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## Article

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## LEADERSHIP AND MOTIVATION AS THE PART OF CORPORATE CULTURE IN SELECTED COMPANY

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**Abstract:** *The aim of this paper is to evaluate the management and motivation of people and employees as part of the corporate culture in a selected company in a retail chain. The selected company has been operating in Slovakia since 2000, when it opened its first branch. Today, this chain of stores operates almost all over Slovakia and is still expanding. Primary and secondary data, methods of analysis, synthesis, deduction, comparison and statistical methods (Chi square test) are used to prepare the paper. The first part contains theoretical starting points and knowledge of the investigated issue from Slovak and foreign sources. The methodology contains a precise definition of the main goal, subgoals of the work, material and work procedure. The following is an analysis of the actual state of the selected entity. We use the questionnaire method to obtain information to evaluate leadership and motivation. The questionnaire is composed of 14 questions, 5 of which are identification questions, and the others are focused on the preferred style of leadership and satisfaction, on building a corporate culture, on current benefits and satisfaction with them, on potential benefits and on demotivation factories. The survey was completed by 57 respondents who were employees of one of the branches. Three hypotheses are formulated as part of this survey. Among the main analysis results, we can include satisfaction with the leadership style and the perception of corporate culture in the sense of "Everything for people" (for customers and employees) but also negative things such as insufficient current benefits and demotivation in the form of employee overload, bad working relations or insufficient environmental responsibility. All 3 hypotheses were rejected. Satisfaction with the leadership style does not depend on years of service, satisfaction with benefits received does not affect the age of the employees, and building a corporate culture does not depend on the leadership style of people. Subsequently, proposals and recommendations for practice are formulated based on the analysis. Among the most important proposals are support for the health of employees in the form of vitamin packages and wellness, sick days, financial rewards and team building. The conclusion of the paper also includes the limitations of the research and its possible extensions.*

**Keywords:** leadership; motivation; corporate culture.

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**1. Introduction.** Human resources are an important element for the company. We advise the management of human resources on basic managerial functions and activities. Every business, organization or company has its own visions and set goals that it wants to achieve. The main attribute for achieving goals is the effective management of people and employees. Effective management inherently includes the work motivation of employees, which is the key to good work performance, which leads to the fulfillment of corporate goals and thereby the satisfaction of managers, employees and the immediate environment of the company. The company's surroundings, whether near or far, subconsciously perceive successful companies and their "know-how", which represents a strong corporate culture. All three elements, leadership, motivation and corporate culture, are connected to each other, and their correct connection will create a successful business that moves forward and fulfils its goals. People management and work motivation is a constant and current issue of the society in which we live; therefore, it is dealt with by managers, executives, business owners and others who are concerned with increasing the competitiveness and prosperity of the company. In any case, intensive attention has been given to the mentioned issue for several decades. One of the aims of the paper is to try to apply the acquired knowledge about leadership, motivation and corporate culture. A strong corporate culture is connected with the success of a business. Corporate culture can be understood as original values, priorities and standards that are recognized and respected by the company's employees. A strong corporate culture has a very significant impact on leading people and motivating them. Managers play an important role in shaping corporate culture. Their quality and leadership style influence the values, ideas and approach of employees to work or optimal behavior in the workplace. It is necessary to pay attention to this issue (Budzakova, 2021).

In the contribution, we deal with the mentioned issue. In the first part, we will clarify and explain basic theoretical concepts related to motivation, people management and corporate culture. Subsequently, we define the main aim of the paper, which is to evaluate the leadership and motivation of people as part of the corporate culture in the selected company, and we will determine the partial goals of the work, such as the choice of research methods and procedures for their use and the preparation of a questionnaire survey. The chapter contains the definition of research hypotheses, which we will evaluate statistically at the end. The results contain an analysis of the actual state of the solved issue in the selected entity. We briefly characterize the selected company. The chapter contains an assessment of people's management and an assessment of the motivation of the selected company. We will list the elements of corporate culture that the company uses. An important part of the chapter, for the fulfillment of the main goal, is the analysis of the conducted questionnaire survey and the interpretation of the survey results. This section also includes a statistical evaluation of established hypotheses using selected statistical methods and an evaluation of the basic demographic and open questions of the questionnaire survey. The discussion includes a set of proposals and recommendations for practice based on the theoretical knowledge gained and the results of the research of the selected company.

