



HUMAN RESOURCE MANAGEMENT IN CONTEMPORARY CONDITIONS OF THE ECONOMIC PRACTICE IN CONNECTION WITH THE PRESENT CRISIS IN THE SLOVAK REPUBLIC

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Abstract: The article is aimed at two areas concerned with human resource management and its application in present conditions of the Slovak Republic. The introductory part constitutes of a certain exposition of the discussed problem and stresses the importance of the human factor in the production process because it is the only source of any activity and progress. In the contribution, the object of investigation are selected up-to-date economic problems of the human resource management which are solved at a relatively narrow extent. An appropriate attention is paid to questions related to the system of an acquisition and choice of employees, to the improvement of the educational system of employees, and finally to their motivation during the economic crisis. The subsequent object of the investigation is a development of the human resource management and its global apprehension enabling one to achieve a positive trend in the field of managing human resources.

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Key words: human resource management, motivation, economic crisis, managing human resources.

Reikšminiai žodžiai: žmogiškųjų išteklių vadyba, motyvacija, ekonominė krizė, žmogiškųjų išteklių valdymas.

1. Introduction

At the beginning of our contribution we proceed from the fact that every company or any organization can function only on condition if material (machines,

equipments, material, energy, etc.), financial and human resources are sufficient, interconnected, kept in motion and utilized. The activity associated with interconnection of the above-mentioned three resources should be a role of the company management. In this connection, we follow a well-known definition of the human resource management incorporated in decisions of the company management which is aimed at all activities associated with man in the working process. It is primarily his acquisition, formation, performance, job organization, the interconnection of his activity, his working results, abilities and behaviour, his relation to the accomplished work and co-workers, the personal satisfaction with his job, and his personal and social development. Some aspects indicated in the previously mentioned definition of the human resource management will be an object of the next sections of the paper.

It is not necessary to emphasize that the realization phase of every entrepreneurs' intention leads to its introduction into life. In this phase the unemployment is not engaged only in the work with assumptions, numbers and graphs but also in the work with people, working means, energy consumption and finances, i.e. in their real inputs into the working process or services. The successful course of the realization phase of the entrepreneurs' intention does not depend only on its thorough and professional processing but also on the proportional application of necessary sources. With regard to an objective of our International conference it is not possible and appropriate to analyze from the indicated aspect all primary sources of the evaluation process at least at a minimum extent. For this reason our attention will be directed only to the labour force or urgent problems which are faced by the human resource management in contemporary conditions of the economic practice in the Slovak Republic.

The sphere of our working activity is the Slovak University of Technology in Bratislava from where the information gained by our students in the educational process constitutes the framework of our contribution. On the basis of our experience we can state that young people in our country represent the promising potential. They are dynamic, diligent, intelligent, creative, friendly and honest. They have all prerequisites to exploit various advantages of our educational system and to manifest their natural curiosity and willingness to implement the new ideas and modes of solutions. However, in contrast with this the up-to-date situation existing in our economic practice is partially a burden incorporating also the narrow-oriented knowledge and incorrect habits inherited from the past.

Almost fifteen years ago, the Slovak Republic set out on a relatively challenging and long road. The transition from the centralized and planned economics along with privatization and other problems, and also the entry into the EU structures represent the complicated process giving rise to many problems as well as to many challenges and opportunities. The same applies to a sphere of the personnel management, services, and state administration.

The situation in these fields is deteriorated by problems resulting from the present economic crisis which is accompanied with a growth of the unemployment, a decrease of the production of some kinds of products, the liquidation of entrepreneu-

rial subjects, a higher load of the state social system arising from the unemployment, etc.

2. Human resource management situation

2.1. Selected problems of the human resource management in present conditions of the contemporary economic practice

The successful realization of every entrepreneur's intention calls for a positive approach to assignments arising after its fulfilment. Therefore it is necessary for employees to know at which objectives must be attention directed and whether the personal contribution is in the interest of each employee after achieving the defined objectives. Briefly, the fundamental priority is information and motivation. The gist of the problems which distress our current economic practice is deeper—in the personnel management. From among these problems there are four important aspects which reflect badly in our economic practice. They involve the improvement of the recruitment system and of the choice of employees, and also the improvement of the training of employees, their motivation and remuneration. In this connection it is important to ask the question what employees will be appointed to realize the targeted entrepreneur's intentions?

