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Foreword

Dear colleagues and friends,

International management and entrepreneurship is currently the essence of economic activity and global human existence. Especially, throughout the last decades, it has been the driving force of humanity. Businesses go through different stages of international development out of which each requires a different strategy and structure, different approaches in different cultures and different types of managers. The fact that the primary factor of achieving global competitiveness is highly effective management, cannot be forgotten. Managers must know, how to sensibly deal with objectives that may contain opposing elements. They must understand that the organization is made up of individuals with different personalities and patterns of behaviours, since they come from different cultural backgrounds. This diversity places increased demands on managerial work and therefore corporate governance in international and multicultural environment is extremely challenging. People working at international level should be able to recognize diversity and specification of foreign countries, to tolerate local conditions and to adapt to them. Particularly managers of multinational enterprises must accept the differences between countries and nations as a matter of fact and effectively address their consequences on their managerial practice and company's success.

Proceedings, which are the result of scientific research of academicians and students presented at International Scientific Conference „Theory and practice of the international management and entrepreneurship in multicultural environment" which was held online on May 5th, 2021, should also contribute to the development of this area. These proceedings are as well the outcome of the project KEGA 005SPU-4/2019 "Theory and practice of the international management and entrepreneurship in multicultural environment" granted by the Ministry of Education, Science, Research and Sports of the Slovak Republic. It contains theoretical contributions defining the essence of international management and entrepreneurship as well as the results of qualitative and quantitative research focused on its crucial parts such as international human resources management and intercultural communication; building an ethical organizational climate and ethical aspects of business; corporate social responsibility and philanthropic activities of companies; financial operations of international companies and their accounting; marketing in an international and multicultural environment; international logistics and distribution systems or education in an international and multicultural environment. Eventually, there is also a topic of practical aspects of international business and entrepreneurship in the conditions of specific companies, which are of great importance.

Ing. Jana Kozáková, Ing. - Paed. IGIP, PhD.

The Head of Organizing Committee

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Content

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Selected Aspects of Corporate Culture in Multinationals operating in Slovakia

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Abstract
Corporate culture becomes one of the key managerial problems also in Slovak business environment. Interrupted history of independent entrepreneurship caused the lack of such tools in emerging economies where brings them multinational companies in the process of internationalization. Article summarizes the online questionnaire study conducted on 200 subsidiaries of multinationals in Slovakia aimed at international aspects of corporate culture such as nationality of employees, communication language, strategies of corporate culture and intercultural misunderstandings with the focus on differences between them according to ownership structure and region of headquarters. The significant differences in ownership structure were found between companies of various size (number of employees) and companies applying different strategies of corporate culture. Statistically significant differences were found also in regions of headquarters between companies with distinct positions most often held by third country nationals and between companies which different language which senior management communicates the most often.

Keywords: *multinational companies, subsidiaries, corporate culture, language, Slovakia*

JEL Classification: *D02, F23, M14*

1. Introduction

The phenomenon of corporate culture is exceptionally good known in industrial countries with long history of entrepreneurship. In Slovakia and other emerging economies is it novelty caused by the broken tradition of independent businesses before 1898. After, Slovak business environment slowly advanced, but still some managerial approaches already incorporated in western countries remained strange. It was not until the emergence of multinationals in the Slovak business environment that they began to come to the attention of local entrepreneurs and the public. Therefore, multinationals were bearers of novelties such as corporate culture, social responsibility or business ethics in Slovakia and other emerging economies.

Wan, et al., (2020) define corporate culture as a set of norms and values that are broadly shared and strongly held across an organization. These norms and values constitute the ways in which people within an organization interact with each other and with stakeholders. Activities of multinational companies in Slovakia and other emerging economies as their typical host countries are usually linked up with the foreign direct investments (FDI). These are realized in afford to invest in entrepreneurial activities with the purpose of ownership, relocation, and internationalization to maximize equity (Dunning and Lundan, 2008). The primary motivation of multinational corporations (MNCs), regardless of their country of origin, to conduct FDI is to maximize profits. MNCs thus use global capitalism and utilise their unique resources to

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invest in economies that provide the most optimal profit opportunities. Therefore, foreign direct investment involves the total or partial ownership of a company overseas, which can be acquired by obtaining an existing company or by setting up a new foreign one (Ullah, et al., 2021). New overseas operations can be set up either as a joint venture or as a company solely owned by the parent company, commonly referred to as a foreign subsidiary. The moment the company makes foreign direct investment, it becomes MNC (Multinational Corporation). According mentioned, Mayrhofer and Prange (2015) define multinational corporation as an enterprise that deals with foreign direct investment (FDI) and that owns or controls value-added activities in several countries. These activities are usually carried out within subsidiaries, which may take the form of exclusively owned subsidiaries in which the MNC owns majority or all the share capital, minority equity investments where it owns a minority shareholding, or joint ventures where the MNC shares its capital with another company. Multinational companies exist in various forms, from smaller companies that invest abroad to large groups that manage subsidiaries in various countries. Corporate entrepreneurship and global community have long been critical to multinational enterprises because of their dispersed entrepreneurial efforts which involves subsidiary initiatives on which it becoming increasingly relied upon (Ahsan and Fernhaber, 2019). But, despite the global context in which MNEs operate, the conversation has not fully embraced the degree to which many of its entrepreneurial activities overlap with internationalization.

1- Since multinational corporations operating across nationalities, countries and cultures, they need to take special approaches in various management aspects thorough organization. One of them is the need to adopt characteristics of international human resources management (IHRM) and one of its most vital components that is global staffing. According to Scullion and Collings (2006), global staffing based on the employment of home, host and third country nationals to fill key posts in the headquarters and subsidiary operations. In respect of this, the concept of global staffing can be defined as a suitable mix of three groups of employees (Schuler, et al., 1993; Noe, et al., 2006): parent county nationals (PCNs) - employees of the home country who may work at the home office or a foreign subsidiary (in which case we call them expatriate); host country nationals (HCNs) - employees hired by a foreign company but working in their own country, or foreign employees of a foreign subsidiary; and third country nationals (TCNs) - employees from a country other than the home or host country, working in the host country, or citizens of one country working in another country for a company established in a third country. International human resources professionals play a key role in the implementation of a MNC's strategy on the world stage. The staffing strategies identified by Caligiuri and Colakoglu (2007) for filling positions in international companies and aligned with their corresponding strategic dimensions can be summarized into following four: (1) Ethnocentric staffing based on centralized strategic dimension which involves filling the most important positions in foreign subsidiaries with expatriates send from headquarters. Hiring expatriates has the strategic advantage because they would represent the interests of the home office the best and their presence can ensure that the foreign operations are aligned with headquarters (Powoh 2016); (2) Polycentric staffing based on local strategic dimension necessitates that company hire host-country nationals for all positions at its foreign subsidiary (from workers up to executives). This strategy has the advantage that local employees may not be as expensive as expatriates and locals will be more familiar with the customs, values, and culture of their national society. As expected, this strategy has the disadvantage that it can only be used in countries with high availability of educated persons to fill key posts. Also, there may be language and cultural hurdles between the host country employees and employees of headquarters, and risk that locals may put the local interest first (Grimsley and Heinichen, 2015); (3) Geocentric staffing involves hiring the best employees for key positions globally regardless of their country/region of origin. The advantage of this strategy is that there is a high

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chance of getting highly skilled employees. Nevertheless, this would involve dealing with diverse people with diverse cultural backgrounds and beliefs. In addition, the host-country's immigration policies may limit the implementation of this strategy or make it costlier to implement than would be for other strategies (Tiwari, 2013); (4) Regiocentric staffing involves hiring employees within the region in which the company's subsidiary is located. Multinational enterprises pursuing this strategy are grouping company offices into regions and employees can be transferred within the region, but not outside of it. In this case, each region will have its own human resources practices and policies, with some autonomy from headquarters (Grimsley and Heinichen, 2015). Described staffing strategies are in line with the categorization of the four main types of corporate strategic orientation ethnocentric, polycentric, regiocentric and global (Shong, 2008).

Each organization has its own unique set of shared beliefs, standards, values, and meanings that defines its identity, acts as a unifying force, and distinguishes it from other workplaces. Together we can call them culture – the accepted way of conducting, interacting, communicating, the prevailing ideology and the unwritten/unspoken guidelines of operations within the organization (Osuigwe, 2016). Organizational culture has become a critical component of our understanding. There is an interdependence between this and other concepts such as leadership, organizational structure, motivation, power, and strategy (Linstead, 1999). In addition, culture is a paradoxical organizational phenomenon to explore to the extent that it is the product of organic cultural treatment. This tends to be taken for granted and left implied. And to the extent that it is officially announced and presented, it often shows a perfunctory sparkle that masks some more deeply held features that subvert the culture as shown (Johnson, 1987). But even though managers are tired or cynical about building organizational culture, it still has a lot to do with what they think and feel (James and Linstead, 2006). Business competitiveness in the current globalized environment strongly demonstrates the need for the development of strategic framework for managing, negotiating and communicating across cultures. Awareness in cultural differences is increasingly important in achieving the investment goals of multinational corporations. A good understanding and appreciation of the culture in which business is conducted may make international managers efficient and productive (Chaney and Martin, 2011).

During cross-cultural meetings, mistakes can occur when we interact with people whose behaviours do not meet our expectations. Cross-cultural communication is exciting and interesting because of simultaneous mixing of culturally based rules of encoding and decoding. Unfortunately, due to these dynamics, it is also a source of conflict. When negative emotions are stirred in cross-cultural encounters, these emotions tell us that there is an inconsistency between our expectations, stereotypes, value system, and reality (Matsumoto, 2000). There are six primary sources of such irregularities that cause misunderstandings and problems in intercultural communication (Barna LaRay, 1997): (1) Assumption of similarities (the "invisible" aspects of our culture lead us to assume our communication style and way of behaving is how "everyone" communicates and behaves and when someone acts differently, we may judge them negatively); (2) Language differences (speaking a non-native language can lead to miscommunication, even people speaking the same language can experience miscommunication because the same word can mean something hugely different); (3) Nonverbal misinterpretations (we send and receive wordless messages through body language, facial expression, and eye contact, even the style of clothing or room furnishings communicates with us and sends a message); (4) Preconceptions and stereotypes (culture influences the way we see the world, preconceived notions and stereotyping occur when "oversimplified" characteristics are used to judge a group of people or an individual associated with a group); (5) Tendency to evaluate (we tend to interpret the message or the action through our cultural

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lens and we often evaluate the message or behaviour as "good" or "bad" without really understanding the original intent); (6) High anxiety (misunderstanding what is appropriate or expected can increase our anxiety, incorrect communication or misunderstanding can be a direct result of it).

2. Data and Methods

Article examines international aspects of corporate culture in multinational companies operating in Slovakia. Study based on the analysis of three groups of variables (nationality of employees, communication language and corporate culture and misunderstandings) with the focus on differences between them according to ownership structure and region of headquarters. Study based on the premise that the share of foreign ownership capital (capital of mother company) affects applied strategy of corporate culture visible thorough the filling of positions and thus the language used in corporate communication, which secondarily can cause cross-cultural misunderstandings. The purpose of including variable region of headquarters was to find possible differences in applying corporate culture in companies from differ regions.
Study examined 200 subsidiaries of multinational companies operating in Slovakia. For the inclusion in the study, we placed only two requirements on the participating entities: legal personality (the entity had to be registered in the Commercial Register of the Slovak Republic) and participation in a multinational company (company had to be a subsidiary of a foreign parent company). Neither the form of entry into the Slovak market nor the nature of the relationship with the parent company were a condition for this purpose, given that we consider them to be variables. Study was conducted as online questionnaire survey. For purpose of this article, only a part of larger survey aimed at various aspects of international management and entrepreneurship was used. This part of survey included 210 answers, but after data adjusting (Munk, et al., 2013) and excluding incomplete answers, the sample was narrowed to 200 respondents. Descriptive statistics of the sample shows Table 1.

Table 1: Descriptive statistics

	V1	V2	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Mean	4.9	1.68	3.63	2.28	1.7	1.5	2.31	1.95	1.83	1.99	2.7	1.87	1.5	2.94
Std. Error of Mean	0.098	0.084	0.049	0.059	0.018	0.042	0.058	0.063	0.049	0.034	0.027	0.052	0.048	0.084
Median	5	1	4	3	1	1	3	2	2	2	2	2	1	3
Std. Deviation	1.39	1.194	0.698	0.828	0.256	0.593	0.816	0.885	0.688	0.481	0.376	0.734	0.673	1.195
Variance	1.932	1.425	0.487	0.685	0.065	0.352	0.665	0.783	0.473	0.231	0.141	0.539	0.452	1.428
Range	4	3	3	2	1	2	2	2	2	2	2	3	3	3
Minimum	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Maximum	5	4	4	3	2	3	3	3	3	3	3	4	4	4

Source: Own calculations

For the purpose of the study the four groups of questions were set. The first group includes sorting questions (the share of Slovak and foreign ownership, region of the registered office of parent company, size of the company and primary business area) out of which first two were selected as testing variables for further analyse of statistical significances. According to limited scope of this paper, other variables were not analysed. Other three groups (nationality of employees, communication language and corporate culture and misunderstandings) includes together nine questions market as Q4-Q12 as shows Table 2.

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Table 2: Design of questionnaire

Topic	Question	Code	Options.
Sorting characteristics	Ownership structure (share of Slovak and foreign ownership)	V1	100 % Slovak -1; 75-99% Slovak-2; 50-74% Slovak-3; 25-49% Slovak – 4; 0-25% Slovak-5; 100% Foreign-5.
	Region of headquarters (region of the registered office of parent company)	V2	European Union - 1, Europe outside the EU-2, Asia - 3, USA- 4
	Size of the company (Number of employees)	Q1	Micro enterprise - 1; Small enterprise - 2; Medium-sized enterprise - 3; Large enterprise- 4
	Primary business area	Q2	Trade - 1; Services -2; Production- 3
Nationality of employees	What are the positions most often held by members of the home country (country of headquarters)?	Q3	Senior managers- 1; Middle Managers - 2; Workers – 3
	What are the positions most often held by members of the host country (Slovakians)?	Q4	Senior managers- 1; Middle Managers - 2; Workers – 3
	What are the positions most often held by third country nationals?	Q5	Senior managers- 1; Middle Managers - 2; Workers – 3
Communication language	In which language senior management communicates most often?	Q6	English -1; Slovak - 2; Other - 3
	In which language middle management communicates most often?	Q7	English -1; Slovak - 2; Other - 3
	In which language operative management communicates most often?	Q8	English -1; Slovak - 2; Other - 3
	In which language workers communicates most often?	Q9	English -1; Slovak - 2; Other - 3
Corporate culture and misunderstandings	How often do misunderstandings occur due to the use of different languages?	Q10	Never – 1; Sometimes- 2, On average – 3; Often – 4; Very often –5
	How often conflicts occur as a result of clashes between members of diverse cultures/nationalities?	Q11	Never – 1; Sometimes- 2, On average – 3; Often – 4; Very often –5
	Which model of corporate culture does the company apply?	Q12	Geocentric-1; Regiocentric-2; Polycentric-3; Global- 4

Source: own design

Methodically is study divided into descriptive part and part of testing hypothesis. The first part describes variables and their frequencies. The second one based on statistical testing of two set

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hypothesis. This part includes the Shapiro Wilk test of normality used with the result that our examined data are skewed and kurtosis and therefore they do not come from normal distribution. Next, the Durbin – Watson test of autocorrelation (Abrahamse and Louter, 1971) was conducted to prove that there is no autocorrelation between variables. According to these outcomes, the Kruskal-Wallis nonparametric test was chosen to asset the differences among sample (Kruskal and Wallis, 1952; Rimarčík, 2007) with the hypothesis:

- H0: There is no statistically significant difference in aspects of corporate culture between observed variables.
- H1: there is a statistically significant difference in aspects of corporate culture in companies with various ownership structure.
- H2: there is a statistically significant difference in aspects of corporate culture in companies which headquarters reside in different regions.

For evaluation of the results, the computed p-value lower than the significance level alpha=0.05, indicates to reject the null hypothesis H0, and accept the alternative hypothesis Ha. Used significance level of 5% (p = 0.05) indicates, that the risk of rejecting the null hypothesis we reject the correct hypothesis is exactly 5% (Cyhelský and Suček, 2009). Descriptive statistics and testing of hypotheses were processed by using SPPSS software.

The scope of this study does not allow us to conduct larger statistical analysis of significances between variables. Therefore, for future research we recommend including also analyse of statistically significant differences between size of the company (Number of employees) and primary business area and other variables. Also, remarkably interesting would be enlarge study also for cultural dimensions (Hofstede, 2001; Hoftede, et al., 2010).

3. Results and Discussion

Study examines international aspects of corporate culture in Slovak affiliates of multinational companies. It analyzes three groups of variables (nationality of employees, communication language and corporate culture and misunderstandings) with the focus on differences between them according to variable ownership structure and region of headquarters.
The first group includes sorting characteristics such as ownership structure, region of headquarters, size of the company and primary business area.

Table 3: Frequencies V1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	13	6.5	6.5	6.5
	2	29	14.5	14.5	21
	3	19	9.5	9.5	30.5
	4	5	2.5	2.5	33
	5	134	67	67	100
	Total	200	100	100	

Source: Own calculations

Ownership structure (Table 3) of selected companies was calculated as the share of Slovak and foreign ownership and questionnaire includes range of 5 various answers. With this variable is connected the base premise of the study that the share of foreign ownership (capital of mother company) affects applied strategy of corporate culture visible thorough the filling of positions and thus the language used in corporate communication, which secondarily can cause cross-cultural misunderstandings. As shows Table 3, exclusively Slovak capital in ownership

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structure has only 13 of examined companies (6,5%); 75-99% of Slovak capital has 14,5% of them and 50-74% has 19% of them. Just 9.5% of examined companies has 25-49% of Slovak ownership; and another 2.5% just the share of 0-25%. Majority of subsidiaries in Slovakia (65%) are fully owned by mother company (100% foreign ownership).

Table 4: Frequencies V2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	144	72	72	72
	2	16	8	8	80
	4	40	20	20	100
	Total	200	100	100	

Source: Own calculations

The region of headquarters was selected as second variable. It shows the region in which headquarters of parent company has registered office. As shows Table 4, most multinationals who operates in Slovakia has headquarters in European Union (72/%), in Europe outside the EU seats just 8% of them and 20% has headquarters in USA. From other regions were no entities (Table 4)

Table 5: Frequencies Q1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	3	3	3
	2	7	3.5	3.5	6.5
	3	43	21.5	21.5	28
	4	144	72	72	100
	Total	200	100	100	

Source: Own calculations

The third characteristic was a size of the company (Table 5) explained by the number of employees according to EC (2003). Just 3% of examined affiliates of multinationals in Slovakia are micro enterprises with less than 10 employees and 3.5% of them are small enterprises under 50 employees. Over 21% were medium-sized enterprises with 50 to 250 employees and majority of them were large enterprises (72%) with more than 250 employees.

Table 6: Frequencies Q2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	48	24	24	24
	2	48	24	24	48
	3	104	52	52	100
	Total	200	100	100	

Source: Own calculations

According to structure of primary business area examined companies operates we can conclude that 24% of them operates in trade and the same share of them in Services. The more than half of them (52%) primarily operates in production (Table 6)

The second group of questions aimed at nationality of employees and describes positions most often held by members of the home country, host country and third country nationals.

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Table 7: Frequencies Q3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	186	93	93	93
	2	14	7	7	100
	Total	200	100	100	

Source: Own calculations

At the beginning of this part, we calculated distribution of members of the home country or country of headquarters across positions in company. There is no surprise that (93%) examined companies were managed by home country nationals or employees sent by mother company from headquarters to manage foreign subsidiary. These expatriates practically held positions in senior management or top management. Only 7% of examined companies have home country nationals only in middle management and there is no evidence of companies where expatriate from headquarters held worker position (Table 7).

Table 8: Frequencies Q4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	111	55.5	55.5	55.5
	2	79	39.5	39.5	95
	3	10	5	5	100
	Total	200	100	100	

Source: Own calculations

Different situation was identified in case of Slovak employees or we can say members of the host country. Only half (55,5%) of examined companies were led by Slovak managers. Additional 39.5% of them have Slovaks just at middle management positions and the rest of them (5%) have no Slovaks in management at all (Table 9).

Table 9: Frequencies Q5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	45	22.5	22.5	22.5
	2	49	24.5	24.5	47
	3	106	53	53	100
	Total	200	100	100	

Source: Own calculations

In case of third country nationals or employees from third countries (out of home or host country of multinational company) we identified that in Slovakia they take part in senior management just in 22.5% of examined companies and almost the same share of them (24.5%) of them involve third country nationals in middle management. As expected, the most of examined companies (53%) employ people from third countries just as workers.

The third part of questionnaire study aimed at langue which is usually use for communication in examined companies. These questions relate to the fact that multinationals employ people of different nationalities and consequently of different native languages. Therefore, these

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companies must find the way of effective communication which means that for example in situation of prevailed number of senior managers from home country and middle managers from host country with the workers from third country they choose to use different languages.

Table 10: Frequencies Q6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	82	41	41.6	41.6
	2	43	21.5	21.8	63.5
	3	72	36	36.5	100
	Total	197	98.5	100	
Missing	System	3	1.5		
Total		200	100		

Source: Own calculations

For the purpose of this part of study we examined the language in which senior management communicates most often (Table 10). In 41% of examined companies' senior management communicate mostly in English. Slovak langue using on level of senior management just 2.5% of companies and surprisingly 36% of multinationals use also other language (depending on the country of headquarters).

Table 11: Frequencies Q7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	67	33.5	33.5	33.5
	2	100	50	50	83.5
	3	33	16.5	16.5	100
	Total	200	100	100	

Source: Own calculations

The same analysis in case of language used at middle management level we find different approach since English is used just in 33.5 % of examined companies and other language in 16.5%. The half of examined subsidiaries using mostly Slovak language at middle management level (Table 11).

Table 12: Frequencies Q8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	24	12	12	12
	2	154	77	77	89
	3	22	11	11	100
	Total	200	100	100	

Source: Own calculations

With the purpose of examine possible differences in using language at middle and operative managerial level we include also question regarding situation at operative level of management (Table 12). Surprisingly, the difference was found, since at operative level use English just 12% of examined companies and Slovak language using 77% of them. Other languages are of use just in case of 11%.

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Table 13: Frequencies Q9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	4	4	4
	2	171	85.5	85.5	89.5
	3	21	10.5	10.5	100
	Total	200	100	100	

Source: Own calculations

Consequently, we examined the language in which workers communicates most often (Table 13). Workers use English just in 4% of examined companies, other language in 10.5% of them which can be connect with the amount of third country workers in Slovak economy. They come mainly from Romania, Serbia, and other Balkan countries. Despite this, it is no surprise that workers usually use Slovak language, what is confirmed in 85.5% of examined companies.
The last part of our study aimed at corporate culture and misunderstandings connect with it. These misunderstandings can occur in connection with every aspect of corporate culture but generally the most exposed is cross-cultural communication.

Table 14: Frequencies Q10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	65	32.5	32.5	32.5
	2	101	50.5	50.5	83
	3	30	15	15	98
	4	4	2	2	100
	Total	200	100	100	

Source: Own calculations

The cross-cultural communication involves problems of communication across nationalities and cultures but despite considerable cultural differences between people, generally misunderstandings occurs firstly when they use different languages. In examined companies, these types of misunderstandings occur often just in case of 2% of them, on average it is in 15%. Very positive is, that in no examined company representatives indicate very often occurrence of intercultural misunderstandings (Table 14). It has to be mentioned that these problems never occur in 32.5% of examined companies and in more than a half of them (50.5%) it is just sometimes.

Table 15: Frequencies Q11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	119	59.5	59.5	59.5
	2	63	31.5	31.5	91
	3	17	8.5	8.5	99.5
	4	1	0.5	0.5	100
	Total	200	100	100	

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Source: Own calculations

As was mentioned, the significant source of cultural misunderstandings can be misunderstanding spitting out of the clash of multiple cultures. As in previous case, the very often occurrence of them was not identified in our sample and often occurrence we find in just 0.5% of these companies. On average occurrence was identified in case of 8.5% companies. Incredibly positive is that conflicts because of clashes between members of diverse cultures or nationalities never occurs in more than a half of examined companies (59.5) and sometimes in 31.5% of them (Table 15).

Table 16: Frequencies Q12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	40	20	20	20
	2	29	14.5	14.5	34.5
	3	35	17.5	17.5	52
	4	96	48	48	100
	Total	200	100	100	

Source: Own calculations

Last question of our study aimed at the model of corporate culture which companies applies. Just 14.5% of examined companies apply regiocentric strategy, 17.5 % use polycentric strategy, 20% of them use geocentric strategy and 48% of them use global one (Table 16)´.

Study examined three groups of variables (nationality of employees, communication language and corporate culture and misunderstandings) with the focus on differences between them according to variable ownership structure and region of headquarters. These differences were statistically analyzed with the use of SPSS software.

Table 17: Kruskal Wallis Test- Grouping Variable: V1

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Kruskal-Wallis H	13.323	5.105	2.708	5.614	9.207	0.388	8.63	2.397	5.899	5.319	4.172	9.913
df	4	4	4	4	4	4	4	4	4	4	4	4
Asymp. Sig.	**0.01**	0.277	0.608	0.230	<u>0.056</u>	0.983	0.071	0.663	0.207	0.256	0.383	**0.042**

Source: Own calculations

Study based on the premise that the share of foreign ownership (capital of mother company) affects applied strategy of corporate culture visible thorough the filling of selected positions and thus the language used in corporate communication, which secondarily can cause cross-cultural misunderstandings. For this purpose, the two hypotheses (H1 and H2) were set. A Kruskal-Wallis H test showed that there was a statistically significant difference in ownership structure just in case of two variables. Therefore, we can reject the null hypothesis Ho and adopt a hypothesis H1 in case of Q1 and Q12 (Table 17). The significant differences in ownership structure were found between micro, small and medium size enterprises with the $\chi2(2) = 13.323$ and $p = 0.010$. In addition, these differences were identified between companies with different type of applied strategy of corporate culture with the $\chi2(2) = 9.913$ and $p = 0.042$ (Table 17).

Table 18: Kruskal Wallis Test- Grouping Variable: V2

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

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Kruskal-Wallis H	0.71	1.558	5.57	4.658	6.881	11.404	0.225	0.924	2.784	1.8	3.535	3.123
df	2	2	2	2	2	2	2	2	2	2	2	2
Asymp. Sig.	0.701	0.459	0.062	0.097	**0.03**2	**0.003**	0.894	0.63	0.249	0.407	0.171	0.21

Source: Own calculations

Finally, our study is closed with the Kruskal-Wallis H test according to variable region of headquarters (region of the registered office of parent company) connect with the hypothesis H2. Among all examined variables we can adopt this hypothesis in case of Q5 and Q6. These outcomes (Table 18), indicate statistically significant difference in regions of their headquarters between companies with various positions most often held by third country nationals $\chi2(2) = 6.881$ and $p = 0.032$ and between companies which different language which senior management communicates the most often $\chi2(2) = 11.404$ and $p = 0.003$.

4. Conclusion

Article examines international aspects of corporate culture in multinational companies operating in Slovakia. Study based on the analysis of tree groups of variables (nationality of employees, communication language and corporate culture and misunderstandings) with the focus on differences between them according to ownership structure and region of headquarters. Conducted questionnaire study examined 200 subsidiaries of multinational companies operating in Slovakia selected by stratified randomization with the requirements of individual legal personality and participation in a multinational company. Majority of examined subsidiaries (65%) are fully owned by mother company, they were large enterprises with more than 250 employees (72%) and has headquarters in European Union (72/%). The more than half of examined companies (52%) operates primarily in production, 24% in trade and the same share in services. Just 14.5% of them apply regiocentric strategy, 17.5 % use polycentric strategy, 20% geocentric strategy and 48% global one. This fact also supports the share of foreign ownership capital which affects applied strategy of corporate culture visible thorough fact that 93% of examined companies were managed by expatriates sent from headquarters to lead foreign subsidiary. Only a half (55,5%) of them have Slovakians in senior management, 5% even have no Slovakians in management at all. Employees from third countries are in 53% of examined companies just workers. In 41% of them senior management communicate mostly in English. The middle management level use Slovak language at half of them, the operative managers use it in 77% of examined companies. Workers use usually Slovak language but at 10.5% it is native language of third country nationals. Positive is, that despite this diversity in no examined company representatives indicate very often occurrence of intercultural misunderstandings, in more than a half of them (50.5%) it occurs just sometimes. Conflicts as a result of clashes between members of diverse cultures or nationalities never occurs in more than a half of them (59.5%) and sometimes in 31.5%.

The significant differences in ownership structure were found between micro, small and medium size enterprises. These differences were identified also between companies with different type of applied strategy of corporate culture. Interesting also is statistically significant difference in regions of headquarters between companies with various positions most often held by third country nationals and between companies which different language which senior management communicates the most often.

Despite the quite large extend of this study it still has some limitations. In respect of them we recommend for future research to conduct analysis of statistically significant differences between size of the company (number of employees) and primary business area and other

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variables. Also, methodically would be essential to enlarge study of cultural dimensions (Hofstede, 2001; Hoftede, et al., 2010).

Findings of this study are of remarkable use in future research aimed at internationals operating in Slovakia and in larger region of V4 or EU. There is also essential possibility to use our findings in education process, mainly in case of course International Management and Entrepreneurship which took place at universities involved in the project KEGA 005SPU-4/2019.

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Author Declaration: We authors of the above titled paper hereby declare that the work included is original and is an outcome of the research carried out by the authors indicated in it. Further, we authors declare that the work submitted has not been published already or under consideration for publication in any Journals/Conferences/Symposia/Seminars. We also declare that the work does not infringe on any copyrights, property rights of others including licenses and it is free from plagiarism.

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Basic Principles of Investment Activity Development: Interpretation of the "Investment" Concept

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Abstract

Nowadays there are differences in the interpretation of the "investment" concept by different economic schools and scientific trends. This situation complicates the interpretation of the final results of investment development at the micro and macroeconomic levels, and it leads to conceptual mistakes in the calculation of gross investment, and even reflected in the reliability of some statistical reporting. Besides, such a situation necessitates the generalization of theoretical approaches to defining the category of "investment" and creating a single semantic space in this area. These actions will improve the classification of forms and types of investment, justify their implementation, and clarify the essence of various related concepts. During our research, the main approaches to the interpretation of the "investment" concept were considered, the essence of investments and investment activities was specified. Besides, the directions of investment activity of the different countries were analyzed.

Keywords: investment, theoretical approaches, investment activity

JEL classification: E22, E66

Introduction

The modern development of Ukraine's economy is impossible without expanded reproduction of production, introducing modern scientific technologies. This situation fully applies to agriculture, which directly affects the increase in employment in rural areas, the implementation of infrastructure projects, and the achievement of high living standards. All these processes require an increase in investment in agricultural production by attracting new investment. The need to accelerate the pace of structural adjustment of agriculture in a limited competitive environment is particularly acute in recent years due to the long moratorium on the market turnover of agricultural land.

In the transformational conditions of the country's development, investment is the most important means of providing conditions for the market economy development, structural changes in the economy and improving the quality of economic activity in general and agriculture in particular. The origin of the term "investment" is associated with the German " investition " or Latin "investure", "insvestio", which translates as "dress, endow, invest".

The perspective of implementation such a market raises a number of issues of the theoretical plan, in particular:

- formation of a new rural development policy and its natural component - investment policy in agriculture, taking into account the requirements of rational land use;

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- definition of strategic tasks of agricultural development, its main beneficiaries and their social responsibility for socio-economic development of the village;
- further improvement of legislative and normative-legal regulation of investment activity on the basis of modern methods of land accounting, their owners, etc .;
- providing scientific and expert substantiation of directions, means and methods of realization of investment activity in agriculture;
- substantiation of the possibilities of the state's influence on the sources, volumes and conditions of investment activity in agriculture, in particular, the restriction of state regulation.

The purpose of the article is to reveal and generalize the existing approaches to defining the category of "investment", clarifying the essence of this concept in the context of the purpose of their implementation, harmonization of basic related concepts.

Ukrainian and foreign scientists' opinions about the "investment" concept

Determining the essence of investment in the economy is specific to different countries based on the level of development, socio-cultural characteristics and so on. In Western countries, investments are often understood as the purchase of securities (stocks, bonds), while in Ukraine they are equated to the term "capital investment".
Shevchuk and Rogozhin claim that investments have a financial and economic definition. By economic definition, investments are expenditures on the creation, expansion, reconstruction and technical re-equipment of fixed capital, as well as unrelated changes in working capital, as changes in inventories depend largely on the movement of fixed capital expenditures. From a financial point of view, investments are all types of assets (funds) that are invested in economic activities for the purpose of obtaining income (Shevchuk, Rogozhin, 1997).
Keynes argued that on the one hand investment is an increase in the value of capital goods, and on the other - the cost of productive consumption of newly created material goods and services, and investation is a flow increase in the value of capital assets as a result of production activities. the use of that part of the profit which has not been used for consumption (Keynes, 2018).
Kirichenko and Kharchenko, believe that from a financial point of view, investment is a system of economic and other relations concerning the circulation of capital, which is advanced in the form of money, property, innovation and intellectual values in objects of entrepreneurial and other activities in order to benefit from the process of expanded reproduction. From an economic point of view, investments are expenditures on the creation, expansion, reconstruction and technical re-equipment of fixed capital, as well as related changes in working capital (Kirichenko, Kharchenko, 2010). Krupka gives an example of the fact that depending on the object of investment are different. The scientist notes that "in particular, what is an investment for an individual will not be for the economy as a whole." However, according to the macroeconomic approach, investments consist of three parts: productive investments, or investments in fixed capital, investments in housing construction and investments in stocks, and inevitably create new capital (Krupka, 2012).

The investment attractiveness of the state is one of the important quality characteristics for the investor. Muzychenko (2000) notes that the investment attractiveness of regions is determined by the action of a system of factors of both objective and subjective nature. The objective ones include the socio-economic features of the investment attractiveness of the regions, the main directions of structural transformation of their economy (Mayorova, 2014). Investors prefer industrially developed economically advantageous regions. Subjective factors are directly related to the nature of local government actions aimed at creating a favourable investment climate to attract foreign investment into the region's economy. Besides, according to

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Muzychenko, investment activity is determined by two main characteristics: investment attractiveness and investment climate. These two categories are quite important in investment theory. Another category that needs research is "investment activity".
According to the Law of Ukraine "On Investment Activity" (Verkhovna Rada of Ukraine, 1991d) "investments" are all types of property and intellectual values invested in objects of entrepreneurial and other activities, as a result of which profit (income) and/or the social and ecological effect is reached. According to the Law, property and intellectual values are:

- funds, target bank deposits, shares, stocks and other securities;
- movable and immovable property;
- intellectual property rights;
- a set of technical, technological, commercial and other knowledge, designed in the form of technical documentation, skills and production experience necessary for the organization of a particular type of production, but not patented, "know-how";
- rights to use land, water, resources, buildings, structures, equipment, as well as other property rights;
- other values.

Some scholars point out that certain provisions of the Law of Ukraine "On Investment Activity" misinterpret the concept of "investment". In particular, Peresada (2017) points to the following:

- material investments are directed not only to create a profit (income) or achieve a social effect but also to other forms of development and increase the market value of the enterprise, which is reflected in the growth of the amount of invested capital. Western economists emphasize investing as the main goal;
- the object of investment activity specified in the Law needs to be clarified. If the purpose of investment is to increase the amount of invested capital, then such capital should be invested only in the objects of entrepreneurial activity, as its direction to the objects of social, charitable activity, sponsorship will not lead to such growth. In this case, the term "financing" rather than the investment is more appropriate to denote investment (Peresada, 2017).

