concrete and demanding goals leads to higher performance levels (STURMAN – FORD 2015).

Further research (CHEN *et al.* 2018, KOČMAN – WEBER 2018, LOPEZ-VALEIRAS *et al.* 2018, PALUŠ *et al.* 2018, RENARD – SNEĽGAR 2018, SELVARAJAN *et al.* 2018, GUAN *et al.* 2017, CHAN 2017, MA – WENAG 2017, RAJASEKAR – PREMKUMAR 2017, ROŽMAN *et al.* 2017, STADNICKÁ – SAKANO 2017, KUCHARČÍKOVÁ *et al.* 2015, Jelačić *et al.* 2010) explored the level and differences of motivation in various areas of the economy. BELLÉ and CANTARELLI (2018) and CHEN *et al.* (2018) investigated motivation in the public sector. ŠIPOŠOVÁ and KOSTRUB (2015) analysed motivation factors and low significance or absence thereof in the public sector. Motivation in healthcare was dealt with by RAHMAN *et al.* (2018). Research results of MYŠKOVÁ *et al.* (2016) show that employees working in urban areas preferred finances and employees working in towns considered social relationships important. LIŽBETINOVÁ *et al.* (2016) examined the level of motivation of employees of transport and logistics companies in the Czech Republic and in a selected regions of the PRC. The results show that men are motivated to high performance by the basic salary and job security. ZÁVADSKÝ *et al.* (2015) examined the motivation factors in Slovak production and non-production enterprises over time. The result is the statement that in the aftermath of the economic crisis, Slovak employees are motivated by factors such as basic salary, job security and good work team. In the field of wood-processing industry, FALETAR *et al.* (2015)

analyzed the motivation from the perspective of time. Their research results show that employees were most concerned about physiological needs in the time of a crisis, whereas in the time of an economic recovery, employees consider social needs to be of more importance.

The research presented point to the existence of a wide range of motivation factors that are applied in business practice which is generally segmented into the top management, middle management and lower management that supervises executive employees. Employees at each level of organization perform all functions, however, because of their different competencies, responsibilities and needs, their motivation varies. It is confirmed by research findings of KAMPF *et al.* (2017) who studied motivation in terms of working position. As a result, senior managers working in small and medium-sized enterprises providing transport services to the forestry sector in Slovakia are motivated by factors such as job security, fair appraisal system and basic salary. Blue-collar workers are motivated by factors such as atmosphere in the workplace, good work team and work environment. The aim of the article is to identify the motivation factors that are decisive for managers, white-collar and blue-collar workers in furniture enterprises in Slovakia and to confirm the differences in the perception of the level of motivation among individual working positions of employees.

METHODOLOGY

The research aimed at analysis of the motivation level in Slovak furniture companies. Data collection was carried out through a questionnaire consisting of two parts. The first part examined the socio-demographic characteristics of the respondents (such as gender, age, completed education, seniority and job position). In the second part of the questionnaire, respondents expressed their opinion on the level of motivation through 30 motivation factors. Motivation factors relating to mutual relationships (atmosphere in the workplace, good work team, communication in the workplace, supervisor's approach), to career aspiration (opportunity to apply one's own ability, career advancement, competences, prestige, individual decision-making, selfactualization, personal growth, recognition), to finance (basic salary, fringe benefits, fair appraisal system), to work conditions (physical effort at work, occupational safety, job security, workload and type of work, information about performance result, working hours, work environment, job performance, mental effort, stress), and to social needs (social benefits, mission of the company, name of the company, region's development, relation to the environment, free time) were analysed. Motivation factors were listed alphabetically to avoid influencing the respondents. In identifying the importance of motivation factors, the Likert scale was used (1 = unimportant, 2 = low importance, 3 = neutral, 4 = important, and 5 = very important).

Respondents working in the furniture industry in Slovakia were contacted electronically in order to verify the existence of differences in the perception of motivation in this sector of the economy, depending on the job position. The selection of respondents was made so that the selection file covered the entire territory of Slovakia. A sample unit was being obtained over a period of two years, 2015 and 2016. After casting out the incorrectly filled out questionnaires, the sample unit comprised a total of 1,022 respondents structured in Table 1.