As for the system of labour recruitment and choice, there exist several problems and ways of their solution, and this deserves a closer attention.

A free labour shortage observed in requested professions is a great problem, whether it relates to workmen trained in certain specializations or to employees with the secondary-school education. In this sphere, business subjects should establish the more intense co-operation with vocational schools and should spare every effort to attract apprentices and students by offering all kinds of social advantages, the convenient development and salary possibilities.

The insufficient utilization and choice of applicants for job, i.e. secondary-school-leavers and university graduates, encompasses the other scope of problems associated with a lack of the practical experience in labour facilities. In this sphere, the well-organized co-operation with secondary schools and universities in gaining the economic practice can help ensure the practical experience of school-leavers and graduates by providing temporary jobs, industrial practice, study stays, etc. It is known that just these young employees are more adaptable to working conditions, often by bringing the new theoretical knowledge and new approaches.

When the employment is provided to highly-qualified persons such as managers, technologists, designers, etc., excessive funds are usually spent and only the time will often show whether the choice of applicants was suitable. Therefore it is important to draw attention to a better utilization of the personnel services, consulting and to employment agencies having many professional workers with the expert knowledge in various scientific fields and disciplines. Due to this fact, they can choose the suitable candidates for their jobs using the time-tested methods. The higher costs necessary for this way of staffing are compensated by the time-saving, high-quality services,

guaranty of convenient employees, and by their future contribution to the organization.

Serious problems are caused by a lack of the certain kind of information in recruiting the employees from among students, school-leavers and graduates. The missing information is observed in the knowledge of foreign languages, in the school results from certain disciplines, in the results from intelligence tests, etc. In this sphere, some assistance should be offered by secondary schools and universities which could participate in this way in placing their students and gaining their jobs.

Next problems refer to a lack of the conception work or inadequate personnel research. Entrepreneurial subjects do not often have the sources for a recruitment of the new employees on files, nor do they have the sources "invested" into the respective methods of recruiting employees. It follows that they do not pursue whether the recruitment of employees was successful or they do not employ all potential ways to achieve the more effective performance results. This draw-back should be eliminated and the suitable personnel research should be realized as soon as possible.

In the contemporary economic practice some entrepreneurial subjects are confronted with a problem of the insufficient personnel information system which should incorporate the descriptions of job posts, working activities and requirements for employees. After the thorough processing of requirements a choice of the applicants for job will certainly improve because their demands will be specified more precisely.

The training system of employees, particularly in the conditions of major business subjects needs the elimination of long-lasting deficiencies. The problem is that some business subjects react to changeable conditions and demands for the new knowledge and skills inflexibly and late. Therefore the perfect reorganization of the lifelong educational system should be accomplished, taking into account the fact that qualified and educated employees represent the most important "capital."

Closer attention should be paid to the actual necessity of employees proceeding from the identified discrepancies among the requirements for job posts and characteristics of the newly employed workers, and other specific characteristics which demand an appropriate employee rating. An example can be the before-said problem related to the information on job analyses and to the description of job posts.

2.2. Motivation of employees

Another area which needs special attention in the present period of the economic development and economic crisis is the motivation process of employees. It is important especially now to appreciate the employee who gives the satisfied working output in agreement with the achievement of defined company goals. Moreover, in the present unfavourable economic situation it is necessary to point out to his values, position and importance in the company. Since it is possible that after ending the crisis the employee will consider his departure from the company, the entrepreneurial subjects should precede a loss of the best employees by their correct approach to them. Measures taken in the economic crisis in relation to the motivation of em-

employees should involve the employer's obligation to show his interest in each employee and arouse such feelings of the employee that he is given a care on the employer's side. During the crisis, the employer should reassess his approach to the employee, contemplate about the crisis and realize its negative impact on him. Most entrepreneurial subjects are of the opinion that it is important for them to arouse in the employee also a feeling of solidarity with the company instead of emphasizing the economic crisis inside the company. Companies use as a source of the stimulation of employees, for example, health care advantages, the possibility to work during the flexible working time, or various financial awards for the achieved working results. Although the majority of employees consider the praise of an employer to be a relevant proof of his appreciation, more and more employees prefer if he appreciates their "value" for the company. In many cases it was confirmed that the individual valuation of employees is the best contribution to their motivation in this uneasy economic time. The next possibility to support the motivation of employees during the economic crisis is the creation of good working relations. Managers often think of themselves that their employees are given by them the sufficient appreciation, which is, however, less important than a loss of their respect in the company.