**2. Literature Review.** At the end of the 19th century, the theory of leadership began to develop, while today, it already offers dozens of definitions, models or concepts of effective people management. The authors in the definitions deal with the questions who? (leader) what? (guides), how? (in a certain style), who? (colleagues), why? (in order to achieve goals), leads. (Remisova et al., 2015). Leadership can be defined, for example, as "the ability or process of influencing people, in which the leader, using his power, strives for the voluntary and willing participation of subordinates in achieving group goals, and thus the satisfaction of his own needs. A necessary prerequisite for leading people is power, or authority" (Sedlak & Liskova, 2016). According to research on the management of international teams by Kosciarova et al. (2022), individual styles of leadership and motivation truly differ depending on the national specifics of some countries.

The authors distinguish different approaches to managing people, namely:

- bureaucratic (focused on rules and discipline) and nonbureaucratic (focused on the subordinate's personality and good relations;
- authoritative, democratic and liberal;
- likert styles – exploitative-authoritative, benevolent-authoritative, consultative and participatory-group;
- Blake-Mounton management grid (low/high focus on people, low/high focus on production);
- transformation of people's leadership style from vertical to shared leadership during project realization (Droppa, 2010, Kadlecikova et al., 2015, Gan et al., 2023).

Human factors are also a new trend in the measurement of macroeconomic performance. It is focused not only on quantitative indicators such as GDP and GNP but also on indicators of quality of life (health, education, environment). This new area is known as the "humanistic economy" (Opolski & Gemzik-Salwach, 2021, Tkachev & Lutsenko, 2022). It is connected with current challenges in worldwide sustainable

development. The Sustainable Development Goals (SDGs), resp. the Global Goals, were set by the United Nations in 2015 as a universal plan to action to end poverty and protect the environment, peace and prosperity until 2030. Employee motivation is an important part of their management and contributes a significant part to the performance of employees in the company and is an important part of the quality of working life. Sekova (2013) defines motivation as "an interactive process influencing internal drives (motives) that direct human behavior, i.e., activate or move them into action with the intention of achieving a goal". The factors that contribute to the creation of motivation are known as motivation sources or motivators. They are very diverse and include ideals, needs, values, interests, habits and goals. (Alexy et al., 2004; Kubani, 2011, Janošková & Ubreziouva, 2021, Vrablikova et al., 2022).

Motivation is currently the subject of various self-development bestsellers. Theories of motivation are a source of knowledge about the characteristics of people's behavior and thinking. Through them, we can predict how people will behave in different conditions under the influence of motivational stimuli and how they will behave without them. It can be divided into two categories: theories of needs and theories of the motivational process. Needs theories have connectivity with human needs and their fulfillment. To needs theories include Maslow's theory of needs, Alderfer's ERG theory, Herzberg's two-factor theory and McClelland's theory of achievement needs. Theories of the motivational process are connected with the processes of motivation, that is, how motivation is stimulated, corrected, followed and how it disappears. Here are equity theory, expectancy theory, reinforcement theory, theory X and Y, and theory Z (Droppa, 2010, Bong et al., 2023). Various motives operate in the work process because even motivation as such is relative and unstable. Employees are motivated by the following motives:

- repressive → here belong motives that distract the employee from work, e.g., various debates;
- supporting → refer to the creation of prerequisites for the effective effectiveness of the third group of motives, the so-called activation, e.g., creation of a pleasant atmosphere in the workplace;
- activating → create a positive effect directly at work and help to increase the effectiveness of the work activity, e.g., the motive of success, appreciation and recognition (Alexy et al., 2004).

Dvorakova et al. (2012) and Buckova (2021) found that employee motivation creates satisfaction on the part of both the employee and the employer. From the employer's point of view, a properly motivated employee strives to perform as well as possible at work, to persevere at work and, in general, creates positivity around him. From the employee's point of view, motivation is if he is adequately rewarded with a reward in any form that benefits him, and thus he sees the point of performing better. The most basic features of a motivated employee are as follows: loyalty to the company he works for, initiative and energy, looking for opportunities to improve knowledge and skills, setting work goals that can be achieved, proactive approach to solving problems, proactive approach to changes in organization and an award for recognition of their work. Jan (2017) also identified the typical features of an employee for whom the respective type is effective for individual types of motivation (Table 1).

**Table 1.** Types of motivation needs

Type of motivation	Typical features of employees
Financial or material motivation	Employees have the weak and purposeful relationship to work
Interesting work	Employees are happy and they enjoy their work
Performance or success motivation	Employees would like to be good at work, they are competitive
Personal or professional reputation	Employees are interested in impression and they would like to be visible
Social significance of work	Employees are interested in the broader social meaning of tasks
Need for power	Employees convince others of their point of view
The need for belonging	Employees cooperate and would like to be a member of a group

Sources: developed by the authors based on (January 2017).

