



Age and Gender Motivating Differences of Slovak Workers

Dagmar Weberova¹, Milos Hitka^{2*}, Lenka Lizbetinova³

¹Tomas Bata University in Zlin, Czech Republic, ²Technical University in Zvolen, Slovakia, ³The Institute of Technology and Business in Ceske Budejovice, Czech Republic. *Email: milos.hitka@tuzvo.sk

ABSTRACT

Work motivation depends not only on the sector of employment but also on factors such as age and gender. Today women play an important role in employment and their participation in economic life is constantly increasing. Performance incentives such as financial income, freedom, career advancement, challenges, opportunities of self-realization, and so on are more significant for men. Research of motivational differences by gender is based on the concept of fundamental differences between men and women, so on the existence of gender stereotypes which can be seen in a historical context. This is similar with age too. Younger adults are more motivated by a desire to increase profits and older adults are more motivated to retain what they already have. Based on their experience, older employees wish that their opinions are more respected while younger employees wish to be listened to. In this article, the impact of gender and age on employee motivation in Slovak companies is discussed. It has been concluded that there are significant differences based on gender at Slovak employees. This is reflected in 18 motivational factors. Furthermore, it has been pointed out to the fact that, considering age categories, there are also significant differences particularly at motivational factors such as basic salary, job security and fair employee evaluation.

Key words: Employee Motivation, Duncan Test, Motivation and Gender, Motivation and Age

JEL Classification: M12

1. INTRODUCTION

People spend much of their lives in jobs that can bring them money but also satisfaction of a job well done. If people are to be successful in their jobs and are also among effective employees, they must be motivated to do their work. Thus organizations should pay more attention to employee motivation. It is important that employees take up activities and types of work that motivate and thus satisfy them (Kucharčíková, 2014). Then they are able to put a lot of effort in work. It is essential to understand what motivates people because each person is unique and reacts to different stimuli in a different way. This means that what motivates one does not need to motivate other employees. Each of us is trying to reach a state of “feeling good.” We know a lot of factors that enable us to achieve this condition.

The workforce in many countries is aging, and policy makers and organizations are increasingly trying to retain older employees as long as possible. In this context, the expression of successful aging at work and related terms such as active, healthy, and productive

aging at work have become popular among organizational researchers and practitioners. Despite the general endorsement and widespread use of the expression successful aging at work, its concrete meaning, assumptions, and underlying processes remain unclear. Frequently, the term is used to describe any positive work outcome of older employees, regardless of the age-related processes and conditions that led to that outcome and, regardless of the research design, used to investigate age-related topics (Zacher, 2015). The aging of the workforce is raising pressing issues for organizations, governments, and aging employees, such as how to extend working lives and how to motivate aging workers. Since many of the theories and concepts we use in the field of organizational psychology are largely based on younger and middle-aged workers, researchers need to rethink and examine the appropriateness of these theories and concepts in the light of the aging workforce (Kooij, 2015).

Motivation is one of the fundamental components of everyday managerial work. Due to the significant factors in the context of global economic crisis, employees' motivation is one of the

factors influencing production results (Merková et al., 2015; Jelačić et al., 2012). The term “motivation” is also widely used in everyday life of scientists to full and complete explanation of human behaviour (Koryakovtseva et al., 2016). It is about how to affect employees to consequently achieve the desired results (Chukwum and Obiefun, 2014). Brecher (2010) refers to motivation as a complex process that does not seek simple solutions. It is a never ending process that requires time, thought and attention to detail. According to Robbins and DeCenza (2008) motivation is the employee willingness to develop a high degree of effort to achieve organizational goals - this is conditioned by the effort to meet their own needs. The motivation of each individual is his willingness to work hard and enthusiastically to achieve high productivity. People, who have high motivation to succeed, think that success and failures have the same opportunities, so they consider their efforts to be the best opportunities to experience feelings of success and satisfaction (Thahier et al., 2014). The authors Chukwuma and Obiefuna (2014) define motivation as a process starting by the need of the human being which creates a negative pressure in a person. Beardwell and Claydon (2007) see motivation in the connection with work as a psychological process resulting from the interaction between employees and the working environment. This is justified by the considerable degree of self-realization and willingness. Employees are willing to increase their work effort to meet their needs and desires. Armstrong (2010) perceives motivation as intentional behavior of individuals. According to him, well-motivated employees are the ones who have clearly defined their objectives and do activities leading to the achievement of these goals. Based on the above mentioned definitions, it is evident that motivation plays a large role not only in people’s lives but also in organizations and in the entire system. Being motivated means to do something. Thus the one who feels neither impulse nor inspiration to act is characterized as unmotivated. Catwallader et al. (2010) suggests hierarchy that corresponds to the three levels of motivation in general. The highest level shows a globally oriented motivation at the personality level. The second level is the motivation context that addresses the general motivation towards major life contexts such as interpersonal relationships, work, education, religion, sports and technology. The third hierarchical level is situational motivation. People experience this motivation when they are involved in activities.

