Journal socioterapie

2023

Ročník IX., číslo 3

MARKETING MANAŽMENT, OBCHOD, FINANČNÉ A SOCIÁLNE ASPEKTY PODNIKANIA

Journal socioterapie, ročník IX., číslo 3, 2023

Vydavateľ: Inštitút edukológie a sociálnej práce, Filozofická fakulta Prešovskej univerzity v Prešove, Ul. 17 novembra 1, 080 78 Prešov, https://www.unipo.sk/filozoficka-fakulta/ieasp-ff/journal-socioterapie/

Afiliácia: časopis vzniká ako výstup z projektu KEGA č. 027PU-4/2022 *Transfer digitálnych technológií do inovácie metodiky odbornej praxe v pregraduálnej príprave študentov sociálnej práce* a projektu VEGA č. 1/0535/23 *Integrácia ukrajinských migrantov a posúdenie náročnej životnej situácie spojenej s krízou vyvolanou vojnovým konfliktom optikou sociálnej práce.*

Periodicita: 2x ročne

Titulka: www.canva.com; doc. Mgr. Antónia SABOLOVÁ FABIANOVÁ, PhD.

ISSN 2453-7543

OBSAH

EDITORIÁL

V mimoriadnom čísle časopisu *Journal socioterapie* prezentujeme vedecké state účastníkov VIII. ročníka medzinárodnej vedeckej konferencie *„MARKETING MANAŽMENT, OBCHOD, FINANČNÉ A SOCIÁLNE ASPEKTY PODNIKANIA"*, ktorú organizovala *Katedra ekonómie a manažmentu, Podnikovohospodárskej fakulty, Ekonomickej univerzity v Bratislave so sídlom v Košiciach* v spolupráci s *Inštitútom edukológie a sociálnej práce, Filozofickej fakulty, Prešovskej univerzity v Prešove* a zahraničnou univerzitou *Państwowa Uczelnia Zawodowa im. prof. Stanisława Tarnowskiego w Tarnobrzegu v Poľsku*. Kľúčovou témou konferencie boli *Sociálne dimenzie rozvoja spoločnosti, aspekty sociálneho podnikania a podnikania so spoločenskou zodpovednosťou.*

Išlo o prvú spoločnú prienikovú konferenciu s medzinárodným dosahom. Neexistuje sociálna oblasť a societa bez ekonómie a manažmentu. Preto zámerom organizátorov konferencie a editorov časopisu bolo usmerniť jej aktérov práve na spoločné prvky tohto prieniku. Po úspešnej recenzie sa do časopisu dostávajú príspevky, ktoré čitateľom poskytnúť možnosť zoznámiť sa s myšlienkami a vedeckou prácou autorov v sociálnej, ekonomickej a a manažérskej oblasti.

Autorky Aneta Bobenič Hintošová, Jana Coroničová Hurajová, Bożena Frączek v príspevku *The readiness of Polish and Slovak university students to function in the global business world* skúmajú a porovnávajú pripravenosť poľských a slovenských vysokoškolákov čeliť globalizácii podnikateľského sveta prostredníctvom hodnotenia úrovne ich globálnej podnikateľskej gramotnosti. Dosiahnuté výsledky tak na strane slovenskej, ako aj poľskej boli porovnané prostredníctvom dvojvzorkového t-testu a Mann-Whitney U testu. Nasledujúci príspevok od autorov Antonín Korauš, Miroslav Gombár s názvom *Hybrid Threats from the Perspective of Students at Selected Universities in Slovakia: Research on Perception of Frequency* je venovaný práve tejto problematike. Cieľom štúdie je práve hlbšie pochopenie vnímania frekvencie výskytu hybridných hrozieb zo strany študentov vysokých škôl. Aj nasledujúc štúdia je zameraná na globalizáciu a vysokoškolákov, pretože globalizácia ovplyvňuje mnohé aspekty nášho života vrátane rozvoja budúcej podnikateľskej kariéry mladých ľudí. Univerzity pritom zohrávajú strategickú úlohu pri príprave odborníkov na súťaž na otvorenom a globalizovanom trhu práce. Ako sme už na začiatku spomenuli, sociálna oblasť nemôže existovať bez oblasti finančnej, preto sme do časopisu zaradili aj príspevok autorov: Jozef Lukáč, Magdaléna Freňáková, Jozefína Hvastová predstavujú príspevok *Is the utilization of the state budget expenditures in the area of education and healthcare sufficient?,* ktorého cieľom bolo analyzovať postavenie *Slovenskej republiky* vo vzťahu výdavkov štátneho rozpočtu k HDP v oblastiach zdravotníctva a školstva a ich jednotlivých subsektorov v porovnaní s ostatnými krajinami OECD. Príspevok autoriek Magdalena Maciaszczyk, Agnieszka Rzepka nazvaný *The implementation of the CSR concept in enterprises in the Lubelskie voivodeship on the premise of employing persons with disabilities* rieši alarmujúce tempo rastu fenoménu zdravotného postihnutia, analyzuje súčasný právny stav zamestnávania osôb so zdravotným postihnutím a uvádza štatistiky o participácii osôb so zdravotným postihnutím na trhu práce. Faktory, ktoré prispievajú k neefektívnosti súčasného systému pomoci osobám so zdravotným postihnutím pri prechode na otvorený trh práce, boli identifikované pomocou faktorovej analýzy. V súčasnosti, v dobe po COVIDE – 19 a dobe nových vojenských konfliktov je nesporne dôležité vnímať a analyzovať hybridné hrozby, ktoré sú veľkým nebezpečenstvom pre sociálnu spoločnosť, obzvlášť pre mladých ľudí, ktorí sa snažia vykročiť do pracovného života. Podnetným príspevkom, ktorý sme do časopisu včlenili je aj príspevok od autora Štefana Slávika s názvom *Determinants of the growth of small and medium enterprises.* Ide o skúseného strategického manažéra na Slovensku, ktorý sa celý svoj profesionálny život venuje konkurencieschopnosti podnikov a výkonnosti národného hospodárstva. Jeho príspevok na základe terénneho kvalitatívneho výskumu sa zaoberá determinantami rastu malých a stredných podnikov. Empirický kvalitatívny výskum MSP priniesol originálne výsledky, pretože nedefinoval explicitné predstavy o raste MSP a nepredpisoval respondentom kognitívne usmernenia a hranice. Príspevok autorov Petra Galla, Beáty Balogovej, Bohuslavy Mihalčovej, Jozefíny Hvastovej nazvaný *Gender stereotypes in the* *context of social work* pojednáva o mimoriadne aktuálnej problematike rodových stereotypov a diskriminácii v sociálnej práci. Príspevok je o to zaujímavejší, že vychádza z globálneho trendu, a to demografického vývoja spoločností.

Beáta Balogová, Bohuslava Mihalčová
(editorky čísla)

THE READINESS OF POLISH AND SLOVAK UNIVERSITY STUDENTS TO FUNCTION IN THE GLOBAL BUSINESS WORLD

Pripravenosť poľských a slovenských vysokoškolských študentov na fungovanie v globálnom svete podnikania

Aneta BOBENIČ HINTOŠOVÁ, Jana CORONIČOVÁ HURAJOVÁ, Bożena FRĄCZEK

ABSTRAKT

Globalizácia ovplyvňuje mnohé aspekty nášho života vrátane rozvoja budúcej podnikateľskej kariéry mladých ľudí. Univerzity zohrávajú strategickú úlohu pri príprave odborníkov súťažiť na otvorenom a globalizovanom trhu práce. Tento príspevok skúma a porovnáva pripravenosť poľských a slovenských vysokoškolákov čeliť globalizácii podnikateľského sveta prostredníctvom hodnotenia úrovne ich globálnej podnikateľskej gramotnosti. Za týmto účelom vyplnilo online dotazník 320 poľských a slovenských vysokoškolákov a dosiahnuté výsledky boli porovnané prostredníctvom dvojvzorkového t-testu a Mann-Whitney U testu. Medzi poľskými a slovenskými študentmi sme našli určité podobnosti, ako aj rozdiely, pokiaľ ide o úroveň ich globálnej podnikateľskej gramotnosti, ktoré sú najzreteľnejšie v dimenziách rozvoja vzťahov, sebauvedomenia a uvedomelého využívania médií.

Kľúčové slová: Globálne podnikanie. Gramotnosť. Vysokoškolskí študenti. Poľsko. Slovensko.

ABSTRACT

Globalization influences many aspects of our lives including development of future business career of young people. Universities play a strategic role in preparing professionals to compete on an open and globalized labor market. This paper examines and compares the readiness of Polish and Slovak university students to face globalization of the business world by assessing the level of their global business literacy. For this purpose, online questionnaire was filled out by 320 Polish and Slovak university students and the achieved results were compared via two sample t-test and Mann-Whitney U test. We found certain similarities as well as differences between Polish and Slovak students with regard to their level of global business literacy, which are the most obvious in the dimensions of relationship development, self-awareness and conscious media use.

Key words: Global business. Literacy. University students. Poland. Slovakia.

INTRODUCTION

Rapid and often unpredictable social, economic as well as technological changes resulting to interconnectedness of the world impose new requirements especially on young people to function effectively in the global business world Gallo (2022). There is an obvious call for new literacies and their development within educational institutions, which was already highlighted in the book series edited by Jacobs et al. (2013). One of these new literacies related to effective adaptation and functioning in the global business environment is generally referred to as global business literacy Arevalo et al. (2012). Importance of this literacy is highlighted by the fact that business and work have become more geographically complex Dorow (2017) and at the same time, there are shifts in the mix of jobs available in the economy as well as the speed at which people acquire skills under the influence of globalization Davidson et al. (2020). These trends particularly effect students of economics and business, who aspire to do business or work in the global environment. This paper is aiming to assess the readiness of Polish and Slovak university students to function in the global business world. Both of these countries can be considered significant recipients of foreign direct investment, which positively shape the labor market in the long run thanks to the phenomenon of creative destruction Jude & Silaghi (2016). However, not much is known how future graduates are prepared for these new challenges.

This paper is aspiring to diminish this gap in the literature, based on the difference analysis of the results of online questionnaire survey conducted on a sample of 320 university students in Slovakia and Poland. The rest of the paper is organized as follows. The first section highlights important challenges within a global business environment that shape acquirement of new skills and competences. Following sections introduce the methodology used within own research, bring results and their discussion, followed by concluding remarks.

1 Challenges of a global business environment

The growing interconnectedness and interdependence of the countries in the world are challenging patterns of performing business in the global environment. According to Washington et al. (2012) there are some significant factors that reduce the success of international business ventures, namely lack of intercultural competences leading to failure in effective intercultural communication as well as failure to observe appropriate business etiquette.

An increasing attention has subsequently been devoted to the construct of global mindset, which is often framed as a set of one's cultural intelligence and global business orientation Story et al. (2014). Building the global mindset can be an effective tool in coping with workplace diversity that is associated with differences among people working in the same organization with respect to the complex of sociological, physical or psychological factors, such as ethnicity, gender, political or religious beliefs, language or sexual orientation Cletus (2018).

Nekvapil & Sherman (2018) use in regard with functioning of multinationals a term “superdiversity” by which they point out to the fact that multinationals act as an important diversifying element within their foreign subsidiaries and their wider geographical surroundings by influencing social processes taking place there. The term "superdiversity" expresses the new social transformations that are taking place globally and provide new opportunities for studying people, differences and inclusion Ozkazanc-Pan (2019).

Although superdiversity can be seen as a source of potential misunderstandings, it can also be seen as a challenge due to its potential to create social cohesion, communication and openness among colleagues and thus create well-being in the workplace Holck & Hjortlund (2018). To cope effectively with superdiversity, specific competences should be developed, especially polycultural and ethnocultural competences of students Almazova et al. (2019).

However, university graduates are often not equipped with enough competencies to face the global business world. Winterton & Turner (2019) critically analyzed the arguments that the provision of education is not sufficiently in line with the needs of the labor market and concluded that locally oriented research is important in developing specific solutions that fit economic, cultural and institutional contexts. Hence, within this study we look in more details at the level of global business literacy of university students in two countries, namely Poland and Slovakia.

2 Methodology

The aim of the paper is to evaluate the differences in the readiness of Polish and Slovak university students to function in the global world, with the emphasis on the level of global business literacy development. For this purpose, online questionnaire survey was conducted on a sample of 136 Polish (PL) university students, studying at the University of Economics in Katowice and 184 Slovak (SK) university students, studying at the University of Economics in Bratislava, Faculty of Business Economy with seat in Košice. The students were asked to fill out the questionnaire electronically, via the MS Forms platform, during the last week of the summer term of the academic year 2021/2022.

In the questionnaire, students expressed their level of agreement/ disagreement with a total of 46 statements, on a 7-point Likert-type scale. The statements in the questionnaire were adopted from other studies, namely, statements forming following dimensions of global business literacy were adopted from the study by Arevalo et al. (2012): relationships development (6 items), self-awareness (7 items), self-efficacy (8 items), technical competence (9 items) and willingness to learn (8 items). Moreover, in line with our previous investigation (see Bobenič Hintošová, Bruothová, 2022) we added also the dimension of conscious media use (4 items), which statements were adopted from Koc and Barut (2016) and from Jones-Jang et al. (2021), as well as the dimension of risk-taking tendency (4 items), which statements were adopted from Dohmen et al. (2017) and Donthu and Gilliland (1996).

Descriptive characteristics of the variables used, namely average responses to individual statements for each dimension separately, are shown in Table 1.

In general, the higher the score, the higher the achieved global business literacy in the particular dimension. For the purpose of analysis of differences in the level of global business literacy between Polish and Slovak university students, a parametric two sample t-test as well as a non-parametric Mann-Whitney U test applied to independent samples were used. The null hypothesis being tested is that there are no differences in the level of global business literacy between Polish and Slovak students.

Table 1: Descriptive characteristics of the studied dimensions

Dimension	Country	N	Mean	Median	Std. dev.
Relationship development	PL	136	4.81985	4.83333	0.83864
	SK	184	5.09801	5.16667	0.75515
Self-awareness	PL	136	4.83929	4.85714	0.56221
	SK	184	5.17226	5.14286	0.67082
Self-efficacy	PL	136	5.00551	5.12500	1.09986
	SK	184	4.82308	4.93750	1.08612
Technical competence	PL	136	4.84906	4.88889	0.80281
	SK	184	4.82903	4.77778	0.74719
Willingness to learn	PL	136	5.09244	5.18750	0.97696
	SK	184	5.38111	5.50000	0.83657
Conscious media use	PL	136	5.55510	5.75000	0.70099
	SK	184	5.28130	5.25000	0.80388
Risk-taking	PL	136	3.29230	3.25000	1.01496
	SK	184	3.37910	3.25000	1.00985

Source: own processing

3 Results

To compare the level of global business literacy between Polish and Slovak students and identify the significance of differences in the mean scores for particular dimension, the two sample t-test was first applied. Table 2 reports the differences in the mean scores for particular dimensions and the results of statistical testing of the significance of the differences at the 5 % level.

Table 2: T-test for equality of means

Dimension	Mean difference	*Sig. (2-tailed)*
Relationship development	-0.27815	*0.002*
Self-awareness	-0.33297	*0.000*
Self-efficacy	0.18244	*0.141*
Technical competence	0.02003	*0.819*
Willingness to learn	-0.28868	*0.005*
Conscious media use	0.27390	*0.002*
Risk-taking	-0.08680	*0.449*

Source: own processing

Positive differences show higher level of global business literacy for Polish students, while negative differences show higher level of global business literacy for Slovak students. The results of t-test detected significant differences between Polish and Slovak students in four dimensions of global business literacy, while in three cases, namely development of relationship, self-awareness and willingness to learn, Slovak students reported better results. On the other hand, Polish students are able to use media more consciously.

Further, we applied also non-parametric Mann-Whitney U test, which can be used also for non-normally distributed data. We used this test to compare medians of the particular dimensions of global business literacy of Polish and Slovak students. Table 3 shows the achieved results of statistical testing of the significance of the differences at the 5 % level.

Table 3: Mann-Whitney U test

Dimension	Median PL	Median SK	Mann-Whitney U	*Sig. (2-tailed)*
Relationship development	4.83333	5.16667	10147.0	*0.004*
Self-awareness	4.85714	5.14286	8971.5	*0.000*
Self-efficacy	5.12500	4.93750	11360.5	*0.159*
Technical competence	4.88889	4.77778	12204.5	*0.707*
Willingness to learn	5.18750	5.50000	10410.0	*0.010*
Conscious media use	5.75000	5.25000	9689.0	*0.001*
Risk-taking	3.25000	3.25000	11871.0	*0.432*

Source: own processing

Mann-Whitney U test gave us basically the same results as in the previous case, i.e. Slovak students are significantly better in development of relationships and are more self-aware. Willingness to learn is also higher in the case of Slovak students, but statistically not significant. Polish students, however, show significantly higher media literacy. Within the rest of the dimensions of global business literacy behave Slovak and Polish students approximately equally.

Although the previous study showed a relatively low level of financial literacy among students in the Visegrad region (Frączek 2017), this does not apply to global business literacy. In general, it can be concluded that both Polish as well as Slovak students reported above-average level of global business literacy (the mean score in each dimension except for risk-taking is above 3.5). This finding corresponds to the results of the study by Ali (2021) who reported good readiness of students in facing globalization in terms of competency aspects, personal readiness, as well as communication, teamwork and technology readiness. However, besides similarities, we revealed also some differences between Polish and Slovak students. Similarly, existence of differences as well as similarities in terms of personal processes and tools for personal processes used in companies in Poland and Slovakia showed a study by Vetráková et al. (2021). The detected differences between Polish and Slovak students in the level of their global business literacy can be explained on a basis of following considerations.

Regarding the relationship development, better performance of Slovak students in this dimension can be attributed to higher racial diversity in Slovakia (ethnic fractionalization is 25.39 %) compared to Poland (ethnic fractionalization is 11.83 %) as resulting from the World Population Review (2023). Thus, Polish students are with lower probability used to develop relationships with foreigners in their home country. Similar is valid for the self-awareness dimension, which is related to recognition and respect for diversity. Moreover, Atwater et al. (2009) showed that this dimension can be positively associated with some cultural characteristics, including power distance, which is significantly higher in Slovakia (Hofstede Insights 2023). On the other hand, Polish students are significantly more media literate, which can be seen as a result of the changing media environment towards its increasing structural polarization in Poland (Klimkiewicz 2021).

CONCLUSION

The present study was focused on comparison of the readiness of Polish and Slovak university students to function in the global business world. The own research was based on online questionnaire survey conducted among 320 university students studying at the University of Economics in Katowice and the University of Economics in Bratislava, Faculty of Business Economy with seat in Košice. Results of the two sample t-test as well as Mann-Whitney U test revealed certain similarities as well as differences between Polish and Slovak students with regard to their level of global business literacy.

In general, both group of students reported above average level of global business literacy in all dimensions, except for risk-taking tendency that reflects overall cautious behavior of these students. The difference analysis showed that Slovak students more easily develop relationships with foreigners and are significantly more self-aware what may be associated with higher racial diversity in Slovakia. On the other hand, Polish students can better cope with media sources and messages. In the rest four dimensions of global business literacy showed Polish and Slovak students more similar behavior.

Both Polish and Slovak students seem to be prepared to face global business world, however, there is still a place for improvement in this regard. It seems that for further development of some dimensions of global business literacy higher exposure to multiculturalism and diversity as well as training of individuals' diversity awareness could be helpful.

Bibliography

ALI, Muhal, 2021. Vocational students' perception and readiness in facing globalization, industry revolution 4.0 and society 5.0. In*: Journal of Physics: Conference Series* [online]. Vol. 1833, p. 012050 [cit. 2023-01-9]. ISSN 1742-6596. Available at: https://iopscience.iop.org/article/10.1088/1742-6596/1833/1/012050

AREVALO, Jorge A., MCCREA, Elizabeth and YIN, Jason Z., 2012. Global business literacy in the classroom: Developing and applying an assessment framework. In: *Journal of Teaching in International Business* [online]. Vol. 23, no. 3, p. 176-200 [cit. 2023-01-09]. ISSN 0897-5930. Available at: https://eric.ed.gov/?id=EJ987953

ALMAZOVA, Nadezhda, BARANOVA, Tatjana and KHALYAPINA, Liudmila, 2019. Development of students' polycultural and ethnocultural competences in the system of language education as a demand of globalizing world. In: Z. Anikina, (eds). *The International Conference Going Global through Social Sciences and Humanities. Cham: Springer International Publishing* [online]. p. 145-156 [cit. 2023-01-09]. ISBN 978-3-030-11473-2. Available at: https://www.researchgate.net/publication/330972889_Development_of_Students'_Polycultural_and_Ethnocultural_Competences_in_the_System_of_Language_Education_as_a_Demand_of_Globalizing_World_2003-2007_The_First_Five_Years

ATWATER, Leanne, et al., 2009. Are cultural characteristics associated with the relationship between self and others' ratings of leadership? In: *Journal of Applied Psychology* [online]. Vol. 94, no. 4, p. 876 [cit. 2023-01-09]. ISSN 1939-1854. Available at: https://psycnet.apa.org/record/2009-10167-013

BOBENIČ HINTOŠOVÁ, Aneta and BRUOTHOVÁ, Michaela, 2022. Selection of tool for global literacy assessment. In: *Ad Alta: Journal of Interdisciplinary Research* [online]. Vol. 12. no. 1, p. 56-59. ISSN 2464-6733 [cit. 2023-01-09]. Available at: https://www.researchgate.net/publication/370485628_MEDIALNA_GRAMOTNOST_A_JEJ_ROZVOJ_V_RAMCI_VZDELAVACIEHO_PROCESU

CLETUS, Helen Eboh, et al., 2018. Prospects and challenges of workplace diversity in modern day organizations: A critical review. In: *HOLISTICA–Journal of Business and Public Administration* [online]. Vol. 9, no. 2, p. 35-52. ISSN 2067-9785 [cit. 2023-01-09]. Available at: https://sciendo.com/article/10.2478/hjbpa-2018-0011

DAVIDSON, Carl, et al., 2020. Globalization, the jobs ladder and economic mobility. In: *European Economic Review* [online]. Vol. 127, no. 103444. ISSN 1873-572X [cit. 2023-01-09]. Available at: https://www.sciencedirect.com/science/article/pii/S0014292120300763

DOHMEN, Thomas, et al., 2017. Risk attitudes across the life course. In: *Economic Journal* [online]. Vol. 127, no. 605, p. 95-116 [cit. 2023-01-09]. ISSN 1468-0297. Available at: https://econpapers.repec.org/article/wlyeconjl/v_3a127_3ay_3a2017_3ai_3a605_3ap_3af95-f116.htm

DOROW, Sara, ROSEMAN, Sharon R. and CRESSWELL, Tim, 2017. Re-working mobilities: Emergent geographies of employment-related mobility. In: *Geography Compass* [online]. Vol. 11, no. 12, e 12350 [cit. 2023-01-09]. ISSN 1769-8198.

