

SELECTED FACTORS OF CORPORATE MANAGEMENT IN SMEs SECTOR

Belas J., Gavurova B., Machova V., Mikolas Z.*

Abstract: The study aims to define and present important factors affecting the quality of company management in the SMEs sector. Within the realized research, the authors focused on small and medium-sized enterprises (SMEs) in the Czech Republic and Slovak Republic. In the CR, the data from 454 companies were obtained, and from 368 companies in Slovakia. For data processing, chi-squared test and Z-score were used. The research results provided interesting findings. It has been found that entrepreneurs spend a lot of time doing their business activities, since about 70% of entrepreneurs in both countries confirmed that they spend more than 8 hours a day doing their business activities. On the other hand, the authors' assumptions were not confirmed, as higher intensity in entrepreneurship had been expected. An interesting finding was that larger and older companies more intensively agreed with the statement ST1 – they work intensively in their business (management). About three quarters of the entrepreneurs interviewed stated that they apply the participative management style. Based on the results, it can be stated that larger companies, older companies, and university-educated entrepreneurs largely apply this management style. The research has shown that entrepreneurs greatly appreciate people in their enterprises, which is more clearly evident in older companies than in younger companies. A large proportion of entrepreneurs pay considerable attention to regular employee evaluation and try to motivate them to apply innovative workflows.

Key words: small and medium-sized enterprises, human resources, participative management style, company management, employee motivation.

DOI: 10.17512/pjms.2020.21.1.09

Article history:

Received February 27, 2020; *Revised* March 28, 2020; *Accepted* April 2, 2020

Introduction

Business environment is a complex and complicated system, whose creation involves a large number of institutions and actors on both national and international levels. From a procedural point of view, its development is affected by many factors connected with economic, political, technological, and other environments of the country (Cepel et al., 2018). The investigation of the development and changes in business environment is a challenging task. Many national and

* **Jaroslav Belas** Prof., Ph.D., **Beata Gavurova** Prof., Ph.D., Faculty of Management and Economics, Tomas Bata University in Zlín, Czech Republic; **Veronika Machova** Ing., MBA, Faculty of Business Administration, University of Economics, Czech Republic; **Zdenek Mikolas** Prof., CSc., University of Entrepreneurship and Law, Czech Republic.

✉corresponding author: belas@utb.cz;

✉ gavurova@utb.cz; machova@mail.vstecb.cz; zdenek.mikolas@vspp.cz

international organizations define specific indicators ensuring international comparability (Stehel et al., 2019; Wolniak, 2020).

The most investigated areas of business environment include the area of companies and capital funding, employment rate, the quality of human resources, social policy in connection with the labour market and legislation, legislative framework for entrepreneurship, public finance with tax policy and levy, antitrust policy, subsidy and licencing systems, certification systems, etc. (Michalski, 2016; Carnicky, 2017; Rozkosova and Megyesiova, 2017). Business and regulatory environment along with macroeconomic stability, human capital, quality and availability of infrastructure significantly influences the countries competitiveness (Vochozka et al., 2019a, Shrimali and Soni, 2018). Competitiveness of countries along with business environment enable to evaluate their overall economic level (Horehárová and Marasová, 2019).

In recent years, the importance of human resources management has been growing. Entities in business sector have realized that this is a basic prerequisite for achieving success and competitiveness of each company (Rutkowska et al. 2017; Šumpíková and Ďurčeková, 2019). Economic environment significantly influences personnel policy in companies, which is reflected in continuous creation of conditions for improving the quality and management in companies. In general, it is widely believed than in our economies, there are not conditions for improving personnel management, developing human resources, as well as business management comparable to developed EU countries. In companies, there is a lack of human resources management systems comparable with the developed countries, which is noticeable in management styles and forms. Often there is a strong technocratic approach of top managers to business management, while the system of human resource management is often exclusively in the competence of personnel managers. At present, human resources managers must be top managers participating in the concept of company development.

Recently, the demands on personnel management have grown significantly and they are expected to be even more important. Each decision concerning human resources can be of strategic importance with a direct impact on the outputs and future (Michalski et al. 2018; Rozkosova and Megyesiova, 2017). At the national level, this creates pressure on developing a long-term nation-wide strategy for training future managers. This fact is also linked to the financial literacy of the young generation, which has lately been extensively researched and quantified with the implication in several types of policies (Rodrigues et al. 2019; Cordero and Pedraja, 2019, Gavurova et al. 2017). In addition to education, the legal aspect is also important. In this context, it is necessary to define in legal terms the responsibility of business owners for sustainable development of the companies and protection of employment.