Tatarenko explains that investment activity is a consistent, purposeful activity that consists in the capitalization of property, in the formation and use of investment resources, regulation of investment processes and the international movement of investment and investment goods, creating an appropriate investment climate and aims to make a profit or a certain social effect (Tatarenko and Lieutenant, 2018).
Kachur (2015) defines the essence of investment activity: "it is the process of realization of investments, ie investment of material, financial resources and intellectual values in objects of the economy and social sphere". Investment activity characterizes the investment process in real terms with an emphasis on the organizational basis of its implementation and management of this process. Based on the analysis of the approaches of economists to the definition of investment activity, we can identify the main features of the interpretation of investment activity: how you can invest available resources for profit or social impact; as a series of measures aimed at transforming savings into investments; as a process of finding investment resources, choosing effective investment objects; as an important part of the international capital movement, etc. "(Kachur, 2015).

Investment activities regulation in different countries

To improve the state regulation of investment activities, it is necessary to turn to foreign experience. The development of investment has quite various directions in different countries.

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Such a situation occurs primarily due to the specifics of economic development in different regions and the factors that affect them. In many countries, government regulation creates regulatory and socio-economic preconditions for intensifying investment processes and strengthening the investment potential of regions.
Therefore, it would be appropriate to analyze the priority measures of state regulation of investment activities, which are carried out in different countries by governments and international organizations to address issues of attracting investment resources (Table 1).

Table 1. Priority measures to regulate investment activities in different countries

Category of countries	Priority measures of state regulation in investment activity
Developed countries, except Asian countries (USA, Canada, Great Britain, Germany, France, the Netherlands, Australia)	- formation of institutions that provide advisory support to investors; - establishment of tax benefits; - state programs of financial support; - development of public-private partnership in the investment sphere.
Developed countries of Asia (China, Japan)	- preferential tax regime; - preferential state lending (from state banks of regional development); - means of customs regulation of agricultural products (protectionist measures); - investment consulting.
Newly industrialized countries (Singapore, Thailand, South Korea, Malaysia, UAE, Saudi Arabia, Bahrain, Qatar, etc.)	- creation of centers of international investment programs to attract funding; - measures to stimulate the development of small enterprises; - preferential lending for the implementation of long-term programs for the development of agricultural areas (agricultural clusters).
Developing countries (Argentina, Brazil, Egypt, Mexico, CIS countries, Eastern Europe)	- preferential taxation; - lending to small businesses; - customs benefits for the export of agricultural raw materials; - government Procurement.

Source: by the author according to the data (Gale and Gooch, 2018; World Investment Report 2019 / UNCTAD, 2019; Global Food & Agriculture Investment Outlook, 2018; Levandivs'kyy, 2019; Prokopchuk, Horbachova, 2018;)

Conclusion
It can be stated that investment activity should be defined as a system of purposeful actions of specific entities (investors and other stakeholders of the process, including public authorities), investing funds and/or other resources to generate income or other positive social effects. Thus, investment is the use of all forms of financial, property and non-property (including human, intellectual) resources necessary for economic activities, implemented in business projects and programs and provide expanded reproduction of the process of social production.
Besides, considering the main existing approaches to the definition of investment, we can conclude that this concept is quite multifaceted and manifests itself as a broad economic

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category. Researchers who study it do not have a single answer to the question of what is "investment", what are the values and forms of investment, what is the object of investment and what result the investor should get from their activities. Such contradictions are due to the interpretation of the concept of "investment" from different points of view, according to each area of their study. Therefore, this category should be considered in various aspects (financial, economic, macroeconomic, technical, industrial, etc.), which will emphasize the importance of certain aspects in certain areas in the formation of the concept of "investment", without narrowing its essence.

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Author Declaration: We authors of the above titled paper hereby declare that the work included is original and is an outcome of the research carried out by the authors indicated in it. Further, we authors declare that the work submitted has not been published already or under consideration for publication in any Journals/Conferences/Symposia/Seminars. We also declare that the work does not infringe on any copyrights, property rights of others including licenses and it is free from plagiarism.

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Cultural Freedom in Multinationals Operating in Slovakia with the Focus on Different Approach of Family-Owned Companies

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Abstract
Family business has had its place in the business world for several centuries. Family businesses start at the national level and gradually become multinational corporations through internalization. Globalization brings multinational companies a mix of cultures in all their foreign branches. Family businesses are affected by the fact that corporate culture is intertwined with family culture. Does the culture of the family influence foreign branches as well, or do these companies behave in the same way as non-families after internationalization? The main aim of this study is to analyze cultural freedoms in examined multinationals from two points of view: describing the level of tolerance for selected freedoms and searching for significant differences in these characteristics between family owned, family started (but no longer owned) and non-family companies. From the research, we found that there is no statistically significant difference between the marital status of society and the examined characteristics.

Keywords: *multinational companies, corporate culture, cultural freedom, subsidiaries, Slovakia*

JEL Classification: *D02, F23, M14*

1. Introduction

Each organization has its own unique set of shared beliefs, standards, values, and meanings that defines its identity, acts as a unifying force, and distinguishes it from other workplaces. These can be named as culture, in organizations understand as accepted way of behaving, interacting, communicating, the prevailing ideology and the unwritten/unspoken guidelines of operations in the organization, or its identity. An organization in which the employees show a shared important level of understanding and commitment to the core values standards could be regarded as having a strong culture unlike an organization where employees perform their duties based on their personal vision and goals (Osuigwe, 2016). Organizational culture can strongly shape the thinking of individuals across organization and be visible in their decision-making processes and judgment. Therefore, it is necessary to communicate correctly and in time so that mistakes in the organizational culture do not negatively impact business processes (Johnson, 1987). Culture is based on shared interaction among individuals and shared symbols of thinking as well. It is embedded permanently, but it must be continually in the process of changes influenced by tension among individuals. It is marked by creative development and

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cultural innovation over time (Linstead and Mullarkey, 2003). Organizational culture influences the further production development of the company and personnel as well. It determines how the company adjusts to the changing external environment, what objectives it sets, what methods it uses to accomplish these goals and the spiritual and physical development of individuals (Osetrova, et al., 2019). Business competitiveness in the current globalized environment strongly shows the need for the development of strategic framework for managing, negotiating and communicating across cultures. Consciousness in cultural differences is increasingly important in meeting the investment objectives of multinational corporations. A good understanding and appreciation of the culture in which business is conducted can make international managers effective and productive (Chaney and Martin, 2011).

What may be considered perfectly acceptable and natural in one country, can be confusing or even offensive in another (Hofstede, 1991). Differences between employees are of key importance at every workplace, but for multinational and multicultural environments it is twice as important. Culturally conditional values and expectations are often a source of tension and misunderstanding in such workplaces. Results of natural differences in cultures, varies from the tendency of single payers to clamp down on their culture as the only correct one to ignorance of the resulting prejudices towards other cultures and customs. Therefore, above all, multinationals should pay close attention to knowledge and methods of eliminating cultural differences and inequalities. Widely accepted is Hofstede's 6D Model of cultural dimensions (Hofstede, 2001; Hoftede, et al., 2010) which describes following types of characteristics between cultures: individualism and collectivism, masculinity and femininity, power distance, uncertainty avoidance, long –term and short-term normative orientation, indulgence and restraint.

A multinational enterprise can be characterized as an enterprise in which inter-agency management is carried out, consisting of a process of planning, organizing, organizing people and controlling in an international environment (Ubrežiová et al., 2013). The expansion of multinational enterprises occurred after 1989, when globalization allowed national enterprises to do business internationally by implementing the North American Free Trade Agreement (NAFTA) and establishing the World Trade Organization (WTO) (Apud et al., 2003). Globalization is a process of bringing together and influencing economic, social and political spheres of life in an international environment. Internationalization, the technological revolution linked to industrialization processes, deterritorialization and liberalization fall under the globalization process (Dudáš et al., 2011). The precession of internationalisation is crucial for the creation of a global enterprise. This process has become strategic about the importance of growth and sometimes the survival of family businesses (Kontinen and Ojala, 2010). Internationalization for enterprises threatens the geographical expansion of the foreign market, but also the possibility to do business on foreign markets (Cihelková, 2012).

Family business is the most widespread form of business in the world (Nordqvist et al., 2013). Although family businesses are created as small firms, over time they can become multinationals (Poza & Daugherty, 2014). Family businesses become international due to global competitiveness (Johanson and Vahlne, 2009). The reasons for the company's entry into the foreign market are sales growth, diversification, and globalization (Horská et al., 2018). Some businesses succeed, but many do not, because the inability of companies and their managers to adapt to the demands of the international environment is the root cause of the failure of international business (Apud et al., 2003).

Many business failures in the international environment are attributed to a lack of intercultural competence on the part of businesses (Johson et al., 2006). Intercultural competence is the ability of individuals to function effectively in another culture (Gertsen, 1990). This failure arises from a lack of understanding of the local economic, political and sociocultural environment (Hill, 2001). Intercultural management often fails, where the performance of

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employees outside the homeland can be particularly demanding. These are contextual influences that may hinder the effective functioning and intercultural communication of (Glinow et al., 2004). Up to 40-55% of posted people abroad are failing (Black et al., 1999), estimated at between $250,000 and $1 million in costs (Hill, 2001). It is estimated that Emigrants in foreign branches leave the company within 2 years (GMAC, 2003). A globally competent manager needs to have an overview of many foreign cultures, perspectives, tastes, trends, technologies and approaches to business. He should be skilled at working with people from many cultures, being able to adapt to life in other cultures, knowing how to communicate with foreign colleagues as equals (Adler and Bartholomew, 1992). The functioning of international management should involve 3 dimensions of interdependent dimensions: affective dimension (personality traits and attitudes), cognitive dimension (how individuals acquire and categorize cultural knowledge) and the communication dimension of behaviour (to be an effective communicator) (Gertsen, 1990). A business culture can foster innovation and company performance, but it can also be a hinder to the values that culture promotes (Naranjo-Valencia et al., 2015).

Family businesses are based on strong social capital: they share a common language and stories, norms, responsibilities, and high trust. They can build more efficient relationships with suppliers, customers and other organizations (Kontinen and Ojala, 2010). They differ from non-family companies in careful employee training and closer ties with customers are sought to maintain business. In the international sphere, caring for these aspects can be difficult because the cooperating partners are culturally and psychologically different and often territorially far away. On the other hand, such care could lead to the establishment of particularly good international relations once confidence is (Miller et al., 2008).

In each country has its values, attitudes, language, history, customs, rituals, etc. (Ubrežiová et al., 2013), affecting management in a given country. Unlike individual, the values of the organization focus on common preferences, which are also presented externally. They are key elements that define binding ideas affecting people's (Tureckiová, 2004). Attitudes constitute positive or negative opinions taken against a person, problem or situation. Customs are purposefully organized and help integration in the organization. The language reflects the specific values and beliefs of the organization, while (Lukašová, 2004). Corporate rituals have the most symbolic value to customs. It is a specific way of behaving in a specific place and in a specific way (Kachaňáková, 2003).

2. Data and Methods

Article examines cultural freedoms of employees of multinational companies in Slovakia with the focus on differences between these freedoms in family, family started and non-family companies. The reason of connection between family companies and cultural freedom is in a widely used premise that family-owned companies are more tolerant to cultural expressions of their employees since in these companies are stronger cultural background and pressure for creating organizational culture based on respect for human rights and tolerance.

The main aim of this study is to analyze cultural freedoms in examined multinationals from two points of view: describing the level of tolerance for selected freedoms and searching for significant differences in these characteristics between family owned, family started (but no longer owned) and non-family companies.

Study aimed at multinational companies operating in Slovakia, which direct us to reach out to branches of multinational companies operating in Slovakia. The condition for stratified randomization was for companies to be single legal entity registered in the Commercial Register of the Slovak Republic and be a part of multinational company (to be a Slovak branch of a

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foreign parent company). The form of entry Slovak market or level of autonomy were not important for the purpose of this study.

For the purpose of the study, we realized online questionnaire survey on the sample of 210 companies, but after data adjusting (Munk, et al., 2013) and excluding incomplete answers, the sample was narrowed to 200 respondents. Descriptive of this sample presents Table 1. Our problem was a part of larger study included various problems of international management and entrepreneurship in Slovakia. For this study, only part of cultural freedoms was involved. This part consists of seven ordinary questions (Q1-Q7) with the four possible closed answers and one sorting question (Q0) of three distinctive characteristics.

Table 1: Descriptive statistics

	N	Mean	Std. Deviation	Minimum	Maximum	Percentiles		
						25th	50th (Median)	75th
Q1	200	1.85	0.831	1	5	1	2	2
Q2	200	1.825	0.948	1	5	1	2	2
Q3	200	1.675	0.896	1	5	1	1	2
Q4	200	2.685	1.325	1	5	2	2	4
Q5	200	2.42	1.246	1	5	1	2	3
Q6	200	2.64	1.364	1	5	1	2	4
Q7	200	2.65	1.377	1	5	1	2.5	4
Q0	200	2.4	0.538	1	3	2	2	2

Source: Own calculations

For the purpose of the study, we set one sorting question Q0 and a set of variable questions (Q1-Q7) as following:

Q0 Family status of the company; with alternatives:

- Yes, it was established as a family business and is still run by members of the founding family (1);
- No, it's never been a family business (2);
- It was created as a family business, but today it is no longer (3).

Q0-Q7 Degree of respect for cultural practices of employees; with alternatives:

- Absolute freedom (1);
- Few restrictions (2);
- Significant limitations (3);
- Very strong restrictions (4);
- Absolute refusal (5).

The degree of respect for cultural practices of employees was anylsed from 7 perspectives:

Q1 Space to celebrate holidays (stay at home with family, etc.);

Q2 Space to follow traditions (edgy female colleagues during easter, have a Christmas tree at the workplace, etc.);

Q3 Space for speaking your native language/dialect;

Q4 Freedom to express yourself culturally through clothing (costume elements, ethnic motifs, burqa, etc.);

Q5 Freedom to practice religious rituals (e.g., pray);

Q6 Option to listen to folk or national music at work;

Q7 Freedom to surround yourself with folk art.

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As enrichment of descriptive statistics of variables, the testing of set hypothesis was included. At the beginning the Shapiro Wilk test of normality was used with the result that our examined data are skewed and kurtosis and therefore they do not come from normal distribution, which confirmed calculated p-value, histogram, and normal Q-Q plots. Next, the Durbin – Watson test on autocorrelation (Abrahamse and Louter, 1971) proved no autocorrelation between variables. Subsequently the Kruskal-Wallis nonparametric test was chosen to asset the differences among sample (Kruskal and Wallis, 1952; Rimarčík, 2007) with the assumptions set as:

- H0: There is no statistically significant difference between cultural freedom in family-run companies, family started companies and non-family companies which are subsidiaries of foreign multinationals in Slovakia.
- Ha: There is a statistically significant difference between cultural freedom in family-run companies, family started companies and non-family companies which are subsidiaries of foreign multinationals in Slovakia.

Computed p-value lower than the significance level alpha=0.05, indicates to reject the null hypothesis H0, and accept the alternative hypothesis Ha. The significance level of 5% (p = 0.05) indicates, that the risk of rejecting the null hypothesis we reject the correct hypothesis is exactly 5% (Cyhelský and Suček, 2009). Descriptive statistics (Table 1- 9) and testing of hypotheses (Table 10) were processed by using SPPSS software.

This study aimed at cultural freedoms of employees in examined multinationals, but the scope of the paper does not allow us to fully describe cultural context of freedoms and its connection with the strategic approach of multinationals in applying preferred culture across companies connected in multinationals. Study also do not aim to the description of cultural dimension and cultural specifics in Slovakia and home countries of analysed multinationals.

3. Results and Discussion

We conducted research on the sample of 200 subsidiaries of multinational companies in Slovakia with the aim to describe and analyse their attitudes to the corporate culture and specifically cultural freedoms of their employees. Subsequently we connect stronger corporate culture and greater tolerance in respecting the needs and values of individuals with family businesses. While respecting this permit, we analysed the existence of statistically significant differences between family-owned companies, companies which starts as family, but they are not at the time and non-family business. Regarding this, calculating of frequencies was of key importance.

Table 2: Frequencies Q0

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	25	12.5	12.5	12.5
	2	142	71	71	83.5
	3	33	16.5	16.5	100
	Total	200	100	100	

Source: Own calculations

As shows Table 2, there are 25 family-owned business in our sample (12.5%) and 33 companies which starts as family, but they are not owned by it now (16,5%). Other 142 companies (71%) can be considered non-family business. Our outcomes conflict with previous research of Mucha et al., (2016) who claimed that family businesses make up about 60 to 80% of all businesses in Slovakia.

DOI: https://doi.org/10.15414/2021.9788055223360

Table 3: Frequencies Q1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	75	37.5	37.5	37.5
	2	89	44.5	44.5	82
	3	29	14.5	14.5	96.5
	4	5	2.5	2.5	99
	5	2	1	1	100
	Total	200	100	100	

Source: Own calculations

In Table 3, that multinational companies in Slovakia give their employees space to celebrate the holidays. Absolute freedom is given by 37.5% of multinational companies that have adapted to customs in the country, but up to 44.5% of companies respect these holidays with a few restrictions. Significant restrictions were introduced by 14.5% of companies. There are also corporations that have not adapted to the country and have very strict restrictions (2.5%) until they absolutely reject these holidays (1%).

Table 4: Frequencies Q2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	89	44.5	44.5	44.5
	2	75	37.5	37.5	82
	3	21	10.5	10.5	92.5
	4	12	6	6	98.5
	5	3	1.5	1.5	100
	Total	200	100	100	

Source: Own calculations

Traditions belong to the culture of each country and multinational companies are aware of it, as we see in Table 4. As many as 44.5% of companies give employees complete freedom to follow traditions. Several restrictions were imposed by 37.5% of companies. We can say that up to 82% of multinational companies can adapt to the traditions of a given country. 10.5% of companies have introduced significant restrictions, 6% of companies have very strict regulation of traditions, and 1.5% of companies have introduced a complete rejection of traditions.

Table 5: Frequencies Q3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	108	54	54	54
	2	61	30.5	30.5	84.5
	3	22	11	11	95.5
	4	6	3	3	98.5
	5	3	1.5	1.5	100
	Total	200	100	100	

Source: Own calculations

The language of each country is its symbol, in Table 5 we see that up to 54% of multinational companies speak the language of the country and in 30.5% only a few restrictions. Significant

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restrictions have been imposed by 11% of companies and only 3% of multinational companies have very strict restrictions on the use of the national language. Absolute rejection manifested itself in only 1.5% of companies. Significance of restrictions on the degree with a job position, therefore, we can state that the higher the position, the stricter restrictions on communication in the native language.

Table 6: Frequencies Q4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	41	20.5	20.5	20.5
	2	65	32.5	32.5	53
	3	38	19	19	72
	4	28	14	14	86
	5	28	14	14	100
	Total	200	100	100	

Source: Own calculations

Freedom of expression through culture is very difficult in an international environment, as it focuses on the global market. As we can see in Table 6, multinational companies largely regulate the clothing of their employees. Only 20.5% of companies have complete freedom and 32.5% of restrictions. Significant restrictions have been imposed by 19% of multinational companies, and the same number (14%) of companies have very strict restrictions on corporate dress code and also reject cultural expression through clothing.

Table 7: Frequencies Q5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	57	28.5	28.5	28.5
	2	57	28.5	28.5	57
	3	49	24.5	24.5	81.5
	4	19	9.5	9.5	91
	5	18	9	9	100
	Total	200	100	100	

Source: Own calculations

Religion is an intimate issue for every individual, as we see in Table 7. Thus, multinational companies give employees absolute freedom of only 28.5% and, in the same number, a few restrictions. Significant restrictions in religion blame 24.5% of companies and up to 9.5% of multinational companies have very strict restrictions on religious rituals during working hours. 9% of companies have an absolute rejection of any religious rituals.

Table 8: Frequencies Q6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	52	26	26	26
	2	49	24.5	24.5	50.5
	3	47	23.5	23.5	74
	4	23	11.5	11.5	85.5
	5	29	14.5	14.5	100

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	Total	200	100	100	

Source: Own calculations

National music is not a typical problem of international management interest. However, these are melodies typical of a particular nation in the national language. This turn involves many options for listening to music, whether through the radio or through headphones. In Table 8, we see that only 26% of multinational companies give complete freedom in listening to music in the workplace, and we also see that 24.5% of companies have several restrictions on listening to national music in the workplace. 23.5% of companies have significant restrictions, 1.5% of multinational companies very strictly and up to 14.5% of multinational companies absolutely reject national music and the workplace.

Table 9: Frequencies Q7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	54	27	27	27
	2	46	23	23	50
	3	44	22	22	72
	4	28	14	14	86
	5	28	14	14	100
	Total	200	100	100	

Source: Own calculations

In recent years, folk art and folk patterns on clothing have gone back into fashion. In Table 9, we see that employers largely check the dress code of their employees, which is understandable for safety reasons in production or for conservative reasons in management. Only 27% of companies give their employees complete freedom to surround themselves with traditional folk art. 23% of companies have introduced a number of restrictions that employees must comply with, and 22% of companies have significant restrictions on folk art issues. At the same time, 14% of multinational companies identified very strict restrictions and absolute rejection of folk art.

Table 10: Kruskal Wallis Test - Grouping Variable: Q0

	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Kruskal-Wallis H	0.165	0.921	0.429	1.317	0.523	0.387	1.362
df	2	2	2	2	2	2	2
Asymp. Sig.	0.921	0.631	0.807	0.518	0.770	0.824	0.506

Source: Own calculations

Regarding set aim of the study we conducted Kruskall-Wallis test of the factor Q0 - Family status of the company (with alternatives: companies established as a family business and is still run by members of the founding family (1); companies which never been a family business (2); companies created as a family business, but today it is no longer (3)) analysed with variables Q1-Q7 (Table 10) with the assumption Ha: There is a statistically significant difference between cultural freedom in family-run companies, family started companies and non-family companies which are subsidiaries of foreign multinationals in Slovakia. Surprisingly, analysis shows no significant differences since all calculated p-values are of higher numeric value than 0,05. According this, we can reject the alternative hypothesis Ha and adopt the null hypothesis with

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the result of no significant differences in evaluated cultural freedoms among family owned, originally family owned and non-family subsidiaries of foreign multinationals in Slovakia.

4. Conclusion

Article examines cultural freedoms of employees of 200 Slovak affiliates of foreign multinational companies with the focus on differences between family, family started and non-family companies. We believe, that family-owned companies are more tolerant to cultural expressions of their employees since in these companies are stronger cultural background and pressure for creating organizational culture based on respect for human rights and tolerance. Except describing the level of tolerance for seven selected freedoms we aimed at searching for significant differences in these characteristics between mentioned types of companies.
Realised analyses of frequencies shows the ownership structure of examined subsidiaries with the 12.5% representation of family-owned business, 16.5% companies which starts as family businesses and 71% of non-family business. From the results of the questionnaire survey, we learned that international companies largely respect the culture of the countries where their foreign branches judge. They respect the country's traditions, but still the biggest restrictions have been placed on work environment issues. According to realised subsequent statistical analysis we can conclude no significant differences in evaluated cultural freedoms among family owned, originally family owned and non-family subsidiaries of foreign multinationals in Slovakia.
This study aimed at cultural freedoms of employees in examined multinationals, for the future research we recommend enlarging problem of cultural context of freedoms and its connection with the strategic approach of multinationals in applying preferred culture across daughter companies in various cultural zones of host countries. Subsequently, we consider description of cultural dimensions and specifics of home country and host countries as essential (with the respect of impact of cultural stereotypes of third country nationals). Outcomes of this study can be used in teaching process at faculties involved in project KEGA 005SPU-4/2019. Our results can also help to multinationals involved in the study for better understanding of their cultural climate as the base for improvement of the issue.

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Author Declaration: We authors of the above titled paper hereby declare that the work included is original and is an outcome of the research carried out by the authors indicated in it. Further, we authors declare that the work submitted has not been published already or under consideration for publication in any Journals/Conferences/Symposia/Seminars. We also declare that the work does not infringe on any copyrights, property rights of others including licenses and it is free from plagiarism.

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Globalization and The Brewing Industry

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Abstract

Globalization has a huge impact on the beverage industry, especially on alcoholic beverages such as beer, wine, or other spirits. These changes could happen based on the consolidation resulting from mergers, acquisitions, and joint ventures, and the strongest companies expanding into new regions. During the last decades, multinational companies took over the majority of the global beer market such as InBev, SABMiller, Anheuser-Busch, or Heineken. This resulted mainly based on the effective marketing strategies of standardized products. The main goal of this article is to provide an overall view on the effects of globalization in the brewing industry, which completely changed the structure of this industry in several countries. Based on the highly standardized global beer market, a completely new segment started to emerge in most of the countries locally. This segment is characterized by the establishment of several local microbreweries, which appeared to be a new trend. Craft breweries produce unique beer products from local ingredients, representing tradition and originality that is the exact opposite of the global beer products of multinationals.

Keywords: *brewing industry, craft beer, globalization, microbreweries*

JEL Classification: *F63, L15, L66*

1. Introduction

Globalization is still a frequently debated topic that affected the market of beer products, as well. While it covers the concept of global capitalism and imperialism, some refer to globalization as a force of progress, democracy, and increased standard of living. Supporting the positive view, defenders of the idea of globalization agree that it generates fresh economic opportunities, political democratization, cultural diversity, and the connection of the global market and world. On the other hand, the critics of this phenomenon agree that it brings increased domination and control by wealthier nations over the poor countries. Furthermore, they agree that it causes cultural homogenization, undermines democracy, and supports the destruction of the environment (Kellner, 2002). Since the early decades of the 20th century, the volume of beer production has been increasing globally. Mainly Europe was the top beer producer with the exception of the years after the 1950s when American and Asian countries caught up with the strongest producers. Therefore, these changes together with other factors strengthened the world beer trade (Bieleková, Pokrivčák, 2020). In the 1990s, the beer market was mainly characterized by restructuration and modernization, which caused some significant changes. Strong brewing companies such as Heineken, Carlsberg, SABMiller, and AB InBev entered the European market and consolidated the existing breweries. Industrial breweries were

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strengthened by technological, organizational, and marketing changes that enabled them to reduce costs and increase profits. The result of these changes was the creation of an oligopolistic market segment controlled only by a few corporations (Hunculak, 2004). The oligopolistic market situation, the homogenization of beer products globally, and also other factors have led to the rapid expansion of craft breweries in several countries. In this research paper, we provide a universal overview of how globalization affected the brewing industry and what trends are the effects of it. In general, microbreweries produce a so-called craft beer, that remains unfiltered, brewed based on a traditional recipe with high-quality ingredients (Maier, Fabianova, 2011). According to IBS, microbreweries are producing beer and then sell it in three directions: through a wholesaler to retailers and then to customers; selling as a wholesaler, to retailers, and then to customers; or directly to the customer through carry-outs or on-site sales (Wesson, Neiva de Figueiredo, 2001).

1.1 Globalization in The Brewing Industry

Globalization caused many positive changes such as faster and more effective information transfer, faster flow of ideas, intensification of social relations, that lead to the easy transfer of the trend of craft beer production, as well (Wojtyra, 2020). Globalization in the food and beverage industry results in several advantages. First of all, alcoholic products such as beer, wine or other spirits become more standardized, which increases the overall quality of the beverages available. Secondly, the global distribution networks are more effective economically, and they create opportunities for economies of scale in production and marketing. Furthermore, global goods can gain advantages from the global division of labour, based on the comparative advantage among multiple countries to develop new products, gain ingredients, diffuse technological advantages from more - to less - developed countries, place manufacturing, and develop effective global marketing campaigns (Jernigan, 2009). Furthermore, several researchers discuss the highly concentrated globalized segment of the alcohol industry, that is under the control of a small number of global companies. Based on the words of David Jernigan, the top five brewers own about 50% of the global market and the top 5 spirits companies own about 50% of the global spirits' market. He also emphasizes the importance of the employment of a high range of promoting activities (Anderson, Drummond, Hellman, Rosenqvist, 2009). Additionally, industrial breweries are able to keep the prices lower than microbreweries for their craft products. This is possible because industrial breweries have more power to engage in anti-competitive practices that can be both legal or illegal by including control over suppliers, distributors, retailers, and competitors. They have more power for negotiating contracts with suppliers that results in lower costs for the ingredients. For example, in countries such as the U.S., the largest firms provide to the distributors exclusive contracts and cause high pressure to minimize the offers from other smaller competitors (Howard, 2014).

1.3 Craft Beer as a Product of Antiglobalization

There are several definitions for craft beer, depending on the country and its legal requirements but the main difference between craft and industrial beers is in the type of ingredients (malts, hop, yeasts), the application of not standardized processing conditions, and the combination of beer styles (Baiano, 2021). Another difference is that craft breweries can experiment easier than industrial producers (Mastanjević et al., 2019). The target customers of craft beer producers remain in most of the cases local, which was also showed in an analysis by Wesson and Nieva de Figueiredo (2001). The research showed that those microbreweries that sell their products mostly on the local market, performed better than those that were expanding geographically. This could be explained by the fact that orientation on the local market reduces distribution

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costs, strengthens customer loyalty, and use limited resources more effectively and efficiently (Wesson, Nieva de Figueiredo, 2001).
During the last years, also the dominant players on the market realized the increasing demand for craft beer products and they reacted in various ways. One of them is the acquisition of craft beer producers and the use of their influence on pubs and bars and therefore retailers to include those craft beers within their references (Garavaglia & Swinnen, 2017). The next strategy is joining the segment with a „crafty" brand. These are products inspired by craft beer products that are easier to drink and cheaper than the original craft beer products. This strategy is confusing the consumer since the brands are communicated as hand-crafted products (Baiano, 2021). In the U.S. the Brewers Association (2017) reacted to this trend by establishing the „Independent Craft Brewer Seal" that can be put only on products produced by craft brewers (Codifava, 2018).

2. Data and Methods

Several types of research concluded that the number of craft breweries has rapidly expanded during the last decade in Europe, also in small countries like Slovakia (Pokrivčák, Chovancová, Lančarič, Savov, et al., 2019). In our research, the core information was microbrewery-specific data obtained from The Brewers of Europe´s report (2020) and previous collections of data. These years were chosen because most of the European countries are still experiencing the "craft beer revolution" that can be clearly seen in Figure 1. Furthermore, the number of active breweries is also increasing that as shown in Figure 2. which represents the data for the selected European countries.

3. Results and Discussion

As it was introduced, globalization also affected the brewing industry and provoked several trends. One of them is the expansion of microbreweries offering high-quality craft products mainly locally, produced in smaller volumes. This trend can be noticed in several countries all around the world. To demonstrate the rising success of microbreweries, we selected some European countries with various cultures.

Table 1: Number of microbreweries in the selected European countries between years 2009 – 2018

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Austria	103	101	97	92	109	109	114	123	129	126
Bulgaria	3	4	5	5	5	6	6	7	13	16
Czech Republic	51	65	90	20	207	238	202	350	402	440
Estonia	3	3	3	4	7	12	17	30	40	50
Finland	14	22	22	27	22	25	41	55		104
France	263	322	373	433	504	566	690	850	1000	1450
Germany	628	646	659	666	673	682	723	738	824	853
Italy	242	294	336	407	491	505	540	718	693	692
Luxembourg	3	4	4	2	2	12	15	22	29	31
Malta	0	0	0	0	0	0	1	1	1	2
Norway	13	21	24	21	35	51	76	85	107	103
Portugal	0	0	1	3	12	30	60	89	115	115
Romania	0	0	2	2	3	7	15	20	31	50
Slovakia	9	14	20	26	28	29	39	48	55	57

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Spain	27	46	70	114	203	233	307	363	392	395
Sweden	21	33	50	70	100	149	214	270	328	369
Switzerland	232	280	313	328	363	440	573	703	818	933
Turkey	5	5	5	5	3	-	7	8	9	1
UK	694	778	898	1032	1192	1378	1527	1817	1878	1978

Source: Eurostat

Based on Table 1. for all of the observed countries there was at least a slight increase in the number of existing microbreweries. As an example, in the Czech Republic, which is considered a strong "brewing country" with rich brewing history, the number of microbreweries increased from 51 to 440 between 2009 – 2018. The most significant increase is observable in the case of the UK, where the number went from 694 to 1978. We collected the data for small countries, such as Malta, as well. While in 2009 there were no existing microbreweries at all, in 2018 there were 2.

Table 2: Number of active breweries in the selected European countries between 2009 - 2018

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Austria	172	172	170	173	194	198	214	235	273	298
Bulgaria	8	8	13	13	13	16	18	17	25	29
Czech Republic	133	151	191	213	308	338	390	398	450	488
Estonia	6	6	6	7	10	15	20	33	43	53
Finland	18	25	25	30	30	49	59	82	-	104
France	322	387	442	503	580	663	793	950	1100	1600
Germany	1331	1333	1347	1340	1349	1352	1388	1408	1492	1539
Italy	256	308	391	421	509	599	688	757	868	874
Luxembourg	6	7	7	7	7	7	7	30	32	34
Malta	1	1	1	1	1	1	2	2	2	2
Norway	22	30	33	41	52	75	101	128	136	128
Portugal	7	7	8	9	18	22	30	34	45	64
Romania	21	18	17	17	18	22	30	34	45	64
Slovakia	15	19	25	30	38	39	51	61	68	73
Spain	47	65	88	132	221	332	427	483	521	538
Sweden	30	45	65	75	105	154	219	283	338	375
Switzerland	280	328	360	375	409	483	623	753	869	1021
Turkey	11	11	11	11	12	9	12	10	15	14
UK	745	828	948	1080	1240	1430	1580	1870	1930	2030

Source: Eurostat

The second condition we analyzed was the number of active breweries in the selected European countries between 2009 – 2018. As it is shown in table 2. the number has increased in all the observed countries, for example, in the UK the number went from 745 to 2030, in Portugal from 7 to 64, in Spain from 47 to 538 or in Austria from 172 to 298. Both table 1. and table 2. provide us the evidence of how craft beer products are getting more popular in various countries.

4. Conclusion

Considering all the information presented, we can conclude that globalization had a huge impact on the global brewing industry. Basically, an oligopolistic market condition has been formed with a few giants like InBev, SABMiller, Anheuser-Busch, or Heineken that dominate the global brewing industry. Therefore, beer products became homogenized and that enabled the creation of a new market segment represented by craft breweries. Hand-crafted beers that are produced in low production volume by microbreweries are unique in taste, production process and are sold mainly locally. As it is presented in our article, the number of microbreweries in Europe has increased rapidly during the last decades that confirm the increase in the demand for craft beer products all over the world. Consequently, the number of active breweries has grown in Europe, as well. Giant industrial breweries realized this trend and consequently reacted by the introduction of their own “crafty” beer products or by acquiring other small craft breweries. This step can be for “real” microbreweries a slight threat since industrial breweries are able to negotiate on the prices with the suppliers and therefore are able to sell their “crafty” products for cheaper than local microbreweries. This can be really promising but confusing for some of the beer consumers. Besides all the strengths of the industrial breweries, we still remain optimistic and believe that the near future of local craft beer products and microbreweries will still get brighter.

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Authors Declaration

We (Ing. Xénia Szarková, doc. Ing. Radovan Savov, PhD.) of the above-titled paper hereby declare that the work included is original and is an outcome of the research carried out by the authors indicated in it. Further, we declare that the work submitted has not been published already or under consideration for publication in any Journals/Conferences/Symposia/Seminars. We also declare that the work does not infringe on any copyrights, property rights of others including licenses and it is free from plagiarism.

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Energetické plodiny ako globálny zdroj výroby biopalív

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Abstrakt
Energia je kľúčom k ekonomickému rastu Európy, ktorý musí byť v súlade s trvalo udržateľným rozvojom. Avšak, využívanie rastlinnej produkcie na riešenie energetických problémov nesmie ohrozovať výrobu potravín a krmív, regeneráciu pôdnej úrodnosti a nesmie byť v rozpore s trvalo udržateľným rozvojom využívania poľnohospodárskej krajiny.
Jedným z hlavných riešení ako systematicky znižovať energetickú závislosť členských štátov Európskej Únie je stál intenzívnejšie využívanie obnoviteľných zdrojov energie, ktorými sú solárna, geotermálna, fotovoltaická, vetrná, vodná energia a energia z biomasy. Práve tieto druhy energií sú vhodnou alternatívou k vyčerpateľným zdrojom energie, ktorých cena bude neustále narastať práve z dôvodu ich vyčerpateľnosti. Podľa návrhov Európskej Komisie je na rozhodnutí členských štátoch EÚ, ako najlepšie dosiahnuť stanovené ciele v oblasti obnoviteľných zdrojov energie. Hlavným cieľom príspevku je abalýza množstva a druhu energetickej plodiny ako suroviny určenej na výrobu bioetanolu a bionafty v rokoch 2011 – 2018 v EÚ28. Príspevok je doplnený o sledovanie množstva pôdy určenej na pestovanie vybraných energetických plodín v EU28 za obdobie 2010-2018.