A relatively fundamental drawback in the training of employees in our business subjects can be seen in its rather non-global understanding. Experience has shown that objectives which are to be achieved during the educational activity are often forgotten. They should be understood at two levels including: the objectives of training in favour of the company (increase of the labour productivity and profit, increase of the labour quality, development of the initiative, improvement of the communication and labour organization, etc.) and, on the other hand, objectives of training in favour of employees (increase of the job satisfaction and personal self-fulfilment, provision of the space for the qualification advancement and personal development, inclusion in the category of the higher rate of pay, etc.). Only the harmony between two indicated levels of objectives can ensure that the educational process will be effective. In addition, only an efficient feedback to the realization of educational activities can ensure the more effective function of the human resource management.

2.3. Evaluation of employees

In the evaluation of employees the matter in question is the analysis of their qualification level in relation to the work which they perform. The analysis is concerned with the individual characteristics and features of each worker's personality, with the judgment of his abilities, the possibility of his further development and prospects, aims, commitments and tasks. The evaluation of employees has a significant motivation effect. On the basis of the evaluation the superior declares evidence about his relation to subordinates, about his ability to evaluate, judge and manage his employees. The evaluation of an employee is not the aim of the superior's activity, but it is the presupposition and instrument of influencing the superior's motivation. The job evaluation of an employee incorporates the evaluation of his working activity and can be differently aimed at:

- personal characteristics of an employee (character, motivation, interests, etc.),
- working output, i.e. the results from the employee's activity,
- responsibility, i.e. a way, in which the employee gives guarantee for his working results.

The personal activity dealing with the evaluation of an employee includes:

- detection of his working output, the fulfillment of tasks and demands arising from his job position, working behaviour and relationships to co-workers or other persons being in the contact with a particular work,
- information of individual employees about the obtained results and the discussion with employees about them,
- search for the modes of maintaining or improving the working output and subsequently the search for implementing the measures used as a help in this process.

The up-to-date evaluation of employees represents the unity of acquisition, judgment and effort to improve and define the goals (objectives) associated with the working output. The key role in all forms of the evaluation of employees is attributed to their superior. The evaluation can be preferentially aimed at working results or the working behaviour.

The evaluation is considered to be a highly efficient instrument of the control and of the "navigation" of employees. In principle, two forms of the evaluation of employees are distinguished:

- informal i.e. continuous evaluation of the employee by his superior during the execution of the employees' work. It has an occasional character and is more or less determined by the situation at the given moment, by the feeling of the evaluated person, by his or her impression and also by the instant mood expressing the factual certainty of the working result. The point in question is that it is a part of the everyday relationship between the superior and the subordinate—a part of the continuous control of fulfilling job assignments and the working behaviour. Such an evaluation is not usually recorded and serves as a basis for personal decisions only exceptionally;
- formal evaluation is mostly more rational, standardized and periodical and its characteristic features are of the planning and systematic nature. This kind of evaluation enables one to obtain documents which are included in the personal materials of employees. The documents serve as a basis for the next personal activity of an individual and also a group of employees. A special case of the formal evaluation is the so-called occasional evaluation initiated by an instant necessity to work out the confidential opinion on the worker's character and abilities, for example, in the case of the termination of the working contract. However, this happens earlier when relevant results from the common periodical evaluation are not at disposal, or when some remarkable changes in the working output of the particular worker have occurred since the last evaluation.

The evaluation results are most frequently utilized in practice in the case of:

- remuneration,
- allocation (promotion, reallocation) and in some cases at the termination of the working contract,
- education and development (individual or organized by a company),
- stimulation and improvement of the working output representing a motivation instrument.

On considering the ways of the evaluation of employees one can see that they differ one from another according to specific conditions of the organization. However, there exist general principles which must be observed. According to these principles the evaluation must be:

- systematic, which means that if the motivation force is to be maintained it must be regular and repeated at certain time intervals, every employee being obliged to respect it,
- differentiated, which means that all job posts in the organization cannot be evaluated according to a single criterion and in an equal way,
- open, which means that it is not only an act of elaborating the single evaluation of a subordinate but also an act of searching for a potential help to eliminate obstacles or draw-backs,
- bilateral (two-way), which means that it is closed by the proposals for progressive changes occurring in the activity of both sides, i.e. on the side of the evaluated person and the assessor.

