

DIFFERENCE IN HUMAN RESOURCES DEVELOPMENT IN VARIOUS TYPES OF COMPANIES

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Abstract: The paper presents the views of several authors on the development of human resources with an emphasis on career development in multinational companies, local enterprises and companies ranked in Coface CEE TOP 500 ranking. The multinational companies established in Slovakia are beneficial in terms of modernization, application of new high-tech technologies and procedures in human resources management, corporate culture and management system in conditions of interculturality, growing production and economic development of the country. The verification of the assumption that human resource development and career development options make a positive contribution to company's success and attract productive and loyal employees is main topic of this paper. The research data are obtained from interviews with managers of human resources of the largest companies in Slovakia ranked in the CEE TOP 500 ranking and confronted with a survey conducted in 2017 with a structured questionnaire in 381 local enterprises in Slovakia and a survey from 2018 in 271 multinational companies operating in Slovakia. The aim of the paper is to explain and find out the differences in performance of HRM processes, usage of HRD methods and the perception of a talented employee in local enterprises, MNCs and CEE TOP 500 companies. For meeting the aim, the Kruskal-Wallis test was used to verify three hypotheses. The data were tested at a significance level of 95% ($\alpha = 0.05$).

Key words: human resource development, career development, globalization, multinational corporation, CEE region.

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Introduction

After 1989 in the former socialist countries, the established practices of management gradually changed, traditional organizational structures and employment in one company ceased to be lifelong certainty. The importance of human resource development and management in the enterprise is declared (Presscott, Rothwell, 2012; Wilton (2016). Human Resource Development (HRD) is integral to the career development process. HRD does not end with the level of education and the adaptation process, it continues with the further training of employees necessary to maintain, increase, and expand the skills acquired. It is challenging to measure the return of investments into HRD and to assess the

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benefits of employees for performance growth and competitive advantage. Abstracting from assessing the impact of globalization on the country's economy, we look at changes in human resource development and careers in local enterprises, MNCs and CEE TOP 500 companies. For the purposes of the research, we approached managers/human resources officers of 688 companies in 3 consecutive surveys. All of them were motivated by the desire to map the development of personnel work in Slovakia from the transformation to a market economy to the present and to compare the traditional Slovak approach to human resources management with that brought by globalization and the entry of multinational companies into the Slovak market. Since HRD is an integral part of HRM, it is understandable that our research focuses primarily on HRD methods in the current conditions of Slovakia.

Literature review

Employees have the right to receive, in addition to employment, a level of education at secondary or higher education, further deepen or renew their qualifications and, in the case of free time, participate in various forms of interest education (Lorincová et al., 2018). A higher degree of education gives them a better future perspective. The HRD literature has made a distinction, indicating that the „training“ part of this function was related to knowledge and skill building for one's current job, while the „development“ aspect generally referred to learning that would influence future career opportunities as well as augmenting abilities to perform well in the present (Werner & DeSimone, 2012). By development, we understand the professional orientation for the future, which is associated with the acquisition of a wider set of knowledge and skills than current employment requires. The task of training is to improve work performance at the current job. According to the legislation of the Slovak Republic, the costs of deepening the qualification of employees and harmonizing their abilities with the changing requirements of the jobs are fully paid by the employer. Although training contributes to the development of the skills of individuals they use in their current job, it happens that an employee has a more favorable job inside or outside the company. From a career development perspective, the dividing line between training and development is often blurred, making the distinction between them rather inconsequential (McDonald & Hite, 2016). For clarity, we will use terms training and development in accordance with HRD. Combining the theme of training and development issues are the competencies of employees that meet the needs of the company and the individual.