Each person is motivated by different motivating factors as they have different preferences (Lorincová et al., 2016). It is not only financial satisfaction but also the achievement of personal success or competition what can motivate employees (Bagshawe, 2011). Feedback at work is very important; it is an important component for motivation and satisfaction. Job satisfaction is part of overall satisfaction in life. Happy employees are productive. Type of task or job position are strong external factors that significantly influence the behaviour of employees, their progress, motivation and satisfaction (Sultan, 2012).

Motivation is individualistic and changes over time. It is necessary to regularly meet employees individually and discuss what motivates them. It is important to ask them what kind of work they are interested in, what rewards they would like to receive in

order to feel appreciated. It is also necessary to know what limits their good performance and what discourages them. Whether there is a certain type of work or a way which prevents them from meeting the required performance and how they can be supported. According to the four principles, a sound basis can be created to help leaders to back up the results at workplace and reduce staff turnover (Brecher, 2010). To understand what motivates employees to contribute with their talents and efforts is a key that opens doors to effective management in all organizations.

Unlike reasonable assumptions, individual interest in workers is best motivated by external rewards. Research on public service motivation emphasized the importance of other driven attitudes. The theory of public service does not underestimate the importance of self-interest in understanding the motivation of workers. It is assumed that individuals engaged in community work are more motivated. Just as occupational locus and focus are of significance, so the idea to be in correlation with the importance of allocating employees to public service motives is significant too (Houston, 2014). Work motivation is often derived from the process of internal motivation, followed by a need and feeling of lack of employees. A desire for higher remuneration and respect employees deserve for the work performed lead them to the feeling of satisfaction. Employees may also be motivated to submit quality work results by the fact that the work result is attainable in the near future. When employee performance does not result in employee remuneration, it may happen that the work will not progress. So that employees are successful in their work, it is necessary for an organization to understand how it is possible to motivate them in accordance with the environment in which employees carry out their tasks. It results from the fact that strategies involved in the process of employee motivation are considered volatile and it is necessary to renew them over a period of time (Hellriegel and Slocum, 2007).

Managers often think they can motivate others, but this is wrong because motivation is primarily an internal process. One must first of all motivate yourself to be really motivated. The employer provides its employees with favourable conditions and a suitable environment, but cannot force them to motivation. To understand what motivating factors constitute appropriate working conditions form the basis for a good working environment (Bagshawe, 2011). According to Ayupp (Ayupp and Kong, 2010), work motivation is defined as the psychic powers of man, which determine the direction of human behaviour in organizations, the level of individual effort and the level of endurance in facing obstacles. Changing intrinsic motivation is much more difficult and the results are more uncertain than relying on extrinsic motivation (Yuanhua et al., 2007). Extrinsic motivation refers to carrying out the activity as a means to achieve a goal, that is, to obtain a reward or avoid punishment (Levin et al., 2012). For this reason, economists and managers prefer external motivation because these motives contribute to instant satisfaction and result.

Managers often suppress intrinsic motivation through external stimuli and formal controls. Employee perception that he or she is under control can be considered as a central factor in the reduction of intrinsic motivation (Christ et al., 2012). The organization is