A very serious problem in the evaluation of employees is the errors made in it. Superiors must avoid not only the evaluation problems but also the problems arising in the subsequent interview with the evaluated worker. In this way they can overcome different prejudices and bias in the evaluation. It is not easy to convince them of their attitude to it, especially when the assessor does not realize their actions. The prejudices are felt by man due to his incorrect generalization of the life experience, indispositions or the dispersion of a certain impression to other phenomena. Typical mistakes in the evaluation are: the mechanism of the "hallo effect" which belongs to the most frequently spread faulty attitudes to the evaluation. It is actually either an inclination to generalize incorrectly or a tendency to evaluate the individual qualities of man according to the overall impression, or only according to one quality creating the overall favourable or unfavourable impression; the mechanism of projection consists in attributing the assessor's feelings, thoughts and intentions to the evaluated person; the mechanism of attribution means that the evaluated person is given abilities and qualities of somebody else. It often happens when the collective includes more employees and the superior is rarely in the touch with the collective of subordinates; the mechanism of favouritism can be either positive or negative. In the former case it is the accentuation of some investigated phenomenon concerned with the evaluated person who is influenced by the relation to a carrier of the given phenomenon and in the latter case it is its underestimation; the mechanism of "apriorism" shows itself in the situation when the assessor is of the final opinion on man before he knows him on the basis of the questionnaire, curriculum vitae or some other information about the evaluated person, or on the basis of the first impression. The "aprior-

ism” leads to a prejudice and non-objectivity in the evaluation; the mechanism of central tendency is the manifestation of a fear of the resulting evaluation or of the inability to differ correctly. In practice, this means that the assessor does not use any extreme values in the evaluation, etc.

The last step of most evaluation systems or methods is the “feedback” towards employees, i.e. evaluated persons. The so-called “feedback” is usually realized in the form of private interviews between the superior and the subordinate, and their discussion about the last outputs should lead to the planning of positive changes in future periods. The implementation of these feedback interviews is not always an easy task because superiors can find themselves in the unpleasant position, especially when the evaluation results are negative and the subordinates are disillusioned by “verdicts” which they hear. The suitable trainings from psychology can help superiors to conduct the evaluation interviews which are aimed to achieve effective results, to prevent subordinates from being disgusted, frustrated and disappointed, but also vice versa, to encourage them to improve their outputs, or other negatively evaluated aspects of their working activity on the basis of their recognition.

As it follows from the above-mentioned text, a separate part associated with the evaluation of employees is their remuneration. When speaking about the remuneration of employees, everybody recalls in his mind, in the first place, the wage. According to the Labour Code the wage is understood as a wage scale (basic wage, wage tariff), wage extra charges and other wage components incorporated in the wage regulations or collective agreements. The wage must not be lower than the minimum one. The government of the Slovak Republic stipulates in its regulation the amount or conditions for determining the minimum wage. At the same time, organizations decide themselves about the application of the respective form of a basic wage (piecework, proportionate and time wage), or in addition to it about the application of further wage forms involved in the wage instructions, or collective agreements.

Organizations pay wages to their employees according to the collective agreements of a higher degree and within them according to company collective agreements, or according to internal wage prescriptions, or the contracts of employment. If the payments of wages are not assessed by the collective agreements of a higher degree, the organizations pay them wages according to the wage prescriptions and within them according to company collective agreements, or internal wage prescriptions, or the contracts of employment.

2.4. Remuneration of employees

The remuneration for performed work can be defined as a process of determining the financial reward to employees or to others according to the work performed within the created wage resources. The reward for work represents, at the same time, an income of the employee who is dependent on the amount, quality, effectiveness, and not least, on the social significance of the work, on the industrial branch, etc. The above-indicated key moments in the remuneration for performed work will help the

entrepreneurial subject create a satisfactory compensation system which will attract qualified applicants to work in the organization. Furthermore, this system will help maintain the employed people, will stimulate them to the higher performance and activity and will provide them a good feeling with the performed work – of course, at costs which are in harmony with wage conditions in the respective manufacturing industry, with the provision of services, geographical position, etc. If the adequate remuneration principles are not observed, it is very probable that employees will leave the organization early and the new ones will be difficult to recruit.

