

BASIC THEORIES OF MOTIVATION IN SLOVAC POLICE FORCE AND THEIR APPLICATION IN PRACTICE

Marcel ĎURIŠ, Richard HELIGMAN, Ľubomíra STRÁŽOVSKÁ

Abstract

The seminar work deals with the motivation of the civilian population to enter the components of the Police Force of the Slovak Republic. Another component is the motivation of the members of the church to pursue their profession and all motivating means acting on their primary decision-making. As police officers "on the street" are faced with the greatest strides, in terms of first contact with the citizen, it is important to direct and motivate them to right direction towards the achievement of common goals. An analysis of the current existing motivation system will bring the model of improvement to a more efficient use of available proven methods to encourage higher professional engagement. The dynamically changing society changes the perception of newly-conceived as well as permanent members of the church. Standard forms of motivation lose their effectivity and lead to apathy and possible work stagnation. On the basis of analyzes of the current models of motivation and methods of management of members of the Police Force SR, optimization has been determined and further applied to an armed state component whose functioning requires a special approach.

Key words

budget, crisis, expenditure, management, Police corp SR,

JEL Classification: O15, J88, J79

Introduction

The orientation of the thesis is on motivation of members of the Police Corps. General view from the reception process of the new employee to the motivation of the police officers. Initially, the civilian motivation to join the Police Force of the Slovak Republic begins. The strategic objective of the thesis is to analyze the motivation of the policemen in the police councils, since in the long run there is a clear lack of good management management. Street workers must be properly motivated to achieve a fire performance.

Goal and Methodology

The outcome of the work will be a sketch of a possible solution - the basis for the police corps as an armed component and also for police officers. The thesis will work on the hypothesis: At present there are inappropriately used tools in the motivation process of the members of the staff, in which there is a decrease in the motivation of the members of the Police College of SR. When motivating church members, the primary objective will be to look at the various available forms of motivation for their positives and negatives. Basically, the work will focus

on possible improvements in individual motivational determinants.

Findings

The outcome of the work will be modeled on the proposal of an ideal police operative official who will set his / her leadership and motivation skills for the slaughterers. The work is based on the factual situation of governance that is present today, which still contains the socialism management motifs. The solutions offered are focused on the motivation of police officers working on the street, bounded by the Civil Service Act (Act 73/1998 on the Collection of Laws on Civil Servants of the Police Corps, the Slovak Information Service, the Prison and Judicial Guards of the Slovak Republic and the Railroad Police), its use and appropriate application.

Discussion

Primarily, work for operational management as a guideline for improvement and improvement in management approaches and the adequate use of incentive tools in mills. When emerging from practice, flexibility and decision-making in the areas of motivation by the senior officials will need to be

analyzed. The dynamically changing society changes the perception of newly-conceived as well as permanent members of the church. Standard forms of motivation lose their effectivity and lead to apathy and possible work stagnation. Practical examples of the use of motivation factors and sketches of model situations with the description of an ideal manager are discussed.

Motivation in Police Law

Managers are keen to ensure that employees meet their work, volume, quality, and cost goals. Workers' performance and the successful achievement of goals are the result of many factors, some of which are internal and are part of employee characteristics and others are external. Both sets of factors (internal and external) work together, so they can't make inaccurate or incomplete conclusions about their performance (Treľová et al., 2015, pp. 26). Performance can't be identified with motivation alone, so these concepts need to be distinguished. Work performance also depends on other factors such as worker and environment. The relationship between these factors can be expressed as follows:

$$V = f(M, S, P)$$

V - power

M - motivation

S - ability

P - environment

If individual factors are not sufficiently represented or if they are lacking, effective performance is not possible. (Sedlák, 2001, p. 378)

Theory of motivation process

Motivational theory of needs provides a useful basis for understanding motivations, but they do not capture the complexity of the motivation process, so they have limited validity. Process theories of motivation use a variety of procedures. The main theories are:

- The Equity, Equity, Equity, or Equity Theory,
- The theory of expectation,
- Enhancement theory (reinforcement theory).