Gallo et al. (2023) investigated the differences in the motivation of the prevailing generations on the labor market – X and Y. According to research findings, the differences between Generation X and Generation Y claim that work motivators are insignificant and that both groups have similar motivators to support their work performance. Differences in work between Generation X and Generation Y include mainly career growth, a friendly working environment and work-life balance. For Generation Y, these factors are more important than for Generation X. The results of research from Chi et al. (2023) demonstrate that transformational leadership significantly affects job satisfaction, which is strongly associated with job performance. These findings suggest that managers may benefit from combining transformational leadership with financial rewards to motivate employees and improve job performance.

Vrablikova et al. (2022) investigated the differences between motivation methods in family and nonfamily businesses. Authors found that the differences in the ways of motivating employees in family and nonfamily businesses are not significant. The level of motivation in these two types of business is at a good level, but there are many opportunities for improvement in both. The first difference is that motivation in nonfamily business focuses mostly on financial remuneration and benefits for employees, while family business focuses on the active presence of managers in the workplace, open communication with employees and participation in decision-making. The second difference is that in financial evaluation, nonfamily businesses focus more on length of service and loyalty to the company, while family businesses focus more on quality of work and active approaches to duties and achieving goals.

The basic pillar of any company is its culture. An enterprise is an economic and legal entity that exists in the market as well as in society. In front of the prickly society, it appears as a unified whole, but internally it is made up mainly of people, and they differ from each other. Therefore, corporate culture should be something that unites them, and everyone who works in the organization should participate in it. "Corporate (enterprise) culture is understood very broadly - as a set of values, symbols, attitudes, ethical starting points, assumptions and perspectives that influence the actions of employees with each other and in relation to the external environment" (Cihovska et al., 2014). Corporate culture is claimed to be an important driver of business value. However, there are many unanswered research questions, such as how do we define and measure corporate culture, is it possible to assign a dollar value to culture, what is the relationship between the elements that constitute a firm's culture and performance, do leaders invest enough in culture, and how do investors, incentive compensation, and various governance structures reinforce or work against a value-enhancing culture? Corporate culture involves the value system, traditions, customs of the organization, the way things are done in the organization, etc. The mission and the vision are set by strategic management in the organization with the purpose of giving it a direction and ensuring its survival in a dynamic environment. It is a complex and deep system, being in effect the soul of the organization, which resides in the motivation of each individual and which, therefore, requires a special kind of leadership (Osburn, 2008, Graham et al., 2022, Todorova, 2023). For a proper understanding of corporate culture, it is important to go to its three individual levels, where we will list its basic elements:

- Surface level, artifacts – they are symbols that we can perceive using our senses. The surface level of corporate culture is made up of the company's architecture, formal or informal clothing of employees, office furnishings, verbal or written expressions, and the behavior of employees towards customers and towards each other.

- The second level – it is a deeper understanding of the behavior of employees and the reasons for their behavior, the so-called dealing with the system of values, standards and norms that have been accepted by employees and behave according to them. In accordance with corporate culture, we recognize two categories of values: instrumental (salary) and ethical (loyalty to the company, rules of morality).

- The third level – we include ideas, assumptions (about success, the existence of the company, knowledge...) and approaches (to work, to conflicts, to customers...).

Deal and Kennedy divide cultural types into four groups:

- Corporate culture "all or nothing" - individualism is promoted in the company, while individuals with original ideas are sought. Communication is unconventional and full of challenges. New employees must be able to assert themselves, and everyone can rise and fall quickly. Men and women are equal.

- Business culture of bread and games – within the organization, problem-free teamwork is the first place, and a friendly demeanor is important. Constant activity is valued. Celebrations are often organized, which includes the awarding of various awards.

- Analytical-project corporate culture – effort is highly concentrated on choosing the right decision because wrong decisions are considered a risk. He believes in scientific and technical rationality. All decisions are carefully thought out and planned for a long time. A career is built over years.