Tab. 1 Distribution of respondents by demographic characteristics.

| Factor | | 2015 | | 2016 | |
|------------------|--------------------------|--------------------|--------------------|--------------------|--------------------|
| | | Absolute variables | Relative variables | Absolute variables | Relative variables |
| Sex | Male | 414 | 79.31% | 352 | 70.40% |
| | Female | 108 | 20.69% | 148 | 29.60% |
| Age | Under 30 years | 162 | 31.03% | 118 | 23.60% |
| | 31–40 years | 252 | 48.28% | 157 | 31.40% |
| | 41–50 years | 108 | 20.69% | 137 | 27.40% |
| | 51 and more years | 0 | 0.00% | 88 | 17.60% |
| Education | Primary education | 0 | 0.00% | 14 | 2.80% |
| | High school without GCSE | 252 | 48.28% | 97 | 19.40% |
| | High school with GCSE | 198 | 37.93% | 272 | 54.40% |
| | University | 72 | 13.79% | 117 | 23.40% |
| Seniority | 0–2 years | 36 | 6.90% | 49 | 9.80% |
| | 2–4 years | 54 | 10.34% | 100 | 20.00% |
| | 4–6 years | 126 | 24.14% | 105 | 21.00% |
| | 6–8 years | 306 | 58.62% | 244 | 48.80% |
| | Over 10 years | 0 | 0.00% | 2 | 4.00% |
| Working position | Managers | 42 | 8.05% | 56 | 11.20% |
| | White-collar workers | 84 | 16.09% | 198 | 39.60% |
| | Blue-collar workers | 396 | 75.86% | 246 | 49.20% |

The research results were processed by the STATISTICA 12 software. Via χ^2 - test of good match, hypotheses were tested:

H1 = We assume that statistically significant differences exist in perceptions of motivation among managers, white-collar workers and blue-collar workers.

H2 = We assume that managers and white-collar workers will prefer similar motivation factors, different from blue-collar workers.

If the dependence via χ^2 -test of good match is confirmed, Pearson and Cramer coefficient of contingency is used to measure the intensity. If statistically significant contingency by means of tables of residual abilities is confirmed, the character of dependence between the examined signs characters will be examined in greater detail.

RESULTS AND DISCUSSION

The level of motivation in Slovak furniture companies was monitored by motivation factors, which were ranked according to importance and at the same time by working position (Table 2).

According to the results presented in Table 2, managers attributed the highest importance to the motivation factor: good work team. The atmosphere in the workplace was ranked in the second place and basic salary was rated in the third place. White-collar workers identified the atmosphere in the workplace as the most important motivation factor. For white-collar workers, the motivation factor: good work team was the second most important motivation factor. Just like the managers, white-collar workers ranked basic salary third. Our findings are confirmed by the research results of KAMPF *et al.* (2017) according to which senior managers are motivated by basic salary. However, unlike managers and white-collar workers, blue-collar workers preferred other motivation factors as well. Blue-collar workers considered basic salary as the most important motivation factor. The second most important motivation factor for the blue-collar workers was supervisor's approach and the third most important motivation factor was fair appraisal system.

Tab. 2 Ranking of motivation factors according to the average value of importance by working position.