According to Peráček (2011), Equity theory refers to the subjective judgment of the individual as to whether or not he has received a reasonable reward in comparison with other workers. In order to understand the theory of equity, it is necessary to understand in

the most complete way the following four meanings: the perceived result of the person concerned, the perceived outcome of others, the perceived entry of the person under consideration, the perceived entrance of others.

The theory of expectation is one of the most successful theories. It shows not only how people feel and behave, but also why they react and act. It is a more complex model of motivation than the theory of equity.

The basic model of motivation theory of expectation includes the following procedures:

Motivation leads to effort and effort combined with ability (determines the potential of an individual to do the job) and environmental factors, resulting in performance. Performance yields different results (rewards) when each value is combined, the value attributed to individual results is valency (individual value).

The empowerment theory is based on a simple statement that behavior is a function of past consequences, that is, influenced by them. The starting point of the motivation reinforcement theory is the stimulus, which means any situation in an environment that can be revealed by human senses and trigger a reaction.

An important determinant of individual performance is motivation. There are many definitions of motivation that differ in terms of expression or formulation, but which are usually similar to content or substance. For the different definitions of motivation, it is common that it is a psychological process, i. an iterative process that influences internal motives that motivate the behavior of a person, that is, activate or induce him to act with the intention of achieving the goal (Mucha et al., 2017, pp. 254-259).

A general model of motivation, which consists of three basic components:

1. At the beginning, the inner driving forces (motives, motives) resulting from the inner imbalance of the individual, which lead to the setting of goals and cause tension (physiological, psychological, sociological) to engage in the attainment of the goal,
2. the behavior of an individual who, by adjusting, seeks the means to achieve the goal and thus regulates the respective tension in himself in the belief that he will satisfy his inner motives, that is, the goal-oriented behavior,
3. Achievement of the goals - after reaching the individual, knowingly or unconsciously assessing whether the effort made has been, or is not, the extent to which the efforts made are beneficial to his or her performance-oriented behavior and, accordingly, will continue and deepen it, this feeling or what happens as

a result of behavior will affect other motives and the motivation process is repeated.

Motivation is directly related to the concept of the motif, which means the inner direction of a certain behavior and behavior of a person, determined by their direction (for a particular purpose), intensity and duration.

The motives are the most common instincts, instincts, desires, needs, interests, inclinations, duties, ideals, and so on. (Sedlák, 2001, p.299)

Personnel management is most often defined as an activity that focuses on employees - human resources and which, together with other functional areas of management, contributes to achieving a synergy - to meet the objectives of employees and the organization as a whole. Personnel Management is a strategic and thoughtful logical approach to managing staff that is individually and collectively involved in effectively meeting the organization's goals. (Kachaňáková, 2008, 235)

Performance can't be identified with motivation alone, so these concepts need to be distinguished. Work performance also depends on other factors such as worker and environment. In order for work to be effective, a person needs to do it (motivation), know how to do it, and have adequate equipment, materials, tools, and so on. to perform it (environment). If individual factors are not sufficiently represented or if they are lacking, effective performance is not possible. (Sedlák, 2001, p.378)

Employee benefits are a category of rewards that are not directly related to the performance of an employee, but entitle them to membership due to membership of the organization. The offer of employment benefits and services is very wide, but in principle we can divide them into three groups:

- benefits of a social nature such as different types of insurance, corporate loans, kindergarten, etc.
- benefits related to work, e.g. catering, education paid by the organization, sale of goods and services at discounted prices
- benefits associated with the status of an organization such as providing a service car, telephone and housing allowance, and so on (Kachaňáková, 2008, p. 235).

In personal and managerial practice, communication, communication skills, communication skills, etc. are now the most frequently used words. We find it hard to find a worker working in these areas who would not have completed at least one course or training to improve communication.