- Process corporate culture – the company concentrates on the process and its progress; excellent work performance is of primary importance, while the goal is only secondary. No mistakes must be made. Individuals who are able to work flawlessly even under adverse conditions come to the fore. (Cihovska et al., 2014)

The new trend that emphasizes the role of corporate culture and human resources as the most important production factor is the concept of Industry 5.0, which began to appear in professional articles after 2019. Industry 5.0 complements the existing Industry 4.0 paradigm by highlighting human creativity and innovation. This concept is focused on sustainable, human-centric and resilient European industry. Differences between



Industry 4.0 and Industry 5.0 are noticed in many actual publications. Industry 4.0 is considered to be technology-driven, whereas Industry 5.0 is value-driven. The coexistence of the two industrial revolutions is very important for the application of changes in management. Human-centrism is focused on physical and mental health, on wellbeing and employees are not considered as "cost", but as "investment". In the Fifth Industrial Revolution, humans and machines will cooperate. The use of human brain power and creativity is necessary for increasing process efficiency and combining workflows with intelligent systems. One of the most relevant challenges of Industry 5.0 is the design of human-centered smart environments (i.e., that prioritize human well-being while maintaining production performance). (Xu et al., 2021, Nahavandi, 2019, Coronado et al., 2022, Battini et al., 2022, Huang et al., 2022).

Working conditions and a favorable corporate culture affect employee satisfaction with their work, which has a significant impact on employee retention. Unsuitable working conditions are one of the most common causes of high turnover. It is also necessary to research the corporate culture in other components of the management of workers, which include communication with workers and assignment of work tasks, creation of a work environment, evaluation of work performance and counselling in case of work problems. In each of the abovementioned components, it is necessary to apply the setting of the company's culture. As an example, it is possible to cite a company that profiles itself as innovative but at the same time looking for social responsibility. When communicating and assigning tasks, such a company will take care of its values and promote them in the way of working. The working environment will most likely contain modern design elements, while elements of an environmental perspective (green walls, energy-saving electrical appliances) and social care (health counselling center, etc.) will also be incorporated. Evaluation of workers and counselling will be within the limits of innovative approaches with regard to the needs of employees. Even in view of the social changes due to the COVID-19 pandemic, employee motivation increasingly takes place through the application of socially responsible tools. Financial motivation will be granted taking into account the equality of the sexes or other groups, and at the same time, more modern methods of material remuneration will be used (contributions to the supplementary pension system, electronic vouchers, allowance for public transport, etc.). Nonfinancial benefits will support corporate culture through preset tools of team cooperation and social responsibility, such as team building activities associated with volunteering, the so-called "sick day" for pregnant women, an increased number of home office days for parents with small children, and many others. (Diacikova & Lach, 2019, Carnevale & Hatak, 2020, Budzakova, 2021).

**3. Methodology and research methods.** The aim of the paper is to evaluate the management and motivation of people and employees as part of the corporate culture in the selected company, which is operated in a retail chain. To fulfil the main goal, the following subgoals are defined:

- study of national and foreign literature for the theoretical processing of leadership and motivation of people as part of corporate culture, overview of research in a specific issue;
- choice of research methods and procedures for their use;
- the creation of hypotheses;
- characteristics of the selected company;
- preparation of a questionnaire survey;
- carrying out a questionnaire survey among the company's employees;
- analysis of the questionnaire survey;
- statistical analysis of the questionnaire survey;
- proposals and recommendations for practice;
- limitations and potential extensions of the survey.

The questionnaire contained 14 questions and was completed by 57 employees of one of the company's branches to obtain the most accurate necessary information about the management and motivation of people as part of the corporate culture in the selected company and their subsequent evaluation. Based on the analysed survey results, we will create appropriate recommendations for practice and thereby fulfil the primary goal. The research hypotheses were as follows:

*H1.0: Satisfaction with leadership style does not depend on the length of the employee's working time.*

*H1.1: Satisfaction with leadership style depends on the length of time the employee has worked.*

*H2.0: Employee satisfaction with benefits received does not affect the age of the employees.*

*H2.1: Employee satisfaction with benefits received is influenced by the age of the employees.*

*H3.0: A building company's corporate culture does not depend on the applied leadership style.*

*H3.1: Building a company's corporate culture depends on the applied leadership style.*

We used the following methods in the survey:

- The method of obtaining and collecting information - we used the method when processing the theoretical basis of the contribution and when obtaining information about the employees of the selected company, the company culture, the motivation itself, and the company's own brands.
- Method of analysis – Through this method, we analysed the management, motivation, and corporate culture of the company, analysed the questionnaire survey, and obtained data from the questionnaire and all qualitative and quantitative information.
- Questionnaire method using a questionnaire survey - we used the method to obtain the necessary information for the results and to evaluate leadership and motivation as part of the corporate culture in the selected company. The method was applied to a selected statistical sample of respondents.
- Deduction method - based on the obtained theoretical starting points of the issue and personal experience at work in the selected company, we created hypotheses.
- Method of comparison – collecting data on the qualitative and quantitative side of the survey. We used the method to compare real research results with established hypotheses.
- Statistical method - contingency tables - with the help of tables, a clear summarization of the mutual relations between two statistical signs, using the MS Excel program, a clear arrangement of the survey results based on tables and graphs.
- Statistical method - testing of 3 setted hypotheses by the chi-square test in MS Excel with the use of CHISQ.TEST function at the 5 % significance level ( $\alpha = 0,05$ ), the chi-square test is calculated by formula 1:

$$\chi^2 = \frac{R_i * C_j}{n} \quad (1)$$

where  $R_i$  – sum of the corresponding row;  $C_j$  – sum of the corresponding column; and  $n$  – total sum.