effective in motivating its employees to the extent that it creates conditions to meet the needs at the highest level (Sahoo et al., 2011). This means that people with a high need for achievement require not only the use of their individual skills but they also tend to take appropriate risks in the desired task (Wu et al., 2008). Intrinsically motivated employees should be more involved in the work of their colleagues. It is also possible that intrinsic motivation might increase organizational behaviour as a sign of meeting the needs of kinship (Kuvaas and Dysvik, 2008). All types of work motivation of employees are influenced by positive and negative factors. Aspects we want to achieve are positive factors. Man is willing to work in line with business objectives in order to achieve what he wants (Lorincová and Potkány, 2015). Negative factors work reversely. We try to avoid things we do not like. However, this does not mean that it still happens. For example, independence is one of the positive incentives. Little independence at work has a negative impact. Employers must keep in mind that incentives that once functioned as good motivational incentives, such as good working conditions, security of permanent employment or a reasonable wage, may not be as effective and adequate as they used to be in the past. Factors will not motivate all the time, so therefore they should be frequently updated (Robbins and DeCenzo, 2008). Feedback at work is very important, it is an important element for motivation and satisfaction. Job satisfaction is part of overall satisfaction in life. Happy employees are productive. Type of task or job position are strong external factors significantly influencing the behaviour of the employee, his progress, motivation and satisfaction (Sultan, 2012).

Motivational factors constitute a coherent set of elements and incentives that determine the strength of motivation affecting work performance of employees. The actual effect of the factors is determined by the context and nature of the work in which they are applied. Some factors tend to have a more significant influence while others are less effective. Employers are trying to influence their employees to achieve better results, greater competitiveness and prosperity. Positive encouragement, such as the reward system is linked to job performance. For example, when employees meet the desired behaviour, the company management will ensure adequate remuneration. The remuneration system must always be clear and transparent for all employees in the company. Many times, better results are achieved when financial rewards are linked to rather short-term objectives (Ebert and Griffin, 2007).

In accordance with the above mentioned ideas, motivational factors and tools can be classified in the following way (Blašková and Hitka, 2011):

- Processing - this a systemic and systematic application of motivational in all key management processes and in the development of human potential,
- Personal - which, in the view of their current application, do not present too costly ways of influencing motivation in companies,
- Symbolic - they work with the importance and allocation of symbolic values reflecting the rate of rewards, recognition and benefits of working efforts of individuals and working groups or teams,
- Intellectual - their purpose is to positively address, encourage

and help to meet the need for intellectual self-realization of employees and managers,

- Communicative-social - business communication is a two-way process, it has to be active, friendly, without artificial barriers and has to use adequate communication channels.

2. DIFFERENCES IN EMPLOYEE MOTIVATION

In recent years employee motivation has become a determining factor for the success of the organization (Němec et al., 2015). Work motivation is much more complex because people have different needs and desires, so they are motivated in different ways. Employee motivation is, due to their economic behaviour, closely linked to the problems in human resources management what also affects the company performance (Armania-Kepuladze, 2010).

Siddique et al. (2011) emphasized that employees are an important asset for any organization and they should be motivated according to the changing context of the organization in which they operate.

Work motivation depends not only on the sphere (sector) of employment but also on factors such as age, gender, education, and this is particularly visible at management level. Eskildsen and Nussler (2003) found out that the reason for the relatively high level of work motivation could be the fact that higher educated employees are to be seen in higher positions dealing with more diverse and more demanding tasks. The differences are greater when comparing married women to men - entrepreneurs with dependent children. According to Demartino and Barbata (2003) the percentage difference between these two groups is increasing by the career motivational stimuli. Based on this study, motivation focused on family responsibilities recorded the largest increase.

2.1. Differences in Employee Motivation Based on Gender

Today, women play an important role in employment and their participation in economic life is constantly increasing. Underestimating and misunderstanding of women's work motivation leads to insufficient use of their skills and experience (Armania-Kepuladze, 2010). Research of motivational differences by gender is based on the concept of fundamental differences between men and women, so on the existence of gender stereotypes which can be seen in a historical context relating to the male hegemony (domination, leadership) based on gender differences in priority perception and on the guarantee of qualitative differences among people. Biological differences result in different mental preferences of looking at the world, there are differences in intellectual functions and in subconscious, automatic and instinctive reactions (Štarchoň and Weberová, 2016). According to Peterson (2004), men prefer to work independently and seek help from those who are in a position of authority. On the other side, women prefer to work interactively and seek help from colleagues with whom they are in a group. Based on the theory of gender stereotyping, Armania-Kepuladze (2010) claims that men and women have different goals and needs and that is why they are motivated differently. Men yearn for independence, for power and status, self-realization, popularity and success. In the

