

MOTIVATION PROGRAM AS BASIS FOR SUCCESSFUL MOTIVATING IN THE ORGANIZATION

ANDREA POHANKOVÁ

Abstract

The article deals with determination of the motivation, motivating, and motivation program. The motivation is one of the preconditions for successful and effective work of people at work. Constantly it evolves and varies, depending on conditions in the economic system. The motivating is then a form that operates on motivation and motivators are used as a tool. The motivation program should be formed by every organization that wishes to grow and improve its market position. The prerequisite is to have enough suitable people, enough time and money because even though it is a difficult process, the result may produce unexpected results and positive return on investment. Many people do not want just to make money, they want to belong to something, they want to have a good feeling from the work done, and they want to change something. Culture of organization, atmosphere at work, contributions to culture and sport, the use of services in organization and others are at the forefront for many employees. Motivating and creation of motivation programs is an actual theme that will change depending on the needs of people and the needs of the economy simultaneously.

Key words: motivation, motivating, motivation program, employees, managers, motivation tools.

Classification JEL: M12 – Personnel Management

1. Introduction

The current rapid scientific and technological progress brings constantly changing conditions and the need for rapid response to change and adaptation to new environmental conditions. Organizations, that want to survive in this environment and to become a permanent part of the market, must succeed in a permanent competitive rivalry and actively seek to increase its competitiveness mainly by raising productivity and motivation within the organization¹.

Activity and progress of any organization is influenced by several factors that affect them from the external or internal environment. The most important factor in ensuring the current and future success of the organization is undoubtedly human potential². It is a dynamic variable, because it is capable of development. Simultaneously it may also be subject to degradation. It is important to realize that the development of human potential does not mean only the selecting and developing right people. The main emphasis should lie on their ability to co-operate and work systematically and to develop skills in the organization. There is the crucial need to systematically develop people and their skills and people in the organization. On the one hand, there is the need for individuation and continuous changes in the organization is getting more important, and on the other hand, there is still a lack of capable, motivated and responsible employees. The overall atmosphere at work is created by employees themselves. The positive

¹ Frequently, the organization is considered the enterprise as an economic unit, the basic productive organization or organizations providing services. Non-profit and voluntary organizations, institutions or individual structures of public administration are also considered as organization. Certain management functions and management principles are used in their direction. This concept will be used throughout this thesis. In the case of explained definitions the above cited concept will be used.

² Under the concept of human potential is understood the system of disposition and aptitudes of the individual to perform life activities, overall ability, opportunity, human capacity to act and to make use of abilities in all their basic socio-economic functions - as a family member, citizen, owner, operator, employer, employee and consumer. Human potential is the result of vital activities, because only the active application can develop these assumptions. It depends on the individuals, whether they develop it and use it effectively (Seková, 2006).

mood and good interpersonal relationships can be sometimes more useful than a revised motivational scheme. Most people believe that employees are most motivated by official car, mobile phone, or an above-average salary. These motivating factors may come into the background as we have personal conflicts with the boss or colleagues. Pleasant atmosphere in the workplace and good collegiate relations have proved to be the most motivating factors in the workplace. To ensure that good staff does not leave to be hired by the competition, it is necessary to determine what is the motivating factor in their work, i.e. to know their individual needs and expectations.

The organization, which wants to keep enough skilled and educated workers, must create besides an educational program also a **motivation program**. The aim of motivating employees is to associate their achieved work outcomes with the possibility of satisfying their internal needs. Each employee has own individual ideas on motivation at work. The aim of motivating employees is primarily the achievement of high performance levels of their work. Increased attention to the most appropriate way of motivating employees is required from the organization.

Well-motivated people have clearly defined goals and take actions which are supposed to lead to achieve these goals. The organization as a whole can offer an environment in which it is possible to achieve a high level of motivation. Ultimately, the managers of organizations must play a major role and must use their skills to motivate to achieve that the people will make the best of what they are by the good use of appropriate forms of motivating the organization can offer. It follows that the organization should develop motivation programs which contain systematically selected, best arranged and the most effective form of motivating, i.e. influencing motivation of the employees.