The aim of HRD is to increase employees' ability to believe that human capital is a major source of competitive advantage (Becker et al., 2001; Percival et al., 2013). Despite the importance of HRD in achieving employer's and employee's goals, there is no generally accepted definition for what HRD is and what it actually includes (McGuire, 2011). Hatcher (2006) and Chalofsky (2004) argue that the

reason is the interdisciplinarity of human resources, their different abilities and competencies. HRD also has a major impact on the changing socio-economic, institutional and socio-cultural environment. In international business, the main criterion for the success of MNCs is the management and development of expatriates, inpatriates, employees of different cultures and nationalities (Alagaraja & Dooley, 2003; Harzing & Pinnington, 2015). Capable and competent employees are a precondition for further company's progress. Managing and developing talent, planning succession is an important part of HRD (Subba-Rao, 2010; Sonnenberg et al., 2014, Kwame Mensah, 2019). An employer seeks talents, provides opportunities for workflows, creates learning, development and career planning conditions, and it is up to individuals to take advantage of the chance offered (Armstrong, Taylor, 2014). Carriers of development acquire competencies that empower them to handle work tasks more effectively, deliver higher work performance, and better value-added investment in their development. On the other hand, their market value also increases, which can result in voluntary fluctuation or stabilization of the company.

In recent years, there has been growing interest in verification, whether employees' training improves companies' effectiveness (Aguinis & Kraiger, 2009; Bierema & Callahan, 2014). Most studies have shown immediate effects of training. The small number that have investigated for long-term effects have given positive results (Sonntag et al., 2004). Tharenou et al. (2007), based on a review of 67 studies, focused on the effect of training on company outcomes, found out that more training has a small positive effect on performance. They also found that earlier training expenditures still showed up in current period performance measures. This indicates that training has long-lived benefits. In terms of financial effects, however, they found little evidence of impact. The relationship between training and company performance may be mediated by employee attitudes and human capital. Furthermore, training appears to be more strongly related to companies' outcomes when it is matched with key contextual factors such as capital intensity and business strategy, in support of the contingency perspective.

We are inclined to the opinion of experts (Brewster, 2007; Drucker, 2012; Mura et al., 2017 and others) that we can buy technologies, we can introduce a new business management system, funds can be borrowed, but it will be of no use for the company if it does not have the capital in the form of quality human resources. The conditions for the development of quality human resources are differentiated in national and multinational companies. As a result of globalization in the former socialist countries, there are significant changes associated with the opening of the economy of national markets, development of information and communication technologies, cooperation in the field of technology, science and economy in the global space. Developing skills and experience, gaining new knowledge increase the chances of an individual's employment in the labor market, giving him greater security and recognition in the job and thus a higher wage rating. For a company,

that specifically targets HRD in a view of its needs, the investments will return in a higher quality product, reduced staff turnover, increased flexibility and creativity of competent employees. Not only does the individual and the employer benefit from HRD, but also a country that supports education and creates the right job opportunities. The identification of differences and / or equality in the development of human resources in multinational companies and local enterprises is the subject of examination investigation. In recent years a large number of studies have concentrated on the interplay between MNCs, home and host countries and HRM practices, producing a distinctive line of inquiry within the international HRM field (Quintanilla & Ferner, 2003). It is supported by the findings that transfer and diffusion of HRM practices within geographically dispersed operations of MNCs is receiving heightened attention, in particular because it is believed to significantly influence the performance and competitiveness of MNCs and their subsidiaries (Chiang et al., 2017). This international transfer of policies and practices including the HR practices is an especially complex process linked to the necessity to transfer between two geographical locations with diverse cultural characteristics (Wijewantha, 2019). All of the research studies assume that MNCs practices have to be different from national enterprises' practices because they have to adapt more flexibly to the different environments in which they operate. In Slovakia, no research has been conducted to compare the performance of HRM processes, usage of HRD methods and the perception of a talented employee in local enterprises and MNCs, but experience from other countries shows, that this is needed to better understand the causes of MNCs' success.