Effective human resources management ensures the prosperity of a company, thus influencing its macroeconomic characteristics, such as unemployment rate, share of

economically active population, etc. (Vochozka et al., 2019b). Companies must react to societal economic pressure, which means that human resources management is not accidental. Although many companies have developed and implemented their own human resources management systems, there is no cooperation between organizations such as employers' unions, associations, etc. Recently, systems of measurement and management of performance have been implemented in business practice, which contain the aspect of employees and customers (clients). Each aspect has its own specific metrics that are connected with the strategic goals and indicators. It showed that companies linked to such measurement systems achieve much better results in terms of their financial and non-financial indicators than companies whose personnel policy is an individual part of a company, a department, without any metrics and their linking to the process and financial area of the company being defined. For this reason, it is important to examine management styles in a company, employees' work positions and their linking to incentive systems, evaluation and measurement of their performance as well as their attitude to workflow innovations. Interconnecting these characteristics is causal with links to the overall performance and efficiency of the company. These consistent facts were the motivation for the realization of the research focused on examining the issues of the company business intensity, application of participative management style, employers' perception of employees and their status as well as the evaluation of employees carried out by employers.

The structure of the study is as follows: the introduction is focused on the clarification of the importance of human resources management and its perception in current business practice. The following overview of foreign and domestic research studies, the authors tried to identify and explore the relations of personnel management and company performance casually linked through selected innovation aspects and incentive systems. The analytical part is focused on examining selected factors affecting the quality of company management in the SMEs sector when using the database from own empirical research conducted. In the conclusion, the authors evaluate the results obtained and formulate important implications in relevant policies.

Overview of national and international research studies

There are many research studies dealing with the issue of examining the quality of the business environment in connection with the investigation of personnel factors. Although the studies are highly heterogeneous in terms of their contents, there is a clear interconnection with efficiency, innovations, and knowledge management, which provides ideas for further research.

Martyniuk-Peczek et al. (2018) point out the importance of examining various factors affecting the location of SMEs. The authors wanted to prove that the location at which companies operate can be a stimulator of SMEs development in suburbs. They carried out a multidisciplinary research in Gdansk, using the interviewing method. It follows from the results that SME owners more

often consider personal factors than cost or demand factors. From the perspective of an entrepreneur, living conditions, the quality of public space, education and healthcare are significant. Hanggraeni et al. (2019) investigated the importance of internal and external factors and business risk management on SMEs performance. The research results pointed to significant result of risk management factors that includes risk assessment of marketing and financial management. The authors conclude that business activities focused on the risk identification and management are important factors of business efficiency. The results of the study have several interesting implications and are also related to the development of human resources management, which is supported not only theoretically but also practically by explaining how employees' remunerations are affected in times of crisis and transformation. The study also brings several recommendations for human resources management, indicating how managers in SMEs can motivate their employees in the periods where there are significant financial constraints. There are also appropriate forms of remuneration proposed, which can lead to improving business performance in SMEs.

Human resources represent important capital for companies. Many research studies deal with the importance of human resources for business performance, examining several qualitative and quantitative parameters (Remenova and Jankelova, 2019; Wroblowska, 2019).

The importance of human resources research is related to ensuring the employees' loyalty, because high employee turnover is costly for a company and causes process problems. Many authors dealing with the issue of measuring and management of company performance consider the employee aspect metrics to be key ones to company long-term success.

Human resources are examined also from other aspects. For example, Jayawickrama et al (2018) in their study investigated knowledge retention, which is very important for the implementation of enterprise resource planning. The results of the study show that knowledge retention is influenced by knowledge retention tools, documentation, human capital, and the understanding of knowledge retention challenges. The benefit of this study is the identification of two other factors: project management and organizational structure. The findings encourage the development of human resources management in SMEs and contribute to the development of organizational processes in companies. Lorincova et al. (2019) examines the relation between employee motivation and their performance. Their research was focused on the examining employee motivational preferences in all regions of the Slovak Republic between 2017 and 2018. The authors used the method of sociological research with the use of questionnaire survey in which 2,646 respondents participated. The results of their analyses indicate that the motivational preferences of employees working in small enterprises in Slovakia change over time. Employees start to prefer motivational factors related to the social needs and financial motivational factors.

Cicea et al. (2019) examined the influence of selected economic and social factors on the short and long-term performance of SMEs. The authors selected three European countries: Austria, Latvia, and Romania. Out of nine examined variables influencing the performance of SMEs, four variables have causal relations to performance: corruption perception index, use of EU funds, unemployment rate, and GDP. These factors also affect the countries' competitiveness.