2. Motivation and motivating

Currently there are countless definitions of **motivation**. For example Boroš (1995, p. 18) defined motivation as processes attributed to individual or group which explains or makes clear individual's behavior. Further authors, Fuchsová, Kravčáková (2004, p. 11), claim that the motivation is an interpsychical process explaining the reasons for individual's behavior in the subjective assessment of the situation when the individual satisfies the perceived lack coming out of unmet needs, habits, interests, values and ideals. Individual definitions show the understanding of motivation as a process that explains the reasons for the action and behavior of individuals and explain their meaning. Any human activity, which is developed by the individual, has a meaning and purpose. This means that disclosure of individual's driving forces helps partially or completely to understand the motivation of individual employees. Following the definitions given above, the motivation can be defined as the internal psychological process that takes place at several levels of human consciousness, activates individual actions, and directs it toward achieving goal.

Outwardly it is manifested as a certain „energy” side of behavior, i.e. it brings dynamism in it, leads to the activation, modification or prevention activities. Generally it can be described as an answer to the question „why?” (Szarková, 2007). The manager can easier detect motivational factors of behavior and actions of individual subordinate employees based on the knowledge of individual. The acquired knowledge can be used to create a quality motivation program. Motivation reflects the quantity and intensity of the input incentive stimuli coming from outside. The level of external stimulating suggestions³ is reflected in a reduction or increase of individual

³ Stimulation is seen of encouraging of motivation from the outside, i.e. excluding internal motives play in the process of work motivation big role external stimuli. These energize the motives affect his behavior. They are term incentive (motivators) (Zajko, 2007). Incentive/stimulus is an external incentive, the incentive to act.

motivation and consequently affects its performance. This implies that motivation is an important factor in the individual performance.

The individual always follows some goals, whether of short or long-term nature. However, he/she is influenced by various initiatives from outside which may affect him/her in different way, because each of them may have a different significance. Then he/she evaluates it and focuses his/her attention primarily on those to which he/she is oriented. This means that any purposeful human action is motivated.

Motivation is one of the preconditions for successful and effective work of people at work. Constantly it evolves and varies, depending on conditions in the economic system. An American business consultant M. Maccoby (in: Nakonečný, 2005, p. 193) emphasized the dependence of motivation on the socio-historical conditions of existence. This is because different values and value motives are dominated in different historical epochs which are considered to be basic motivational factors. According to the company's development, incentives are being changed which reflect the current situation in society, and affect the creation of forms of motivating and motivation programs.

During the life of individual there is no better method to be as beneficial as the ability to motivate positively (Enkelmann, 1997, p. 58). This means that it is necessary and inevitable to provide the manager with certain requirements. Only the person who is self motivated and who has certain abilities and characteristics, can effectively motivate. Dědina and Odcházal (2007, p. 66) present that **motivating** can be seen as cognitive and decision-making process which enables to incite, direct and modify behavior to achieve a goal. The managers are required to determine what factors affect employee's motivation and they have to decide the best way to motivate. According to them, firstly it is necessary to know the individual and then decide on the forms to direct behavior in the desired direction. Czech author Plamínek (2007, p. 11) sees motivating as a process in which you offer the individual, from whom you need something, the satisfaction of his/her interests. It is necessary to comprehend and understand other people's interests in order to avoid that motivation serves as manipulation. Motivating is a tool to achieve the status that the employee, who performed the given task, receives a reward as something that he needs.

The essential prerequisite of motivating is knowledge of human needs and factors that are important for a collaborator (Zadrazilová, Khelerová, 1994, p. 129). They realize the importance of understanding motivational factors which consist of needs that are important for the individual and have an incentive nature. To motivate them by means of creating an activity that must take some time, we must work towards the goal and one should develop its activity consciously. The managers can motivate employees by creating a work environment that satisfies their inner needs and help to meet organizational objectives that will benefit all. It links organization's goals with the goals of employees. This is a challenging and demanding task the managing staff is responsible for.

If the individual is insufficiently motivated to the particular activity or performance, the outcome of his/her work is usually less satisfactory. Similarly, in the event of excessive motivation (too much effort to be successful, etc.), it limits the person and leads to the eventual destruction of his/her personality. A prerequisite is the detection of internal motives of individuals which can be connected to the intentions of the organization. Therefore it is necessary to reveal **the relationship between the motivation and motivating**. Nakonečný (2005, p. 122) defines the motivation as the intrapsychical consequent process of creating internal motives to behavior that can have both internal and external sources. Typical internal sources are physiological needs and ego-possessive motives, where internal resource is needed, i.e stimuli have motivational effects because they serve as a means to achieve some goals. If such means are offered, we are talking about motivating and each implementation of motivating is referred to as motivator. This means that motivation is internal motive of behavior that is

related to the existence of needs which activate to achieve the goal. Motivating is then a form that operates on motivation and motivators are used as a tool. These motivating factors can be divided into the material (the remuneration, employee benefits – for example, catering, recreation, etc.) and non-material supply (part of the work process – for example, participation in decision-making, prestige of profession, praise, etc.).