In spite of the effort and the demands to communicate as best and efficiently as possible, we are not witnessing the fact that there are still many misunderstandings, conflicts, inappropriate terms among the employees, colleagues, superiors and subordinates. The simple communication does not go the way we want, and, truthfully, we always feel that the other is making mistakes. (Búgelová, 2009, 119-122)

Motivational determinants of occasional competences in the radio of the police board SR

The Police Corps of the SR is a corps of police officers, police officers and also civilian personnel. A total of about 20,000 police officers and 6,660 civilian staff are involved. As a result, the first line that is, working in the streets is 4,303 martyrs. The total number of states of the Police Corps is determined by the government, which brings the police corps to the largest employer in the domestic market. It also creates the impression of a universal employer at first glance with low demands.

Definition of motivation

According to Vrabko et al. (2012, p. 200) any citizen of the SR who is 18 years old after the new one but for 21 years can apply to the police corps, minimum education - maturity, which are relatively simple requirements. This is a significant part of the population of Slovakia and it increases the incentive factor for entry into the police mainly in areas with lower education and lack of work.

In order for a civilian person to be recruited, he / she must fulfill other criteria. These are chronologically arranged physical tests, psychological tests and, finally, an interview. After this graduation, a civilian may enter into an employment relationship. From experience, the entire procedure can take from 1 to 2 to 3 months. What the interest of individuals can reduce by just a long wait, but after successful completion of all circuits, the usual sense of satisfaction comes from the wretched handling of challenging tasks.

After graduation, the potential candidate has to undergo half-year training. Basic police education, habits, skills and basic legal education related to cops work. By finishing the semester training, the final test results from the total knowledge gained during it. After successfully completing this training, he becomes a full-fledged police officer and receives a certificate of maturity. The above-mentioned habit of military character will greatly undermine and at the

same time selectively select candidates who do not take the psychological and physical onslaught and voluntarily leave.

The positive motivation can also be taken to the fact that during the service the policeman can make various trainings, he can get higher postgraduate education so- and may be transferred to another department, and must also meet certain criteria (Gregušová et. al. 2016, p. 611-618). In the Police Service, the most widespread and most basic layer is the law enforcement officers who are the most universal, as they are broadcast on every single message received by the respective operating centers (special units, patrol officers, cynologists, police police, command units, pyrotechnics, etc.) etc.), the places mentioned are suitable for graduates, but are places for persons with higher education (international relations, international police cooperation, functions of directors, representatives, economic departments, etc.). Every police officer in a certain position should have some relevant education and experience.

Motivation of the civilian population and police officers in practice

Motivation of components in the SR police in the civilian population can be divided into several variants or their combinations:

- the mission of a cop and his life's goal is to help others around,
- the need for certainty when the payment for the service is paid on a regular basis,
- the need for an extraordinary adrenaline occupation, in which there is no service the same, with the need for agile decision-making and action and dignity,
- Craft - family member, for example, father, old dad was in armed forces,
- Workplace at the place of residence - solution if a person wants to work in their place of residence or in the nearby area. (the distribution of police stations is symmetrical throughout the Slovak Republic)

Motivation of the benefits of armed forces that have been significantly reduced and reduced in the last year (up to 15 years nowadays 25 years for the possibility of taking a retirement pension, 10 month's severance pay, material gifts as rewards, financial rewards, special promotions, etc.)

In the case of police officers who have been deployed, for example, For 5 years, under certain conditions, the reward offered to them ranged from 15 to 25 years, which is in keeping with and respecting the terms of the contract and their non-compliance

with serious demotivation problems. The "benefits" before entering the church should not change after taking up and performing the profession. A more appropriate solution would be to increase the necessary years of retirement before signing the contract for newly recruited tenderers. There is greater discretion in choosing or accepting the change before the mandatory step of taking up the profession (Peráček, 2014, p. 17-28).

"The distribution of wages is clear, according to the claims -" tables "on the basis of which each member can calculate a wage that can be expected in advance. All members are subject to and are rated under the same nationwide table. The total wage attributable to the account is most affected by the number of years worked, which is the "payroll allowance".

The rank awarded by the policeman depends on the number of years worked, where the direct interest is paid, and the higher the number of years worked, the higher the rank, which, of course, depends on education. The higher the education, the higher the wage, but the member must be assigned to a higher education position, otherwise the higher educated members can work in "the streets" and with lower education they are functionaries, as they started in an earlier period, when requirements were not so high.