Methodology

Coface regularly publishes the TOP 500 companies in Central and Eastern Europe, whose annual turnover in 2018 was more than € 445,000. Slovakia is represented by 43 companies in this ranking (Coface, 2018). The criteria for assessing and selecting companies are turnover and its growth or decline compared to the previous year, profit, employment and unemployment. With the results achieved, Slovakia ranked 5th out of 12 CEE economies evaluated. The results of economic development are closely linked to the level of education and the standard of living in the country. That is why we were also interested in the evaluation of the human development index (HDI) by UNDP (<http://hdr.undp.org>). HDI captures only part of what human development entails. Three dimensions are taken into account when calculating HDI – long and healthy life, knowledge and decent standard of living. The health dimension is estimated by life expectancy at birth, the education dimension is measured by the means of years of schooling for adults aged 25 and more and the expected years of schooling for children entering school age. The standard of living dimension indices is then aggregated into a composite index using geometry mean. The ranking of the countries of the world shows that Slovakia with HDI (0.855) is in 38th place, fifth among the transition countries.

The average life expectancy at birth in Slovakia is 77 years, the expected years of schooling 15, the decent standard of living assessed by gross national income per capita is \$29,467.

For the purposes of the research, we approached managers/human resources officers of 688 companies in 3 consecutive surveys. The first survey of the level of personnel work with an emphasis on the development of human resources was conducted in 2017 by sociological inquiries using structured questionnaires on a sample of 381 local small and medium-sized enterprises. The second survey, conducted in 2018 using questionnaires, focused on HRM processes in multinational companies located in Slovakia. 271 companies participated in this survey. As a response to the first two surveys, we approached managers/human resources officers of companies located in the CEE TOP 500 ranking according to the Coface. The CEE TOP 500 outlines the economic situation at the 500 largest companies in CEE, measured by turnover (Coface, 2018). 36 companies (83.72%) expressed their willingness to cooperate. Human resources managers were respondents interviewed in a structured interview in 2019. The sample set is created by 7 multinational retail chains, 4 electrical, information and telecommunications companies, 10 transport and automotive companies, 5 companies from minerals and pharma, 5 companies from utilities and public services, 2 companies from mechanics, 2 betting companies and 1 paper company. The structure of this part of the sample is presented by 7 enterprises with majority Slovak capital and 29 (80.1%) enterprises with superiority of foreign capital. We were looking for managers' opinions on the development of human resources and the development of their careers in a company that ranks high in the TOP 500 CEE ranking. The research is based on the assumption that career development opportunities and support for competent and talented employees contribute to the success of companies. This research is part of a larger investigation conducted from 2017 to 2019 focusing on all areas of HRM, from which we used 3 questions to achieve the aim of this article: 1. Which of the HRM processes are performed in your company? 2. Which HRD methods are applied in your company? 3. How do you identify a talented employee? Our intention was, based on theoretical knowledge and conducted research studies (Quintanilla & Ferner, 2003; Chiang et al., 2017; Wijewantha, 2019; etc.), to verify the following hypotheses:

H1: We assume that there is no HRM process that is equally performed in local enterprises, MNCs and CEE TOP 500 companies.

H2: We assume that there is no HRD method that is equally used in local enterprises, MNCs and CEE TOP 500 companies.

H3: We assume that there are differences in the perception of a talented employee in local enterprises, MNCs and CEE TOP 500 companies.

We used the Kruskal-Wallis test to verify the hypotheses. The Kruskal-Wallis test by ranks is a non-parametric method for testing whether samples originate from the same distribution. It is used for comparing two or more independent samples of

equal or different sample sizes. A significant Kruskal-Wallis test indicates that at least one sample stochastically dominates one other sample (Corder, Foreman, 2009). Its null hypothesis tested assumes that the distribution of variables is the same across all categories against the alternative hypothesis that the distribution is different across categories. We tested the data at a significance level of 95% ($\alpha = 0.05$).