Available at: https://compass.onlinelibrary.wiley.com/doi/abs/10.1111/gec3.12350

DONTHU, Naveen and GILLILAND, David, 1996. The infomercial shopper. In: *Journal of Advertising Research* [online]. Vol. 36, no. 2, p. 69-77 [cit. 2023-01-09] ISSN 1740-1909. Available at: https://psycnet.apa.org/record/1996-04811-006

FRĄCZEK, Bożena, et al., 2017. Simultaneous use of the financial literacy level and the financial inclusion degree as a result of financial education efficiency in Visegrad Group countries. In: *Journal of Economics and Management* [online]. Vol. 27, no. 1, p. 5-25 [cit. 2023-07-27]. ISSN 2987-7407. Available at: https://bibliotekanauki.pl/articles/522042

GALLO, Peter, 2022. *Ľudské zdroje v kontexte sociálnej práce*. Prešov: Prešovská univerzita v Prešove. ISBN 978-80-555-2966-0.

Hofstede Insights, 2023. Country Comparison Tool [online]. [cit. 2023-07-27]. Available at: https://www.hofstede-insights.com/country-comparison/

HOLCK, Lotte and ANDERSEN, Lotte Hjortlund, 2018. *Superdiverse teams drive well-being in the workplace.* ISS World Services A/S. ISS White Paper [online]. [cit. 2023-07-27]. Available at: https://research-api.cbs.dk/ws/portalfiles/portal/57126457/Superdiverse_Team_Drive_Well_being_in_the_Workplace.pdf

JACOBS, Heidi Hayes (ed.), 2013. *Mastering global literacy.* Solution Tree Press.

JONES-JANG, S. Mo, MORTENSEN, Tara and LIU, Jingjing, 2021. Does media literacy help identification of fake news? Information literacy helps, but other literacies don't. In: *American Behavioral Scientist* [online]. Vol. 65, no. 2, p. 371-388 [cit. 2023-07-27]. ISSN 0002-7642. Available at: https://journals.sagepub.com/doi/abs/10.1177/0002764219869406?journalCode=absb

JUDE, Cristina and SILAGHI, Monica Ioana Pop, 2016. Employment effects of foreign direct investment: New evidence from Central and Eastern European countries. In: *International Economics* [online]. Vol. 145, p. 32-49 [cit. 2023-07-27]. ISSN 1743-517X. Available at: https://www.sciencedirect.com/science/article/abs/pii/S2110701715000141

KLIMKIEWICZ, Beata, 2021. The Public Sphere and the Changing News Media Environment in Poland: Towards Structural Polarisation. In: *Javnost-The Public* [online]. Vol. 28, no. 1, p. 53-74. [cit. 2023-07-27]. ISSN 1854-8377. Available at: https://www.tandfonline.com/doi/full/10.1080/13183222.2021.1861408

KOC, Mustafa and BARUT, Esra, 2016. Development and validation of New Media Literacy Scale (NMLS) for university students. In: *Computers in Human Behavior* [online]. Vol. 63, p. 834-843 [cit. 2023-07-27]. ISSN 0747-5632. Available at: https://www.sciencedirect.com/science/article/abs/pii/S0747563216304630

OZKAZANC-PAN, Banu, 2019. "Super-diversity": A new paradigm for inclusion in a transnational world. In: *Equality, Diversity and Inclusion: An International Journal* [online]. Vol. 38, no. 4, p. 477-490 [cit. 2023-07-27]. ISSN 2040-7149. Available at: https://www.emerald.com/insight/content/doi/10.1108/EDI-07-2018-0134/full/html

STORY, Joana SP, et al., 2014. Meeting the challenges of effective international HRM: Analysis of the antecedents of global mindset. In: *Human Resource Management* [online]. Vol. 53, no. 1, p. 131-155 [cit. 2023-07-27]. ISSN 1748-8583. Available at: https://onlinelibrary.wiley.com/doi/abs/10.1002/hrm.21568

NEKVAPIL, Jiří and SHERMAN, Tamah, 2018. *Managing superdiversity in multinational companies*. In: *The Routledge Handbook of Language and Superdiversity*. Routledge, p. 329-344.

VETRÁKOVÁ, Milota, et al., 2021. The implementation of personnel processes in Poland and Slovakia. In: *Entrepreneurship and Sustainability Issues*, vol. 8, no. 4, p. 148. ISSN 2345-0282.

WASHINGTON, Melvin C., et al., 2012. Intercultural communication in global business: An analysis of benefits and challenges. In: *International Business & Economics Research Journal (IBER)* [online]. Vol. 11, no. 2, p. 217-222. [cit. 2023-07-27]. ISSN 2157-9393. Available at: https://clutejournals.com/index.php/IBER/article/view/6776

WINTERTON, Jonathan and TURNER, Jason J., 2019. Preparing graduates for work readiness: an overview and agenda. In: *Education+ Training* [online]. Vol. 61, no. 5, p. 536-551. [cit. 2023-07-27]. ISSN 0040-0912. Available at: https://www.emerald.com/insight/content/doi/10.1108/ET-03-2019-0044/full/html

World Population Review, 2023 [online]. [cit. 2023-07-29]. Available at: [https://worldpopulationreview.com/country-rankings/most-racially-diverse-countries

Affiliation

The paper presents partial results of the project KEGA No. 026EU-4/2021. *"Development of Global Business Literacy of Students of Economics and Management"* in the frame of the granting program of the Scientific Grant Agency of the Ministry of Education, Science, Research and Sport of the Slovak Republic and Slovak Academy of Sciences.

Author's contact information:

doc. JUDr. Ing. Aneta Bobenič Hintošová, PhD.
Department of Commercial Entrepreneurship
Faculty of Business Economics with seat in Košice
University of Economics in Bratislava
Email: aneta.bobenic.hintosova@euba.sk

RNDr. Jana Coroničová Hurajová, PhD.
Department of Quantitative Methods
Faculty of Business Economics with seat in Košice
University of Economics in Bratislava
Email: jana.coronicova.hurajova@euba.sk

dr hab. Bożena Frączek, Ph.D.
Department of Banking and Financial Markets
University of Economics in Katowice
Email: b.fraczek@ue.katowice.pl

HYBRID THREATS FROM THE PERSPECTIVE OF STUDENTS AT SELECTED UNIVERSITIES IN SLOVAKIA: RESEARCH ON PERCEPTION OF FREQUENCY

Hybridné hrozby z pohľadu študentov vybraných vysokých škôl na Slovensku: Výskum vnímania frekvencie

Antonín KORAUŠ, Miroslav GOMBÁR

ABSTRAKT
Cieľom tejto štúdie je práve hlbšie porozumieť vnímaniu frekvencie výskytu hybridných hrozieb vysokoškolskými študentmi. V tomto príspevku analyzujeme vnímanie definovaných hybridných hrozieb, medzi ktoré patria: Kybernetická bezpečnosť, Energetická a priemyselná bezpečnosť, Strategická komunikácia, Vplyv cudzích mocností, Organizovaný zločin a strategická korupcia, Extrémizmus a Environmentálna bezpečnosť, ich závažnosti na *Likertovej škále* s 5 úrovňami od 1 – nezávažná po 5 – veľmi závažná. Na základe týchto zistení môžeme vyvodiť relevantné závery a odvodenia, ktoré môžu prispieť k zlepšeniu preventívnych opatrení a edukačných aktivít zameraných na ochranu žiakov pred hybridnými hrozbami.

Kľúčové slová: Hybridné hrozby. Vnímanie. Vysokoškolskí študenti.

ABSTRACT
The aim of this study is precisely to gain a deeper understanding of the perception of the frequency of occurrence of hybrid threats by university students. In this submitted article, we analyze the perception of defined hybrid threats, which include: Cybersecurity, Energy and Industrial Security, Strategic Communication, Influence of Foreign Powers, Organized Crime and Strategic Corruption, Extremism, and Environmental Security, in terms of their severity on a Likert scale with 5 levels from 1 - not severe to 5 - highly severe. Based on these findings, we can draw relevant conclusions and derivations that can contribute to the improvement of preventive measures and educational activities aimed at protecting students from hybrid threats.

Key words: Hybrid threats. Perception. University students.

INTRODUCTION

The ongoing digital era brings with it technological advancement, numerous advantages, but also new security challenges. The increased use of digital technologies deepens dependence on the online environment. These aspects create opportunities for various forms of threats that spread among users. One of these threats is the phenomenon of hybrid threats, which combine physical and cyber elements with the aim of disrupting, damaging, or manipulating target entities.

In the context of the application of hybrid threats, it is crucial to focus on university students who are active users of digital technologies. The connectivity of these technologies to the internet poses a high potential vulnerability of university students to hybrid threats. Therefore, it is necessary to explore the perception of the frequency of occurrence of hybrid threats by university students and their level of awareness of hybrid threats. It's not only about their perception but also whether they consider hybrid threats to be a common occurrence or something rare and exceptional. Additionally, their experiences in this area and how it manifest in their awareness of security and protection are important.

The main goal of the study is to investigate the attitude of students from selected universities towards the perception of the frequency of occurrence of hybrid threats and gain a better understanding of students' opinions and their attitudes towards security in the digital environment. Such insights will help draw relevant conclusions and implications that can contribute to improving educational activities for students focusing on hybrid threats. This study is based on a quantitative survey among the population of university students, providing a broad and representative view of the perception of the frequency of occurrence of hybrid threats by students from selected universities.

Perception of the frequency of occurrence of hybrid threats from the perspective of university students can be influenced by several factors, such as awareness, experience, media communication, security measures, personal risk perception, and more. It's important to realize that the perception of the frequency of occurrence of hybrid threats can vary significantly among university students, taking into account individual factors and experiences.

1 Theoretical background

Hybrid threats are not new concepts; they are not even exclusive to the 21st century. The renowned Chinese general Sun Tzu referred to the strategy of using indirect warfare, deception, and false information as early as the 6th century BC in his work "The Art of War," where he stated that the best war is the one that never begins Mihalčová, et al. (2023).

Given the ambiguity and lack of consensus in interpreting the essence of hybrid threats and their concept, it is crucial to interpret the primary attributes of hybrid threats and their related contexts clearly and unequivocally. This is because in common understanding, a hybrid threat is perceived as a characteristic of a particular idea or situation that is unclear or has multiple meanings Mumford & Carlucci (2023). Securing and defending a state against hybrid attacks is too complex to be divided into strict categories, which is why it is necessary to develop knowledge about the interoperability of law enforcement agencies in the context of hybrid threats Birkemo (2013). This is due to the significant role that security forces play in building resilience against hybrid threats (Mattingsdal et al. 2023).

Yanakiev (2019) summarises the achievements of the international conference titled “Interagency and International Cooperation in Countering Hybrid Threats.” The articles in this volume cover a broad range of issues related to NATO, EU and national experiences in the research and practical activities in countering hybrid warfare. The author presents an expert assessment of the institutional need for capabilities to combat hybrid threats and possible ways to contribute to their integration between different agencies.

In the context of the needs for implementing systemic measures at the state level, it is important to focus on the area of public administration, which is purposefully understood in the broadest sense as the "process of transforming public policies into outcomes" Kettl (2018). According to Giannopoulos et al. (2021), public administration exists to implement laws and rules. While this concept is theoretically clear, it can be challenging to apply it in practice. First, when interpreting the law to put it into practice, administrators may unintentionally make value judgments that can have a political character. Second, public administration naturally contributes to policy-making by evaluating existing policies and organizing the formulation of new ones. Based on the conceptual framework of Giannopoulos et al. (2021), the tools of state and non-state actors in hybrid threats for influencing, destabilizing, and disrupting the performance of public administration include foreign direct investment, support for social unrest, manipulation of migration discourse, exploitation of weaknesses in public administration, promotion of corruption, exploitation of legal thresholds, exploitation of blind spots in the law, ambiguities, gaps, and the creation of confusion. In terms of activities, this involves influencing, destabilizing, and disrupting the performance of public administration Korauš et al. (2022).

Dataset from the meta-analysis carried out in the article Responses to digital disinformation as part of hybrid threats: a systematic review on the effects of disinformation and the effectiveness of fact-checking / debunking using the EU-HYBNET Meta-Analysis Survey Instrument for Evaluating the Effects of Disinformation and the Effectiveness of counter-responses Arcos et al. (2021).

2 Research objectives, methods, and results

The basic variables describing the division of the research sample (N=652) include the respondent's gender, age, study format, and the type of university they are attending (economic or police). The research was conducted using an author-designed questionnaire from March 2023 to May 2023. The author's questionnaire analyzes various aspects of the current phenomenon of hybrid threats. A more detailed analysis of the research sample is presented in Table 1.

Table 1: Description of the research sample

Summary Table for all Multiple Response Items (Data) Totals/ percentages based on number of respondents					
N=652 Gender	Age R	Study Format S	Type of University Economic	Type of University Police	Row Totals
Male	Less than 25 years old	full-time study	52	72	124
		external study format	8	18	26
	Total		60	90	150
	26 - 35 years old	full-time study	4	4	8
		external study format	12	44	56
	Total		16	48	64
	36 - 45 years old	full-time study	0	0	0
		external study format	0	34	34
	Total		0	34	34
	More than 45 years old	full-time study	0	0	0
		external study format	0	4	4
	Total		0	4	4
Female	Less than 25 years old	full-time study	88	128	216
		external study format	60	16	76
	Total		148	144	292
	26 - 35 years old	full-time study	0	2	2
		external study format	36	22	58
	Total		36	24	60
	36 – 45 years old	full-time study	0	2	2
		external study format	16	14	30
	Total		16	16	32
	More than 45 years old	full-time study	0	0	0
		external study format	12	4	16
	Total		12	4	16

Source: Author's own processing

The second demographic item of the research tool, defined as the respondent's age, has, based on the conducted analysis, a relationship with Cybersecurity (p=0.032), Strategic Communication (p=0.004), and Environmental Security (p=0.007). Another demographic item of the research tool, which is the study format, has a significant relationship with Energy and Industrial Security (p=0.021) and Organized Crime and Strategic Corruption (p=0.001). Finally, the last demographic item of the research tool is associated with Energy and Industrial Security (p=0.019). We will attempt to further analyse these statistically significant relationships mentioned above in the following text.

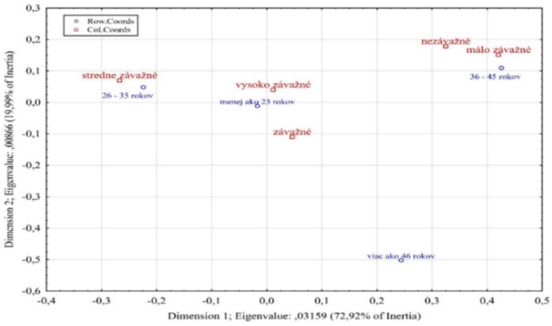
In the first significant relationship mentioned, regarding the severity of Cybersecurity and the respondent's age, we can conclude that 38.462 % of all respondents consider this hybrid threat as serious, and 29.808% consider it highly severe. 22.115 % of the respondents attribute moderate severity to cybersecurity, while only 2.885 % of respondents find it not serious, and 6.731 % consider it slightly serious.

Regarding the age distribution of respondents who perceive cybersecurity as a highly severe hybrid threat, 30.372 % of respondents under the age of 25, 28.282 % of respondents aged 26-35, 31.034 % of respondents aged 36-45, and 21.429 % of respondents older than 45 selected this option. It is noteworthy that the last age group chose to consider it a serious risk up to 64.286 %. The other age groups evaluated cybersecurity as a serious threat fairly evenly: 38.682 % of respondents under 25, 34.343 % of respondents aged 26-35, and 37.931% of respondents aged 36-45.

For those who find Cybersecurity moderately severe, 22.060 % are under 25, 31.313 % are aged 26-35, 10.345 % are aged 36-45, and 7.143 % are older than 45. As for those who consider it slightly serious, 5.731% are under 25, 5.050 % are aged 26-

35, 15.517 % are aged 36-45, and 7.143 % are older than 45. Finally, for those who find it not serious, 3.152 % are under 25, 1.010 % are aged 26-35, 5.172 % are aged 36-45, and none of the respondents are older than 45. We present a correspondence map as a final visualization of the relationship between the perception of the severity of Cybersecurity and the age of the respondent in Figure 1.

Figure 1: Correspondence map of the relationship between the respondent's age and the perception of the severity of cybersecurity

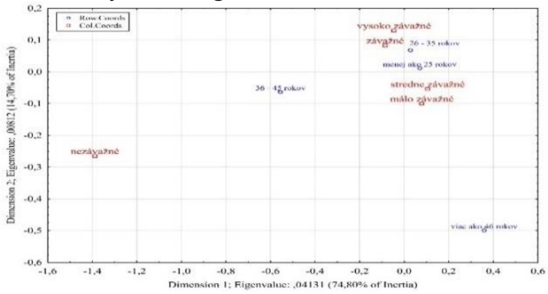


Source: Author's own processing

In summary, the analysis of the relationship between the respondent's age and their perception of the severity of Cybersecurity reveals that respondents under the age of 25 primarily perceive this risk as highly severe and severe, respondents aged 26-35 see this risk as moderately severe, and respondents aged 36-45 perceive it as slightly severe or not severe. As the age of the respondents increases, the perception of the severity of cybersecurity decreases.

The second significant relationship according to Table 2 is the relationship between the respondent's age and the hybrid threat defined as Strategic Communication (p=0.004). In total, 41.538 % of all respondents attribute a moderate level of severity to this hybrid threat, 29.423 % perceive it as severe, and 13.269 % consider it highly severe. On the other hand, 14.038 % consider this hybrid threat slightly severe, and only 1.731 % consider it not severe. The age structure of those who perceive Strategic Communication as moderately severe as a hybrid threat shows that 41.834 % of respondents under the age of 25, 43.434 % of respondents aged between 26-35, 31.034 % of respondents aged 36-45, and 64.286 % of respondents older than 45 have chosen this option. When choosing to perceive the examined hybrid threat as severe, 27.794 % of respondents under 25, 34.343 % of respondents aged between 26-35, 34.483 % of respondents aged 36-45, and 14.286 % of respondents older than 45 chose this option. Strategic Communication was considered highly severe by 14.237 % of respondents under 25, 11.111 % of respondents aged between 26-35, 13.793 % of respondents aged 36-45, and none of the respondents older than 45. We present a correspondence map as a final visualization of the relationship between the perception of the severity of Strategic Communication and the age of the respondent in Figure 2.

Figure 2: Correspondence map of the relationship between the respondent's age and the perception of the severity of strategic communication



Source: Author's own processing

The result of the correspondence analysis reveals that respondents under the age of 25 perceive Strategic Communication as moderately and slightly serious, while respondents aged 26-35 consider this hybrid threat as serious and highly serious. On the other hand, respondents older than 35 do not have a clear opinion about the severity level of this hybrid threat.

The third significant relationship (Table 2) is the relationship between the respondent's age and the perception of the severity of Environmental Security (p=0.007). In total, 4.230 % of respondents labeled this hybrid threat as not serious, 10.385 % as slightly serious, 31.154 % as moderately serious, 30.192 % as serious, and 24.038 % as highly serious. In terms of age structure, for the option of considering Environmental Security as "not serious," 4.585 % of respondents under the age of 25, 1.010 % of respondents aged 26-35, 8.621 % of respondents aged 36-45, and none of the respondents older than 45 chose this option.

It is interesting to note the attitude of respondents older than 45 when defining Environmental Security as slightly serious, with 35.714 % of them choosing this option. A more detailed breakdown of the age structure for each response is provided in Table 2.

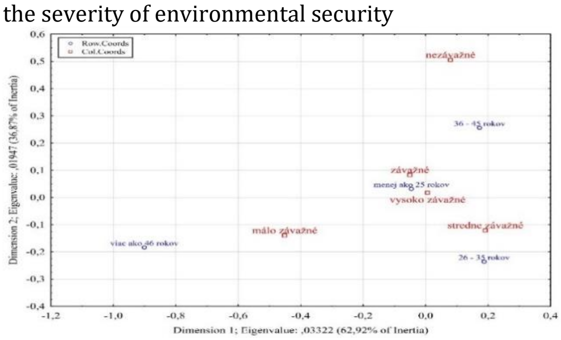
Table 2: Age structure of the perception of the severity level of environmental security as a hybrid threat

Age R	Not serious	Slightly serious	Moderately serious	Serious	Very serious	Total
Less than 25 years old	4,584527	11,17479	32,09169	27,79370	24,35530	100,00
26 - 35 years old	1,010101	8,08081	25,25253	42,42424	23,23232	100,00
36 - 45 years old	8,620690	3,44828	34,48276	29,31034	24,13793	100,00
More than 46 years old	0,000000	35,71429	35,71429	7,14286	21,42857	100,00

Source: Author's own processing

From the graphical representation of the analyzed relationship between the perception of the severity level of Environmental Security in relation to the age of the respondent (Figure 3), respondents under the age of 25 perceive Environmental Security as serious or highly serious. Respondents aged 26-35 prefer the option "moderately serious," respondents aged 36-45 view it as not serious, and finally, respondents older than 45 perceive it as slightly serious.

Figure 3: Correspondence map of the relationship between the respondent's age and the perception of the severity of environmental security

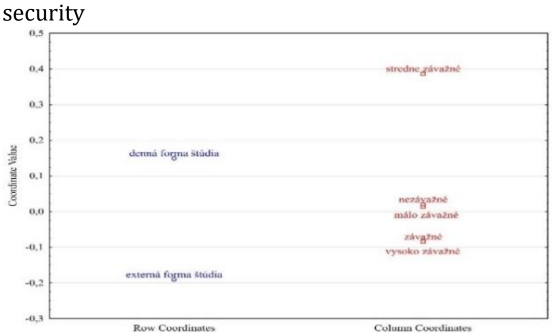


Source: Author's own processing

The fourth significant relationship (Table 2) is the relationship between the respondent's study form and the perception of the severity of Energy and Industrial Security (p=0.005) as a hybrid threat. Overall, respondents perceive energy and industrial security as follows: not serious (2.692 % of respondents), slightly serious (8.462 %), moderately serious (15.577 %), serious (39.231 %), and highly serious (34.038 %).

There is a relatively balanced perception of the lack of seriousness of the analyzed hybrid threat among students in the daytime (2.739 %) and external study forms (2.632%), as well as when defining energy and industrial security as slightly serious risk (8.562 % for daytime students and 8.333% for external students). However, a significant difference between daytime and external students is observed in perceiving energy and industrial security as moderately serious hybrid threats. While 20.890 % of daytime students chose this option, only 8.772 % of external students did. As a serious threat, energy and industrial security is perceived by 36.301 % of daytime students and 42.984 % of external students, and finally, as a highly serious threat, it is perceived by 31.509 % of daytime students and 37.281 % of external students.

