

ORGANISATIONAL ARRANGEMENT OF HUMAN RESOURCES MANAGEMENT IN ORGANISATIONS OPERATING IN SLOVAKIA AND CZECH REPUBLIC

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Abstract

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A necessary condition of effective functioning of human resources management in an organisation is the creation of adequate organisational conditions including the existence of a human resources management department, its size, composition and responsibility, which are formed following particular conditions of the given organisation. Competitive environment of organisations operating in Slovakia and Czech Republic is growing with the process of world economy globalisation, and it brings the need of flexibility in management, and therefore we have to get used to changes also in the sphere of human resources management, and learn to cope with new impulses and situations. At present, that predominantly includes spreading effects of global financial and economic crisis, influencing all spheres of life in Slovakia and in Czech Republic too. Handling this situation presupposes flexibility in assessment of changes in environment where organisations operate, ability to detect all positive as well as negative impacts and situations, and formulation of measures to enhance their own position sensibly and cautiously. Due to the need of focusing of organisations on comprehensive arrangement of human resources management, in questionnaire researches, we focused on finding out whether and to what extent organisations operating in Slovakia (n = 340) and in Czech Republic (n = 109) focus on human resources management arrangement. The objective of the article is to compare results in the sphere of human resources in organisations operating in Slovak and Czech Republics. The results show that 67% organisations in Slovakia and only 43% in the Czech Republic had a human resources management department which realised followed human resources management functions and personnel strategy.

human resources management, outsourcing of personnel activities, organisational strategy, functional strategies, human resources management departments, organisations operating in Slovakia

Workforce in organisations is most significantly influenced by how the department of human resources management, personnel department, personnel professional, respectively employee responsible for human resources management can fulfil two key tasks, in particular (Kacháňáková *et al.*, 2012):

- securing necessary number of employees in required professional and qualification structure and in dynamic accordance with strategic goals of the organisation,

- coordination of employee behaviour with strategic goals of the organisation.

Effective fulfilment of these tasks requires a broad range of various activities identified as human resources management functions. Objective of systematic management of these functions is to secure optimal usage of human potential and investment potential invested in them to achieve objectives of the organisation, and at the same time to create a basis for satisfaction of employees with

work carried out and their motivation (Jeon *et al.*, 2011; Kocianová, 2010).

Globalisation dominates competitive horizon. This motion is not new, however intensity of the problem and related challenges is new (Ulrich, 2009). Human resources management in individual organisations has been taking a modified form adapted to present situation resulting from the globalisation process of world economy and, currently, predominantly from spreading effects of the global financial and economic crisis. Comprehensively grasped efficiency of organisations as the key factor of success and establishment in a demanding competitive environment and searching for ways how to achieve it is one of the most frequent issues within current efforts to enhance organisational management. Departments of human resources management have to prove effectiveness of their functioning much more during the time of crisis, since a tendency to attribute position and significance to human factor only after activities focused on technical and economic problems still prevails under our conditions. It often happens in practice that issues regarding human resources are only dealt with marginally, while whole teams of experts work on solutions of economic, technical and legal problems (Halík, 2008). As Thorne and Pellant state, human resources are currently one of the most undervalued and misunderstood functions in companies (Lindner, Wald, 2011; Thorne *et al.*, 2007). Besides decentralisation of personnel activities to line managers, also human resources management activities are being outsourced, particularly those carried out as single or supplementary ones.

In 1999, a fast entrance of what experts call “full spectrum outsourcing” was recorded, representing delegation of transactional features of several key processes of human resources management to an outsourcer at the same time. It means a radical reorganisation of services supplies at the level of organisation and helps dispose of all repetitive activities with low added value, and enables to focus on the crucial activities. It is at the same time presumed that through new structures, higher innovation and flexibility levels will be supported and a better access to new ideas from outside will be created (Martins *et al.*, 2012). On the other hand, however, it is also necessary to see certain restrictions and risks like total failure of outsourcing, higher costs, lower quality, leakage of information, know-how, or loss of control over selected activities of human resources management. Besides very often outsourced salary administration, outsourcing companies are offering practically all activities of human resources management nowadays (Baňasová *et al.*, 2010). Success of outsourcing mainly presupposes respecting of the context of strategic framework of the organisation and change in thinking of all key actors engaged in the project execution (Westaby, 2004; Whiteoak, Manning, 2012). Many organisations were forced to reevaluate

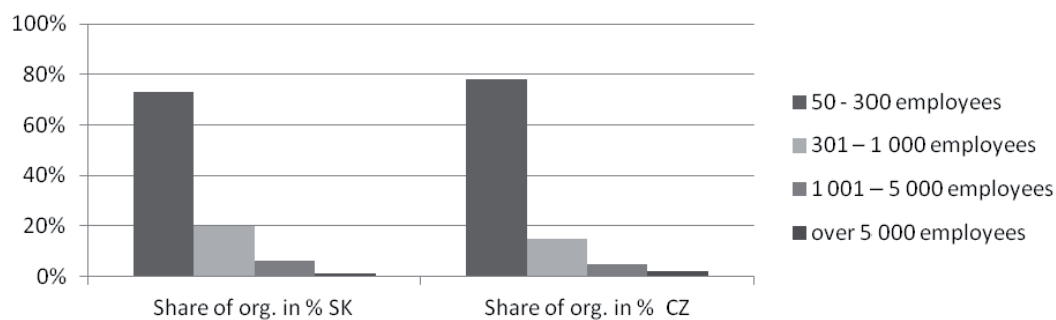
selection, or reintegrate some activities. This fact confirms that organisations do not always approach such changes on the grounds of thorough analysis, and often do not even have a clear idea on expected level of services provision.