Results and discussion

In the opinion of the respondents of local enterprises, the most attention in HRM is devoted to selection processes (90.79%), recruitment and adaptation (86.58%). HRD is the third most important process (82.63%), while talent management is supported by only 17.89% of local enterprises. In multinational companies, creating human resource strategy and policies is the most important process (83.92%), followed by HR planning (67.2%) and selection (65.4%). While the development of HRM strategies, policies and other plans, job evaluation and personnel controlling are more centralized in MNCs, the other HRM processes are more in the competence of subsidiaries. In multinational companies located in the TOP 500 CEE, the most important processes are creating human resource strategy and policies (91.7%), training and development (86.1%), talent management (83.3%) and hiring and adaptation of employees (80, 6%). The performance of HRM processes and calculated p-values of Kruskal-Wallis test are in table 1.

Table 1: The performance of HRM processes

Processes	CEE TOP 500		MNCs		Local enterprises		Test Statistics ^{a,b}	
	(%)	Rank	(%)	Rank	(%)	Rank	Chi square	As. Sig.
HR selection	55.56	11.	65.31	3.	90.81	1.	74.270	0.000
Hiring and adaptation	80.56	4.	47.23	6.	86.61	2.	120.343	0.000
Job evaluation	58.33	7.	36.90	10.	36.22	11.	6.947	0.031
Talent management	83.33	3.	50.55	4.	17.85	12.	115.998	0.000
Training and development	86.11	2.	49.82	5.	82.68	3.	85.913	0.000
Employees safety and conditions	52.78	9.	41.33	8.	79.53	4.	100.807	0.000
HR planning	77.78	5.	67.16	2.	71.92	6.	2.719	0.257
Layoffs	30.56	12.	22.14	12.	51.97	8.	60.248	0.000
Job analysis	58.33	8.	43.54	7.	55.64	7.	10.078	0.006
HR strategy, policy	91.67	1.	83.76	1.	49.61	9.	93.046	0.000
Performance evaluation	75.00	6.	37.27	9.	79.27	5.	121.520	0.000
Pers. controlling and auditing	52.78	10.	26.57	11.	41.73	10.	20.150	0.000

a. Kruskal Wallis Test

b. Grouping Variable: Group

Based on the Kruskal-Wallis test results, we accept the null test hypothesis for all HRM processes except Human resources planning, because in this process the p-value is greater than $\alpha = 0.05$. This did not confirm the H1 we have formulated before the testing, since Human resources planning has the same distribution between categories of companies. Based on the results, we claim that there is one HRM process that is equally used in local enterprises, MNCs and CEE TOP 500 companies. This process is human resource planning. All other processes are used differently in different types of companies.

Following question was to find out which HRD methods are applied in companies. Managers in CEE TOP 500 companies support systematic education that is constantly present in companies. They emphasize mentoring, workshops, training, coaching, e-learning, as well as organizing team-buildings and foreign internships. According to the manager of PCA Slovakia, education and further professional development of employees is a basic prerequisite not only for performance growth, but also for the stabilization of employees and the creation of a family background. They also draw inspiration from innovative approaches to education from an industrial innovation cluster. Unlike the daily training and development of employees at CEE TOP, on average, three times a year, each employee of multinational company participates in a certain training activity while in local enterprises it's only 2.5 times a year on average. The most used method of further education is training. Coaching and e-learning gets more attention in multinational companies, while self-education and mentoring prevails in other enterprises. Used methods of education and results of Kruskal-Wallis test are shown in table 2.

Table 2: Methods of education

Methods	CEE TOP 500 (%)	MNCs (%)	Local enterpris es (%)	Test Statistics ^{a,b}	
				Chi square	As. Sig.
Training	86.11	92.62	60.89	86.856	0.000
Video records	11.11	9.96	3.41	12.745	0.002
E-learning	52.78	40.59	19.16	45.045	0.000
Instructing	41.67	33.58	48.82	15.043	0.001
Role plays	13.89	2.21	5.51	11.177	0.004
Coaching	75.00	59.04	31.50	62.717	0.000
Self-education/self-training	27.78	18.82	51.77	74.5	0.000
Model situations	8.33	38.38	27.56	17.672	0.000
Other: mentoring, workshops, team buildings, info trips, internships	47.22	2.58	1.84	161.065	0.000

a. Kruskal Wallis Test

b. Grouping Variable: Group

According to the results of Kruskal-Wallis test we can see that the p-values for all tested variables are less than $\alpha = 0.05$, therefore we accept the null hypothesis for all the methods of education and claim that there is no HRD method, which is equally used in local enterprises, MNCs and CEE TOP 500 companies. This confirmed the hypothesis H2.