- Synthesis method - We used the method to combine the obtained information and thereby derive the results of the conducted survey.

**4. Results.** The company operates in a retail chain. From the viewpoint of organizational structure, one of the daughter companies is in Slovakia. In total, it employs more than 7,000 employees in Slovakia. The main activity is the retail sale of food and consumer goods through the store network. In addition to food, it also offers a nonfood assortment, goods such as cosmetics, clothing and tools or household accessories. The selected company has 70 stores, one logistics center and one administrative center.

Managers or executives play an important role in shaping corporate culture. Their quality and leadership style influence the values, ideas and approach of employees to work or optimal behavior in the workplace. As we already mentioned, more than seven thousand employees of this company work hard every day for the success of the company. As a fair and strong employer, the store constantly supports the individual potential of each employee. Of course, it has its own principles, which it follows when managing or motivating employees. The principles of the company are as follows:

- Giving direction and clear, direct communication – conflicts are resolved immediately, openly and above all in a timely manner. Substantial information about changes is provided to employees on time for efficient performance of work tasks.
- Discovering the potential and development of employees – the company demands that employees perform their work correctly and conscientiously, executives help them, support them, enable them to grow, and provide recognition, which is an important component of work motivation. The company also offers benefits for employees.
- Work performance and dynamism – optimization of daily activities.
- Fair dealing and trust – compliance with the established rules on the part of the employer as well as on the part of the employee to bring and pass on the best in their work. Managers prefer to act without prejudice, value each employee and show them trust. They respect their personality and expect the same from their subordinates.
- Be a role model – managers try to be a role model, a good example for their employees.
- Responsibility – defining clear competencies, accepting responsibility.
- The company's new principle, "Hands on it!" - everyone pulls together, regardless of their job title, whether they work at the headquarters or in operations.

The company's ethical standards and principles, which guide the work activities of all people employed at a company, are as follows:

- actions aimed at customer satisfaction;
- the price-performance ratio contributes to the company's position on the market;
- With the help of continuous improvement, the company manages to expand;
- work at each branch is systematic and coherent;
- success guaranteed, based on short and fast processes;
- compliance with laws;
- the basic principle, the principle is fairness;
- mutual support and respect, trust, praise, and acceptance of criticism, which is a prerequisite for a good corporate internal atmosphere;
  - ecological, social and economic responsibility, which concerns production and operating processes;
  - elements of corporate culture, which include the logo, work clothes, advertising and website.

4.1 *Interpretation of questionnaire survey results and hypothesis testing.* Fifty-seven respondents took part in a survey. Table 2 shows the percentage of answers to the first 5 identification questions, namely, gender, age, highest level of education, length of employment and job position.

**Table 2.** Basic features of the research sample

<b>Gender</b>	Man	31,6 %
	Woman	68,4 %
<b>Age</b>	Less than 20 years	5,2 %
	21 – 30 years	28,1 %
	31 – 40 years	33,3 %
	41 – 50 years	21,1 %
	More than 50 years	12,3 %
<b>Education</b>	Basic	1,8 %
	Secondary school without graduation	15,8 %
	Secondary school with graduation	52,6 %
	University - 1 <sup>st</sup> stage	17,5 %
	University - 2 <sup>st</sup> stage	10,5 %
<b>Duration of the employment relationship</b>	Other	1,8 %
	Less than 3 months (trial period)	7,0 %
	3 months – 1 year	21,1 %
	1 – 5 years	29,8 %
	More than 5 years	42,1 %
<b>Job position</b>	Operation worker	84,2 %
	Line manager	7,0 %
	Senior manager	7,0 %
	Top manager	1,8 %

Sources: developed by the authors.