Likewise in the case of the above-mentioned definition which understands the remuneration for the work performed as a synonym of the payment of wages and salaries, it is often so in the case of other definitions; however, the term of remuneration should be understood in a wider sense. According to R. L. Mathis the remuneration can be external consisting of the salary and benefits, and also internal remunerations as, for example, the appreciation, opportunity to achieve the advancement or the chance to obtain the more significant work. (1)

Every wage or compensation system must be created with a view to the wage level and the wage structure, and the system of the individual wage determination must be worked out to attract, maintain and motivate employees.

Wage determination level is a part of the management policy in every entrepreneurial subject. On considering the present valid wage regulations the management must decide whether the organization will pay its employees more, less or to such an extent which corresponds to the common wage level in the respective industrial branch and in the particular territory. Most organizations prefer the possibility to pay their employees the wage near to an average. The organizations, which cannot afford this due to their financial situation, they pay the wage which is lower than an average. The large and successful organizations “cultivate” their reputation in the form of the “honey stroke”, which means that they intentionally pay their employees the wages which are higher than the average to attract and maintain the highly qualified employees. Similarly, a level of the employment and the situation in the labour market have influence on wage levels in the following way: if there is a surplus of the labour force (high unemployment) the wages or salaries fall down and if the labour force is scarce (low unemployment) the wages or salaries go up.

Wage structure is usually determined by evaluating the working activity. This evaluation should express the importance of each working activity in relation to other employees and simultaneously should consider such factors as the level of required education, physical fitness, working conditions and risks, a lot of responsibilities, required capabilities, etc. The classification of the working activity is usually a part of the wage prescriptions.

The particular wage amount is determined for each employee individually. On solving the question how much should be paid to employees executing a certain working activity the answer is that this should depend on the knowledge, abilities the length of employment, the qualification, etc.

The next important scope of problems are wage forms and the honest remuneration for performed work. The wages, or the salary is the remuneration for the per-

sonal working output or service within the agreement between the employer and employee. This remuneration can apply to a certain working time representing, for example, the pay-off period, month, day or hour, or it can apply to a certain amount of work - the so-called piecework wage. Both forms of wages must have an equal link to the personal working output. The most suitable wage form is the one which is simple and understandable to all employees in order that they may calculate its amount themselves. On choosing the most efficient wage form the employer should proceed from the technical level (degree of the mechanization or automation), from the way of the job organization, from the safe-work conditions and from the quality of products or services, etc. Each wage has also its "own" structure and if it is oriented to the fulfilment of the main tasks and to the proper stimulation of employees enabling one to achieve the required economic results, the wage is economically efficient.

To fulfil the requirements of the fair remuneration the wage structure in the market-based economic systems should be more or less modified by extra charges for the performance, by local, family and children's extra charges, by grading within the income range, and by charges for the increase in prices, etc. This means that the actually paid wage to an employee consists of different components:

- basic wage—or the minimum wage,
- appreciation of the working activity considering the specific drawbacks (difficulties) of a certain work (tiredness, mental and nervous strain, professional knowledge, experience, practical abilities, etc.). In practice, the basic wage and the rate of the work value (expressing the appreciation of the work activity) are unified and designated as a basic wage,
- personal evaluation relates to the employee's personal qualities as far as they are important for his working results (reliability, tidiness, team work, initiative, versatility, etc.). The evaluation is dependent, to a certain extent, on the subjective judgment of the chief (direct superior) and therefore it is not regarded in practice to be an ideal solution. In practice, the certain parts of the personal evaluation are for this reason incorporated in the rate of the work value, or they are reduced to fixed extra charges granted for the working age, fidelity, substitution, etc.,
- performance evaluation refers to the work amount and quality. This is remarkable in the case of the piecework wage and the premium wage, respectively. In the case of the simple time wage it represents the form of an additional wage category, which must be based on the certain performance or on the form of the extraordinary evaluation,
- social premium pays serve for the compensation of an imbalance arising from personal conditions and from the development of the company's environment,
- extra charges in certain residential areas – for very expensive flats (big cities, spas).
- extra charges for married women and married men,
- extra charges for children,

- extra charges for a price increase, etc.