At present, that predominantly includes spreading effects of global financial and economic crisis, influencing all spheres of life in Slovakia and in Czech Republic too. Handling this situation presupposes flexibility in assessment of changes in environment where organisations operate, ability to detect all positive as well as negative impacts and situations, and formulation of measures to enhance their own position sensibly and cautiously. Due to the need of focusing of organisations on comprehensive arrangement of human resources management, in questionnaire researches, we focused on finding out whether and to what extent organisations operating in Slovakia and in Czech Republic focus on human resources management arrangement.

MATERIALS AND METHODS

Analysis of how organisations operating in Slovakia and in Czech Republic approach human resources management was carried out in the form of questionnaire researches conducted over 2012, from February to May in cooperation between School of Economics and Management in Public Administration in Bratislava and Faculty of Economics and Management, Czech University of Life Sciences Prague. Questionnaire was distributed in organisations with 50 and more employees. Upon determining a target group, depending on the size of organisation from the viewpoint of a minimum number of employees, we presupposed that organisations with the number of employees lower than 50 do not have a standardized and formally defined approaches to human resources management and to its individual functions. Collection, sorting and subsequent summary of information obtained from the researches was carried out from June to September.

The systemic approach for the objective evaluation of human resources management and their nature, and for the elimination of details resulting from random events was used upon the article creation and the research evaluation. The analysis was used for information collected from literary sources or questionnaires. All the knowledge was dealt with in smaller parts in order to enable a more detailed focus. As to statistical methods, distribution characteristics were used to express the median. Most of the collected values were expressed in % upon the results summarisation. The methods of induction and deduction were used in the article upon deriving the conclusions. The method of comparison was used upon the evaluation of the present state, comparing organisations paying sufficient attention to human resources management and organisations not dealing with



1: Size structure of analysed organisations
Source: Own research

I: The branches of the operation of organisations

Branch	CZ		SK	
	The number of organisations	share in %	The number of organisations	share in %
Industry	30	28%	134	40%
Agriculture	9	8%	16	5%
Energetics and water management	2	2%	12	4%
Services	34	31%	103	30%
Banking, finance, insurance industry	10	9%	11	3%
Public administration	21	19%	56	16%
Others	3	3%	8	2%
TOTAL	109	100%	340	100%

Source: Own research

it at all. To evaluate the data, the SPSS 19 statistical programme and MS Excel 2007 were used.

340 respondents from the Slovak Republic and 109 respondents from the Czech Republic participated in the research. Summary size structure of interviewed organisations is shown in Fig. 1, implying that organisations with the number of employees between 50 and 300 were mostly represented in the research.

The characteristics of the whole set of respondents from the Slovak and Czech Republic within individual branches is shown in Table I.

In characterising present state and organisational arrangement of human resources in interviewed organisations, we focused on the following 4 spheres:

- Present state of human resources management departments in interviewed organisations.
- Arrangement of selected functions of human resources management.
- Existence of substantial documents in interviewed organisations.
- Main challenges in human resources management in interviewed organisations.

Individual spheres within the following subchapters of the contribution will be characterised and state declared by the organisations will be presented, and individual findings will be evaluated.

RESULTS AND DISCUSSION

1 Present State of Departments of Human Resources Management in Interviewed Organisations

Armstrong defines human resources management as a strategically and logically arranged approach to management of the most valuable organisations have, i.e. people who work in the organisation, and thus help achieve goals of the organisation (Armstrong, 2007). Key task of human resources management is to enable management to enhance individual and team impact of people on short-term and long-term success of the organisation (Armstrong, 1999). With regard to this fact, we can say that the task of human resources management is, in the broadest notion, to help organisation be efficient and constantly increase its performance. Ensuring of this task is only possible through constant enhancement of utilisation of all resources the organisation disposes of, i.e. material resources, financial resources, information resources and human resources. Human resources management is therefore directly focused on constant enhancement of utilisation as well as constant development of working capacity of the human resources. With regard to the fact that human resources also decide on utilisation of material, financial and information resources, human resources management implicitly decides on enhancement of utilisation of all other

resources of the organisation (Koubek, 2006). Aiming at finding out whether and in what extent organisations operating in Slovakia realise the necessity of the department of human resources management, respectively personnel department or the position of personnel professional in case of smaller organisations, we focused on finding answers to questions focusing on the existence of the department of human resources management in the organisation, on its managing employees and their possibility to engage in management of the organisation, also on elaboration, respectively non-elaboration of several documents important for the organisation from the viewpoint of human resources management, on the extent of arrangement, respectively outsourcing of individual functions of human resources management and on attitudes of managing employees to key challenges in the following three years for human resources management in analysed organisations.