| Managers | | White-collar workers | | Blue-collar workers | |
|--|-----------|--|-----------|--|-----------|
| Motivation factor | \bar{X} | Motivation factor | \bar{X} | Motivation factor | \bar{X} |
| Good work team | 4.51 | Atmosphere in the workplace | 4.49 | Basic salary | 4.42 |
| Atmosphere in the workplace | 4.50 | Good work team | 4.47 | Supervisor's approach | 4.35 |
| Basic salary | 4.49 | Basic salary | 4.45 | Fair appraisal system | 4.34 |
| Job security | 4.48 | Supervisor's approach | 4.42 | Good work team | 4.34 |
| Fair appraisal system | 4.44 | Job security | 4.41 | Job security | 4.34 |
| Supervisor's approach | 4.44 | Fair appraisal system | 4.40 | Atmosphere in the workplace | 4.32 |
| Communication in the workplace | 4.40 | Communication in the workplace | 4.37 | Fringe benefits | 4.28 |
| Fringe benefits | 4.36 | Fringe benefits | 4.36 | Communication in the workplace | 4.17 |
| Work environment | 4.22 | Work environment | 4.23 | Working hours | 4.16 |
| Workload and type of work | 4.18 | Working hours | 4.21 | Work environment | 4.11 |
| Job performance | 4.17 | Workload and type of work | 4.18 | Free time | 4.10 |
| Recognition | 4.16 | Job performance | 4.17 | Recognition | 4.09 |
| Working hours | 4.12 | Social benefits | 4.16 | Job performance | 4.07 |
| Opportunity to apply one's own ability | 4.10 | Recognition | 4.15 | Social benefits | 4.04 |
| Stress | 4.08 | Opportunity to apply one's own ability | 4.14 | Workload and type of work | 4.04 |
| Individual decision-making | 4.07 | Personal growth | 4.13 | Stress | 4.02 |
| Personal growth | 4.06 | Stress | 4.12 | Personal growth | 3.98 |
| Selfactualization | 4.04 | Mental effort | 4.11 | Mental effort | 3.96 |
| Mental effort | 4.03 | Selfactualization | 4.08 | Career advancement | 3.95 |
| Social benefits | 4.01 | Career advancement | 4.05 | Individual decision-making | 3.94 |
| Information about performance result | 4.01 | Free time | 4.04 | Opportunity to apply one's own ability | 3.92 |
| Free time | 3.98 | Individual decision-making | 4.03 | Relation to the environment | 3.89 |
| Name of the company | 3.97 | Information about performance result | 4.01 | Selfactualization | 3.86 |
| Mission of the company | 3.95 | Name of the company | 3.95 | Competences | 3.85 |
| Career advancement | 3.94 | Mission of the company | 3.91 | Information about performance result | 3.85 |
| Competences | 3.92 | Relation to the environment | 3.90 | Region's development | 3.83 |
| Relation to the environment | 3.89 | Competences | 3.87 | Physical effort at work | 3.81 |
| Region's development | 3.80 | Region's development | 3.75 | Mission of the company | 3.80 |
| Prestige | 3.77 | Physical effort at work | 3.73 | Name of the company | 3.79 |
| Physical effort at work | 3.58 | Prestige | 3.68 | Prestige | 3.66 |

Five motivation factors which ranked first in terms of importance and job ranking were chosen for further analysis. These were atmosphere in the workplace, good work team, basic salary, supervisor's approach, and fair appraisal system. The observed relative variables of selected motivation factors are presented in Table 3.

Tab. 3 Relative variables of selected motivation factors.

| Motivation factor | Working position | Unimportant | Low importance | Neutral | Important | Very important |
|-----------------------------|----------------------|-------------|----------------|---------|-----------|----------------|
| Atmosphere in the workplace | Managers | 0.47% | 1.41% | 7.04% | 30.28% | 60.80% |
| | White-collar workers | 0.24% | 0.08% | 7.67% | 34.69% | 57.31% |
| | Blue-collar workers | 1.00% | 2.08% | 12.61% | 32.99% | 51.33% |
| Good work team | Managers | 0.47% | 1.17% | 7.04% | 29.81% | 61.50% |
| | White-collar workers | 0.08% | 1.31% | 7.59% | 31.84% | 59.18% |
| | Blue-collar workers | 1.29% | 2.69% | 9.74% | 33.62% | 52.67% |
| Basic salary | Managers | 1.17% | 2.35% | 7.75% | 24.18% | 64.55% |
| | White-collar workers | 0.90% | 1.39% | 8.57% | 26.53% | 62.61% |
| | Blue-collar workers | 2.01% | 3.22% | 8.74% | 22.71% | 63.32% |
| Supervisor's approach | Managers | 0.47% | 1.64% | 10.56% | 27.93% | 59.39% |
| | White-collar workers | 0.49% | 3.35% | 8.00% | 30.12% | 58.04% |
| | Blue-collar workers | 0.86% | 3.19% | 10.03% | 31.54% | 54.39% |
| Fair appraisal system | Managers | 0.47% | 1.88% | 8.92% | 30.28% | 58.45% |
| | White-collar workers | 0.73% | 1.14% | 9.88% | 33.47% | 54.78% |
| | Blue-collar workers | 1.40% | 2.94% | 10.88% | 29.86% | 54.92% |