Figure 4: Correspondence map of the relationship between the respondent's study form and the perception of the severity of energy and industrial security



Source: Author's own processing

From the results of the correspondence analysis in the form of a correspondence map (Figure 4), it is evident that external study students primarily lean towards the option of being severe and highly severe, while full-time study students lean towards moderately severe. Overall, it can be said that the perception of this threat is critical regardless of the study form, and respondents are aware that reducing energy and industrial security is a very important aspect of endangering the Slovak Republic.

The fifth statistically significant relationship (Table 2) is the relationship between the respondent's study form and the perception of the severity of Strategic Communication (p=0.021). In summary, Strategic Communication is perceived as not serious by 1.731 % of respondents, slightly serious by 14.038 % of respondents, moderately serious by 29.423 % of respondents, serious by 29.423 % of respondents, and highly serious by 13.269 % of all respondents. Strategic communication is perceived as highly serious by 13.356 % of full-time students and 13.158 % of external students. As a serious threat, 26.027 % of full-time students and 33.772 % of external students perceive the analyzed hybrid threat. Further differences in the perception of the severity of Strategic Communication as a hybrid threat from the perspective of the respondents' study form are listed in Table 3.

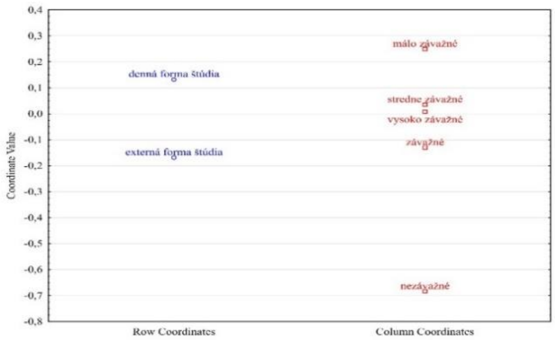
Table 3: Perception of the degree of seriousness of strategic communication as a hybrid threat in relation to the respondent's form of study

Study Format S	Not serious	Slightly serious	Moderately serious	Serious	Very serious	Total
full-time study	0,68493	17,1232	42,80822	26,0274	13,3561	100,0
external study format	3,07017	10,08772	39,91228	33,77193	13,1578	100,0

Source: Author's own processing

From the results of the correspondence analysis in the form of the correspondence map (Figure 5), it is evident that students in external study programs primarily tend to consider Strategic Communication as severe or highly severe, as well as moderately severe. In contrast, full-time students lean more towards perceiving it as slightly severe. Overall, it can be concluded that the perception of this threat is viewed as critical among students in external study programs, with this group of respondents recognizing the significance of Strategic Communication as a vital aspect of the security of the Slovak Republic.

Figure 1 Correspondence map of the relationship between the respondent's form of study and the perception of the importance of strategic communication



Source: Author's own processing

The second-to-last significant relationship (Table 2) is the relationship between the respondent's study program format and the perception of the severity level of Organized Crime and Strategic Corruption as a hybrid threat (p=0.001). Overall, 42.308 % of all respondents perceive Organized Crime and Strategic Corruption as highly severe hybrid threats. 15.385 % perceive them as severe, 32.885 % as moderately severe, 5.385 % as slightly severe, and 4.038 % as non-severe hybrid threats. Further differences in the perception of the severity level of the hybrid threat Organized Crime and Strategic Corruption between respondents in full-time and part-time study programs are detailed in Table 4.

Table 4 Perceptions of the degree of seriousness of organized crime and strategic corruption as a hybrid threat in relation to the respondent's form of study

Study Format	Not serious	Slightly serious	Moderately serious	Serious	Very serious	Total
full-time study	3,082192	6,506849	26,71233	19,17808	44,52055	100,00
external study format	5,263158	3,947368	40,78947	10,52632	39,47368	100,00

Source: Author's own processing

The last analyzed significant relationship according to Table 2 is the relationship between the university where the respondent studies and the perception of the severity level of Energetic and Industrial Security (p=0.019). Overall, 34.039 % of respondents perceive it as highly severe hybrid threats, 39.231 % as severe, 15.577 % as moderately severe, 8.462 % as slightly severe, and 2.692 % as non-severe hybrid threats. More detailed differences in the perception of the severity level of the hybrid threat Energetic and Industrial Security between respondents studying at economic and police universities are provided in Table 5.

Table 5 Perceptions of the degree of seriousness of energy and industrial security as a hybrid threat in relation to the type of university

Type of University	Not serious	Slightly serious	Moderately serious	Serious	Very serious	Total
economic	2,5641	8,333333	8,97436	48,71795	31,41026	100,00
police	2,74723	8,516484	18,40659	35,16484	35,16484	100,00

Source: Author's own processing

Conclusion

In conclusion, it is necessary to expand the research sample to include other groups of the population in order to gain a more comprehensive overview of the perception of various hybrid threats. It would be interesting to observe differences in terms of the level of education attained, occupation in the private, public, or state sectors, place of residence in terms of the size of the town or city, or self-governing region. The perception of the severity of hybrid threats is a complex issue influenced by many variables. Understanding this problem creates an opportunity to properly target activities aimed at reducing their risk.

An important factor in relation to the security and protection of students in the digital environment is the perception of the frequency of occurrence of hybrid threats by students. In the context of the results presented in the study conducted at selected universities, information was gathered from students regarding their perception of hybrid threats and their impact on their security awareness.

Given the relatively low level of awareness in the examined area, it was found that it is crucial to increase awareness and provide educational programs focused on hybrid threats for university students. Establishing collaboration between higher education institutions, security organizations, and students can help improve awareness of these threats and enhance security in the digital environment.

The perception of the frequency of occurrence of hybrid threats is a dynamic area that changes with technological advancements and new threats. For these reasons, it is necessary to continuously monitor this development and adapt security measures and educational activities to the current situation.

Bibliography

ARCOS, Ruben, GERTRUDIX, Manuel, and Cristina ARRIBAS, et al., 2021. *Dataset. Responses to digital disinformation as part of hybrid threats: an evidence-based analysis on the effects of disinformation and the effectiveness of fact-checking/debunking (Version 1)* [Data set]. Zenodo. [online]. [cit. 2023-07-29]. Available at: https://open-research-europe.ec.europa.eu/articles/2-8

BIRKEMO, G. A. 2013. *Questioning Norwegian societal security efforts—Police-military cooperation in national crisis management [Research application submitted to NFR]. Forsvarets Forskningsinstitutt (FFI).* [online]. [cit. 2023-07-29]. Available at: https://prosjektbanken.forskningsradet.no/prject/FORISS/233724?Kilde=FORISS&distribution=Ar&chart=bar&calcType=funding&Sprak=no&sortBy=date&sortOrder=desc&resultCount=30&offset=60&TemaEmne.2=Forsvar+og+sikkerhet

GIANNOPOULOS, Antonios, PIHA, Lamprini and SKOURTIS, Gorge, 2021. Destination branding and co-creation: a service ecosystem perspective. In: *Journal of Product & Brand Management* [online]. Vol. 30 No. 1, pp. 148-166 [cit. 2023-07-29]. ISSN 1061-0421. Available at: https://doi.org/10.1108/JPBM-08-2019-2504

KETTL, F., Donald, 2020. *Politics of the Administrative Process 8th Edition, Kindle Edition.* Maryland: CQ Press. ISBN 978-1544374345.

KORAUŠ, Antonín, KURILOVSKÁ, Lucia a Stanislav ŠIŠULÁK, 2022. *Increasing the competencies and awareness of public administration workers in the context of current hybrid threats* [online]. [cit. 2023-07-29]. ISBN 978-80-245-2466-5. Available from: https://relik.vse.cz/2022/download/pdf/651-Koraus-Antonin-paper.pdf

MATTINGSDAL, Jostein, ESPEVIK, Roer, JOHNSEN and HYSTAD, Sigurd, 2023. Exploring Why Police and Military Commanders Do What They Do: An Empirical Analysis of Decision-Making in Hybrid Warfare. In: *Armed Forces & Society* [online]. [cit. 2023-07-29]. ISSN 1556-0848
Available from:
https://doi.org/10.1177/0095327X23116071.

MIHALČOVÁ, Bohuslava, KORAUŠ, Antonín, ŠIŠULÁK, Stanislav, GALLO, Peter, LUKÁČ, Jozef, 2023. The risks of misusing social networks in the context of hybrid threat. In: *Entrepreneurship and Sustainability* [online] Vol. 10, n. 4, p. 357-371 [cit. 2023-07-29]. ISSN 2345-0282.
Available from:
http://doi.org/10.9770/jesi.2023.10.4(22)

MUMFORD, Andrew and Pascal CARLUCCI, 2023. Hybrid warfare: The continuation of ambiguity by other means. In: *European Journal of International Security* [online]. Vol. 8, n. 2, p. 192-206 [cit. 2023-07-29]. ISSN 2057-5637.
Available from:
https://doi.org/10.1017/eis.2022.19.

YANAKIEV, Jankislav, 2018. Promoting interagency and international cooperation in countering hybrid threats. IN: *Information & Security* [online]. Vol. 39, n. 1, p. 5–8. ISSN 1314-2119 [cit. 2023-07-29].
Available from:
https://doi.org/10.11610/isij.3900

Affiliation

This article contains the results of research that is part of the the national project *"Increasing Slovakia's resilience to hybrid threats by strengthening public administration capacities", project code ITMS2014+:314011CDW7. This project is supported by the European Social Fund.*

Author's contact information:

prof. Ing. Antonín Korauš, PhD., LL.M., MBA
Akadémia Policajného zboru v Bratislave,
Sklabinská 1, 835 17 Bratislava 35,
Slovak Republic
E-mail: antonin.koraus@akademiapz.sk

doc. Ing. Miroslav Gombár, PhD.
Fakulta manažmentu, ekonomiky
a obchodu,
Prešovská univerzita v Prešove,
Konštantínova 16, Prešov.
E-mail: miroslav.gombar@unipo.sk

IS THE UTILIZATION OF THE STATE BUDGET EXPENDITURES IN AREA OF EDUCATION AND HEALTHCARE SUFFICIENT?

Je čerpanie výdavkov štátneho rozpočtu v oblasti školstva a zdravotníctva dostatočné?

Jozef LUKÁČ, Magdaléna FREŇÁKOVÁ, Jozefína HVASTOVÁ

ABSTRAKT
Cieľom príspevku je analyzovať postavenie Slovenskej republiky vo vzťahu výdavkov štátneho rozpočtu k HDP v oblastiach školstva a zdravotníctva a ich jednotlivých subsektorov v porovnaní s ostatnými krajinami OECD, ktoré majú zverejnené alokácie výdavkov na 2021. Údaje potrebné na analýzu pochádzajú z databázy OECD. Z pohľadu SR sme sa zaradili medzi krajiny, s ktorými sme na úrovni štátneho rozpočtu na obyvateľa, HDP a ostatných ekonomických ukazovateľov približne na rovnakej úrovni. Podotýkame, že v oblasti školstva a zdravotníctva sme na úrovni krajín V4 (*Poľ*ska, *Českej republiky* a *Maďarska*), pričom náš klaster dopĺňajú krajiny z pobaltských štátov a juhovýchodnej Európy.

Kľúčové slová: Školstvo. Zdravotníctvo. HDP. Slovenská republika. OECD.

ABSTRACT
The aim of the contribution is to analyze the position of the Slovak Republic in the relation of state budget expenditures to GDP in the areas of education and healthcare, and their individual sub-sectors, in comparison with other OECD countries that have published expenditure allocations for the year 2021. The data required for the analysis come from the OECD database. From the point of view of the Slovak Republic, we have become among the countries with which we are at the level of state budget per capita, GDP and other economic indicators at approximately the same level. We note that in the field of education and health we are at the level of the V4 countries (Poland, the Czech Republic and Hungary), while our cluster is completed by countries from the Baltic States and South-Eastern Europe.

Key words: Education. Health. GDP. Slovak Republic. OECD.

INTRODUCTION

Investments in education are investments in the future and can bring many economic and social benefits, both for the individual and for the entire society Gallo (2022). In the same way, a healthy population can create new values, which is why investments in healthcare are no less important. We can state that education as well as healthcare, as elements of the national economy, are connected vessels and inevitably contribute to the growth of the country's economic wealth. Therefore, every country should pay attention to the proper financing and management of these areas.

The area of financing education is the subject of interest of many authors. We can mention for example author Sherman (1979), who provides one of the first multi-country and multi-issue study in the school finance field in 10 OECD countries by the Center for Educational Research and Innovation (CERI). Author Barr (2004) also dealt with the issue of financing higher education. He argues that the expansion of higher education within the OECD (and even outside of it) is necessary and desirable. But it is costly and faces competing public spending imperatives. The authors Provazníková & Chlebounova (2018) try to select appropriate indicators to describe the quality of European higher education systems and to use cluster analysis to visualize similar higher education systems and discuss their funding. We will use a similar clustering method in our research.

The area of healthcare is not far behind the interest of researching education expenditures. Here, too, there are authors who deal with this issue and examine the effectiveness of spending state financial resources. The authors Dutu & Sicari (2020) conducted a study in which they focus on the effectiveness of public spending on education, healthcare, and general administration in the OECD. These authors found wide variation in efficiency measures within OECD countries and provide possible quantified improvements in both output and input efficiency. Rotenberg et al. (2022) provided really detailed look at the differences between health care organization and costs, as well as health outcomes, in two different countries. They compared situation in Denmark and Israel. Both these countries have highly rated and well-performing healthcare systems with marked differences in funding and organization of primary healthcare. The authors also study the relationship between GDP growth and the growth of healthcare expenditures. For example, Jakovljevic et al. (2020) analyzed the association between the health spending and real GDP growth in the G7 and the EM7 countries. Grigorakis et al. (2022) investigated the assessment of the responsiveness of out-of-pocket healthcare expenditure to macro-fiscal factors and different health financing systems in the conditions of European and OECD countries.

Based on the above, we looked at the situation in this area in the OECD countries. We were primarily interested in what part of expenses from the state budget goes to education and health care and where Slovakia is located among OECD countries. We analyzed the position of the Slovak Republic in the relation of state budget expenditures to GDP in the areas of education and healthcare, and their individual sub-sectors, in comparison with other OECD countries. We performed the analysis based on data for 2021.

1 Financing in education area

According to OECD (2023a) across OECD countries, expenditure per student averages around USD 10.700 at the primary level, USD 11.900 at secondary level and USD 18.100 at tertiary level. These data reflect the fact that higher levels of education often require teachers to have more advanced qualifications and knowledge which are usually accompanied by higher salaries.

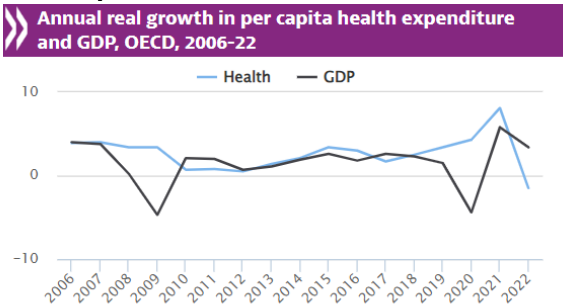
The expenditure on education largely comes from public budgets, but it includes funding from individual students, their families, and other private sources as well. According to OECD (2023a) financing from public sources represents, on average, in OECD countries up to 86.5 % of all expenditures on primary to tertiary education institutions. For example, in 2020, on average, in OECD countries, 84 % of funding for primary to tertiary education institutions came directly from government sources, 15 % from private sources and 1 % from non-domestic (international) sources.

Based on official statistics of OECD (2023a) OECD countries spent an average of 4.4 % of GDP on educational institutions from primary to tertiary education in 2020 (including undistributed programmes by level of education). Six countries with available data (Iceland, Finland, Norway, Belgium, Sweden, and Denmark) spent 5 % or more. We can state that the relative expenditure directed to educational institutions in particular OECD country is influenced by many factors, such as the number of students enrolled, the length of study, the field of study, and the effective allocation of funds.

2 Expenditure in healthcare area

Based on the latest estimates, OECD average of health expenditure to GDP has declined from a peak of 9.7 % in 2021 to 9.2% in 2022. The share of GDP going to health remains above the pre-pandemic level of 8.8 %, even when in 11 OECD countries the ratio is expected to fall in 2022 below pre-pandemic 2019 levels. According to data from the OECD Health Statistics 2023 database (OECD 2023b), the ratio of health expenditure to GDP in 2022 in European countries remained the highest in Germany at 12.7 % followed by France at 12.1 %. In many Central and Eastern European OECD countries spending on health accounted for between 6.9 % of their GDP.

Figure 1: OECD annual real growth in per capita for health expenditure and GDP



Source: OECD (2023b)

As we can see in Figure 1, because of the financial crisis in 2008 and 2009, the GDP in OECD countries fell sharply from 3.8 % in 2007 to -4.7 % in 2009, while the growth of health care expenditures decreased only slightly during this period (from 4 % in 2007 to 3.4 % in 2009). In the period from 2010 to 2012, it moved close to zero, as several political measures to control public spending were introduced during this period. In the period from 2012, we observe an increase of both real growths in per capita (health expenditure growth as well as GDP growth). In 2020, because of the COVID-19 pandemic, which was associated with large-scale lockdowns and other measures in the field of public health, there is a significant limitation of economic activity and consumer spending, which caused a significant decrease in GDP growth from 1.5 % in 2019 to -4.4 % in 2020. At the same time there was a growth in per capita health expenditure from 3.4 % in 2019 to 4.3 % in 2020.

A recovery in GDP per capita growth occurs in 2021, when GDP growth reached 5.8 %. At the same time, real growth in per capita health expenditure reached 8.1 % in 2021 as countries allocated additional funding to tackle the COVID-19 pandemic. As we can see in the Figure 1, it is assumed that in 2022 due to the fact that the countries got from the acute stage of the COVID-19 pandemic, health spending per capita is likely to decline as well as a decline in GDP growth is also expected.

3 Research objectives and methods

The aim of the contribution is to analyze the position of the Slovak Republic in the relation of state budget expenditures to GDP in the areas of education and healthcare, and their individual sub-sectors, in comparison with other OECD countries that have published expenditure allocations for the year 2021.

The scientific contribution deals with the issue of the perception of individual aspects of education and health in selected OECD countries from the point of view of the share of expenses in the country's GDP. In our analysis, we examined 26 countries from the point of view of several variables representing the mentioned areas.

The procedure of clustering is described by Stankovičová and Vojtková (2007) in the following steps: entering input data, choosing the type of variables, object names, choosing the clustering method, choosing the type of the clustering method - in our case the Ward method, selecting the similarity of objects we transfer based on the Euclidean distance, clusters and cluster interpretation.

Different groups of object similarity measures can measure similarity between country results. The choice of the degree of similarity also depends on the monitored characters whose values characterize the survey results for the given countries. The most well-known are distance measures, association coefficient, correlation coefficient and likelihood similarities. In our work, we will use the distance measure called the Euclidean distance. By using this distance, the authors Sinwar and Kaushik (2014) also deals with the research.

$$d_{ij} = \sqrt{\sum_{k=1}^{n} \left(X_{ik} - X_{jk}\right)^2} \qquad (1)$$

where:

X_{ik} is the value of the k-th variable for the i-th country,

X_{jk} is the value of the k-th variable for the j-th country.

In the clustering method, we will use Ward's method, which is the most used in practice. This method does not calculate the distance between the clusters, but the clusters are formulated based on the maximization of inside aggregate sum of squares. The homogeneity measure represents the subsonic sum of squares of deviations from the aggregate diameter we call ESS - error sums of squares, and we use the following formula for its calculation:

$$ESS = \sum_{i=1}^{n_h} \sum_{h=1}^{q} \left(X_{hi} - \overline{X}_{C_h} \right)^2 \qquad (2)$$

where:
n_h is the number of objects in the cluster,
X_{Ch} is the vector of the values of the character values in the cluster,
X_{hi} is the value vector of the i-th object's character in the cluster.

The statistical analysis was performed using the programming language ClustVist, which is suitable for the creation of statistical models and data analysis and is suitable for graphing and graphic analysis of data.

4 Results

The data required for the analysis come from the OECD database and the variables used are in Table 1. These data are publicly accessible on the OECD website. The analysis itself is addressed to the following countries participating in the assessment of expenditure on health and education to GDP. All data for individual countries are for the year 2021 (Table 1).

Among the basic conditions of cluster analysis is the analysis of dependencies between variables through statistical testing. The starting point for us was the correlation analysis, which consisted of Pearson's correlation coefficients. In cluster analysis, however, it is necessary to exclude statistically significant but weaker dependencies, because they could distort the result of cluster analysis. It is therefore necessary to test the statistical significance of Pearson's correlation coefficients. The analysis shows that, in the case of several variables, several coefficients are statistically insignificant. However, their correlations are statistically significant for the other variables. This means that there may be a clustering problem in cluster analysis. Therefore, it is necessary to use principal component analysis, which works with the original variables, but in their standardized form, i.e. j. it eliminates correlations between variables. We also refer to the original variables as PC1, PC2, ... PCx.

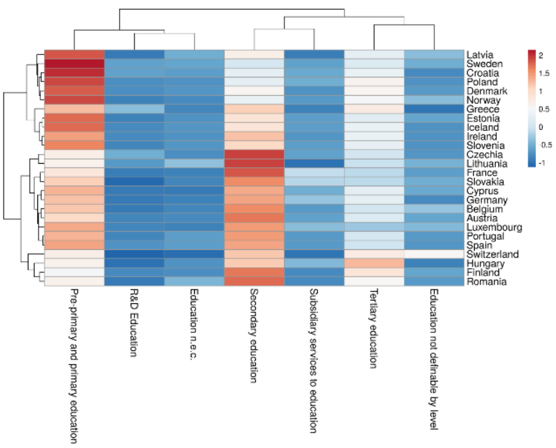
Based on a number of assumptions to determine the required number of main components, we will select 3 main components for the field of education, which will use the aggregation method. These components explain more than 90 % of the variability of the original data. In the area of health, 2 main components explaining more than 95 % of the variability of the original data were chosen based on statistical testing. Subsequently, we proceeded to the implementation of the clustering itself through a hierarchical tree, where the clusters are marked. We can see that multiple clusters have been created that are heterogeneous but homogeneous within their cluster. This means that countries in one cluster have similar characteristics in area of education or health and at the same time have a different share of spending on GDP with countries in other agglomerations. When analyzing education and spending on education to GDP (Figure 2), the Slovak Republic as a country was included in a cluster together with the Czech Republic, Lithuania, France, and Germany. It is necessary to emphasize that once again the expenses of the state in the field of education were limited and affected by the ongoing pandemic, which was associated with increased costs, e.g. for testing, disinfection of premises, but also expenses related to distance education. Surprisingly, the isolated noise of countries that, from our point of view, cannot be put together in area of takeover. These are Hungary, Romania, and Finland. It is clear from several surveys, studies, and other literature that the standard of living in Finland is significantly different than in the two mentioned countries. Education in Finland has just been rated as one of the best in the OECD in 2023 and is considered a leader. A prerequisite for a high level of education in Finland during the corona crisis for the organization of effective distance teaching and learning during the spring semester 2020 were investments in the digi-competence of teachers and students and digi infrastructure and the availability of digi-tools.