Many authors examine the country competitiveness and performance. Songling et al. (2018) investigate the SMEs determinants of competitive advantage and performance. They also used the method of questionnaire survey on the sample of 304 SMEs. The data obtained were analysed using Structural Equation Modeling. The authors found that the selected business risk management practices have influence on different SMEs competitive advantages and performance. A detailed analysis of the relation between business risk management practices and SMEs performance showed that another important aspect in human resources management is financial literacy. Financial literacy is defined as a component eliminating risks. For efficient business risk management, adequate financial education of top managers is essential. In the study, the authors thoroughly discuss the implications of their findings for the practice in human resources management.

Hanafi et al. (2018) examined the relation between learning orientation, entrepreneurial orientation, legal issues, and business performance of SMEs owned by women in Malaysia. The data were obtained by means of questionnaires, in which the authors focused on industrial companies. The sample consisted of 3,636 companies. The analysis results showed that learning orientation, entrepreneurial orientation, and legal issues significantly affect the performance of women-led companies. The study made a number of theoretical and practical recommendations for the owners/managers of SMEs owned by women as well as for relevant policy makers.

The effect of intellectual capital on performance was examined in the study by Quinn and Cleary (2016), who investigated the extent to which cloud-based accounting/finance infrastructure affects the business performance of small and medium-sized enterprises (SMEs). Their results are a breakthrough of effective business processes management and innovative performance. Financial accounting is an important factor in the company, and innovations in this field may bring many process benefits.

Kharub and Sharma (2016) examined competitive advantages of micro-enterprises and small and medium-sized enterprises (MSME), which affect the development of integration processes with small large companies. According to the authors, globalization brought a lot of opportunities for these companies. The primary objective of their study was to measure MSMEs competitive advantage on the basis of the Porter's model. The authors aimed to identify all factors on which the competitiveness of various MSMEs depends. The study results show that the

competitiveness between MSMEs industries depends mostly on the market value as well as qualified workers, production and processing technologies.

Barata and Fontainha (2017) focused on the innovation determinants supported by micro-enterprises and SMEs in the European construction sector. The authors used microdata obtained from Business Survey of the European Commission, which included 14,065 companies operating in the construction sector of 27 European countries. The results of the study show that the construction sector uses innovations determined by suppliers and business growth. The authors also examined the extent to which the innovative capabilities of a company depend on its size. The analyses results indicate that a company size is more important for process innovation than for products innovations. Companies established in international markets innovate more than those operating in local and regional markets. Other factors related to company size are higher employment rate and the need for active personnel policy. These findings correlate with the results of the study by Guercio et al. (2019) who examined the main determinants of the European SMEs related to the demand for external financial resources and their accessibility. The data platform consisted of microdata obtained from an extensive database of the European Central Bank and European Commission. The results of the analysis indicate that more innovative companies show higher need for external financial resources but their access to them is more limited. The study concludes that the differences of company characteristics (size, innovative activities, etc.) affect the access to external financial resources as well as the demand for them. SMEs innovative potential was examined also by Stanisławski and Lisowska (2015). Their study aimed to examine the relations of innovation openness (open innovation) and the innovation potential of SMEs. The sample included the companies that have implemented various innovative processes in the last three years. It follows from the results that open innovation in SMEs is affected by the volume of resources that SMEs have and by their potential which determines the innovative development of companies. The study by Bunoa et al. (2015) had an international dimension. It aimed to examine the differences between the business environment quality in the V4 countries through two local and four global indices. The authors consider the gradual improvement of the business environment quality, which is also related to innovation performance, to be the best way to support SMEs. It results from the implications of this study that it is necessary to ensure an ongoing research of the most significant factors affecting the quality of business environment in individual countries, as well as to quantify the impact of changes in the economic system of countries on the business status and development.

The above overview clearly shows the link between the human resources factor to performance and innovations as well as their growing importance in the current economic situation of the countries. The presented studies do not enable the unification or standardization of the resulting findings, which was not the aim in further investigation of the authors, anyway. Too much focus on standardized

analytical lines could result in underestimating the important aspects or factors significantly affecting the quality of the business environment. The research studies in the last years have provided space for the development of a comparative platform and new benchmarks in business support in the SMEs sector.

Aim, Methodology and data

The objective of the study is to define and present important factors affecting the quality of company management in the SMEs sector.

Empirical research in the area of SMEs strategic management was conducted between October 2019 and March 2020 in the Czech Republic and Slovak republic by means of an online questionnaire. The total number of the questionnaires obtained was 454 in the CR and 368 in the SR. The questionnaires were completed by company owners and top managers, 354 owners and 100 managers in the CR, 285 owners and 83 top managers in the SR.