Kľúčové slová: *biopalivá, bioetanol, bionafta, EU28,*

JEL Kód: *O 13, Q 24, Q 56*

1. Úvod

Spoločná poľnohospodárska politika Európskej únie, ktorá bola zavedená začiatkom šesťdesiatych rokov minulého storočia, sa vyvinula podľa spoločenských zmien a požiadaviek, najmä pokiaľ ide o jej ciele a implementačné nástroje. Cieľ zvýšenia poľnohospodárskej produktivity (s cieľom zabezpečiť potravinovú sebestačnosť) bol predovšetkým postupne nahradený opatreniami zameranými na podporu poľnohospodárskej udržateľnosti a ekologických postupov v poľnohospodárstve (World Commission on Environment and Development, 1987). Zosúladenie ľudských potrieb s potenciálom biosféry – to je prvoradá výzva pre celé ľudstvo. Ide nám o udržateľnú budúcnosť spoločnosti a ekosystémov. Na dosiahnutie trvalej udržateľnosti by sme mali biomasu používať v uzavretých aj otvorených cykloch. To vedie k dosiahnutiu obehových bio ekonomických procesov, ktoré budú minimalizovať straty a odpad v priebehu výrobných, distribučných aj spotrebných cyklov (goodwill.eu, 2017). V súčasnosti predstavujú fosílne palivá ako ropa, uhlie a zemný plyn hlavné zdroje energie na svete. Očakáva sa však, že tieto zdroje energie sa vyčerpajú v priebehu nasledujúcich 40 - 50 rokov. (Saidur. R., Abdelaziz. E. A. et.al., 2011). Ľudstvo spotrebúva nadmerné množstvá energie, viac než 80 % z fosílnych zdrojov; a očakáva sa, že spotreba bude počas nasledujúcich 40 rokov rásť najmenej o tretinu s tým, ako svetová populácia narastie o

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ďalšie dve miliardy ľudí (Rhein. E., 2012). Medzi príklady biologicky rozložiteľných odpadov patria slama, drevo, hnoj, ryžové šupky, odpadové vody a potravinový odpad. Použitie palív z biomasy môže preto prispieť k riešeniu s nakladaním s odpadmi, aj keď nie sú komplexným riešením týchto problémov (Davis, S.C. et. al., 2013). Podľa článku zverejneného v časopise Biopalivá z roku 2010 je ropa čiastočne tvorená zo starých ložísk rias. Niektoré veľmi staré ložiská ropy sú pripisované cyanobaktériám, aj keď identita pôvodcov je stále neistá. Mladšie ložiská ropy pravdepodobne vznikli z eukaryotických morských rias, kokcolitoforidov a iných mikroskopických morských rastlín. Tieto ložiská ropy sú obmedzené zdroje a pomaly klesajú s ľudským využitím. V dôsledku toho vedci skúmajú rôzne alternatívy (Vidyasagar, A., Live Science Contributor, 2016). Biomasa a biopalivá vyrobené z biomasy sú alternatívnymi zdrojmi energie pre fosílne palivá ako sú uhlie, ropa a zemný plyn. Spaľovanie fosílnych palív alebo biomasy uvoľňuje oxid uhličitý (CO2), skleníkový plyn. Dym, ktorý vzniká spaľovaním dreva obsahuje škodlivé látky, ako je oxid uhoľnatý a rôzne iné škodlivé častice. V dôsledku používania dreva ako biopaliva, ľudia zberajú drevo rýchlejšie ako stromy môžu narásť, a to spôsobuje odlesňovanie. Vysádzaním rýchlo rastúcich stromov na palivo môže pomôcť spomaliť odlesňovanie a zlepšiť životné prostredie. Pri spaľovaní komunálneho, tuhého odpadu na výrobu energie, v zariadeniach určených na výrobu energie z odpadu, sa znižuje množstvo odpadu na skládkach. Na druhej strane, spaľovanie odpadu spôsobuje znečistenie ovzdušia a uvoľnenie chemických látok do ovzdušia. Niektoré z týchto chemikálií môžu byť nebezpečné pre ľudí a životné prostredie, ak nie sú riadne kontrolované (Bowd. R. Donovan N.W. et.al., 2017).

2. Metodika

Objektom skúmania je Európska Únia 28 a jej snahy o energetickú nezávislosť. Hlavným cieľom je analýza množstva a druhu energetických plodín ako suroviny určenej na výrobu bioetanolu a bionafty. Príspevok sa sústreďuje na zhodnotenie v období od 2010 – 2018 v EÚ 28. Sledovanie množstva pôdy určenej na pestovanie vybraných energetických plodín v EU 28 za obdobie 2010-2018 je dôležitou súčasťou príspevku.

3. Výsledky a Diskusia

V EÚ sa na pestovanie energetických plodín každoročne najviac využívajú trvalé trávnaté porasty, ktoré v priemere tvoria okolo 60 miliónov ha v celom sledovanom období (obrázok 1). Je to spôsobené tým, že v snahe znižovať stavy hospodárskych zvierat dochádza k zarastaniu trvalých trávnych porastov náletovými drevinami. Tak isto ďalší z možných dôvodov je, že v marginálnych oblastiach, kde nie je obhospodarovanie poľnohospodárskej pôdy dostatočné, dochádza k viacerým negatívnym sprievodným javom ako napríklad k postupnej degradácii pôdy náletom burín a sukcesnými procesmi. Práve pestovanie energetických plodín pre biomasu v týchto oblastiach je spôsob, ako zachovať vegetáciu a zabezpečiť údržbu krajiny.

Druhou najvyužívanejšou plochou v EÚ28 je orná pôda, na ktorej sa účelovo pestujú obilniny ako energetická plodina. Treba ale dodať, že v súčasnosti je táto plocha výrazne menej využívaná (55,6 mil.ha – obrázok 1) v porovnaní s rokom 2014, kedy sa tejto plochy využívalo o 2,8 milióna hektárov viac. Celková využívaná poľnohospodárska plocha určená na pestovanie obilnín sa od roku 2005 znížila až o 4,1% t.j. 7,7 milióna hektárov.

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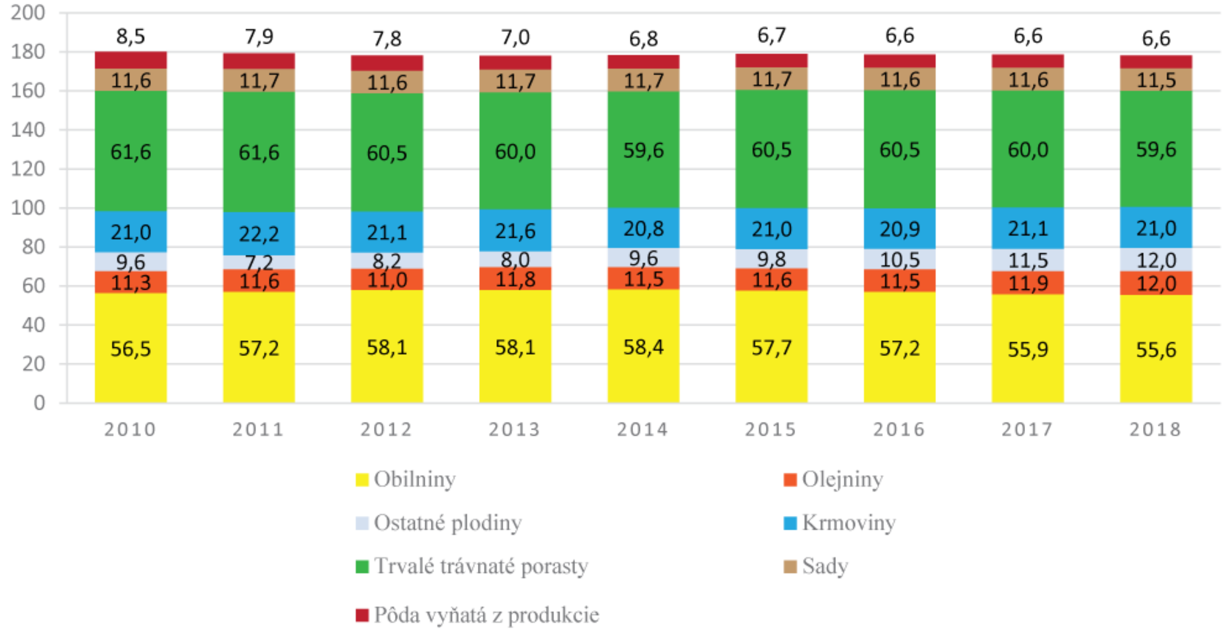
Obrázok 1: Množstvo pôdy určenej na pestovanie vybraných energetických plodín v EÚ28 v rokoch 2010 – 2018 (v mil.ha)



Zdroj: European Commission - Medium-term prospects for EU agricultural markets and income 2018-2030, vlastné spracovanie

V prípade olejnín však môžeme pozorovať nárast využívanej poľnohospodárskej plochy a v prípade krmovín sledujeme relatívne stabilné využívanie pôdy. Oblasti, ktoré nie sú dostatočne alebo dokonca vôbec využité alebo opustené predstavujú až 15,8% z celkového využívania pôdy v EÚ28, čo predstavuje značné množstvo pôdy, ktoré by sa dalo potenciálne využiť na pestovanie energetických plodín. Takýmito plochami disponujú krajiny ako Chorvátsko, Grécko, Španielsko alebo Veľká Británia, kde percento opustených a nevyužívaných oblastí tvorí viac ako 25% z plochy využiteľnej pre pestovanie energetických plodín. K takýmto krajná sa radia aj krajiny ako Malta a Cyprus. No v týchto dvoch krajinách, je vzhľadom na ich veľkosť, množstvo plochy v absolútnej hodnote pomerne malé. Krajiny, ktoré v skutočnosti disponujú najväčšou nevyužitou alebo opustenou plochou sú Španielsko, Švédsko, Taliansko, Francúzsko a Veľká Británia.

Jednoúčelové energetické plodiny ako sú topoľ, vŕba, agát, ozdobnica čínska, eukalyptus – využívaný najmä v Španielsku, či iné rýchlorastúce lignocelulózové plodiny sú sľubnou formou plodín určených na výrobu bioenergie. Navyše majú nízke vstupné náklady na ich pestovanie, významný potenciál rastu a taktiež znižujú emisie CO2 v ovzduší, čím sú schopné poskytovať ekosystémové služby a prispievať tak k zmierňovaniu negatívnych klimatických zmien. Súčasné využívanie pôdy v EÚ na pestovanie energetických plodín je však stále marginálne a odhaduje sa približne na 117,401 ha lignocelulózových plodín, čo je približne 0,03% rozlohy EÚ28. Treba však povedať, že štatistické údaje v tejto oblasti sú neúplné a ťažko dostupné, prípadne nie sú k dispozícií.

Najbežnejšími poľnohospodárskymi plodinami, ktoré sa všeobecne využívajú na výrobu biopalív ako je bioetanol, teda etylalkohol, sú zrná z kukurice, pšenica, jačmeň, raž, taktiež cukrová repa a cukrová trstina a v malej miere sa využíva aj celulózová biomasa (obrázok 2).

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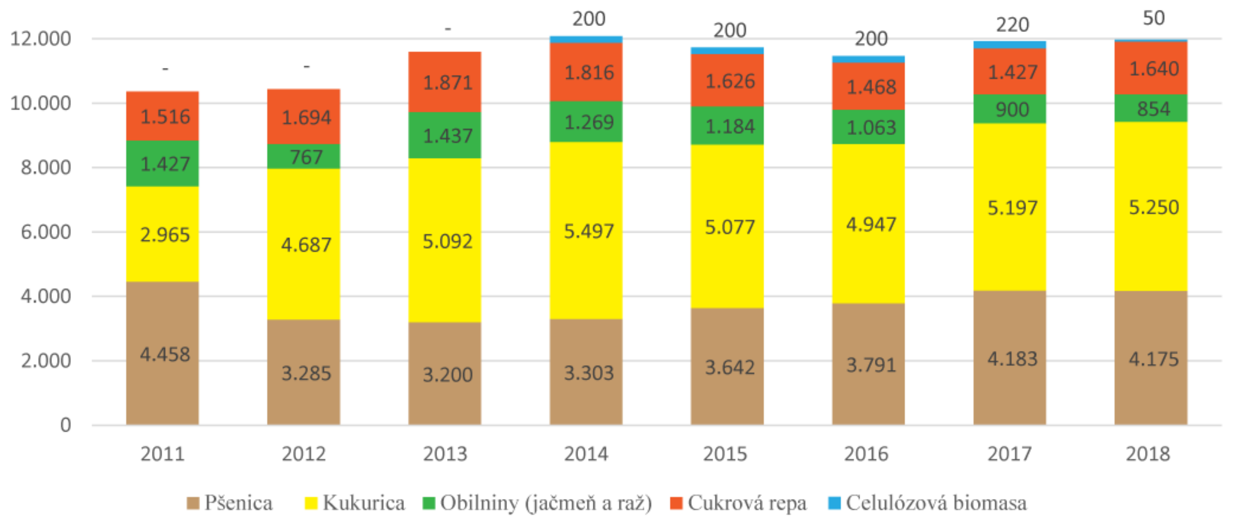
Obrázok 2: Vývoj množstva energetickej plodiny ako suroviny určenej na výrobu bioetanolu v rokoch 2011 – 2018 v EÚ28 (v 1000 ton)



Zdroj: USDA, EU Biofuels Annual 2018, vlastné spracovanie

Bioetanol sa vyrába fermentáciou uhľohydrátov zložky rastlinných materiálov. Pšenica je najviac používanou surovinou na výrobu bioetanolu v Nemecku, Francúzsku a vo Veľkej Británií, zatiaľ čo kukurica sa používa hlavne v Maďarsku, Holandsku a Španielsku. Väčšina kukurice používanej na výrobu bioetanolu v EÚ28 pochádza z Ukrajiny, teda z krajiny mimo EÚ, napriek tomu, že tejto energetickej plodiny určenej na výrobu tohto biopaliva, sa v EÚ urodí najviac (obrázok 2). V roku 2018 bola úroda obilia v EÚ nižšia kvôli suchému a horúcemu letu, čo ovplyvnilo ziskovosť odvetvia výroby bioetanolu a v niektorých členských štátoch, napríklad v Nemecku a Švédsku, sa výroba bioetanolu znížila. Najväčšia úroda z energetických plodín, určených na výrobu bioetanolu, bola zaznamenaná v roku 2014. Ešte v roku 2011 bola v EÚ28 najviac využívanou plodinou pre produkciu tohto druhu biopaliva pšenica, ktorej sa v tom čase vyprodukovalo až 4 458 tis.ton. V roku 2018 bola zaznamenaná najväčšia úroda kukurice, čo v absolútnom vyjadrení predstavuje hodnotu 5 250 tis.ton kukurice, v snahe znižovať závislosť na dovoze tejto energetickej plodiny z krajín mimo Európskej únie.

Bionafta je metylester mastnej kyseliny a hydrogenačne rafinovaný rastlinný olej, tiež označovaný ako obnoviteľná nafta (FAME) vyrábaný esterifikáciou. Bionafta bola vôbec prvým vyvinutým biopalivom v EÚ, ktoré sa začalo používať v Európe v sektore dopravy už v 90. rokoch. Jej relatívne rýchle začlenenie do sektoru dopravy bolo následkom neustáleho zvyšovania cien ropy na trhu. Ustanovenia o produkcii olejnín používaných na výrobu bionafty boli začlenené do Spoločnej poľnohospodárskej politiky (CAP) a na jej používanie boli stanovené veľkorysé daňové stimuly, hlavne v Nemecku a Francúzsku. Ciele EÚ v oblasti biopalív boli stanovené v smernici 2003/30/ES a v RED 2009/28/ES na ďalšiu podporu využívania bionafty.

EÚ je v súčasnosti najväčším výrobcom bionafty na svete a z energetického hľadiska predstavuje asi 75% z celkových biopalív používaných v doprave. V roku 2018 boli najväčšími spotrebiteľmi bionafty Francúzsko, Nemecko, Španielsko, Švédsko a Taliansko, čo predstavuje 63% z celkovej spotreby bionafty v EÚ, no zároveň sa v krajinách ako Taliansko, Švédsko či Česká republika spotreba bionafty znížila. Toto zníženie nastalo v dôsledku zrušenia daňových úľav pre bionaftu v súvislosti so snahami znižovať množstvo skleníkových plynov, čo je

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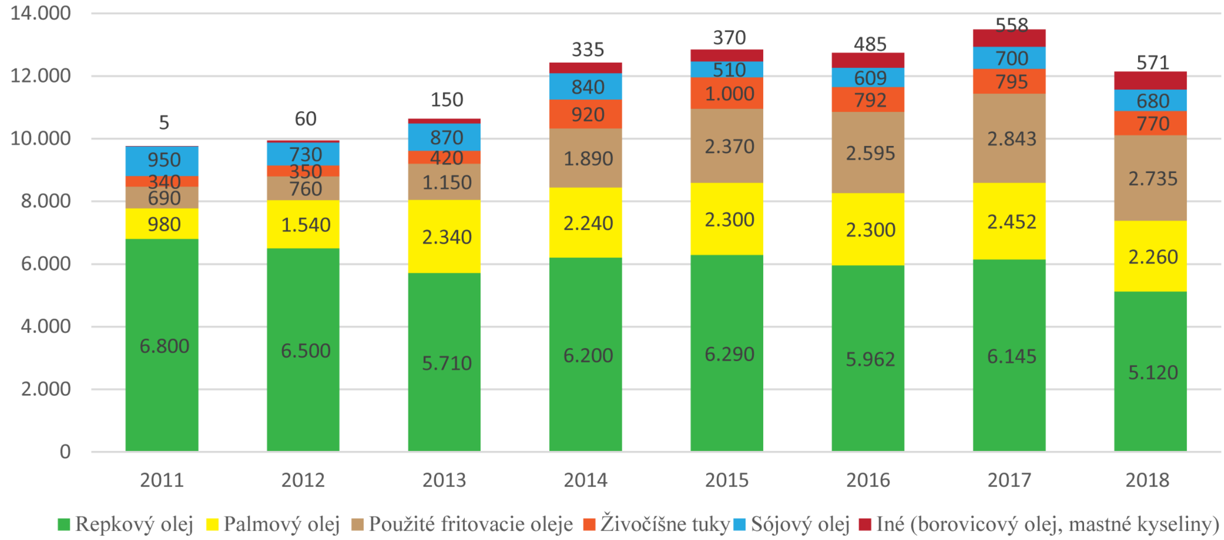
národným cieľom každej členskej krajiny EÚ28. V tomto prípade bolo základným problémom dosledovateľnosť emisií spôsobených práve používaním bionafty.

Obrázok 3: Vývoj množstva energetickej plodiny ako suroviny určenej na výrobu bionafty v rokoch 2011 – 2018 v EÚ28 (v 1000 ton)



Zdroj: USDA, EU Biofuels Annual 2018, vlastné spracovanie

Z obrázku 3 je zrejmé, že najpoužívanejšou surovinou na výrobu bionafty v EÚ28 je repkový olej vyrábaný z repky olejnej nielen v sledovanom období, ale aj počas celej doby, odkedy sa v EÚ bionafta vyrába. To vysvetľuje aj dôvod neprehliadnuteľného zafarbenia väčšiny našej krajny na žlto za účelom produkcie kvalitného potravinárskeho oleja. Má veľký hospodársky význam nielen ako energetická plodina, ale pôsobí aj ako zlepšujúca plodina na osevných plochách. Ešte v roku 2010 sa v EÚ z repkového oleja vyprodukovalo takmer 9 miliónov ton bionafty. V ostatnom období však zaznamenávame pokles, ktorý je spôsobený lacným dovozom bionafty vyrobenej zo sójového oleja z Argentíny, či palmového oleja z Indonézie. Ako je tiež vidno z obrázku 3, EÚ nie je vo výrobe palmového či sójového oleja schopná konkurovať takýmto krajinám. Výsledkom je, že produkcia bionafty v EÚ klesla o 8%. Najvýraznejší pokles nastal vo Francúzsku, Nemecku, Taliansku a Portugalsku. No na rozdiel od všeobecného klesajúceho trendu sa španielska produkcia bionafty zvýšila, čím Španielsko využilo príležitosť vyvážať bionaftu v rámci členských krajín EÚ ako napríklad do Talianska, Francúzska a Holandska.

4. Záver

Poľnohospodárska biomasa a z nej vyrobené biopalivá môžu prispieť ku vzniku nových pracovných príležitostí a tiež zabezpečiť trvalo udržateľný manažment starostlivosti o krajinu. Práve pestovanie energetických plodín pre biomasu v týchto oblastiach je spôsob, ako zachovať vegetáciu a zabezpečiť údržbu krajiny. Celková využívaná poľnohospodárska plocha určená na pestovanie obilnín sa od roku 2005 znížila až o 4,1% t.j. 7,7 milióna hektárov ktorá je druhou najvyužívanejšou plodinou ako energetická plodina. Pozitívnym prínosom môže byť pestovanie poľnohospodárskej biomasy na menej hodnotných plochách, na ktorých nie je primárna poľnohospodárska produkcia konkurencieschopná. Najbežnejšími poľnohospodárskymi plodinami, ktoré sa všeobecne využívajú na výrobu biopalív ako je

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bioetanol, sú zrná z kukurice, pšenica, jačmeň, raž, taktiež cukrová repa a cukrová trstina. Najväčšia úroda z energetických plodín, určených na výrobu bioetanolu, bola zaznamenaná v roku 2014. V roku 2011 bola v EÚ 28 najviac využívanou plodinou pre produkciu tohto druhu biopaliva pšenica. V roku 2018 bola zaznamenaná najväčšia úroda kukurice v snahe znižovať závislosť na dovoze tejto energetickej plodiny z krajín mimo Európskej únie. Najpoužívanejšou surovinou na výrobu bionafty v EÚ28 je repkový olej vyrábaný z repky olejnej počas celej sledovanie doby. Produkcia energetických plodín na výrobu bionafty v EÚ28 v posledom období vzrástla menej než sa očakávalo. Tento nárast sa očakával spustením nových závodov na výrobu bionafty v Taliansku a Francúzsku.

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Author Contributions: Conceptualization, data investigation, methodology, software analysis, formal analysis, resources, writing, visualization, supervision, project administration, and funding acquisition: M.U. and S. K-M.

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The Role of ICT in Making the Activities of International Enterprises Effective

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Abstract
Entrepreneurs try to do business efficiently in an effort to maximize their profits. One of the ways to be efficient is to optimize the time required for many tasks that are performed in the company. This is exactly what new trends in the field of ICT are focused on - simplifying access to information and its subsequent processing, increasing security, shortening time in the logistics chain. We found out how international companies work with these possibilities of streamlining their activities. The main goal of the paper was to evaluate the role of ICT to increase the efficiency of international companies in Slovakia. Almost 70% of international companies rate their operation as more efficient after the introduction of new ICTs.

Keywords: business efficiency, IT, ICT, new trends in ICT

JEL Classification: *M20*

1. Introduction (First-level heading, Times New Roman 12pt, Bold)

Information and communication technologies are an integral part of our lives. They include all technical means used for information management and communication - computer and network hardware, as well as their software. (Eurostat, 2016) IT is only a tool that allows users to work with data. (Hužvár and Laco, 2014) ICT is a diverse set of technological tools and resources used to transmit, store, create, share or exchange information. These technological tools and resources include computers, the Internet (websites, blogs and e-mails), live broadcasting technologies (radio, television and webcasting), recorded broadcasting technologies (podcasting, audio and video players and storage devices) and telephony (fixed or mobile, satellite, visio / video conferencing, etc.). (Unesco, 2020) ICTs have changed the way humanity has discovered space and time. Distances seem to be shorter and things suddenly happen faster. Everything seems to be more intense. In other words, intensification is ongoing and will continue. (Korunka and Hoonakker, 2014)

1.1 New trends in ICT

We live in an information society and information technology is already completely intervening in every area of our lives. ICT is one of the fastest growing in the world. Some of the latest trends in this area, which can be applied in the company and be a tool to make it more effective:

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- **The Internet of Things** - a network of physical devices, vehicles, home appliances, and other items built into electronics, software, sensors, controllers, and connections that allow these objects to connect and exchange data. (Bresciani, Ferraris, Del Giudice, 2018) In 2020, 8.74 billiards were connected to the Internet of Things. It is expected that by 2025 it will be almost double the number. (Holst, 2021)
- **3D printing** - refers to processes in which material is joined or solidified under computer control to create a three-dimensional object, with the material being added together. 3D printing is used in the rapid production of prototypes and in the production of additives. Objects can have almost any shape or geometry and are usually produced using digital model data from a 3D model or other electronic data source, such as an additive production file. There are many different technologies. Unlike material removed from stock in a conventional machining process, 3D printing creates a three-dimensional object from a computer-aided construction model, usually by gradually adding a material layer by layer. 3D printing allows you to produce complex (functional) shapes using less material than traditional manufacturing methods. Compared to other EU countries, Slovakia uses 3D printing only at the level of 3%. (Shahrubudin, Lee and Ramlan, 2019)
- **Robotics** - an interdisciplinary branch of mechanical engineering and science, which includes mechanical engineering, electrical engineering, informatics and more. Robotics deals with the design, construction, operation and use of robots, as well as computer systems for their control, sensory feedback and information processing. In Slovakia, there are only about 5% of companies that actively use robotics in their activities. The percentage is not high, but compared to the data of other European countries, we are somewhere in the middle of the ranking. (Groover, et al. 2012)
- **Biometrics** - measurement and statistical analysis of unique physical and behavioral characteristics of humans. This technology is mainly used to identify and control access or to identify supervised individuals. The basic premise of biometric authentication is that each person can be accurately identified by their own physical or behavioral characteristics. Most often using a fingerprint or facial biometrics. (Jain, et al. 2011)
- **Virtual Intelligence** - a program designed to facilitate the use of modern computer systems. They should not be confused with artificial intelligence, as they are only used to help users how to process. Although they appear to be intelligent, they are not really aware, they are just made using sophisticated programming. (Makarius and Larson, 2017)
- **Autonomous vehicles** - can move automatically from the starting point to a predetermined destination in "autopilot" mode, using various technologies and sensors built into the vehicle, including adaptive cruise control, active steering, anti-lock braking systems, GPS navigation technologies, lasers and radars. (Litman, 2017)
- **Cryptocurrencies** - a virtual currency that uses encryption to secure and authenticate transactions. Its operation is most often based on blockchain technology. Cryptocurrency properties:
  - Decentralization - the currency is not controlled by the government or any other institution.
  - Transparency - is fully transparent thanks to the public blockchain database, which displays all transactions in the network.
  - Open source - gives more credibility to the whole system, as anyone can check the source code and make sure that nothing else has been inserted into it.
  - Low (no) transaction fees - digital currencies offer only a voluntary fee that ensures fast transaction processing.
  - No payment refusal - the already sent currency cannot be canceled or canceled in any way. (Pavlíček, Galba and Hora, 2017)

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1.2 ICT in the enterprise environment

Technologies affect many areas, and the company can consider them as its competitive advantage. In business, we can use ICT systems to improve, for example, reduce costs, increase efficiency, improve decision-making and increase market competitiveness. (Linton, 2018)

- Better decision making - ICT systems allow a company to store, process, analyze and share huge amounts of data. The information available from corporate data enables managers and employees to make quick and accurate decisions so that they can effectively manage operations and respond quickly to business opportunities or threats. Communication networks also allow decision-makers in different places to cooperate easily when they need to make joint decisions. good business decisions are based on solid market research. (Linton, 2018)
- Increased production productivity - by automating business processes and providing ICT tools to employees, the company can improve its individual and overall productivity. For example, on a production line, solutions such as computer-aided design can help reduce setup times and improve production accuracy, so employees spend less time reworking. Access to production data allows managers to plan production more efficiently, make better use of resources and shorten delivery times. (Linton, 2018)
- Improved customer service - the quality of customer service is an important differentiator for companies. A company can use ICT solutions to offer its customers a faster response and a higher level of service. For example, if you run a call center, your agents have access to databases that provide comprehensive customer information, including purchase history and product preferences. This information helps them resolve issues quickly and efficiently and increases customer satisfaction. Field service personnel have access to databases of customers, services and products using smartphones with a secure internet connection. This allows them to solve problems quickly and efficiently, which again increases customer satisfaction. (Linton, 2018)
- Greater and virtual collaboration - Communication networks enable your project teams to collaborate effectively. Through video conferencing or web conferencing over the Internet, teams can organize virtual meetings where members from different cities or from different organizations, such as suppliers or business partners, meet. This helps create stronger project teams and allows teams to maintain progress on important projects rather than waiting for members to meet in one place. For example, in a product development program, teams can reduce overall project time and bring new products to market faster, giving the company a strong competitive advantage. (Linton, 2018)
- Improved financial performance - ICT solutions can help an organization reduce costs, increase revenue and increase profitability. For example, using video conferencing to hold members' meetings in different locations reduces travel costs. Production data can help employees identify quality issues, reduce waste and reprocess costs. Call center agents can use the information available in their customer databases to increase revenue by identifying opportunities to sell additional products or services. Cost reductions and revenues significantly contribute to overall profitability. (Linton, 2018)

Today, the operational capabilities of information and communication technologies directly predetermine the direction of the business itself and the services of hitherto unseen and unimaginable areas. (Ružička, 2019) In the 21st century, ICTs have become a strategic asset for organizations to provide innovative services and achieve a sustainable competitive advantage. (Ekuobase and Olutayo, 2016) Technologies play a significant role in reducing costs and maximizing business profits. (Jameel, Abdul-Karem and Mahmood, 2017)

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Internet activity in the company:

- presentation of information, interactive information retrieval, interactive purchasing of goods and services, interactive provision of services, internet banking, presentation of opinions, advertising and marketing campaigns. (Šajbidorová, 2010)

The implementation of ICT in practice significantly increases the level of production, employee satisfaction is still high and overall business efficiency benefits from the speed at which communication can occur. From customer satisfaction to better communication between employees and management, ICT is accelerating the growth rate of large and small businesses. Developments in IT have radically improved accounting systems. Computers and other digital technologies have increased office productivity and facilitated the rapid exchange of documents, data collection and analysis. The use of ICT in businesses has a significant impact on their performance. (El-Haridi and Mandour, 2020) The business benefits of effective ICT generally relate to the reliable and consistent adaptation of ICT services to users' needs, i. j. quality of service. This contributes to the overall success of the organization's business through higher productivity. (Andrabi, Wani and Kirmani, 2015) Competition is one of the driving forces of the market mechanism. We generally characterize it as different, usually conflicting interests of different market participants. That is why we describe competition as one of the determinants of a company's behavior and its efficient operation. (Marasová, et al., 2018) ICT tools are important in a company to support its key activities and ecosystem activities. However, they are also important for business and services that serve as support activities. This was caused by the transformation of the communication platform - from paper to digital. (Linhardt, 2017)

ICT is the driving force of the European economy, helping businesses and countries to overcome the effects of the crisis and thus secure economic growth. According to a 2004 SAS study, an increase in ICT investment of 1% increases GDP growth by 0.11%. However, an increase in ICT investment alone will not bring the desired benefits without the existence of a developed information infrastructure, which is characterized by a sufficient skilled workforce, easy access for businesses to capital and the existence of a high-quality telecommunications infrastructure. (Fabová, 2014) A company or organization that underestimates trends in ICT development and does not transform its corporate communication infrastructure in a timely manner according to current trends in the field of IT will be gradually doomed to failure. He risks losing productivity, employees' lack of interest in work and inefficient services. (Mihalovič, 2019)

2. Data and Methods

The main goal of the paper was to evaluate the role of ICT to increase the efficiency of international companies in Slovakia.

The research method used was a questionnaire survey. Our electronic questionnaire contained questions that were focused on companies. In addition to filtering questions, it included questions about the use of ICT in the company. We found out what specific forms of ICT they use in companies. We were also interested in whether and how much companies invest in ICT development. The last question was made by statements that compared the situation from the past and the current (current) situation in the company with the use of ICT at work. We contacted selected companies via email and sent them a questionnaire. We used closed questions - alternative answers are prepared in advance, so the respondent must choose from the offer.

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We also used the liqueur scale. This technique measures the attitudes of respondents in questionnaires. The question was formed from statements in which the respondent expressed the degree of agreement on the scale "strongly agree" - "agree" - "I can not judge" - "disagree" - "strongly disagree". The claims were worded positively. We performed the evaluation using an MS Excel spreadsheet processor. We evaluated the questionnaire with descriptive statistics.

The sample of the questionnaire survey consisted of large and medium-sized international enterprises (from enterprises with exclusively foreign capital participation or combined capital participation).

Research hypotheses

H1: The use of ICT does not affect more prompt management decisions.
H2: The use of ICT does not have the effect of increasing employee training.
H3: The use of ICT does not affect the more efficient functioning of the company as a whole.

To test the hypotheses, we used the Kolmogorov-Smirn test, which is used for ordinal data for 1 sample. This test is used to measure preferences. Abbreviations used: fi - empirical relative abundances, Fi - cumulative number fi, gi - theoretical abundances, Gi - cumulative number gi, Abs - test characteristic (difference Fi and Gi).
The testing procedure is as follows:

- Determination of the null hypothesis - hypotheses sound negative. Each option on the Likert scale is assigned the same relative frequency (1/5 = 0.2 = 20%).
- Calculation of empirical relative frequencies.
- Calculation of cumulative empirical and theoretical frequencies.
- Determination of test characteristics.
- Determination of the table value - determined from special tables or approximations (determined based on the size of the sample and the level of significance).
- Conclusion of the test - comparison of the table value and the calculated value.

3. Results and Discussion

3.1 Use of specific forms of ICT in the company

The basic data for the research was to find out what forms of ICT companies use.
We have found that the most used are those that are part of our everyday lives - smartphones, computers and laptops. A computer or laptop is used in each of the surveyed companies, a smartphone is a necessity in only 82% of companies. 25% of companies also use new forms of ICT, which we could include among the new trends - the Internet of Things and 3D printing are used by 12.5% of companies. This percentage is relatively low. This is probably due to the high input costs of new technologies.
We found that 25% of companies invest up to € 10,000 in ICT development every year. 18.75% of companies make more investments. Large companies invest the most (more than € 50,000), accounting for 25% of respondents.

3.2 Evaluating the effectiveness of the use of ICT in enterprises

We found out how companies evaluate the use of ICT in their activities. In the questionnaire, they received the last question, which compared 2 periods. The first period was in the past - a time when ICT resources were not used to such a high degree. The second period was the presence - the period of recent years, when we assumed that many of the ICT tools are already in place in most companies.
We can see the evaluation of the question in Figure 1.

