

# MEASUREMENT OF EMPLOYEE ENERGIZATION BY USING SPIRAL MANAGEMENT METHODOLOGY IN THE INDUSTRIAL COMPANY IN SLOVAKIA: CASE STUDY

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## Abstract

Spiral Management – the theory created by Czech scientist and manager Andrej Kopčaj – includes measurement of the employee's energy, by the other words amount of the energy an employee is willing to invest into his work. He is developing the company by this investment. The energy of an employee is the sum of two assumptions – what an employee knows and what an employee wants to revert back to a company. In this case-study we were focusing on chosen industrial company in Slovakia that deals with project manufacturing as well as own R&D. Main aim of this study is to present Spiral Management as the new managerial approach; to introduce the methodology and procedure that is used by this type of studies. In this case study, the perception questionnaire as the survey method has been used. Mainly because it is one of the analysis tools of Spiral Management considered as most effective in terms of employee energization measurement.

## Keywords

Spiral Management, Employee Energization, Corporate Culture, Employee Performance

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## I. Introduction

As Hamel (2007) said: “Modern management brings a lot, however it takes a lot back. Maybe, there is the time to check it all once again – from the basics. We have to learn how to coordinate workforce of a thousand without creating the oppressive hierarchy of supervisors; with strong restrains control the costs but do not destroy the creativity of people. We have to learn to build organizations in which the discipline and the freedom go hand in hand.”

The current situation in the field of management indicates the present managerial theories of motivation and organization of people are (at least) less effective as in the history. This period is characterized by continuous technological progress accompanied by significant changes on the labor market. The society gets to the point when the companies implement massive robotics and automatization. The human factor might seem useless in this condition. What will happen with employees when their work will be replaced by machines? It is increasingly more and more discussed that the humanity needs change of paradigm. Mainly in term of hierarchic arrangement of particular enterprises. The creativity comes to the forefront – as the irrecoverable quality of labor attribute. Organizations began to struggle with the problem of the “non-manageable” emerging generation Y 10-15 years ago. Today, new generation Z comes in labor-market and members of A – generation are born right now. Those will come to the labor market within 20 years. Main issues employers state very often in contact with young work-force are following: unwillingness to adapt to the stereotype; inability to follow the organization's needs; and increasing fluctuation. What is missing in companies, why are they not able to keep their employees? According to Collins “... each company needs its sense. It is not enough to earn money.” (Forsyth, 2000)

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Contemporary authors point out the importance of “company’s mission” in the society. This business aspect is very often missing and economics and management are paying just a minimal attention to it. According to Hamel: “The beauty, truth, love, render, wisdom, justice, freedom and compassion – these are moral commands that all ages wake up people to extraordinary actions. It is sad that the language of management has so little attention for those virtues.” (Hammel, 2007)

In fact, the ability to support or hinder the development and manifestations of creativity within a company is possible to measure. Similarly, it is possible to measure the employee’s willingness to develop potential of success as well as to diagnose the dominant corporate culture. (Kohoutek, 2002)

As Kopčaj said (2007): “corporate culture is made by employee’s behavior; their habits; mutual interactions and ethics. The culture impact people and people create the culture.”

Spiral Management is based on the general theory of systems devised by Ilya Prigogine, a Belgian scientist. Inspired by his work and publications, and summarizing the issue, Andrej Kopčaj wrote a comprehensive publication “Spiral Management”. (Kopčaj, 2007) Spiral Management is based on the continuous struggle of living systems for their own existence. Spiral Management views corporate culture as an artificial product of the human community (enterprise) with its key mission to cultivate the orientation of the ego-evaluation energy (EEE) of the individuals within the enterprise in favor of the growth of both components of the community (enterprise)’s wealth, i.e. its product and potential. Product is an objective component of wealth (product, service), while potential is a subjective one (probability of its effective transformation into product). (Kopčaj, 2007) The technical subsystem comprises both, material (tangible) and intangible knowledge and processes, as well as the revitalization of potential and its exploitation into the product.