workplace, women and men with different preferences and objectives can be found, so their motivation is different. Satisfying stereotypical male needs such as economic profit, independence and success are more typical of men. So performance incentives such as financial income, freedom, career advancement, challenges, and opportunity of self-realization, etc. are more significant for men. According to Meece et al. (2006), women should fulfill the need for incentives linked to family care and the quality of their family life. Based on this finding, the author assumes that interpersonal relationships, a sense for security, social benefits, the environment, etc. are more important ways of motivating women. Furthermore, Arnania-Kepuladze (2010) claims that some authors of theories relating to “successful motivation,” which focuses on the differences in male and female orientation success, concluded that women are highly motivated to prevent or precede success because they tend to expect negative consequences of success such as social rejection or the feeling of inferiority. Inceoglu et al. (2012) say that gender differences can be observed in relation to changes in the course of life: For example, when women have the need to establish a family, their priorities may change. The same can also be observed in the case of career breaks, or while working part-time, or when experiencing some tension in the family or at work. Hofstede (2001) concluded that the differences in motivation of men lie mostly in income, career advancement and responsibility. Women appreciate friendly atmosphere, prestige, challenge, importance of work, job security and mutual collaboration. Bigoness (1988) found out that men usually emphasize the amount of salary, while women consider professional development for more important. In their work, Reif et al. (1976) investigated the role of specific remuneration for men and women. They found out that gender was a decisive factor in the determination of the remuneration payable. Investigating motivation based on gender stereotypes therefore leads to the conclusion that male economic behaviour can be characterized as obtaining promotion, recognition, success, and as a tendency to make money and work independently. According to the opinion of Demartino and Barbato (2003), a higher proportion of women became entrepreneurs in order to reconcile work and family, while a higher proportion of men tried to create wealth or to be promoted. There are many similarities between female and male entrepreneurs but there are also many differences. Women and men have different incentives. Marriage and children do not have a big impact on the objectives of male entrepreneurs. Orhan (2000) has a similar view, according to his opinion, women are motivated by a greater degree to become entrepreneurs because of family reasons and lifestyle than equally qualified men. Women are less motivated by wealth creation or promotion. Thus, women are influenced and motivated more by family needs and men by economic incentives (Demartino and Barbato, 2003).

2.2. Differences in Employee Motivation Based on Age

There are different views in observing the generation gap in the workplace. In one of the views, Tolbize (2008) believes that joint activities affect and define each generation. Although individuals in different generations vary, nevertheless they share certain ideas, values and behaviour just because of joint events (Zemke et al. 1999). Perceived decline of working morale is probably one of the main causes of generational conflict in the workplace (Tolbize, 2008). Younger adults are more motivated by a desire to increase profits and older adults are more motivated to keep what they

already have (Freund, 2006). In his work, Deal (2007) claims that younger workers are complaining about the lack of respect for them in the workplace. Older workers often share similar views on the particular attitudes of young and new employees towards the company management. Younger employees as well as their older colleagues want to be respected, although understanding the links between older and younger employees are different. Based on their experience, older employees wish that their opinions are more respected while younger employees wish to be listened to. Kanfer and Ackerman (2004) point out to the fact that research into the career phase suggests age-related changes in motivational variables. Chronological age rather than cognitive abilities play a key role in the successful outcome of work of middle-aged and older employees. Younger workers have identified different educational needs than their older colleagues. For example, older generation likes skills training in the area of their qualification, while younger generation prefers leadership training (Deal, 2007).

3. METHODOLOGY AND METHODS

The method of questionnaire was used to find out values of motivational factors and to divide respondents into age groups. In this research, a questionnaire has been designed to investigate work motivation since 2009 (Hitka, 2009). The questionnaire consisted of 30 closed questions and it was divided into two parts. The first part looked at the socio-demographic characteristics and qualifications of employees in companies. Basic data about the respondents regarding their age, gender, number of years spent in the company, educational attainment and position were obtained. The second part of the questionnaire consisted of motivational factors - these helped us to find out more information about the working environment, working conditions, applied evaluation and remuneration systems, human resources management, the system of social care and employee benefits, as well as about employee satisfaction or dissatisfaction, their value orientations, attitudes to work, to colleagues and to the company in general. The list of motivational factors was organized alphabetically in order to avoid influencing of respondents. Employees could attach to all these questions one of five degrees of importance within the range of 1-5 - while 5 was the maximum and 1 the minimum. The questionnaire was electronically distributed to employees in randomly selected companies throughout Slovakia in the years of 2015 and 2016. The research sample consisted of employees at all working levels employed by Slovak manufacturing and non-manufacturing companies as well as by businesses providing services. The total number of respondents was 9,637 (Table 1). The questionnaires were evaluated using the programme STATISTICA 10 (StatSoft. Inc., 2011).