In the CR, the research included 290 micro-enterprises, 107 small enterprises, and 57 medium-sized enterprises. The length of business operation: 119 companies have been in business for 10 years or shorter, 335 companies for more than 10 years. The education of the entrepreneurs was as follows: 231 entrepreneurs with secondary education, 223 entrepreneurs with university education. 323 men and 131 women participated in the research. In Slovakia, the research included 216 micro-enterprises, 106 small enterprises, and 46 medium-sized enterprises. The length of business operation: 105 companies for 10 years or shorter, 263 companies for more than 10 years. The education of entrepreneurs was as follows: 77 entrepreneurs with secondary education, 291 with university education. Within the research, 253 men and 115 women were addressed.

The analytical part will examine the following statements:

ST1: I do business (manage a company) intensively (more than 8 hours a day).

ST2: I apply a participative management style (involving employees in decision making).

ST3: I consider human capital in the company as the most important one.

Based on the application of expert estimation method, the following scientific hypotheses were formulated:

H1: More than 75% of the respondents in the CR and SR agree with ST1.

H1a: There are no statistically significant differences between the CR and SR in the overall structure of the responses and in entrepreneurs' positive evaluation of ST1.

H1b: There are no statistically significant differences in entrepreneurs' positive evaluation of ST1 according to the given parameters (company size, length of business operation, education) between the CR and SR.

H2: More than 60 % of the respondents in the CR and SR agree with ST2.

H2a: There are no statistically significant differences between the CR and SR in the overall structure of the responses and the entrepreneurs' positive evaluation of ST2.

H2b: There are no statistically significant differences in the entrepreneurs' positive evaluation of ST2 according to the given parameters (company size, length of business operation, education) between the CR and SR.

H3: More than 80% of the respondents in the CR and SR agree with ST3.

H3a: There are no statistically significant differences between the CR and SR in the overall structure of the responses and the entrepreneurs' positive evaluation of ST3.

H3b: There are no statistically significant differences in the entrepreneurs' positive evaluation of ST3 according to the given parameters (company size, length of business operation, education) between the CR and SR.

H4: More than 80% of the respondents in the CR and SR agree with ST4.

H4a: There are no statistically significant differences between the CR and SR in the overall structure of the responses and the entrepreneurs' positive evaluation of ST4.

H4b: There are no statistically significant differences in the entrepreneurs' positive evaluation of ST4 according to the given parameters (company size, length of business operation, education) in the CR and SR.

To evaluate the defined scientific hypotheses, the method of descriptive statistics (percentage), and the Z score method were used. Statistically significant differences were compared through Pearson statistics at the significance level of 5%. The calculations were made through the free software available at web.

Results and discussion

The following tables show the statistically processed results of the empirical research.

Table 1: Business activities intensity in Czech Republic (CR) and Slovak Republic (SR)

ST1	Czech Republic 454	Slovak Republic 368	Z-score/ p-value
1. Strongly agree	204	155	*0.1770
2. Agree	107	113	**0.1074/ 0.0071
1+2 together: %/number	68.50/311	72.83/268	***0.4179/ 0.0065
3. Neither agree nor disagree	74	54	****0.3371/0.5485
4. Disagree	39	37	*****0.1336/0.1471
5. Strongly disagree.	30	9	
Chisquare/ p-value: 12.476/0.0141			

Source: (own research).

Note: *comparison of CR and SR, **comparison by company size (comparison of micro-enterprises with other enterprises), *** comparison by length of business operation (10 years and less than 10 years, more than 10 years), ****comparison by education (secondary and university education), *****comparison by sex

The results of the research showed that entrepreneurs spend quite a lot of time doing their business activities, since 68.50% of Czech entrepreneurs and 72.83% of Slovak entrepreneurs confirmed that they work more than 8 hours a day. On the other hand, a higher intensity of business activity was expected. The value of the test criterion chi square (p-value=0.0141) confirmed that there are statistically significant differences in the overall structure of the responses of Czech and Slovak entrepreneurs. The value of test criterion Z-score (p-value =0.1770) showed that there are no statistically significant differences between the CR and SR in terms of the positive evaluation of ST1. The values of test criterion Z-score (p-value =0.0071/0.0065) showed that there are statistically significant differences in the positive responses of the Slovak entrepreneurs in terms of the company size and length of its business operation. Older and larger companies agreed more intensively with ST1.

H1 was not confirmed. H1a was not confirmed. H1b was not confirmed

Table 2: Participatory management style in Czech Republic (CR) and Slovak Republic (SR)

ST2	Czech Republic 454	Slovak Republic 368	Z-score/ p-value
1. Strongly agree	150	126	* 0.0209
2. Agree	180	167	** 0.0001/0.1902
1+2 together: %/number	72.69/330	79.62/293	*** 0.2801/0.0139
3. Neither agree nor disagree	79	59	**** 0.3030/0.0444
4. Disagree	33	15	***** 0.8572/0.4715
5. Strongly disagree.	12	1	
Chi square/ p-value: 12.6714/0.0130			

Source: (own research).