### II. Statement of the Problem

The motivation has been the object of the study of many authors already during 19th and the beginning of the 20th century. For the management was interesting F.W. Taylor’s approach – based on financial reward importance and which made people tools for fulfilling tasks and companies’ goals. E. Mayo discovered the importance of social relationships for labor motivation. (Panagiotis, 2008) Maslow came to an opinion that human is motivated by unsatisfied needs. Well known is his pyramid of needs. Herzberg found out not all motivators have that meaning. There are factors affecting the motivation directly. By their strengthening is strengthened also the work motivation. On the other hand, there is many factors not affecting work motivation so strongly, however if they are missing or getting weaker, they would probably decrease the motivation. Herzberg name those two motivational factors motivators and hygienic factors. These and many others motivation theories process the object of motivation in terms of increase the employee performance. The direct follow-up to the result of theories application in practice is missing. In other words – we know that motivation tools work but we do not know how they work and how much they work – the quantification is missing. This is partly caused by the generalization of data in employee satisfaction surveys and partly by limitations of individual approaches that focus rather on data collection than on solutions application and effectiveness measurement (feedback). (Drucker, 1992), (Staněk, 2010)

Main aim of this study is to introduce Spiral Management methodology overview and show one of the possibilities of usage of this progressive management approach towards HR Management.

### III. Conceptual Framework

Across the centuries of economic science and management development there always have been discussion of the need “to manipulate” or “to manage” people to achieve organization’s goals. That is the main role of management according to Drucker. (Drucker, 2008)

*“Management is a process of coordination the employees’ actions; realized by the individual or by the group of people in order to achieve certain results that are not achievable by individual practice.”*

The subject of the investigation is proposing such measures leading to increase the effectivity of individual's work or of the group. (Drucker, 2008) Spiral Management is based on cyclical development which is analogously repeated everywhere in the nature and which influence the development of social systems.

Each organization is a complex mechanism with lots of inputs and outputs – open and unbalanced system. Very often – far away from the balance.

Understanding the fundamentals of managing a similar system facilitates theories of strongly nonlinear processes, based on the application of physical and natural laws in social systems.

Spiral Management is a collection of knowledge from Prigogine and de Groot Theory of Irreversible and Nonlinear Thermodynamics; similarly, as Haken's synergetic or simplistic monodromic from the topology of deterministic chaos. (Barták, 2006)

W. Weidlich and G. Haag have brought a coherent and sophisticated variant of synergetic approach towards modelling of social dynamics. They predicted modelling of coherent social processes theory with epistemological optimism. They relied on individual preferences, adaptive trends and superpositions of preference and adaptive trends. (Barták, 2006)

Prigogin, Haken and Kolmogorov have come to qualitative and quantitative description of systems in different ways. Especially in terms of their stability (instability), description of nonlinear actions principles and their irreversible procedure and formulation new challenges for several social sciences. The fundamental common principle of this theory are reflections of the progressive system development and of the entropy minimalization principle as the assumption for better system organization. System that moves away from balance is very sensitive to change, passes to more organized state – with lower entropy and with its minimal growth. (Barták, 2006)

*Social system in this sense can be found in following three states:*

1. The internal resistance of the system is not sufficient to maintain its stability, and the structure of the system begins to change - either by extinction or by oscillating the state of the system from one structure to the next;
2. If the system is far from stability, a very small external or internal cause is enough to bring a rapid change of system; destruction; degeneration (the optimistic variant is the transition to the so-called dissipative structure – i.e., when a suitable flow of entropy comes to transition to a new stable state with new minimal entropy production);
3. Increasing interaction with the environment (risk: increasing discrepancies between the amount of information produced and the ability of the old system to process and use this information for management).

The goal of HR Management is to support inner resistance of an organization against instabilities, towards decreasing the entropy production and consolidate the system complexity.

Entropy of social system is possible to decrease to stable point with minimal entropy production by organization with help of surrounding systems. The analysis of starting point and its diagnosis is needed. HR management is using SWOT analysis; STEP analysis or other force field analysis to analyse current state. These analytics methods have several disadvantages. One of them is – they do not consider so called indifferent group 0. However, this group is most important from the management point of view. This group is very easy to influence – its members do not have built up the attitude scales, value yarrows and it is possible to establish positive linkages without energetically exhaustive overcoming of experienced axioms. (Řezáč, 1998)

According to Řezáč there are 3 groups of individuals in every social system (Řezáč, 1998):

- *The group actively creating the system;*
- *The group passively co-creating the system = indifferent group 0;*

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- *The group creating part of the system, but considering the conflicting goals and interests in relation to organization has very strong negative impact.*

For the HR manager this is a message of the request for change from statistic methods (Questions: Who? What?) to situation methods (Questions: Why? When? With who? What are circumstances? What is purpose?). Authors then state – the extent to which the system is stable (noncommunicative, in the management - manageable) is dependent on the clarity and declaration of the goal of the system. In other words, the system is tighter and more effective in the direction of its action, the clearer and more positive the target will be. The condition of such evolution is providing the target information in such quantity and quality so that the system is capable to transform it into result required.