The cops, who work in performance, have a "risk" contribution in amount of \$ 66 for each calendar month, a risk premium that does not always correspond to the work done, as it may endanger the life of the service, and it also depends on whether the cop works in the capital or somewhere in a small department located in the villages. A possible solution would be an extra charge for work in more demanding places with more frequent occurrences of more serious criminal offenses.

The so-called "PERSONAL EVALUATION" is allocated by the supervisor according to predetermined funds, which are not usually sufficient for the "total available package". It follows that often financial incitement is inadequately redistributed on the basis of the superiors' sympathies and not according to their capabilities, education and performance that individual cops in the daily service serve, respectively. carried out.

The shift work is valued at € 100 (before taxes after tax of about € 70), which is granted nationwide. The problem arises when some police officers are more likely to work mostly during weekends and holidays, where others work during the week, and receive a reward of 100 euros as well. If the said remuneration was redistributed only on the basis of the service provided, it may often be the case that services in which the entitlement to remuneration is unevenly worked during the working month could be

redistributed according to sympathy at the expense of others who would the required number of holidays or weekends did not work and would not be eligible for full pay.

As a positive, it would be possible to identify a solution to the question of motivation, where from July 2017 there was a partial increase in salaries according to the tables of individual police officers. (Act no. 73/1998 Coll.)

Due to the increased lack of finance in recent years, monetary rewards are very rare. Rewarded cops will receive rather a praise or promotion, which in part fulfills a significant motivation factor. Although in general it is confronted with the view that a one-time financial reward would be better. However, based on long-term observation in this case, there is an effect where the one-time reward will be pleased, but the cop will soon forget about it, while the promotion symbol, and thus rank, is visible and gives some pride to every service performed (Pilková, 2015, p. 242).

Disciplinary rewards are appropriate for motivating the cops. Everyone wants to get a reward, or be promoted. Each form of the reward increases the final wage size, some in the deal - rank and some instantly, and one-time higher reward.

On the other hand, it is important to remember that many life-threatening police officers have a lot of merit of higher and lower values that are not valued in any way and there is no meaningful way of recording. If the citizen himself does not use his right to write a "thank you letter", which he does not even know, and few of them use it.

In cases where deficiencies are detected, and in the case of complaints, disciplinary proceedings against the policeman are commenced. Disciplinary measures - "punishments" are usually strictly due to the low severity of the police blame. The superiors punish usually biased and often sympathetic

From the above, since the competence of the assessment is left to a superior policeman who rarely has a real interest in objectively investigating objectivity, more than 99% is preventively granted a minimum of written reprimand. However, a maximum penalty of 15% for the three consecutive months in which the police officer is not entitled to a possible full-time salary may be punished by the maximum penalty.

According to Kočišová et al. (2017, p. 90-96) the source of objectivity is the weak ability of police officers to defend his subordinate's intervention. Of course, the fear of being punished, or even a higher instance, due to the failure to redress his subordinate cop, is also attributable. Punishment is the easiest procedure for operative management to "cover up", which in turn causes the inefficiency of management

and, in particular, of motivation. This may be counterproductive and leads to a rapid decrease in trust in subordinates to superiors. There is a weak competence of management and motivation. A possible way of doing this would be adequate supplementary training of operational management in the management field. A smoother and more open communication between walkthroughs and management. A good idea would be appointment to the post of directors based on psychological assessments that would indicate in advance what kind of personality is and whether the person is suitable for the post of head or director.

The most important, or even key, motivational factors clearly belongs to the superior himself, who acts as an operational manager and is therefore in charge of grooming or service performance.

From an operational police manager, it depends on:

- attitude towards the robot in the walkers,
- creating an acceptable working climate (creating a friendly environment and working climate, working climate),
- Competence (adequately achieved education and the ability to advise and decide in crisis situations so that it is mainly to the merits of the executive and the police corps),
- impartiality (to all subordinates approaching the same - not making favorites) could be called "Solomon's decision",
- the ability to defend its subordinate team and individuals and the results of the work,
- Openness of the environment (for example, not creating secrecy, concealing important facts).