In 2015, total 5,193 respondents answered the questionnaire, 53.73% of them were men and 46.27% of them were women. In 2016, total 4,444 respondents participated in the survey (49.66% men and 50.34% women). Five most important factors were defined for both male and female gender by using arithmetic mean. Student's t-test and Duncan's test were used to evaluate the impact of age on the level of motivational factors (Schmidtová and Vacek, 2013). Both tests specify the results of analysis of variance. In addition, they show significant differences among levels as well as differences among levels relating only to statistical

discrepancies. Level of significance P-value is calculated to all differences between two averages. If $P < 0.05$, the hypothesis of equal averages will be rejected. Consequently, two working hypotheses have been defined:

Hypothesis H_1 - it is assumed that in terms of gender, the importance of motivational factors will not be statistically significantly different.

Hypothesis H_2 - it is assumed that from the perspective of respondents in different age groups, the importance of motivational factors will not be statistically significantly different.

4. RESULTS

In Tables 2 and 3 the average value of the five most important motivational factors for women and men are defined. Despite the differences in the average values, it can be stated that considering the order of importance, there is a high degree of similarity in preferences at men and women. Significant differences can be seen at the factors of good working team and the atmosphere in the workplace.

After defining the average values, the obtained differences in the level of motivation of women and men were subsequently analysed by using the Student's t-test. Table 4 shows 18 significantly important motivational factors. Looking at these factors, it can be seen that the value of the F-test falls within the critical field - this means that F is a subset of C and $P < 0.05$. As significant differences between median values of particular motivational factors can, in view of men and women, be observed at 18 factors, it can be concluded that the differences between the median values are of statistical significance. The result of our analysis shows that hypothesis 1 cannot be accepted. So there are significant differences between the mean values of factors. It can therefore be stated that, in view of the importance of particular motivational factors, there are fundamental differences in the level of motivation between men and women in Slovakia.

In our investigation, five most important motivational factors were analysed according to gender and age. Basic salary is one of the most important factors in the financial motivation of employees. It is connected with the feelings of justice, evaluation and comparison. It is most often emphasized in the working process, and it is an essential part of remuneration. Employees have to be satisfied with their financial evaluation in order to be motivated in a sufficient way. Although men attach greater importance to the motivational factor of basic salary, no changes in the level of significance based on age can be seen (Table 5). Looking at women, it can be seen that there are significant changes in the level of importance in the age category over 51. This may be associated with the idea of early retirement, and therefore their basic salary requirements can decrease. We also believe that older women consider basic salary for less motivating in comparison with younger women because of lower financial demands for livelihood. Younger women with established families and children require higher financial rewards for the subsistence of their families.

Table 1: Size of survey sample

Year	2015	2016	Total
Men	2.790	2.207	4.997
Women	2.403	2.237	4.640
Total	5.193	4.444	9.637

Source: Own research

Table 2: Preference of motivational factors at women

Motivational factor	Average
Basic salary	4.46
Good working team	4.43
Job security	4.41
Fair appraisal system	4.38
Atmosphere in the workplace	4.37

Source: Own research, significant differences in motivational factors are highlighted in bold

Table 3: Preference of motivational factors at men

Motivational factor	Average
Basic salary	4.54
Job security	4.43
Good working team	4.42
Atmosphere in the workplace	4.39
Fair appraisal system	4.38

Source: Own research, significant differences in motivational factors are highlighted in bold

Table 4: Significant motivational factors

Significant motivational factors	P
Atmosphere in the workplace	0.002
Good working team	0.006
Communication in the workplace	0.000
Name of the company	0.000
Opportunity to apply one's own ability	0.000
Workload and type of work	0.004
Information about performance result	0.004
Work environment	0.000
Work performance	0.000
Career advancement	0.000
Competences	0.003
Supervisor's approach	0.000
Individual decision-making	0.043
Self-actualization	0.001
Workplace safety	0.000
Mental effort	0.000
Personal growth	0.000
Recognition	0.002

Source: Own research

In general, it can be stated that a salary, under the right circumstances, can be motivating for employees, but in a badly created and poorly managed reward system it can be demotivating. This means that being inadequately financially rewarded, employees may feel unappreciated and frustrated and their motivation can be decreasing. Their performance is stagnant and they show neither an increased degree of initiative nor creativity.