### IV. Theoretical Framework

#### Purpose of System's dynamics in HR Management

In terms of HR Management, the System's dynamics theory is particularly valuable for the following (Řezáč, 1998):

- System's theory allows to model the probable course of social processes;
- It is possible to set the rate of system stability and choose optimal managerial approach;
- A qualified description of social systems will allow to get a dynamic image in space and time, anticipate its development, ensure the quality of forecasts.

It is a challenge for management to work with data in a dynamic sense of time and space. That is the only way how to generate forecasts of future situations.

Kuperova (2005) claims: *“Social system is part of an organization made by its employees. That system brings energy of people into all processes ongoing. Utilization of human potential in the company; positive involvement of its employees, which gives them the opportunity to develop their own abilities and participation in the fulfillment of the goal, which they identify is becoming the most important competitive advantage in modernly managed companies.”*

**Table 2 Energizing Levels of Employees**

Energizing Level	I. Cooperator	II. Improver	III. Professional	IV. Slacker	V. Egomaniac
Rate of Stability	Stable Knot	Stable Focal Point	Unstable Focal Point	Unstable Knot	Total unstable
Prohibitions	Create own	Respect min	Respect max	Respect Coercively	Do not respect at all
Work					
Commands	Create own	Fulfill	Fulfill	Fulfill	Do not fulfill
Risks	Turn into opportunities	Minimize	Consult with the senior	Transfer to the company	Transfer to the company
Changes					
Opportunities	Use for the company	Use for the company	Do not use	Use for himself	Take off for himself

Source: Kopčaj (2007)

Spiral Management allows to measure the orderliness and orientation of people's energy. Based on measurement results, Spiral Management diagnoses rate of the entropy in social system. Spiral Management draws on the assumption that living system (open system) can be “located” in five energy states and over a very short time may vary from one to another depending on external and

internal factors that affect it.

The most important role of management is to ensure continuance in “positive” states and extinction from “negative” states. (Řezáč, 1998), (Häuser, 8/2009)

These five energy states are shown in Table 1. Each state has different relationship towards work and attitudes.

Evidently, the management should strive to make the most acquirement of first two states percentage and elimination of state IV. and V.

## V. Energization of Employees

Energization has the superior meaning to motivation and stimulation. It emphasizes the amount of social energy no matter how it arises (external impulses or internal motivators). (Kopčaj, 2007)

Spiral Management originates also from theory of German biologist Olaf Krus, who claims that, human is a biological system able to receive the energy from his environment and from other people or plants. This was already partially confirmed via German University in Bielefeld study that pointing out the ability of plants to use beside the photosynthesis also the energy from surrounding plants. (Drucker, 2008)

Plants engage in the photosynthesis of carbon dioxide, water, and light. In a series of experiments, Professor Dr. Olaf Kruse and his team cultivated the microscopically small green alga species *Chlamydomonas reinhardtii* and observed that when faced with a shortage of energy, these single-cell plants can draw energy from neighboring vegetable cellulose instead. The alga secretes enzymes (so-called cellulose enzymes) that ‘digest’ the cellulose, breaking it down into smaller sugar components. These are then transported into the cells and transformed into a source of energy: the alga can continue to grow. “This is the first time that such a behavior has been confirmed in a vegetable organism”, says Professor Kruse. “That algae can digest cellulose contradicts every previous textbook. To a certain extent, what we are seeing is plants eating plants”. Currently, the scientists are studying whether this mechanism can also be found in other types of alga. Preliminary findings indicate that this is the case. (Kuperová, 2005)

*“When energy studies become more advanced in the coming years, we will eventually see this translated to human beings as well,”* stated Bader-Lee. *“The human organism is very much like a plant, it draws needed energy to feed emotional states and this can essentially energize cells or cause increases in cortisol and catabolize cells depending on the emotional trigger.”* Bader-Lee suggests that the field of bio-energy is now ever evolving and that studies on the plant and animal world will soon translate and demonstrate what energy metaphysicians have known all along – that humans can heal each other simply through energy transfer just as plants do. *“Human can absorb and heal through other humans, animals, and any part of nature. That’s why being around nature is often uplifting and energizing for so many people.”* (Kohoutek, 2002)

The ability to provide the energy contained in biofield has every human-being. But it is strongly dependent on the energetic potential of every individual. (Kohoutek, 2002)

The manager has to understand the strategies for energy maximalization. Employees can be found in five energy states (Kopčaj, 2007):