The average amount invested per employee in national enterprises ranged from 0 to 100 € (68.95%) and from 101 to 200 € (31.05%). In multinational companies, 46.62% of the companies invested from 0 to 100 € in education, 26.94% supported their employees from 101 to 200 € and 24.72% invested into employees over 200 €. In CEE TOP 500 companies, the average amount invested per employee ranges from € 51 to € 100 (16.67%), from € 101 to € 200 (19.44%) and over € 200 (63.89%).

High-performing and competent employees are the core of every company. In practice, we have verified the opinions on experienced talented employees. According to managers of CEE TOP 500 companies, talented employees are or will be key job holders (66.67%) and employees with development potential, competence, motivation skills, top expertise, relationship to work, positive attitude to customers (66.11%).

Among the key features of talented employees in multinationals are those who have the potential of a future leader (59.04%), long-term high performance (54.98%), are very creative (37.27%), are long-term stabilized employees (30.63%) and occupy or are expected to occupy a key job (31%). Respondents consider the work with talents to be an important precondition for further progress of the company. Subba-Rao (2010), Sonnenberg et al. (2014), Kwame Mensah (2019) observed the same in their studies. They realize that the acquisition and retention of talented employees greatly influences internal conditions and the external environment. That is why they offer internships at company headquarters, career development, wider learning opportunities and self-realization. These benefits do not have local enterprises. In characterizing talented top managers, they agreed on the need for visionary talent, and organizational leadership. As the Volkswagen manager said, "To Being A Boss Does Not Mean You're A Leader." As a talented employee, they consider an individual who is competent, has the ability to motivate others, is purposeful, diligent and open to new challenges. Respondents from local enterprises highlighted long-term high performance employees (36.58%), current and future key job holders (26.05%), employees with leadership potential and further development (16.05%) long-term stabilized ones (12.89%), very creative ones (5.79%) and those who understand and are good at work, with extra skills, resourcefulness, flexibility, willingness to learn (3.42%). Respondents critically acknowledge that they should work more with talents, as employees now have almost unlimited information about other jobs at home and abroad. In an open labor market in Europe, employees, especially the Y generation (millennials) and the Z generation (iGeneration), do not regard geographic and political boundaries

as an obstacle to job change. They expect a diverse career, more flexibility and freedom in employment and support for education. They also want a fair reward for their work performance. Not all employers are ready to attract and retain future talent. According to the majority of respondents (77.16%) instead of the conceptual questions of HRM, they deal with the operative and solving of everyday problems associated with ensuring smooth operation. The characteristics of talented employees in different types of companies according to the results of the survey and results of Kruskal-Wallis test are shown in table 3.

Table 3: A talented employee

Characteristic	CEE TOP 500 (%)	MNCs (%)	Local enterprises (%)	Test Statistics ^{a,b}	
				Chi square	As. Sig.
With potential of a future leader	52.78	59.04	16.01	134.245	0.000
Is or will be a key job holder	66.67	31.00	25.98	26.018	0.000
Long-term stabilized	38.89	30.63	12.86	36.939	0.000
With long-term high performance	52.78	54.98	36.48	22.919	0.000
Very creative	55.56	37.27	5.77	123.121	0.000
Other: development potential, competence, motivation skills, top expertise, relationship to work, positive attitude to customers	61.11	5.17	3.41	167.884	0.000

a. Kruskal Wallis Test

b. Grouping Variable: Group

As we can see from Table 3, the p-values for all tested variables are less than $\alpha = 0.05$, therefore we accept the null hypothesis for all the characteristics of a talented employee and claim that the characteristics of a talented employee are different in local enterprises, MNCs and CEE TOP 500 companies. We confirmed the hypothesis H3.