In a simple form the wage structure is shown in the scheme of Fig. 1.

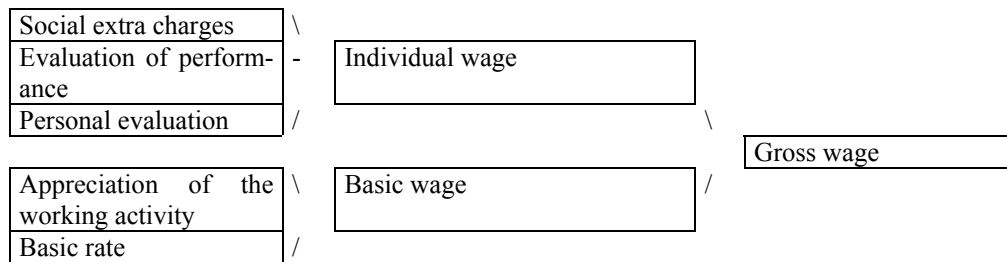


Fig. 1 Wage structure

The wage distribution into individual components permits the closest wage approximation to the so-called “fair” remuneration for work.

3. Trends of the global conception of human resource management in the period of the economic crisis

Trends of the global conception of human resource management are influenced by the contemporary conditions of the economic crisis having effect on the economics of the Slovak Republic. The course of this situation is demonstrated by the following analysis of selected indicators which show the development of employment and unemployment in the period of the last quarter of 2009 compared to the last quarter of 2008, and which show also the influence of employment on the average month-wages in chosen economic sectors in the equal period.(2)

3.1. The development of employment and unemployment in the period of the last quarter of 2009 compared to the last quarter of 2008

The reduced economic output is connected with a decline of the employment. The average number of employees decreased in the 3rd quarter of 2009 compared to the 3rd quarter of 2008 by 106 thousand, which represents 4.3 % per 2 0366.9 thousand of persons. The decrease was influenced by a fall of the number of employees by 132.3 thousand, which represents 6.2 % per 1 988.2 thousand of persons. The number of entrepreneurs increased by 30.3 thousand, which represents 8.8 % per 374.9 thousand of persons: from that the number of entrepreneurs without employees increased by 27.1 thousand, which represents 10.2 % per 293.6 thousand of persons. The increase was recorded also in the number of entrepreneurs plus employees by 3.3 thousand, which represents 4.2 % per 81.3 thousand of persons. Owing to seasonal influences the employment in the 3rd quarter of 2009 versus the 2nd quarter of 2009 decreased by 35.4 thousand, which represents 1.5 %.

The given development is illustrated in Fig. 2:

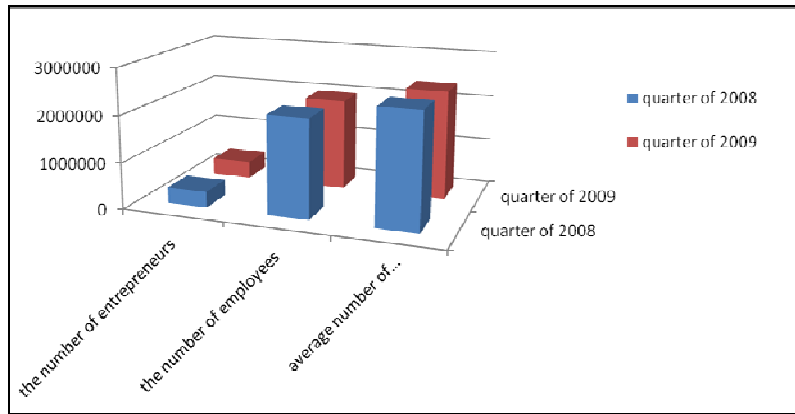


Fig. 2: The development of employment and unemployment

The unfavourable situation in the labour market was influenced mostly by a fall of the number of employees in industrial branches, when the employment in the whole industry decreased by 92.8 thousand of persons, which represents 12.8 %: from that the decrease was recorded mainly in the manufacturing industry, mining and extraction. The growth of employees was ascertained mainly in the business, art, entertainment, recreation, information and communication activities.

An area of the employment is influenced also by the age of employed persons and the sex; the decrease of employment during the year showed itself in the lower measure of the employment of persons at the age of 15 to 64 years, the measure of employment decreased to 67.4 % in the case of men and to 52.8 % in the case of women.