**I. Co-entrepreneur** is the highest energy level of an employee, who is following new trends and challenges. Uses them for the company’s development. His motto is: *“I don’t meet problems, only challenges!”*

**II. Improver** is an employee who is never completely satisfied with product of his work and is continuously searching for ways and means how to improve it. Motto: *“Everything can be done better.”*

**III. Professional** execute orders and prohibitions; is very responsible but does not create new

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challenges. Motto: “*Strive just up to your salary.*”

**IV. Slacker** is an employee who’s essential interest does not lie in wellbeing of a company. If it is possible, he shirks. His motto is: “*Do not work and make money!*”

**V. Robber** through self-centered behavior, harm the organization's goals and interests. Motto: “*Who do not steal, steal a family!*”

In this typology, very important role plays ego of individual. Using measurement of employees’ states rate it is possible to define amount of the entropy in social system – inner social entropy  $E_s$ . (Kopčaj, 2007)

While the technical subsystem always behaves as a mechanical system, the social subsystem may behave, depending on the energy of the people in it, as a mechanical or biological system.

Spiral Management uses HRR (Human Resources Ratio) parameter for determination of social system quality. Calculation is rate of I. and II. states sum solidus IV. and V. states (Kopčaj, 2012):

$$\text{HRR} = \frac{\text{I} + \text{II}}{\text{IV} + \text{V}} \quad (1)$$

While: for  $\text{HRR} < 1$  – social system behavior as a mechanistic one;

For successful management of social system that behavior as mechanistic ( $\text{HRR} < 1$ ) it is necessary to set up a clear system of prohibitions and orders and to enforce their observance trough either negative or positive stimulation (strategies ES1 and ES2). When managing a social system with biological features ( $\text{HRR} > 1$ ), besides effective using of previous managerial tools it is important to correctly use ES3 strategy (the inner motivation of employees). In everyday practice, it means, managers must create supporting environment that will motivate employees towards using opportunities and eliminating of risks from the environment in order to reach goals of organization. (Kopčaj, 2007), (Kuperová, 2005)

The clear identification of social system quality allows to optimally use such energization strategies that respect the starting state and correspond to current state of social system.

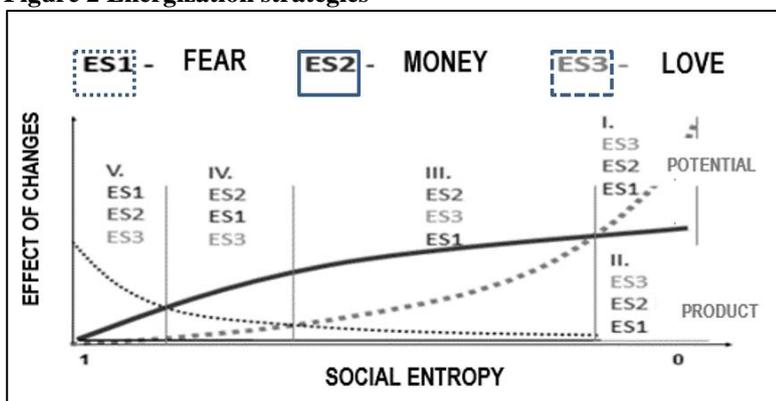
Incorrectly used management tools that do not correspond to the real quality of the social system never produce the desired effects in practice. (Kopčaj, 2007)

When managing people it is possible to use three different energization strategies – ES.

**ES1** – Negative stimulation trough fear from caused by violation of prohibitions and non-fulfillment of orders. The course and effectiveness of this strategy shows the ES1 curve.

**ES2** – Positive incentive for reward – money for desirable behavior or required results. The course and effectiveness of this strategy is shown as the ES2 curve.

**Figure 2 Energization strategies**



Source: Kopčaj (2007)

**ES3** – Internal motivation of employees presupposes the creation of an environment in which the managed entities identify with the goals of the organization for which they work and who are also able to use the opportunities, to avert threats from the environment. The course and effectiveness of the strategy shows the ES3 curve. (Kopčaj, 2012)