Results show that since the majority of HRM processes are performed differently in local enterprises, MNCs and CEE TOP 500 companies, there still exist at least one of them that is of the same importance. This is in contrast with the opinions of several authors (Quintanilla & Ferner, 2003; Chiang et al., 2017; Wijewantha, 2019) who believe in complete diversity in processes. However, the results can be affected by many factors such as country's reputation, economic strength, or individual elements of the host country's culture transferred into a corporate culture. Therefore, the adaptation MNCs to local conditions is probably different in every country. That's why we cannot generalize our results to all countries and all MNCs around the world. But the fact that the human resource planning is equally used in local enterprises, MNCs and CEE TOP 500 companies can be a subject of further investigation.

As we confirmed second and third hypotheses, we can agree with the experts who claim that retaining talent is a major concern for many companies. Similar to Kaye & Crowell (2017), we believe that a well-integrated career development system can be very valuable in addressing this issue. The management of one's own career is the responsibility of the individual and the employer only creates the conditions. If an employee feels to be a part of it, it is up to him to realize his ideas and goals in further career development. The results showed that properly used HRD methods and talent management activities are probably the different element that determines company's success.

Conclusion

We can conclude that in the current dynamic working environment, with higher labor supply compared to employment opportunities, increasing globalization and employment opportunities in MNCs, career development is a matter for more individuals than employers. However, it does not mean that management is not interested in supporting employees, developing their skills and abilities. Investing in HRD is a reflection of corporate culture. Every employee has the right to take advantage of the benefits offered and to take responsibility for the development of his or her own career or to leave the company to seek opportunities at another workplace.

The used standard that employers have the power in the career paths is no longer the norm. Employees in charge of their own careers are attracted to companies that offer growth opportunities and most likely to stay with systems that continue to foster their engagement. Better job offers, a desire for change, career development prospects and self-realization are the main reasons for leaving competent employees out of the companies. Borderless Career gives a chance for development especially for Millennials, which creates space for our further research focused on career development according to different age categories. The survey revealed that multinational managers are more dynamic in approaching their employees' development and careers, allowing greater flexibility in jobs inside companies, emphasizing the development of a jointly accepted corporate culture. The views of small and medium-sized enterprise managers are more conservative and more skeptical. The results of the survey pointed to problems in obtaining and retaining quality and efficient employees. Changes in employment policy require new perspectives and approaches for managers of these businesses to HRM, seeking opportunities to increase the stabilization of talented employees who inspire other employees to perform better, or increase flexibility and growth in workplace satisfaction. The results of our findings are consistent with the international Glassdoor Economic Research survey (www.glassdoor.com). Glassdoor has job listings and data for more than 640,000 employers in 190 countries. A survey of 5,000 job transitions concluded that high employee satisfaction, better career development opportunities, corporate culture quality, and transparent remuneration

are strong stabilization factors. In 2017, 31% of employees finished their employment within half a year of employment, with 45% of respondents saying that wage conditions are the main cause of leaving the job (Chamberlain & Smart, 2017). The length of employment varies according to the type of work and industry being performed.

In the survey of the investigation of the possibility of increasing the stabilization of competent and talented employees, we focused mainly on identifying the differences and common features in performance of HRM processes, methods of education and characteristics of talented employees in CEE TOP 500 companies, MNCs and local enterprises. The results of the research confirmed the hypothesis that there is no HRD method that is equally used in local enterprises, MNCs and CEE TOP 500 companies and that there are differences in the perception of a talented employee in local enterprises, MNCs and CEE TOP 500 companies. On the other hand, we rejected hypothesis that there is no HRM process that is equally performed in local enterprises, MNCs and CEE TOP 500 companies, because there is one HRM process that is equally used in all types of companies. This process is human resource planning. All other processes are used differently in different types of companies.