In this research, 72.69% of Czech entrepreneurs and 79.62% of Slovak entrepreneurs confirmed that they apply the participatory management style. The value of the test criterion chi square (p-value=0.0130) showed statistically significant differences in the overall structure of the responses of Czech and Slovak entrepreneurs. The value of the test criterion Z-score (p-value =0.0209) showed statistically significant differences between the CR and SR in positive responses of the entrepreneurs to ST2. The values of the test criterion Z-score (p-value =0.0001/0.0139/0.0444) showed statistically significant differences in positive responses of the Czech entrepreneurs by company size (larger companies apply this management style significantly more) and Slovak entrepreneurs by the length of business operation and education of entrepreneurs. Older companies and university

educated entrepreneurs claim that they apply the participatory management style more intensively.

H2 was confirmed. H2a was not confirmed. H2b was not confirmed.

Table 3: Perception of human resources in company in Czech Republic (CR) and Slovak Republic (SR)

ST3	Czech Republic 454	Slovak Republic 368	Z-score/ p-value
1.Stronglyagree	264	213	*0.0561
2. Agree	110	108	**0.2077/0.4413
1+2 together: %/number	82.38/374	87.23/321	***0.1585/ 0.0226
3.Neitheragree nor disagree	50	44	****0.4179/0.4065
4.Disagree	20	2	*****0.6031/0.8181
5.Strongly disagree.	10	1	
Chisquare/ p-value:	19.1572/0.0007		

Source: (own research).

82.38% of Czech entrepreneurs and 87.23% of Slovak entrepreneurs see people in their companies as the most important capital. The value of the test criterion chi square (p-value=0.0007) confirmed the existence of statistically significant differences in the overall structure of the Czech and Slovak entrepreneurs' responses. The value of the test criterion Z-score (p-value =0.0561) confirmed that there are no statistically significant differences between the CR and SR in terms of positive responses of the entrepreneurs to ST3. The value of the test criterion Z-score (p-value =0.0226) confirmed the existence of statistically significant differences in the positive responses of the Slovak entrepreneurs by the length of business operation. Older companies more appreciate their employees than younger companies.

H3 was confirmed. H2a was not confirmed. H1b was not confirmed.

Table 4: Evaluation and motivation of employees in Czech Republic (CR) and Slovak Republic (SR)

ST4	Czech Republic 454	Slovak Republic 368	Z-score/ p-value
1.Stronglyagree	247	186	*0.7279
2. Agree	155	137	** 0.0375 /0.6455
1+2 together: %/number	88.55/402	87.77/323	***0.9045/0.5157
3.Neitheragree nor disagree	38	41	****0.8729/ 0.0293
4.Disagree	8	3	*****0.7414/0.1645
5.Strongly disagree.	6	1	
Chisquare/ p-value:	6.7374/0.1504		

Source: (own research).

88.55% of Czech respondents and 87.77% of Slovak respondents agreed with ST4. The authors found that there are no statistically significant differences in the overall structure of the responses and in positive responses in both countries. The value of the test criterion Z-score (p-value =0.0375) confirmed the existence of statistically significant differences in the positive responses of the Czech entrepreneurs depending on the company size. Compared to micro-enterprises, larger companies are more intent on evaluating and motivating the employees. In Slovakia, the university-educated entrepreneurs are more intent on the evaluation and motivation of the employees compared to the entrepreneurs with secondary education.

H4 was confirmed. H4a was confirmed. H4b was not confirmed.

Discussion

In many countries, strategies and policies are focused on the elimination of the obstacles to the SMEs development and on ensuring the conditions for their long-term prosperity. Although various monitoring systems and tools to evaluate the problematic areas in the SMEs development have been developed, it is important to examine them also in terms of regional disparities and discrepancies. Human resources and the related employment rate are important determinants of SMEs development. Employment is not evenly distributed in the countries being examined; similarly, job opportunities are also determined by the industrial development of regions, standard of living in a given region, and the infrastructure. Although they appear possible to be regulated and influenced by the state, there are also other important aspects resulting from sectoral analyses and regional productivity, which are currently insufficiently monitored and analysed. Many employers point to the need to improve the preparedness of workforce. Practice shows that problems with human resources consist mainly in insufficient knowledge of foreign languages, unpreparedness of graduates for practice, as well as in the lack of independence. These problems need to be solved systematically, since they create a mismatch between the workforce availability and its real applicability in business practice.