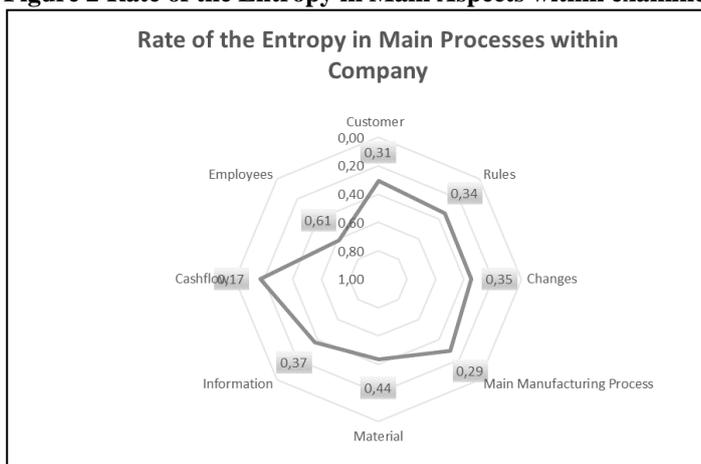
## VI. Methodology

The research design type is descriptive and explanatory research that describes characteristics of objects, people, groups, organizations, or environments. This study focuses on investigating and examining the effects of the rate of the total EEE in the company towards company's performance. In this research, questionnaire survey was chosen as a tool to examine the factors that affect employees' performances as well as to examine the type of corporate culture and to diagnose the level of entropy within the organization. The targeted respondents for the study that were undertaken by the researcher for which questionnaire were distributed, there are 30 respondents as representative sample of the company. This group of employees consists of top management, middle management and workers. As a method there is *the subjective sensational benchmarking comparative questionnaire* used in this case study. The first measurement has been carried out by team of researchers and lasts several days. During this time respondents are united in the Spiral management vocabulary to understand individual concepts and parameters. Next measurements are substantially shorter and they can be done by the company. The measured results are processed by methods of statistical evaluation. The results are repeatable and accurate to create the basis for diagnosis and subsequent management of the company.

## VII. Data Analysis

First important result is total rate of the technical entropy within main processes in organization. Respondents rated main processes on the scale – best/worst – numerical values were hidden. As the figure shows the most progressive areas are Cashflow together with Main Manufacturing Process. Respondents perceive People / Employees as most problematic area within the company, however the rate of the entropy does not exceed a value greater than 0.7 in any area. It indicates a very innovative and progressive business environment. The maximum rate of the Entropy can reach the value of  $E_e=1$  and minimum  $E_e=0$ .

**Figure 2 Rate of the Entropy in Main Aspects within examined Company**

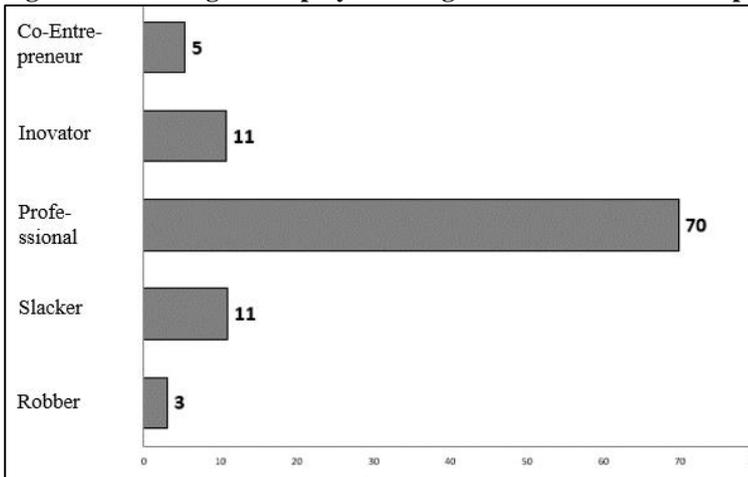


The technical entropy of examined company reaches the value of 0.36.

According to stage of energization, the research shows that most of employees belong to type of Professional – 70%. It means that most of employees though fulfill their tasks very responsively, but they do not create any additional value for the company. And so, they are not the tool of company's potential growth. The role of management is impact this group to force their members come over in first two groups – Co-Entrepreneur and Innovator. (Kopčaj, 2012)