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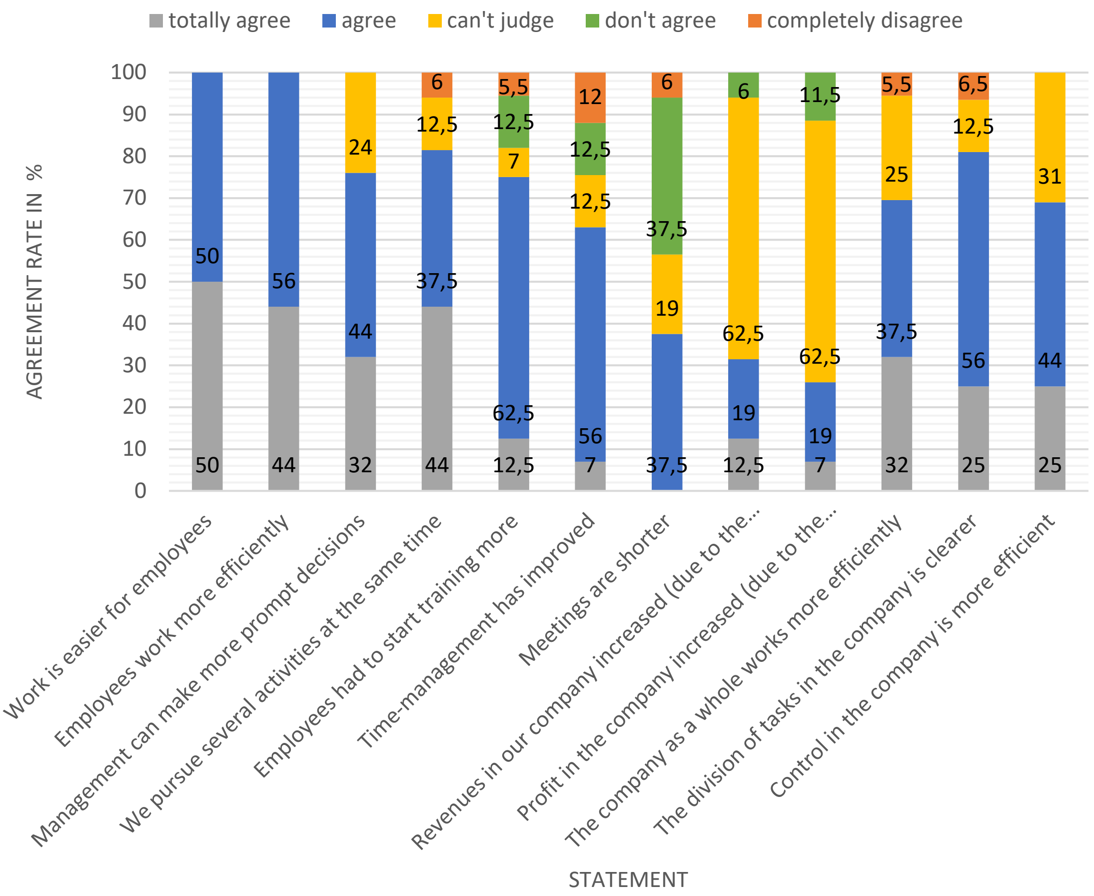
Figure 1 Evaluation of the effectiveness of the use of ICT in enterprises



Source: own processing, 2021

All companies agree that work is easier for their employees thanks to ICT. Most companies that have given their full consent do business in the field of healthcare and services. Simplifying work gives employees more time, which they can make better use of. If it's working time, they can work on tasks that help the business move forward.

Businesses that find work easier for employees after the introduction of ICT agree that their employees also work more efficiently.

Only 32% of companies fully agree that management can make more prompt decisions. 44% of companies agree in part and the remaining 24% could not assess this claim. Businesses that fully agree with this statement are among those that invest in ICT development.

81.5% of companies pursue several activities simultaneously. fully agrees with this statement. However, 6% of the companies surveyed completely disagree with this statement. Companies that do not completely agree, ie do not pursue several activities at the same time, do business in the field of construction. The disagreement of "builders" is probably due to the fact that construction work has specific procedures that cannot be influenced by the introduction of any ICT tools. The only place where they could save some time is the administration in the company. On the contrary, companies in the banking, services and wholesale sectors fully agreed.

Businesses that fully agree that their employees have had to start more education invest considerable sums of money in the development of ICT. They are companies in the field of

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construction and energy. The implementation of specific IS and new ICT tools requires well-trained staff. Therefore, companies that invest more in development and introduce new technologies need more training for their employees.

Only 7% of companies agree that their time-management has improved. These are small and medium-sized enterprises. In an SME environment where such a large number of employees do not work, such an improvement in time management will be noticed by management and employees much earlier than in a large company that employs hundreds of people.

Only a partial agreement that the meetings were shorter was 37.5% of companies. Businesses often use the time saved by ICT to present or address another point that has occurred in the business.

32% of companies fully agree that they can operate more efficiently thanks to ICT. 37.5% expressed partial consent. Businesses that consider their operations to be more efficient are in the areas of banking, energy, services and healthcare.

13, 25% of companies agree that the division of tasks is clearer after the introduction of ICT. 56% of companies expressed partial consent. Businesses that have a clearer division of tasks through ICT belong to the banking, services and energy sectors. Among the means that can help ensure a clearer division of tasks, we include computers, laptops, smartphones, intranets, the Internet and certainly a quality information system.

More effective control is perceived mainly by companies in the field of healthcare and services. We didn't get a negative answer. This is a sign for us that ICTs can really streamline the control process, which will significantly help managers in companies.

3.3 Hypothesis testing

Based on the answers of our respondents in the questionnaire survey, we can test the established hypotheses at the end of this chapter. We performed all analyzes with 95% confidence.

H1: The use of ICT does not affect more prompt management decisions.
We tested this hypothesis based on the answers to the last question in the questionnaire, as they agree with the statement that if they use ICT in the company, management can make more prompt decisions (Label 1).

Label 1 H1 testing

	f_i	F_i	g_i	G_i	Abs
1 – totally agree	0,3125	0,3125	0,2	0,2	0,1125
2 – agree	0,375	0,6875	0,2	0,4	0,2875
3 – can't judge	0,25	0,9375	0,2	0,6	**0,3375**
4 – don't agree	0,0625	1	0,2	0,8	0,2
5 – completely disagree	0	1	0,2	1	0
SUM	**1**		**1**		

Source: own processing, 2021

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calculated value: 0.3375
tabular value: 0.327 calculated > tabular
We reject the established hypothesis. We found that the use of ICT in the company influences more prompt management decisions.

H2: The use of ICT does not have the effect of increasing employee training.
We tested the second hypothesis based on the degree of agreement with the statement that after the introduction of ICT, employees in the company had to start more training (Label 2).

Label 2 H2 testing

	f_i	F_i	g_i	G_i	Abs
1 – totally agree	0,125	0,125	0,2	0,2	0,075
2 – agree	0,625	0,75	0,2	0,4	**0,35**
3 – can't judge	0,0625	0,8125	0,2	0,6	0,2125
4 – don't agree	0,125	0,9375	0,2	0,8	0,1375
5 – completely disagree	0,0625	1	0,2	1	0
SUM	**1**		**1**		

Source: own processing, 2021

calculated value: 0.35
tabular value: 0.327 calculated > tabular
We also reject the second stated hypothesis. We have found that companies that have introduced ICT need to educate their employees more than when they did not use ICT to the same extent as today.

H3: The use of ICT does not affect the more efficient functioning of the company as a whole.
We tested the third hypothesis based on the evaluation of companies to what extent they agree that the company as a whole operates more efficiently after the introduction of ICT (Label 3).

Label 3 H3 testing

	f_i	F_i	g_i	G_i	Abs
1 – totally agree	0,3125	0,3125	0,2	0,2	0,1125
2 – agree	0,375	0,6875	0,2	0,4	0,2875
3 – can't judge	0,25	0,9375	0,2	0,6	**0,3375**
4 – don't agree	0	0,9375	0,2	0,8	0,1375
5 – completely disagree	0,0625	1	0,2	1	0
SUM	**1**		**1**		

Source: own processing, 2021

DOI: https://doi.org/10.15414/2021.9788055223360

calculated value: 0.3375

tabular value: 0.327 calculated > tabular

We must also reject our third hypothesis. Business responses show with 95% confidence that businesses operate as a whole more efficiently after the introduction of ICT.

We all rejected the hypotheses we set out at the beginning of this thesis. We had to accept alternative hypotheses and thus that:

The use of ICT has an impact on more prompt management decisions.

The use of ICT has the effect of increasing employee training.

The use of ICT has an impact on the more efficient functioning of the company as a whole.

4. Conclusion

martphones, laptops and computers are clearly among the most widely used ICT tools to help international businesses operate more efficiently. They are used by 100% of companies on a daily basis, but only 6.25% use biometrics, the Internet of Things and a data projector daily. The weak use of ICT to make operations more efficient is evidenced by the fact that only 63% of companies regularly invest in ICT development. Energy and banking companies invest the most. The smallest investments are made by companies in the manufacturing and construction sectors and do not invest at all in gastronomy and wholesale. All companies that invest at least a small part of their funds in ICT development consider these investments to be effective.

Regarding the use of ICT and its impact on business efficiency, we have found that all international companies consider the work of their employees to be easier after the introduction of ICT. All of these companies agree that their employees also work more efficiently. Businesses that invest in ICT development also say that their management can make more prompt decisions. Almost 70% of the companies surveyed agree that the introduction of ICT has helped to improve their performance and that the company as a whole is therefore working more efficiently. 81% of businesses that have a clearer division of labor due to ICT belong to the banking, services and energy sectors. ICT has also helped to introduce more effective control in up to 69% of businesses.

Almost 70% of international companies rate their operation as more efficient after the introduction of new ICTs. To improve this situation, we would propose greater education for entrepreneurs, the opportunity to try new funds in a form of trial rental, or simplification of access to funding for ICT development in businesses. We recommend greater information among companies about the possibility of drawing contributions from various operational funds from EU funds.

Authors Declaration: We authors of the above titled paper hereby declare that the work included is original and is an outcome of the research carried out by the authors indicated in it. Further, we authors declare that the work submitted has not been published already or under consideration for publication in any Journals/Conferences/Symposia/Seminars. We also declare that the work does not infringe on any copyrights, property rights of others including licenses and it is free from plagiarism.

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Global Leadership and Virtual Teams as a Tools for Effective Management in Multinational Companies

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Abstract
In the current globalized business environment multinational companies has the position of leaders from many aspects. They employ thousands of people worldwide and connect them in multinational teams. With the development of informational and communication technologies the virtual teams become very effective tools for grouping people from different subsidiaries around the world to units which can work on common tasks without the need of physical closeness in the form of traditional sharing of offices. In the current pandemic situations this tool become common also in the conditions of inner cultural communication and cooperation of colleagues, which makes it one of the most popular types of forming teams nowadays. Article in the form of structured interview examined opinions of two global leaders working for IT multinational companies which has subsidiaries in Slovakia. Both examined mangers are Slovaks but lead international teams with the members of diverse cultures and nationalities. These two managers express their opinions on the preconditions for global leading, its advantages and disadvantages and ways of building the effective international corporate culture.
Keywords: *global leader, multicultural teams, multinational companies, virtual teams*

JEL Classification: *F23, M12, M54*

1. Introduction

The human resources management concept has grown from using human capital in organization reasonably and efficiently. Businesses have already started to pay more attention to HR (Human Resources) policies and applications to achieve a sustainable competitive advantage and high performance in business operations (Vardarlıer, et al., 2013). Today, the preservation of necessary HR is one of the most complex tasks of top management (Bagheri, 2016) with the problem of leadership of the key importance. Because of operating across borders of countries and cultures, leadership in multinational companies is more complex and demanding comparing with leadership in companies which are not internationalized. In respect of this in international environment whole topic is known as IHRM (International Human Resources Management) since it operates on a much larger scale, with more complex strategic considerations, coordination and control demands it can not be identified with classic HRM (Human Resource Management) (Björkman and Stahl, 2006).

A leader is a person who can perform the tasks and overcome the problems by effectively directing people's activities, planning, monitoring, and teaching. Within these activities, thoughtful and accurate communication is of paramount importance. It is a leader's communication skills that motivate and inspire teammates to work hard and meet team goals as well as organizational objectives (Hasim and Abdullah, 2017). Effective communication is an

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advantage of a leader and the ability to communicate effectively is a challenge globally. In addition, each communication may content misunderstandings related to diverse cultural backgrounds, even when both sides speak the same language (Hilton, 2007). Therefore, leaders must keep in mind the effort to communicate clearly, understandably and continually improve their skills to make leadership more effective. Just intercultural competent persons can be an effective member of international and multicultural team and be able to establish an interpersonal relationship with a foreign national via an exchange of both verbal and nonverbal levels of behaviour (Matveev and Milter, 2004). Successful leader in international business needs to be able to balance organizational goals with external global challenges. Ability to interact with strangers of diverse cultural backgrounds, being aware of own cultural values that drive attitudes, behaviours, and beliefs, is called "cultural intelligence" (Rabotin, 2008). In global such cultural intelligence is one of the key prerequisites of leader. Innovative leader must be developed and have the skills to take the organization to the next level (Cohn, et al., 2008). There should also be a well-developed talent management process that identifies innovators, connects them to the mission of the organization, and provides the necessary internal resources for them to succeed (Matthews and Thakkar, 2012).

Bringing people from different cultural backgrounds will lead to conflict; however, this does not have to be perceived as a negative. Leaders should encourage healthy conflict among diverse groups of people, which may drive the growth of their organization (Gehani and Gehani, 2007). Without any conflict to spark discussion, there would be no innovation. Increased attention to innovation has led organizational leaders to develop systems to manage the process and support the efforts of staff. Being able to identify the right process for implementing innovation will directly affect success (Dooley and O'Sullivan, 2001). In the light of the increasing de-centralization and globalization of work processes, many organizations have responded to their dynamic environments by introducing virtual teams, in which members are geographically dispersed and coordinate their work via electronic and communication technologies (e-mail, videoconferencing, etc. Virtual teams are a new and exciting work shape with plenty of intriguing opportunities. As a result of these opportunities, virtual teamwork becomes increasingly popular within organizations. Although many practical questions how such teams should be managed still await empirical investigation, there are already many concrete recommendations that might support those managers and employees for whom virtual teamwork is widespread practice today (Hertel et al, 2005).

2. Data and Methods

Article examines attitudes of global leaders from two international IT companies. These two companies are multinationals which has subsidiaries in Slovakia. Both examined managers are Slovaks and they both lead international virtual teams. Members of these teams are of different nationalities and cultural backgrounds and work for monitored MNCs in different subsidiaries worldwide. Manager A is Treasury Operations Liquidity Initiatives and Projects Manager, Manager B is financial manager. Study was realized in the form of structured interview with the set of seven pre-prepared questions Q1-Q7.

Interview is universal research technique that can be used to evaluate others, as well as for self-evaluation, at diverse levels. "Because if we want to know what people think, the simplest is it to ask them" (Albert and Zeľová, 2002). Interview is a formal face-to-face communication between two people, the interviewer, and the respondent (Nevoralová, 2012). In terms of content, it bases on decisive goals, the purpose and aim of using the data obtained. Albert and Zeľová (2002) distinguish between two types of interviews: structured (standardized) interview and unstructured (non-standardized) interview. Guided structured interview (guided interview) is one of the techniques of data collection in which the interviewer proceeds question by question according to a pre-prepared questionnaire and the respondent answers. The interviewer

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records the answers, and the completed questionnaires are statistically processed and evaluated (Kotyrová, 2012).

3. Results and Discussion

Study based on the structured interview with two global managers of international IT companies which has subsidiaries in Slovakia. Both examined managers are Slovaks, and they are at the same time global leaders of multinational teams which members are employees of various subsidiaries of monitored companies worldwide. Their positions along with the previous experiences with expatriate assignments abroad allows them to comment and evaluate selected aspects of international leading as for example managerial skills needed for these positions, attitudes, and principles. Finally, these managers are suitable for asses the problems of international communication with team members form different countries and nationalities. In connection with this, they are also describing their experiences with virtual teams which are in current pandemic situation an only tool for leading internationally.
The first question aimed at manager's previous experiences with cross- border leading and tier current position in monitored company.

Q1: How many members does the team you lead have? And of how many nationalities it consists of?

A. As a project manager, I coordinated a global project involving about 15 colleagues from China, Malaysia, Singapore, Romania, Slovakia, Ireland, the USA, and Brazil.
B. Currently, I coordinate a virtual team within "world-wide" projects consisting of 5 nationalities and it has 12 members. In the past, I led team where was mainly Bulgarians, as I was on expatriate assignment in Bulgaria for two years. Slovaks and Moldovans were also members of this team. A total of 12 people. In the other team I had only a Slovak representation of 10 members.

As shows Q1 bot managers are experienced in global leading and manage up to 10 person's international teams.

Q2: Did you get over any form of cultural training before taking up the position (or during its duration)? Have team members receive similar training?

A. I did not complete cultural training explicitly due to the coordination of this project, but during my practice I completed 2 cultural trainings on a voluntary basis within the development education programs, which I was a part of. If some of the other members of the team underwent culture related training, it was on their own initiative, not explicitly because of the project itself.
B. Certainly yes. There were several of them. They were very interactive and took place with people from different countries. Online courses were also included. Team members have similar training on different educational topics, so I can say yes.

Q2 shows that both managers experienced some form of cultural training which was conducted to help them improve their intercultural leading skills.

Q3: According to your experience, is it possible to be theoretically prepared for work with a multicultural team? How can such training help the manager and what, on the contrary, he/she cannot be prepared for?

A. Theoretical preparation is a good basis, but certainly a particularly vital role plays authentic experience of working in a multicultural environment and interaction with people from diverse cultures. Preparation gives you an idea of what you can expect from interacting with other cultures, and then it will help you to adapt more quickly in practice. What one cannot be prepared for in advance is the fact that each person you

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work with is a different type of personality (e.g., introvert vs. extrovert, material vs. emotional, ...), which also to a considerable extent will affect the way of cooperation. And this can only be found out directly by interacting with the man.

B. Theoretically yes. If we really talk about theory. This form of training provides some insight into a given culture or nation. What to avoid and what to use. Of course, this is not a completely accurate guide, as each person is unique, but there are features in cultures and nationalities that are specific. In some countries, certain topics are taboo, since in our country it can be part of a common debate. Also, banalities such as football and cheering can evoke extremely negative emotions if used incorrectly in communication. There are numerous examples where such preparation can help.

Both managers highlighted that previous theoretical training itself does not guarantee the success in multicultural communication and leading. This is, according to their answers to question 3, cultural sensitivity and empathy of the individual.

Q4: What do you consider as the main advantages and disadvantages of leading multicultural teams?

A. The advantage is the wide variety of constructive opinions, ideas, and solutions. At the same time, operating in a multicultural team has a positive effect on the members themselves by broadening their horizons, discovering other ways of thinking, approaches to work and learning to respect cultural and value differences between them. The disadvantage is the great complexity of managing such a team, as each must be approached to a certain extent separately and adjust the way of communication and work, to individuals. The language barrier can also be a complication. Everyone may speak English, but each nation has a different pronunciation and accent, which at first may not be well understood by other nations and it may take some time to get used to different accents. In the case of virtual teams, the fact that people can be physically on different continents and in different time zones can regularly be a complication since they are often literally on opposite sides of the globe. In such cases, it is exceedingly difficult to find a suitable time for example for teleconference if you want all team members from Asia, Europe, North or Latin America to attend.

B. The advantage is in every aspect in diversity. Diversity is what we should build on if we want to have a successful company. Different ideas, different views on the same issues. However, mostly it is not about culture, but about the skills of the individual. I consider the language barrier to be a disadvantage. It happens that you do not always understand each other immediately and the project may take longer or not go in the right direction at first. Even a person who is very funny and eloquent can become quieter because he does not speak English, which using is common in our corporation, fluently.

According to answers on question 4, both managers agree that communication in non-native language is problematic for every member of multicultural teams, virtual teams specifically. They also mentioned problems with different time zones and cultural backgrounds as the main in multinational virtual teams.

Q5: In your opinion, does the managing of a multicultural team require specific managerial skills? What kind of skills?

A. I think yes. I would like to highlight effective communication skills (being able to flexibly change the style and way of communication according to the other party), good language skills (understanding different pronunciations and different dialects when using the same (commonly English) language, being aware of cultural and social differences between nationalities and ability to act according to them.

B. The leader should have skills which are not connected with cultural differences at all. He should be understanding of the needs of the individuals. Of course, culture or origin

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plays a role, but the good leader can handle it by conventional methods. There are certain specifics, but they are more about the form of communication or the use of "body language", but not about the specific skills of the leader.

Both examined managers highlighted communication skills as crucial for global manager. These are according to them (Q5) including verbal and non-verbal communication skills which cannot be fully understand as outcome of previous training since good global leader has to have some specific theness in it.

Q6: Based on your experience, is it possible to treat all members of one nation stereotypically in the same way?

A. There are certainly stereotypes that can be expected from individual nations. You surely do not make a mistake if you respect and follow those typical specifics of selected nations. Nevertheless, it is always necessary to choose an individual approach to each employee because every person is an unconventional character, and the personality can sometimes be at odds with the stereotypes of a given nation. However, this can be detected very quickly directly when interacting with a certain person.
B. It is not right to approach anyone stereotypically, regardless of nationality or culture. Every person is unique. I do not consider person's nationality or kind of culture he came from, but what his skills are.

Also, they agree that (Q6) despite the need of common and equal approach to all team members despite their differences, global leader must be able apply diverse and culturally sensitive approach to every single individual he/she led.

Q7: Would you say that it is gradually possible to create a certain global (multicultural) corporate culture in which differences between nationalities blurred?

A. I think yes. Even though it takes some time for an employee to "get along" with a certain corporate culture. If he/she is identified and comfortable with it, then its process is easier and faster. Proper implementation by the company can also contribute to this, either, through various trainings and workshops or through team leadership by their managers. Most of senior employees, with whom I worked, and who spent several years in the company during which they had the opportunity to work in a multicultural environment, had a remarkably similar style of communication and approach to work, regardless of their nationality.
B. Absolutely yes. The corporation operates on corporate and human values where age, gender, culture, nationality, religion, or sexual orientation play no role. It is about the individual, his skills, and abilities.

Surprisingly both examined managers also agree that (Q7) it is possible to build common multinational and multicultural corporate culture with the communication style unified for every subsidiary of multinational company. But at the same time, they add that such goal is a long term one and its achievement is exceedingly difficult and demanding.

4. Conclusion

Human resource management has been considered a key area of management in recent decades, as it deals with the management of the company's most valuable resources, which are employees. Due to the differences in the characteristics of individuals, the management of human resources is a challenging area in many ways depending on good interpersonal relationships which are difficult to support even in conditions of one nationality or culture. Companies whose business transcends national borders have the challenging task of managing human resources diversified at several levels, which makes IHRM one of the most complex and compound issues in the management of multinationals. Human resources management in

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multinationals require the professional approach of a culturally sensitive manager who, to succeed in the turbulent conditions of global business, must have specific knowledge and skills that predispose him to leadership of multicultural and multinational teams.

Examined leaders of virtual global teams are experienced in leading and manage up to 10 person's international teams. They both experienced some form of cultural training they agree that it does not guarantee the success in multicultural communication and leading because global leader also needs cultural sensitivity and empathy. Also, they mentioned that communication in non-native language is problematic in multicultural teams. In addition, when these teams are virtual there are usually also problems with different time zones and cultural backgrounds of members. Therefore, communication skills are of key importance for global manager. These includes specific individual sense for verbal and non-verbal communication. Despite the need of common and equal approach to all team members, global leader must also be able apply diverse and culturally sensitive approach to individual team members. Last but not least, it is possible to build common corporate culture with the unified communication across multinational company but is a long and demanding process.

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Marketing strategy of PrJSC Vetropack Gostomel Glass Factory

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Abstract
In the current conditions of socio-economic crisis, determination of determination of strategic directions of enterprise activity and development of its marketing strategy acquires particular importance. To achieve long-term success and obtain a number of sustainable competitive advantages in the future in unstable and changing conditions of the marketing environment, it is necessary to assess the strategic position of the enterprise. The basis for management decisions, ensuring the development and timely response to crises, is the effective planning and implementation of marketing strategy. The aim of the paper is to study the patterns of formation and selection of marketing strategy of the enterprise on the example of PrJSC Vetropack Gostomel Glass Factory (Ukraine). In the process of the research, the following general scientific research methods were used, such as system analysis, the method of analysis and synthesis, as well as financial, economic and statistical analysis. We analysed the marketing environment, assessed the strategic position of PrJSC Vetropack Gostomel Glass Factory. We have developed recommendations for improving the marketing strategy and strengthening the market position of PrJSC Vetropack Gostomel Glass Factory.

Keywords: *glass packaging production, marketing environment, marketing strategy, product profitability.*

JEL Classification: *L20, M21, M30, M31.*

Introduction

To timely detect market changes in conditions of instability of the external environment and adapt to them, it is advisable to use a system of monitoring and strategic analysis of the marketing environment. The head of any enterprise, regardless of its size or location at the regional level, must take into account the impact of the external environment, because the enterprise, as an open system, depends on the outside world in terms of supply of resources, energy, personnel, consumers, competitors. The marketing environment of an enterprise is a set of factors that affect its ability to develop and maintain relationships with the target market (Bielik et al., 2020).

Analysis of the external environment allows you to timely predict the impact of external threats and opportunities on the activities of enterprise and allows you to develop situational plans and form a strategy that will achieve the goals in the future. The purpose of internal analysis is to identify its internal strengths for maximum use of external opportunities and identify weaknesses of the enterprise. Thus, the opportunities and threats identified as a result of the

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analysis of the external environment, as well as the strengths and weaknesses of the enterprise serve as an information base for determining marketing development strategies.

PrJSC Vetropack Gostomel (Ukraine) has been a part of Vetropack Holding Ltd. (Switzerland) since March 2006. PrJSC Vetropack Gostomel Glass Factory is the plant with the largest capacity within the Vetropack Group. Vetropack is one of the leading European manufacturers of glass packaging. Producing a huge range of glass bottle for the food and beverage industry, as well as providing a wide range of services.

Comprehensive service is a fundamental reason why Vetropack has a leading position in seven markets, namely Switzerland, Austria, the Czech Republic, Croatia, Slovakia, Ukraine and Italy. As part of the corporate strategy, Vetropack manufactures its products and provides services based on the demands of each of these markets. A glass packaging products comply with the highest industry standards. All production enterprises of the company are certified to meet the requirements of the quality standard ISO 9001:2015 and the certification scheme FSSC 22000.

The company provides a variety of services from the development of first-class packaging to timely consulting services and assistance in resolving issues related to bottling technology, air conditioning and sealing of finished products. Also, Vetropack supplies custom-made glass. It has a wide range of opportunities for the design and development of glass containers in cooperation with customers, so the resulting product, from a formal point of view and visually, best reflects the idea and corresponds to the marketing strategy, and satisfies the wishes of consumers.

Lightweight glass is also an important achievement of Vetropack. In addition to the obvious production and logistics savings, the use of glass packaging of lower mass makes a significant contribution to the preservation of the environment by reducing the anthropogenic load on it. Because lightweight glass packaging is 100% recyclable, saves raw materials, weight and transport costs.

It is a leader in the field of environmental protection, as the plant has implemented a system of recycling old glass and monitoring of environmental pollution. PrJSC Vetropack Gostomel advocates the processing of its materials produced by it and supports the concept of a circular economy. The production process is optimized for the reuse of recycled glass, which is more economical and environmentally friendly. There are centers for receiving glass containers. In addition, the company has implemented a process of emissions and waste management. Disposal of slag, together with constant investment in modern production equipment, has significantly reduced emissions of CO_2, consumption of raw materials and energy resources in recent decades. This provides economic, environmental and social competitive advantages to the company.

Stability and sustainable development in all its manifestations is fundamental for a business partner and supplier. This is a basic principle and a decisive factor in management tasks. The basis of the philosophy and responsibility of PrJSC Vetropack Gostomel is thinking and working on the principles of sustainable development in all its aspects. Sustainable corporate governance, a mandatory, unambiguous and well-defined code of conduct, comprehensive health and labour actions, a democratic management style on which the management decision-making process is based, and all social needs of employees are the main principles of sustainable development of PrJSC Vetropack Gostomel.

Sustainable development and stable long-term economic success are interconnected. Efficient use of energy and raw materials allows cost savings, which are necessary from a production and economic point of view to exist in a competitive environment. Commercial success is an

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important prerequisite for sufficient amount of financial resources for investment, which in turn provide the company with high quality products, environmental protection and competitiveness. That is why, PrJSC Vetropack Gostomel undertakes to adhere to the three basic principles of sustainable development, recognizing its economic, environmental and social responsibility. Thanks to the strategy of responsible approach, PrJSC Vetropack Gostomel has formed a high image and trust among customers.

Data and Methods

Development of marketing strategy of the enterprise is a very important element of activity of any enterprise as by means of the marketing plan the company can understand what its real market position, to set the right goals, as well as determine the ways to achieve these goals. Currently, grow the role of using strategic marketing management in order to increase the measurability of its results and rise the role of marketing in attracting new customers, developing niches in the market, increase sales, increase product competitiveness, revenue generation and increase its value.

Strategic marketing arose in the conditions of considerable strengthening of a competition which has caused necessity of accurate understanding by the enterprises of their goals and objectives; ability to optimally allocate and use resource opportunities, choose the market, form a long-term product and pricing policy, establish strong, reliable and long-term business contacts; study and forecasting of macro- and micro-environment and many other phenomena and factors that shape the market and business environment. The essence of strategic marketing is to use marketing principles of organization production and economic activities at a qualitatively higher level of development and implementation of enterprise development strategy to achieve to achieve long-term, promising goals (Bozhkova et al., 2010).

Marketing strategy can be defined as a general plan to reconcile the company's marketing goals and capabilities, market research and consumer requirements, identify on this basis those products that have the greatest value for consumers and the best sales prospects (Popova and Matsenko, 2018). Marketing strategy is the basis of the company's actions in specific market conditions, which determines the ways of applying marketing to expand target markets and achieve effective results. The main purpose of marketing strategies is to align the marketing goals of the enterprise with its capabilities, consumer requirements, to use the weak positions of competitors and their competitive advantages (Bozhkova et al., 2010). Marketing strategies are the most appropriate and adequate in a crisis, because they are flexible and provide for the search for new effective ways of enterprise development.

Profitability refers to the economic value of the factors of production invested in the business. Common to the various constructed profitability indicators is that they generally compare the net result of the business activity with the base, which is expressed in the volume of invested capital or the volume of business activity (Bielik et al., 2018).

Profitability indicators are relative indicators that characterize the level of efficiency (profitability) of the enterprise. They characterize the relative profitability of the enterprise, are measured in percentages or coefficients, have several varieties (modified forms), which depend on the profits and resources(costs) used in the calculations (Boichyk, 2016).

Profitability of products (services) shows how much profit makes a company per unit of sales. The growth of this indicator is a consequence of an increase in prices with constant costs for the production of sold products (works, services) or a decrease in production costs at constant prices, that is, it indicates a decline in demand for enterprise services.

Product profitability indicator includes the following indicators (Dziubenko, 2018):

DOI: https://doi.org/10.15414/2021.9788055223360

- profitability of all sold products (operating income margin), which is the ratio of operating income to sales revenue;
- profitability of sales on net profit (net profit margin ratio), which is calculated as the ratio of net profit to sales revenue.

Results and Discussion

Glass is a natural and neutral raw material that reliably protects high-quality products. Due to its exceptional properties, glass has become indispensable as a packaging material in the market of food and beverages, as well as medicines and perfumes. Glass is a strong, inert, hygienic, plastic, airtight, aesthetic and natural material. High-quality products remain fresh and retain their taste and natural aroma for a long period if they are stored in a completely clean protective glass shell. It is transparent, the content is visible through the glass, which causes positive emotions of buyers. Therefore, glass is the only packaging material that is "considered generally safe" and can be used for packaging beverages and food, in addition, such containers are relatively inexpensive.

Focus on the production of high-quality exclusive packaging allows PrJSC Vetropack Gostomel to annually strengthen its leading position in the most capacious and complex bottle segment of the glass market of Ukraine. PrJSC Vetropack Gostomel is the largest manufacturer of glass containers and the leader of the domestic market, as its market share is 29%. It focuses on the highest quality to meet consumer values. PrJSC Vetropack Gostomel provides its clients in the field of beverages and food with glass containers of the highest standards. Not only consumers but also the environment benefits. Such packaging keeps the contents safe and provides the appropriate level of quality for the implementation of marketing strategies. The services of PrJSC Vetropack Gostomel vary from packaging design to production, from logistics to technical advice.

Thus, today PrJSC Vetropack Gostomel is the only factory in Ukraine that produces more than 670.1 million units. products per year. This is due to the growing demand for glass containers in the local market and in Europe. In 2019, continued the project to optimize the capacity of the plant's furnaces and a complicated complex renovation was successfully implemented, which will ensure sustainable development and energy efficiency. The plant has the largest and most powerful furnace for making coloured glass in Ukraine. The company has 3 glass furnaces, which are equipped with 8 modern machine lines with automatic control and packaging lines DHG manufactured by Emhart Powers, as well as Multi, MCAL, CO, TTL, M1 manufactured by MSC & SGCC. They provide a capacity of 820 tons of glass per day. Products of PrJSC Vetropack Gostomel are represented by glass containers of BB, PB, NNPB technology: glass containers for beverages (glass bottles for beer – high demand in the Ukrainian market), glass containers for food (glass bottles and jars for dairy products – stable demand during the year growth up to 5% annually).

In Ukraine, several factors led to a decline in demand for glass containers. For one thing, depopulation caused by the political situation there is reducing demand, while a trend favouring products such as beer over spirits is also pushing it downwards. PrJSC Vetropack Gostomel continues to focus primarily on domestic demand at the expense of exports. Thanks to optimised production costs and the stable local currency, it was possible to further improve performance.

Analysing the indicators of economic activity of the enterprise (Table 1) it is seen that in 2019 the income from sales amounted to 2 390 056 thousand UAH, which is 8.63% more than in 2018. The cost of goods sold in 2019 decreased by 3.90%, this was due to a decrease in production due to the modernization of production equipment. In 2018, compared to 2017, there

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was an increase in cost by 36.31%. This indicates a significant increase in prices for raw materials and energy resources, as well as improvements and updates to the plant's technical base. Net financial result (profit) in 2019 amounted to 574 598 thousand UAH, compared to 2018 it increased by 74.17%. That is, during 2017-2019 we observe a positive dynamics of net profit growth.

Table 1: Indicators of economic activity of PrJSC Vetropack Gostomel in 2015-2019

Indicator	Year					Growth rate, %			
	2015	2016	2017	2018	2019	2016 / 2015	2017 / 2016	2018 / 2017	2019 / 2018
Sales revenue, thousand UAH.	1330511	1443117	165032	22002360	2390056	8.46	-88.56	1233.22	8.63
Cost of goods sold, thousand UAH.	948610	1036312	1170923	1596141	1533836	9.25	12.99	36.31	-3.90
Operating result, thousand UAH.	-56659	129983	162167	474785	767036	-329.41	24.76	192.78	61.55
Net financial result, thousand UAH.	-80340	62393	71713	328031	574598	-177.66	14.94	357.42	75.17
Operating income margin, %	-4.26	9.01	98.26	21.58	32.09	-311.51	990.96	-78.04	48.72
Net profit margin, %	-6.04	4.32	43.45	14.91	24.04	-171.60	905.07	-65.69	61.25
Production, t.	234617	287300	218437	239539	252400	22.45	-23.97	9.66	5.37
Number of employees	641	637	656	637	645	-0.62	2.98	-2.90	1.26
Export, %	7.70	24.6	24.9	26	30.7	219.48	1.22	4.42	18.08

Source: (authors own calculations based on data from financial statements of PrJSC Vetropack Gostomel)

Based on the calculations given in table.1. the following conclusions can be drawn:

- the profitability of sold products (operating income rate) decreased from 98.26% in 2017 to 21.58% in 2018, i.e. decreased by 78.04%. This suggests that in 2018, every 1 UAH of good sales brought a profit in the amount of 0.22 UAH of operating profit. In 2019, this indicator was 32.09%, which is 48.72% higher than in 2018. Thus, in 2019, 1 UAH of sales brought a profit of 0.32 UAH of operating profit;
- the profitability of net profit sales increased from 14.91% in 2018 to 24.04% in 2019. This indicates that in 2019 by 1 UAH of sold products the company received 0.24 UAH of net income.

The decline in production in 2019 was demonstrated by almost all domestic industries, including glass production. 2019 was quite difficult and tense. Irrespective of the continuing military conflicts in the east of the country and the escalation of the conflict in the Sea of Azov, the economy is recovering steadily. The demand for spirits and sparkling wine declined. There was an increase in production costs due to the economic crisis. The final outcome of the development and the consequences of the political and economic crisis are difficult to predict, but they can have a further serious negative impact on the economy of Ukraine and the operating activities of the enterprise.