1.1 Analysis of Present State of Departments of Human Resources Management

Human resources management is an activity whose attention is drawn to employees and which participates, with the other functional spheres of management, in fulfilment of goals of employees as well as organisation as a whole (Armstrong, 2009).

A necessary condition of effective functioning of human resources management in an organisation is the creation of adequate organisational conditions including the existence of a human resources management department, its size, composition and responsibility, which are formed following particular conditions of the given organisation. Competitive environment of organisations operating in Slovakia and Czech Republic is growing with the process of world economy globalisation, and it brings the need of flexibility in management, and therefore we have to get used to changes also in the sphere of human resources management, and learn to cope with new impulses and situations.

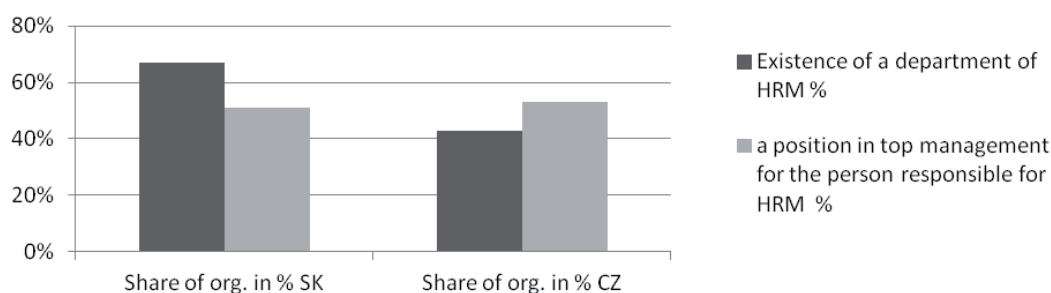
The existence of the department of human resources management, respectively personnel department is therefore considered as a significant characteristic feature of organisation with a direct relation to the key objective of our research.

67% of organisations in Slovakia and only 43% of organisations in the Czech Republic had a human resources management department, respectively a personnel department, or at least a personnel professional (Fig. 2).

We subsequently also focused on other facts having an impact on arrangement of human resources management in the organisation, particularly:

We were finding out whether **person responsible for human resources management has a position in top management or other executive team of the organisation**. The research showed that the person responsible for human resources management has a position in management of the organisation in 51% of organisations operating in Slovakia. Based on the comparison of results with the Czech Republic, we can state that 53% of employees responsible for HRM have a position in organisational managements in Czech organisations (Fig. 2). This results from the fact that organisational managements start realising that HR strategy is one of inherent partial organisational strategies, and fulfilment of the overall organisational strategy is also dependent on it. Companies need to realise that it is necessary to deal with personnel issues together with e.g. the strategy of penetration on a new foreign market. HRM representative should therefore have a position in middle management or top management.

We were finding out **from what sources the person currently responsible for the issues of human resources management was hired**. Goal of this question was to find out whether organisations prefer hiring employees for so strategic position from internal or external sources, and whether emphasis is also put on their practical experience in the given sphere. The research showed that organisations operating in Slovakia equally use external and internal sources to hire a person responsible for human resources management. However, results from the Czech Republic show that most of organisations prefer hiring a person responsible for the issues of human resources management primarily from internal sources, which was reported by 71% of organisations overall. Not even a third of organisations stated that they prefer



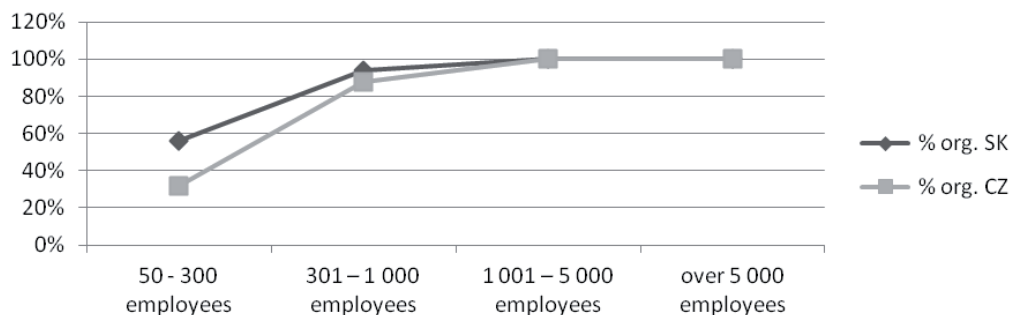
2: Existence of a department of human resources management and a position in organisational management for the person responsible for HRM

Source: Own research

II: Where the person currently responsible for the issues of HRM was hired from

Person responsible for HRM was hired:	Share of organisations in % SK	Share of organisations in % CZ
from internal sources, particularly:		
from among HRM department employees	24	33
from among employees but not at HRM department	26	38
from external sources, particularly:		
they worked as a personnel professional in other organisation	24	19
they did not work as a personnel professional and was not from the organisation	26	10

Source: Own research



3: Existence of the department of human resources management in relation to the size structure of organisations

Source: Own research

external sources. On the basis of these results, we can state that within internal sources, an employee from HRM department is preferred in 33% of cases, and an employee not employed at HRM department but having a potential to carry out this work is preferred in 38% of organisations (Tab. II).