The research results showed the growing importance of human resources in Czech and Slovak SMEs at the current employment rate. The authors found out that the personnel risk defined as a lack of qualified workforce is the most perceived risk by entrepreneurs in both countries. In the Czech Republic, up to 68% of the entrepreneurs considered personnel risk the most important one, while in the Slovak Republic, it was 63%. On the basis of these facts, it is necessary to examine the quality factor of the business environment more thoroughly, by significant differentiation aspects with an emphasis on human resources management.

Entrepreneurship conditions are influenced by changes in geopolitical situation and are related to economic development of the economies in the post-crisis period as

well as to the reforms and transformation processes. These aspects are also reflected in the EU goals, which are transformed in various initiatives in both countries and directed to create the optimal environment for the prosperity of entrepreneurs and better development of family companies. In relation to these objectives, it is necessary to create policies that could be used by the public authorities to react to the SMEs needs. For this, it is necessary to adapt the public policy instruments.

Conclusion

SMEs could benefit from higher economic effects of growing markets, for which the support of the workforce availability is necessary, as well as its better use, improvement of its skills, and better use of the research and development infrastructure. This will enable the better use of opportunities offered by the single market. Recently, there has been pressure on the improvement of management processes and management systems in SMEs. There have been developed methodologies and systems for measurement and management of performance, where workforce is one of the most important dimensions affecting processes, finance, customers. More and more attention is paid to the basic personnel metrics – loyalty of employees and customers, to which satisfaction metrics are causally linked. Their inconsistency in linking with insufficient performance of companies, efficiency, or their non-financial metrics support the formation of personnel risk. For this reason, the authors focused on examining the selected factors influencing the quality of SMEs company management in the Czech Republic and Slovakia. The research results showed that entrepreneurs spend quite a lot of time doing their business activities, since approximately 70% of the entrepreneurs in both countries stated that it is more than 8 hours a day. On the other hand, the authors' assumptions regarding the higher intensity of business activities were not confirmed. Interesting finding was that larger and older companies more intensively agreed with ST1 – I do business (manage a company) intensively. Approximately three quarters of the entrepreneurs stated that they apply participatory management style. Based on the results achieved, it can be stated that larger companies, older companies, and university educated entrepreneurs apply this management style to a greater extent. The research has also shown that entrepreneurs do appreciate the employees in their companies; however, older companies value people more than younger companies. The research pointed to the fact that the value of human capital has been growing, which is affected by the economic development in the countries, globalization effects, and crises. Entrepreneurs are calling for a better preparedness of workforce for real practice, since companies are exposed to permanent changes in the external environment, which creates pressure on higher demands for workforce, its preparedness to cope with stressful situations and changes in the work environment at expected performance. The results of the research are valuable for the national and

regional policy makers especially in terms of employment rate and development of SMEs. They also create a valuable platform for the formation of national and international benchmarking indicators.

The limitations of the research can be defined as follows. While a representative sample of respondents in this research provides suitable data for formulating partial scientific conclusions, it has to be noted that the attitudes of entrepreneurs are greatly dependent on current situation in the economic and social system, and especially on the macroeconomic development of the country.

Further research will be focused on the identification of corona virus impact on the formation of the attitudes of entrepreneurs in the SMEs sector.

References

- Barata, J. M., Fontainha, E., (2017) Determinants of innovation in European construction firms. *Technological and Economic Development of Economy*, 23,6, 915-936.
- Bunoa, M., Nadanyiova, M., Hraskova, D., (2015). The comparison of the quality of business environment in the countries of Visegrad group. *Procedia Economics and Finance*, 26, 423-430.
- Carnicky, S., Megyesiova, S., Conkova, M., Zavadsky, C., (2017). Productivity development and convergence across the EU member States. *Economic Annals-XXI*, 162, 11-12, 13-17.
- Cepel, M., Stasiukynas, A., Kotaskova, A., Dvorsky, J., (2018). Business Environment Quality Index in the SME Segment. *Journal of Competitiveness*, 10, 1, 21-40.
- Cicea, C., Popa, I., Marinescu, C., Ștefan, S. C., (2019). Determinants of SMEs' performance: evidence from European countries. *Economic Research-Ekonomska Istraživanja*, 32, 1, 1602-1620.
- Cordero, J.M., Pedraja, F., (2019). Effect of financial education training on the financial literacy of Spanish students in PISA. *Applied Economics*, 51, 16, 1679-1693.
- Gavurova, B., Huculova, E., Kubak, M., Cepel, M., (2017). The state of student's financial literacy in selected slovak universities and its relationship with active pension savings. *Economics & Sociology*, 10, 3, 206-219.
- Guercio, M. B., Martinez, L. B., Bariviera, A. F., (2019). SME Steeplechase: When Obtaining Money Is Harder Than Innovating. *International Journal of Financial Studies*, 7, 2, 25
- Hanggraeni, D., Ślusarczyk, B., Kasari Sulung, L. A., Subroto, A., (2019). The Impact of Internal, External and Enterprise Risk Management on the Performance of Micro, Small and Medium Enterprises. *Sustainability*, 11, 7, 2172.
- Hanafi, N., (2018). Learning Orientation, Entrepreneurial Orientation and Legal Issues On Women-Owned Smes' Performance. *The European Proceedings of Social & Behavioural Sciences*, 1-8.
- Horeháková, M., Marasová, J., (2019). *L'application des big data dans le processus d'évaluation des Technologies médicales*. Governance in the EU member states in the era of big data: 25th PGV network conference. Bukurešť: Editura Economică, 497-512.
- Kharub, M., Sharma, R., (2017). Comparative analyses of competitive advantage using Porter diamond model (the case of MSMEs in Himachal Pradesh). *Competitiveness Review*, 27, 2, 132-160.