Table 1: Analyzed variables

	Pre-primary and primary education	Secondary education	Tertiary education	Education not definable by level	Subsidiary services to education	R&D Education	Education n.e.c.	Medical products, appliances, and equipment	Outpatient services	Hospital services	Public health services	R&D Health	Health n.e.c.
Belgium	2,0333	2,389055	0,911048	0,602136	0,238219	0,001553	0,1039	0,80038	3,017151	4,166677	0,371283	0,04981	0,213991
Austria	1,51661	2,031512	0,801236	0,256746	0,221596	0,037996	0,074714	1,227388	1,636733	5,083609	1,328363	0,478608	0,32269
Croatia	2,544346	0,973305	1,033576	0,027484	0,260298	0,201637	0,162211	1,245209	1,3033	4,635256	0,699726	0,060542	0,307986
Cyprus	1,839805	1,882271	1,000048	0,340149	0,3822	0,045877	0,037887	1,024195	1,602908	3,568863	0,167369	0,027062	0,026212
Czechia	1,286408	2,320045	0,727616	0,11554	0,209488	0,291632	0,075826	0,92535	1,943174	4,514909	2,138551	0,070358	0,237579
Denmark	2,787702	1,468107	1,476812	0,115687	0,058023	0,039015	0,094362	0,53283	1,196161	6,417875	0,351812	0,226781	0,514939
Estonia	2,358092	1,616478	1,008112	0,330737	0,270314	0,076642	0,179361	0,709813	0,600733	4,651627	0,282717	0,155828	0,091589
Finland	1,279421	2,445929	1,658715	0,227815	0,015506	0,007554	0,056854	0,699746	3,392176	3,275684	0,197201	0,096613	0,042541
France	1,409669	2,237701	0,639937	0,223922	0,672926	0,00016	0,026991	1,49508	3,209123	3,730662	0,522818	0,094967	0,163463
Germany	1,463372	1,596446	0,817075	0,092511	0,420879	0,010439	0,058971	1,859263	2,356632	2,896897	0,704602	0,089512	0,735504
Greece	1,313888	1,242881	1,002892	0,009357	0,06385	0,361085	0,087519	1,551125	0,666576	3,897628	0,363287	0,141462	0,045686
Hungary	1,152618	1,516304	1,607314	0,103378	0,423079	0,018155	0,191198	0,741057	1,411868	2,226242	0,744029	0,074234	0,437568
Iceland	3,431086	2,256011	1,540222	0,108168	0,222445	0,000642	0,128756	0,637011	2,056821	5,921085	0,033616	0,985475	0,28943
Ireland	1,159861	1,050043	0,59769	0,045087	0,066483	0,001431	0,036463	0,624277	1,836674	2,082433	0,377162	0,006485	0,335998
Latvia	2,219546	1,295707	0,989194	0,494579	0,104182	0,063174	0,394039	0,612635	1,840043	3,108443	0,53356	0,000003	0,15317
Lithuania	1,035054	1,8728	0,621182	0,353278	0,023526	0,212455	0,429392	0,885802	1,89297	2,733854	0,184918	0,003254	0,180816
Luxembourg	1,687386	1,743507	0,443878	0,346414	0,377938	0,030622	0,012617	1,674162	1,09114	2,166638	0,245158	0,156546	0,088341
Norway	2,194151	0,97275	1,067464	0,405487	0,177645	0,037273	0,084689	0,576461	1,106526	3,731522	0,93055	0,000365	0,30796
Poland	2,301895	0,93028	1,205499	0,083806	0,271372	0,064785	0,07665	0,055671	1,713315	3,543642	0,222135	0,098243	0,137641
Portugal	1,668751	1,790839	0,684922	0,145876	0,139141	0,028529	0,161706	0,672172	1,898461	4,253931	0,12509	0,240005	0,431458
Romania	0,760787	1,301421	0,713339	0,126806	0,076554	0,001684	0,235219	0,855228	0,140601	3,067738	0,21483	0,015622	1,177848
Slovakia	1,241011	1,494675	0,557552	0,334744	0,53042	0,029298	0,14627	0,929769	1,562843	3,517814	0,622054	0,024714	0,362261
Slovenia	2,323912	1,824913	1,100022	0,086602	0,203314	0,01123	0,119592	1,00361	2,290054	3,804469	0,605427	0,088745	0,34803
Spain	1,783663	1,773969	0,640929	0,089407	0,124457	0,063306	0,134069	1,095752	2,72082	3,079193	0,120148	0,293576	0,034056
Sweden	4,172504	1,022822	1,151053	0,193044	0,018313	0,006955	0,100321	0,741238	3,301879	2,629895	0,454644	0,170895	0,204751
Switzerland	1,291124	1,646943	1,312782	1,189631	0,127431	0,034413	0,09665	0,989854	0,220175	1,809029	0,660197	0,089281	0,046116

Source: Data analyzed according to OECD (2021)

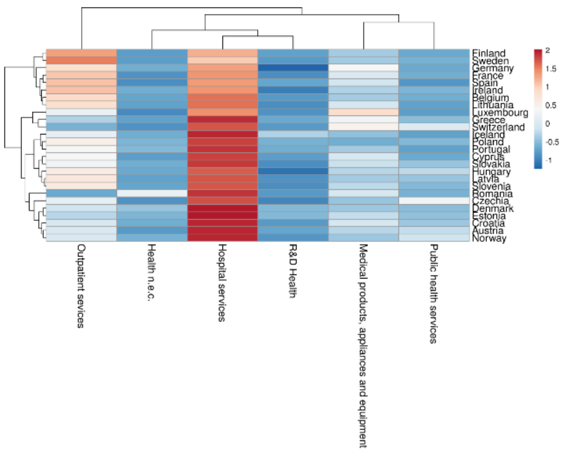
Figure 2: Dendrogram of education area



Source: Data analyzed according to OECD database (2021)

A prerequisite for a high level of education in Finland during the corona crisis for the organization of effective distance teaching and learning during the spring semester 2020 were investments in the digi-competence of teachers and students and digi-infrastructure and the availability of digi-tools. During the pandemic, they provided financial support for teachers' digi-pedagogy and students' digi-competencies. In addition, several innovations were created in the field of digital pedagogy and joint teaching (Lavonen and Salmela-Aro 2022). Based on statistical analysis in the case of health and expenditure on individual sub-areas (Figure 3), we can conclude that the Slovak Republic is included in a group of countries with Slovenia, Latvia, Hungary, Cyprus, Portugal, and Poland. We can therefore say that a similar structure of state budget expenditures for individual sub-areas of healthcare financing in relation to GDP is confirmed.

Figure 3: Dendrogram of health area



Source: Data analyzed according to OECD database (2021)

The field of healthcare was closely monitored by the public and the government during the 2021 budget year. The spread of the COVID-19 disease brought about several measures, based on which more financial resources were transferred to the health sector than to other areas.

CONCLUSION

Each country has the right to dispose of the funds entrusted to it. This power is exercised either by parliament, the government or in another form regulated by local legislation. The specifics of the year 2021, which brought with it constant measures due to the spread of the COVID-19 pandemic, were reflected primarily in expenditures in the field of health and education, which is also reflected in this scientific contribution. Based on statistical analysis - clustering, we managed to characterize the basic clusters that were created by comparing countries in individual sub-areas of state budget expenditures to the GDP of individual countries.

What are the results of our analysis important? From the point of view of the Slovak Republic, we have become among the countries with which we are at the level of state budget per capita, GDP and other economic indicators at approximately the same level. We note that in the field of education and health we are at the level of the V4 countries (Poland, the Czech Republic and Hungary), while our cluster is completed by countries from the Baltic States and South-Eastern Europe.

Expenditures in education are aimed at rationalizing the network of regional education, abolishing credit surcharges, increasing the share of students who do not continue in the second level of study, even with the help of professional practice. We are monitoring increased spending on teacher positions, including greater emphasis on practical training of future teachers directly in school. We are constantly following the trends of increasing tariff wages for teachers, ending the system of credit supplements and more significant remuneration for demonstrable quality (e. g. in universities for projects and professional contributions). In order to achieve better results in education, according to the Ministry of Education, Science, Research and Sport of the Slovak Republic, it is necessary to improve the quality and availability of data on the results of schools, pupils and graduates, as well as to reform the accreditation process of higher education institutions (*Ministry of Finance of the Slovak Republic*, 2022).

On the contrary, in area of health spending by the state, Slovakia has focused on finding measures to increase value in the health sector, while at the same time it will continue to reduce inefficient spending. Expenditures were feasible for financing based on the determination of the total necessary expenditures in the health sector, will improve the monitoring of results and data collection. In addition, the financial resources spent on indebtedness of hospitals, changes to the salary machine for health workers, prescription limits and eHealth were also significant expenses. The main goal in the field of health is to reduce the mortality avoidable by the health care system to the level of the average of the V4 countries and the OECD, with health expenditure increasing at the rate of inflation.

Bibliography

BARR, Nicholas, 2004. Higher Education Funding. In: *Oxford Review of Economic Policy* [online]. Vol. 20, n. 2, p. 264–283 [cit. 2023-07-29]. ISSN 1460-2121. Available from: https://doi.org/10.1093/oxrep/grh015.

DUTU, Richard and Patrizio SICARI, 2020. Public Spending Efficiency in the OECD: Benchmarking Health Care, Education, and General Administration. In: *Review of Economic Perspectives* [online]. Vol. 20, n. 3, p. 253–280, [cit. 2023-07-29]. ISSN 1804-1663. Available from: DOI 10.2478/revecp-2020-0013.

GALLO, Peter, 2022. *Ľudské zdroje v kontexte sociálnej práce.* Prešov: Prešovská univerzita v Prešove. ISBN 978-80-555-2966-0.

GRIGORAKIS, Nikolaos, GALYFIANAKIS, Georgios and Evangelos TSOUKATOS, 2022. Assessing the responsiveness of out-of-pocket healthcare expenditure to macro-fiscal factors and different health financing systems: evidence from the

European and OECD area. In: *EuroMed Journal of Business* [online]. Vol. 17, n. 2, p. 193–217 [cit. 2023-07-29]. ISSN 1450-2194.
Available from: https://doi.org/10.1108/EMJB-09-2020-0105.

JAKOVLJEVIC, Mihajlo, TIMOFEYEV, Yuriy, RANABHAT, Chhabi Lal, FERNANDES, Paula Odete, TEIXEIRA, João Paulo, RANCIC, Nemanja and Vladimir RESHETNIKOV, 2020. Real GDP growth rates and healthcare spending – comparison between the G7 and the EM7 countries. In: *Globalization and Health* [online]. Vol. 16, n. 64 [cit. 2023-07-29]. ISSN 1744-8603.
Available from: https://doi.org/10.1186/s12992-020-00590-3.

LAVONEN, Jari and Katariina SALMELA-ARO, 2022. Experiences of moving quickly to distance teaching and learning at all levels of education in Finland. In: *Primary and Secondary Education During Covid-19, Disruptions to Educational Opportunity During a Pandemic* [online]. p. 105–123 [cit. 2023-07-29].
Available from: https://doi.org/10.1007/978-3-030-81500-4.

MINISTRY OF FINANCE OF THE SLOVAK REPUBLIC, 2022. [online]. [cit. 2023-09-18].
Available from: https://www.mfsr.sk/

OECD, 2021. [online]. [cit. 2023-08-22].
Available from: https://www.oecd.org/

OECD, 2023a. *Financing education*. [online]. [cit. 2023-08-13].
Available from: https://gpseducation.oecd.org/

OECD, 2023b. *Health Expenditure*. [online]. [cit. 2023-09-23].
Available from: https://www.oecd.org/health/health-expenditure.htm

PROVAZNÍKOVÁ, Romana and Denisa CHLEBOUNOVA, 2018. Discussion on the quality of European higher education systems using cluster analysis. In: *Proceedings of the 6th Teaching & Education Conference*, Vienna, Oct 01-04, [online]. p. 68–89, [cit. 2023-08-13].
Available from: DOI 10.20472/TEC.2018.006.005.

ROTENBERG, Daniel, STEWART-FREEDMAN, Brendon, SØGAARD, Jes, VINKER, Shlomo, LAHAD, Amnon and Jens SØNDERGAARD, 2022. Similarities and differences between two well-performing healthcare systems: a comparison between the Israeli and the Danish healthcare systems. In: *Israel Journal of Health Policy Research* [online]. Vol. 11, n. 1 [online]. p. 105–123 [cit. 2023-07-29]. ISSN 2045-4015.
Available from: doi: 10.1186/s13584-022-00524-x.

SHERMAN, Joel D, 1979. The Finance of Primary Education in Ten OECD Countries: A Comparative Overview. In: *Comparative Education Review* [online]. Vol. 23, n. 2, 1979, p. 293–301 [cit. 2023-07-29]. ISSN 1545-701X.
Available from: http://www.jstor.org/stable/1187696.

SINWAR, Deepak and Rahul KAUSHIK, 2014. Study of Euclidean and Manhattan Distance Metrics using Simple K-Means Clustering,. In: *International Journal for Research in Applied Science and Engineering Technology (IJRASET)*. Vol. 2, n. 5, pp. 270–274. ISSN 2321-9653.

STANKOVIČOVÁ, Iveta and Mária VOJTKOVÁ, 2007. "*Viacrozmerné štatistické metódy s aplikáciami*". Bratislava: Iura Edition, 2007. ISBN 978-80-8078-152-1.

Author's contact information:
Ing. Jozef Lukáč, PhD.
Ing. Magdaléna Freňáková, PhD.
doc. Ing. Jozefína Hvastová, PhD.
Department of Corporate Financial Management
Faculty of Business Economics with seat in Košice
University of Economics in Bratislava
Email: jozef.lukac@euba.sk
Email: magdalena.frenakova@euba.sk
Email: jozefina.hvastova@euba.sk

THE IMPLEMENTATION OF THE CSR CONCEPT IN ENTERPRISES IN THE LUBELSKIE VOIVODESHIP ON THE PREMISE OF EMPLOYING PERSONS WITH DISABILITIES

Implementácia konceptu CSR v podnikoch Lubelského vojvodstva v predpoklade zamestnávania osôb so zdravotným postihnutím

Magdalena MACIASZCZYK, Agnieszka RZEPKA

ABSTRAKT
Vzhľadom na tempo zmien, globalizáciu a zvýšenú kontrolu etiky spoločnosti zo strany zainteresovaných strán musia podnikatelia pri podnikaní hľadieť za hranice ziskov. Účelom tohto príspevku je vysvetliť podstatu spoločensky zodpovedného podnikania, ktoré sa snaží o trvalo udržateľný rozvoj načúvaním miestnej komunite a preberaním zodpovednosti za jej činy. Zaoberá sa aj alarmujúcim tempom rastu fenoménu zdravotného postihnutia, analyzuje súčasný právny stav zamestnávania osôb so zdravotným postihnutím a uvádza štatistiky o participácii osôb so zdravotným postihnutím na trhu práce. V tomto dokumente boli použité rôzne prístupy. Fenomény zdravotného postihnutia a profesijnej aktivizácie boli prezentované na základe skúmania obsahu zákonníkov, zákonov a iných právnych dokumentov z *Poľska* a iných krajín. Faktory, ktoré prispievajú k neefektívnosti súčasného systému pomoci osobám so zdravotným postihnutím pri prechode na otvorený trh práce, boli identifikované pomocou faktorovej analýzy. Štatistické údaje však odhalili úroveň zdravotného postihnutia a povedomia o trvalo udržateľnom rozvoji. Interpretácia normatívneho správania, legislatívy a konvencií sa podobala základným právnym predpisom.

Kľúčové slová: Sociálna zodpovednosť podnikov. CSR. Zdravotné postihnutie. Zamestnanosť.

ABSTRACT
Due to the pace of change, globalization and increased stakeholder scrutiny of a company's ethics, entrepreneurs must look beyond profits when doing business. The purpose of this paper is to explain the essence of socially responsible business, which strives for sustainable development by listening to the local community and taking responsibility for its actions. It also treats the alarming rate of growth of the disability phenomenon, and analyzes the current legal status of the employment of people with disabilities and presents statistics on the labor force participation of people with disabilities. There were different approaches taken in this paper. The phenomena of disability and occupational activation was presented was based on an investigation of the content of codes, laws, and other legal documents from Poland and other countries. The factors that contribute to the inefficiency of the current system for assisting persons with disabilities in transitioning into the open job market have been identified via the use of factor analysis. However, statistical data revealed the level of disability and sustainable development awareness. Interpreting normative behaviors, legislation, and conventions resembled the basic legal regulations.

Key words: Corporate Social Responsibility. CSR. Disability. Employment.

INTRODUCTION

Corporate social responsibility (CSR) has evolved from being seen as a strategic requirement and necessity to a voluntary activity and possible competitive benefit of the corporation Falkenberg and Brunsæl

2011. Over 80 % of major companies currently report on their social responsibilities in CSR reports, therefore this shift mostly concerns such organizations The KPMG Survey (2020). Small and medium-sized businesses (SMEs) have been largely overlooked in academic discussions on corporate social responsibility (CSR), which have mostly focused on giant companies. The problem is complicated by the wide variation in size, national context, development, and organizational structure among SMEs, all of which is reflected in the CSR initiatives undertaken by these organizations Jenkins (2004); Russo & Perrini (2010); Spence & Lozano (2000).

Time and financial constraints, as well as a lower level of human, technical, and organizational resources for the implementation of the social responsibility policy, have been identified by previous studies of SMEs' social responsibility as the key impediments to CSR implementation in SMEs. Unlike huge corporations, the owners of small businesses are motivated to participate in social media because of the practical benefits they see for their company. SME employees are key stakeholders for this group of enterprises, much more involved than employees of large companies, and more exposed to pr. Although employees have been studied for years and from the multiple perspectives (for example, from the perspective of employee outcomes [A], workplace innovation [B], or work engagement [C]), how the business case for CSR is understood and perceived by SME employees has not yet been studied Berniak-Woźny et al. (2023).

The following research hypotheses have been presented to describe the research approach taken:

H1. The fewest entrepreneurs implement socially responsible business concepts regarding human rights.

H2. Employers who create new jobs for the disabled as part of CSR are simultaneously active in other areas of corporate social responsibility.

H3. The main motivation for entrepreneurs to hire people with disabilities is the desire to improve the company's image by nurturing good practices.

This article is structured as follows: a literature review is presented at the outset, which will lay the foundation for the empirical part of the research; this review is divided into three sections: an overview of CSR and its evolution, the situation of disabled on the labor market. The second section presents the research strategy and characteristics of the sample. This is followed by the results and discussion. The article concludes with a summary of the study's findings, a discussion of its limitations and suggestions for further research.

In terms of study on the notion of CSR and its influence on business performance from the perspective of workers, this article adds to the international literature on management and, more specifically, to current research on corporate social responsibility. Previous research has focused on employee attitudes and behaviors including job satisfaction, dedication to the company, and retention, but the authors believe their study is the first of its kind Akhouri & Chaudhary (2019).

1 Literature review

CSR concept

For millennia, business or corporate social responsibility has been the subject of discussions. Asylums, shelters for the impoverished and elderly, hospitals, and orphanages or even creating an industrial community to improve employees' quality of life were the organization's early social activities Heald (2017). In the 1920s and 1930s, managers began to balance profit maximization with customer, employee, and community needs. Companies became socially responsible entities throughout World War II and the 1940s Carroll (2009).

Today, the subject of CSR, which stands for "Corporate Social Responsibility," is becoming increasingly popular and is the subject of much discussion in the world of business, as well as in academic circles, institutions, and among consumers. CSR is summed up nicely in the definition developed by the European Commission,
defines corporate social responsibility (CSR) as "the responsibility of enterprises for their impacts on society." This covers how a company's actions impact the environment,

the community, workers, and the rule of law. CSR is "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis," according to a prior definition provided by the European Commission. CSR is described as "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" by the EU. businesses for the influence they have on the environment. As a result, the idea of corporate social responsibility (CSR) is a step toward the shared accountability of businesses for the influence they have on the whole environment Fiechter et al. (2022).

Corporate social responsibility is based on two primary principles: stewardship and charity. The latter refers to the notion of brotherhood and requires the wealthy to assist the poor and needy. Modern businessmen, on the other hand, are more likely to apply the notion of fiduciary obligation. It gives wealthy individuals the ability to act in the public good. They should dispose of their money in a way acceptable to the community because they manage resources on behalf of others Chouten et al. (2014).

The popularity of CSR has been influenced by: - the ability to give a company a competitive advantage; - the use of CSR as a marketing tool that can cover up a company's unattractive offerings; - the need to adhere to established norms and standards that are required by investors when implementing socially responsible projects; - the rise of multinational corporations and the resulting growing expectations that business will take over societal responsibilities; - the emergence of the global marketplace and - the urge to maximize profits Teneta-Skwiercz 2013.

According to the PN-ISO 26000 standard Kosiń 2020, CSR is an organization's responsibility for the impact of its decisions and actions on society and the environment, which is provided through transparent and ethical conduct that: contributes to sustainable development, including the well-being and health of society; takes into account the expectations of stakeholders; is consistent with applicable law and consistent with international standards of conduct; is integrated into the organization's operations; and is communicated to stakeholders. PN-ISO 26000, also known as "Guidance on social responsibility," provides guidance on social responsibility, which is defined as an organization's responsibility for the impact of its decisions and actions on society and the environment, through transparent and ethical behavior in key areas such as organizational governance, human rights, labor practices, environment, fair operating practices, consumer issues, and community involvement and community development.

The Forum for Responsible Business (FOB) has come up with its own definition of corporate social responsibility, which states that CSR is: "an effective management strategy that, by conducting social dialogue at the local level, contributes to increasing the competitiveness of enterprises at the global level and, at the same time, shaping favorable conditions for social and economic development.