DOI: https://doi.org/10.15414/2021.9788055223360

Due to economic, political and financial problems in the country, the company faced new problems. There was a decrease in sales in the local beer segment, due to a decline in purchases of one of the main customers in the segment. That is why, the main tasks for factory are: finding new buyers, suppliers, reducing dependence on the beer segment, increasing exports to the European Union. Because some regions of the Ukrainian territory turned out to be inaccessible for any cooperation, which led to the loss of some regular customers and suppliers of raw materials. Thus, the severance of contacts with the Crimean Soda Plant led to a shortage of one of the types of raw materials – soda ash, which necessitated the import of raw materials. On the other hand, rising gas prices and the instability of foreign currency have led to higher prices for glass products.

In these difficult conditions, PrJSC Vetropack Gostomel in 2019 maintained its achievements and improved them (data compared to 2018): the growth of annual production from 239.5 thousand tons. up to 252.4 tons; maintaining the leading positions of 30% in the Ukrainian market of glass manufacturers; modernization of production equipment; expansion of the range to 40 new types; expansion of the standard colour range of glass with new shades: olive, "dry leaf", cuvée; improvement of production technologies – method of narrow neck press and blow (NNPB), method of pressing and blowing (PB), double blowing process (BB).

Analysis of the performance of PrJSC Vetropack Gostomel shows that the company operates in conditions of declining consumer demand – a process of stagnation. The main market is Ukraine (69.3%). There is no dependence of demand for products on seasonal changes. Competition in the glass container industry is fierce, but the company is a leader in the industry. Prospects in the work are given to the introduction of lightweight bottle production, development and increase of the share of production of wide neck jars for food and dairy products. The main sales channels are direct channels and sales methods, long-term contracts with liabilities by volume.

Since the sale of products is carried out in the domestic market, therefore, marketing activities should be aimed in this area. According to the degree of market coverage, the company uses differentiated marketing. PrJSC Vetropack Gostomel adheres to the "strategy of advantages" – the company has a stable advantage over competitors due to opportunities to improve production technologies, development of consulting services and logistics, which allows non-price competition through products known in the market for their unique characteristics.

Depending on the state of market demand, PrJSC Vetropack Gostomel applies a strategy of supportive marketing, which is aimed at maintaining the volume of demand. At the same time, PrJSC Vetropack Gostomel applies a differentiation business strategy in order to overcome its competitors, namely:

- leadership strategy – creation of new types of products, the production of which is based on unique technologies;
- quality and reliability strategy – implementation of improvements in technology and product design. PrJSC Vetropack Gostomel annually confirms its reputation as an innovator and produces glass containers of original design and colour, which often has no analogues in the Ukrainian market of glass manufacturers.

Since PrJSC Vetropack Gostomel operates in a market that is developing with strong competition, a combined strategy aimed at solving its competitive advantages and deeper penetration and geographic development of the market, followed by vertical integration upwards, would be the best for it.

Assessing the strategic position of PrJSC Vetropack Gostomel, it can be argued that the following groups of factors have a high degree of influence:

DOI: https://doi.org/10.15414/2021.9788055223360

- weaknesses – high depreciation of fixed assets, increased production costs and reduced profitability;
- forces – unique technologies of production, individual approach to the client, belonging to the international group of companies PrJSC Vetropack Gostomel, favourable geographical location;
- opportunities – vertical integration with domestic manufacturers of glass containers, expanding the range and range of products, obtaining tax benefits, increasing exports;
- threats – the rapid rise in prices for raw materials and energy resources, high inflation and constant fluctuations in foreign exchange rates, increasing demand for PET packaging, the emergence of new domestic or foreign competitors in the market of beer glass containers.

The analysis shows that the product is a strength of PrJSC Vetropack Gostomel. The products produced at the enterprise are high quality, reliable, safe and environmentally friendly. It is necessary to pay attention to the sale and promotion of goods on the market. Using a well-thought-out marketing campaign can help promote a product in the market.

Thus, PrJSC Vetropack Gostomel taking into account its strengths and weaknesses, as well as possible threats and opportunities has developed its own mix of consumer-oriented strategies. Considering the capabilities of PrJSC Vetropack Gostomel, its weaknesses and strengths, threats to the environment, we can conclude that the strategic position of PrJSC Vetropack Gostomel in the market is unstable. Despite a number of achievements in the implementation of the latest standards, the difficult political situation and the steady rise in prices for raw materials and energy limit the ability of PrJSC Vetropack Gostomel to export products. That is, to reduce costs, it is necessary to implement the latest technologies, upgrade equipment and increase energy efficiency. Therefore, in order to maintain its position in the market, PrJSC Vetropack Gostomel must more actively implement the latest technologies to reduce costs and improve product quality.

PrJSC Vetropack Gostomel should apply a growth strategy, namely a strategy of expanding sales markets. It is necessary to improve the advertising policy, applying new types of technologies for product promotion. Conduct promotions aimed at advertising goods, take an active part in specialized exhibitions. It is necessary to keep the share of their products in the market because they are of great importance for the current activities of the enterprise and are in great demand. However, to maintain market share, strengthen and expand production, requires additional investment. Therefore, PrJSC Vetropack Gostomel needs to concentrate efforts on determining the right balance between income and investment in order to guarantee a return of money and profit in the future.

Thus, based on the results of the analysis, it can be concluded that PrJSC Vetropack Gostomel should choose a strategy to expand markets and at the same time a defence strategy to maintain its market position, make additional investments in product modernization, price reduction, production efficiency, and conquering a significant proportion of new consumers.

The strategic goal of its development should be to expand the share of exports. Areas of application of measures are the constant modernization of production through improving quality and reducing costs. Taking into account the results of the company's activities, we can conclude that PrJSC Vetropack Gostomel has developed its own mix of customer-oriented marketing strategies, which are implemented at various organizational levels and include such processes as quality assurance, account key management, customer service, business partnerships and market information systems. Adherence to these activities will contribute to the development of new technological solutions that will allow the company's clients to increase the efficiency of their business and get a positive social and economic effect.

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Thus, as a result of the analysis of the marketing environment and the general economic condition of the enterprise, we have reason to conclude that the enterprise PrJSC Vetropack Gostomel Glass Factory has chosen a protective and developing marketing strategies. The combination of these two strategies allows the company to be more flexible in a changing marketing environment, which helps to increase the effectiveness of marketing activities of the enterprise and the feasibility of management decisions made at the enterprise.

Conclusion

The strategic competitive advantage of PrJSC Vetropack Gostomel is that under the conditions of the modern packaging market, glass packaging was and remains one of the main components of the packaging market for beverages and food products. PrJSC Vetropack Gostomel consistently and steadily improves the quality control systems of its products. Each bottle is inspected for compliance with geometric parameters, the absence of cracks, foreign inclusions and optical defects. It must meet the needs of the client and the requirements of the end-use market.

Thus, PrJSC Vetropack Gostomel is a company whose products comply with both Ukrainian and European standards, which has ample opportunities to design and manufacture glass containers to meet customer needs, optimize production, and control product quality. The company has a developed set of interconnected marketing strategies focused on the consumer.

Therefore, the marketing strategy of PrJSC Vetropack Gostomel should be aimed at expanding the production of glass containers, updating fixed assets, introduction of lightweight glass bottle production technology, improving the quality of glass packaging, increasing market share of soft drinks and food, attracting new customers, improving financial condition.

Our analysis shows that product quality is a strength of PrJSC Vetropack Gostomel. The products produced at the enterprise are high quality, reliable, safe and environmentally friendly. Almost all products of PrJSC Vetropack Gostomel combine high market growth prospects with strong positions of the company in this market; are a source of not only short-term but also long-term profit for the company, and therefore they are the best object for profitable investments.

PrJSC Vetropack Gostomel needs to choose a strategy for expanding market share and a strategy for maintaining competitive advantage, marketing strategy for using profits to develop and maintain the existing state. It is necessary to pay attention to the sale and promotion of goods on the market. The company can use such methods of marketing communication as: advertising, sales promotion, public relations, personal sale, direct marketing. Nowadays such method of product promotion as sponsorship is becoming widespread. It provides for the company's participation in the costs of holding a mass event (concert or sporting event).

For the factory, could be applied a diversification strategy – the development of new goods, product markets as well as types of services, including not only the diversification of product groups, but also the expansion of business activities to new areas that are not related to the company's main activities, for example implementation of environmentally friendly, practically waste-free production.

In the current crisis conditions in Ukraine, it is necessary to constantly carry out marketing analysis of the external and internal marketing environment. Based on the obtained data, the existing marketing strategy should be constantly adjusted and improved and the following measures should be implemented:

- Develop a market entry strategy for the wide neck glass jars.

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- Expand the implementation of NNPB technology (lightweight glass packaging) in various market segments of the glass packaging consumer market.
- Increase market share in soft drinks.
- Expand the assortment of glass bottles and jars for dairy products, baby food, jars for sauces, jams and honey.
- Upgrade outdated equipment.
- Increase production capacity and reduce costs.

So, taking into account the deterioration of the financial and economic situation in the current crisis in Ukraine, the primary task of PrJSC Vetropack Gostomel Glass Factory is to implement the practice of marketing crisis management. For this, it is necessary, based on existing scientific and methodological approaches, to select and form marketing strategies that correspond to modern economic conditions and take into account the specific problems of the factory, and can be used in the development of a marketing anti-crisis program.

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Author Declaration: I author of the above titled paper hereby declare that the work included is original and is an outcome of the research carried out by the authors indicated in it. Further, I author declare that the work submitted has not been published already or under consideration for publication in any Journals/Conferences/Symposia/Seminars. I also declare that the work does not infringe on any copyrights, property rights of others including licenses and it is free from plagiarism.

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Jednotlivé hľadiská medzinárodného podnikania spoločnosti Slovak Telekom a.s.

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Abstrakt
Na skúmanie jednotlivých hľadísk medzinárodného podnikania sme sa zamerali na spoločnosť Slovak Telekom a.s., ktorú sme skúmali z viacerých oblastí. Spoločnosť sídli v Bratislave a je najväčším poskytovateľom telekomunikačných služieb na Slovensku. Jej materská spoločnosť a 100% vlastník Deutsche Telekom AG, sídliaca v Nemeckej spolkovej republike, výrazným spôsobom ovplyvňuje fungovanie spoločnosti na Slovensku. Spoločnosť Slovak Telekom a.s. si uvedomuje dôležitosť zodpovedného podnikania a preto je aktívna vo všetkých oblastiach CSR aktivít, kde bola aj ocenená. Svoju iniciatívu významne prejavuje v boji proti korupcii, ktorú sa snaží minimalizovať a úplne odstrániť. Spoločnosť má zriadený etický kódex a jeho organizačná kultúra je založená na špecifických pilieroch, ktoré sú dodržiavané vo všetkých krajinách pôsobenia. Okrem uvedeného sa v príspevku venujeme aj postaveniu žien v spoločnosti, pričom v tomto prípade sú značne podporované viacerými spôsobmi. Spoločnosť akceptuje kultúrne rozdiely a snaží sa svojim zamestnancom vytvoriť perspektívne pracovné prostredie prostredníctvom viacerých projektov zameraných na ich osobný a pracovný rozvoj.

Kľúčové slová: *etický kódex, etika, Slovak Telekom a.s., spoločenská zodpovednosť, spoločnosť*

1. Úvod

Medzinárodné podnikanie je podnikanie, ktoré sa nesústreďuje iba na obeh tovarov ale aj služieb. Skúmaný podnik Slovak Telekom a.s. patrí medzi spoločnosti, ktoré poskytujú svoje služby na medzinárodnej úrovni. Tento podnik je dcérskou spoločnosťou Deutsche Telekom AG, a teda je z veľkej miery ovplyvnený riadením z nemeckej materskej centrály. Medzinárodné podnikanie je špecifická činnosť, ktorá je definovaná viacerými hľadiskami. Tieto hľadiská sa dajú analyzovať z viacerých pohľadov. Cieľom tohto príspevku je priblížiť jednotlivé hľadiská definujúce medzinárodné podnikanie spoločnosti Slovak Telekom a.s. a priblížiť tak profil tejto spoločnosti a oboznámiť čitateľa s rôznymi skutočnosťami.

1.1. Praktické aspekty medzinárodného podnikania v spoločnosti Slovak Telekom a.s.

Spoločnosť Slovak Telekom a.s. je jednou z najznámejších spoločností na Slovensku. Svoj predmet podnikania realizuje prostredníctvom viacerých činností, ktoré vykonávajú jednotlivé časti spoločnosti. Tieto časti sú znázornené v organizačnej štruktúre, ktorá je zobrazená v Obrázku č.1 a nachádza sa na ďalšej strane.

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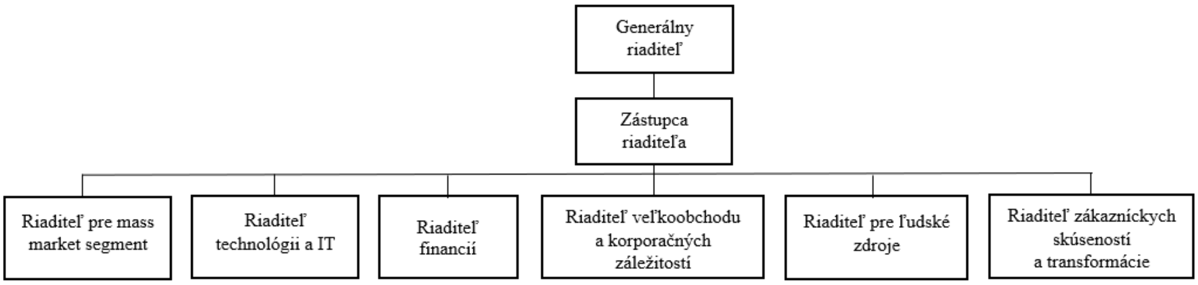

Obrázok 1 Organizačná štruktúra Slovak Telekom a.s.
Zdroj: vlastné spracovanie podľa Výročnej správu z roku 2019

Ako je možné vidieť na obrázku, jednotlivé funkcie zastrešujú riadiaci manažéri- riaditelia, ktorých pracovná náplň je zameraná na rôzne oblasti. Priblížením sledovanej spoločnosti sa dostávame k viacerým praktických aspektom, ktoré definujú spoločnosť z viacerých pohľadov. Tieto aspekty sú bližšie definované v jednotlivých častiach príspevku, kde sa zameriame na bližšiu charakteristiku spoločnosti, kde je vymedzený vzťah s materskou spoločnosťou, uvedené jednotlivé finančné výsledky, spoločenská zodpovednosť, etika a etický kódex, manažment ľudských zdrojov a ďalšie témy. Po preskúmaní jednotlivých sekcií vznikne určitý profil spoločnosti, ktorý približuje postavenie Slovak Telekom a.s. v medzinárodnom podnikaní.

1.1.1. Charakteristika sledovanej spoločnosti

Spoločnosť Slovak Telekom a.s. bola založená v roku 1999 so sídlom v Bratislave, čiže spadá pod Bratislavský kraj. Pôvodne bola spoločnosť založená bez zahraničnej majetkovej účasti, keďže bola výlučne štátnym podnikom, ktorý sa nazýval Slovenské telekomunikácie š.p. Až v roku 2000 štát, ktorý bol 100% vlastník, podpísal zmluvu so spoločnosťou Deutsche Telekom AG o odpredaji 51% podielu. V dnešnej dobe je spoločnosť Deutsche Telekom AG 100% vlastníkom spoločnosti Slovak Telekom a.s., kde je momentálny počet štatutárnych orgánov tri osoby. Z uvedeného vyplýva, že spoločnosť je zahraničný podnik, ktorý sa prostredníctvom akvizície stal súčasťou skupiny podnikov Deutsche Telekom Group a majoritným akcionárom a vlastníkom Slovak Telekomu a.s. je Deutsche Telekom AG, ktorá je zároveň aj materskou spoločnosťou.

Súčasné peňažné ukazovatele poukazujú na to, že hodnota majetku dosahovala v roku 2019 1 622 352 000 €. Výsledok hospodárenia po zdanení dosahoval kladnú hodnotu, a to konkrétne 111 899 000 €. Tržby spoločnosti Slovak Telekom a.s. boli vo výške 715 295 000 € a celkové výnosy 746 230 000 €. Náklady spoločnosti sa vyšplhali do výšky 634 331 000 €. Spoločnosť Slovak Telekom a.s. je dodnes najväčším poskytovateľom telekomunikačných služieb na Slovensku, ktorý pokrýva celé územie. Spoločnosť pôsobí v oblasti služieb, konkrétne v oblasti telekomunikačných služieb, čím prechádzame na primárne odvetvie pôsobenia-telekomunikácie. V súčasnosti zamestnáva od 2000-2999 zamestnancov, ako uvádza FinStat, avšak na webovej stránke, sa uvádza, že počet zamestnancov v roku 2019 bol 2908. Zaujímavosťou je aj fakt, že v spoločnosti pracuje viac mužov ako žien a priemerný vek zamestnancov je 41 rokov.

1.1.2. Organizačné členenie nadnárodnej spoločnosti

Materská spoločnosť Deutsche Telekom AG sídli v Nemeckej spolkovej republike, konkrétne v Bonne. Spoločnosť pôsobí v 50 krajinách, a čo sa týka Slovenska, tu disponuje 105

DOI: https://doi.org/10.15414/2021.9788055223360

pobočkami. Ohľadom jednotlivých činností, ktoré v spoločnosti prebiehajú, tak výlučne na Slovensku sa pre Slovensko tvorí marketing a činnosti súvisiace s predajom služieb konečnému zákazníkovi. Činnosti prebiehajúce na Slovensku a v zahraničí sú: strategické riadenie, nákup materiálu a činnosti spojené s plánovaním služieb. Materská a dcérska spoločnosť sú veľmi prepojené a častokrát spolupracujú na rôznych zmenách bez toho, aby vynechali svoju dcérsku spoločnosť. Strategické rozhodnutia sa týkajú problematiky ohľadom druhov nových výrobkov a ich dizajnu, marketingu a PR, CSR aktivít, investícií. Taktické rozhodnutia zastrešujú vyrobené a predané množstvá, výšku platov a benefity. Operatívne rozhodnutia sa zaoberajú prijímaním zamestnancov, ich vzdelaním a rozvojom.

Čo sa týka organizačnej štruktúry materskej spoločnosti, tá pozostáva z jednotlivých divízií, ktoré zastrešujú Nemecko, USA a Európu. Z uvedeného vyplýva, že ide o divizionálnu- územnú organizačnú štruktúru. Okrem uvedeného je na rovnakej horizontálnej úrovni aj systémové podnikanie a divízia rozvoja. Organizačná štruktúra spoločnosti Slovak Telekom a.s. je v našom podaní funkcionálna. Na čele spoločnosti pôsobí generálny riaditeľ Jose Severino Perdomo Lorenzo, pod ním sa nachádza zástupca riaditeľa. Tieto dva subjekty sú nadriadené riaditeľovi technológii a IT, riaditeľovi zákazníckej skúsenosti a transformácie, riaditeľovi financií, riaditeľovi pre mass market segment, riaditeľovi pre ľudské zdroje a riaditeľovi veľkoobchodu a korporačných záležitostí. Z nášho pohľadu hodnotíme organizačnú štruktúru za prehľadnú, čo je veľkou výhodou najmä pre podniky, ktoré patria medzi veľké, a teda prehľadnosť OŠ by mala byť v takomto prípade dodržaná. Okrem spomínanej organizačnej štruktúry by sme chceli priblížiť aj úrovne riadenia. Na vrchole pomyselnej pyramídy je generálny riaditeľ, ktorý predstavuje vrcholový manažment. Pod týmto riaditeľom pôsobí riaditeľ financií, ďalej regionálny manažér a subregionálny manažér, ktorí predstavujú strednú úroveň riadenia. Na poslednej úrovni riadenia je koordinátor, shop manažér a nakoniec samotný predajca. Organizačnú štruktúru, ktorú sme znázornili, sme vypracovali samostatne, nakoľko ich spoločnosť neuvádza v takejto podobe.

1.1.3. Spoločenská zodpovednosť v podnikaní

CSR aktivity sú v sledovanej spoločnosti zahrnuté pod oddelením Compliance. Na označenie týchto aktivít používa spoločnosť označenie CSR aktivity, prípadne na webovej stránke sa uvádza aj slovné spojenie: „Spoločenská zodpovednosť v podnikaní“. Keďže predmetom podnikania spoločnosti Slovak Telekom a.s. sú primárne, okrem iného, telekomunikačné služby, tak povaha CSR aktivít nesúvisí so zameraním tohto podnikania, ale činnosti sa vykonávajú za zámerom zlepšenia imidžu spoločnosti. Hlavným dôvodom, prečo Slovak Telekom a.s. začal vykonávať CSR aktivity bola potreba prispieť k verejnému blahu. Spoločnosť svoje CSR aktivity zverejňuje v špecializovanej správe a informácie sú dostupné aj na webovej stránke www.telekom.sk, aby sa k nim dostali či už potenciálni alebo aj stáli zákazníci. Spoločenská zodpovednosť pozostáva z troch základných pilierov. Tieto piliere delíme na ekonomické, ekologické a sociálne aktivity. Jednotlivé oblasti sú spracované v podniku Slovak Telekom a.s. vo výročnej správe a v CSR dokumente. Tento CSR dokument sa v spoločnosti presne nazýva: „Správa o zodpovednom podnikaní spoločnosti“.

Stupeň zamerania sociálnych oblastí poukazuje na fakt, že väčšine sociálne zameraných aktivít CSR je venovaná silná pozornosť až veľmi silná pozornosť. Jedinou možnosťou, kde spoločnosť disponuje priemerným zameraním je oblasť work-life balance. Je to najmä z toho dôvodu, že zamestnanci nemajú flexibilný pracovný čas. Počas rozhovoru sa nám však vedúci predajne zdôveril, že v prípade dohody medzi kolegami a v prípade, že momentálne na predajni nie sú zákazníci, tak môže zamestnanec opustiť zamestnanie o 15 minút skôr vo veľmi výnimočných prípadoch. V spoločnosti je zriadený tzv. Program zdravia, ktorý je prístupný

DOI: https://doi.org/10.15414/2021.9788055223360

zamestnancom dvakrát do roka, kde si môžu dať vyšetriť napríklad zrak, odmerať tlak a podstúpiť podobné vyšetrenia. Sociálne zameranie funguje aj v oblasti pomoci nepočujúcim (online tlmočník) a podpore angažovanosti zamestnancov spoločnosti Slovak Telekom a.s. na miestach, kde žijú. Priama podpora sa poskytuje aj tým, čo to potrebujú a to prostredníctvom nadačného fondu spoločnosti, prostredníctvom ktorého sa prispieva aj k zlepšeniu školstva na Slovensku. Spoločnosť realizuje aj projekt s názvom „Pomáhame komunite", vďaka ktorému zrealizovalo svoje projekty až 35 neziskových organizácií.

Environmentálnemu zameraniu sa spoločnosť venuje aktívne. Jednou z najdôležitejších oblastí je ochrana vôd a racionálne využívanie vodných zdrojov. V roku 2016 sa oproti roku 2015 podarilo znížiť spotrebu vody o 20% a ďalší rok o cca 26%. Okrem spomínaného sa v spoločnosti Slovak Telekom a.s. recykluje približne 80% odpadu. Ďalej sa spoločnosť usiluje o zníženie spotreby pohonných hmôt, plynu a tým zlepšovať úroveň ovzdušia a zníženie elektrickej energie. Spoločnosť sa venuje aj ochrane pred klimatickou zmenou a ochrane ozónovej vrstvy Zeme a to tak, že ukončila využívanie chladiva R22 v 30 zariadeniach. Vo všeobecnosti však spoločnosť Slovak Telekom a.s. prispieva najmä na vzdelávanie, sociálnu starostlivosť, zdravie, umenie a kultúru a až potom na environmentálnu stránku.

Čo sa týka ekonomických CSR aktivít, vo všetkých prípadoch má spoločnosť veľmi silné zameranie. Tému korupcie, spoločnosť neberie na ľahkú váhu a každoročne 9.decembra organizuje celofiremný „Deň boja proti korupcii", kde bola hosťom aj prezidentka Slovenskej republiky pani Mgr. Zuzana Čaputová. Okrem uvedeného sa v spoločnosti vykonával aj prieskum, kde 6% respondentov uviedlo, že v podnikaní existujú dôvody na korupciu, 50% je ochotných nahlásiť podnet, ak sú svedkom nekalých praktík a 65% si myslí, že prijaté opatrenia pre odhaľovanie praktík sú adekvátne.

Spoločnosť, čo sa týka služieb pre zákazníkov, zaviedla úspešný projekt, kde spustila náhrady pevných služieb počas ich nedostupnosti. V praxi to môže vyzerať tak, že v prípade nefunkčnosti televízie alebo nefunkčnosti internetu spoločnosť zadarmo zabezpečí náhradné riešenie ako napr. zadarmo dáta na telefóne, prostredníctvom ktorých si zákazník môže pozrieť online program na svojom zariadení. Ďalej sa spoločnosť zaviazala dodržiavať zákon o reklame a zákon o ochrane spotrebiteľa, kde prisľúbili, že nebudú tvoriť klamlivé reklamy.

Zodpovednosť voči dodávateľom a obchodným partnerom prispela najmä k elektronizácii nákupného procesu vo vzťahu k dodávateľom. Ďalej si spoločnosť zakladá na vybudovaní transparentného kontrolného prostredia, ktoré zamedzí akýmkoľvek prípadným pokusom o manipuláciu s finančnými údajmi spoločnosti, uzatvára Dohodu o ochrane dôverných informácií, archivuje transakcie, vyberá dôveryhodných partnerov, ktorí disponujú potrebnými certifikátmi, kde odmietajú spoluprácu s dodávateľmi, ktorí zneužívajú detskú prácu a podobne.

Dopad CSR aktivít je v regióne silne citeľný a spoločnosť dostáva mnoho pozitívnych reakcií. Spoločnosť nepokladá CSR aktivity za marketingový nástroj zvyšovania zisku ale za pomoc a zlepšenie mena spoločnosti. Slovak Telekom a.s. disponuje aj rôznymi certifikátmi medzi ktoré patrí napríklad EN ISO 9001, EN ISO 14001, Charta ETNO, Systém ISO 27001 a mnoho ďalších. Spoločnosť získala aj ocenenie v kategórii Dobrý partner komunity prestížneho ocenenia Via Bona Slovakia 2018.

Čo sa týka CSR aktivít a pandémie, ktorá je spojená s COVID-19, tak spoločnosť dbá na hygienu a dodržiava všetky nariadenia avšak nepodieľa sa na pomoci ohľadom testovania alebo výskume. Tejto téme sa však budeme ďalej venovať a priblížime aj reakciu skúmanej spoločnosti k danej situácii.

DOI: https://doi.org/10.15414/2021.9788055223360

1.1.4. Etická klíma v organizácii

Etika je v spoločnosti začlenená pod oddelenie Compliance a spoločnosť má vybudovanú veľmi silnú etickú klímu. Oblasť riadenia etiky je riadená z materskej centrály. Spoločnosť je veľmi silne etická vo vzťahu k zamestnancom, dodávateľom, odberateľom, prírode, vlastníkom a silne etická k miestnej komunite a konkurencii. Sledovaná spoločnosť zverejňuje svoje etické postoje v jednotlivých dokumentoch, avšak nie pravidelne. Etický kódex týkajúci sa dodávateľov, odberateľov a podobných subjektov sa nachádza na internetovej stránke spoločnosti, ale etický kódex týkajúci sa zamestnancov sa nachádza výlučne v intranete. Spoločnosť čelila viackrát problémom v oblasti korupcie, ktorú sme priblížili v predchádzajúcej podkapitole, marketingovým problémom v oblasti klamlivej reklamy a vzťahom s odberateľmi z dôvodu nedodržania podmienok. Okrem spomínaných oblastí má spoločnosť Slovak Telekom a.s. tzv. škandály týkajúce sa sledovania bývalých zamestnancov, ktorí pracovali na vysokých pozíciách, čím bolo na spoločnosť podané aj trestné oznámenie. Etické princípy v súvislosti s COVID-19 spoločnosť doplnila zásadne najmä v oblasti ochrany svojich zamestnancov ako napríklad prekrytie tváre, kde sa na rúšku nachádza logo spoločnosti, hygiena rúk, sociálny odstup, stanovený počet zákazníkov na m2, extra služby zákazníkom a podobne. Čo sa týka extra služieb, tak spoločnosť počas pandémie poskytla vybraným zákazníkom nekonečné dáta, alebo iné extra služby. Hlavným cieľom bolo prinútiť ľudí, aby ostali doma a mohli napríklad vykonávať prácu z domu, študovať, viesť konferencie, spojiť sa s blízkymi.

S etikou úzko súvisí etický kódex. Hlavným dôvodom prijatia Etického kódexu bol tlak materskej spoločnosti a aj udalosti, ktoré sa stali a neprispeli k dobrému menu spoločnosti. Nielen spoločnosť Slovak Telekom a.s. disponuje škandálmi ale aj spoločnosť Deutsche Telekom AG, ktorá čelí škandálu týkajúceho sa vyplácania úplatkov v balkánskych krajinách.

1.1.5. Etický kódex

Oblasť etiky je spracovaná v Etickom kódexe spoločnosti. Zverejnený Etický kódex spoločnosti je v rozsahu 11-25 strán (konkrétne 12 strán) a je zrealizovaný ako samostatný dokument, ktorý je profesionálne graficky upravený a v ktorom sa nachádzajú fotografie zamestnancov spoločnosti. Zásadný podiel jednotlivých oblasti etického kódexu majú témy odmietania neetických praktík, personálneho obťažovania, kultúrnych rozdielov, vzťahov k vládam, odberateľom a zákazníkom, rovnako ako aj kvality výrobkov, ktorá je práve kľúčovou oblasťou v Etickom kódexe. Etický kódex bol prijatý v roku 2006, kde hlavným autorom bol vrcholový manažment materskej spoločnosti. Dary v spoločnosti sú povolené, ale nemajú konkrétnu výšku. Vedúci podniku uviedol, že je to na každého uvážení a myslí si, že väčšina vie odhadnúť mieru toho, čo je vhodné a čo naopak nie je. Spoločnosť Slovak Telekom a.s. sa detailne venuje vo svojom Etickom kódexe oblasti každej formy obťažovania, ktorú absolútne netoleruje. Rovnako odmietavý postoj je aj v oblasti šikany či už zo strany kolegov alebo nadriadených. Etický kódex odmieta taktiež rôzne formy diskriminácie avšak podrobne ich v zverejnenom Etickom kódexe nešpecifikuje, a k internému Etickému kódexu nemá verejnosť prístup. Vedúci predajne, s ktorým sme spolupracovali, uviedol, že spoločnosť rieši primárne diskrimináciu a Etický kódex sa pravidelne modifikuje. V súvislosti s COVID- 19 sa ich Etický kódex nemenil, zamestnanci však dostali jasné inštrukcie. Ďalej je v Etickom kódexe presne uvedený návod ako postupovať pri nahlásení jednotlivých typov etických problémov. V súvislosti s tým má spoločnosť zriadenú linku, ktorej názov je „Povedzte nám", kde je zaručená anonymita rovnako ako aj v ostatných formách nahlásenia porušenia etického kódexu, ktorý môžeme definovať ako regulačný. Zaujímavosťou je, že v Etickom kódexe spoločnosti

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je dokonca prikázané, že počas vianočného obdobia je na predajni povinnosťou mať zriadený vianočný stromček.

Čo sa týka úpravy vzhľadu etickým kódexom, ten upravuje najmä nosenie rovnošaty, ktoré je povinné a poukazuje na firemnú kultúru. Téma týkajúca sa tetovania, šperkov, účesu, make-upu a podobne je prenechaná na osobných preferenciách zamestnanca. Etický kódex musia všetci zamestnanci dodržiavať v oblastiach povinných viet, zákazu vybavovania súkromných záležitostí počas práce, prísne sa zakazuje oponovanie zákazníkom a podobne. Zamestnanci majú v etickom kódexe presne opísaný postup rozhovoru, pravidlá ako sedieť na stoličke, zákaz hrania sa s perom počas rozhovoru, zákaz pozerania sa do obrazovky počítaču počas rozhovoru a podobné prípady, na základe ktorých by mohol zákazník nadobudnúť pocit neprofesionality zo strany zamestnanca spoločnosti.

1.1.6. Organizačná kultúra a medzikultúrny manažment

V spoločnosti Slovak Telekom a.s. pracujú zamestnanci z viacerých krajín. V tejto súvislosti je samozrejmosťou jazyková nekompatibilita. Vo vrcholovom manažmente sa dorozumievajú manažéri angličtinou, stredný manažment komunikuje jazykom materskej krajiny rovnako ako aj najnižší manažment a radoví zamestnanci. Nedorozumenia v dôsledku používania rôznych jazykov vznikajú zriedka a konflikty spôsobené rozličnou kultúrou takmer nikdy. Zamestnanci jednotlivých stupňov podniku nemajú len možnosť, ale aj povinnosť absolvovať kultúrny tréning. Ide najmä o vrcholový a stredný manažment. Ostatní zamestnanci to nemajú ako povinnosť, ale dobrovoľnú činnosť. Firemná kultúra je známa symbolom, ktoré sa označuje ako „Magentové T“. Okrem uvedeného je celá kultúra spoločnosti založená na kultúrnych pilieroch ktorými sú: nadšenie zákazníka a jednoduchosť sú našou hnacou silou, konáme zodpovedne a s rešpektom, spolu či zvlášť sme jeden tím, najlepšie miesto pre výkon a rast, ja som T-spoľahni sa na mňa. Podnik ďalej kladie veľký dôraz na logo spoločnosti, farby (v tomto prípade konkrétne rúžová), unifikovaný vzhľad priestorov, kde taktiež prevláda ružová farba, vybavenie reklamnými predmetmi ako ružové perá či tričká, webovú stránku spoločnosti, účty na sociálnych sieťach, mobilnú aplikáciu a podobne. Priemerne rozpracovanou oblasťou je unifikovaný vzhľad podnikových automobilov. Okrem spomínaného podnik pravidelne organizuje pre všetkých zamestnancov firemné Team Buildingy, vianočné večierky a udeľovanie ocenení. Aktivity, ktorých sa zúčastňujú vybrané časti podniku sú spoločné obedy, firemné oslavy, návšteva kultúrnych podujatí, regenerácia. Manažment sa podieľa na firemných oslavách s partnermi resp. s rodinou. Oslavy menín a narodenín sa neorganizujú. Spoločnosť nemá kultúrneho hrdinu a uplatňuje globálny kultúrny model.

1.1.7. Medzinárodný manažment ľudských zdrojov

Stratégiu obsadzovania riadiacich pozícií má spoločnosť globálnu. Členovia manažmentu pochádzajú z rôznych krajín. Výkonný riaditeľ Jiří Vacek a Jitka Adámková sú českej príslušnosti. Čo sa týka témy ohľadom povinnosti vycestovať do zahraničnej centrály ako expatriate má riaditeľ a vrcholoví manažéri. Manažéri na strednom stupni môžu vycestovať ale nemusia a operatívni vedúci, radoví zamestnanci a iní pracovníci nemôžu. Tento pobyt zvyčajne trvá menej ako mesiac. Vedúci predajne uviedol, že je známe že pobyt je podmienený zmluvou, avšak nie sú známe jej podmienky. Po príchode expatrianta zo zahraničia sa zvyčajne vráti na pôvodnú pozíciu alebo dostane vyššiu pozíciu.