1.2 Evaluation of Present State of Departments of Human Resources Management

Several entities (partners) enter management of employees, however departments of human resources management, personnel departments, respectively personnel professionals in small organisations play a decisive role. They guarantee fulfilment of goals and strategies of management in the given sphere, i.e. they coordinate and direct everybody engaged in management of people from the professional view. They ensure that management works effectively in all issues related to their employees and that optimal conditions of utilisation of people's potential were created for their own benefit as well as organisation's benefit (Kacháňáková *et al.*, 2002). Based also on the given reason, we were interested within the researches what the present state in organisations operating in Slovakia and in Czech Republic is in this sphere. As we have already mentioned, 67% of interviewed organisations in Slovakia and 43% in the Czech Republic have a personnel department or at least a personnel professional.

Within evaluation of present state of departments of human resources management, we were also analysing impact of the existence of departments

of human resources management on the size of organisation. Cross comparison of organisations operating in both countries implied (Fig. 3), that the size of organisation has a direct impact on the existence of the department of human resources management, since while 32% (CZ) do 56% (SK) of organisations with the number of employees from 50 to 300 have the department of human resources management, this number is higher than 88% in all bigger organisations.

In the last decade, many experts in the sphere of human resources management pointed out the necessity that employees in human resources management were "key players" in establishment of substantial issues of the company (Ulrich *et al.*, 2005). However, as Hammond states: "There is currently mostly no seat at the table for an expert in human resources management upon adopting substantial organisational decisions" (Thorne *et al.*, 2007). Within analysis of present state of the departments of human resources management, we also focused on the possibility of engagement and power of influence of this department upon identification of strategic goals of the organisation, its mission, organisational, personnel and ecological strategies and upon identification of recognised and preferred values in the organisation. The necessity to engage departments of human resources management in these organisational activities has already been demonstrated in many researches, however its putting into practice has been stagnating in many cases. The research showed that a person responsible for human resources

management has a position in top management in only 51% of organisations operating in Slovakia and 53% of organisations operating in the Czech Republic. We can therefore state, that organisational managements still do not put respective emphasis on human resources management.

2 Ensuring of Selected Functions of Human Resources Management

Decision to arrange several functions of human resources management through external organisations has most commonly two reasons. One of them is the absence of expert workforce in the given issue, the second is transformation of the organisation into the most possible economical model of its financing, and thus it is more advantageous for them in many cases to delegate some selected functions under the competence

of human resources management to external organisations.

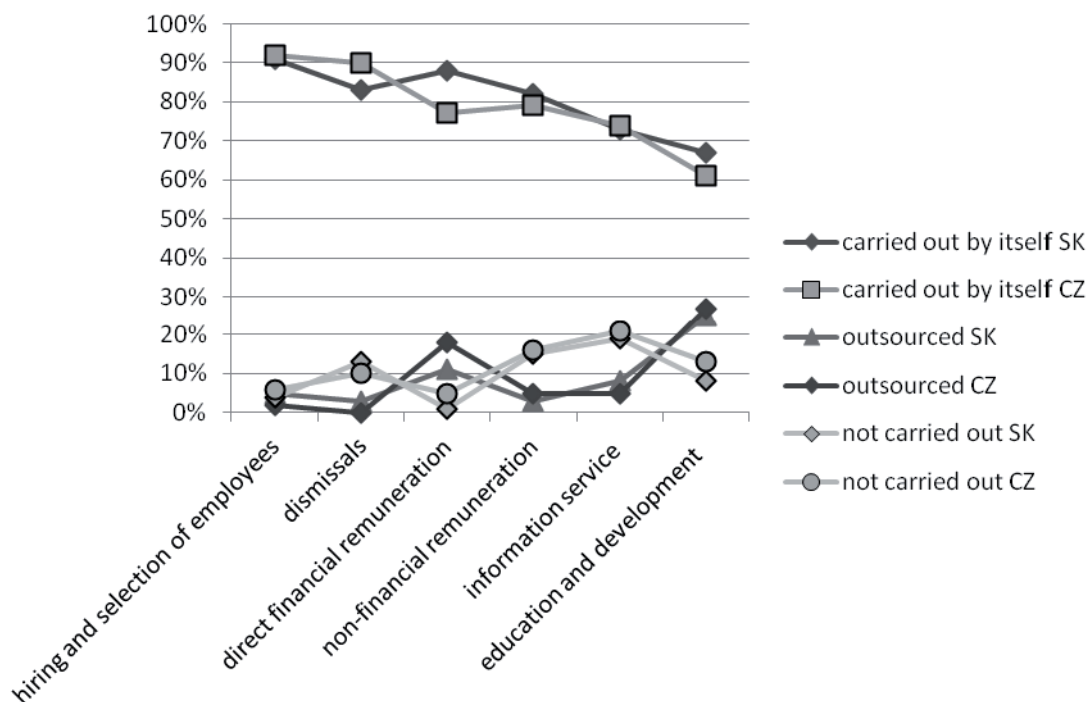
2.1 Analysis of Present State of the Arrangement of Human Resources Management Functions

Within analysis of present state of the arrangement of human resources management functions by organisations, we were interested in how many organisations and which functions are outsourced in the greatest extent. The research implied that in organisations operating in Slovakia, the average of 82% and in organisations operating in Czech Republic the average of 79% of human resources management functions were arranged by organisations themselves. Organisations outsourced education and development of employees in the greatest extent (Tab. III).