It flows that motivation and motivating are interdependent variables. Depending on how, in what intensity and structure someone, who motivates, provides individual incentives, the individual will be motivated to succeed himself/herself as the other members of the organization.

3. The substance and importance of motivation programs

They only way how to achieve what organization's management wants from their staff is that the required behavior must be objectively and fairly rewarded. Well-designed motivation program will increase the performance of employees, enhance satisfaction, and improve the possibility of maintaining high quality staff which provides quality service to customers, thereby increasing organization's profit (Mallaya, 2007).

For motivation program to meet its objective, it must be based on one part of organization's needs in phase of its development, on the other hand on the socio-economic information. There are technical, technological and organizational conditions of work, professional, qualification and demographic structure of the employees, as well as information on the attitudes of staff to work and to the organization, their satisfaction or causes of dissatisfaction with specific phenomena in the organization. It is prepared to deal with specific tasks and for specific employees. Its effectiveness is time-limited. It is essential to innovate it at intervals.

The motivation program is one of the interior materials and can be understood as part of a secret of organization. It reflects the personal and social policy of organization in the economic and psychological sphere. It contains basic background and objectives of work motivation which are based on understanding the needs and interests of its own employees, their value systems, aspirations, goals, ambitions, and ideas about a career within the organization. Two thirds of the current and future success of the organization inhere in a well-developed individual and group motivation programs that are part of organization's strategies and tactics (Kachaňáková, 2003). The motivation program can not only be seen as drafting of motivational factors that motivate employees. It must be adapted to the conditions in the organization, culture of organization, organization goals, vision, mission, strategy, tactics, and procedures in the organization, management and development of human potential, and must satisfy the principle of individual motivational approach. Motivation programs are one of the pieces of system working with people (Bouček, Herbolt, 1978).

The motivation program according to Hitka (www.miloshitka.szm.sk/motivacia3.html) is a coherent set of concrete arrangement in the field of human resource management, those aim is to actively influence work behavior and create or reinforce positive attitudes of all its employees to the organization following other management activities. Similar definition is presented by Fuchsová and Kravčáková (2004, p. 82) which defines the organization's motivation program is a set of measures and practices in human resource management which builds on other management activities of the organization. Its goal is to actively influence work behavior and develop positive attitudes of employees towards the organization. The authors understand the motivation program as a measure of management practices and human resources which cause activity of management to influence job performance and positively influence the attitudes of employees to the organization. Ways or eventually means to influence the behavior and attitudes of employees is not mentioned by definition.

Another author Blašková (2007, p. 5) defines the motivation program as a extensive complex of carefully chosen activities and events, rich spectrum of effective motivational tools, and the broader enterprise-wide group of feasible measures, created conditions and assumptions and practices across the network for the incorporation of incentive accents in all processes and the management and development of human potential. According to the Czech author Bouček (1978), the motivation programs brings the use of methods and means of raising the level of work activity, i.e mainly methods of interaction on goals, personality and decision-making of employees, and the team and so on in terms of specific organizations. Their impact on performance is achieved through organizational programs that focus on specific directional component of motivation, i. e. their purpose is to define the objective to be achieved and to determine conditions for its implementation.

Based on previous definitions, the motivation program can be defined as comprehensive set of rules, measures, and activities aimed at the determination of a wide range of motivational factors that affect employees to achieve the desired optimum performance, identify employees with the organization and create the preconditions for impact of motivation at all levels and processes of management and organization development.