Medzinárodný manažment ľudských zdrojov sústreďuje svoju pozornosť aj na kultúrne zvyklosti. Kultúrne zvyklosti sú obmedzované nasledovne. Slávenie sviatkov doma a priestor hovoriť v rodnom jazyku nie je výrazne obmedzovaný. Čo sa týka nárečia, to sa toleruje v rámci

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súkromnej konverzácie medzi zamestnancami prípadne, ak si to vyžaduje zákazník. Sloboda kultúrne sa vyjadriť na pracovisku ohľadom oblečenia podlieha veľmi značným obmedzeniam. Po otázke, či môže na pozícii predajcu pracovať žena, ktorá nosí hidžáb bolo zodpovedané, že hidžáb jej zakázať spoločnosť nemôže, ale pracovné oblečenie dodržiavať musí (firemné tričká s logom). Počas pracovnej doby sa po dohode s manažmentom môže zamestnanec venovať svojim modlitbám, i keď to má svoje prísne obmedzenia (napríklad nemôže opustiť kvôli modlitbe predajňu na 30 minút, prípadne prerušiť predajný rozhovor so zákazníkom kvôli modlitbe). V takomto prípade sa môže venovať modlitbe vtedy, keď má pracovnú prestávku a ak tým neobťažuje svojich kolegov, prípadne zákazníkov, ktorí sa nachádzajú na predajni. Pri práci zamestnanci nemôžu počúvať vlastnú, ani ľudovú hudbu a nemôžu sa taktiež obklopovať ľudovým umením, keďže predajňa svojim dizajnom poukazuje na firemnú kultúru.

1.1.8. Ženy v medzinárodnom manažmente a podnikaní

Členovia štatutárneho orgánu spoločnosti Slovak Telekom a.s. sú traja, pričom jedna z nich je žena, ktorá je Nemka a dvaja muži, kde je jeden Rakúšan a druhý Španiel. Z uvedeného teda vyplýva, že všetci traja sú inej než slovenskej štátnej príslušnosti. Výkonným riaditeľom spoločnosti je muž a pomer žien a mužov vo vrcholovom manažmente je približne 70% mužov a 30% žien. Rovnako to je aj v strednom manažmente. Tu je však potrebné uviesť fakt, že spoločnosť nijako v tomto smere nediskriminuje postavenie žien a dokonca vytvorilo aj program W-lab, ktorý je určený pre zamestnancov ženského pohlavia s cieľom podporiť ich potenciál týkajúci sa schopnosti obsadiť riadiace pozície. V priebehu roka mali možnosť pracovať na projekte zadanom manažmentom, zúčastnili sa rozvojových aktivít na podporu manažérskych kompetencií, využili koučing/mentoring a rôzne networkingové príležitosti. Celkový pomer mužov a žien v podniku je 65% mužov a 35% žien.

Podľa zistených informácií v priebehu výskumu nám bolo vysvetlené, že podmienky pre rozvoj a kariérny rast žien sú naozaj veľmi dobre rozvinuté, avšak o tieto pozície sa nejaví príliš vysoký záujem zo ženského pohlavia. Ženy však často reprezentujú podnik, zastávajú aj vrcholové pozície, zarábajú rovnako ako mužskí kolegovia na rovnakej pozícii, majú vytvorené podmienky pre kariérny rast, pravidelne ostávajú na materskej dovolenke 3 roky, majú rovnakú možnosť kariérneho rastu ako muži, zúčastňujú sa rovnakých podujatí ako muži a sú bežnou súčasťou neformálnych podujatí/vzťahov. Jediným obmedzením je, že ženy zriedka vykonávajú svoju prácu v plnom rozsahu počas tehotenstva práve preto, že sa prihliada na ich zdravotný stav. Ak im to však zdravotný stav umožňuje, spoločnosť nemá výhrady voči vykonávaniu pracovnej činnosti. Faktom je však skutočnosť, že len zriedka majú svoje hygienické zariadenia delené na mužské a ženské.

Spoločnosť podporuje dovolenku z rodinných dôvodov, podporuje príspevok pri narodení dieťaťa, úpravu charakteru práce v tehotenstve a bežne podporujú úpravu pracovného času v tehotenstve a poskytujú iné výhody pre rodičov. Všetky aktivity, ktoré zosúlaďujú rodinný a pracovný život sú určené rovnako pre ženy ako aj mužov.

Záver

Spoločnosť Slovak Telekom a.s. je 100% zahraničný podnik, ktorý podľa počtu zamestnancov zaraďujeme do veľkého podniku a ktorý vykazuje kladné finančné výsledky. Spoločnosť sa aktívne venuje všetkým oblastiam CSR aktivít a bola ocenená aj prestížnou cenou Via Bona Slovakia 2018 v kategórii Dobrý partner komunity, pričom sa aktívne venuje najmä nepočujúcim. Etická klíma vyplýva zo zásad Etického kódexu, ktorý spoločnosť prijala v roku 2006 a ktorý ustanovuje základné pravidlá správania sa na pracovisku a zároveň upravuje aj

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vzťahy spoločnosti voči svojim odberateľom, dodávateľom aj zákazníkom. Kultúra spoločnosti má silné postavenie a vyplýva zo základných kultúrnych pilierov, ktoré má spoločnosť stanovené. Okrem toho je toto prostredie definované aj typickými prvkami ako je tzv. Magentové T, ružová farba, pracovné oblečenie a rovnaký vzhľad predajní. Spoločnosť akceptuje kultúrne rozdiely a podporuje ženy v kariérnom raste, kde dáva priestor na obsadzovanie vyšších pracovných pozícií. Muži a ženy majú v tomto podniku rovnaké postavenie.

Prehlásenie

Prehlasujem, že na spracovanie tohto príspevku boli použité verejne dostupné informácie o sledovanom podniku, alebo neverejné informácie publikované so súhlasom sledovaného podniku.

Author Contributions: Conceptualization, data investigation, methodology, software analysis, formal analysis, resources, writing, visualization, supervision, project administration, and funding acquisition: N.M.

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Medzinárodný manažment vo vybranom podnikateľskom subjekte

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Abstrakt

Hlavným cieľom príspevku je zhodnotiť praktické aspekty medzinárodného podnikania v slovenskej pobočke nadnárodného podniku OSRAM Licht AG. Táto pobočka sídli v Nových Zámkoch a jej obchodný názov je OSRAM, a. s. Predmetom podnikania je predovšetkým výroba a predaj elektrických svietidiel. Medzi praktické aspekty medzinárodného podnikania skúmané v tomto príspevku patria organizačná štruktúra podniku, aktivity vyplývajúce zo spoločenskej zodpovednosti podniku (CSR), etická klíma v organizácii, podniková kultúra, medzinárodný manažment ľudských zdrojov a postavenie žien v medzinárodnom manažmente a podnikaní. Na základe získaných informácií možno OSRAM, a.s. charakterizovať ako podnik, ktorý má funkčnú organizačnú štruktúru, keďže sú pozície v podniku hierarchicky usporiadané podľa jednotlivých funkčných oblastí. Spoločenskú zodpovednosť v podnikaní uplatňuje v ekonomickej, sociálnej aj ekologickej oblasti. Podnik veľmi dbá na dodržiavanie etických noriem, ktoré sú uvedené v Kódexe správania sa. Snaží sa predchádzať diskriminácii a korupcii v akejkoľvek forme. Taktiež sa usiluje o zachovanie silnej podnikovej kultúry prostredníctvom dodržiavania kultúrnych hodnôt.

Kľúčové slová: *medzinárodné podnikanie, organizačná štruktúra, oddelenie Compliance, Kódex správania sa, spoločenská zodpovednosť*

1. Úvod

V súčasnosti sa vo veľkej miere rozvíja medzinárodné podnikanie. Hlavným megatrendom 21. storočia je globalizácia. Mnohé podniky sa usilujú preniknúť na medzinárodný trh, aby realizovali svoju činnosť v čo najväčšom počte krajín a vyrábali čo najväčšie množstvo produktov, vďaka čomu môžu dosiahnuť úspory z rozsahu, získať nových zákazníkov a v konečnom dôsledku zvýšiť svoju konkurencieschopnosť.

V tomto príspevku sa zameriame na praktické aspekty medzinárodného podnikania slovenskej pobočky nadnárodnej spoločnosti OSRAM Licht AG a tou je OSRAM, a. s. Avšak, v menšej miere budeme analyzovať aj materskú spoločnosť, vďaka čomu budeme môcť porovnať ich organizačné štruktúry. Jadro príspevku obsahuje osem menších častí, z ktorých prvá sa zameriava na charakteristiku tak dcérskej, ako aj materskej spoločnosti. Ostatných sedem častí tvoria jednotlivé praktické aspekty medzinárodného podnikania. Údaje potrebné k výskumu sú čerpané z webovej stránky podniku, podnikových dokumentov a od kontaktnej osoby, ktorá je zamestnancom skúmaného podniku.

DOI: https://doi.org/10.15414/2021.9788055223360

1.1 Praktické aspekty medzinárodného podnikania vo vybranom podniku

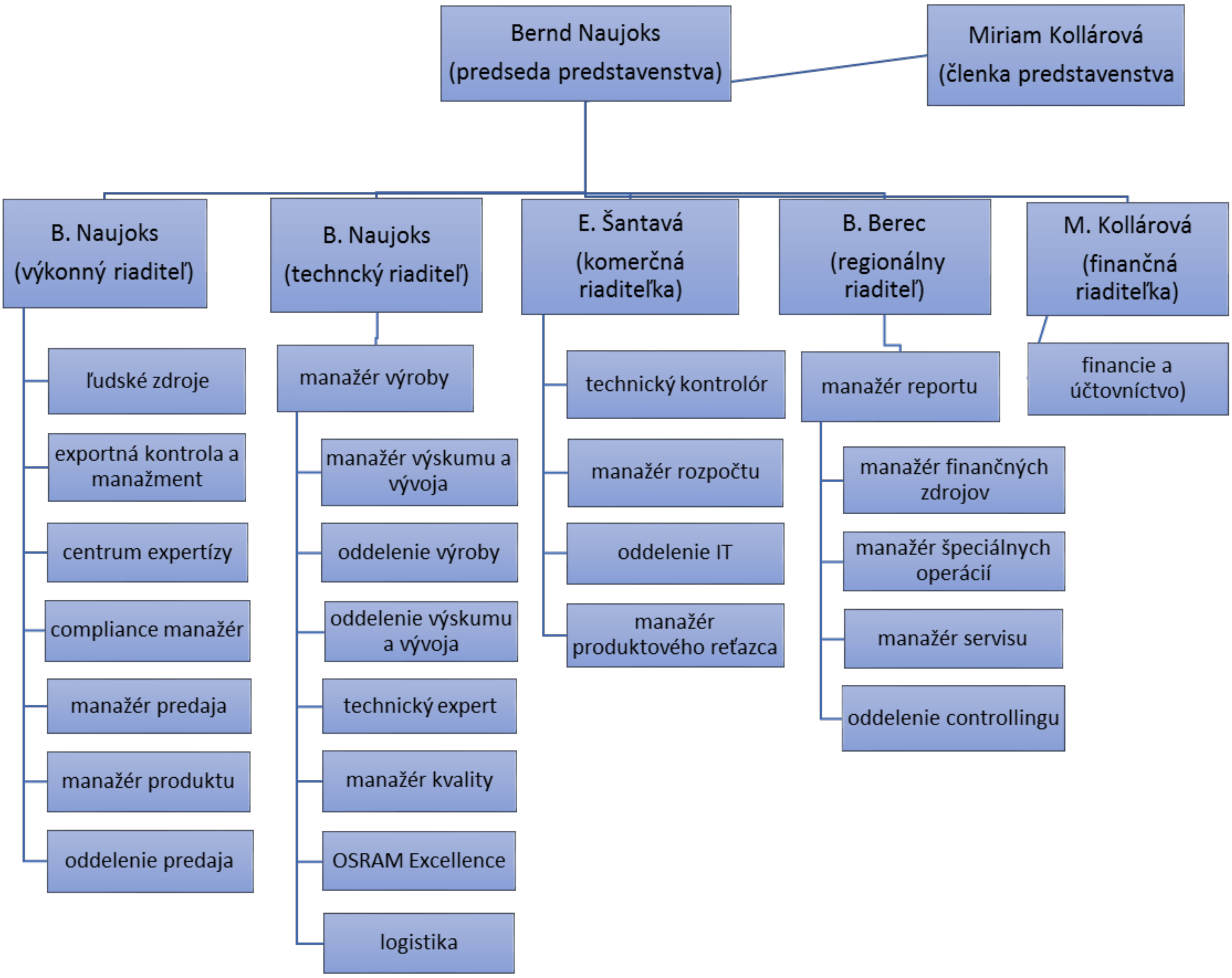
Nakoľko OSRAM a. s. je pobočkou nadnárodnej spoločnosti OSRAM Licht AG, významnú úlohu v nej zohráva medzinárodné podnikanie, teda podnikateľské aktivity realizované aj za hranicami Slovenska. Tieto aktivity uskutočňuje v každodennej praxi, pričom je ich veľké množstvo. Z toho dôvodu sú predmetom nášho výskumu praktické aspekty medzinárodného podnikania.
Medzinárodné podnikanie možno hodnotiť z viacerých hľadísk. Môžeme napríklad analyzovať organizačnú štruktúru nadnárodného podniku, zisťovať informácie o aktivitách súvisiacich so spoločenskou zodpovednosťou, ktoré majú viac či menej významný dopad na región, v ktorom sa tieto činnosti uskutočňujú, alebo môžeme skúmať podnikovú kultúru, či ju má podnik jednotnú vo všetkých krajinách, alebo je ovplyvňovaná národnými kultúrami. V príspevku sa zameriame na týchto sedem aspektov: organizačné členenie nadnárodného podniku, spoločenská zodpovednosť v podnikaní, etická klíma v organizácii, etický kódex, organizačná kultúra a medzikultúrny manažment, medzinárodný manažment ľudských zdrojov a ženy v medzinárodnom manažmente a podnikaní.

1.1.1 Charakteristika sledovanej spoločnosti

OSRAM je nadnárodná spoločnosť, ktorej slovenská pobočka bola zapísaná do Obchodného registra 28.12.1990 pod menom Tesla Nové Zámky, a.s. Sídlo spoločnosti je na Komárňanskej ceste 7 v Nových Zámkoch. 23. 5. 1996 odkúpil Teslu Nové Zámky OSRAM a vďaka tejto akvizícii sa podnik stal dcérskou spoločnosťou centrály OSRAM-u. Obchodné meno spoločnosti sa zmenilo na OSRAM Slovakia. 5.11. 2010 sa spoločnosť premenovala na OSRAM, a. s. Predmetom podnikania je výroba a predaj elektrických svietidiel. OSRAM patrí medzi veľké podniky, podľa ŠÚ SR zamestnáva 500 - 999 zamestnancov. Základné imanie spoločnosti zapísané v Obchodnom registri má hodnotu 10 696 444 €, pričom je celé splatené. Slovenská pobočka tohto podniku je celá v zahraničnom vlastníctve, pričom jediným akcionárom je OSRAM GmbH. Štatutárnym orgánom akciovej spoločnosti je predstavenstvo, ktoré sa v tomto prípade skladá z dvoch členov. Predsedom predstavenstva je Dipl. - Ing. Bernd Günther Naujoks a členkou predstavenstva je Ing. Miriam Kollárová. Činnosť predstavenstva kontroluje dozorná rada, ktorá má troch členov. Počas celej svojej životnosti dosahuje spoločnosť kladný výsledok hospodárenia [2].
OSRAM so sídlom v Mníchove je poprednou svetovou spoločnosťou v oblasti high-tech fotoniky so 114-ročnou históriou. Jej názov vznikol z prvkov osmium a wolfrám, ktoré sa kedysi najčastejšie používali na výrobu svetelných vlákien. Je druhou najväčšou spoločnosťou vyrábajúcou osvetľovaciu techniku na svete po spoločnosti Philips a je sesterskou spoločnosťou v celkovom vlastníctve spoločnosti Siemens AG [1]. Má pobočky v Nemecku, Francúzsku, Holandsku, Lotyšsku, Rusku, Číne, Indii, Indonézii, Argentíne, na Slovensku a v mnohých ďalších krajinách, pričom zamestnáva vyše 40 000 zamestnancov. Produkty spoločnosti sa primárne zameriavajú na technológie založené na polovodičoch a používajú sa vo veľmi rozmanitých aplikáciách od virtuálnej reality po autonómne riadenie a od inteligentných telefónov po sieťové inteligentné riešenia osvetlenia v budovách a mestách [6]. OSRAM sa zaoberá výrobou a predajom žiaroviek a žiariviek na všeobecné použitie, žiaroviek pre motorové vozidlá, špeciálnych svetelných zdrojov, trpasličích žiaroviek a vysokotlakových ortuťových výbojok. V oblasti automobilového osvetlenia je spoločnosť svetovým lídrom na trhu a v oblasti technológií [5]. OSRAM dbá aj na ekologickosť výroby, zaviazal sa dosiahnuť do roku 2030 uhlíkovú neutralitu [4].

DOI: https://doi.org/10.15414/2021.9788055223360

1.1.2 Organizačné členenie nadnárodnej spoločnosti



Obrázok 1 Organizačná štruktúra spoločnosti OSRAM, a.s.
Zdroj: Výročná správa spoločnosti OSRAM, vlastné úprava

Slovenská pobočka má funkčnú organizačnú štruktúru, pričom na čele organizačnej štruktúry je predstavenstvo, ktoré sa skladá z dvoch ľudí – predsedu a ďalšieho člena. Predsedom predstavenstva je Dipl.-Ing. Bernd Günther Naujoks, ktorý je zároveň aj výkonným a technickým riaditeľom. Členkou predstavenstva je Ing. Miriam Kollárová, ktorá je zároveň finančnou riaditeľkou pobočky. Na pozícii komerčnej riaditeľky je E. Šantavá a regionálnym riaditeľom je B. Berec. Každý z týchto riaditeľov má inú sféru pôsobenia a iných podriadených. Priamymi podriadenými Bernda Naujoksa sú manažér ľudských zdrojov, manažér výroby a manažérka kvality. Ich podriadenými sú pracovníci pôsobiaci v oblasti výroby, predaja a logistiky a taktiež tzv. compliance officer, čiže manažérka, ktorá je zodpovedná za súlad činnosti pobočky s právnymi predpismi. Pod komerčnou riaditeľkou je manažér predaja, manažér IT a manažér dodávateľského reťazca (Supply Chain Manager). Regionálny riaditeľ je zodpovedný za report manažérov, ktorých úlohou je podávanie správ o činnosti vedeniu,

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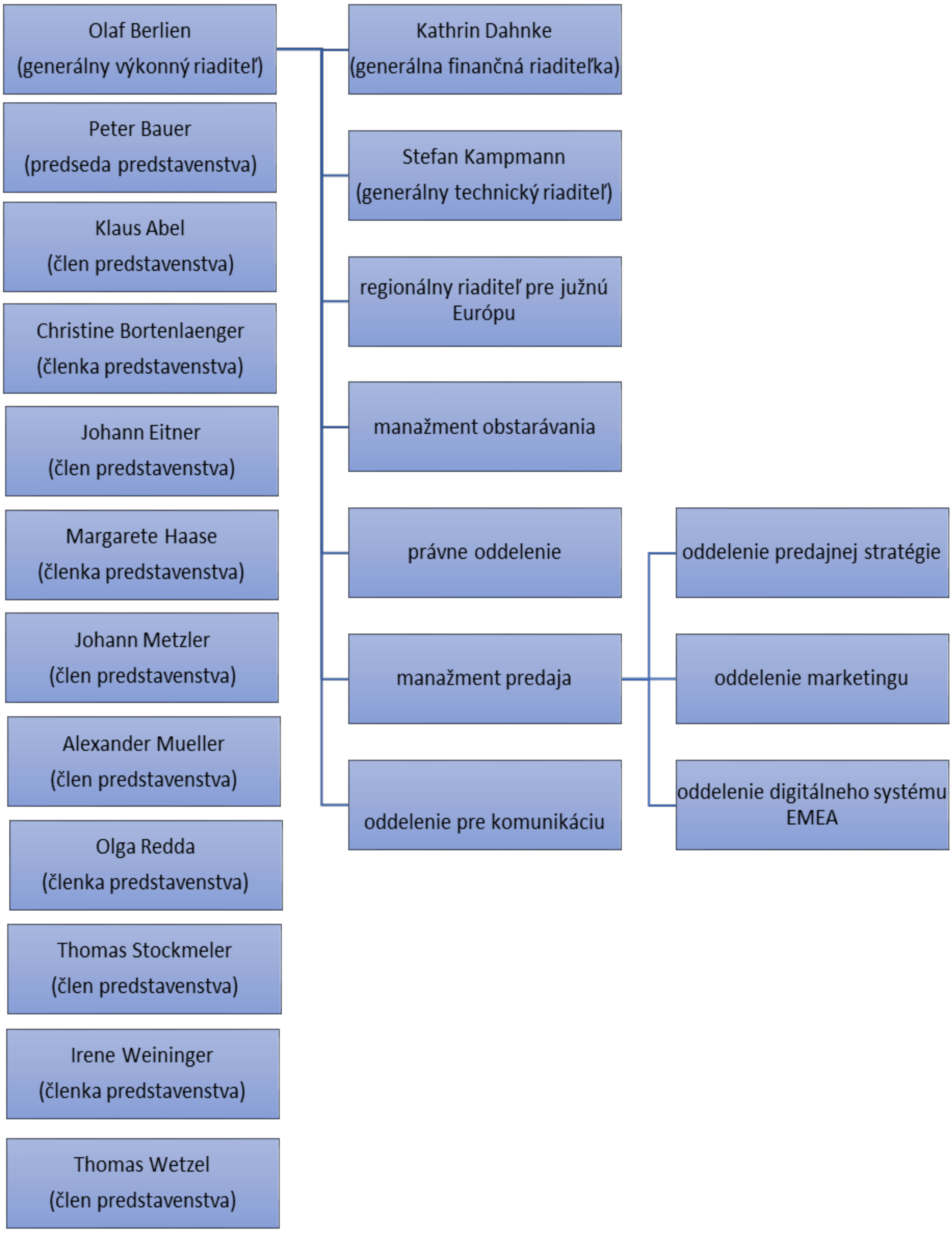
manažéra servisu a taktiež za controlling. Napokon, finančná riaditeľka zodpovedá za účtovníctvo. [3]



Obrázok 2 Organizačná štruktúra centrály sledovanej spoločnosti
Zdroj: The Official Board (2020) [13], vlastná úprava

Materská spoločnosť má taktiež funkčnú organizačnú štruktúru. Na jej čele je generálny výkonný riaditeľ, ktorým je Dr. Olaf Berlien. Na jeho činnosť dozerá dozorná rada, ktorá sa skladá z predsedu a 11 členov. Priamymi podriadenými generálneho výkonného riaditeľa sú generálny finančný riaditeľ a generálny technický riaditeľ. Generálnou finančnou riaditeľkou je Kathrin Dahnke a generálnym technickým riaditeľom Stefan Kampmann. Pod vedením generálneho výkonného riaditeľa sú taktiež vedúci oddelenia pre južnú Európu, pre

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obstarávanie, pre právne záležitosti, oddelenia predaja a oddelenia komunikácie a stratégie značky [11].

1.1.3 Spoločenská zodpovednosť v podnikaní

Spoločenská zodpovednosť v podnikaní sa uplatňuje aj v spoločnosti OSRAM. Za aktivity, ktoré sem patria je zodpovedné oddelenie Compliance v Mníchove a v ostatných pobočkách manažéri Compliance. Pre tieto aktivity sa používa názov CSR (Corporate Social Responsibility) aj na Slovensku. CMS (Compliance Management System) bol založený primárne za účelom prevencie korupcie a zabezpečenia súladu podnikateľských aktivít s právnymi normami. Jeho úlohou je vytvoriť takú podnikovú kultúru, ktorá odsudzuje nekalé praktiky a chráni tak svojich zamestnancov a aj reputáciu podniku. OSRAM uplatňuje stratégiu nulovej tolerancie voči porušovaniu právnych a etických noriem. Spoločnosť zverejňuje činnosti patriace do CSR každoročne v špeciálnej správe. Tak ako v iných podnikoch, aj v tomto možno rozdeliť aktivity CSR do troch oblastí. Prvou z nich je ekonomická, do ktorej patrí v prvom rade spomenuté odmietanie korupcie a ochrana duševného vlastníctva, takisto je veľmi dôležitá transparentnosť podnikateľských činností. OSRAM taktiež veľmi dbá na kvalitu svojich výrobkov, pričom na žiarovky do automobilov poskytuje zvýšenú až 5-ročnú záruku [6]. Ďalšou oblasťou je sociálna, kam sa zaraďuje už spomenuté dodržiavanie etiky na pracovisku a takisto rovnosť príležitostí pre zamestnancov. Zamestnanci spoločnosti majú mnoho benefitov, napríklad letný a vianočný bonus, ročné a mimoriadne odmeny. Veľký dôraz sa kladie aj na vzdelávanie zamestnancov a na vyváženosť ich pracovného a osobného života. Majú čiastočne flexibilný pracovný čas a nadčasy sú kompenzované náhradným voľnom. V súvislosti so súčasnou situáciou sa spoločnosť snaží o zvýšenú hygienu na pracovisku a takisto poskytuje možnosť tým zamestnancom, ktorí sú schopní pracovať z domu, zostať doma a chrániť sa tak pred nákazou. Tí zamestnanci, ktorí zostávajú na pracovisku sú testovaní na náklady zamestnávateľa. Podnik sa takisto zameriava aj na ekologickú oblasť, usiluje sa o ochranu životného prostredia najmä znižovaním emisií, využívaním obnoviteľných prírodných zdrojov a investovaním do ekologických technológií [12]. Podnik získal v r. 2005 certifikát The UN Global Compact – je založený na desiatich princípoch v oblasti ľudských práv, životného prostredia a boja proti korupcii [8]. Napriek tomu, že viaceré pobočky spoločnosti OSRAM a aj materská spoločnosť sa zúčastnili rôznych súťaží zameraných na spoločenskú zodpovednosť, slovenská pobočka sa zatiaľ žiadnej takejto súťaže nezúčastnila. Aj keď sú CSR aktivity sledovanej spoločnosti početné, na región majú len priemerný dopad. Vplyv na výsledky podniku je o niečo vyšší, najmä na posilnenie podnikovej kultúry a dobrého mena spoločnosti majú aktivity CSR významný efekt.

1.1.4 Etická klíma v organizácii

V slovenskej pobočke je vybudovaná pomerne silná etická organizačná klíma a je významnou súčasťou podnikovej stratégie, avšak predovšetkým kvôli dôrazu na etickosť podnikateľských aktivít zo strany materskej spoločnosti. Materská spoločnosť verí, že trvalo udržateľný hospodársky úspech firmy nezávisí len od toho, či sa plnia ekonomické ciele, ale aj od toho, ako sa dosahujú. Zákazníci, obchodní partneri, akcionári, investori, verejnosť aj zamestnanci očakávajú, že OSRAM bude konať čestne vo všetkých obchodných vzťahoch. Základné pravidlá správania v skupine OSRAM stanovuje smernica Compliance. Dopĺňuje a konkretizuje základné princípy stanovené v Kódexe správania (BCG). Táto smernica upravuje preventívne opatrenia proti korupcii, nelegálnej súťaži a praniu špinavých peňazí, ako aj disciplinárne následky takýchto činov a zodpovednosť. V podniku platí zákaz korupcie, tak aktívnej, ako aj pasívnej. OSRAM však nezakazuje poskytovanie darov a benefitov bez

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očakávania protihodnoty, ani ich prijímanie, sú každodennou súčasťou podnikania. Pravidelne poskytuje dary nielen svojim obchodným partnerom, ale aj charitatívnym organizáciám. Keďže môžu byť silným komunikačným nástrojom, oddelenie Corporate Communications & Brand Strategy je zodpovedné za stanovenie toho, na aký účel a za akých podmienok je možné poskytovať dary [12].

Z právneho pohľadu musia dary spĺňať nasledovné zásady:
• dary nie je možné poskytovať príjemcom, či už jednotlivcom alebo organizáciám, ktorých ciele sú nezlučiteľné s firemnými hodnotami OSRAM alebo ktoré by mohli poškodiť dobré meno OSRAM;
• dary sa nemôžu poskytovať v hotovosti;
• okrem riadne zdôvodnených prípadov nie je možné vyplácať dary na iné účty ako je účet príjemcu [9].

Pri poskytovaní alebo prijímaní benefitov je nutné dodržať nasledujúce zásady:
• benefit musí byť povolený miestnymi zákonmi, predpismi a smernicami;
• benefit nesmie byť poskytnutý výmenou za nevhodnú protislužbu;
• povaha, hodnota a častosť benefitu musia byť primerané príležitosti, pri ktorej sa poskytujú, a postaveniu a situácii príjemcu;
• benefit musí byť poskytovaný a prijímaný transparentne – musí byť viditeľný a skontrolovateľný [9].

Spoločnosť sa taktiež snaží vyhýbať konfliktu záujmov zo strany zamestnancov. Osobným záujmom môžu byť finančné záujmy (napr. podiel v iných firmách, vedľajší pracovný pomer, obchodné vzťahy, dary či pohostenia, iné výhody) alebo môže vyplývať zo známosti (príbuzenstva) či môže byť spoločenskej povahy (priateľstvo, závislosť, donútenie). Aby nedochádzalo ku konfliktu záujmov, zamestnanci musia svojich nadriadených a príslušné personálne oddelenie informovať o každom osobnom záujme, ktorý majú vo vzťahu k plneniu svojich pracovných povinností. Nadriadený potom po dohode s personálnym oddelením rozhodne o príslušných opatreniach, aby ku konfliktu záujmov nedošlo. Podnik dbá aj na ochranu životného prostredia a bezpečnosť práce. Spoločnosť OSRAM implementovala celosvetový systém riadenia životného prostredia, dbá o dodržiavanie zákonov v tejto oblasti a kladie si náročné ciele. Zodpovednosť voči zamestnancom si vyžaduje prijatie najlepších možných opatrení na prevenciu úrazov a týka sa technického plánovania pracovísk, zariadení a procesov, riadenia bezpečnosti a každodenného osobného správania na pracovisku. Pracovné prostredie musí zodpovedať požiadavkám zdravotne bezchybného riešenia. Za dodržiavanie štatutárnych ustanovení a interných predpisov zodpovedá vedenie OSRAM aj každý jeden zamestnanec. Úlohou každého je správať sa podľa firemných hodnôt a podporovať kultúru dodržiavania pravidiel v celom podniku. Compliance im v tom pomáha, vydáva smernice, zaisťuje potrebné riadenie a procesy. Compliance manažérovi treba taktiež nahlasovať prípady porušovania podnikateľskej etiky. V prípade dokázania porušenia sa stanoví primerané disciplinárne opatrenie zodpovedným osobám. Vedúci pracovníci musia vždy zdôrazňovať dôležitosť etického správania a dodržiavania predpisov pri každodennej práci [12].

1.1.5 Etický kódex

Kódex správania (Business Conduct Guidelines, BCG) obsahuje základné princípy a pravidlá správania všetkých OSRAM zamestnancov. Určuje etickú a právnu zodpovednosť spoločnosti. Platia v rámci firmy, ako aj vo vzťahu k externým partnerom a k verejnosti. Základom Kódexu správania sú právne ustanovenia a medzinárodné dohody o ľudských právach, boji proti korupcii a trvalo udržateľnom rozvoji. Cieľom Kódexu správania je posilniť povedomie o

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zákonoch a morálnych štandardoch ako neoddeliteľnej súčasti podnikateľských aktivít. Kľúčovým odkazom je, že len čestné podnikanie je podnikaním spoločnosti OSRAM. Kódex správania je dôležitou súčasťou Compliance systému v spoločnosti OSRAM. Compliance je základom pre všetky podnikové rozhodnutia a aktivity. Kódex správania sa týka všetkých OSRAM zamestnancov celosvetovo. Tento kódex je rozdelený na osem častí. Prvá popisuje základné požiadavky na správanie, konkrétne správanie v súlade so zákonom, vzájomnú úctu, čestnosť a bezúhonnosť a zodpovednosť za dobré meno spoločnosti. Zakazuje akékoľvek obťažovanie a diskrimináciu na pracovisku. Taktiež popisuje potrebu slušného obliekania primeraného pracovnej pozícii. Druhá časť popisuje styky s obchodnými partnermi a tretími osobami, medzi inými aj dodržiavanie zákona o hospodárskej súťaži, boj proti korupcii, dary a sponzorovanie, štátne zákazky, boj proti praniu špinavých peňazí a spoluprácu s dodávateľmi. Tretia časť sa venuje predchádzaniu konfliktu záujmov, ďalšia upravuje zaobchádzanie so zariadením firmy. Zariadenie spoločnosti slúži zamestnancom iba na služobné účely, majú zakázané ho používať na vybavovanie súkromných vecí. Piata časť je o zaobchádzaní s informáciami. Firma kladie dôraz na pravdivé údaje v záznamoch a finančných výkazoch, dôverný charakter informácií a ochranu a bezpečnosť údajov. V ďalšej časti sa podnik venuje životnému prostrediu a bezpečnosti a zdraviu pri práci. Za technickú bezpečnosť zariadení a zabezpečenie ochranných prostriedkov je zodpovedný podnik, avšak za dodržiavanie bezpečnostných predpisov a používanie ochranných prostriedkov sú zodpovední zamestnanci. Predposledná časť sa venuje postupu pri podávaní sťažností a pripomienok. Okolnosti, ktoré poukazujú na porušenie kódexu správania sa musia nahlásiť na Chief Compliance Officer-a, príslušného Compliance Officer-a alebo na elektronickú linku “Tell OSRAM”. Všetky sťažnosti môžu byť podané dôverným a anonymným spôsobom, a všetky sťažnosti budú prešetrené. V prípade potreby budú zavedené nápravné opatrenia. Všetka dokumentácia sa bude uchovávať ako dôverná v rozsahu stanovenom zákonom. Posledná časť je o zabezpečení dodržiavania predpisov a jeho monitorovania. Dodržiavanie zákonov a rešpektovanie BCG sa musí pravidelne kontrolovať vo všetkých spoločnostiach celosvetovo a to v súlade s príslušnými procesmi a zákonnými ustanoveniami platnými v jednotlivých krajinách [9].

1.1.6 Organizačná kultúra a medzikultúrny manažment

Oblasť podnikovej kultúry, tak isto ako aj podnikateľskej etiky patrí v spoločnosti OSRAM pod oddelenie Compliance. Podnik uznáva isté kultúrne hodnoty, medzi ktoré patrí posilnenie vzťahov na pracovisku, otvorenosť, ochota podstupovať riziko, túžba zlepšovať svoj výkon a schopnosť zmeny. Pod posilnením vzťahov sa rozumie podpora schopností a zodpovednosti s dôverou a vzájomným rešpektom, otvorenosť zahŕňa zdieľanie informácií s ostatnými a podpora spätnej väzby a spolupráce, ďalšou kultúrnou hodnotou je odvážne a odhodlané konanie, pričom sa ráta s istými rizikami. Podniku záleží na tom, aby sa zamestnanci usilovali o vynikajúce a udržateľné výsledky spoločne ako tím a aby pochopili potrebu zmeny. Do podnikovej kultúry patria aj princípy vedenia. Sú to budovanie talentov, jednoznačnosť, formovanie spôsobu myslenia zameraného na zmenu a inovácie a využitie sily dôvery a budovanie vzťahov [10]. Táto podniková kultúra je nová, podnik sa v súčasnosti zameriava predovšetkým na ľudí a komunikáciu medzi nimi. Možno povedať, že je globálna, nakoľko sa vo všetkých pobočkách uplatňujú rovnaké kultúrne hodnoty a pravidlá. Zamestnanci sa zúčastňujú rôznych teambuildingových aktivít, firemných osláv, kultúrnych a športových podujatí a každý rok sa organizuje vianočný večierok. Cieľom je utužiť medziľudské vzťahy na pracovisku a posilniť tímovú prácu. Podnik nezabúda ani na vonkajšie znaky podnikovej kultúry. Má ľahko rozpoznateľné logo, v ktorom sa nachádza žiarovka, keďže predmetom podnikania je výroba svetelných zdrojov. Charakteristická pre podnik je oranžová a biela farba. Spoločnosť sa intenzívne prezentuje aj na internete, má detailne prepracovanú internetovú

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stránku, stránku na sociálnych sieťach a taktiež vlastnú mobilnú aplikáciu. Čo sa týka národných kultúr manažérov, isté rozdiely sa nájdu, keďže v najnižšom a strednom manažmente sa nachádzajú aj ľudia z tretích krajín, avšak k nedorozumeniam spôsobeným týmito rozdielmi nedochádza takmer vôbec. Taktiež nedorozumenia spôsobené neznalosťou cudzieho jazyka sa takmer nevyskytujú, nakoľko všetci manažéri ovládajú angličtinu.