With the following questions in the questionnaire, we gathered information using questions related to employee management, motivation and important corporate culture. With the last open question, we investigated the demotivation of employees. The upcoming questions are important to confirm or reject our predetermined hypotheses. The other 2 questions addressed the prevailing leadership style and respondents' satisfaction with it. Over half of the respondents (52.6 %) said that the democratic style of people management prevails. As part of the satisfaction survey, 28.1 % of respondents are satisfied and 45.6 % are probably satisfied. It follows that the company performs all activities related to the management of its subordinates at a high level, and employees feel a positive relationship with their management. More details are provided in Table 3.

**Table 3.** Leadership style and satisfaction

<b>Dominant leadership style</b>	Democratic	52,6 %
	Authoritative	28,1 %
	Liberal	5,3 %
	I cannot judge	14,0 %
<b>Satisfaction with leadership style</b>	Certainly yes	28,1 %
	Most likely, yes	45,6 %
	Most likely, no	21,1 %
	Certainly no	5,3 %

Sources: developed by the authors.



The next 3 questions were focused on corporate culture. As many as 59.6 % of respondents said that the main idea of the company's corporate culture is "Everything for people", which speaks of the importance of employee and customer satisfaction. In the case of the question of whether the style of managing people helps to build a corporate culture, 23.2 % of respondents answered "certainly yes" and 50 % of respondents answered probably yes". Regarding the perception of companies' efforts to build a corporate culture, 50 % of respondents said "certainly yes" and 31.6 % "probably yes". More details are provided in Table 4.

**Table 4.** Corporate culture

<b>Main idea of corporate culture</b>	Innovative employer	10,5 %
	Everything for people	59,6 %
	Responsible firm	14,0 %
	Quality above all	10,5 %
	Market leader	5,3 %
<b>Leadership style as help in building corporate culture</b>	Certainly yes	23,2 %
	Most likely, yes	50,0 %
	Most likely, no	26,8 %
<b>The effort to build a corporate culture</b>	Certainly no	0,0 %
	Certainly yes	50,9 %
	Most likely, yes	31,6 %
	Most likely, no	12,3 %
	Certainly no	5,3 %

Sources: developed by the authors.

In the next 3 questions, we determined whether the benefits offered by the employer help build corporate culture, whether these benefits are sufficient and what other benefits they would welcome. According to 48.2 % of respondents, benefits probably do not help to build corporate culture, and according to 26.8 %, they do not help at all. In the case of the sufficiency of benefits, the answers were also predominantly negative, namely, for 38.6 % of respondents, they are probably insufficient and for 35.1 % insufficient. Among the most requested benefits for the future are the 13th salary (54.4 %) and sick days (52.6 %). In this question, the respondent could mark 2 options. More details are provided in Table 5.

**Table 5.** Actual and potential benefits

<b>Benefits as help in building corporate culture</b>	Certainly yes	10,7 %
	Most likely, yes	14,3 %
	Most likely, no	48,2 %
	Certainly no	26,8 %
<b>Adequacy of current benefits</b>	Certainly yes	7,0 %
	Most likely, yes	19,3 %
	Most likely, no	38,6 %
	Certainly no	35,1 %
<b>Potential benefits</b>	13 <sup>th</sup> salary	54,4 %
	14 <sup>th</sup> salary	17,5 %
	Sick days	52,6 %
	Teambuilding	7,0 %
	Extra days off	15,8 %
	Vitamin packages	26,3 %
	Recreation vouchers	31,6 %

Sources: developed by the authors.

The last question was open, and in it, we analysed what most demotivates the respondents in their work. Respondents had the opportunity to express in one word or sentence what demotivates them. The following answers were most often given: few workers and much work, problematic relationships, irresponsibility towards the environment, high wages and problems with customers.

Subsequently, 3 hypotheses established by us were tested:

*H1.0: Satisfaction with leadership style does not depend on the length of the employee's working time.*

*H1.1: Satisfaction with leadership style depends on the length of time the employee has worked.*

At the 0.05 significance level, we calculated that  $\chi^2$ TEST has a resulting value of 0.5863. According to the

determination of the degrees of freedom, the critical value is 16.92. Since the test result is lower than the determined critical value, we conclude that we do not have sufficient evidence to reject H1.0.

– **Satisfaction leadership style does not depend on the length of the employee's working time.**

H2.0: Employee satisfaction with benefits received does not affect the age of the employees.

H2.1: Employee satisfaction with benefits received is influenced by the age of the employees.

At the 0.05 significance level, we calculated that  $\chi^2$  TEST has a resulting value of 0.9854. According to the determination of the degrees of freedom, the critical value is 21.03. Since the test result is lower than the determined critical value, we conclude that we do not have sufficient evidence to reject H2.0.

– **The satisfaction of employees with benefits they receive does not affect their age.**

H3.0: A building company's corporate culture does not depend on the applied leadership style.