We will focus our further research on identifying the importance of talented employees in forming corporate culture, workplace atmosphere and their impact on business development. We assume that there are differences between CEE TOP 500 companies, MNCs and local enterprises in the case of retirement. The second starting point of the research is to verify the impact of talented employees on other employees in terms of performance and stabilization in the company. A possible problem with the solution is the willingness of practice to cooperate in research and obtain the necessary information. For this reason, we will be involved in research of HR managers of selected companies that support talented employees and apply the principles of talent management.

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ROZNIKA ROZWOJU ZASOBÓW LUDZKICH W RÓŻNYCH TYPACH PRZEDSIĘBIORSTW

Streszczenie: W pracy przedstawiono poglądy kilku autorów na temat rozwoju zasobów ludzkich, ze szczególnym uwzględnieniem rozwoju kariery w międzynarodowych firmach, lokalnych przedsiębiorstwach i firmach w rankingu Coface CEE TOP 500. Wielonarodowe firmy z siedzibą na Słowacji są korzystne pod względem modernizacji, zastosowania nowych technologii i procedur w zakresie zarządzania zasobami ludzkimi, kultury korporacyjnej i systemu zarządzania w warunkach międzykulturowości, rosnącej produkcji i rozwoju gospodarczego kraju. Weryfikacja założenia, że rozwój zasobów ludzkich i opcje rozwoju kariery pozytywnie przyczyniają się do sukcesu firmy oraz przyciągają produktywnych i lojalnych pracowników, jest głównym tematem tego artykułu. Dane badawcze pochodzą z wywiadów z menedżerami zasobów ludzkich największych firm na Słowacji w rankingu CEE TOP 500 i skonfrontowanych z ankietą przeprowadzoną w 2017 r. Z ustrukturyzowanym kwestionariuszem w 381 lokalnych przedsiębiorstwach na Słowacji oraz ankietą z 2018 r. W 271 międzynarodowe koncerny działające na Słowacji. Celem artykułu jest wyjaśnienie i poznanie różnic w wydajności procesów zarządzania zasobami ludzkimi, stosowania metod HRD oraz postrzegania utalentowanego pracownika

w lokalnych przedsiębiorstwach, korporacjach wielonarodowych i firmach z Europy Środkowo-Wschodniej. Aby osiągnąć cel, zastosowano test Kruskala-Wallisa do weryfikacji trzech hipotez. Dane zostały przetestowane na poziomie istotności 95% ($\alpha = 0,05$).

Słowa kluczowe: rozwój zasobów ludzkich, rozwój kariery, globalizacja, międzynarodowa korporacja, region Europy Środkowo-Wschodniej.

各种类型公司的人力资源开发差异

摘要:本文提出了几位作者对人力资源开发的观点,重点是跨国公司,本地企业和在C ofaceCEETOP500排名中排名的公司的职业发展。在斯洛伐克成立的跨国公司在现代化,在人力资源管理,企业文化和管理体系的高科技,新技术的应用以及跨文化,国家不断增长的生产 and 经济发展等方面都受益匪浅。本文主要主题是对人力资源开发和职业发展选择对公司的成功做出积极贡献并吸引生产性和忠诚员工的假设的验证。研究数据来自对CEETOP500排名中斯洛伐克最大公司的人力资源经理的采访,并于2017年进行了一项针对斯洛伐克381家本地企业的结构化问卷调查,以及2018年以来针对271项的调查在斯洛伐克经营的跨国公司。本文的目的是解释和找出人力资源管理流程的绩效,人力资源开发方法的使用以及本地企业,跨国公司和CEE TOP 500强公司对人才的想法。为了达到目标,使用了Kruskal-Wallis检验来验证三个假设。测试数据的显著性水平为95% ($\alpha = 0.05$)。

关键词:人力资源开发, 职业发展, 全球化, 跨国公司, 中东欧地区。