From the total number of employed persons 58.0 % were recorded in services, 26.6 % - in civil engineering, 11 % - in agriculture and 3.5 % - in forestry and fishing.

The before-mentioned data are characterized by the following Fig. 3:

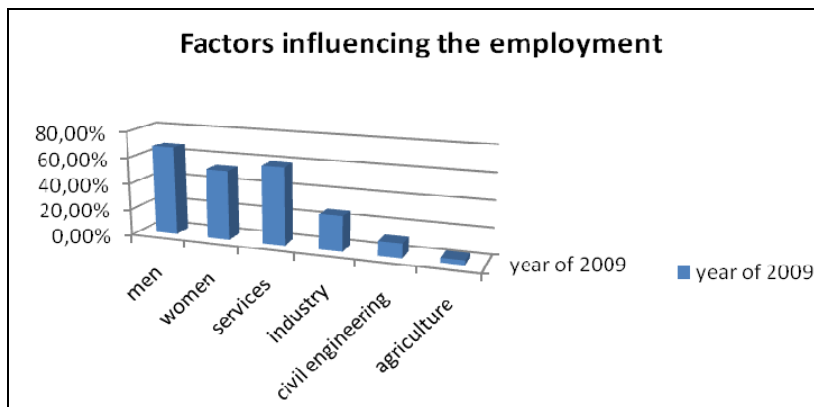


Fig. 3: Factors influencing the employment

The overall unemployment was influenced by various factors such as: the area in which employees work, the length of employment and the level of achieved education by unemployed persons. All results are processed in the following Fig. 4:

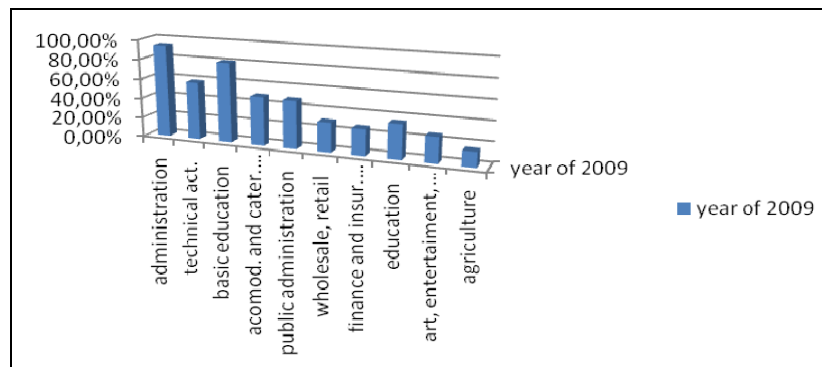


Fig. 4: A growth of the number of employees whose last employment was in the respeciver branch

We can state that the number of unemployed people per year increased on average from the first to the third quarter of 2009 by 16 % representing the total number of 307 400 persons, and the measure of unemployment increased to 11,4 %.

3.2. The influence of employment on the average monthly wage in selected economic sectors in the same period

The economic crisis has effect on the amount of the average monthly wage almost in every economic field. For the sake of interest we have chosen the influence of the given factor in the field of communication technologies, civil engineering and transport. On comparing the month of October 2009 with the same month of the year 2008 the employment increased only in the field of information and communication activities, which represents a growth by 1.5 %. The overall employment in the above-indicated fields is clearly illustrated in the following Fig. 5: The employment and the average monthly wage in particular branches is shown in Fig. 5.

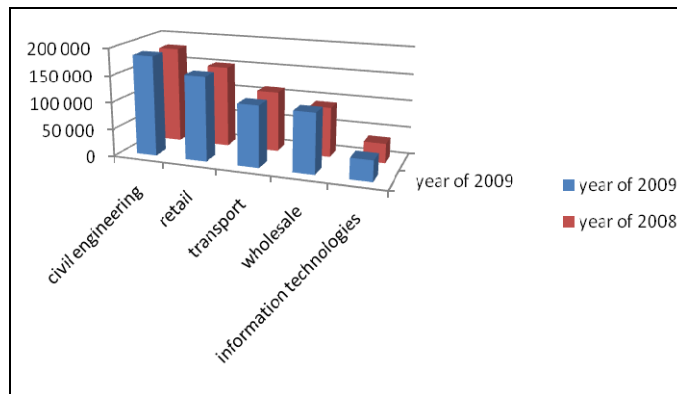


Fig. 5: The employment and the average monthly wage in the particular branches.