III: Arrangement of selected human resources management functions

To what extent are HRM functions arranged in [%]	carried out by the organisation itself		outsourced		not carried out	
	SK	CZ	SK	CZ	SK	CZ
Hiring and selection of employees	91%	92%	5%	2%	4%	6%
Dismissals	83%	90%	3%	0%	13%	10%
Direct financial remuneration	88%	77%	11%	18%	1%	5%
Non-financial remuneration	82%	79%	3%	5%	15%	16%
Information service for management and employees	73%	74%	8%	5%	19%	21%
Education and development	67%	61%	25%	27%	8%	13%

Source: Own research



4: Arrangement of selected human resources management functions
Source: Own research

On the basis of comparison of the form of arrangement of selected human resources management functions in organisations operating in Slovakia and Czech Republic, we can state that there are no significant statistical differences between the states (Fig. 4).

2.2 Evaluation of Present State of the Arrangement of Human Resources Management Functions

According to many experts, outsourcing of human resources management activities is becoming a significant global trend setting the future of human resources management, in spite of certain difficulties and prospective risks.

The research implied that organisations operating in Slovakia are currently carrying out individual human resources management functions on their own, or they do not carry them out at all (Fig. 4). Organisations use outsourcing mainly in the sphere of education and development of employees, which is probably due to the fact that many organisations, particularly smaller ones, do not have enough qualified trainers and educational centres, and therefore outsource this function.

Direct dependence was confirmed upon comparison of impact of the existence of the department of human resources management on carrying out individual functions on their own, which secondarily implies a direct dependence of the size of organisation on carrying out individual human resources management functions by the organisation itself.

3 Existence of Substantial Documents in Interviewed Organisations

Objective of the existence of organisational documents like strategy of the organisation and individual functional strategies is to secure conditions for conceptual work in organisations. While strategy of an organisation identifies objective of the organisation, functional strategies (marketing, manufacturing, innovation, personnel, financial,

environmental, logistics, ergonomic, information, ethical, political and legal, or quality organisational strategy) are a short-term plan of individual key spheres. Each of them presents a detailed account of means used to achieve objectives in the following year, i.e. on how key functional spheres are going to be managed in the near future. Functional strategies help implement the main strategy through organising and activating special departments of the organisation (Sakál *et al.*, 2007).

Organisational culture has a separate position and impact on formation, creation and implementation of organisational strategy in practice, having a significant impact on how internal and external environment of the organisation accepts the strategy and its supporting functional strategies (Cow, 2012; Martins *et al.*, 2012). All given documents are important not only for work in the sphere of human resources management but their particular definition and declaration also has a significant impact on how the organisation is perceived by its environment (Cow, 2012; Kachaňáková, 2010).

3.1 Analysis of Present State of the Existence of Substantial Documents

Creation and form of individual organisational documents is basically upon the decision of organisation's management (Stýblo, 2003). Within realisation, respectively not realisation of the necessity of organisations to create individual organisational documents, we were finding out the existence, respectively absence of documents defining the mission of organisation, organisational strategy, personnel strategy, ecological strategy, ethical code, code of social responsibility of the organisation, innovation strategy, quality strategy, ergonomic strategy and organisational culture strategy. We were also interested in whether analysed organisations have these two documents in written or non-written form. The research showed that the organisation's mission and organisation's strategy are available in written, respectively non-written form in 85% of analysed organisations on average. Less represented are personnel strategy, ethical code

IV: Spheres for which the analysed organisations have elaborated documents

Has the organisation elaborated the following documents?	a document in written form in [%]		in non-written form in [%]		No in [%]	
	SK	CZ	SK	CZ	SK	CZ
Mission of the organisation	65%	65%	14%	15%	21%	20%
Strategy of the organisation	64%	51%	14%	25%	22%	24%
Quality strategy	60%	47%	8%	17%	32%	36%
Personnel strategy	51%	47%	22%	30%	27%	23%
Ethical code	49%	47%	18%	22%	33%	30%
Ecological strategy	43%	26%	11%	14%	46%	60%
Innovation strategy	26%	26%	23%	26%	51%	48%
Code of social responsibility of the organisation	23%	25%	18%	14%	59%	61%
Ergonomic strategy	20%	5%	16%	0%	64%	95%

Source: Own research

and ecological strategy. Less than 40% of interviewed organisations have defined other documents like the code of social responsibility of the organisation, innovation strategy, quality strategy and ergonomic strategy in written form (Tab. IV).