- Kotorri, M., Krasniqi, B. A., (2018) Managerial Characteristics and Export Performance – Empirical Evidence from Kosovo. *South East European Journal of Economics and Business*, 13, 2, 32-48.
- Jayawickrama, U., Liu, S., Smith, M. H., Akhtar P, Al Bashir, M. (2018). Knowledge retention in ERP implementations: the context of UK SMEs. *Production Planning & Control*, 30, 10-12, 1032-1047.
- Lorincová, S., Hitka, M., Bajžíková, L., Weberová, D., (2019). Are the motivational preferences of employees working in small enterprises in Slovakia changing in time. *Entrepreneurship and Sustainability Issues*, 6, 4, 1618-1635.
- Michalski, G., Rutkowska-Podolowska, M., Sulich, A., (2018). Remodeling of FLIEM: The Cash Management in Polish Small and Medium Firms with Full Operating Cycle in Various Business Environment. *Efficiency in Business and Economics, Springer Proceeding in Business and Economics*, 119-132.
- Michalski, G., (2016). Full operating cycle influence on the food and beverages processing firms characteristics. *Agricultural Economics-Zemедelska Ekonomika*, 62, 2, 71-77.
- Phillipson, J., Tiwasing, P., Gorton, M., Maioli, S., Newbery, R., Turner, R., (2019). Shining a spotlight on small rural businesses: How does their performance compare with urban? *Journal of Rural Studies*, 68, 230-239.
- Prouska, R., Psychogios, A., Rexhepi, Y., (2016). Rewarding employees in turbulent economies for improved organisational performance: Exploring SMEs in the South-Eastern European region. *Personnel Review*, 45, 6, 1259-1280.
- Remenova, K., Jankelova, N., (2019). How Successfully can Decision-Making Style Predict the Orientation toward Well- or Ill-Structured Decision-Making Problems. *Journal of Competitiveness*, 11, 1, 99-115.
- Rodrigues, L.F., Oliveira, A., Rodrigues, H., Costa, C.J., (2019). Assessing consumer literacy on financial complex products. *Journal of Behavioral and Experimental Finance*, 22, 93-104.
- Rozkosova, A., Megyesiova, S., (201). Labor Productivity of the EU Member States in Selected Sections of Economy. *11th International Days of Statistics and Economics, Prague*, Sep. 14-16, pp. 1331-1341.
- Rutkowska, M., Sulich, A., Michalski, G., (2017). Debt Capacity of Nonprofit Entities: Jobs on the Green Economy Background Case. *Proceedings of European Conference in Finance and Economics (CEFE 2017)*, pp. 687-697.
- Songling, Y., Ishtiaq, M., Anwar, M., (2018). Enterprise Risk Management Practices and Firm Performance, the Mediating Role of Competitive Advantage and the Moderating Role of Financial Literacy. *Journal of Risk and Financial Management*, 11, 3, 35.
- Stanisławski, R., Lisowski, R., (2015) The relations between innovation openness (open innovation) and the innovation potential of SMEs. *Procedia economics and finance*, 23, 1521-1526.
- Shrimali, A., Soni, V., (2018). A study on the Utilization of Lean techniques/tools in Indian SMEs, *Production Engineering Archives*, 20(20), 32-37.
- Stehel, V., Horák, J., Vochozka, M., (2019). Prediction of institutional sector development and analysis of enterprises active in agriculture. *E+M Ekonomie a Management*, 22, 4, 103-118.
- Šumpíková, M., Ďurčėková, I., (2019). Transaction Costs, Outsourcing, and the Public Procurement Review Process in the Czech Republic and Slovakia. *The NISP Acee*