Others Kosiń (2020) interpret CSR as the responsibility of management to make decisions and take actions that contribute to both the care of self-interest (multiplying the organization's profit) and the preservation and expansion of social welfare. He views CSR as the obligation of management to make decisions and take actions that contribute to both the care of self-interest (multiplying the firm's profit) and the care of others (improving society). P. Drucker expressed his opinion in a similar manner. He asserted that "a free enterprise operating under conditions of economic freedom cannot exist simply because it is good for business; the purpose of its existence is that it is needed by society" (a free enterprise operating under conditions of economic freedom cannot exist simply because it is good for business; the purpose of its existence is that it is needed by society Falkenberg & Brunsæl (2011). According to M. Friedman, who is widely regarded as one of the most prominent critics of CSR, the goal of any business should be to maximize profits. He proclaimed that "there is only one kind of social responsibility on the part of the business world," which is to use one's resources and conduct activities to increase one's own profits in accordance with the game's rules. "There is only one type of social responsibility on the part of the business world," he stated. To engage in open and free competition that is honest and free of deception or fraud Bosch-Badia et al. (2013). Consequently, he compares CSR actions to collectivism. E. Sternberg has moved the indicator one position forward. According to her statement, "the consumption of corporate resources for non-economic purposes is in fact theft: the unauthorized appropriation of what belongs to the owners" Crouch & Maclean (2011).

Three distinct domains are encompassed by the concept of corporate social responsibility. Regarding the ecological sphere, the concept entails environmental protection; regarding the economic sector, profit maximization; and regarding the social sphere, the encouragement of workers and local communities. Consequently, businesses that implement the CSR concept take the needs of their various stakeholder groups into consideration. This enables the development of synergies between the aforementioned domains.

People with disabilities in the labor market

Every year, the number of individuals with disabilities increases. This does not appear to be a surprising occurrence when demographic shifts resulting in geriatric populations are taken into account. In the literature, numerous concepts of disability can be found Maciaszczyk (2014). However, the most prevalent definition, which accurately reflects the nature of the issue and is also the most frequently cited, is contained in the Polish Act on Vocational and Social Rehabilitation and Employment of Persons with Disabilities of August 1997. It reads: disabled persons are those whose physical, mental, or psychological condition permanently or intermittently impedes, restricts, or prevents them from fulfilling their social duties, and in particular their ability to perform professional employment Stec (2018).

The World Health Organization (WHO) has identified some distinctions between limitation, disability, and impairment. Any loss or deviation from normalcy of a psychological, physiological, or anatomical structure or function constitutes an impairment. Disability is defined as any limitation or deficiency resulting from a reduction in the capacity to perform an activity in a manner or to an extent deemed normal for a human. Handicap, on the other hand, is defined as "an individual's disadvantage due to a limitation or disability that restricts or impedes the performance of a role considered normal according to the individual's age, gender, social and cultural factors." Given the nature of this article and the distinctions between the terms, however, they will be used interchangeably.

The number of individuals with disabilities represents a significant proportion of the global population and is continuously increasing. On the basis of observations made by researchers and population counts, it is estimated that as many as 500 million individuals are disabled. Unfortunately, one in ten individuals in most countries have a physical, mental, or sensory impairment. At least 25 % of each population is afflicted by a disability on average.

Multiple obstacles make it difficult for disabled individuals to access the open labor market. The main obstacles include: 1) the employer's fear of more frequent inspections for receiving subsidies obtained from public funds for the employment of a disabled person; 2) the employer's skeptical and stereotypical attitude towards the proper performance of duties and the low productivity of a disabled person or the need for constant care; 3) the bureaucratization of procedures and the related difficulties in relations with offices; 4) the lack of effective implementation of measures taken at the Labor Offices; 5) reluctance to incur additional costs for employing a disabled person and for him to exercise his right to additional paid leave; 6) a system of funding from public institutions that does not provide real motivation for people with disabilities to take up employment; 7) the need for constant monitoring of changes in legislation on the employment of people with disabilities; 8) the lack of existence of entities specializing in the employment of the disabled, which, functioning on the principles of, for example, temporary employment agencies, will be able to relieve the employer of his duties and thus help save time Garncarz & Żak (2019).

Employers should view people with disabilities as a significant asset. This is because employing them is advantageous for a variety of factors. On the one hand, entrepreneurs acquire a motivated, need-driven, and loyal employee for their team. On the other hand, they incur no additional costs as a result, as any additional expenditures are covered by subsidies defined by relevant legal acts at American, the European Union and national levels Blanck 2000; Kock 2004; Konur 2002; Majka et al. (2018); Vornholt et al. (2018). There are of course numerous forms of assistance for employers who employ disabled individuals. These include reimbursement of the cost of adapting a workstation, reimbursement of the cost of training a disabled worker, reimbursement of the cost of employing a worker to assist a disabled worker, and reimbursement of the cost of workplace apparatus. However, for an entrepreneur, employing a person with a disability should primarily depend on their competence or lack thereof. On the other hand, the possibility of receiving concessions or salary subsidies is merely an added benefit Domańska (2016).

Currently, the disabled community more generally is seen as untapped potential. It represents a significant burden on the budgets of all governments by having to pay many benefits. The European Union, in an effort to increase labor force participation among people with disabilities, is attempting to implement ALMP's- Active Labor Market Programs), ie.: - secure employment, - creation of equal opportunities/anti-discrimination (e.g., use of quota system), - modification of the workplace, i.e. providing the position with suitable technology, etc., - preserving the current workplace, - supporting the development of entrepreneurship among dysfunctional individuals, - support for the workplace, and retraining, rehabilitation, and assistance for reentering the workforce.

2 Research objectives and methods

The purpose of the study was to determine the relationship between companies' awareness of the CSR concept's underlying assumptions and the employment of individuals with disabilities. The empirical part of this paper is based on the structured survey distributed following the standards of the CAWI technique. Survey results were compiled using SPSS Statistics. The survey questionnaire in electronic form was distributed on the Internet on forums of employers' associations. The request to participate in the survey was also sent through the Organization of Employers of Lublin Region "Lewiatan", the Lublin branch of PFRON - State Fund for Rehabilitation of Persons with Disabilities, the Foundation for the Development of Lublin Region and the FOB - Forum for Responsible Business Organization. In addition, direct inquiry was made by e-mail to 33 companies. In addition, a list of sheltered workshops posted on the website of the Lubelskie Voivodeship Office was used to establish contact. Some of the employers were reached and spoken to in person.

Representatives of 43 companies operating locally in the Lublin market took part in the survey. The dominant group of companies surveyed were those of a manufacturing nature – 25 (58 %), followed by trade (n=14, 33 %) and only 4 (9 %) companies operating in services. This information suggests that manufacturing companies have the most jobs to offer people with disabilities. 39 (91 %) of the surveyed companies did not have sheltered workplace status. The majority of respondents (n=16, 37 %), operated limited liability companies. Slightly fewer n=13 (30 %) were general partnerships. Among the companies surveyed, there were 8 joint stock companies (19 %), while there were only 6 cooperatives (14 %). None of those surveyed operated a civil partnership or was a separate individual. This allows us to admit that both at the micro (Lublin Province) and macro scale (nationwide survey based on Central Statistical Office data
("Osoby niepełnosprawne na rynku pracy - Ministerstwo Rodziny i Polityki Społecznej - Portal Gov.pl," n. d.) are the most common legal form.

The survey questionnaire was covering 18 closed questions, with two filter questions. It included questions about the relationship between knowledge of the assumptions of the CSR concept and more frequent employment of people with disabilities. Using the relevant questions, it was checked what is important for an employer when hiring people with disabilities, what kind of support they need and also what is the determinant of starting cooperation with such a person.

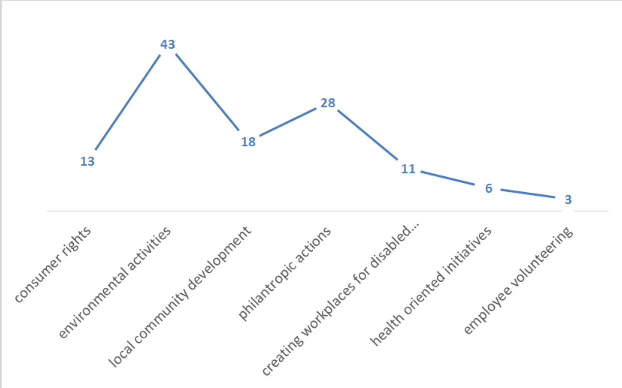
At the beginning of the questionnaire the information about the topic and purpose of the survey and its duration was placed. The fact that participation in the survey is completely voluntary and completely anonymous was also added. In the first section, respondents were asked to assess their familiarity with and implementation of CSR concepts. In the second section of the questionnaire, respondents were asked whether they employ individuals with disabilities. The queries in this section were also designed to help determine the employee's profile. In the third section of the survey, respondents were able to assess their level of satisfaction with working with a disabled employee and identify the advantages of employing disabled individuals. A metric was included at the conclusion of the survey.

3 Results

The analysis of the data made it possible to verify the previous research assumptions and come to some important conclusions regarding the activities of businesses in implementing CSR concepts to help make people with disabilities active in the workplace.

H1 assumed that the fewest entrepreneurs implement CSR concepts in the area of human rights. Although respondents indicated that they most often engage in pro-environmental activities, the frequency of involvement in philanthropic campaigns (charities) or consumer protection (regulations and a clear warranty and returns policy) is also notable. Employee volunteering and health-oriented activities are the least popular among respondents. Possibly this is due to the involvement in such activities of individuals acting on their own initiative, rather than within the company (Figure 1).

Figure 1: Areas of activity according to the CSR concept



Source: own processing

The obtained results do not support the hypothesis as stated. However, comparing the results of this survey with the results of the 2016 FOB report, which indicated that it is this area in particular that requires initiative, one can conclude that employers are attaching increasing importance to developing precisely the area of human rights in the broadest sense.

H2 stated that employers who create new jobs for people with disabilities as part of CSR are simultaneously active in other areas of corporate social responsibility. For the purpose of such a hypothesis, the responses of only n=11 who answered affirmatively about creating jobs da people with disabilities were analyzed. Elaborating on the collected data, it can be deduced that companies implementing the CSR concept are simultaneously active in multiple areas - none of the 43 surveyed companies indicated that they are involved in only one area (environmental). enterprises that confirmed their commitment to employing people with disabilities are also primarily involved in charity and local community development. It is also worth noting that all 3 companies indicating employee volunteering create workplaces suitable for people with disabilities.

H3 stated that the main motivation for entrepreneurs to hire people with disabilities is the desire to improve the company's image by nurturing good practices. Thanks to the survey, it is possible to see which benefits of hiring people with disabilities are most important to employers, and which are less important (Fig. 2). Respondents had to indicate how financial, marketing and moral aspect was important to them. The financial aspect included subsidies for a sheltered workshop (employment of min 6 % or 25 persons with disabilities), reimbursement for furnishing, adapting a workplace, hiring an assistant for a disabled person or training a disabled person. The marketing aspect was limited to positive PR and improvement of the company's image in the market, while the moral aspect implied a desire to fight discrimination against disabled persons and their vocational activation in the labor market. Responses could be given on a 5-point Likert scale, where 1 meant that the studied factor was completely unimportant to the company, while 5 indicated its high importance.

Figure 2: Areas of activity according to the CSR concept

Source: own processing

It turns out that when hiring people with dysfunctions, employers declare that they are most often guided by the possibility of preventing discrimination against people with disabilities and their professional activation in the labor market. They strongly prioritize this factor over shaping their image and ensuring a positive perception of the company in the external environment, or the possibility of receiving financial gratification, which is a very positive aspect of the research conducted.

CONCLUSION

Employers are becoming increasingly aware of CSR activities, and as it turns out, the financial aspect is neither the main nor the only motivation for employers when hiring people with disabilities. Employers who create new jobs for people with disabilities as part of CSR are often simultaneously active in other areas of corporate social responsibility. Implementation of good environmental practices has always been more readily undertaken than human rights activities, but there is now more emphasis on this particular area. In analyzing the statistical data, it was noted that people with disabilities very often drop out of primary education. This can be a sign of discrimination or is accompanied by a number of other barriers, including architectural ones. However, a disabled worker without a higher education can be employed just as readily as a non-disabled worker - in positions where he or she can perform simple and reproductive work, mainly in enterprises of a manufacturing nature. Employers mostly express satisfaction with employees with disabilities and are not bothered by their need for assistance and lack of independence in performing some duties. Managers say they are willing to establish lasting, long-term cooperation with them on favorable full-time employment terms. A good start on the road to employment for people with disabilities on the open labor market can be a previous job in sheltered workshops or the use of occupational therapy classes or a special work assistant.

The aim of the study was to determine the relationship between companies' awareness of the assumptions of the CSR concept and the hiring of employees with disabilities. Indeed, the study found that among companies aware of CSR assumptions, hiring people with disabilities is more common.

Our study has some limitations that suggest directions for further research. The first limitation is due to the narrowing of the study to the Lublin province. Since the concept of CSR depends on the level of wealth and culture, it would be worth expanding the survey to other regions and even countries in the future. In addition, the survey allowed us to learn the opinion of only a narrow group of stakeholders implementing the CSR concept to varying degrees. Therefore, future research could focus on more companies and could be expanded to identify factors that limit companies' commitment to selected activities.

It would be unwise to disregard the idea of socially responsible business, viewing it only as a passing fad and treating its assumptions as of marginal importance, while issues in this area are increasingly discussed internationally and the CSR concept itself is of growing importance. It is important to emphasize the fact that only properly implemented CSR activities can become an investment that benefits all members of the market. Building awareness and striving to understand the issues related to diversity management will ennoble Polish business, and perhaps soon distinguish itself on the international arena by setting a good example of taking effective action.

Bibliography

AKHOURI, Anuya, CHAUDHARY, Richa, 2019. Employee perspective on CSR: a review of the literature and research agenda. In: *Journal of Global Responsibility,* [online] Vol. 10, p. 355–381. ISSN: 2041-2568 [cit. 2023-08-18]. Available from: doi: 10.1108/JGR-11-2018-0057

BERNIAK-WOŹNY, Justina, KWASEK, Artur, GĄSIŃSKI, Hubert, MACIASZCZYK, Magdalena, KOCOT, Maria, 2023. Business Case for Corporate Social Responsibility in Small and Medium Enterprises—Employees' Perspective. In: *Sustainability* [online] Vol. 15, p. 1660. ISSN 2071-1050 [cit. 2023-08-18]. Available from: doi: 10.3390/su15021660

BLANCK, P. D., 2000. Employment, disability, and the Americans with Disabilities Act: Issues in law, public policy, and research. Northwestern University Press. ISBN 978-0810-116-894

BOSCH-BADIA, Maria Tereza., MONTLLOR-SERRATS, Joan, TARRAZON, Maria Antonia, 2013. Corporate Social Responsibility from Friedman to Porter and Kramer. [online] Vol. 3, n. 3A, p. 11-15. [cit. 2023-08-18]. Available from_ doi: 10.4236/tel.2013.33A003

CARROLL, Archie B., 1999. Corporate social responsibility: Evolution of a definitional construct. In: *Business & Society*, [online] Vol. 38, p. 268–295. ISSN 1552-4205 Available from: https://www.researchgate.net/publication/282441223_Corporate_social_responsibility_Evolution_of_a_definitional_construct

CARROLL, Archie B., 2009. A History of Corporate Social Responsibility: Concepts and Practices. In: Crane, A., Matten, D., McWilliams, A., Moon, J., Siegel, D. S. (Eds.), *The Oxford Handbook of Corporate Social Responsibility.* Oxford University Press, [online] p. 19–46. ISBN 978-019-9211-593 [cit. 2023-08-18]. Available from: doi: 10.1093/oxfordhb/9780199211593.003.0002

CROUCH, Chris, MACLEAN, Coal, 2011. T*he Responsible Corporation in a Global Economy.* Oxford: OUP. ISBN 979-8200586035

DOMAŃSKA, Lucia, 2016. Employment Assisted with a Chance for the Handicapped. In: *Opuscula Sociologica*, [online] p. 89–98. ISSN 2353-2882 [cit. 2023-08-18]. Available from: doi: 10.18276/os.2016.2-07

DRUCKER, Peter F., 2002. *Myśli Przewodnie Druckera. MT Biznes*, Warszawa.

FALKENBERG, Joyce, BRUNSÆL, Petter, 2011. Corporate Social Responsibility: A Strategic Advantage or a Strategic Necessity? In: *Journal of Business Ethics* [online] Vol. 99, p. 9–16. ISSN 0167-4544 [cit. 2023-08-18]. Available from: doi: 10.1007/s10551-011-1161-x

FIECHTER, Peter, HITZ, Jorg-M., LEHMANN, Nico, 2022. Real Effects of a Widespread CSR Reporting Mandate: Evidence from the European Union's CSR Directive. In: *Journal of Accounting Research,* [online] Vol. 60, p. 1499–1549. ISSN 1030-9616 [cit. 2023-08-18]. Available from: doi: 10.1111/1475-679X.12424

GARNCARZ, Jakub, ŻAK, Martyna, 2019. Osoby niepełnosprawne na rynku pracy w Polsce w latach 2006 - 2018. In: *Rynek - Społeczeństwo - Kultura.* [online] Vol. 2, n. 33, p. 29–32. ISSN 2300-5491 [cit. 2023-08-18]. Available from: https://bazekon.uek.krakow.pl/rekord/171599317

HEALD, Morell, 2017. *The Social Responsibilities of Business: Company*

and Community, 1900-1960. Routledge, New York. ISBN 978-135131-7368
JENKINS, Helled M., 2004. A Critique of Conventional CSR Theory: An SME Perspective. In: *Journal of General Management.* [online] Vol. 29, p. 37–57. ISSN 1759-6106 [cit. 2023-08-18]. Available from: doi: 10.1177/03063070040290
KOCK, Martin, 2004. Disability Law in Germany: An Overview of Employment, Education and Access Rights. In: *German Law Journal*, [online] Vol. 5, ISSN 1373–1392. [cit. 2023-08-18]. Available from: doi: 10.1017/S2071832200013286
KONUR, Ozcan., 2002. Access to Employment by Disabled People in the UK: is the Disability Discrimination Act Working? In: *International Journal of Discrimination and the Law*, [online] Vol. 5, p. 247–279. ISSN 1358-2291 [cit. 2023-08-18]. Available from: doi: 10.1177/135822910200500405
KOSIŃ, Pawel, 2020. General models of shareholder value creation in the context of enterprise CSR policy. In: *Zeszyty Naukowe. Organizacja i Zarządzanie/Politechnika Śląska*, [online] p. 165–175. ISSN 1641-3466 [cit. 2023-08-18]. Available from: https://yadda.icm.edu.pl/baztech/element/bwmeta1.element.baztech-61a789cc-4790-47e5-b2a2-4f9314e98eae
MACIASZCZYK, M., 2014. CSR szansa dla osób niepełnosprawnych. Zeszyty Naukowe Uniwersytetu Szczecińskiego. In: *Problemy Zarządzania, Finansów i Marketingu*, [online] Vol. 14, p. 159–167. ISSN 1509-0507 [cit. 2023-08-18]. Available from: https://bazhum.muzhp.pl/media/files/
MAJKA, Pawel, WIELEBA, Ivona, RYDZEWSKA, Malgorzata, 2018. *Zatrudnianie osób niepełnosprawnych. Aspekty prawne i podatkowe. Wolters Kluwer. Osoby niepełnosprawne na rynku pracy* - Ministerstwo Rodziny i Polityki Społecznej - Portal Gov.pl [WWW Document], n.d. *Ministerstwo Rodziny i Polityki Społecznej.* [online] [cit. 2023-08-18]. Available from: https://www.gov.pl/web/rodzina/osoby-niepelnosprawne-na-rynku-pracy (accessed 7.27.23)
RUSSO, A Angeloantonio, PERRINI, Francesco, 2010. Investigating Stakeholder Theory and Social Capital: CSR in Large Firms and SMEs. In: *Journal of Bussines and Ethics,* [online] Vol. 91, p. 207–221. ISSN 0167-4544 [cit. 2023-08-18]. Available from: doi: 10.1007/s10551-009-0079-z
SCHOUTEN, Corrie Mazereeuw. der D., GRAAFLAND, Johan, KAPTEIN, Muel, 2014. Religiosity, CSR Attitudes, and CSR Behavior: An Empirical Study of Executives' Religiosity and CSR. In: *Journal of Business Ethics*, [online] Vol. 3, p. 437–459. ISSN 0167-4544 [cit. 2023-08-18]. Available from: doi: 10.1007/s10551-013-1847-3
SPENCE, Laura, J., LOZANO, Jose, F., 2000. Communicating about Ethics with Small Firms: Experiences from the U.K. and Spain. In: *Journal of Business Ethics*, [online] Vol. 27, p. 43–53. ISSN 0167-4544 [cit. 2023-08-18]. Available from: doi: 10.1023/A:1006417425446
STEC, M., 2018. Pozaplacowe skladniki wynagrodzenia jako determinantymotywowania osób niepelnosprawnych zatrudnionych w zakladach pracy chronionej. In: *Konińskie Studia Spoleczno-Ekonomiczne*, [online] Vol. 4, p. 379–406. [cit. 2023-08-18]. Available from: https://journals.indexcopernicus.com/api/file/viewByFileId/659586.pdf
TENETA-SKWIERCZ, D., 2013. *Uwarunkowania realizacji koncepcji społecznej odpowiedzialności biznesu w przedsiębiorstwach polskich na tle doświadczeń Wielkiej Brytanii i Niemiec*. Monografie i Opracowania Uniwersytetu Ekonomicznego we Wrocławiu. ISBN 979-8200588989
The Time Has Come: The KPMG Survey of Sustainability Reporting 2020, 63. ISBN 979-8200698532

VORNHOLT, Katarina, VILLOTTI, Patrizia, MUSCHALLA, Beate, BAUER, Jana, COLELLA, A., ZIJLSTRA, Fred, VAN RUITENBEEK, Gemma, UITDEWILLIGEN, Sierd, CORBIÈRE, Marc, 2018. Disability and employment – overview and highlights. In: *European Journal of Work and Organizational Psychology*, [online] Vol. 27, p. 40–55. ISSN 1359432x [cit. 2023-08-18]. Available from: doi: 10.1080/1359432X.2017.1387536

Affiliation

This article uses partial results of research conducted by M. Maciaszczyk and A. Winiarska as part of an unpublished project on the employment of people with disabilities.