3.2 Evaluation of Present State of the Existence of Substantial Documents in Interviewed Organisations

Aiming at finding out whether conditions for conceptual work in the sphere of human resources management have been created in organisations, we carried out an analysis of the existence, respectively absence of substantial documents in the organisation. Documents defining mission and strategy of the organisation, personnel strategy, organisational culture, environmental strategy, ethical code, code of social responsibility of the organisation and goals in the sphere of innovations are not only important in the sphere of human resources management but their particular definition and declaration also have a significant impact on how the organisation is perceived by its environment and all stakeholders.

The research showed that almost 80% of analysed organisations have mission and strategy of the organisation available in written, respectively non-written form, which results mainly from the fact that it would only hardly be possible to establish and find a position and sphere of activity on the market without defined vision, mission and goal of the organisation.

Mission and strategy of the organisation are directly related to personnel strategy, and therefore it sounds quite negative that only 51% organisations operating in Slovakia and 47% organisations operating in Czech Republic have it available in written form. With regard to the fact that intentions of the organisation regarding direction and individual steps to be adopted upon carrying out personnel activities are defined in personnel strategy, it is not suitable that these materials are not available in the organisation, which also applies in case the organisation has a personnel strategy, however in a non-written form.

Quite low share of the existence of personnel strategy documents in written form subsequently and expectedly reflected in low share of the existence of documents like ethical code, code of social responsibility of the organisation, ergonomic strategy and organisational culture strategy. It is due to the fact that all these spheres are closely related to human resources management in organisation, which should be covered by personnel strategy as a priority.

Quite low share, 43% (SK) a 26% (CZ), of analysed organisations have elaborated an ecological strategy, which is probably caused by the fact that Slovak as well as Czech legislation is only gradually and slightly affecting organisations and their ecological behaviour. Generally, it rather affects organisations by threats and financial sanctions for non fulfilment

of certain limits than by a systematic advantaging upon implementation of ecological principles. Europe 2020 strategy as well as "Europe using resources effectively" (i.e. support of transformation to low carbon economy using resources effectively. Europe should fulfil its objectives for 2020 regarding energy generation, power efficiency and consumption. That would lead to savings in oil and gas imports in the amount of EUR 60 billion by 2020) could contribute to a significant progress in this sphere (The European Commission, 2010).

Last but not least, we were interested in whether organisations have defined innovation objectives in written form, which only proved in 26% (SK, CZ) of them. Innovation objective definition can be considered as a first step of the organisation in innovation "initiation". Innovation as such is not only related to products and services of the organisation but also to changes in the organisation and its ability to react flexibly, to adapt to changes of the environment and to compete. Innovation is closely related to the need of innovative culture implementation in organisations, as the basis for each innovation is thinking and will of people, which is directly conditioned not only by their abilities but also by influence of the environment where they occur. The need of organisations to innovate is one of, if not the only way how to retain and evaluate organisation at present times affected by the economic crisis (Stacho, 2012; Jeon *et al.*, 2011). This trend is also supported within the EU by cohesion policy aims and Europe 2020 strategy, supporting smart growth, i.e. knowledge, innovation, education and sustainable growth, i.e. effectiveness of production with a direct impact on utilised amount and kinds of resources, while increasing competitiveness at the same time (Marešová, 2010; Wang, Wang, 2012). With regard to the given facts, we can denote the found amount (26%) as low, since particular definition of innovation goal helps identify a particular process, i.e. process of innovation implementation.

4 Key Challenges for Human Resources Management in Interviewed Organisations

To plan and advance within their orientation, experts in each sphere also use, besides knowledge from the preceding development and knowing the present situation, various analytical methods to anticipate future advancement, trends and prospective challenges brought by their line of business. In order to anticipate probable advancement of human resources management, we asked for opinions of managing employees dealing with the given sphere in interviewed organisations. In this relation, we asked for their personal opinion on what they consider as three key challenges for human resources management (Tab. V).