Table 3 shows that the motivation factor: atmosphere in the workplace was evaluated by substantial majority of the employees of all working categories to be of importance 5; as a very important motivation factor. The second motivation factor: good work team was, by most employees, identified as a very important motivation factor as well. Based on the results presented in Table 3, more than 60% of employees ranked the third motivation factor: basic salary the highest importance. More than half of the employees identified the motivation factor: supervisor's approach as “very important”. Motivation factor: fair appraisal system shows that the substantial majority of employees evaluated this factor as “very important”.

Further, the dependence between the working category and selected motivation factors was verified. Due to the fact that we worked with categorical variables (or, where appropriate, ordinal variables) in order to determine dependency between working position and individual motivation factors, the χ^2 -test of good match was used.

The atmosphere in the workplace was the first analysed motivation factor. On the basis of the results (p-level = 0.000; Pearson chi-quadrante test = 67.31; Contiguous coefficient = 0.12; Cramer's V = 0.09; Degrees of freedom = 8) we can state that among the monitored signs we have confirmed statistically significant contingency at the level of significance of 5%. Hereby we confirm the H1 hypothesis. Therefore, we can conclude that statistically significant differences exist in the perception of the motivation factor atmosphere in the workplace among the managers, white-collar workers and blue-collar workers. Based on the contingent coefficient or Cramer's V, the dependence is estimated as weak. The dependency pattern is presented in Table 4 via residual frequencies.

Tab. 4 Atmosphere in the workplace – residual frequencies.

| | Unimportant | Low importance | Neutral | Important | Very important |
|----------------------|-------------|----------------|--------------|--------------|----------------|
| Managers | -1.16 | -0.23 | -15.64 | -12.42 | 29.46 |
| White-collar workers | -6.10 | -16.92 | -37.24 | 18.32 | 41.94 |
| Blue-collar workers | 7.26 | 17.15 | 52.88 | -5.90 | -71.40 |

Table 4 shows that managers and white-collar workers prefer to evaluate the motivation factor: atmosphere in the workplace as “very important”, whereas blue-collar workers consider as neutral and unimportant motivation factor. Managers and white-collar workers are aware of the importance of atmosphere in the workplace and interpersonal relationships at the workplace as this factor has a major impact on the quality and performance. On the other hand, blue-collar workers consider this motivation factor adequately important. Our results were not confirmed by KAMPF *et al.* (2017) who came to a different conclusion that atmosphere in the workplace is an important factor for blue-collar workers. However, the focus of KAMPF'S research was slightly different from our research (transport services for the forestry sector). Based on the results, we hereby confirm the H2 hypothesis.

Another tested relationship was the correlation between the working position and the motivation factor of a good work team. In this motivation factor, the statistically significant dependence was confirmed (p-level = 0.000; Pearson chi-quadrante test = 42.76; Contiguous coefficient = 0.10; Cramer's V = 0.07; Degrees of freedom = 8). Hereby we confirm the H1 hypothesis. The working position affects the opinion of employees on the motivation factor: good work team. Depending on Cramer's V, the intensity of dependence is estimated as weak.

Tab. 5 Good work team – residual abilities.

| | Unimportant | Low importance | Neutral | Important | Very important |
|----------------------|--------------|----------------|--------------|--------------|----------------|
| Managers | -1.74 | -4.20 | -7.86 | -12.57 | 26.38 |
| White-collar workers | -9.75 | -10.46 | -15.88 | -11.35 | 47.45 |
| Blue-collar workers | 11.49 | 14.67 | 23.75 | 23.92 | -73.82 |

Table 5 shows that managers and white-collar workers evaluate good work team as “very important” motivation factor. Blue-collar workers rated this motivation factor as “important” to “unimportant”. It follows that managers and white-collar workers regard work in a good work team as highly beneficial for the performance of the employee and for the enterprise. However, the diversity of workers' beliefs points out that not all blue-collar workers recognize the importance of this factor; for a particular group this factor is important and for another group, it is neutral, of little significance or insignificant (Table 5). Research results of ROŽMAN *et al.* (2017) point to the fact that employees are more motivated by good interpersonal relationships in the workplace. Hereby we confirm the H2 hypothesis.