It is in the above mentioned points that the most frequent shortcomings are also caused by incompetence, since the superiors are not the ones who have the necessary education with the termination of the simplest higher education study which has nothing to do with the managerial education. There is also an educational deficit and a contradiction in deeds and deeds, thus disturbing the motivation of the executive staff who can't subsequently follow the correct working procedure and groupage of persons, defamation, envy and ignorance of the ratios and laws necessary for the performance of the service, which should be subordinated to the superiors.

Police Officer as a Motivation Factor

Proper motivation depends largely on the form of senior management, where in general, for years, he has been practicing an authoritative way of managing, which still persists. Nowadays, there is also a

noticeable shift in this area. In order to create an ideal operational manager in the Police Force of the Slovak Republic, it is important to achieve an authoritative method of management that has a significant presence in the police department in combinations with other forms of governance that could be beneficial in the form of Participatory, Consultative, Benevolent. Each style has its clear advantages.

In the authoritative way, the task is routinely determined when all decisions are made without any involvement of the subordinates. In the armed forces, it has its justification, where it is necessary to respond quickly and promptly to the situation that needs to be

tackled uniformly (Nováčková, Milošovičová 2011, p. 12).

For example: (a single interference against rioters, armed breakdown, stabilization of the security situation on the roads, but also solving problems with the migrant crisis ...).

The disadvantage of this form is that there is an absence of knowledge and opinions of those who deal with problems directly in normal working hours who know the real situation in the field and where such knowledge would lead to a simpler and more effective solution to the problem.

Fig. 1. Proposal of a proportional distribution of the method of motivating church management - own resource

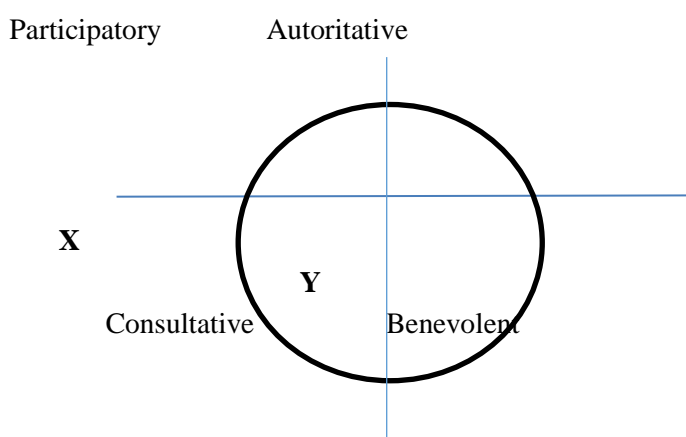


Figure 1 - graphical design of profiling the way of managing the operational manager of the direct stimulating walker, where the X and Y axle axes divide the modes of control, with the circle showing the whole personality and the overall content of the modes of control. The internal content of each management redistributes and modifies the X and Y axes. The figure shows that dominance in management remains in the authoritative management as armed forces are a specific category where authority is needed, since in national security cases, authority is unambiguous and in some cases directivity is necessary and has its merits.

In other ways, it is necessary to focus only on the best they offer.

In the case of benevolence, it is a possibility to create a partner environment where the manager trusts his subordinates and, in many cases, makes decisions about them. From practice, it is known that each cop has his robot and it depends mainly on him as he does not help himself in the field alone or together with his colleague. The manager should have the ability to trust his / her subordinates if he, too, has made his / her profile profitable.

From a consultative approach that encourages two-way communication, basic decisions should be made at the highest level due to predominant tactical strategic management and a stable hierarchy. In particular, positive tools, such as rewards, should be used for motivation.

In the participatory form, the active involvement of subordinates in the decision-making process is encouraged, the operative manager should trust the subordinates similar to the benevolent style to the extent that it would be possible to set the goals and create a favorable environment for their realization, the actual way of realization is left to the subordinates, basic cases - common verification of notification, traffic situation and associated controls (Mittelman et al., 2015, p. 745-752).