Many employers seek to maintain positive interpersonal relationships in the workplace (Stacho et al., 2013). As this factor is closely connected with the atmosphere in the workplace, it is the basis for a good working team and adequate communication among employees. Favourable working and interpersonal

relationships in a team create harmony, which has a positive impact on employee performance, improves working environment and contributes to employee satisfaction as well as to harmonizing their interests. Younger employees should avoid possible conflicts in the workplace and seek to maintain their authority in a team.

Looking at women, no statistically significant differences among age categories can be observed (Table 6). In all age categories, women attached a similar importance to this factor. However, in the age category over 51, the demand has slightly increased. But this difference is not statistically significant. Looking at men, it can be observed that the influence of this factor is the highest in the age category of 41-50 years. It is assumed that younger men maintain good working relationships among themselves, they want to be part of a good team, they help each other and thus contribute to a better atmosphere in the workplace. Working team has a smaller impact on older men, we assume that this is caused by the fact that these men have spent in the same team a longer period of time, they have known each other for years or because of possible conflicts arising in the workplace.

Globalization, an aging population and widespread social changes have contributed to the feeling of uncertainty about the future. Employees are exposed to the likelihood that during their work career they will have to undergo a number of changes at work and perform different activities. At present, lifetime employment has become unusual, persons are challenged by several changes during their employment growth - they change one job for another or they go from unemployment to employment, from school to work, or from work to retirement, so these are some of the reasons why, in the long run, the number of lifetime employees is decreasing. Job security is for all employees in Slovakia of high importance.

This motivational factor may be less motivating for the younger age group just starting their career and discovering what kind of job would satisfy them.

Younger women do not consider job security for very important because in case of losing their jobs they have more options (Table 7). Another reason may lie in the fact that many younger women have not become co-breadwinners yet. Conversely, older women have commitments to their families, so it is very important for them to maintain employment and regular income. Significantly important differences are mainly in the age category of women over 51 years. Looking at men in the same age category (over 51 years), this factor is of high importance too. Older people, having a few years till their retirement, need to have job security because in case of dismissal or change of job they, due to their age, would be unable to find employment.

The atmosphere at work is influenced by other factors, which may reflect on employee performance. It is important that these factors are set to encourage employees to better performance. These are physical and socio-psychological factors. Lighting, noise, micro-climatic conditions, clean air and so on are physical factors. It is important for employees that these factors are set to be motivating for them and thus they could contribute to their good performance. On the other hand, socio-psychological factors can be influenced by the fact that, for example, employees perform physically demanding work leading to greater mental stress and fatigue and exhaustion reducing employee satisfaction from work.

Based on our findings, it can be generally stated that, according to age, the motivational factor atmosphere in the workplace does not show significant differences at women and men (Table 8). This

Table 5: Significance levels by Duncan test for women and men - basic salary

Age	Women				Men			
	Up to 30	31-40	41-50	Over 51	Up to 30	31-40	41-50	Over 51
Up to 30		0.758	0.652	0.019		0.087	0.314	0.835
31-40	0.758		0.479	0.010	0.087		0.415	0.117
41-50	0.652	0.479		0.045	0.314	0.415		0.393
over 51	0.019	0.010	0.045		0.835	0.117	0.393	

Source: Own research, significant differences are highlighted in bold

Table 6: Significance levels by Duncan test for women and men - good working team

Age	Women				Men			
	Up to 30	31-40	41-50	Over 51	Up to 30	31-40	41-50	Over 51
Up to 30		0.505	0.537	0.743		0.083	0.550	0.200
31-40	0.505		0.933	0.350	0.083		0.229	0.590
41-50	0.537	0.933		0.380	0.550	0.229		0.437
Over 51	0.743	0.350	0.380		0.200	0.90	0.437	

Source: Own research

Table 7: Significance levels by Duncan test for women and men - job security

Age	Women				Men			
	Up to 30	31-40	41-50	Over 51	Up to 30	31-40	41-50	Over 51
Up to 30		0.836	0.840	0.037		0.241	0.954	0.207
31-40	0.836		0.984	0.049	0.241		0.239	0.018
41-50	0.840	0.984		0.053	0.954	0.239		0.217
Over 51	0.037	0.049	0.053		0.207	0.018	0.217	

Source: Own research, significant differences are highlighted in bold

means that this factor remains important during the entire active working time of employees.