1.1.7 Medzinárodný manažment ľudských zdrojov

Oddelenie ľudských zdrojov podporuje stratégie OSRAM Nové Zámky po stránke ľudských zdrojov. Vyhľadáva nových zamestnancov a rozvíja schopnosti tých existujúcich, čím podporuje dosahovanie vysokých výkonov. Tiež sa stará o odmeňovanie zamestnancov, vytvára atraktívne pracovné podmienky pre udržanie talentov na kľúčových pozíciách. V neposlednom rade prispieva k podpore firemnej kultúry. Oddelenie ľudských zdrojov má taktiež na starosti vysielanie zamestnancov do zahraničia a prijímanie zamestnancov z materskej spoločnosti [12]. Toto vycestovanie do centrály je dobrovoľné a možnosť vycestovať má riaditeľ pobočky, vrcholoví a strední manažéri. Pracovníci na nižších pozíciách túto príležitosť nemajú. Pobyt v zahraničí trvá obvykle po dobu 1 - 2 rokov, potom sa manažéri vrátia na Slovensko na svoju pôvodnú pracovnú pozíciu. Avšak, môžu sa rozhodnúť, ako dlho budú v zahraničí a podľa toho im bude prispôsobená zmluva. Čo sa týka prijímania zahraničných zamestnancov, OSRAM rešpektuje ich kultúrne zvyky a tak ako aj stáli zamestnanci pobočky majú úplnú slobodu v slávení sviatkov. Zamestnanci sa taktiež môžu na pracovisku rozprávať s kolegami v ich rodnom jazyku alebo nárečí. Isté obmedzenia sú pri ich oblečení, nakoľko sa vyžaduje primeraný odev ich pracovnej pozícii.

1.1.8 Ženy v medzinárodnom manažmente a podnikaní

Spoločnosť sa usiluje o zabezpečenie a zachovávanie rovnoprávnosti mužov a žien na pracovisku. Podľa etického kódexu je úlohou podniku dbať na to, aby sa zabránilo akejkoľvek forme diskriminácie, vrátane diskriminácie na základe pohlavia [13]. Ženy rovnako ako aj muži majú možnosť zastávať vysoké pozície a reprezentovať podnik. Podnik im zabezpečuje vhodné podmienky na kariérny rast a taktiež zohľadňuje ich špecifické potreby počas tehotenstva a materstva. Takisto sa môžu v rovnakej miere zúčastňovať neformálnych podujatí.

Štatutárny orgán slovenskej pobočky tvorí predstavenstvo, ktoré sa skladá z predsedu a jedného ďalšieho člena, pričom touto ďalšou členkou je žena. Čo sa týka organizačnej štruktúry, figuruje tu 9 žien z celkového počtu 28 ľudí vo vrcholovom a strednom manažmente. V percentuálnom vyjadrení je to 32,14%. Treba podotknúť, že najvyššia pozícia v organizačnej štruktúre – predseda predstavenstva a zároveň výkonný riaditeľ, je obsadená mužom. Najvyššie pozície pobočky, ktoré zastávajú ženy sú finančná riaditeľka a komerčná riaditeľka. Pri zamestnancoch na nižších pozíciách je pomer mužov a žien viac-menej vyrovnaný.

Čo sa týka žien vo vedení materskej spoločnosti, tie tvoria približne 40% ľudí na najvyšších pozíciách. Generálnou finančnou riaditeľkou je žena a takisto v dozornej rade je z 12 členov 5 ženského pohlavia. Avšak úplne najvyššie pozície – generálny výkonný riaditeľ a predseda dozornej rady, sú obsadené mužmi.

Materská spoločnosť organizuje program cross-mentoringu pre ženské líderky, ktorého cieľom je vzdelávanie zamestnankýň tak, aby si mohli budovať svoju kariéru v zahraničí a taktiež ich motivovať k zvyšovaniu svojich schopností v záujme kariérneho postupu. Program vedú skúsení mentori s dlhoročnou praxou z 20 úspešných spoločností. V Mníchove taktiež existuje

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Fórum vedúcich žien, ktoré sa koná každý rok a zúčastňujú sa na ňom vrcholové manažérky z celého sveta. Počas dvoch dní trvania tohto fóra skúmajú, ako sa môžu rozvíjať svoju kariéru, aký majú potenciál a ako sa líši ženský a mužský štýl vedenia. Odpovede na tieto otázky sú prediskutované na intenzívnych stretnutiach s kariérnym koučovaním. Účastníčky vyplnia osobnostný dotazník a zapoja sa do 360 ° spätnej väzby, ktoré sú tiež súčasťou programu. Na základe neho dostanú tipy na dlhodobé plánovanie kariéry, ako aj tipy na každodenný pracovný život a konkrétne rady týkajúce sa ich osobného správania, rétoriky, vnímania samého seba a vnímania ostatnými [7].

Záver

OSRAM a. s. je slovenskou pobočkou úspešnej nadnárodnej spoločnosti OSRAM Licht AG. Aspekty medzinárodného podnikania v jednotlivých pobočkách sú do veľkej miery ovplyvnené materskou spoločnosťou. Centrála spoločnosti aj pobočky majú funkčnú organizačnú štruktúru. Na čele slovenskej pobočky sú výkonný, technický, komerčný, regionálny a finančný riaditeľ, štatutárnym orgánom je predstavenstvo. Významnou pozíciou je manažér Compliance, ktorý má na starosti CSR aktivity, podnikovú etiku aj organizačnú kultúru. Podnik vo veľkej miere realizuje CSR aktivity v ekonomickej, sociálnej aj ekologickej oblasti. V Kódexe správania sa sú obsiahnuté etické pravidlá, predovšetkým ohľadne darov a benefitov a takisto aj čo sa týka zákazu diskriminácie, ochrany životného prostredia a bezpečnosti pri práci. Podnik má jasne definované kultúrne hodnoty a rozvinuté kultúrne symboly a rituály. Úlohou oddelenia ľudských zdrojov je vyhľadávanie nových zamestnancov, vzdelávanie a motivácia zamestnancov, aby dosahovali čo najvyššie výkony. Taktiež vysiela riaditeľov a manažérov do zahraničia ako expatriate a príjma zamestnancov z centrály. Čo sa týka postavenia žien v podniku, OSRAM, a. s. sa snaží zabezpečiť ženám vhodné podmienky na kariérny rast, čo sa odzrkadľuje najmä od stredného manažmentu nižšie, kde je pomerne vyrovnaný podiel mužov a žien.

Prehlásenie

Prehlasujem, že na spracovanie tohto príspevku boli použité verejne dostupné informácie o sl edovanom podniku, alebo neverejné informácie publikované so súhlasom sledovaného pod-niku.

Author Contributions: Conceptualization, data investigation, methodology, software analysis, formal analysis, resources, writing, visualization, supervision, project administration, and funding acquisition: B.K.

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Praktické aspekty medzinárodného podnikania v podniku OSRAM, a. s.

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Abstrakt
Predkladaný príspevok sa venuje problematike praktických aspektov medzinárodného podnikania v spoločnosti OSRAM, a. s. Bližšie konkretizuje vymedzené oblasti, ktoré sú s touto problematikou úzko prepojené. Príspevok informuje o predmete činnosti spoločnosti, vlastníckych vzťahoch, stanovisko spoločnosti v oblasti spoločenskej zodpovednosti, etike a etickému správaniu, organizačnej kultúre, medzinárodnom manažmente ľudských zdrojov, či postavení žien v medzinárodnom manažmente a podnikaní. Zistili sme, že podnik má silne orientované cítenie v oblasti spoločenskej zodpovednosti. Zároveň pozorujeme aj silný akcent na etickú stránku podnikania a vyznávania etických hodnôt vo vzťahu k záujmovým skupinám.

Kľúčové slová: *etika, medzinárodné podnikanie, medzinárodný manažment, spoločenská zodpovednosť*

1. Úvod

Svet podnikania za posledné desaťročia prešiel výraznou transformáciou, v rôznych ohľadoch a činnostiach svojho pôsobenia. Rozvoj infraštruktúry, digitalizácia procesov, vývojové trendy a čoraz viac sa presadzujúca liberalizácia spoločnosti sa nepochybne podpísala na kreovaní spolupráce so zahraničím s cieľom vytvárať podmienky pre rast a rozvoj organizácií a dosahovať relevantnú konkurenčnú výhodu a stabilné postavenie nie len na domácom trhu, ale svoju pozíciu uplatniť aj v medzinárodnom prostredí. Práve rastúci záujem prenikania na zahraničné trhy a rozširovanie svojej podnikateľskej pôsobnosti za hranicami štátu umožnilo organizáciám prejsť z úrovne národných organizácií na úroveň nadnárodných korporácií.

Pojem globalizácia je už niekoľko rokov veľmi frekventovaný a skloňovaný pojem v dôsledku narastajúceho medzinárodného prepojenia v základných oblastiach spoločenskej reality akými sú ekonomika a podnikanie, politika, kultúra a umenie, šport, životné prostredie a pod. Hlavným zámerom globalizácie je potlačiť lokálne tradície a vytvoriť navzájom závislé integrované a homogénne spoločenstvá.

1.1 Praktické aspekty medzinárodného podnikania vo vybranom podniku

1.1.1 Charakteristika sledovanej spoločnosti

Spoločnosť OSRAM je akciovou spoločnosťou sídliacou v Nových Zámkoch v Nitrianskom kraji. Pod týmto obchodným menom vykonáva spoločnosť svoje podnikateľské aktivity od roku 2010. Do roku 2010 spoločnosť vykonávala svoju podnikateľskú činnosť pod obchodným menom OSSRAM Slovakia, a. s. (historický názov). Štatutárny orgán spoločnosti predstavujú

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členovia predstavenstva v celkovom počte 2. Majetok spoločnosti bol k 30.09.2019 v celkovej výške 32 470 076 €, čo predstavuje medziročný prírastok o 1 380 006 €, cudzie zdroje boli vo výške 15 050 336 € a výsledok hospodárenia po zdanení vykázal za rok 2019 hodnotu vo výške 1236 044 € čo predstavuje medziročný pokles o 47 %, zároveň bol tento zisk v plnej výške vyplatený matke. V roku 2019 spoločnosť OSRAM dosiahla tržby v hodnote 68 606 627 € čo predstavuje medziročný pokles o 22 %. Náklady spoločnosti boli v tomto roku vo výške 68 218 871 € z toho náklady na výskum a vývoj dosiahli k 30.09.2019 výšku 568 999,96 €.

OSRAM je globálna high-tech spoločnosť s vyše 100 ročnou históriou. Viac ako 20 000 zamestnancov celosvetovo sa denne usiluje o využitie nekonečných možností svetla na skvalitnenie života nielen jednotlivcov, ale aj komunít. Spoločnosť sídli v Nitrianskom kraji v Nových zámkoch a jej 100 % akcionárom je OSRAM GMBH. Je sesterskou spoločnosťou v celkovom vlastníctve spoločnosti Siemens AG. Automotive (AM) divízia v Nových Zámkoch naďalej vyrába komplexné portfólio svetelných zdrojov pre automobilový priemysel tradičnou technológiou so zameraním na signálne žiarovky podľa európskych a amerických medzinárodných noriem. Predchodcom súčasnej spoločnosti OSRAM, a. s. (od roku 2010) bola spoločnosť OSRAM Slovakia, ktorá vznikla prevzatím spoločnosti TESLA Nové Zámky v máji v roku 1996, kedy TESLA Nové Zámky, a. s. ukončila svoje aktivity po 6 rokoch pôsobenia. Koncern OSRAM tak získal svoj prvý výrobný závod v strednej Európe, ktorý sa v krátkom čase zaradil medzi jeho popredné prevádzky. Už za prvých desať rokov sa počet pracovníkov v závode navýšil zo 782 na viac ako 1 800.

1.1.2 Organizačné členenie nadnárodnej spoločnosti

Materská spoločnosť sídli v Nemeckom Mníchove. Internetové zdroje uvádzajú, že spoločnosť pôsobí vo viac ako 120 krajinách sveta, pričom na Slovensku má táto spoločnosť len jednu pobočku v Nových zámkoch.

Spoločnosť OSRAM v Nových Zámkoch uplatňuje maticový typ organizačnej štruktúry. Maticová organizačná štruktúra patrí k novším organizačným štruktúram. Je charakteristická svojou pružnosťou a prispôsobivosťou útvarov na riešenie konkrétnych situácií v podniku. Maticová organizácia prijíma existenciu viacnásobnej autority, resp. podriadenosti. Táto štruktúra má vysoký stupeň flexibility pri využívaní ľudských zdrojov a rýchle sa dokáže prispôsobiť zmenám uvádzajú GUSEV, M. – MITREVSKI, P. (2011).

Oblasti podnikateľskej činnosti ako sú napríklad strategické riadenie, nákup materiálu/tovaru, plánovanie, výroba či predaj produktov konečnému spotrebiteľovi prebieha ako na Slovensku, tak aj v zahraničí. Na čele spoločnosti je CEO. Nižšie úrovne sú reprezentovaný zástupcami konkrétnych oblastí: CTO, Commercial Director, Financial Director,Regional BSS Lead.

1.1.3 Spoločenská zodpovednosť v podnikaní

UBREŽIOVÁ, I. – KOZÁKOVÁ, J. – DIAČIKOVÁ, A. (2018) vo svojej publikácii uvádzajú, že spoločenská zodpovednosť podnikov označuje dobrovoľné úsilie firiem, ktoré presahuje bežný rámec dodržiavania právnych predpisov. Spoločensky zodpovedným podnikaním môže spoločnosť dosiahnuť dlhodobú udržateľnosť cieľov, ktoré majú pozitívny dopad na spoločnosť ako celok.

Spoločnosť OSRAM vo výročnej správe uvádza aktivity z oblasti spoločenskej zodpovednosti len v obmedzenom rozsahu. Bližšie sú tieto činnosti popísané na webovej stránke v sekcii udržateľnosť. Spoločnosť OSRAM, a. s. je certifikovaná na systém environmentálneho manažérstva podľa ISO14001 od roku 2005, Responsible Business Alliance, The UN Global Compact, FTSE4Good, zároveň má zavedený systém manažérstva bezpečnosti a ochrany

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zdravia pri práci. Spoločnosť každoročne usporadúva akciu Deň zeme, kde hlavnou témou je triedenie odpadov a výpočet ekostopy a deň BOZP.

Spoločnosť pre svojich zamestnancov usporadúva rôzne školenia, jazykové kurzy, ktoré prebiehajú počas pracovnej doby, športové podujatia, možnosť zliav v partnerských spoločnostiach, v regióne a pod. Prioritou oddelenia EHS (Environment, Health & Safety) je plnenie všetkých právnych a iných požiadaviek, zaisťuje bezpečné a zdravé pracovné prostredie. Podnik zabezpečuje, aby boli zamestnanci vyškolení, informovaní a motivovaní konať bezpečne a s ohľadom na ochranu životného prostredia.

Pozitívne výsledky boli dosiahnuté aj vďaka prepracovaniu analýzy rizík, kde bodovú metódu rozšírili o názor hodnotiteľa, čím sa analýza rizík prepracovala ešte dôkladnejšie.

1.1.4 Etická klíma v organizácii

Spoločnosť OSRAM je moderná nadnárodná spoločnosť, ktorá dokáže na vysokej úrovni profesionálnym prístupom vytvárať pozitívnu klímu pre zamestnancov v spoločnosti a v neposlednom rade plnohodnotne uspokojovať potreby jednotlivých zákazníkov. Etické konanie má kľúčový význam pre udržateľné fungovanie spoločnosti a je zároveň aj gestom zodpovednosti voči všetkým spolupracovníkom a partnerom. Rešpektovanie etiky má veľký význam nie len v otázkach spoločnosti, ale aj v celospoločenskom meradle.

Otázka etiky je v spoločnosti zastúpená a vykonávaná odbornými zamestnancami oddelenia Compliance. Do strategických cieľov spoločnosti sú zakomponované základné atribúty etického správania v spoločnosti s cieľom eliminovať nekalé praktiky, ktoré by mohli mať za následok pokles záujmu o spoločnosť, posilniť vnútropodnikovú disciplínu, pozitívne motivovať zamestnancov a pod.

V oblasti zamestnancov je možné s určitosťou vysloviť tvrdenie, že spoločnosť k svojím zamestnancom pristupuje maximálne korektne s dôrazom na ich potreby, požiadavky a snahou o individuálny prístup. Môžeme teda zhodnotiť silne eticky prístup spoločnosti vo vzťahu k zamestnancom. Za najhlavnejšie prijatie etického kódexu spoločnosti môžeme označiť tlak zo strany vlastníkov a nutnosť preberať etické princípy materskej spoločnosti. Etický kódex a žiaden iný vnútropodnikový dokument neupravuje vzhľad zamestnancov (ako napr. brada u mužov, tetovanie, účes a pod.).

1.1.5 Etický kódex

V etickom kódexe spoločnosť uvádza pravidlá pre výkon práce, spoluprácu, vzťahy medzi zamestnancami a vzťahy medzi zamestnancami a manažérmi. Koncipovanie etického kódexu sa odvíja od hodnôt spoločnosti OSRAM, ako aj požiadaviek na všetkých zamestnancov a vymedzených požiadaviek na manažment podniku. Autorom etického kódexu je vrcholový manažér dcérskej spoločnosti v spolupráci s ostatnými manažérmi podniku. Zamestnanci sú povinní konať v súlade s etickým kódexom a zachovať vysoký morálny štandard v pracovnom správaní.

Pravidlá sú popísané v dvoch základných smerniciach. Jednou z nich je Kódex správania, ktorým sa dáva najavo postoj v oblasti dodržiavania zákonov a etického nastavenia hodnôt. Druhá smernica o Compliance popisuje konkrétne požiadavky a postupy pri jednotlivých obchodných situáciách (dary, pohostenia, pozvania pre obchodných partnerov, preverovanie obchodných partnerov, konflikt osobných záujmov a pod.). Obťažovanie navádzaním na porušovanie pravidiel môžeme zhodnotiť ako podrobnejšie spracovanú problematiku.

Dôležitý nahlasovací nástroj predstavuje elektronická linka „Tell OSRAM“, ktorú môžu využiť zamestnanci ale aj externí partneri spoločnosti na nahlásenie porušení zákonov či predpisov.

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Tell OSRAM predstavuje korporátny nástroj aplikovaný pre všetky OSRAM spoločnosti celosvetovo. Spoločnosť je aktívnym členom Slovak Compliance Circle, čo predstavuje záujmové združenie, ktorého cieľom je zlepšenie podnikateľskej etiky na Slovensku ako aj presadzovania funkcie „Compliance".

1.1.6 Organizačná kultúra a medzikultúrny manažment

Spoločnosť OSRAM zamestnáva zamestnancov z rôznych krajín, preto je najfrekventovanejším jazykom na pracovisku práve Anglický jazyk. V spoločnosti pracujú ľudia z miesta sídla materskej spoločnosti, zamestnanci zo Slovenska, či tretích krajín. Títo zahraniční zamestnanci pôsobia na postoch strednej úrovne riadenia (v strednom manažmente). V dôsledku používania cudzích jazykov nevznikajú nedorozumenia takmer vôbec. Zároveň ani v dôsledku stretov rôznych kultúr či národností na neobjavujú možné konflikty. V spoločnosti majú možnosť absolvovať kultúrny tréning všetci zamestnanci. Najviac zakorenené prvky firemnej kultúry v spoločnosti sú práve podnikové symboly. Najviac kladený dôraz na podnikové symboly v spoločnosti je na logo spoločnosti, farby a vizuálne prevedenie a webová stránka spoločnosti.

Podnik pre svojich zamestnancov usporadúva spoločné obedy/desiate, vianočný večierok, firemné podujatia pre zamestnancov separátne ale aj v spoločnosti ich rodiny a partnerov, oslavy narodenín, menín a pod. Podnik nemá žiadneho kultúrneho hrdinu. Spoločnosť uplatňuje globálny model firemnej kultúry.

1.1.7 Medzinárodný manažment ľudských zdrojov

Na vrchole organizačnej štruktúry (CEO) je príslušníkom národnosti v ktorej sídli materská spoločnosť (Nemecká národnosť). Pri obsadzovaní riadiacich pozícii spoločnosť uplatňuje globálnu stratégiu, čo v praxi znamená, že riadiace pozície sú obsadzované na základe schopností a zručnosti uchádzača, nie na základe jeho národností. Možnosť vycestovať do materskej krajiny majú zamestnanci vo veľkej miere na dobrovoľnej báze, avšak väčší dôraz tejto aktivite prislúcha vrcholovému manažmentu a strednému manažmentu, pričom každý expatriate ma individuálne prispôsobenú zmluvu. Po návrate na Slovensko sa zamestnanec vráti na jeho pôvodné pracovné miesto.

Spoločnosť dáva priestor svojim zamestnancom sláviť sviatky, dodržiavať tradície. Z dôvodu formálnosti a korektnosti sa na pracovisku nekomunikuje nárečí a teda vzhľadom aj na medzinárodné prostredie je najfrekventovanejším jazykom na pracovisku angličtina.

1.1.8 Ženy v medzinárodnom manažmente a podnikaní

V spoločnosti OSRAM na základe údajov z OR SR môžeme zistiť, že počet členov štatutárneho orgánu je v spoločnosti v celkovom počte dva. Jedným členom štatutárneho orgánu je predseda predstavenstva, ktorý je nemeckej národnosti a druhým členom štatutárneho orgánu je žena, pôvodom Slovenka a je zároveň aj podpredsedníčkou predstavenstva. V manažmente podniku či už vrcholovom alebo na strednej úrovni riadenia sa nachádza viac žien ako mužov. Zároveň môžeme povedať, že reprezentačných aktivít sa viac zúčastňujú ženy ako muži. Ženy majú možnosť zastávať vrcholové pozície riadenia rovnako ako muži. V tejto oblasti neexistujú žiadne rodové obmedzenia. Ženy sa neformálnych podujatí majú možnosť zúčastňovať v rovnakej miere ako ich mužskí kolegovia.

Spoločnosť veľmi silne podporuje „balanc" rodinného a pracovného života svojich zamestnancov a to najmä v oblastiach: čerpanie dovolenky z rodinných dôvodov. Príspevok pri narodení dieťaťa, flexibilný pracovný čas pre rodičov a pod. Toto zosúladenie pracovných a súkromných aktivít je rovnako určené mužom ako aj ženám.

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Záver

Na základe zistených informácii môžeme konštatovať, že spoločnosť má vybudovaný silne pozitívny postoj v oblasti spoločenskej zodpovednosti. Túto oblasť verejne prospešných aktivít spoločnosť neoznačuje skratkou CSR (Corporate social responsibility) ale používa pojem udržateľnosť resp. anglický ekvivalent Sustainability. Kladný postoj spoločnosti v oblasti spoločenskej zodpovednosti vychádza z hodnôt materskej spoločnosti o čom svedčí správa Sustainability Report, ktorú spoločnosť vydáva každoročne a uverejňuje ju na svojej webovej stránke. Sustainability Report prezentuje aktivity, ktoré spoločnosť vykonala v oblasti spoločenskej zodpovednosti v príslušnom roku. V neposlednom rade spoločensky orientované cítenie odrážajú aj ocenenia a certifikáty, ktorých držiteľom je spoločnosť OSRAM.

Nie len spoločensky zodpovedné cítenie prezentuje silnú stránku spoločnosti, ale aj cítenie v oblasti Etiky a etických hodnôt vo vzťahu k zainteresovaným skupinám ktorými sú zamestnanci podniku, manažment, zákazníci, obchodný partneri či verejnosť. Pravidlá v oblasti etiky sú prezentované v dvoch smerniciach. Prvou smernicou je Kódex správania, druhá smernica Compliance pojednáva o konkrétnych postupoch a pravidlách v oblasti darov, pohostenia, pozvania pre obchodných partnerov, preverovania obchodných partnerov a pod. Za veľké pozitívum v oblasti etického postoja spoločnosti vo vzťahu k zamestnancom môžeme považovať existenciu elektronickej linky „Tell OSRAM" ktorú môžu využiť zamestnanci a externí partneri spoločnosti na nahlásenie podnetov porušovaní zákonov či predpisov.

Spoločnosť OSRAM ako nadnárodná spoločnosť zamestnávajúca ľudí nie len zo Slovenska, ale z rôznych iných krajín čelí stretu záujmov ľudí rôznych národností, kultúr, postojov, vyznávaných hodnôt a pod. Na základe nami zistených informácií o spoločnosti môžeme konštatovať pracovné prostredie bez náznakov výskytu vážnych problémov spôsobených rozdielnou národnosťou, kultúrou či komunikáciu prevažne v anglickom jazyku.

Prehlásenie

Pre*hlasujem, že na spracovanie tohto príspevku boli použité verejne dostupné informácie o sledovanom podniku, alebo neverejné informácie publikované so súhlasom sledovaného podniku.*

Author Contributions: Conceptualization, data investigation, methodology, software analysis, formal analysis, resources, writing, visualization, supervision, project administration, and funding acquisition: M.T.

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Rozdiely v identifikácii a plánovaní talentov v slovenských podnikoch a v podnikoch so zahraničnou kapitálovou účasťou

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Abstract
Businesses are interested in people who bring new blood in the form of innovative original ideas. These are the people we call talents. If we have such people in the team, it is assumed that we will outperform our rivals in the market and achieve satisfactory economic results. The definitions of talent are based mainly on the opinion that points to talent as the disposition and ability to do something excellent in a certain area and thus be exceptional. The paper analyzes the differences between Slovak companies and companies with foreign capital in the identification of talents in the process of talent management in 381 companies. Enterprises with foreign capital achieved higher average values in each item related to the identification and acquisition of talents compared to enterprises where foreign capital is not allocated.

Keywords: *talent, management, identification, planning, foreign capital*

JEL Classification: *M12, M16, M51*

1. Úvod

Podniky majú záujem o ľudí, ktorí prinesú novú krv v podobe inovatívnych originálnych myšlienok. Ľudia, ktorí majú vysokú výkonnosť a zároveň snahu napredovať, rozvíjať seba, ale aj podnik. Zamestnanci, ktorí výraznou mierou ovplyvňujú smerovanie podniku a určujú jeho úspešnosť. Sú to ľudia, ktorým hovoríme talenty. Ak takýchto ľudí máme v tíme, je predpoklad, že na trhu budeme prekonávať našich rivalov a budeme dosahovať uspokojivé ekonomické výsledky. Je preto nevyhnutnosťou každého podniku vedieť riadiť talenty. Dobrým návodom sa javí systém talent manažmentu, ktorý musí byť do podniku integrovaný. Ide o proces, ktorý začína stratégiou, kde vrcholové vedenie podniku jasne deklaruje, že zamestnanci sú najdôležitejším zdrojom podniku a strategickým prvkom, na ktorom stavajú budúci dlhodobý úspech firmy. Stratégia ľudských zdrojov s dôrazom na podporu talentov a jej súlad s podnikovou a podnikateľskou stratégiou predstavuje základný kameň, na ktorom môže byť postavený integrovaný proces talent manažmentu začínajúci identifikáciou a získaním talentov, pokračujúci hodnotením a rozvojom talentovaných jedincov a končiacim udržaním týchto talentov v organizácii.

1.1 Definovanie talentu

K definícii talent možno pristúpiť z viacerých hľadísk. Tu sú uvádzané najfrekventovanejšie definície:

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- Guthrie (2001) definuje talent ako špičkové majstrovstvo systematicky rozvíjaných schopností a znalostí minimálne v jednej oblasti ľudských činností.
- Michaels et al. (2001) definujú talent ako súčet všetkých schopností človeka, jeho vrodených darov, zručností, vedomostí, skúsenosti, inteligencie, názorov, postojov a charakteru. Zároveň to zahŕňa aj schopnosť učiť sa a rozširovať potenciál pre ďalší rozvoj.
- Morton (2005) poukazuje na talent jednotlivca ako na schopnosť prispieť k súčasnej alebo budúcej výkonnosti organizácie a zároveň zdôrazňuje, že talent je človeku daný, zatiaľ čo zručnosti a znalosti sa získavajú učením a praxou.
- Thorn a Pelant (2006) za talent považujú niekoho, kto má výrazne lepšie schopnosti nad ostatnými a nasnaží sa ho s námahou používať. Takíto ľudia vynikajú ľahkosťou pri uplatňovaní ich schopností a majú určitú auru, ktorú chcú ostatní napodobňovať resp. čerpať z nich inšpiráciu.
- Výskumná správa CIPD (Chartered Institute of Personal Development, 2006) považuje za talentovaných jednotlivcov tých, ktorí môžu mať vysoký príspevok k výkonnosti organizácie buď okamžitým prispením k výkonnosti, alebo v dlhodobejšom horizonte demonštráciou vysokého potenciálu.
- Lukáč (2009) poukazuje na všeobecné vnímanie talentu ako kombináciu schopností a osobnostných vlastností na jednej strane a zručností (znalostí) na strane druhej, obohatená o potenciál ich ďalšieho možného rozvoja.
- Beechler a Woodward (2009) za talent považujú jednotlivca so schopnosťou odlíšiť podnik od ostatných, resp. dokáže prekonať konkurenciu.
- Tansley (2011) charakterizuje talent ako vrodenú schopnosť, ktorou disponuje jednotlivec v špecifických oblastiach činností a je spojená s mimoriadnym výkonom.
- Horváthová (2011) konštatuje, že talentom je každý, kto pomáha prispievať k dosiahnutiu podnikových cieľov.

Keď sa pozrieme na tieto definície, tak môžeme sumarizovať, že sa opierajú najmä o názor, ktorý poukazuje na talent ako dispozíciu a schopnosť robiť niečo vynikajúco v určitej oblasti a tak byť výnimočným. Niektoré definície však ponúkajú aj širšie definovanie talentu. Avedon a Scholes (2010) rozširujú pojem talent na skupiny, nielen na jednotlivca. Podľa nich talent predstavuje tých jednotlivcov a skupiny, ktoré sú strategicky dôležité pre dosiahnutie cieľov podniku. Rovnako aj Silzer a Dower (2009) ponúkajú širší pohľad na talent. Talent podľa nich predstavuje:

- individuálne zručnosti a schopnosti, ktorými človek dokáže prispieť k cieľom organizácie,
- výnimočnú osobu so špecifickými zručnosťami a schopnosťami v určitých oblastiach,
- skupinu zamestnancov v organizácii, ktorí majú výnimočné zručnosti a schopnosti.

1.2 Identifikovanie a plánovanie talentov

Identifikácia talentov pomáha rozoznať talenty, ktorými podnik disponuje a zároveň odhaľuje tie, ktoré v podniku absentujú (Effron a Ort, 2011). Pre ne sa snaží pripraviť a realizovať rozvojové plány. Ide teda o systematický proces, v ktorom sa hodnotia lídri spoločnosti a zároveň sa uvažuje o plánovaní ich nástupcov v budúcnosti. Prvotnou fázou je identifikovanie kľúčových pozícií a následné definovanie talentov. V rámci identifikácie kľúčových pozícií ide najmä o vykonanie analýzy organizačnej a manažérskej štruktúry, analýzy opisov pracovných pozícií a následné projektovanie profilov ideálnych ľudí na príslušné pozície. Základom sú kompetencie, ktoré sú pre príslušné kľúčové pozície najdôležitejšie z hľadiska súčasných, ale

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aj budúcich potrieb organizácie (Lukáč, 2009). Pred samotnou identifikáciou talentov sa odporúča uskutočniť analýzu manažérskej a organizačnej štruktúry podniku a podľa nich sa vytvárajú profily kandidátov, ktorí sú ideálni na stanovené pozície. Uskutočňuje sa aj analýza opisu pracovných činností na príslušnej pozícii (Mihalčová, 2007).

Hlavným cieľom identifikácie a získania talentov je podľa Hitku et al. (2010) nájsť vhodných zamestnancov schopných vykonávať pracovnú pozíciu v súlade s vopred stanovenými kritériami. Aj napriek tomu, že vo svete existuje mnoho nezamestnaných, sa podniky stretávajú s problémom nedostatku talentov.

2. Dáta a metódy

Výskum bol realizovaný na vzorke 381 podnikov realizujúcich svoje podnikateľské aktivity na Slovensku. Výskumná vzorka podnikov bola nasledovná. Viac ako polovica podnikov (57,7%) zahrnutých do výskumu podniká bez zahraničného kapitálu a 41,7% zo skúmaných podnikov realizuje svoju podnikateľskú činnosť s účasťou zahraničného kapitálu. Dva podniky nevyplnili túto položku a preto neboli zahrnuté do výsledkov, kde sa faktor účasti zahraničného kapitálu skúmal. Na získanie údajov bolo použité výberové zisťovanie. Ako uvádza Munk (2013), selektívne zisťovanie znamená, že údaje tvoria iba určitú časť zo základného súboru a preto presnosť výsledkov je limitovaná. Výberový súbor bol určený náhodným spôsobom. Na získanie údajov bol využitý dotazník, ktorý vznikol v rámci vedeckého projektu, na ktorom participovali vedecké autority zo Slovenska, Česka, Poľska a Maďarska. Vybrané položky dotazníka viažúce sa k identifikácii a plánovaniu talentov sú uvedené v tabuľke 1.

Tabuľka 1: Položky dotazníka

Označenie	Položka
I10	Pracovné pozície sú rozdelené na kľúčové a ostatné.
I11	Pracovné kompetencie zamestnancov sú prispôsobované ich pracovnej pozícii.
I12	V súčasnosti sa identifikujú talenty spomedzi už zamestnaných osôb.
I13	V súčasnosti sa identifikujú pracovné pozície, ktoré treba obsadiť osobami z externého prostredia.
I14	Pri získavaní talentov z externého prostredia využívame vopred stanovený plán.
I15	Systém náboru zamestnancov umožňuje získať osoby z najvyšším rozvojovým potenciálom.
I16	O talentoch našich zamestnancov máme dostatok informácií.
I17	Talentovaní ľudia majú záujem o prácu spoločnosti.
I18	Vieme, aké talenty budú v budúcnosti potrebné.
I19	Vieme, koľko talentovaných ľudí budeme v budúcnosti potrebovať.
I20	Vykonávajú sa špeciálne aktivity zamerané na získavanie talentov.

Zdroj: vlastné spracovanie

Najskôr bola preverovaná celková spoľahlivosť tohto dotazníka. Cronbachova alfa je na úrovni 0,864 a ako uvádza Nunnaly a Bernstein (1994), ak hodnota Cronbachova alfa (CA) je vyššia než 0,7, tak možno považovať dotazník za spoľahlivý. V našom prípade teda môžeme túto meraciu procedúru považovať za spoľahlivú. Navyše hodnoty Cronbachovho koeficientu alfa a štandardizovaného koeficientu alfa sú približne rovnaké, čo znamená, že položky majú približne rovnakú variabilitu. V tabuľke 2 vidíme výsledky analýzy spoľahlivosti jednotlivých položiek.

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Tabuľka 2: Overenie spoľahlivosti dotazíka

	Smerodajná odchýlka po odstránení položky	Korelácia (položka - celok)	CA po odstránení položky
I10	17,5146	0,2176	0,8643
I11	17,4998	0,2733	0,8631
I12	17,1835	0,5629	0,8576
I13	17,2780	0,4075	0,8604
I14	17,2125	0,5225	0,8583
I15	17,0357	0,6259	0,8557
I16	17,2584	0,4648	0,8594
I17	17,3321	0,5041	0,8594
I18	17,2631	0,4523	0,8596
I19	17,3055	0,4330	0,8601
I20	17,2094	0,5102	0,8585

Zdroj: vlastné spracovanie

V príspevku je rozoberaná výskumná otázka, či proces identifikácie a plánovania talentov je ovplyvnený alokáciou zahraničného kapitálu v podniku.Na zistenie štatisticky významných rozdielov v odpovediach respondentov v jednotlivých položkách podľa triediacich kritérií (veľkosť podniku, vlastníctvo, účasť zahraničného kapitálu, ekonomické výsledky podniku, existencia útvaru ľudských zdrojov) a overenie hypotéz bola využitá analýza rozptylu (ANOVA). Analýza rozptylu skúma závislosť resp. nezávislosť kvantitatívnej premennej of faktora. Cieľom analýzy rozptylu je identifikovať, či rozdiely priemerov jednotlivých skupín (podľa faktora) sú štatisticky významné t.j premenná je závislá od faktora alebo sú iba náhodné t.j. premenná nezávisí od faktora (Munk, 2011). Pre zistenie robustnosti výsledkov bolo vykonané aj neparametrické testovanie prostredníctvom Mann-Whitneyho testu. Mann-Whitneyho test patrí medzi najsilnejšie neparametrické testy a je testom o zhodnej úrovni spojitej premennej v dvoch súboroch. Všetky štatistické testy boli realizované na hladine významnosti alfa=0,05, prostredníctvom štatistického programu SPSS.