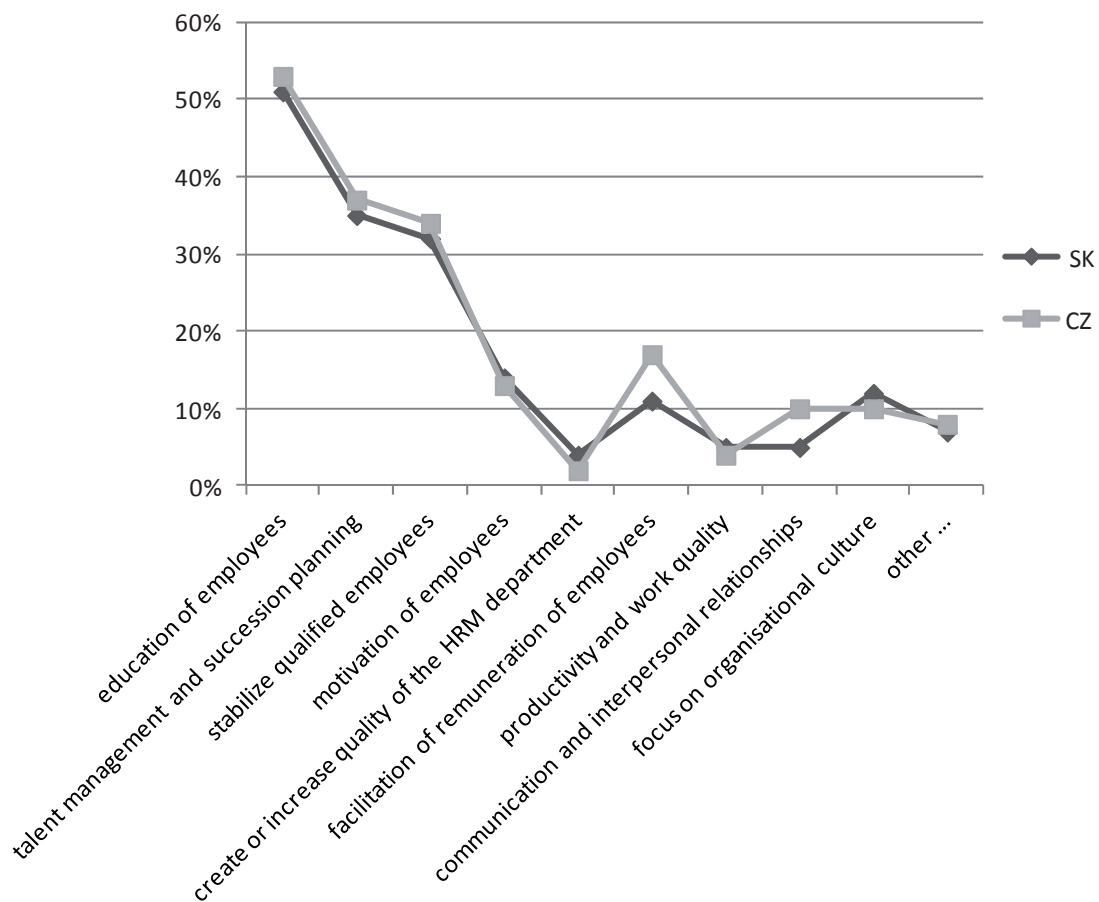
Based on collected opinions of managing employees focused on human resources in analysed organisations operating in Slovakia and Czech Republic, we can state their insight and competence

V: Key challenges for human resources management

Challenges for HRM in the upcoming three years:	Share of organisations in % SK	Share of organisations in % CZ
Implementation, increase, more effectiveness and quality in education of employees	51	53
Carrier growth, talent management, succession planning	35	37
Hire, stabilize, retain qualified employees, respectively lower their fluctuation and rejuvenate staff	32	34
Enhancement of motivation of employees	14	13
Create, retain and increase quality of the HRM department	4	2
Implementation and facilitation of remuneration of employees	11	17
Increase in productivity, effectiveness and work quality	5	4
Enhancement of communication and interpersonal relationships	5	10
Focus on organisational culture	12	10
Other ...	8	7

Note: When answering the question: "What do you consider as three key challenges for HRM in your organisation?", not all of the interviewed stated three challenges. With regard to the fact that this question was open it was necessary to create certain broader spheres in which individual comments of respondents could be included.

Source: Own research



5: Key challenges for human resources management

Source: Own research

in the sphere of human resources management as well as positive development in this sphere. Most of them consider implementation, increase, higher effectiveness and quality of employee education

as the biggest challenge for organisations. Other reported spheres were talent management and succession planning, which is related to the arrangement of knowledge continuity (Wong, 2009;

Šujanová *et al.*, 2012), considered to be a significant competitive advantage at present, which has also been confirmed by similar researches (e.g. Maruta, 2012; Levy, 2011). The third, most often stated challenge for organisations is to hire, stabilise and retain qualified employees, respectively reduce their fluctuation, and, in several cases, to rejuvenate the present state of employees. Challenge focused on enhancement of motivation of their employees was marked as the fourth most frequent one. In this relation, it is necessary to consider one of other stated challenges regarding implementation and facilitation of remuneration of employees as a particular tool of motivation of employees (Wood, Reynolds, 2013; Xing, 2011; Hitka, Stipalová, 2011).

The level of motivation is also influenced by setting an appropriate organisational culture, and it is therefore striking that most of organisations (80% in Slovakia and 73% in the Czech Republic) do not carry out the organisational culture analysis (Urbancová, Stachová, 2013). Yearly increase in marking the challenge of focus on organisational culture can also be evaluated positively, as appropriately set organisational culture significantly supports environment necessary to achieve a condition under which employees are willing to share information, communicate openly and thus be educated. It also contributes to retaining the key employees and functions as a positive motivator (Gupta, 2011; Cagáňová *et al.*, 2010). Despite the positive result regarding the given challenges, we must state that there have also been organisations stating the only goal – “to survive the crisis”.

All the given challenges are closely interrelated, since as long as employees are positively and appropriately motivated, it will be easier for the organisation to recruit and retain them. Financial remuneration has an irreplaceable role in the system of motivation of employees, and education of employees also represents one of significant possibilities how organisations can motivate them and enhance the human potential at the same time.