4. Conclusions

Previously mentioned problems and those which have not been indicated in the present contribution and with which our economic practice has been carrying a long-term struggle can be solved mainly by assuming the knowledge and experience gained by the personnel management in the European Union and other countries. As a matter of fact, it is a waste of time and energy to study the questions verified elsewhere. The better attitude would be to proceed from the differences and special characteristics of our economy and incorporate them in solutions realized in this sphere. In any case, it would be necessary to take a new attitude to the personnel management. The situation will certainly change after opening up our economics to the European Union, since it will affect not only the conception of the personnel management but also the work conception of personnel managers in Slovakia. However, the above-mentioned principles can be generalized, which means that they can be universal for all managers engaged in the sphere of managing the personnel work as well as in other spheres.

The preparation of personnel managers or human resource managers (as they are called abroad) should be oriented so to contribute to the formation of the favourable personal qualities and a good standard of the knowledge. They should include: the excellent knowledge of foreign languages, good information about the own nation and other countries, ability to compare the international social-economic development, exact idea of ethical norms, ability to fulfil the wishes and requirements of people in the European context, capacity for a conduct of negotiations at an international level, potential to be active, capability of formulating ideas orally and in writing considering international relations, ability of enterprising and forecasting, acquaintance with trends of the European and worldwide economic development, innovation abilities, etc. It is desirable that they should be prepared for generalization of the latest trends in forming the future and should have the well-grounded technical knowledge. Other requested attributes are: to be good specialists in international

questions of the social development which have become a key element in achieving a progress on the European and worldwide scale, and to have a good command of the economic and legal situation in our country as well as in Europe and throughout the world.

The profile formation of managers of the human resource management should be based on the thesis that those managers who wish to be successful should be generally oriented, should have the proper knowledge of the up-to-day technics in the sphere of human resources and should be able to perform more functions in the entrepreneurial subject. Of course, they also should be able to positively influence line managers, reveal internal as well as external changes having an impact on the enterprise subject in relation to trends forecasted at the macro- and international level. An important attribute of the newly-profiled managers is to anticipate the future. They should understand the enterprise environment and participate in the creation of the human resource strategy.

An entry of the Slovak Republic into the European Union is closely associated with the choice and qualification of both human resource managers and top managers. The qualification must be compatible with that of the managers of foreign companies in the European Union and in non-European countries. There must not appear any differences in services rendered to customers, any discrepancies in the level of managing the work of employees and any distinctions in the total management of entrepreneurial subjects among foreign and home firms.

Finally, in connexion with the human resource development we would like to pay our attention to the existing model of the expansion and management of economics. From this aspect it is necessary to say that the management in general and the management of human resources in particular are closely connected with the above-indicated model. In choosing this model one should proceed from the personal contribution to the economic reform based on generally valid principles of the economic reform characterized by a transition from the centrally planned and controlled economy to the free market economy according to time-tested examples in the world. In this sense, the choice of approaches to further development of the enterprise subjects should be done. In European conditions, an expansion of the idea of the information society is promoted by the European Union which is intellectually and practically oriented to the transformation of Europe on the basis of the latest scientific and technical achievements leading to a better prosperity and a new quality of life. In the field of the personnel management in our country one can expect that its development and continual advancement will be encouraged by the today's young and rising generation which has all prerequisites to fulfil the requirements for the education, personal and intellectual qualities, and ambitions.

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ŽMOGIŠKŪJŲ IŠTEKLIŲ VADYBA DABARTINĖMIS EKONOMINĖS KRIZĖS SĄLYGOMIS SLOVAKIJOS RESPUBLIKOJE

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Santrauka. Straipsnyje apžvelgiama žmogiškųjų išteklių vadybos specifika dabartinės sąlygomis Slovakijoje. Pabrėžiama žmogiškųjų veiksnių svarba gamyboje, darbuotojų parinkimo ir jų vadybos ypatumai, jų rengimo gerinimo ir motyvavimo krizės laikotarpiu aspektai. Išsamiau apžvelgiami reikalavimai žmogiškųjų išteklių vadybininkams, Slovakijai įstojus į ES.