Based on the test of the dependence between the working position and the motivation factor basic salary, the H1 hypothesis is confirmed (p-level = 0.002; Pearson chi-quadrante test = 23.91; Contiguous coefficient = 0.07; Cramer's V = 0.05; Degrees of freedom = 8).

Tab. 6 Basic salary – residual frequencies.

| | Unimportant | Low importance | Neutral | Important | Very important |
|----------------------|--------------|----------------|-------------|--------------|----------------|
| Managers | -1.90 | -1.22 | -3.63 | 1.17 | 5.57 |
| White-collar workers | -8.85 | -15.26 | -0.32 | 32.19 | -7.76 |
| Blue-collar workers | 10.75 | 16.48 | 3.95 | -33.37 | 2.18 |

We can conclude that statistically significant differences exist in the perception of the motivation factor of basic salary between managers, white-collar and blue-collar workers

(Table 6). Contingency size is being evaluated according to the contingency Coefficient or Cramer's V. The Cramer's V value occurs in the range 0 - 0.3, therefore the dependence is considered as weak.

While managers and white-collar workers rated basic salary as “important” to “very important” motivation factor, blue-collar workers rated this factor as of “neutral significance” (Table 6). We assume that the basic salary for managers and white-collar workers represents their social status and therefore it is very important for them. However, at present, the basic salary is rising for blue-collar workers who are satisfied with it and do not expect its further growth in the near future. Therefore, blue-collar workers consider basic salary to be irrelevant to neutral. It is a surprising finding, because, according to DOBRE (2013), the salary represents an important motivation factor in manufacturing enterprises. According to ANDRONICEAN (2011), salary represents an important motivation factor in large enterprises. According to the research results of ZÁVADSKÝ *et al.* (2015), basic salary was the most important motivation factor in time after the economic crisis. According to the Statistical Office of the Slovak Republic (<http://statdat.statistics.sk>), a low unemployment rate (8.1%) is currently occurring (1st - 4th quarter of 2017) followed by the rise in salaries, which meets the basic needs of some groups of employees (<https://podnikam.webnoviny.sk>). The H2 hypothesis was not confirmed.

At 5% significance level, statistically significant relationship between the working position and the motivation factor: supervisor's approach was not confirmed (p-level = 0.073; Pearson chi-square test = 14.37; Contingency coefficient = 0.06; Cramer's V = 0.04; Degrees of freedom = 8). All three groups of employees perceive this factor similarly and it is equally important to them. The hypothesis H1 has not confirmed.

From the results of the test of contingency between the working position and the motivation factor, fair appraisal system shows that on the basis of the p-value, the hypothesis H1 was confirmed (p-level = 0.073; Pearson chi-square test = 14.37; Contingency coefficient = 0.06; Cramer's V = 0.04; Degrees of freedom = 8). Statistically significant differences exist in the perception of motivation factor fair appraisal system among managers, white-collar workers and blue-collar workers. On the basis of Cramer's V, we can sum up there is a weak dependence among the analysed items.

Tab. 7 Fair appraisal system – residual frequencies.

| | Unimportant | Low importance | Neutral | Important | Very important |
|----------------------|-------------|----------------|--------------|--------------|----------------|
| Managers | -2.80 | -1.97 | -6.38 | -2.62 | 13.76 |
| White-collar workers | -4.78 | -14.67 | -6.63 | 31.53 | -5.45 |
| Blue-collar workers | 7.58 | 16.64 | 13.01 | -28.91 | -8.31 |

Table 7 shows residual motivation factor: fair appraisal system, which proves that managers ranked the motivation factor: fair appraisal system to be “very important”. White-collar workers rated this factor as “important”, and blue-collar workers as “neutral” and of “low importance”. For managers and white-collar workers, fair appraisal system is rated important to very important. In furniture-based enterprises, blue-collar workers are paid on the basis of standards and therefore there are no significant differences in the fairness of evaluation as blue-collar workers are aware of performance/evaluation ratio. Based on residual numbers, the H2 hypothesis was not confirmed.