H3.1: Building a company's corporate culture depends on the applied leadership style.

At the 0.05 significance level, we calculated that  $\chi^2$  TEST has a resulting value of 0.0362. According to the determination of the degrees of freedom, the critical value is 16.92. Since the test result is lower than the determined critical value, we conclude that we do not have sufficient evidence to reject H3.0.

– **Building the company's corporate culture does not depend on the applied leadership style.**

While processing the survey, we found many positive but also negative findings about the management, motivations and corporate culture of the selected company. Through the acquired positive and negative information from the analysis and questionnaire survey, we propose the following recommendations to the company:

- Given the positive finding that a democratic style of leadership is applied in the selected company, we suggest that the management of the company continue with the mentioned style of management, to cooperate with subordinates, to distribute work tasks and procedures, to constantly communicate with their employees, and to attach importance to their opinions.

- The second positive finding is that employees reported satisfaction with their supervisor's leadership style. Statistical testing did not confirm the dependence between the management method and the time worked in the company, which leads us to the assumption that the company performs all activities related to the management of its subordinates at a high level and that employees feel a positive relationship with their management, whether they work in the company for a few months or years. By evaluating the results of the survey and analysis of the selected company, we can only recommend the continuation of these activities and thus achieve the satisfaction of our employees.

- By evaluating the obtained information about the corporate culture of the selected company and its development, we can claim that the company has a very strong corporate culture and uses all the necessary elements for its purposeful construction, from uniform work clothes, advertisements, flyers, etc. Based on the information above, we recommend that the company carry out these activities honestly in its future operation on the market and thereby become aware of the employees, as well as its future employees and, of course, no less important customers.

From the information obtained from the results of our analysis, we also found negative information. The given information was mainly related to the weak motivation that employees feel in the workplace. Currently, work motivation is the main attribute for the excellent performance of employees at work. It is an integral part of a good working atmosphere at the workplace, which is also the basis for the effective performance of people's work. Through statistical evaluation, we found that satisfaction with the benefits received does not affect the age of the employees. Based on the above findings, to improve work motivation in the selected company, we suggest the following:

- Based on the results of the analysis, we consider financial rewards to be a strong motivation for employees. Therefore, we suggest to the company that its employees, who do their work honestly, come to work on time so that the management of the company should consider financially rewarding its employees in the financial amount. We know that financial rewards are not always possible and easy to apply, as the company has its own set budget, but we think that even a small financial reward will be highly appreciated by the employees and that this will effectively influence their work motivation and work performance.

- The health of employees comes first. The employees are constantly in direct contact with customers, and their health is at risk, so we suggest that the employer supports their health with vitamin packages. The package should contain vitamins of the basic kind. We assume that such a form of benefit will be appreciated by employees.

- Work at the company is physically demanding for both women and men. Since employees also work on weekends, they do not have much time for regeneration, so we suggest that the chosen company offers a

benefit in the form of recreation vouchers (e.g., spas, massages and others). This benefit can be limited by the company, e.g., the number of years of service of the employee in the company and, of course, his work performance.

- From the information obtained from the questionnaire survey, we found that the company's employees would welcome a work benefit called a "sick day". This benefit, also called "health leave", means that the employee does not have to come to work on the given day; he just needs to notify his employer. Based on the obtained data, we suggest that the management of the company introduce such a benefit. We suggest that employees use this benefit 3 times a year. This benefit is increasingly used by companies. We believe that the company's employees would welcome this benefit and would use it in situations where for example, they could not come to work due to a cold or nausea and would not have to immediately visit a doctor or seek medical help.

- Information regarding the workforce was a negative finding from the analysis. Respondents cited labour shortages as the biggest demotivator in their work. The labour shortage affects the work performance of each worker and damages work motivation. Based on the given information, we suggest to the management that on the "strong days" when most customers visit the company, they support every department that needs it with part-timers. We know that the given recommendation is financially demanding but necessary for the best possible motivation of employees to continue working in the given company.

- An important negative finding is that bad relations between employees and slander prevail in the workplace. Good employee relations are among the basic pillars of the corporate culture of every company. Building good relationships is the goal of business management. We rank these relationships among the biggest nonfinancial motivators of employees. Based on the above findings, we suggest that the company introduce so-called sport games once a year. We know that the company is open seven days a week, so we suggest sports days to be held, e.g., on a public holiday, when all employees would be free and could participate. The principle of the games would be to create several teams. Individual teams would be made up of employees from different departments, whether from desks, information or workers working on the surface. They would have to cooperate with each other, communicate, get to know each other better, and pull together, which would deepen their relationships and lead to the creation of friendly employee relations in the workplace; thus, their work motivation would improve. We expect an improvement in the work team and employee satisfaction at the workplace, which would also be reflected in their behavior towards customers. They would constantly return to the chosen company, they would make purchases, because friendly employees who are happy to give advice, are willing, mean a lot to the company and to the customers.