Employee evaluation is focused either on work results or on work and social behaviour of employees. These results are complemented with an assessment of the extent to which work related skills meet the job requirements. Employee evaluation strengthens the degree of job complexity, responsibility and difficulty, this is compared to other jobs to achieve fair evaluation. Criteria such as quality of work, quantity of work, ability to collaborate, reliability, working attendance and so on are assessed during evaluation. Fair evaluation brings employees satisfaction of their needs, social security and self-realization opportunities. In all companies, an evaluation system should be introduced which will be acceptable to all employees and will contribute to successful job performance.

Compared to the other two age categories, fair employee evaluation significantly differs in groups of women aged 41 to 50 and over 51 (Table 9). This factor is also highly important for men but there are no significant differences among age categories.

5. DISCUSSION AND CONCLUSION

The aim of employee motivation is to associate their achieved work results with the possibility of meeting their own internal needs. Each employee has his own ideas about motivation at work. To have a man in a team who is able to motivate both the team and him-self is a huge advantage for the company. On the other hand, it may happen that the departure of such a person can cause a chain reaction and destroy the long built team. Employees are also influenced by motivational factors. The order of the factors of work motivation is to be understood as a complex of simultaneously operating aspects of the work, and employees emphasize some of them more than others. This depends on the level of importance in a given situation. This means that the significance order of the factors of work motivation is not constant, it often varies and depends on the degree of satisfaction of employees' needs. Recently, employees in many companies have been offered a compensation package that is annually supplemented by new

incentives - this has been proven as an effective move. It has also been proven that favouring employees by seniority is better than motivation favouring their position. People like to work for such a company that cares about their personal and professional growth and supports their efforts to feel good about themselves. But they do not like to work for employers where they feel to be unappreciated and manipulated and where authoritarian management style dominates. Many people do not want just to make money, they want to belong somewhere, they want to feel good because of the accomplished work and they are eager to make changes. Factors like corporate culture, atmosphere in the workplace, contributions to culture and sport, use of corporate services, and other are more important for many employees than financial factors. However, if firms want capable people to work for them, much more will have to be offered.

Analysing the impact of gender and age on employee motivation in Slovak companies, it can be concluded that based on gender, there are significant differences at Slovak employees. This was reflected in 18 motivational factors, from which five most important were analysed in detail - basic salary, good working team, job security, fair employee evaluation and atmosphere in the workplace. Next, we pointed out that based on age, significant differences exist at some motivational factors. It is the motivational factor basic salary and job security - these are significantly more important for women aged over 51 years than for their younger colleagues. Looking at the factor fair employee evaluation, significant differences can be observed between the age category of women over 51 years and women up to 30 years. Looking at men in all age categories, differences were found only at the motivational factor job security in the age category of 31-40 years old men. Hypothesis H_1 can be rejected.

These findings can help managers in Slovak companies to create motivational programs according to employees' gender and age. The effectiveness of their motivational programs can be substantially increased.

All in all, it can be stated that dependence between age and gender of Slovak employees exists. Work experience, workplace

Table 8: Significance levels by Duncan test for women and men - atmosphere in the workplace

Age	Women				Men			
	Up to 30	31-40	41-50	Over 51	Up to 30	31-40	41-50	Over 51
Up to 30		0.525	0.432	0.229		0.724	0.327	0.654
31-40	0.525		0.180	0.077	0.724		0.488	0.902
41-50	0.432	0.180		0.618	0.327	0.488		0.536
Over 51	0.229	0.077	0.618		0.654	0.902	0.536	

Source: Own research

Table 9: Significance levels by Duncan test for women and men - fair employee evaluation

Age	Women				Men			
	Up to 30	31-40	41-50	Over 51	Up to 30	31-40	41-50	Over 51
Up to 30		0.133	0.048	0.008		0.316	0.366	0.631
31-40	0.133		0.583	0.229	0.316		0.892	0.156
41-50	0.048	0.583		0.464	0.366	0.892		0.188
over 51	0.008	0.229	0.464		0.631	0.156	0.188	

Source: Own research, significant differences are highlighted in bold

experience regarding relationships with other colleagues and with the superior are vaster with increasing age. This affects all age categories in their view on motivational factors. However, this does not depend only on age but it also depends for example on the nature of character, personal traits of employees, corporate culture in which they work, the internal structure of the company, the nature of the work performed and so on. Thus there are also other factors that are not motivational, but they can affect employee motivation. Therefore, it is necessary for superiors to apply in the matter of motivation a specific and individual approach to every single employee.

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