From Fig. 1, it can be seen that the highest volume, or a more balanced management, should be authoritative, but with a substantial part of the participated form to which the consensual and benevolent style poses will be associated. This should include a professional psychological model of a police manager. Creating a given view is a way of ideally mixing all of the four forms mentioned into one personality who, using all the features, should be able

to greatly motivate shooters. It must be remembered that the times of socialist rule can't be applied in the 21st Century as society as well as gay cops over time change and adapt to the surrounding environment. For motivation skills, the approach of operational management should be changed to the base of policemen performing the work in the so-called first line, on the street (Srebalová, 2008, p. 88).

Motivation in the Police Force of the Slovak Republic should have and should take into account a good vision:

The supervisor should be able to tell what is to be done, what the patrol must concentrate on (eg, increase patrol activity in a particular district or city districts and on certain days), have the ability to explain why certain tasks need to be done - their meaningfulness by increasing the number of theft of metal canal covers on the roads and the resulting vehicle accident problems).

A regular field policeman should be given the opportunity - to adjust the time of the service, or to set up a service, depending on the purpose of detecting the perpetrators, informing each police officer of the news about a particular case and his list of suspects, committing similar acts, possibly enriching the photographic documentation or magnetic boards each policeman could add his or her knowledge or experience and thus create the reality that the perpetrators are achievable.

According to Mrva et al. (2009, p. 46), Visions should be in the interest of mercenaries to establish remuneration as well as successful individuals depending on the state of emergency. The form and amount of remuneration should be set. Possibly, the introduction of the "best-of-breeds" on which the success stories would be displayed with their photographs, with a thank-you or praise letter from a senior police officer, but mainly from the civilian population.

The case should be formulated and sketched out on the already mentioned magnetic board accessible to anyone in the department and outlined with the basic points of support necessary to relieve work (time of occurrence, persons who have committed a similar act, witnesses, what happened) .

Field policemen should not be bordered and burdened with strong bureaucracy and predetermined fixed positions where the hours should be at one point in every weather, as to deal with service tasks should approach a certain humanism and, in particular, a healthy attitude. It should consist of the flexibility of its own path to achieve the stated goals (Vrabko, 2013, p. 67).

Conclusion

The work was focused on the motivation of the civilian population, but primarily on the members of the Police College of the SR working in the field. All motivational tools motivated by members of staff can be summarized as follows: regular wages, police rank, risk premium, personal appraisal, shift work and the associated bonus, the severance bonus, the incentive capacity of the manager.

On the basis of analyzes of the current models of motivation and methods of management of members of the Police Force SR, optimization has been determined and further applied to an armed state component whose functioning requires a special approach. The aim of the thesis was to review and analyze the standard forms of motivation that have been losing their effectiveness for a long time, leading to apathy and possible work stagnation or even resignation. Leveraging was also a necessity for continuous training of operational management. Its visibility from the private sector is also crucial. The work shows determinants of motivation in the time line and answers to the hypothesis. At present there are misused tools in the motivation process of the members of the staff who have experienced a decline in the motivation of the members of the Police Force of the Slovak Republic, which has been fully confirmed.

However, long-term observation has the obvious effect of losing the one-time pay, but it is a high probability that the cop will forget about it in the short term. While promoting the promotion symbol and thus the rank is visible and reminds some pride of every service performed for which it is awarded in the long run even though the low, but stable, bonus attached to the rank awarded.

The thesis outlined the theme of dismissal as one of the basic motivational aspects that the cop is waiting for at the end of his professional career.

Management methods were confirmed, confirming the hypothesis, where among the motivational factors should clearly be included also the superior who performs the function of the operative manager. He has the competence to lead the team, and from other things he just needs to have incentive tools to lead the team, with the operational manager depending on how the individual cops will build a robot. It should create an acceptable working climate (creating a more family environment, working climate), competence (adequately achieved education and the ability to advise and decide in crisis situations), impartiality, and so on all subordinates to approach the same, to ensure the openness of the environment (not to create secrecy,) to apply the ability of a clear leader and to

be able to defend his subordinate team and individuals and the results of the work.