- Our last recommendation, which we cannot forget, is the verbal praise of the employees from the management of the company. A reward in the form of verbal recognition is the granting of a small benefit and can initiate an employee to better and better work performance.

**5. Conclusions.** In addition to making a profit, the primary task of the company is effective management and motivation of its subordinates. The issue of leadership, motivation and corporate culture is still current and trendy, so managers at different levels of management deal with it currently, with the aim of leading and motivating their employees at the best possible level. In the post entitled Leadership and motivation of people as part of the corporate culture in the selected company, we dealt with the mentioned issue. The aim of the paper was to evaluate the leadership and motivation of people and employees as part of the corporate culture in the selected company, which is operated in a retail chain. First, primary and secondary data are used, and then information and knowledge from domestic and foreign authors are grouped to process the theoretical basis of the paper. Subsequently, we defined the partial goals of the work, with the help of which we achieved the fulfilment of the mentioned main aim.

For evaluating the questionnaire, methods of analysis, synthesis, deduction, comparison, and statistical methods are used to perform an analysis of the actual state of the selected subject. The research is focused on the selected company, briefly characterized it, and evaluated and judged its management, the work motivation of the employees and the corporate culture. We established hypotheses and created a set of questionnaire survey questions for them, which we conducted at a selected branch of the company for the best evaluation of the management, motivation and corporate culture of the selected company. Among the main results of the analysis, this paper includes satisfaction with leadership style, the perception of corporate culture in the sense of "Everything for people" and the insufficiency of current benefits and demotivation in the form of employee burnout or bad working relationships. All 3 hypotheses were rejected. Satisfaction with leadership style does not depend on years of service, satisfaction with benefits received does not affect the age of the employees, and building a corporate culture does not depend on the leadership style of people. These suggestions and

recommendations will be easily applicable and beneficial to society.

The most significant limitations of the research include the subjectivity of the respondents' answers and the impossibility of generalizing the results, since a different style of managing people and different interpersonal relationships may prevail in each branch of the company. Authors want to continue research on leadership styles and corporate culture, for example, by comparing Slovak and foreign branches of international companies.

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#### **Лідерство та мотивація як частина корпоративної культури компаній.**

Метою статті є оцінка управління та мотивації працівників як складової частини корпоративної культури в роздрібній торговій мережі компанії, яка функціонує на території Словаччини з 2000 року і постійно розширює свою присутність. Методичним інструментарієм дослідження стали методи аналізу, синтезу, дедукції, порівняння та статистичні методи (зокрема, тест хі-квадрат). Статистичною базою дослідження стали як первинні, так і вторинні джерела інформації. Для оцінки рівня лідерства та мотивації було проведено анкетування працівників компанії, яка включала 14 запитань. З них 5 запитань були ідентифікаційними, а інші спрямовані на визначення бажаного стилю керівництва, рівня задоволеності ним, сприйняття корпоративної культури, поточних і потенційних вигод, а також факторів демотивації. У дослідженні взяли участь 57 респондентів, які є працівниками однієї з філій компанії. Основні результати аналізу вказують на задоволеність стилем керівництва та позитивне сприйняття корпоративної культури, особливо у вигляді "Все для людей" – як для клієнтів, так і для працівників. Проте були виявлені також негативні аспекти, такі як недостатні поточні вигоди та демотивація, що проявляється у формі перевантаження працівників, проблем у робочих відносинах та недостатньої відповідальності за навколишнє середовище. Емпіричні результати дослідження не підтвердили висунуті в роботі гіпотези. Задоволеність стилем керівництва не корелює зі стажем роботи, а задоволеність отриманими вигодами не залежить від віку працівників. Також виявлено, що будівництво корпоративної культури не має прямого впливу на стиль управління людськими ресурсами. Результати дослідження можуть бути корисними для керівників компаній та менеджерів з питань персоналу. Наголошується, що підтримка здоров'я працівників у формі надання вітамінних комплексів, лікарняних відпусток, фінансових винагород та заходів з побудови командного духу є важливими факторами для підвищення ефективності управління людськими ресурсами.

**Ключові слова:** лідерство; мотивація; корпоративна культура.