Author's contact information:

Magdalena Maciaszczyk, PhD
Agnieszka Rzepka, Associate Professor
Department of Economy and Economic Management
Faculty of Management
Lublin University of Technology
Nadbystrzycka 38D, 20-618 Lublin, Poland
Email: m.maciaszczyk@pollub.pl
Email: a.rzepka@pollub.pl

DETERMINANTS OF THE GROWTH OF SMALL AND MEDIUM ENTERPRISES

Determinanty rastu malých a stredných podnikov

Štefan SLÁVIK

ABSTRAKT

Malé a stredné podniky (MSP) majú významný podiel na výkonnosti národného hospodárstva a ešte väčší podiel na celkovom počte podnikov vo vyspelých aj rozvojových krajinách. MSP sú pomerne zraniteľné vzhľadom na svoju veľkosť a pravdepodobne najzdravším spôsobom, ako prežiť, je udržateľný rast. Kvalitatívny terénny výskum sa uskutočnil na vzorke 146 MSP. Zdrojom poznatkov o skúmaných MSP sú osobné skúsenosti a vyjadrenia zaznamenané v dotazníku. Najdôležitejším vonkajším determinantom rastu MSP je dopyt, ktorý výrazne prevyšuje ostatné externé akcelerátory rastu. Najdôležitejším vnútorným determinantom rastu MSP je spokojnosť zamestnancov, no nemožno opomenúť podiel interných inovácií, ambície zamestnancov a dostatok zdrojov. Najvýznamnejšou vonkajšou prekážkou rastu MSP je konkurencia a pomerne významnou prekážkou rastu sú ceny vstupov. Najvýznamnejšou vnútornou prekážkou rastu MSP je nedostatok pracovnej sily a jej fluktuácia, rastu bráni aj nedostatok prevádzkových financií a kapitálu. Najrýchlejšie rastúce firmy vo vzorke sú viac poháňané inováciami ako zvyšok vzorky a ich rýchly rast vytvára ešte väčší nedostatok pracovnej sily ako zvyšok vzorky. Získané poznatky môžu byť vodítkom pre rozširovanie identifikovaných rastových akcelerátorov a tlmenie alebo odstraňovanie rastových prekážok. Empirický kvalitatívny výskum MSP priniesol originálne výsledky, pretože nedefinoval explicitné predstavy o raste MSP a nepredpisoval respondentom kognitívne usmernenia a hranice.

Kľúčové slová: Malé a stredné podniky (MSP). Rast. Akcelerátori rastu. Prekážky rastu.

ABSTRACT

Small and medium-sized enterprises (SMEs) have a significant share in the performance of the national economy and an even larger share in the total number of enterprises in both developed and developing countries. SMEs are quite vulnerable due to their size and probably the healthiest way for them to survive is sustainable growth. Qualitative field research was conducted on a sample of 146 SMEs. The source of knowledge about the examined SMEs is personal experience and statements recorded in the questionnaire. The most important external determinant of SME growth is demand, which significantly exceeds other external growth accelerators. The most important internal determinant of SME growth is employee satisfaction, but the share of internal innovation, employee ambitions and sufficient resources cannot be overlooked. The most significant external obstacle to the growth of SMEs is competition, and a relatively significant obstacle to growth is input prices. The most significant internal obstacle to the growth of SMEs is the lack of labour force and its fluctuation, growth is also hindered by the lack of operating finance and capital. The fastest-growing firms in the sample are more innovation-driven than the rest of the sample, and their rapid growth creates even greater labour shortages than the rest of the sample. The knowledge gained can be a guide for scaling up the identified growth accelerators and dampening or removing growth obstacles. Empirical qualitative research of SMEs produced original results because it did not pre-define explicit ideas about the growth of SMEs and did not prescribe cognitive guidelines and boundaries to the respondents.

Key words: Small and medium-sized enterprises (SMEs). Growth. Accelerators of growth. Obstacles of growth.

INTRODUCTION

Small and medium-sized enterprises (SMEs) attract attention not by their individual size, but by their share in the performance of the national economy. Small and medium-sized enterprises in Slovakia in 2021 accounted for 99.9 % of the total number of enterprises SBA (2022) and their share of gross production in the non-financial business sector was 45.3 % SBA 2022. Their role in the economy cannot be overlooked. In the era of economic globalization, SMEs are recognized as an engine of sustainable economic development in both the developed and developing world Prasanna et al (2019); Gallo (2022). Even in developed countries, there are high expectations for the growth of SMEs, because the country's economic growth relies on them Heilmann et al. (2018). Small and medium enterprises are still an interesting topic to study because they play a significant role in both employment and gross domestic product Sarwoko & Frisdiantara (2016). Small and medium-sized enterprises are key to local economic development, contributing to job creation, poverty alleviation and economic growth, but they face many barriers to financing. Research results also show a positive impact of the number of active micro-enterprises on territorial economic growth Gherghina et al. (2020).

The survival rate of new SMEs in Slovakia after five years of existence is 46.8 %. Compared to EU countries, it is at the level of the EU average (SBA 2022). The existence of SMEs can be solved by various methods, but probably the healthiest way is to achieve sustainable growth. The sources of sustainable growth are traditional (domestic production factors and later foreign investments) and newer (innovations, especially technological ones). Investments in research and development are considered to be a fundamental driver of the performance of high-tech SMEs. However, the same driving force can limit the growth of non-technological SMEs as it increases the level of risk faced by such enterprises Booltink & Saka-Helmhout (2018). International sales are crucial for the prosperity of SMEs due to the limited size of their domestic market, but can be difficult to achieve for a number of reasons (Battaglia et al 2018). Business growth has received considerable attention in business research. Most researchers have focused their research efforts on organic growth, although SMEs can achieve growth in other ways, e. g. acquisitions (Mezulic and Juric 2020).

1 Factors of business growth of small and medium enterprises

The most cited factor for SME growth is technology in various combinations with other factors, as technology without organizational inclusion and support has no impact. That's what Yoo et al. (2018) meant when they linked technological innovation capability and organizational metacognition. The results of a study by Surya et al. (2021) suggest that economic growth associated with technological innovation will increase business productivity and increase human well-being. Based on the results of this study, an economic growth strategy based on technological innovation is recommended for government decision-making as an effort to increase the productivity of community enterprises Surya et al. (2021). The impact of technology and innovation on SME performance is linked to finance, labour, infrastructure, regulations and taxes Ndiaye et al. (2018).

Technological progress in SMEs correlates with improving the survival of SMEs in global competition. Prasanna et al 2019 identified six drivers, namely social capital, linkage with multinational corporations (MNCs) and transnational corporations (TNCs), innovation, sharing and networking, information technology, and productivity-enhancing technology. They also identified two conditions for successful technological adaptation in the SME sector, namely the availability of a technologically skilled workforce in the economy and the identification of new technology opportunities among competitors Prasanna et al. (2019). Digital technologies have brought the need to assess the level of digital maturity of SMEs, which will demonstrate whether they can effectively support growth North et al. (2018). SMEs have the potential to grow through technology, innovation and exports. Technology is a powerful source and medium for growth, but in many cases, it is too costly for SMEs. If SMEs want to grow, they need to take innovation and creativity to the next level, and entrepreneurs need to improve their expertise accordingly Madonono & Barnard (2020).

Another factor in the growth of SMEs is investment. The research results support the positive impact of investments on turnover. The link was confirmed for all active enterprises at the national level, for micro, small, medium and large companies Gherghina et al. (2020).

Human resources and their actions are an important factor in the growth of SMEs. Like technology, they are only effective in conjunction with other factors. Agile, innovative and productive HR practices increase the profitability and growth of SMEs Heilmann et al (2018). The manager's experience, training, financing, network relationship and size of the business have a significant relationship with the growth of the business Rafiki (2020). The industry experience of top managers, product and process innovations, access to finance have a positive effect on the growth of SMEs Erdogan 2023. Kiyabo & Isaga (2020) identified an indirect effect of entrepreneurial orientation on SME performance through competitive advantage. Entrepreneurial orientation is considered an intangible resource that combines the following entrepreneurial characteristics: proactivity, risk-taking, competitive aggressiveness, autonomy, innovativeness. SMEs that have greater EO and LO have higher international growth. The previous business and industry managerial experience of the founder/CEO positively influences these relationships. New and small enterprises operating in high-tech environments need a strong entrepreneurial (EO) and learning (LO) orientation to increase international growth D'Angelo & Presutti (2019).

In today's complex and rapidly changing markets, there is constant pressure on SMEs to engage in business model innovation to quickly meet customer expectations and successfully compete for survival Cosenz & Bivona (2021). The results indicate that although the direct link between BMI (business model innovation) and firm performance is not significant, this path is fully mediated by efficiency growth, organizational capabilities and revenue growth Latifi et al. (2021).

A comprehensive concept of the causes of growth explicitly enumerates and stratifies the factors. Research shows that SME growth is determined by the characteristics of the owner/manager (personal approach) and the choice of strategy (managerial approach). Sarwoko & Frisdiantara (2016) empirically tested three determinants of small business growth, namely individual factors, organizational factors and environmental factors. Individual factors directly affect the growth of the company, and organizational factors indirectly. Individual factors reflect the entrepreneurial experience and motivation of owners/managers. Environmental factors have the greatest impact on SME growth Sarwoko & Frisdiantara (2016).

Another complex phenomenon is the dynamic capabilities of SMEs, which influence the degree of their internationalization and indirectly their growth. They indicate a positive impact of internationalization on growth, provided that the intensity of research and development and the cooperation of SMEs are proportional. By cooperating with other enterprises, SMEs gain access to resources that they lack due to their limitations Fredrich et al. (2022).

A rare, non-systematic cause of growth may be a temporary drop in growth due to a crisis, which may actually provide an opportunity to regain balance and coherence in the SME resource system. This realignment allows the enterprise to move to the next stage of growth Lim et al. (2020). Another rare cause of growth is acquisitions, which are an under-researched topic in SME research, as well as barriers preventing acquisition growth Mezulic 2020.

Impediments to growth receive significantly less attention than determinants of growth. Enterprises do not grow because they want to maintain their SME status, which offers them various benefits and concessions Tsuruta (2020). They are also not growing due to financial constraints Moscalu et al. (2020) and the combination of large investments in research and development and large export activities, especially in the first decade of existence Battaglia et al. (2018).

2 Research objectives and methods

The analysis of the literature showed that the main reasons that help SMEs to grow are technology, human resources, innovative business models and internationalization of business. The quality and size of these factors is conditioned by investments and access to investments. Growth determinants always influence growth only with other factors, with which they create networks and stratified verticals. These systems of resources, factors and relationships should change dynamically and at the same time be in a state of internal dynamic balance. The obstacles to the growth of SMEs are at the edge of scientific research, only the lack of funds and lengthy preparation for growth are worthy of attention.

The aim of the research is to identify the determinants of the growth of small and medium-sized enterprises in local domestic conditions using the method of qualitative research. The specific determinants are not predetermined. Contrary to the results of the cited researches, the determinants are divided into external and internal and positive and negative. Respondents (founders, senior managers) answer open questions: 1. What are external growth accelerators? 2. What are the external obstacles to growth? 3. What are the internal growth accelerators? 4. What are the internal obstacles to growth?

Qualitative research is primarily exploratory research, because it is not burdened by the experience, ideas and prejudices of the researcher, it allows to obtain unexpected and unusual knowledge, it is not limited by metrics, it can penetrate into the depth of the researched practice Creswell 2012.

The research was conducted between October and November 2022 in 146 small and medium-sized enterprises in the territory of the Slovak Republic. The only condition for selecting a company for the sample was its size. Industry affiliation was not a requirement, although it was recorded. The research was conducted in the form of a structured interview based on a questionnaire in direct contact between the respondent and the researcher. The questionnaire also asked about differently formulated conditions for the growth of SMEs, but these answers are not presented in the paper.

3 Results

The external accelerator of SME growth with the largest share (58.2 %) in the research sample is demand. Other determinants have a much smaller occurrence. These are external innovation opportunities (8.2 %), offers from external investors (6.8 %), various forms of state support (6.8 %), favourable legislation (3.4%), offers to create partnerships (3, 4%). Other factors with a very small share (a total of 8.9 %) are the energy crisis, the supply of suitable labour, higher competition in the sense of a call for further growth, the departure of competitors, favourable weather, an attractive commission, the acquisition of another company and the development of the region. The rest are incorrect and unidentified factors (4.0 %).

The external obstacle to growth with the largest share (26.7 %) in the research sample is competition. A more significant obstacle to the growth of SMEs are input prices with a share of 18.5 % in the research sample. Other obstacles to growth occur in smaller proportions. They are unfavourable legislation (8.9 %), unclear future (8.9 %), weak demand (8.9 %), lack of labour (6.8 %), insufficient or delayed supply of inputs (6.8%), unreliable partners (3.4 %). Other factors with a very small share (a total of 9.6%) were low output prices, local market constraints, late market entry, adverse business environment, seasonality, pandemic, difficult foreign market entry, sustainable fashion, and in two cases, none obstacles to growth were recorded. The rest are incorrect statements (1.4 %).

The internal growth accelerator with the largest share (28.1 %) in the research sample is employee satisfaction. Other factors occur in significantly smaller differences. These are internal innovations (19.8 %), employees' ambitions (15.1 %), sufficiency of resources (12.3 %), the right product (6.8 %), original know-how (6.2 %), profit (5.5 %). Other favourable factors with a very small share (total of 6.2 %) were the company's reputation, suitable location, sustainability and stabilization, customer care.

The internal obstacles to growth with the largest share (42.5 %) in the research sample is the lack of labour force and its turnover. Other factors occur in significantly smaller shares. These are a lack of operating finance and capital (14.4 %), deficiencies in internal processes and inflexible actions (7.5%), insufficient production or operating capacity (6.8%), insufficient internal communication (4.8%), insufficient advertising and promotion (4.8%), insufficient interest in growth (4.1%). Other unfavourable factors with a very small share (10.3 % in total) were low wages, outdated product, obsolete technology, outdated business management, high age of employees, high workload, high price of products, high energy costs, high personnel costs and high development costs. Obstacles to growth that were explicitly labeled as insufficient resource, process or ambition accounted for a total of 84.9 % of internal obstacles. Incorrect and no expression factors had a share of 4.8 %.

From the research sample, the companies with the largest growth rate were selected. The purpose of the selection was to find out what are the differences between the growth determinants of the entire sample and the most growing enterprises. Sixteen enterprises were identified that recorded a double-digit growth in income from economic activity between 2016 and 2021. Half of the enterprises operated in the wholesale and retail industry, two enterprises were from the manufacturing industry, two enterprises were engaged in computer programming, and four enterprises were engaged in construction, insurance, provision of human resources and sports.

The most growing businesses were driven by external accelerators demand (56.3 %), energy crisis (12.5 %), external investors (12.5 %) and other factors (18.8 %, partnerships, competition, legislation). They were constrained by external barriers, which were competition (25.0 %), input prices (18.8 %), labour shortage (12.5 %), other diverse factors (31.3 %) and some had no barriers (12.5 %). Internal accelerators were innovations (31.3 %), employee satisfaction (25.0 %), sufficiency of resources (18.8 %), ambitions (12.5 %) and other factors (12.5%, know-how, profit). The main internal obstacle was lack of manpower and turnover (62.5 %), followed by lack of finance (12.5 %) and other factors (25.0 %).

4 Discussion

The most important external determinant of SME growth is demand, which significantly exceeds other external growth accelerators.

Due to their size, SMEs are more likely to establish themselves in a growing market than to compete for market share with larger or approximately large competitors in a saturated market. Demand is a growth factor that is not considered by research on explicitly determined determinants. However, the existence of demand, especially growing demand, sounds from the conducted research as a serious, strategic factor. Demand must be found or created, unsatisfied needs must be found, or needs hitherto unknown must be created. Perhaps the closest to the demand factor is the internationalization of business resulting from other research (Fredrich et al. 2022), which is often the only solution for growth in the conditions of a small national market. The creation of completely new needs depends to a large extent on innovations based on difficult, lengthy and risky scientific research. However, this is the subject of a special category of enterprises based on new technologies.

The most important internal determinant of SME growth is employee satisfaction, but the share of internal innovation, employee ambitions and sufficient resources cannot be overlooked.

A satisfied employee is a stable and loyal worker who has connected his existence and future with the company and understands that his satisfaction will increase with the growth of the company. The satisfaction and ambitions of employees are in line with the results of other researches, which, however, mention human resources without specifying their characteristics or motives (Heilmann et al. 2018). Innovations may or may not have a technological basis, while their emergence is probably related to the ambitions of employees and sufficiency of resources. Abundance of resources is a bit of an oxymoron, because resources are always in short supply, although without resources no business can be established, much less innovated.

The most significant external obstacle to the growth of SMEs is competition, and a relatively significant obstacle to growth is input prices.

Although competition is the main external obstacle to the growth of a company, it is also a natural feature of a market economy, for that reason its emphasis sounds a bit alibi, but its existence is considered serious and therefore strategic by the examined companies. Strong competition is the consequence of differences between large and small companies or too fragmented industry. It can be solved by the growth of demand (unsatisfied and new needs) and innovations that will reduce input prices, or by searching for less competitive market segments and locations. Identifying competition as an external obstacle is a concretization of the environmental factors mentioned so far (Sarwoko and Frisdiantara 2016). Reducing the price of inputs is a difficult problem for an individual SME, given its bargaining power.

The most significant internal obstacle to the growth of SMEs is the lack of labour force, and its turnover and growth is also hindered by the lack of operating finance and capital.

A common feature of almost all internal barriers to growth is deficiency. Until now, research has generally only focused on the lack of financial resources (Moscalu et al. 2020). Lack of resources of any kind is an inherent characteristic of SMEs. They can quickly overcome it only through associations, alliances, networks or mergers, thus negating the smallness of the company. The lack of manpower can be perceived as a combination of external (insufficient supply of quantity and quality) and internal (dissatisfaction and turnover) causes. As a rule, SMEs cannot influence the insufficient supply of labour force, or they have to approach the labour force, e. g. by choosing a suitable place of business operation, if possible. However, it can maintain a dissatisfied and fluctuating workforce with appropriate measures.

The fastest-growing companies are mainly driven by demand, innovations and employee satisfaction. The fastest-growing enterprises are being slowed by competition, rising input prices and shortage and turnover of manpower.

More significant differences between the entire research sample and the selected sample of the fastest-growing enterprises are a slightly larger share of innovation on internal growth factors (31.3 % versus 19.8%) and an increase in the share of shortage and turnover of manpower on internal growth obstacles (62.5 % versus 42.5 %). The fastest-growing firms are driven by more innovation than the other firms in the sample, and the rapid growth creates even greater shortage of manpower than the other companies in the sample.

CONCLUSION

The results of the research expanded and deepened knowledge about the determinants of SME growth, which were divided into external and internal factors and factors accelerating and slowing down growth. The growth of SMEs is supported by demand, satisfied employees, internal innovations, employee ambitions and sufficient resources. The fastest-growing companies are distinguished by greater innovation, but at the same time by a greater shortage of manpower. The conducted research expanded or deepened these reasons to include innovation growing demand and sufficiency of resources. However, the conducted research also identified obstacles to growth, the reduction or complete elimination of which can also contribute to the growth of SMEs, although many of them are naturally linked to the size category of the investigated enterprises.

The quality of research is always affected by the size of the research sample, but the qualitative method of data collection and individual contact with each researched enterprise places high demands on the limited working capacity of the research team, thus limiting the sample size. However, qualitative research has yielded insights that would not have been available through quantitative research. Further research could continue to verify the qualitative results using quantitative research, thus increasing the objectivity of the results achieved.

Bibliography

BATTAGLIA, Daniele, NEIROTTI, Paolo and PAOLUCCI, Emilie, 2018. The role of R&D investments and export on SMEs' growth: a domain ambidexterity perspective. In: *Management Decision*, Vol. 56 n. 9 [online] p. 1883-1903 [cit. 2023-08-23]. ISSN 0025-1747. Available from: doi: 10.1108/MD-02-2017-0136

BOOLTINK, Lucas. W., and SAKA-HELMHOUT, Ayse. 2018. The effects of R&D intensity and internationalization on the performance of non-high-tech SMEs. In: *International Small Business Journal*, Vol. 36, n. 1. [online] ISSN 1741-2870 [cit. 2023-08-23]. Availabne from: doi:10.1177/0266242617707566

COSENZ, Federico and BIVONA, Enzo, 2021. Fostering growth patterns of SMEs through business model innovation. A tailored dynamic business modelling approach. In: *Journal of Business Research,* Vol. 130. [online] p. 658-669 ISSN 0148-2963 [cit. 2023-08-23] Available from: doi: 10.1016/j.jbusres.2020.03.003.

CRESWELL, J. W., 2012. *Educational Research: Planning, Conducting, and Evaluating Quantitative and Qualitative Research*. Boston: Pearson Education, Inc. ISBN 978-0131367395

D'ANGELO, Angelo and PRESUTTI, Manuela, 2019. SMEs international growth: The moderating role of experience on entrepreneurial and learning orientations. In: *International Business Review,* Vol. 28 n. 3. [online] p. 613-624 ISSN 1873-6149 [cit. 2023-08-23] Available from: doi: 10.1016/j.ibusrev.2018.12.006.

ERDOGAN, Aysa, Ipek, 2023. Drivers of SME Growth: Quantile Regression Evidence from Developing Countries. In: *SAGE Open,* Vol. 13 n.1. [online] ISSN 2158-2440 [cit. 2023-08-23]. Available from: doi: 10.1177/21582440231163479

FREDRICH, Victor, GUDERGAN, Siegfried and BOUNCKEN, Ricarda, B. 2022. Dynamic Capabilities, Internationalization and Growth of Small- and Medium-Sized Enterprises: The Roles of Research and Development Intensity and Collaborative Intensity. In: *Management International Review,* Vol. 62. [online] p. 611–642. ISSN 1861-8901 [cit. 2023-08-23]. Available from: doi: 10.1007/s11575-022-00480-3

GALLO, Peter, 2022. *Ľudské zdroje v kontexte sociálnej práce*. Prešov: Prešovská univerzita v Prešove. ISBN 978-80-555-2966-0.

GHERGHINA, Ștefan, C., BOTEZATU, Mihai, Alexandru, HOSSZU, Alexandru and SIMIONESCU, Liliana, Nicolleta, 2020. Small and Medium-Sized Enterprises (SMEs): The Engine of Economic Growth through Investments and Innovation. In: *Sustainability*. Vol. 12, n.1. [online] ISSN 2071-1050 [cit. 2023-08-23]. Available from: doi: 10.3390/su12010347

HEILMANN, Pia, FORSTEN-ASTIKAINEN, Rita and KULTALAHTI, Sussana, 2018. Agile HRM Practices of SMEs. In: *Journal of Small Business Management,* Vol. 58, n. 6. [online] ISSN 1540-627X [cit. 2023-08-23]. Available from: doi: 10.1111/jsbm.12483

KIYABO, Kibeshi and ISAGA, Nsubili, 2020. Entrepreneurial orientation, competitive advantage, and SMEs' performance: application of firm growth and personal wealth measures. In: *Joural of Innovation and Entrepreneurialship,* Vol. 9, n. 12. [online] ISSN 2192-5372 [cit. 2023-08-23]. Available from: doi: 10.1186/s13731-020-00123-7

LATIFI, Mohamad, A, NIKOU, Sharhrok and BOUWMAN, Harry, 2021. Business model innovation and firm performance: Exploring causal mechanisms in SMEs. In: *Technovation*, Vol. 107. [online] ISSN 1879-2383 [cit. 2023-08-23]. Available from: doi: 10.1016/j.technovation.2021.102274

LIM, Dominic, S., MORSE, Eric, A. and YU, Naryong, 2020. The impact of the global crisis on the growth of SMEs: A resource system perspective. In: *International Small Business Journal*, Vol. 38, n. 6.