With proper motivation, much of it depends on the form of senior management, where, in general, the authoritative management is practiced for many years and continues to exist until today, even though there is a noticeable shift in this area. In order to create an ideal operational manager, it is important to achieve an authoritative method of governance that has a significant presence in the Police College in combination with other forms of governance that could be beneficial in the ways of Participatory, Consultative, Benevolent. Each style has its clear advantages. In the right mix of the use of available tools, it is possible for a competent manager to create

References

- Act no. 73/1998 Coll - The Act on the Civil Service of the Police Corps, the Slovak Information Service, the Prison and Judicial Guards of the Slovak Republic and the Railway Police
- Búgelová, T. (2009). Motivačné a demotivačné prvky v komunikácii. In *Personálny manažment nielen pre personalistov*. Bratislava: Iura Edition, 119-122.
- Gregušová, D. et al. (2016) Execution of the public authorities' competencies electronically in the Slovak republic. *SGEM 2016: International Multidisciplinary Conference on Social Sciences and Arts*. Sofia: STEF92 Technology, s. 611-618
- Kachaňáková, A. et al. (2008). *Personálny manažment*. Bratislava: Iura Edition, 235.
- Kočišová, L. et al. (2017). Importance of the e-government act and its impact on the management and economy of the enterprise in the Slovakia. In: *Management and economics in manufacturing*. Zvolen: Technical University in Zvolen, s. 90-96
- Mittelman, A. et al. (2015). The legal regulation of television and radio broadcasting content and the control of administrative bodies with the particular reference to the protection of juveniles. *SGEM conference on arts, performing arts, architecture and design*. Sofia: STEF92 Technology, s. 745-752.
- Mucha B. et al. (2017). Selected issues of Slovak business environment. In: *Economic and social development*. Varazdin: Varazdin development and entrepreneurship agency, s. 254-259.
- Mrva, M. et al. (2009). *Legisvakancia v právnom poriadku Slovenskej republiky*. Bratislava: Univerzita komenského v Bratislave, s. 46.

a performance-oriented, productive, positive-motivated environment with the bonus of more satisfied subordinates who would take their honest profession as a meritorious and meaningful activity with a good vision and recognition of the population.

Acknowledgments

The special thank is for Faculty of Social and Economic Relations of the University of Alexander Dubček in Trenčín for the opportunity to participate by this event.

- Nováčková D., Milošovičová P. (2011). *Medzinárodné ekonomické právo*. Bratislava: Eurounion, s. 12.
- Peráček T. (2011). *Spravodlivosť a spravodlivý prístup k informáciám*. Bratislava: Univerzita Komenského v Bratislave, s. 21
- Peráček T. (2014). K sociálno-etickým východiskám problematiky spravodlivosti. In: *Den právnej teórie*. Brno: Masarykova univerzita, s. 17-28.
- Pilková, A. et al. (2015). *Komerčné, sociálne a inkluzívne podnikanie na Slovensku GEM Slovensko 2015*. Bratislava: Univerzita Komenského v Bratislave, s. 242
- Sedlák, M. (2001). *Manažment*. Bratislava: Iura Edition,
- Srebalová, M. (2008). *Rýchlosť správneho konania a nečinnosť správneho orgánu*. Bratislava: Univerzita Komenského v Bratislave, s. 88
- Treľová, S. et al. (2015). *Pracovné právo pre manažérov*. Bratislava: Univerzita Komenského v Bratislave, 26.
- Vrabko, M. et al. (2012). *Správne právo hmotné: všeobecná časť*. Bratislava: C. H. BECK, s. 200
- Vrabko, M. et al. (2013). *Správne právo procesné: všeobecná časť*. Bratislava: C. H. BECK, s. 67

Contact

Lubomíra Strážovská, doc.,Ing., Mgr., PhD.
 Marcel Ďuriš, Ing.,MBA
 Richard Heligman, Mgr.
 Marketing Department, Faculty of Management,
 Comenius University in Bratislava
 Odbojárov 10,820 05, Bratislava 25,
 Slovenská Republika,
 e-mail: lubomira.strazovska@fm.uniba.sk