CONCLUSION

Due to changing conditions of external environment, changes are necessary not only in behaviour of organisations on the market, but also in their internal environment management, including all resources management. Higher resources flexibility and increased effectiveness of exerted costs are required. The existence of an adequate system of human resources management is also necessary in order to manage the effects of all changes in organisations successfully.

Research we conducted at the School of Economics and Management in Public Administration in Bratislava in organisations operating in Slovakia and at the Faculty of Economics and Management, Czech University of Life Sciences Prague organisations operating in Czech republic implied the following

within the analysis of the level of present state and organisational arrangement of human resources:

67% of interviewed organisations in Slovakia and only 43% in the Czech Republic had a human resources management department, respectively a personnel department or at least a personnel professional. The given numbers sound quite confusing, since the existence of these departments can be seen as the first formal step of organisations towards ensuring and creating favourable conditions for complex and systematic human resources management.

Employee in charge of human resources management had a position in top management in 51% (SK) a 53% (CZ) of organisations. The given implies that by creating of human resources management departments, personnel departments or personnel professional positions, organisations declare their realisation of the importance of comprehensive human resources management only formally, since participation of a person responsible for the given sphere in organisational management is necessary. Their need to participate in management meetings, in organisational management and express their opinions on strategies or change arrangements which are being prepared is conditioned by the need to prepare present as well as potential future employees for changes. On the grounds of the aforementioned, it is necessary to state that organisational managements still do not give human resources management respective significance.

The research implied that in organisations operating in Slovakia, the average of 82% and in organisations operating in Czech Republic the average of 79% of human resources management functions were arranged by organisations themselves. Organisations use outsourcing mainly in the sphere of education and development of employees, which is probably due to the fact that many organisations, particularly smaller ones, do not have enough qualified trainers and educational centres, and therefore outsource this function.

Detailed analysis of individual spheres for which organisations have, respectively have not elaborated documentation implied that though 90% of respondents declared the existence of defined mission and strategy of their organisation, not even 50% of organisations have defined other spheres in writing. However, with regard to the fact that within defining of mission and organisational strategy creation, it is necessary to define economic (so called primary objectives like profit, profitability, market share, survival, ...) as well as social objectives (creation of appropriate working conditions, ethic standards, philosophy of the organisation and approach towards management of people, awareness of a commitment to the organisation, education, remuneration, organisational values and organisational culture, adaptability of the organisation to changes,

environmental protection, ...), it is also necessary to state that the existence of other analysed documents focused on social objectives of the organisation is at a significantly lower level. It can therefore be assumed that only less than 50% of analysed organisations have appropriately and comprehensively defined mission and strategy.

Most of managing employees dealing with human resources management in the analysed organisations consider higher quality of employee education, talent management, succession planning or stabilisation of employees to be the greatest challenges for their organisation.

The analysis of organisations operating in Slovakia and the Czech Republic showed that there are no significant statistical differences between the results

in individual examined spheres of human resources management.

Practical justification of the research is mainly seen in the analysis of behaviour of organisations operating in Slovakia to proceeding and advancement in the sphere of human resources management. On the grounds of our presentation of collected results, organisational managements can compare their own present state within the given sphere with states declared by other interviewed organisations, and subsequently consider possibilities of its enhancement. We also consider as necessary to continue in this research so that individual procedures can be enhanced, modified, improved and developed on the basis of new information collected from the interviewed organisations.

SUMMARY

Due to the need of focusing of organisations on comprehensive arrangement of human resources management, in questionnaire researches, we focused on finding out whether and to what extent organisations operating in Slovakia and in Czech Republic focus on human resources management arrangement. Analysis of how organisations operating in Slovakia and in Czech Republic approach human resources management was carried out in the form of questionnaire researches conducted over 2012 in cooperation between School of Economics and Management in Public Administration in Bratislava and Faculty of Economics and Management, Czech University of Life Sciences Prague. Questionnaire was distributed in organisations with 50 and more employees. Mathematical and statistical methods were used upon processing of information, its analysis and comparison, and subsequently, qualitative methods were used upon their identification and evaluation.

67% of interviewed organisations in Slovakia and only 43% in the Czech Republic had a human resources management department, respectively a personnel department, or at least a personnel professional. Employee in charge of human resources management had a position in top management in 51% organisations operating in Slovakia and 53% organisations operating in Czech Republic. The research implied that in organisations operating in Slovakia, the average of 82% and in organisations operating in Czech Republic the average of 79% of human resources management functions were arranged by organisations themselves. Detailed analysis of individual spheres for which organisations have, respectively have not elaborated documentation implied that though 90% of respondents declared the existence of defined mission and strategy of their organisation, not even 50% of organisations have defined other strategic spheres in writing. Most of managing employees dealing with the sphere of human resources management in the analysed organisations consider higher quality employee education, talent management, succession planning and stabilisation of employees to be the greatest challenges for their organisation.

The analysis of organisations operating in Slovakia and the Czech Republic showed that there were no significant statistical differences between the results in individual examined spheres of human resources management.

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