[online] ISSN 1741-2870 [cit. 2023-08-23].
Available from: doi: 10.1177/0266242620950159

MADONONO, Nokozula and BARNARD, Brian, 2020 The growth perceptions of SMEs. *IUP Journal of Knowledge Management*, Vol. 18, n. 2. [online] [cit. 2023-08-23].
Available from: https://www.researchgate.net/publication/337991063_The_growth_perceptions_of_SMEs

Malé a stredné podnikanie v číslach v roku 2021. 2022. Bratislava: SBA, [online] [cit. 2023-08-23].
Available from: https://monitoringmsp.sk/wp-content/uploads/2022/07/MSP_v_cislach_2021_final.pdf

MEZULIC JURIC, P. 2020. Exploring barriers to acquisitive growth of SMEs in Croatia. In: *Proceedings of FEB Zagreb 11th International Odyssey*. Conference on Economics and Business, June 16-20, [online] Vol. 2, n.1. Zagreb. ISSN 2671-132X [cit. 2023-08-23].
Available from: https://www.proquest.com/docview/2458968753/835AAEC396CE4C59PQ/57?sourcetype=Conference%20Papers%20&%20Proceedings

MOSCALU, Maricica, GIRARDONE, Claudia and CALABRESE, Raffaela, 2020. SMEs' growth under financing constraints and banking markets integration in the euro area. In: *Journal of Small Business Management*, Vol. 58, n. 4. [online] p. 707-746 ISSN 1540-627X [cit. 2023-08-23].
Available from: doi: 10.1080/00472778.2019.1668722

NDIAYE, Ndeye, RAZAK, Lutfi, A., NAGAYEV, Ruslan and NG, Adam, 2018. Demystifying small and medium enterprises' (SMEs) performance in emerging and developing economies. In: *Borsa Istanbul Review*, Vol. 18, n.4. [online] p. 269-281 ISSN 2214-8450 [cit. 2023-08-23].
Available from: doi: 10.1016/j.bir.2018.04.003

NORTH, Klaus, ARAMBURU, Nekane and LORENZO, Oswaldo. 2018. Promoting digitally enabled growth in SMEs: a framework proposal. *Proceedings IFKAD Conference*, Delft, July 4-6, 2018. [online] p. 197-214 ISSN 1522-627X [cit. 2023-08-23].
Available from: https://www.ifkad.org/

PRASANNA, Rprip, JAYASUNDARA, Jmsb, NARADDA GAMAGE, S. K., EKANAYAKE, E., RAJAPAKSHE, P. and ABEYRATHNE, Gakn, 2019. Sustainability of SMEs in the Competition: A Systemic Review on Technological Challenges and SME Performance. In: *Journal of Open Innovation: Technology, Market, and Complexity*, Vol. 5, n. 4. [online] ISSN 2199-8531. [cit. 2023-08-23].
Available from: doi: 10.3390/joitmc5040100

RAFIKI, Ahmad, 2020. Determinants of SME growth: an empirical study in Saudi Arabia. In: *International Journal of Organizational Analysis,* Vol. 28, n. 1. [online] ISSN: 1934-8835 [cit. 2023-08-23].
Available from: https://doi.org/10.1108/IJOA-02-2019-1665

SARWOKO, Endi and FRISDIANTARA, Christea, 2016. Growth Determinants of Small Medium Enterprises (SMEs). In: *Universal Journal of Management*, [online] Vol. 4, n. 1. [online] p. 36 – 41 ISSN 2226-6240 [cit. 2023-08-23].
Available from: doi: 10.13189/ujm.2016.040105.

SURYA, Batatan, MENNE, Firman, SABHAN, Hernita, SURIANI, Seri, ABUBAKAR, Hermitawaty and IDRIS, Mohamed, 2021. Economic growth, increasing productivity of SMEs, and open innovation. In: *Open Innovation Technology Market Complexity*, Vol. 7, n. 20. [online] ISSN 2199-8531 [cit. 2023-08-23].
Available from: doi: 10.3390/joitmc7010020

TSURUTA, Daisike, 2020. SME policies as a barrier to growth of SMEs. *Small Business Economics,* Vol. 54. [online] p. 1067 ISSN 0921-898X [cit. 2023-08-23].
Available from: doi: 10.1007/s11187-018-0119-0

Affiliation
This article contains the results of research that is part of the VEGA project (2022 - 2024) *Accelerating the growth of innovative enterprises - scaling up scale-ups and new technology-based enterprises (NTBFs), No. 1/0006/22.*

Author's contact information:
prof. Ing. Štefan Slávik, CSc.
Department of Management
Faculty of Business Management
University of Economics in Bratislava
Email: stefan.slavik@euba.sk

RODOVÉ STEREOTYPY V KONTEXTE SOCIÁLNEJ PRÁCE

Gender stereotypes in the context of social work

Beáta Balogová, Peter Gallo, Bohuslava Mihalčová, Jozefína Hvastová, Magdaléna Freňáková

ABSTRAKT

Predkladaný príspevok sa zaoberá problematikou rodových stereotypov v kontexte sociálnej práce. Hlavným cieľom príspevku je analyzovať jednotlivé rozdiely v odmeňovaní a kariérnom postupe z hľadiska rodu v zariadeniach sociálnych služieb. Príspevok analyzuje rozdielne odmeňovanie mužov a žien a rozdielny kariérny postup v sektore sociálnych služieb, ktoré sú založené na kritickej reflexii a antiopresívnej sociálnej práci. Túto problematiku skúmajú kvantitatívne výskumné metódy; hlavným je dotazník zostavený výskumníkmi a distribuovaný zamestnancom – sociálnym pracovníkom v sociálnych službách. Dotazník sa zaoberá dvomi oblasťami, prvou je demografia (pohlavie, vek a vzdelanostná štruktúra) a druhá súvisí s možnosťami kariérneho rastu a možnosťami odmeňovania. Získané výskumné údaje sú štatisticky spracované a vyhodnotené. Výsledkom výskumu je analýza získaných dát a konštatovanie rozdielov a podobností vo vnímaní kariérneho postupu a odmeňovaní v sektore sociálnych služieb.

Kľúčové slová: rodové stereotypy, kariérny rast, odmeňovanie, sociálna práca.

ABSTRACT

The presented contribution deals with the issue of gender stereotypes in the context of social work. The main goal of the paper is to analyze individual differences in remuneration and career progression from the point of view of gender in social institutions. The paper analyzes the differential remuneration of men and women and the differential career progression in the social services sector, which are based on critical reflection and anti-oppressive social work. Quantitative research methods investigate this issue; the main one is a questionnaire compiled by researchers and distributed to employees - social workers in social services. The questionnaire covers two areas, the first is demographics (gender, age and educational structure) and the second is related to career growth opportunities and remuneration opportunities. The obtained research data are statistically processed and evaluated. The result of the research is the analysis of the obtained data and the determination of differences and similarities in the perception of career progression and remuneration in the social services sector.

Key words: gender stereotypes, career growth, remuneration, social work.

ÚVOD

Začiatok súčasného storočia priniesol do vedy rozsiahle pochybnosti v reakcii na turbulentné podmienky vo svete Bleses et al. (2023). Súčasný vek je charakterizovaný turbulentným a neustále sa meniacim prostredím a pre pracovníkov je veľmi dôležité mať fungujúce sociálne vzťahy a pozitívny postoj k životnému prostrediu Degryse (2017). Rodový stereotyp je zovšeobecnený pohľad alebo predsudok o atribútoch alebo charakteristikách alebo rolách, ktoré majú, mali by mať alebo by mali vykonávať výlučne ženy či výlučne muži. Rodový stereotyp je škodlivý, ak obmedzuje schopnosť žien a mužov rozvíjať svoje osobné schopnosti, vykonávať svoju profesionálnu kariéru a rozhodovať o svojom živote. Či už sú zjavne nepriateľské (napríklad „ženy sú iracionálne“) alebo zdanlivo benígne („ženy vychovávajú“), škodlivé stereotypy podporujú nerovnosti (Gilligan 2017). Napríklad tradičný pohľad na ženy, ako opatrovateľky znamená, že zodpovednosť za starostlivosť o deti často pripadá výlučne na ženy. Okrem toho rodové stereotypy zložené a prelínajúce sa s inými stereotypmi majú neúmerne negatívny vplyv na určité skupiny žien, ako sú ženy z menšinových alebo separovaných skupín, ženy so zdravotným postihnutím, ženy z nižších spoločenských vrstiev, nižším ekonomickým postavením, ohrozené sú aj migrantky a ďalšie (Hitchcock 2017). Rodové stereotypy sa týkajú praxe pripisovať konkrétnej žene alebo mužovi špecifické vlastnosti, roly len z dôvodu ich príslušnosti k sociálnej skupine. Rodové stereotypy sú nevhodné hlavne ak vedú k porušovaniu ľudských práv a základných slobôd (Kasulis 2002).

Predkladaný príspevok je rozdelený do nasledujúcich častí: prvá časť poskytuje teoretické východiská skúmanej problematiky. Druhá časť popisuje výskumné metódy, výskumnú vzorku a výskumný nástroj – dotazník. V tretej časti prezentujeme výsledky súčasného výskumu, teda overené hypotézy. V závere je prezentovaná úvaha, ktorá poukazuje na špecifiká rodových stereotypov v sociálnych službách.

TEORETICKÉ VÝCHODISKÁ

Rodové stereotypy predstavujú vážnu prekážku dosiahnutia skutočnej rodovej rovnosti a prispievajú k rodovej diskriminácii. Rodové stereotypy sú predpojaté predstavy, v rámci ktorých sú mužom a ženám svojvoľne prideľované vlastnosti a roly určené a obmedzené ich pohlavím. Rodové stereotypy môžu obmedziť rozvoj prirodzených talentov a schopností chlapcov a dievčat, žien a mužov, ich vzdelávacie a profesionálne skúsenosti, ako aj životné príležitosti vo všeobecnosti. Stereotypy o ženách sú príčinou hlboko zakorenených postojov, hodnôt, noriem a predsudkov voči ženám. Používajú sa na ospravedlnenie a udržiavanie historických vzťahov moci mužov nad ženami, ako aj sexistických postojov, ktoré brzdia pokrok žien. Rodové stereotypy môžu mať nepriaznivý vplyv na všetky pohlavia, keďže mladí ľudia sú pravidelne vystavení správam o tom, ako by chlapci a dievčatá mali vyzerať, správať sa či žiť. U detí, ktoré sa nezhodujú s rodovou binárnou sústavou muža alebo ženy, môžu rodové stereotypy spôsobiť zmätok a nepohodlie. To môže viesť k nedostatku sebahodnoty, sebaúcty a internalizovanej transfóbie. Rodové stereotypy tiež vytvorili to, čo sa nazýva „hegemonický mýtus“ predstava, že muži sú dominantným pohlavím, sú silní a nezávislí, zatiaľ čo ženy potrebujú byť chránené. To môže byť nebezpečné pre všetky pohlavia a malo by to byť niečo, čo si učitelia aktívne uvedomujú Saughton (2017).

Štandardizované reprezentácie mužov a žien v rámci kultúry sú explorované najmä v masmédiách, ktoré polarizujú rozdiely medzi pohlaviami, najmä v ich fyzickom vzhľade, črtách, správaní a povolaniach. Stereotypy sú tak všeobecne známe, že na základe identifikácie akéhokoľvek prvku v rodovom stereotype ľudia pravidelne vyvodzujú závery o iných prvkoch, ktoré sú s nimi spojené. V praxi sa často stretávame s tým, že je rozšírené používanie týchto stereotypov ako vhodného modelu spoločenského správania. Takéto reprezentácie sú považované za kľúčový faktor v socializácii negatívnych rodových rolí, fungujú ako konzervatívny vplyv na kultúrnu reprodukciu Heine (2015).

Rodové stereotypy sú v praxi prezentované ako špecifické vlastnosti alebo úlohy konkrétnej ženy či muža, len z dôvodu ich príslušnosť k sociálnej skupine. Rodový stereotyp je vo svojej podstate viera až presvedčenie, ktoré môže spôsobiť, že jeho držiteľ si vytvorí domnienky o členoch predmetnej skupiny, ženách a mužoch. Nebezpečenstvo vzniká hlavne vtedy, ak sú stereotypné presvedčenie aplikované na človeka (*European commission* 2017; Harker et al. 2016). Stereotyp je škodlivý, keď obmedzuje ženy, resp. schopnosť mužov akceptovať, že žena chce rozvíjať svoje osobné spôsobilosti, pokračovať vo svojej profesionálnej kariére a rozhodovať sa o ich živote a životných plánoch. Aj zdanlivo neškodné stereotypy môžu byť škodlivé, najmä v prípade, že vzniká predstava, že ženám je určená starostlivosť a zodpovednosť za výchovu detí, ktorá často ostáva výlučne na nich. Rodové stereotypy sú neprípustné ak majú za dôsledok porušovanie ľudských práv a základných slobôd. Príkladom toho je akceptácia manželského znásilnenia - ako výsledku stereotypu, ktorý vníma ženy ako sexuálne vlastníctvo mužov (*Európska komisia* 2020; Degryse 2017).

METODOLÓGIA

Predkladaný príspevok sa zaoberá problematikou rodových stereotypov z hľadiska odmeňovania a kariérneho rastu v sektore sociálnych služieb. Dotazník sme zvolili ako hlavný výskumný nástroj, nakoľko ho považujeme za najvhodnejší spôsob zisťovania postojov a odpovedí vo výskume tohto typu. Dotazník bol rozdelený na dve časti. Prvú časť tvorili demografické otázky zamerané na pohlavie respondenta, vzdelanie a vek respondentov. Druhá časť dotazníka bola určená na zber výskumných údajov. Výskumné otázky boli zamerané na možnosti kariérneho rastu, možnosti odmeňovania v sektore sociálnych služieb a ďalších výskumných faktorov, ktoré rozoberieme v ďalších príspevkoch. Dotazník pozostával z otázok s vopred určeným výberom, s možnosťou doplnenia odpovede a otázok založených na Likertovej škále. Likertova škála obsahovala päťbodovú škálu možností definovaných od silne súhlasím, nemôžem odpovedať úplne nesúhlasím. Výskum sa uskutočnil online pomocou formátu Google. Pri výbere respondentov sme aplikovali metódu náhodného výberu respondentov, pri ktorej má každý respondent rovnakú pravdepodobnosť, že bude vybraný. Výskum bol realizovaný v zariadeniach sociálnych služieb. Celkovo sme dostali 106 odpovedí od respondentov zo zariadení sociálnych služieb. Výskum zameraný na rodové stereotypy v sektore sociálnych služieb bol realizovaný na základe vopred stanovených hypotéz, ktoré uvádzame nasledovne:

H1: Predpokladáme, že medzi mužmi a ženami existujú štatisticky významné rozdiely v odmeňovaní.

H2: Predpokladáme, že medzi mužmi a ženami existujú štatisticky významné rozdiely v možnostiach kariérneho rastu.

Údaje získané od respondentov boli overené matematicko-štatistickými metódami na základe stanovených hypotéz, ktoré slúžia na kvantifikáciu výsledkov výskumu. Na výskumné účely boli použité metódy analýzy a syntézy, spracované do podrobných kontingenčných tabuliek. V nadväznosti na vymedzené premenné a stanovené hypotézy, boli použité metódy ako Chi-kvadrát test nezávislosti a Mann-Whitney U-test. Dáta boli vyhodnocované v štatistickom softvéri Statistica, verzia 12.

3 Výsledky výskumu

Problematika rodových stereotypov bola skúmaná formou kvantitatívneho výskumu, s využitím metódy dotazníka, ktorý bol vytvorený na základe vopred stanovených hypotéz. Prvá hypotéza bola zameraná primárne na skúmanie rozdielov v odmeňovaní medzi mužmi a ženami a bola stanovená nasledovne:

H1: Predpokladáme, že medzi mužmi a ženami existujú štatisticky významné rozdiely v odmeňovaní.

Hypotéza bola testovaná pomocou dvojvýberového Mann-Whitneyho testu nezávislých premenných. Výsledok testu potvrdil štatisticky významný rozdiel, keďže testovacia charakteristika (2,23) dosiahla vyššiu hodnotu ako tabuľkové testovacie kritérium (1,96). Potvrdenie signifikantného výsledku schvaľuje aj výsledná p-hodnota (p = 0,0332), ktorá je nižšia ako testovaná hladina významnosti p = 0,05. Z uvedeného vyplýva, že medzi mužmi a ženami v sektore sociálnych služieb je z hľadiska odmeňovania štatisticky významný rozdiel. Výsledné charakteristiky Mann-Whitneyho testu uvádzame v tabuľke 1.

Table 1: Testovanie prvej hypotézy

Test criterion name	Value of Test Criterion
Test characteristic (z)	2.23
Table value	1.96
U value	566.5
p-value	0.0332

Source: Author's own processing

Potvrdenie hypotézy znamená, že pohlavie predstavuje faktor, ktorý ovplyvňuje výšku odmeny za prácu v sektore sociálnych služieb a uvádza, že ženy sú v tomto sektore ohodnotené menej, aj keď vykonávajú rovnakú prácu ako muži.

Druhá hypotéza bola zameraná na skúmanie rozdielov v možnostiach kariérneho rastu z hľadiska pohlavia. Výskum zisťoval, či má pohlavie vplyv na možnosť kariérneho rastu z hľadiska, či ide o ženu, alebo o muža. Hypotéza bola stanovená nasledovne:

H2: Predpokladáme, že medzi mužmi a ženami existujú štatisticky významné rozdiely v možnostiach kariérneho rastu.

Skúmaná hypotéza bola testovaná pomocou dvojvýberového Mann-Whitneyho testu nezávislých premenných. Testovacia charakteristika (2.13) dosiahla vyššiu hodnotu ako tabuľkové testovacie kritérium (1.96). Výsledok analýzy tak potvrdil štatisticky významný rozdiel vo vzťahu medzi pohlavím a možnosťou kariérneho rastu. Významný štatistický rozdiel potvrdzuje aj výsledná p-hodnota (p = 0,0334), ktorá je nižšia ako testovaná hladina významnosti p = 0,05. Z výskumu vyplýva, že medzi pohlavím a možnosťou kariérneho rastu je štatisticky významný rozdiel. Výsledné charakteristiky Mann-Whitneyho testu sú uvedené v tabuľke 2.

Table 2: Testovanie druhej hypotézy

Test criterion name	Value of Test Criterion
Test characteristic (z)	2.24
Table value	1.96
U value	598.3
p-value	0.0334

Source: Author's own processing

Overenie hypotézy predstavujú výsledky výskumu, z ktorých vyplýva, že muži majú jednoduchší kariérny postup v sektore sociálnych služieb ako ženy. Z uvedeného vyplýva, že pohlavie hrá dôležitú rolu v sektore sociálnych služieb aj pri dosahovaní vyšších kariérnych pozícií.

Výsledky realizovaného výskumu potvrdzujú, že rodové stereotypy neobchádzajú ani sektor sociálnych služieb, ktorý je týmto negatívnym faktorom výrazne ovplyvnený. Ženy majú sťaženú pozíciu dostať sa do vyšších, prípadne manažérskych pozícií, či už v zariadeniach sociálnych služieb, na úradoch práce sociálnych vecí a rodiny, či v inštitúciách tretieho sektora. Spravodlivé odmeňovanie podľa výsledkov tohto výskumu v sektore služieb taktiež neplatí. Do istej miery vyrovnávajú tieto nerovnosti tabuľkové platy, ale akonáhle sú platy zmluvné, tak muži sú ohodnotení viac a ženy dostanú za tú istú prácu nižšiu mzdu. Tieto výsledky, ktoré sme zistili podnecujú súvisiacu agendu k lepšiemu zrovnoprávneniu podmienok pre mužov a ženy a vytvoreniu motivačného prostredia pre obe pohlavia.

ZÁVER

Problematika rodových stereotypov je téma, ktorá je dôležitá pre ďalšie skúmanie. Stabilné odmeňovanie pracovníkov sociálnych služieb prinesie očakávané benefity nielen pre vedenie zariadenia, ale aj pre ostatných zamestnancov a všetky zainteresované strany. Predkladaná štúdia sa zamerala na skúmanie rodových stereotypov v sociálnych službách. Z výsledkov výskumu vyplýva, že rozdiely v odmeňovaní a v možnostiach kariérneho rastu v sektore sociálnych služieb sú evidentné. Sociálna práca ako pomáhajúca profesia si zaslúži spravodlivé odmeňovanie pre všetkých svojich pracovníkov a pracovníčky. Tieto zistenia, videné optikou antiopresívnej sociálnej práce z pohľadu kritickej reflexie, podnecujú manažment zariadení sociálnych služieb vytvárať priaznivé podmienky pre prácu svojich zamestnancov. Rovnako aj respondenti ako zamestnanci dostávajú priestor na vnútornú reflexiu a posilnenie vnútornej motivácie. Vo vzťahu ku klientom sociálnych služieb tieto vonkajšie a vnútorné motivačné podnety znásobujú benefity zvyšovania kvality sociálnych služieb, celkovo vedú k zvýšeniu kvality ich života.

Zoznam bibliografických odkazov

BLESES, Dorthe et al., 2023. Early childhood educator's implementation readiness and intervention fidelity: Findings from a person-centered study. In: *Early Childhood Research Quarterly* [online]. Vol. 63, No. 2, pp. 156-168. [cit. 2023-01-18]. ISSN 0885-2006.
Accessible from: https://doi.org/10.1016/j.ecresq.2022.12.006

European commission, 2017. *Gender Equality 2017. Gender Equality, Stereotypes, and Women in Politics. Special Eurobarometer 465* [online]. [cit. 2022-08-05]. Dostupné z: https://www.scribd.com/document/365271915/ebs-465-sum-equality-en-pdf

Európska komisia, 2020. *Oznámenie Komisie Európskemu parlamentu, Rade, Európskemu hospodárskemu a sociálnemu výboru a Výboru regiónov. Únia rovnosti: stratégia pre rodovú rovnosť na roky 2020 – 2025* [online]. [cit. 2023-03-05]. Dostupné z: https://eur-lex.europa.eu/legal-content/SK/TXT/PDF/?uri=CELEX:52020DC0152&from=EN

DEGRYSE, Christophe, 2017. *Shaping the world of work in the digital economy.* Brussels: ETUI [online] [cit. 2022-10-20]. Dostupné z: https://www.etui.org/Publications2/Foresight-briefs/Shaping-the-world-of-work-in-the-digital-economy

GILLIGAN, Robbie, 2017. Resilience Theory and Social Work Practice. In: F. J. TURNER, eds. *Social Work Treatment*. USA: Oxford University Press, pp. 441-452. ISBN 978-01902-39-59-6.