Situations that can be considered particularly relevant to the needs of the development motivation program in the organization are (Fuchsová, Kravčáková, 2004, p. 83):

- a) Management decides to systematically **develop and implement** motivation program. The growth and development of organizations to size, which suppose the existence of sophisticated and professional revised motivation program, could be reason for decision. The motivation programs should be developed in all large and medium-sized organizations.
- b) Motivation program **exists in an organization** however the management intends to verify the real effectiveness of particular measures. Effort to exclude the elements that have no significant impact on motivation and performance of employees and to strengthen and develop truly effective form of motivating is the reason.
- c) Management of the organization **is satisfied** with the performance of their employees and looking for ways to encourage them to new forms of work behavior. Organization should face some changes which suppose new forms of employees' participation in organizational life (e.g. participation on management and decision making), the introduction of new modes of communication and cooperation of employees (e.g. introduction of computer networks, development of working groups – team building), change in some work habits (e.g. new regime of work and rest), etc.

The most basic requirements for creating a motivation program can be (Alexy, Boroš, Sivák, 2004):

- Reasonableness, the appropriate intensity, perspective of work, which allows personal and professional development to employees.
- Individual and group evaluation of appropriate quality and quantity of performed work, the work significance for employees and the organization.
- Knowledge of all relevant facts about organization, in terms of employment, as well as in terms of personal requirements. The motivation programs are created because of these facts: increase of creativity, increase of job performance and motivating to work, improving work habits, more effective working process, reduce costs and increase profitability of organization.

Developing motivation program is a challenging task which involves a very intensive, lasting and permanent process. The quality of the developed programs depends primarily on its creators and those who will implement it in practice therefore it is important to delegate responsibility for different tasks in creating a motivation program to qualified employees with some degree of competence. This means that the form and the implementation should involved

managers at all levels of management, human resource specialists, psychologists, and representatives from all professions within the organization. Its formation is based on documents received through questionnaires, interviews, analysis of all employees in the organization. It follows that the subject and object of motivation programs are identical. This means that the operators develop and implement the motivation programs, not only for others but for themselves too. The objects also help in creation and implementation of the motivation program.

The motivation program should be formed by every organization that wishes to grow and improve its market position. The prerequisite is to have enough suitable people, enough time and money because even though it is a difficult process, the result may produce unexpected results and positive return on investment.

4. The process of creating motivation programs

Basic background and objectives of the work motivation are processed in the motivation program. It relies on knowledge of the individual needs and interests of employees, their value system, ambitions, aspirations, and ideas about future careers in the organization. Model of creating of motivation program is shown in Figure 1.

Development of motivation program should be based on findings of the conditions and efficiency of basic factors of work motivation through social audit focused on this area (Fuchsová, Kravčáková, 2004). The motivation program is revised documents. It is supported by a complete and detailed analysis of motivational factors for individual employees and it is designed to increase levels of motivation at all levels of the organization. It must have clearly and accurately prepared sequence of steps that will systematically work towards the goal of the motivation program, methods and practices affecting the working motivation of employees.

The process of creating motivation programs begins by **setting up a team of people** who will participate in its creation. It is very important to find the right people with the necessary competence, qualifications, and abilities to consistently and responsibly approach their tasks at this stage. HR professionals, managers, and employees representing all levels of organization management should be members of this team. One of the preconditions of effective motivating is that the only one who is self motivated can motivate others. This means that it is necessary to encourage makers of the motivation program themselves by appropriate forms, so that their efforts will lead to a successful conclusion.

The objectives and mission of the motivation program is defined by establishing team. It is necessary to define the goal and mission which would be consistent with the vision, mission, strategy, philosophy, but also the culture of the organization. It is important to determine a sense of the motivation program and quantitative or qualitative definition of the objectives of the motivation program. The mission of motivation program may be, for example, increased attention to the motivation in order to achieve long-term motivation of all employees. Quality objectives may be, for example, how increased motivation improves relations in the workplace and the elimination of conflicts and by quantitative targets is possible to achieve higher degree of motivation for higher productivity by 20 %.

Analysis of the current incentive system and realization survey follows using a questionnaire, interviews, observation, experiment, organizational documents and so on. Various methods are used to obtain information on individual components of employees' motivation and motivational factors. Analysis of required basis and external and internal factors affecting the production of motivation program is needed after collecting the basis and information from the employees. The analysis can use existing quantitative and intuitive method which usually included a method of brainstorming, workshops, intuition, brainwriting, analysis, and synthesis, and others.