- journal of public administration and policy*. Bratislava: NISP Acee Press, 12, 2, 233-250
- Quinn, M., Cleary, P., (2016). Intellectual capital and business performance - an exploratory study of the impact of cloud-based accounting and finance infrastructure. *Journal of Intellectual Capital*, 17, 2, 255-278.
- Vochozka, M., Rowland, Z., Šuleř, P., (2019a). The specifics of valuating a business with a limited lifespan. *Ad Alta: Journal of Interdisciplinary Research*, 9, 2, 339-345.
- Vochozka, M., Stehel, V., Rowland, Z., Krulický, T., (2019b). A review of the report on relations between the controlling and controlled party and between the controlled party and parties controlled by the same controlling party. *Ad Alta: Journal of Interdisciplinary Research*, 9, 1, 321-325.
- Wolniak, R., (2020). Main functions of operation management, *Production Engineering Archives*, 26(1), 11-14.
- Wroblowska, Z., (2019). Personality Requirements for Ukrainian and Czech Managers Creating Brands as a Competitive Advantage. *Journal of Competitiveness*, 11, 1, 152-167.

WYBRANE CZYNNIKI ZARZĄDZANIA KORPORACYJNEGO W SEKTORZE MŚP

Streszczenie: Badanie ma na celu zdefiniowanie i przedstawienie ważnych czynników wpływających na jakość zarządzania przedsiębiorstwem w sektorze MŚP. W ramach przeprowadzonych badań autorzy skupili się na małych i średnich przedsiębiorstwach (MŚP) w Czechach i na Słowacji. W CR uzyskano dane od 454 firm i od 368 firm na Słowacji. Do przetwarzania danych zastosowano test chi-kwadrat i Z-score. Wyniki badań dostarczyły interesujących wyników. Stwierdzono, że przedsiębiorcy spędzają dużo czasu na prowadzeniu działalności gospodarczej, ponieważ około 70% przedsiębiorców w obu krajach potwierdziło, że spędzają ponad 8 godzin dziennie na prowadzeniu działalności gospodarczej. Z drugiej strony założenia autorów nie zostały potwierdzone, ponieważ oczekiwano większej intensywności przedsiębiorczości. Ciekawym odkryciem było to, że większe i starsze firmy bardziej intensywnie zgadzały się ze stwierdzeniem ST1 - intensywnie pracują w swoim biznesie (zarządzaniu). Około trzy czwarte ankietowanych przedsiębiorców stwierdziło, że stosuje styl zarządzania partycypacyjnego. Na podstawie wyników można stwierdzić, że większe firmy, starsze firmy i przedsiębiorcy z wyższym wykształceniem w dużej mierze stosują ten styl zarządzania. Badanie wykazało, że przedsiębiorcy bardzo doceniają ludzi w swoich przedsiębiorstwach, co jest wyraźniejsze w starszych firmach niż w młodszych firmach. Duża część przedsiębiorców przywiązuje dużą wagę do regularnej oceny pracowników i stara się motywować ich do stosowania innowacyjnych przełyków pracy.

Słowa kluczowe: małe i średnie przedsiębiorstwa, zasoby ludzkie, styl zarządzania partycypacyjnego, zarządzanie firmą, motywacja pracowników.

中小企業部門企業管理的選定因素

摘要: 該研究旨在定義並提出影響中小企業部門公司管理質量的重要因素。在已完成的研究中，作者集中於捷克共和國和斯洛伐克共和國的中小企業 (SME)。在CR中，獲

得了454家公司和斯洛伐克368家公司的數據。對於數據處理，使用卡方檢驗和Z評分。研究結果提供了有趣的發現。已經發現，企業家花費大量時間從事商業活動，因為兩國的大約70%的企業家證實他們每天花費8個小時以上的時間從事商業活動。另一方面，作者的假設沒有得到證實，因為人們期望增強企業家精神。一個有趣的發現是，規模較大和規模較大的公司更加贊同ST1的陳述-

他們在業務(管理)中進行了深入的工作。約四分之三的企業家表示，他們採用參與式管理風格。從結果可以看出，較大的公司，較老的公司和受過大學教育的企業家在很大程度上採用了這種管理方式。研究表明，企業家非常欣賞企業中的人，這在老公司中比在年輕公司中更加明顯。很大一部分企業家非常重視定期的員工評估，並試圖激勵他們應用創新的工作流程。

關鍵詞: 中小企業, 人力資源, 參與式管理風格, 公司管理, 員工激勵。