The research results point out that the most important motivation factor in all working position was the motivation factor: basic salary. In this, our results were in accordance with ANITHA (2014) who considers the basic salary to be one of the factors motivating employees

to perform. Basic salary, job security and financial rewards were the most important motivation factors for HITKA and SIROTIÁKOVÁ (2011). Similar results were presented by DOBRE (2013), according to whom, financial rewards help to maintain and motivate individuals to perform better, especially employees in manufacturing businesses.

Managers usually assume that their employees are mostly motivated by finance and often are not aware of the fact that there are other motivation factors that are even more important to employees. Our research proved that except for basic salary, managers and white-collar workers are motivated by atmosphere in the workplace, good work team and fair appraisal system. WANG (2016), PARSONS and BROADBRIDGE (2006) agree that trust and focus on interpersonal relations are key motivation factors for managers. In our research, we confirmed the existence of a dependency between job position and motivation factors examined. Therefore, we can conclude that the working position statistically significantly influences employees' evaluation of the importance of the analyzed motivation factors.

Blue-collar workers put emphasis on motivation factors such as basic salary, supervisor's approach, and fair appraisal system. Similar results are presented by ANITHA (2014). According to the author, the work environment, team work and cooperative relationships are motivation factors that increase employee motivation. The IMHOF (2003) research results show that the key motivation factors are healthy working conditions, career opportunities, supportive boss, unambiguous and definite goals, competitive compensation, stable work placement, interesting job, high prestige, good performance evaluation, peaceful private life, competent leadership, appreciation, participation in decision-making and fringe benefits.

Based on the research results, we conclude that motivation factors of managers and white-collar workers have a similar structure; on the other hand, the motivation factors of the blue-collar workers are different. TELLA *et al.* (2007) agrees with these results, stating there is little difference between motivating needs of managers and other employees. Given the diversity of needs, motivation should be carefully managed and balanced to avoid potential stress. Overloading and working pressure can threaten the internal motivation of employees, given the fact everyone is in a way exceptional in terms of his or her characteristics, behaviour in the working team and various personal characteristics (VAN YPEREN *et al.* 2016, HUANG 2010).

CONCLUSION

The research was aimed at verifying the existence of differences in the perception of the level of motivation among managers, white-collar and blue-collar workers. The research was conducted in furniture companies operating in Slovakia in the years 2015 and 2016. The results of the research show that managers and white-collar workers consider the same motivation factors (good work team, atmosphere in the workplace, and basic salary) as the most important. Blue-collar workers put emphasis on motivation factors such as basic salary, supervisor's approach, and fair appraisal system. The research results further confirmed the existence of statistically significant differences in perceptions of motivation among managers, white-collar workers and blue-collar workers, in motivation factors such as atmosphere in the workplace, good work team, basic salary and fair appraisal system. Unlike blue-collar workers, managers and white-collar workers prefer similar motivation factors - atmosphere in the workplace and good work team.

With regard to the results of the analyses, we recommend furniture companies operating in Slovakia to create motivation programs, containing motivation factors common to both groups of employees (in this case for managers and the white-collar workers). The

results show that workers prefer other motivation factors than managers and white-collar workers. We recommend the motivation programs for workers to focus on motivation factors such as basic salary, supervisor's approach and fair system of rewards. Also, it is advisable to retake the research in the level of motivation in furniture companies in Slovakia as employee preferences may change over time.

The results of analyses confirmed that one's working position affects the level of motivation and thus when creating motivation programmes, it is necessary to take into account the employees' working position. A well-designed motivation program can help a company to achieve more satisfied employees performing qualitatively better. Consequently, higher and better employee performance will lead to a better performance of the whole company.

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