HARKER, Rachel et al., 2016. Exploring resilience and mindfulness as preventive factors for psychological distress burnout and secondary traumatic stress among human service proffessionals. In: *Work. A Journal of Prevention, Assessment & Rehabilitation* [online]. Vol. 54, no. 3, pp. 631-637, [cit. 2023-03-13]. Dostupné z: https://content.iospress.com/articles/work/wor2311

HEINE, Sophie, 2015. The EU approach to Gender: Limitations and Alternatives [online]. In: *European Policy Brief.* No. 40, 2015, [cit. 2023-08-07]. Dostupné z: <http://aei.pitt.edu/74544/1/40.pdf>

HITCHCOCK, Iverson, Laurel, 2017. Learning Social Work Skills From Simulations. In: *SocialWorkToday.com* [online]. [cit. 2023-10-14]. Dostupné z: https://www.socialworktoday.com/enewsletter/2017/september/

KASULIS, Thomas. P., 2002. *Intimacy or Integrity. Philosophy and cultural difference.* Honolulu: University of Hawai press. ISBN 80-8248-2476-8

SAUGHTON, John, 2017. *What is difference between sex and gender?* [online]. [cit. 2023-08-08]. Dostupné z: https://www.scienceabc.com/eyeopeners/what-is-the-difference-between-sex-and-gender.html

Afiliácia

Príspevok vznikol ako výstup z projektu KEGA č. 027PU-4/2022 *Transfer digitálnych technológií do inovácie metodiky odbornej praxe v pregraduálnej príprave študentov sociálnej práce* a projektu VEGA č. 1/0535/23 *Integrácia ukrajinských migrantov a posúdenie náročnej životnej situácie spojenej s krízou vyvolanou vojnovým konfliktom optikou sociálnej práce.*

Kontaktné údaje

prof. PhDr. Beáta BALOGOVÁ, PhD., MBA
Ing. Peter GALLO, PhD.
Inštitút edukológie a sociálnej práce
Filozofická fakulta
Prešovská univerzita v Prešove
Email: beata.balogova@unipo.sk
Email: peter.gallo.1@unipo.sk
prof. Ing. Bohuslava MIHALČOVÁ, PhD., PhD., EUR Ing.
doc. Ing. Jozefína Hvastová, PhD.
Ing. Magdaléna Freňáková, PhD.
Katedra ekonómie a manažmenu
Podnikovohospodárska fakulta so sídlom v Košiciach
Ekonomická univerzita v Bratislave
Email: bohuslava.mihalcova@euba.sk
Email: jozefina.hvastova@euba.sk
Email: magdalena.frenakova@euba.sk

MARKETING, MANAŽMENT, OBCHOD, FINANČNÉ A SOCIÁLNE ASPEKTY PODNIKANIA

Správa z 8. Medzinárodnej vedeckej konferencie

Dňa 21. až 23. septembra 2023 sa uskutočnil 8. ročník medzinárodnej vedeckej konferencie „*MARKETING, MANAŽMENT, OBCHOD, FINANČNÉ A SOCIÁLNE ASPEKTY PODNIKANIA*". Ide o konferenciu, ktorá sa koná každoročne, za účasti veľkého množstva účastníkov z rôznych krajín a rôznych oblastí skúmania. Konferencia sa realizovala na pôde *Podnikovohospodárskej fakulty, Ekonomickej univerzity v Košiciach* a na zahraničnej univerzite *Państwowa Uczelnia Zawodowa im. prof. Stanisława Tarnowskiego w Tarnobrzegu v Poľsku*. Konferencia vznikla za významnej podpory *Inštitútu edukológie a sociálnej práce, Filozofickej fakulty, Prešovskej univerzity v Prešove*, ktorú reprezentovali prof. PhDr. Beáta BALOGOVÁ, PhD., MBA a Ing. Peter GALLO, PhD. Hlavnými témami medzinárodnej konferencie boli výzvy spojené so sociálnym a ľudských kapitálom, problématika spojená so sociálnym podnikaním a téma spoločensky zodpovedného podnikania. V kontexte týchto tém boli riešené problémy inkluzívneho sociálneho podnikania mladých ľudí, žien a seniorov. Meniace sa sociálno demografické podmienky na trhu práce a post-pandemický vplyv sociálnych a politických aspektov predstavovali ďalšiu oblasť tejto medzinárodnej vedeckej konferencie. Súčasné, neustále sa meniace podmienky vo svete prinášajú nové výzvy pre rozvoj spoločnosti, ekonomiky a podnikania. Svet sa stretáva s novými problémami ako digitálna bezpečnosť a hybridné hrozby.

Medzinárodná konferencia priniesla prostredníctvom prezentácie vedeckých príspevkov pohľad aj na problematiku striebornej ekonomiky a problémov sociálnych nerovností a blahobytu. Nemenej dôležitým faktorom, ktorý patrí v súčasnosti k veľmi aktuálnym témam, patrí trvalo udržateľný rozvoj. Na konferencii vystúpilo pomerne veľké množstvo prednášajúcich, ktorí boli zastúpení z rôznych krajín. Medzi týchto účastníkov môžeme spomenúť kolektív autorov z *Portugalska, Ukrajiny, Česka* a autorov z usporiadateľských fakúlt, *Filozofickej Fakulty Prešovskej unverzity v Prešove a Podnikovohospodárskej fakulty Ekonomickej univerzity v Košiciach.*

Konferencia bola obohatená aj bohatým sprievodným programom spojeným s prehliadkou historického centra *Košíc* a s následným Galavečerom organizovaným vo *Vysokých Tatrách.*

Každoročné usporiadanie konferencie umožňuje nadväzovanie nových kontaktov medzi jednotlivými výskumníkmi z rôznych oblastí skúmania a *Inštitút edukológie a sociálnej práce, Filozofickej fakulty, Prešovskej univerzity v Prešove* sa stal aktívnym a spoľahlivým partnerom aj v pri realizácii tohto podujatia. Výstupom z konferencie je zborník a príspevky, ktoré majú najvyššiu vedeckú hodnotu sa stali aj predmetom aktuálneho špeciálneho vydania *Journalu Socioterapie*.

Ing. Peter GALLO, PhD.
Inštitút edukológie a sociálnej práce
Filozofická fakulta
Prešovská univerzita v Prešove

MTS 2023

8TH INTERNATIONAL SCIENTIFIC CONFERENCE ON "MARKETING MANAGEMENT, TRADE, FINANCIAL AND SOCIAL ASPECTS OF BUSINESS"

KOŠICE, THE SLOVAK REPUBLIC - 21.- 22. SEPTEMBER 2023
TARNOBRZEG, THE REPUBLIC OF POLAND - 23. SEPTEMBER 2023

EKONOMICKÁ UNIVERZITA V BRATISLAVE
PODNIKOVOHOSPODÁRSKA FAKULTA V KOŠICIACH

CALL FOR PAPERS

IMPORTANT DATES

- **Registration date** 30.04.2023
- **Full paper submission** 25.05.2023
- **Acceptance notification** 12.06.2023
- **Payment deadline** 26.06.2023

TOPICS OF INTEREST

Social aspects of business

- Social capital, social entrepreneurship and socially responsible entrepreneurship
- Inclusivity of social entrepreneurship of young people, women and seniors
- Changing socio-demographic characteristics of the labour market and the socio-political aspects of the pandemic

New challenges of economy and business development

- Digital Security and Hybrid Threats
- Silver Economy
- International Aspects of Economic and Social Inequalities and Wellbeing
- Sustainable Development

PUBLICATION OPTIONS

Language of papers: English
Official languages of the conference: Slovak, Czech, Polish and English

Conference Outputs:

1. Conference Proceeding of Research Papers
2. Journal of Sociotherapy Special Issue (the EBSCO Publishing database, ERIH PLUS database) - The special issue will contain the best conference papers.

REGISTRATION FEE	FOR SUBMISSION	CONTACT DETAILS
150 €	mts-conference.euke.sk info.mtsconference@gmail.com	jozef.lukac@euba.sk Tajovského 13, 041 30 Košice

PARTICIPANT UNIVERSITIES

Faculty of Arts, University of Presov, Slovakia

PAŃSTWOWA UCZELNIA ZAWODOWA im. prof. Stanisława Tarnowskiego w Tarnobrzegu

State Vocational University of prof. Stanisław Tarnowski in Tarnobrzeg, Poland

University of Economics in Bratislava

Faculty of Business Economics with seat in Košice

MTS 2023

Conference Programme MTS 2023

The 8th International Scientific Conference

„MARKETING MANAGEMENT, TRADE, FINANCIAL AND SOCIAL ASPECTS OF BUSINESS“

Košice (Slovakia) and Tarnobrzeg (Poland)

September 21 – 23, 2023

CONFERENCE PROGRAMME

MTS 2023, 21. 09. 2023 (Thursday), Košice, SK

08:00 – 09:00 | Registration of Participants (ground floor – A14)

09:00 – 09:15 | Common Photo Session

09:15 – 09:30 | Opening Ceremony (ground floor – A15)
prof. Ing. Bohuslava Mihalčová, PhD. & PhD., EUR ING.
doc. Ing. Emília Duľová Spišáková, PhD.

PLENARY SESSION (ground floor – A15),
moderator: **doc. PhDr. Mária Ria Janošková, PhD.**

09:30 – 09:50 | dr inż. Aleksander Kasprzyk
Partnership between business and science - challenges and market implications

09:50 – 10:10 | Prof. Auxiliar Leonor Vacas Carvalho
Greetings from University of Évora, Portugal

10:10 – 10:30 | prof. Ing. Antonín Korauš, PhD., LL.M., MBA, doc. Ing. Miroslav Gombár, PhD.
Hybrid Threats from the Perspective of Students at Selected Universities in Slovakia: Research on Perception of Frequency

10:30 – 10:50 | dr Magdalena Maciaszczyk, dr hab. Agnieszka Rzepka
The implementation of the CSR concept in enterprises in the Lubelskie voivodeship on the premise of employing persons with disabilities

10:50 – 11:10 | prof. Ing. Štefan Slávik, CSc.
Determinants of the growth of small and medium enterprises

11:10 – 11:30 | Mgr. Henrieta Heidecker, Ing. Jana Mihalčová
Non-profit organization Maják n.o.

11:30 – 12:00 | Discussion

12:00 – 13:30 | Lunch

13:30 – 15:00 | Tour of the historical center of the Košice city

15:00 – 17:00 | Panel Discussion: *A multi-stakeholder dialogue on increasing social well-being in the context of sustainable development* (ground floor – A15),
moderator: **doc. Ing. Cecília Olexová, PhD.**

17:00 – 18:00 | Free Programme

18:00 – 20:00 | Social Evening (ground floor – A15)

MTS 2023, 22. 09. 2023 (Friday), Košice, SK

Section: SOCIAL ASPECTS OF BUSINESS & NEW CHALLENGES OF ECONOMY AND BUSINESS DEVELOPMENT (ground floor – A15)

Chairman: Ing. Peter GALLO, PhD.

08:30 – 09:00 | Presentation of Participants (ground floor – A14)

09:00 – 09:15 | Peter Gallo, Beáta Balogová, Bohuslava Mihalčová, Jozefína Hvastová
Gender stereotypes in the context of social work

09:15 – 09:30 | Aneta Bobenič Hintošová, Jana Coroničová Hurajová, Bożena Frączek
The readiness of Polish and Slovak university students to function in the global business world

09:30 – 09:45 | Martin Cenek
Intraclass correlation coefficient as an indicator for solving the inherent structuredness of data in business research

09:45 – 10:00 | Jozef Lukáč, Magdaléna Freňáková, Jozefína Hvastová
Is the utilization of the state budget in area of health and in education sufficient?

10:00 – 10:30 | Coffee Break

10:30 – 10:45 | Petr Novák, Dagmar Palatová
The impact of institutional control on firm profitability

10:45 – 11:00 | Pavel Štrach, Tomáš Kincl, Eva Jaderná
Are there any perceptual barriers of consumers for adopting battery electric vehicles?

11:00 – 11:15 | Certificates of Attendance Delivering

11:15 – 11:30 | Conference Closing for Participants in Košice

MTS 2023, 23. 09. 2023 (Saturday), Tarnobrzeg, PL

Section: SOCIAL ASPECTS OF BUSINESS

Chairman: dr inż. Aleksander KASPRZYK

09:00 – 09:30 | Opening of Conference for Participants in Tarnobrzeg

09:30 – 09:45 | Beáta Balogová
Environmental social work - solving local climate crises

09:45 – 10:00 | Michal Pružinský, Bohuslava Mihalčová, Jozef Lukáč
The war in Ukraine, the economy, inflation and price developments in the Russian Federation, Ukraine and Slovakia

10:00 – 10:15 | Bohuslava Mihalčová, Michal Pružinský, Jozef Lukáč
Hybrid threats in modern armed conflicts

10:15 – 10:30 | Magdaléna Freňáková, Štefan Hičák, Jozefína Hvastová
Skills of high school and university graduates in the implementation of digital transformation processes

10:30 – 10:45 | Mariana Ivaničková
Analysis of introduced measures in EU institutions to support the working environment during the COVID-19 pandemic

10:45 – 11:15 | Coffee Break

11:15 – 11:30 | Barbora Gontkovičová, Emília Duľová Spišáková, Jozefína Hvastová
The effects of the COVID-19 pandemic on youth unemployment in EU27

11:30 – 11:45 | Martin Bosák, Jaroslav Dugas
The impact of the COVID-19 pandemic on the goals of sustainable development

11:45 – 12:00 | Mária Janošková, Katarína Čulková
Comparison of the business environment in Slovakia and V4 countries under the influence of the COVID-19 pandemic

12:00 – 12:15 | Jozef Gajdoš
Retail managers – required skills

12:15 – 12:30 | Janka Kopčáková, Radoslav Potoma
Monitoring the internal environment of the company using the VRIO method

12:30 – 13:30 | Lunch

13:30 – 13:45 | Certificates of Attendance Delivering

13:45 – 14:00 | Conference Closing

MTS 2023, 23. 09. 2023 (Saturday), Tarnobrzeg, PL

Section: NEW CHALLENGES OF ECONOMY AND BUSINESS DEVELOPMENT

Chairman: dr Magdalena MACIASZCZYK

09:00 – 09:30 | Opening of Conference for Participants in Tarnobrzeg

09:30 – 09:45 | Vanda Lieskovská, Katarína Petrovčiková, Iryna Reshetnikova
Demographics of business enterprises in the Slovak Republic

09:45 – 10:00 | Cecília Olexová, Cyril Závadský, Zuzana Kudlová
Artificial intelligence tools in human resource management

10:00 – 10:15 | Katarína Petrovčiková, Vanda Lieskovská, Janka Kopčáková
Trends in marketing communication

10:15 – 10:30 | Iryna Reshetnikova, Vanda Lieskovská, Katarína Petrovčiková
The importance of branding in business and marketing

10:30 – 10:45 | Jaroslav Dugas, Martin Bosák, Martin Cenek
Implementation of Data Discovery in a specific company

10:45 – 11:15 | Coffee Break

11:15 – 11:30 | Lenka Kuhnová, Radoslav Kuhn
New trends in strategic management of the pharmaceutical industry

11:30 – 11:45 | Radoslav Potoma
Improving the performance of transformation and distribution processes of electricity production in a specific enterprise

11:45 – 12:00 | Petra Szaryszová, Lenka Kuhnová
Innovation management of business processes

12:00 – 12:15 | Eva Manová, Jana Simonidesová
Depreciation as an internal source of financing the company's assets

12:15 – 12:30 | Jana Simonidesová, Adela Feranecová
Tax cooperation in the world and the change of information by international experts

12:30 – 13:30 | Lunch

13:30 – 13:45 | Certificates of Attendance Delivering

13:45 – 14:00 | Conference Closing

MTS 2023, 23. 09. 2023 (Saturday), Tarnobrzeg, PL

Doctoral Section: SOCIAL ASPECTS OF BUSINESS & NEW CHALLENGES OF ECONOMY AND BUSINESS DEVELOPMENT

Chairman: doc. Ing. Bc. Petr SUCHÁNEK, Ph.D.

09:00 – 09:30 | Opening of Conference for Participants in Tarnobrzeg

09:30 – 09:45 | Miroslava Barkóciová
The use of python programming language in multi-criteria business evaluation - a theoretical perspective

09:45 – 10:00 | Viliam Murin
The use of artificial intelligence in the PPC campaigns of the residential housing project Gribľovec

10:00 – 10:15 | Marian Chrobák
Improving the performance of business processes in the hotel industry

10:15 – 10:30 | Stanislav Rudý
The impact of transfer pricing on economic inequalities and wellbeing

10:30 – 10:45 | Klaudia Bžanová
Assessment of the state of crime and its impact on unemployment in Slovakia

10:45 – 11:15 | Coffee Break

11:15 – 11:30 | Marián Frívaldský, Michal Tkáč
The primary sovereign bond market in a pandemic period

11:30 – 11:45 | Mária Dolná
Selected indicators driving innovation in V4 countries

11:45 – 12:00 | Frederik Jankaj
Direct investing in the financial market

12:00 – 12:15 | Pavol Kaľuha, Michal Stričík
Municipal waste management in selected municipalities in the Vranov region

12:30 – 13:30 | Lunch

13:30 – 13:45 | Certificates of Attendance Delivering

13:45 – 14:00 | Conference Closing

POKYNY PRE AUTORKY A AUTOROV

Redakcia prijíma príspevky, ktoré zodpovedajú profilu časopisu. Vami zaslaný príspevok musí byť určený výhradne na publikáciu v časopise *JOURNAL SOCIOTERAPIE.*

Informácie o postupe prijatia

Redakcia prijíma príspevky, ktoré zodpovedajú profilu časopisu. Zaslaný príspevok musí byť určený výhradne pre publikovanie v časopise *Journal socioterapie*. Počet príspevkov od jedného autora je obmedzený na dva za jeden rok. V prípade mimoriadneho vydania časopisu sa počet príspevkov rozšíri.

Ponuka rukopisu a redakčný postup

Akademickým textom sa na účely časopisu rozumie výskumná, resp. prehľadová stáť (teoretická, syntetizujúca, historizujúca a i.). Predpokladom zaradenia príspevku do recenzného konania je skutočnosť, že autor v texte systematicky pracuje s relevantnými prameňmi, objasňuje výskumnú metodológiu a vzhľadom na svoj výskumný cieľ prezentuje zistenia. Toto je v rámci recenzného konania posudzované dvoma na sebe nezávislými recenzentmi. Vzhľadom na profesijný a úzko špecializovaný charakteru časopisu sú preferované texty, ktoré obsahujú popri spomínaných aspektoch tiež aplikačnú dimenziu, v ktorej autor objasňuje relevantnosť svojich zistení v kontexte socioterapie v sociálnej práci. Toto je v rámci recenzného konania posudzované ako tzv. odborová primeranosť článku, ktorú vykonáva šéfredaktor a editor.

Rukopisy by mali byť zostavené s rešpektom k požadovanej štruktúre abstraktu (t. j. ciele, teoretické východiská, metódy, výsledky a implikácie pre socioterapiu v sociálnej práci). Recenzné konanie je obojstranne anonymné a je vykonávané dvoma na sebe nezávislými recenzentmi. Práce sú posudzované po stránke obsahovej i formálnej. V prípade potreby môže byť práca vrátená autorom na doplnenie, či na prepracovanie. Na základe posudkov bude redakčnou radou rozhodnuté o prijatí alebo odmietnutí rukopisu. V sporných prípadoch rozhoduje celá redakčná rada. Redakcii sa prostredníctvom emailovej komunikácie zasielajú dve prevedenia rukopisu. Jedno z nich nesmie obsahovať žiadne údaje, ktoré by mohli viesť k identifikácii autora. Druhé prevedenie prispievateľ odošle v kompletnej verzii.

Rozhodnutie o vydaní

O výsledku publikačného konania (posúdenie odborovej primeranosti a recenzného konania) je autor vyrozumený najneskôr do ôsmich mesiacov od dátumu prijatia príspevku. V priebehu recenzného konania dostane autor štyri spätné väzby: prijatie rukopisu; posúdenie odborovej primeranosti, schválenie recenzentmi a zaradenie do edície.

Náležitosti rukopisu

Text musí byť napísaný v súlade s platnými normami slovenského jazyka a obsahovať uvedené náležitosti:

I. NÁZOV: výstižný a stručný, zodpovedajúci obsahu, v slovenskom a anglickom jazyku.
II. ABSTRAKT A KĽÚČOVÉ SLOVÁ: v slovenskom a anglickom jazyku, v rozsahu maximálne 200 slov.
III. VLASTNÝ TEXT (v rozsahu minimálne 6 NS) obsahujúci: <u>úvod, cieľ, teoretické východiská, metódy, výsledky, implikácie pre sociálnu prácu</u>.
IV. ZOZNAM BIBLIOGRAFICKÝCH ODKAZOV – autorov a autorky žiadame, aby venovali zvýšenú pozornosť presnému a korektnému odkazovaniu podľa normy ISO 690: 2012. V ZBO sa uvádzajú <u>celé krstné mená, nielen iniciály.</u>
V. AFILIÁCIA (nepovinná)
VI. KONTAKT NA AUTORA/AUTORKU – meno a priezvisko s titulmi, presná adresa pracoviska (bez skratiek)

Citačná norma

Zdroje v texte a zozname bibliografických odkazov sú zapisované podľa normy ISO 690: 2012. V texte je využívaná metóda systému I. mena a dátumu (tzv.

harvardský systém). Príklady správneho zápisu citovania, parafrázovania a zápisu v zozname bibliografických odkazov nájdete na webovej stránke univerzitnej knižnice Prešovskej univerzity: *https://www.pulib.sk/web/data/pulib/subory/stranka/ezp-citovanie-kucianova-2019.pdf*

Formálne požiadavky

Váš rukopis prosím upravte podľa šablóny dostupnej na: *https://www.unipo.sk/filozoficka-fakulta/ieasp-ff/journal-socioterapie/*

Publikačná etika

Rukopisy sú posudzované v obojstranne anonymnom recenznom konaní 2 odborníkmi. Redakcia časopisu *JOURNAL SOCIOTERAPIE* vynakladá všetko úsilie, aby bola zachovaná nestrannosť recenzného konania a tiež zachovaná anonymita autorov. Autor u ktorého bude objavený plagiát alebo falšovanie dát stráca možnosť na publikovanie v časopise *JOURNAL SOCIOTERAPIE.* Autor zaslaním svojho príspevku udeľuje súhlas so zverejnením svojho príspevku v elektronickej podobe na webovom sídle v databáze časopisu *JOURNAL SOCIOTERAPIE: https://www.unipo.sk/filozoficka-fakulta/ieasp-ff/journal-socioterapie/*

Rozhodnutie o vydaní

O výsledku recenzného konania je autor vyrozumený najneskôr do 3 mesiacov od zaslania rukopisu