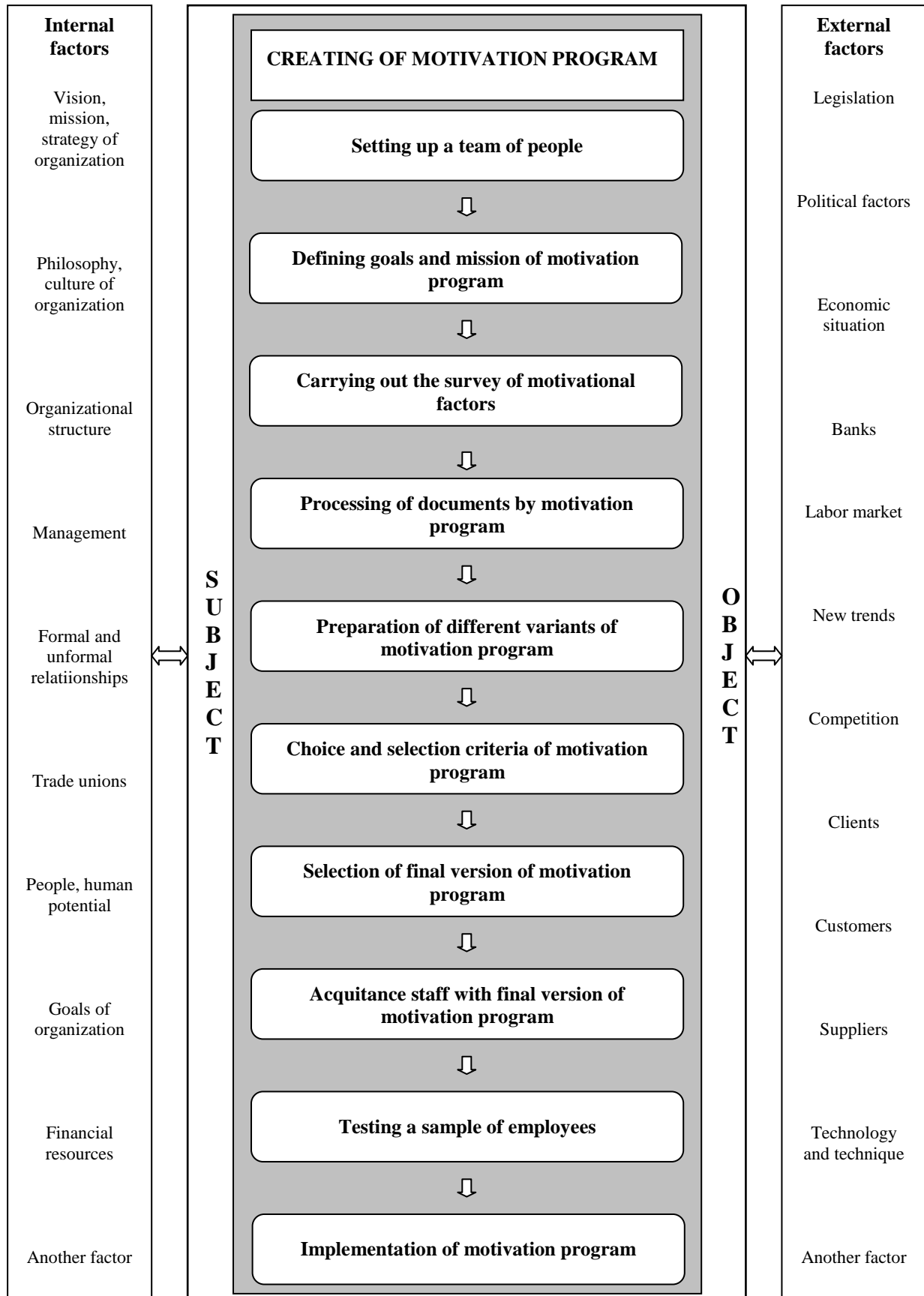


Figure 1: Creating of motivation program

Source: own

It is necessary to analyze not only the estimated effectiveness of motivational factors but also results in time to evaluate their expected development and to know where to find abnormality from the desired condition.

It is necessary to focus attention to analyze the current system of incentives in the organization, analyze the incentive profile and structure of employees, job satisfaction analysis, analyze the degree of staff identification with the organization and analyze the real and potential fluctuations (Fuchsová, Kravčáková, 2004). The analysis can be focused in a different way based on knowledge obtained from the employees. They are interrelated. After the analysis of the current incentive system and analysis of incentive level of employees, it is necessary to collectively process results by synthesis.