3. Výsledky a diskusia

Identifikácia a získanie ľudí, ktorí môžu podniku priniesť pridanú hodnotu je náročným, ale dôležitým procesom. Je možné tento proces uskutočňovať vo vnútri firmy, ale aj smerom von. V praxi sa najskôr identifikujú talenty vo vnútri spoločnosti a následne sa talenty hľadajú v externom prostredí. Treba si preto uvedomiť možnosti a identifikovať zdroje pracovných síl na príslušné pracovné pozície. V podnikoch sú pozície, ktoré sú významnejšie a preto sa nazývajú kľúčové. Obsadenie nesprávneho človeka na takúto pozíciu by malo katastrofálne následky pre podnik. K obsadeniu pracovných miest by preto mal byť vopred vypracovaný plán, ktorý odzrkadľuje potrebu pracovníkov s rešpektovaním požiadaviek pracovného miesta. Na získanie kľúčových zamestnancov je potrebné vykonávať špeciálne aktivity ako je napríklad analýza pracovných miest, personálne plánovanie a výber zamestnancov.

Podniky so zahraničným kapitálom dosiahli v každej položke týkajúcej sa identifikácie a získavania talentov vyššie priemerné hodnoty v porovnaní s podnikmi, kde nie je alokovaný zahraničný kapitál (obrázok 1). Z uvedeného možno usudzovať, že vyššiu úroveň ohľadne identifikácie a získavania talentov dosahujú podniky so zahraničným kapitálom.

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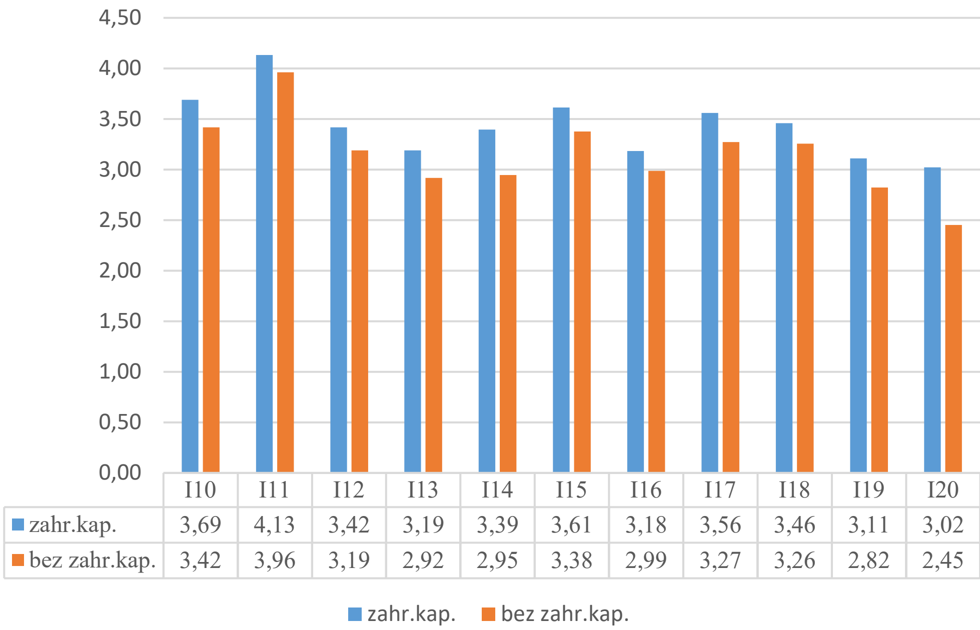

Obrázok 1: Priemerné hodnoty položiek I10-I20 podľa účasti zahraničného kapitálu v podniku

Zdroj: vlastné spracovanie

Zahraničný kapitál predstavuje dôležitý faktor ovplyvňujúci identifikáciu a získavanie talentov v podniku. V rámci testovania bolo identifikovaných 7 štatisticky významných rozdielov (zvýraznené v tabuľke 3) v odpovediach respondentov podľa tohto faktora. Tieto rozdiely boli zistené v položkách I10, I13, I14, I17, I19, I20.

Tabuľka 3: Štatisticky významné rozdiely v identifikácii talentov z hľadiska účasti zahraničného kapitálu v podniku (ANOVA)

	I10	I11	I12	I13	I14	I15	I16	I17	I18	I19	I20
Mean Square	6,650	2,652	4,451	6,307	16,853	4,968	3,435	7,319	3,554	6,983	27,539
F	4,711	2,583	3,665	4,941	12,293	3,789	2,807	7,850	2,710	5,788	22,636
p value	0,031	0,109	0,056	0,027	0,001	0,052	0,095	0,005	0,101	0,017	0,000

Zdroj: vlastné spracovanie

Z výsledkov testov možno usudzovať, že v podnikoch so zahraničným kapitálom vo väčšej miere sú pracovné pozície jasne rozdelené na kľúčové a ostatné (I10) a zároveň sa identifikujú pracovné pozície, na ktoré sa vyžaduje obsadenie osobami z externého prostredia (I13). Na rozdiel od podnikov s iba slovenským kapitálom sa pri získavaní talentov z externého prostredia využíva vopred stanovený plán (I14). Talentovaní jedinci prejavujú zvýšený záujem o prácu práve v spoločnostiach, kde je alokovaný zahraničný kapitál (I17). Podniky so zahraničným kapitálom majú lepšie zmapovanú budúcu potrebu talentovaných jednotlivcov (I19) a z toho dôvodu aj vykonávajú špeciálne aktivity zamerané na získavanie talentov (I20). Zvlášť sa zameriavajú na ľudí s vysokým rozvojovým potenciálom.

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Zároveň boli údaje podrobené aj testovaniu pomocou neparametrického testu (tabuľka 4). V ňom sa potvrdili výsledky, resp. bol identifikovaný dodatočný štatisticky významný rozdiel v položke I15, čo naznačuje, že nastavený systém náboru v podnikoch so zahraničným kapitálom umožňuje lepšie získať osoby s najvyšším rozvojovým potenciálom (I15).

Tabuľka 4: Štatisticky významné rozdiely v identifikácii talentov z hľadiska účasti zahraničného kapitálu v podniku (Mann – Whitney)

	I10	I11	I12	I13	I14	I15	I16	I17	I18	I19	I20
Mann-Whitney U	14682,5	15567,5	13772,0	13688,5	11581,0	14400,0	14980,0	13712,5	14220,0	12656,5	10631,5
p value	0,040	0,171	0,090	0,044	0,001	0,036	0,123	0,009	0,154	0,012	0,000

Zdroj: vlastné spracovanie

4. Záver

Ľudské zdroje sú považované za najdôležitejší zdroj v podniku. Je to preto, že prinášajú nové myšlienky, sú tvorcami hodnôt a vytvárajú konkurenčnú výhodu. Akýkoľvek finančne silný podnik, bez šikovných ľudí a kvalitnej práce s nimi, by nemal šancu uspieť v dlhodobom konkurenčnom boji. Do popredia sa tak dostáva pozornosť, ktorá by mala byť venovaná výnimočným zamestnancom, talentom. Talent manažment sa tak stal relatívne novým nástrojom na kontinuálne zabezpečenie dostatočného množstva kvalifikovanej pracovnej sily s ohľadom na potreby, víziu a ciele podniku, ale aj s vnímaním externých zmien vyvolávajúcich pre podniky príležitosti aj ohrozenia.

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Author Declaration: I /We author(s) of the above titled paper hereby declare that the work included is original and is an outcome of the research carried out by the authors indicated in it. Further, I /We author(s) declare that the work submitted has not been published already or under consideration for publication in any Journals/Conferences/Symposia/Seminars. I/We also declare that the work does not infringe on any copyrights, property rights of others including licenses and it is free from plagiarism.

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Implementation of International Management in Company Dell, s.r.o.

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Abstract
One of the results of globalization is that large corporations with growth potential are able to concentrate their operations in different locations around the globe based on the competitive advantage of particular country. This trend is possible to observe also in Slovakia since early 90-ties after the change of political establishment and opening the boarders of the country. International companies have been entering Slovak market and establishing here their factories and business centers because of relatively low labor costs in combination with highly qualified workforce. The following paper is analyzing different aspects of international business within the company Dell s.r.o., Slovak subsidiary of American IT international corporation. The study describes how company's operations are influenced by the fact, that Dell s.r.o. is a branch of global international organization and how global company strategy within human resources, diversity management and corporate social responsibility is implemented on the subsidiary level in Slovakia.

Key words: *Corporate Social Responsibility, Diversity Management, Globalization, Human Resources, Talent Management*

1. Introduction

By connecting different parts of the world globalization has been influencing the international trade and labor markets for the last few decades. Originally only local companies but with growth ambitions are no longer limited just by the local market but can expand their businesses to different countries, even continents. As a part of this international expansion, very common practice is to transition company's operations abroad to gain the competitive advantage that different countries are offering. As a result, factories and business centers of international companies can be found in countries with relatively low labor costs and highly qualified workforce. In Slovakia, a significant shift in the situation began to occur only after societal changes in 1989. The cancelation of the central planning system brought with it several opportunities, and the subsequent privatization enabled a rapid change of ownership of the originally state-owned enterprises and the inflow of the first foreign direct investments. This foreign direct investment inflow causes that originally local companies are becoming a part of international organizations and subsidiaries or foreign companies are being established in Slovakia. Inflow of foreign direct investment brings to Slovakia also new management styles and company cultures from the home locations of foreign companies. This type of expansion is also very likely accompanied with increased international mobility and migration of employees, which increases the workforce diversity of historically relatively homogenous Slovak labor market.

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1.1 Practical aspects of international business in a selected company

1.1.1 Characteristics of Analyzed Company

DELL s.r.o. is an indirect subsidiary of the US company Dell Technologies Inc. a world leader in information technology based in Austin, Texas, USA. Dell s.r.o. was founded in Slovakia in 2002 firstly as a call center. The main task of the company at that time was to offer its clients high quality services and achieve the highest possible added value. After a successful start and satisfactory performance as a call center and few years of growth and development, Dell s.r.o. was fulfilling the important role of a business center. In 2007, the company inaugurated the new European Business Center for the EMEA (Europe, Middle East and Africa) region in Bratislava. Dell s.r.o. has become a key location for Dell Technologies and now integrates several functions such as finance, marketing, human resources, technical support, sales, and others. The Slovak branch is continuously becoming Dell's main financial center in EMEA. Dell s.r.o. started to expand into the Slovak IT market in June 2006 by selling its own and partner products by using the sales commission model. In the fiscal year 2018, the company's business model has changed. The company canceled the commissionaire agreement and began purchasing the computer equipment for direct resale (DELL, 2020).

As of January 2020, Dell s.r.o. reported assets in amount of 118,993 thousand EUR. Compared to the previous financial period ending January 2019, the total amount of assets has increased by 33,523 thousand EUR, which corresponds to an increase of 39%. This change was mainly driven by the increase in the volume of services billed by the SSC (Shared Services Center). The amount of long-term financial assets as of January 2020 remained the same compared to January 2019 in amount of 22 million EUR. The capital structure of the company has not changed significantly compared to the previous period. The ratio of liabilities in the capital structure of the company, expressed as the ratio of total debt as compared to January 2019, increased from 40% to 49%. Short-term liabilities in the liability structure were 75% as of January 2020, compared to 53% as of January 2019. The main activities of the company during the recent accounting period were based on the business plan of the company, and it can be concluded that the planned economic activities were achieved. For the fiscal year ending in January 2020, the company achieved revenue of 188,982 thousand EUR. This corresponds to an average increase of 19% compared to the previous period, which was caused mainly by recharge of increased operating expenses of SSC. Net profit increased by 640 thousand EUR, which corresponds to 9% increase compared to the previous period (DELL, 2020).

The purpose of Dell Technologies and consequently also of Dell s.r.o. is to create technologies that drive human progress. The company vision is to become the essential infrastructure company from the edge to the data center to the cloud, not only for today's applications, but for the cloud-native world we are entering. Resulting strategy can be formulated as using Dell's unique strengths to consolidate the markets in which the company competes and create differentiated Dell Technologies solutions (DELL, 2021).

1.1.2 International Human Resources Management

At the end of January 2020 (which is the end of fiscal year 2021 for Dell), Dell s.r.o. had 2,401 employees. For instance, in 2003, when the company was established in Slovakia, number of full-time employees was only 300, but huge potential in terms of human resources was one of the reasons, why DELL has decided to expand its operations in its Slovak branch. The company still manages to find enough highly qualified staff in Slovakia and at the same time considers the employees and their working conditions. Specialists in sales, finance, marketing, customer

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service, human resources, and technology work for the company, and university graduates are also in high demand (DELL, 2020).

With the continuing globalization, Slovakia is starting to lose its low labor cost advantage in favor of other countries mainly from Eastern Europe and South East of Asia, where international corporations are concentrating their operations more intensively in recent years. Because of this trend, one of the pillars, on which Dell s.r.o. is building their competitive advantage comparing to other DELL branches around the globe is highly qualified employees with their experiences, knowledge, and expertise.

While most of Dell s.r.o. employees are still Slovak (84%), it is also very clear, that the company is the branch of international holding, which is demonstrating the fact, that in Bratislava office are working 57 nationalities and speaking by 24 languages (English being the company language used for global communication within the company). From gender diversity perspective, 48% of employees are female and 52% are male. Having a look at the gender diversity on leadership positions, Dell s.r.o. has 42% of female managers and 52% male managers with 1% female managers increase year over year, which is considered as positive trend (DELL, 2021).

Due to DELL functional organizational structure on a global level, it is not unusual, that employees from DELL Slovak branch have opportunity to go to short-term or long-term international work assignments to other countries, not only within Europe, but also within America, Asia, or Australia. Supporting the professional and career development of employees by providing them the opportunity to learn and gain experiences in different parts of the world is one of the practices of talent management at DELL. Another way of talent management implementation at DELL is running development programs for the most talented individuals with the highest potential. These development programs can be functionally or cross-functionally oriented and employees can become part of them based on successful passing of selection process.

1.1.3 Diversity Management

Dell Technologies and consequently also Dell s.r.o. belongs to those group of companies, that have decided to take active approach in workforce diversity management. From governance perspective, Diversity and Inclusion area is important part of official global company goals. In order to achieve these goals, DELL has set up a global team, which is monitoring diversity and inclusion activities within the company and is also overseeing their implementation. For Dell s.r.o. with its workforce diversity mix (57 nationalities speaking 24 languages, 48% female and 52% male employees) plays diversity management very important role in its daily operations. Current Diversity & Inclusion goals are set by 2030 and DELL has identified three areas of focus in which is company organizing initiatives and measuring the progress in this respect. The first area is called “Building and attracting the future workforce” and its purpose is to create a workplace that is more accessible, equitable and attractive to a diverse talent pipeline. “Developing and retaining an empowered workforce” is second area with the aim to foster an internal community that is more engaged, productive, and innovative. Third area “Scaling for maximum impact” is focused on the development of stronger customer alliances and an external community that recognizes, respects, and embraces company’s shared value (DELL, 2021).

The way how DELL has decided to approach the diversity management is through Employee Resource Groups (ERGs), which should help the company to create the sense of inclusion for all. ERGs are communities within DELL in which team members with common interests or backgrounds can come together to connect, learn, and develop new skills, and impact the business. Globally within DELL has been set up 13 ERGs while 8 out of them are also operating within Dell s.r.o. ERGs focus their annual programming around five key pillars: community,

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business innovation, professional development, team member experience and unconscious bias foundational learning. Team members who participate in ERGs are encouraged to think outside the box, using their unique expertise and perspectives to enhance the work environment and bring about business impact (DELL, 2021).

1.1.4 Corporate Social Responsibility

As part of the broader community of employees, shareholders, customers, suppliers and others, Dell s.r.o. is committed to act in an environmentally friendly manner and to minimize the impact of its activities on the environment. Through its Corporate Responsibility Policy, Dell s.r.o. has as purpose to follow all legal requirements for environmental protection and make employees aware of environmental issues and encourage their active participation in efforts to minimize the impact of the company's business on the environment. Within the corporate social responsibility strategy, DELL continuously develops innovative packaging design, uses energy efficient solutions and recycling to minimize environmental impact. In addition, the company also uses a separate waste collection facility and has traditionally taken actions to support the environment (DELL, 2020). Despite difficult situation in 2020 caused by COVID-19 pandemic, up to 1,283 people from the company took part in volunteer activities last year, and employees spent all together up to 7,699 hours of volunteering throughout the whole year (DELL, 2021).

Conclusion

This study describes, how business operations of Slovak company Dell s.r.o. are influenced by the fact, that this company is a branch of global international organization and how global company strategy within human resources, diversity management and corporate social responsibility is implemented on the subsidiary level.

Dell s.r.o. has a dominant role in company’s global operations, not because of the amount of revenue generated from the sale of its products, but mainly because of its Shared Services Center function, within which Dell s.r.o. is billing its services from field of finance, marketing, customer service, human resources, technology etc. to other subsidiaries within the global holding.

Headcount of the company increased from 300 to more 2,400 since the establishment of the company in 2003, which makes from Dell s.r.o. 4th biggest business shared services center in Slovakia. After slowly losing the advantage of relatively low labor costs, Dell s.r.o. is now building its competitive advantage and reputation based on its highly qualified employees. Strong commitment of the company to talent management is demonstrated by talent development programs, that the company is running and by international work assignments, which are available for employees.

57 nationalities speaking 24 languages, 48% female and 52% male employees are figures describing Dell s.r.o. workforce diversity. Company is taking active approach in diversity management by managing 8 Employee Resource Groups (ERGs), communities in which team members with common interests or backgrounds can come together to connect, learn, and develop new skills, and impact the business.

Corporate Social Responsibility is another important area, where Dell s.r.o. is aligned with the company’s global principles by implementation of Global Responsibility Policy. Dell s.r.o. is continuously implementing innovative ideas to minimize environmental impact and its employees were supporting the community they are part of by 7,699 hours of volunteering throughout the whole last year.

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Statement

I declare that publicly available information about the monitored company or non-public information published with the consent of the monitored company were used for the creating of this paper.

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Neuroscience in Human Resource Management - Theorethical Study

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Abstract
Neuroscientific decision-making has very great potential, which scientists are increasingly discovering and find its application in practice. Therefore, many countries have a huge interest in neuroscience research. The paper theoretically process and highlight selected aspects of the application of neuroscience in management. Neuroscience reveals how the human brain works and helps us to understand it. Recently, experts have been trying to apply this knowledge to management. They are looking for better ways to motivate employees and improve the work of human resources. The application of neuroscience in human resource management takes place in four phases, which differ in the behavior and reaction of employees. In practice, human resource management uses neuroleadership, which serves as a link between neuroscientific knowledge and leadership, leading employees to better access to the brain and results. Neuroscience is also used in employee training to better understand learning processes. The success of these methods is evidenced by many practical examples, which are also presented in the article.

Keywords: *neuroscience, neuromanagement, HRM,*

JEL Classification: *M11, M12, M54*

1. Introduction

The emergence of neuroscience is associated with the development of knowledge of the central nervous system of a person. The first mentions of manipulation with the human brain can be found in ancient Egypt. We also encounter swallowing on the brain in ancient Greece, the Roman Empire, the Renaissance period, etc. *(Jancúrová, 2013)*. Neuroscience itself is a science involved in exploring the nervous system. It uses approaches of anatomy, molecular biology, mathematical modelling and psychology to understand the functioning of nerve cells and the brain *(Mashour & Engelhard, 2019)*. By focusing on the brain, neuroscientists investigate its effect on behavior and cognitive function. Neuroscience also reveals what happens to the nervous system when people have neurological, psychiatric and neurodevelopulary disorders. A neuroscientist can specialise in a range of areas, from neuroanatomy to neuropsychology *(Carter, 2019)*. Neuroscience has also recently focused on human resources research, where they help understand employees. Thanks to neuroscience techniques, employee satisfaction and performance are easily identifiable *(Ölçekciler, 2017)*.

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Neuroscience in management

Neuroscience applies neurophysiological and neurobiological methods in order to better understand human behavior. The findings of the research provide insights into the fact that our decisions are not entirely rational and focused only on evaluating the benefits. They also provide new information on the assumptions of what motivates human behaviour. One area where this knowledge can be applied is human resource management *(Toporcerová, 2018)*. Neuroscience in management is used in working with human resources. It focuses on leadership development, management training, change management, education, counselling and coaching. Understanding neuroscience in management improves leadership practices, changes in management efforts and a positive impact on innovation and creativity, even employee engagement *(Gibaldi & Gibaldi, 2015)*.

The application of neuroscience in management can be divided into four phases:

1. Rejection: Staff are rejecting the necessary changes and trying to prove that the new solutions will not work. Leaders should over-communicate with employees at this stage. At this stage it should be thought of as a marketing campaign - you have to sell this idea.
2. Anger: Employees complain, are negative and blame others. Although the manager does not take every complaint seriously, he tries to have an open speech, promote trust and openness.
3. Review: Employees try to agree favorable results and offer alternatives to the proposed solution. Leaders should facilitate participation in the project and encourage employees to offer their proposals constructively. This phase is stitched up when employees become less complaining and focus on optimizing the solution.
4. Adoption: Employees agree that change is necessary and deal with a new solution or process. Leaders should reward employees for their commitment and acceptance, as well as recognize the success of the change initiative. *(laserfiche.com)*.

The following three principles are probably the most important of the new studies on neuroscienticient research and change management:

- Understanding and successfully managing the learning and re-learning process,
- redefining resistance, how to identify its different types and how to overcome it effectively,
- facilitating the adoption of changes and behavioural changes *(Reed & Bogardus, 2012)*.

A person's performance is closely related to human health (both physical and mental). Neuroscience examines genes, the heart, the brain and other parts of the human body. Its results are still limited by technologies used to observe part of the human body. Scanners, meanwhile, are large and expensive devices. There are predictions that further development of sensing and imaging technologies will be able to detect what is happening in the human brain, heart and other parts of the body *(Kasaki et al., 2016)*. In management, it is essential for the manager to know his brain, learn to fully exploit it and experience work as well as personal life to his liking *(Dubnička, 2018)*. It is therefore very important to be able to think properly and to be able to make the right decisions in the manager's work *(Freeman, 2018)*. The brain is primarily a "social organ", therefore a great leader perceives the role with empathy. Empathy is often discussed in connection with a business, but is rarely applied in management. Scientists say that leaders who are empathetic learn to understand emotions in the workplace, are aware of behavioral changes and create an environment that will benefit the business as a whole. It is important to learn and understand the emotions that are provoked in specific situations. The right leader should learn how to build trust in a team instead of relying on older established techniques such as employee intimidation *(Brandon, 2016)*. Managers should provide a friendly brain environment with appropriate tools, which affects employees' creativity and enjoyment

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of teamwork *(Dameron & Durand, 2017)*. Findings in the field of neuroscience indicate that for processes, planning, technical knowledge, etc., we mainly use those parts of the brain that are responsible for logical and analytical thinking. While social behaviour and thinking are just deactivated *(Tuka, 2016)*.

In practice, human resources management uses neuroleadership, which acts as a link between neuroscientific knowledge and leadership to lead employees to better access brains and achieve results. It is an application of methods and knowledge from neuroscience, as well as an understanding of the function of the human brain. We can look at this from the side of how employees act or how they react to situations in the working world *(Elger, 2013)*. Leaders should therefore gain a better understanding of the behaviour of their employees, thus implementing and optimising change processes using the latest neuroscienticient findings *(Waldman et al., 2011)*. In the past, efforts to organisational changes focusing on the structural aspects of organisations have systematically failed. The fact that change will not be effective if individual people, especially managers, do not change their thinking, behaviour or beliefs was underestimated. Therefore, managers should understand and apply behavioural psychology knowledge and brain science knowledge before the change in order to successfully overcome organisational changes *(Williams, 2016)*.

Neuroscience explains why it is difficult for some employees to change the way things are done. It explains why some process changes are challenging, sweeping and frustrating. Mastering the principles of neuroscience allows the HR manager to apply individual values to the organization. Learning to apply these principles should be the basic task of HR manager as one that shows direction and focus *(Reed & Bogardus, 2012)*. People's running is a complex process that is usually based on intuition, experience, and presentation. When choosing employees, it is the knowledge of neuroscience that can be a great advantage for the manager. Neuroscience provides a rational, computational problem-solving method for making good decisions *(Abyad, 2019)*. In this way, specialized procedures help the manager, using key mathematical complexes, to design a profile that the employee must meet. Some neuroscience models consist of complex calculations that help managers solve complex problems *(Tavis, 2018)*.

Methods that require modern management (e.g. risk management, overall quality management, configuration management, funding, current engineering, partnership and procurement) have evolved from project management. Project management is a tool that managers use in management to solve special tasks. Not using project management tools may lead to a failure of the company's progress *(Jovanovic & Beric, 2018)*. The main objective of many companies is survival, the use of the project management method can help to achieve this *(Ozmen, 2019)*. Project managers can use the methods to select project members and take other decisions, so they are closest to neuroscience *(Abyad, 2019)*.

Neuroscience also deals with education in the workplace. New findings show that it is important that education is positive and enjoyable. Negative situations have a significant impact on the education process. Emotions are essential for a person, on the other hand, we must learn to control and regulate them for our own benefit. Emotions influence the decision-making and reasoning process. As a result, emotions and education as well as cognitive processes are an integral part of the manager's work *(Freeman, 2018)*. Within the action of emotions and the educational process, a person mostly uses his main better developed hemisphere. In a sense, the hemispheres perform the function of a mirror. The right hemisphere controls the left part of the calf, and the left hemisphere controls the right part of the calf. They might seem to work the same way, but the opposite is true. Someone's right hemisphere may be better developed, someone's right hemisphere. As part of staff training, we should strive for the balance, use and use of both hemispheres *(Kollarova, 2017)*.

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Neuroscience practices in motivation

Neuroscience is also used to motivate a person in the workplace. Connecting the brain with motivation in humans creates the necessary energy for the realization of the practices that are necessary for it:

- Split a larger goal into smaller tasks - dopamine levels increase when we complete the task or reach the target. This release of dopamine makes us feel good and also leads us to complete the remaining tasks with a pleasant feeling. It would be advisable to arrange a working day in order to get such small hits of dopamine *(Hamid et. al., 2016)*. The happy feeling of achieving the goal generated by this release helps to develop a sense of repetition of the same actions that resulted in previous success. Neuroscientists refer to it as "self-driving learning." That is why achieving smaller objectives is an effective way of continuing to be motivated to achieve long-term goals. Research also suggests that our brain feels satisfied when some items are logged off the to-do list and release dopamine, which motivates us to repeat steps that would lead to a reduction in items *(Marchese, 2016)*.
- Finding new things, engaging creativity - dopamine production is started when an individual finds something new and exciting. This increase in dopamine levels can be achieved by practicing simple creative interests. At the organisational level, we can create opportunities for employees by alleating a new project, creating working groups to create new product lines, encouraging them to participate in research, etc. We can also organize entertainment activities, which may include photographic competitions, workshops, activities requiring creativity, slogan contests on certain topics, involvement of employees and their children and families in the creation and drawing of competitions during annual celebrations, etc. *(Londhe, 2018)*.
- Positive thinking - our thoughts affect our serotonin levels, the level of which is higher when subjects are more positive *(Dolcos et. al., 2018)*. In the workplace, we can support positive thinking by visually presenting photos of past successes, meetings, negotiations, etc. Organizations can also edit and prepare calendars with such photos and donate them to employees during the new year *(Suardi et al., 2016)*.
- Social interaction, social dominance - social connectivity triggers the release of oxytocin. Social dominance increases more serotonin and tryptophan, increasing dominant behavior. Increases in serotonin and tryptophan have also been found to reduce aggression and quarrels. Organisations can create multiple social groups with certain objectives, such as working groups, commissions, sports teams and individuals, and can provide opportunities for individuals to participate actively in these groups, thereby increasing their social dominance *(Londhe, 2018)*.
- Opportunities to celebrate at work - in the workplace, it is important to create opportunities to celebrate small wins, celebrate victory, slicing cake, sending commendable emails, etc. Through these practices, we create a sense of success, fulfillment, bringing positive energy and motivation to move forward *(Wildermuth, 2018)*.
- Shake hands and hug - practices such as talking to colleagues, making eye contact, shaking hands, etc., increasing oxytocin levels. *Zak (2013)* recommends eight hugs a day, creating confidence, which is the highest form of motivation that makes an individual happy.
- Donation and charity - accepting donations increases oxytocin, so organisations should do regular endowed practices in various ways, such as entertaining events, birthday gifts, participating in charitable activities and encouraging employees to participate

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voluntarily in activities that promote social affairs, etc. These activities create a positive environment and increase the feeling of happiness in the workplace *(Londhe, 2018)*.

- Humor at work - the process of laughter increases the immune system, lowers blood pressure and reduces stress hormones. Organisations should promote humor at work. They can do this, for example, by inviting an artist who draw cartoons and then display them in the workplace. Intellectual and polite jokes placed in a humorous board every day create positive energy, happiness and excitement among employees *(Londhe, 2018)*.
- Developing a corporate culture and a grateful attitude across the organization - expression of gratitude and appreciation plays a role in increasing productivity. It is recommended to spend time with ourselves, to devote yourself to positive thoughts and to create a list of things for which we must be grateful every day. In order to promote such a corporate culture, activities such as 'awards week' can be applied, in which they send awards to colleagues for the help and support they receive from them. Awards for the most valuable employees and award winners were institutionalized to recognize the behavior they wanted, increase participation and entertainment among employees at such events *(Burton, 2016)*.
- Sufficient exposure to light and sunlight - clear exposure to light and sunlight helps to synthesize vitamin D in the body and increases the production of serotonin and dopamine. However, it is also important to follow safety instructions regarding exposure to sunlight. Organisations can plan activities such as trainings, events, sports days. It is recommended to have lunch or snacks in a place that is exposed to sunlight and thus adapt the canteens *(Hansen et. al., 2016)*.
- Exercise and meditation in the workplace - in addition to alleviating stress, exercise helps to achieve better physical health and increases individual productivity. In the workplace, organizations can arrange a gym in their own premises, where employees can practice before or after a day's work, organize meetings at aerobic exercises, organize weekly yoga exercises, train yoga techniques to practice at work desks at work intervals. Furthermore, they can help employees learn meditation through experienced trainers, who can teach them the right techniques of concentration and meditation between work intervals, or organizing meditation and similar meetings, creating space for employees to meditate before starting work, etc. *(Dolcos et. al., 2018)*.
- Aromatherapy - the smell of vanilla and lavender is associated with the production of endorphins. The smell of lavender is associated with reduced anxiety and improved mood. Organizations can deploy fragrant oils at the employee's work - table, reception, meeting rooms *(Londhe, 2018)*.
- Music - When we listen to our favorite melodies, our brain releases dopamine. At the workplace they can play during lunch or in the café, reception. Businesses can organise music education after office hours for employees, organise competitions to find employees' talents and other activities related to listening to music *(Londhe, 2018)*.

Neuroscience in education

Examples of how organizations apply neuroscience principles to learning when educating employees, here are some examples in the U.S. and Asia:

a) Building a friendly and favorable workplace - r echo of the brain and behaviour is influenced by the environment. Many of the world's leading companies have invested in designing a nature-friendly office environment. Uniqlo, the world's leading apparel manufacturer and Japan's largest clothing retail chain, has refurbished its open office headquarters to facilitate communication between employees and promote teamwork *(Flamer, 2017)*. Amazon has built its new headquarters as a functional office space in

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2019, with more than 40,000 plants inside. The reason for proposing this unprecedented and innovative forestry office was the belief that when people are surrounded by plants or nature, it promotes thinking and work so that employees can function better *(McGregor, 2018)*. Google has climbing walls and rooms for a variety of computer games and entertainment activities at its headquarters so employees can use these activities while they work. These activities are expected to increase the creativity of employees. Google has also built a workplace that provides a work environment conducive to nature *(Loubier, 2017)*. In South Korea, most educational establishments are located in rural areas where employees and trainees are exposed to nature. When students see natural scenery and hear natural sounds, they feel connected to nature and become energetic, creative, bright and productive *(Lim et. al., 2019)*.

b) Using brainwaves to learn in the workplace - The South Korean automaker launched a neurofeedback program for 1,300 employees in one of its manufacturing divisions in 2011. This initiative aimed to understand employees, actively communicate with them and positively transform their working lives by measuring brain waves - electrocorticography. In the pilot test, they selected several employees from each factory in South Korea and measured their brain waves before and after the program ended. After measuring the brainwaves of employees, the company provided training programs that aim to improve self-control and self-development based on the type of brain wave of each employee. Using an electrocorticographic machine, we obtain information about individual brain characteristics based on the alpha, delta, theta and sensorimotor rhythm (SMR) wave report. Engagement is shown on the waves of SMR, and creativity is on the waves of theta. Based on this data, the company provides its employees with a customized workplace teaching program and can also find out where employees work best *(Lim et. al., 2019)*.

c) Using neuroscience to train creativity - The company in South Korea has provided different types of workplace education programs to improve employee performance, including dedicated brain-based programs, to increase the creativity of workers in the workplace. They monitored the level of brain activity of employees when they were creative. In its program, the company found that employees can create more intuitive thinking and more creative execution when practicing physical exercises and cognitive tasks. During this program, employees were also able to better understand themselves and quickly reduce stress *(Stopper, 2016)*.

Conclusion

Neuroscience is entering a period marked by the rapid expansion of the size, scope, and complexity of neural data obtained from large parts of the nervous system and the spanning of multiple levels of organization *(Beugré, 2018)*. Thanks to organizational neuroscience, it is possible to understand many fundamental processes in organizations, such as planning and change management, training, decision-making and leadership. For example, poorly managed change can result in negative messages in our minds. Managers need to be aware of how their words, emotions and behaviors have a significant impact on the team's results and the environment in which they work *(Pandya & Prabhu, 2018)*.
Managers should constantly learn about neuromanagement and apply their knowledge. As a result, they can more effectively manage the ways that emotions affect business. They can also improve communication, leadership, productivity and innovation. When managers can more

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quickly understand what is going on in the human brain, it can have a better effect when dealing with people at all levels of their organization. The application of neuromanagement will create better relationships between managers, employees, colleagues, but also between individual teams *(Allen, 2018)*.

The potential of neuroscience to study human behavior in organizations depends on the ability of scientists to evaluate, design, analyze, and accurately interpret neuroscience research. Neuroscience decision-making is a promising and complicated industry that is rapidly gaining popularity in many areas *(Chandrinos et al., 2018)*, where the human brain was considered a specific model in neuroscience decision-making *(Kirsch, 2019)*. Nowadays, countries are growing interested in participating in technological research into neuroscience decision-making in order to improve life *(Wang et al., 2018)*. It is expected that most neuro-researches in the future will focus on locating and more accurately mimicking parts of the brain and clarifying the psychology responsible for decision-making *(Naili et al., 2015)*. If the human brain can indeed be imitated in some respects, research in this area will continue to advance *(Sindhu et al., 2019)*. However, one negative impact on society will be that many problems will be solved by machine learning or computer instead of using human input, which can have a negative impact on society. Technology is progressing and with the type of technologies using neuroscience knowledge, it is also important to prevent it from being *(Wang et al., 2018)*.

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