This means that evidence gathered **will be processed** and the result should be a sufficiently large number of motivational strategies, i.e **suggestions of possible variants of the motivation programs**. The most likely factors, changes, expected risks and benefits should be considered. Individual variations must be consistent with the vision, mission, objectives and limitations of the organization. Following is the **development of specific motivation programs**. It is necessary to set restrictive criteria to select the most appropriate, optimal variant. The selection criteria are: to what extent the target will be met, what forms of incentives will be applied, how much money it will cost and so on.

After **selecting the final version of the motivation program**, it is necessary to introduce staff to its wording, details, and reasons in particular version. Finally, the final version will be tested on a selected sample in the period from 2 to 4 months (Blašková, 2007, p. 7), its effectiveness will be evaluated and the potential need for revision will be identified. After the evaluation and approval of its efficiency it can be implemented by all departments for which the motivation program is created. In the case of its ineffectiveness, the revision of all factors and input data is necessary and new proposal of motivation program is needed.

5. Factors affecting the creation of motivation programs

When developing motivation program, it is necessary to analyze the external and internal factors that affect the entire organization. The analysis of internal factors should focus on detailed analysis of the financial situation of the organization, its organizational structure, level of formal and informal relationships between employees, management organizations and so on. It is essential that the motivation program is formed in accordance with the vision, mission, philosophy, strategy, and culture of organizations, i.e it reflects the overall direction of the organization.

Trade unions also have some impact. It is institutionalized staff associations to promote their work, economic, social and other interests (<http://ii.fmph.uniba.sk/~filit/fvo/odbory.html>). Trade unions may affect the creation of motivation program in negative or positive way because their aim is primarily to negotiate the best possible conditions for employees. It may also have an impact on financial resources to organizations that can be allocated to employees.

People have crucial role in creating and implementation of motivation programs. They are the creators, the object and subject, and therefore the creation of motivation programs is influenced by their abilities, attitudes, personality characteristics, temperament, interpersonal skills, experience, age, sex, but also the personality tendencies, for example, whether the way of thinking tends to risk or there are any predisposition to doubt. Human potential is seen as a set of individual skills and characteristics of people to think, feel, and act with some expected aim (Vaverčáková, 2006). The level of human potential is reflected in the work results and overall performance. Very important factor, that affects all business activities and processes, is utilization and development of human potential.

State of competition in the market, customer requirements and their response to organization's products, distribution and status of suppliers and customers, delivery terms and maturity dates, the law in a particular field (laws, regulations, standards) and observance of terms, banking sector and the possibility of taking out the loans or others alternatives of funds valorization and others, is determined by analysis of external factors. It is also advisable to analyze the political factors which include, for example, the government policies applied by the state, socio-cultural factors which include educational level of the population, a religious and ethnic structure of the population, the state of economy and various economic indicators which reflect the economic situation in the country.

These factors affect the creation of motivation programs and its knowledge enables the management and individual people to respond flexibly to any changes caused by unexpected events.

6. Conclusion

In the context of dynamically changing conditions of social life, there is a significant change in work. Success depends on creating conditions for the possibility of lifelong learning, in increasing responsibility for own work and self-motivation and self-control, in developing of creativity and using of flexible working hours. The prerequisite for the successful operation of companies and their continued advancement is the using of motivation programs and motivating as the cornerstones of the culture of organization and motivation.

Recently compensation package is often used to motivating staff which is completed every year as the new element of motivation. Remuneration of employees according to the number of years spent working for the organization succeeds in practice, too. People prefer to work for a company that cares about their personal and professional growth, and supports their efforts to have a good sense of themselves. Many people do not want just to make money, they want to belong to something, they want to have a good feeling from the work done, and they want to change something. Culture of organization, atmosphere at work, contributions to culture and sport, the use of services in organization and others are at the forefront for many employees. The motivating and creation of motivation programs is an actual theme that will change depending on the needs of people and the needs of the economy simultaneously.

Acknowledgement:

This paper is creative result of scientific project supported of Ministry of Education of Slovak Republic VEGA 1/4647/07 Dynamical Model of Human Potential Motivation

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Address of author:

Ing. Andrea POHANKOVÁ
TAJPEX, s.r.o, Centrum 19/24
017 01 Považská Bystrica
Slovak Republic
e-mail: maat@centrum.sk