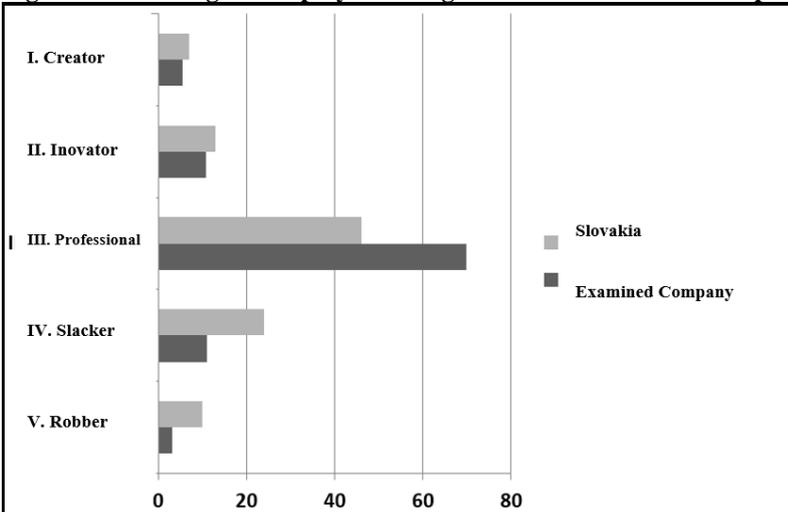
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**Figure 3** Percentage of employees energization in examined company (Own analysis)



Source: Own analysis

**Figure 4** Percentage of employees energization in examined company in comparison with Slovakian average



Source: Own analysis

**Human Resources Ratio in examined company is then:**

$$\text{HRR}(\text{company}) = (I.+II.)/(IV.+V)$$

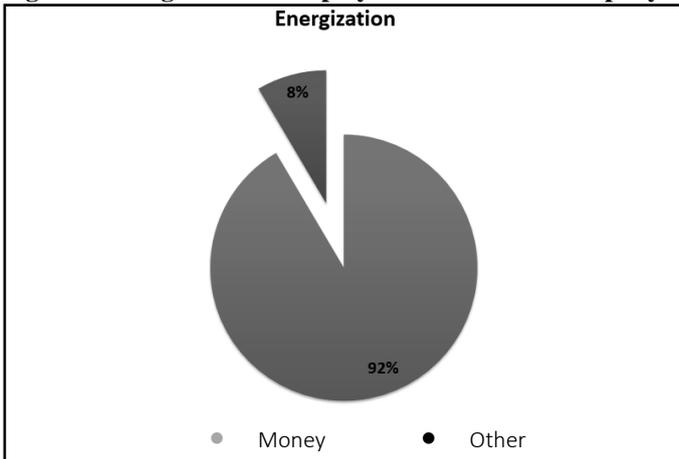
$$\text{HRR}(\text{company}) = \mathbf{1.1428}$$

$$\text{HRR}(\text{company}) > 1 \rightarrow \text{appropriate strategy is ES3}$$

In comparison with other slovakian companies, the examined company shows significantly more “Professionals” and less “Slackers” and “Robbers”. The danger of third group lies in its ambiguity and its inclination to degrade into two lower groups. Company may influence this situation by using the right strategy.

Next, the research has shown that only 8% of all employees in the organization are not energized by the financial aspects. More than 90% of all employees consider “Money” as the main energizer to work. This fact is consistent with the situation in the company, where 70% of employees are workers under 40 years. There is strong correlation between feeling of responsibility and the need for money within young families. According to current situation in Slovakian social system, this is not surprising result.

**Figure 5 Energization of employees in examined company**

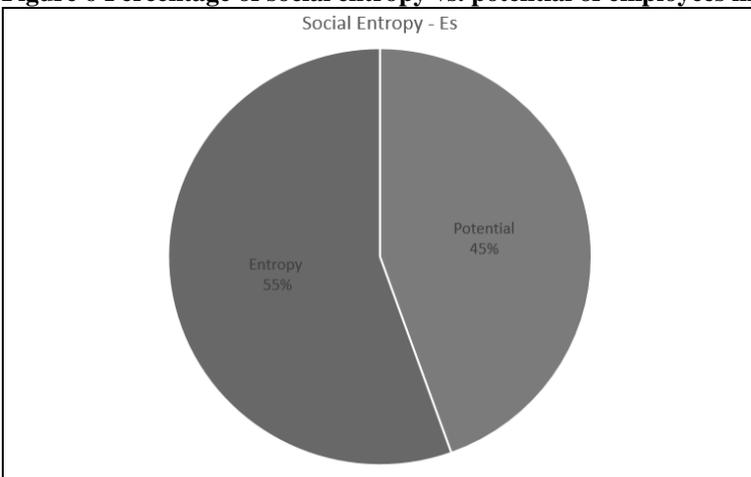


Source: Own analysis

Figure 6 indicates the percentage of human potential versus social entropy within the company. Social entropy has reached the value of 55%. Interpretation of this result is following; despite the fact the company is still harmed by negative phenomena and situations; the potential of social part is very strong and via corrective intervention of management the social potential will grow.

*Social entropy*, in oft-used colloquial sense, refers to manifestations of entropy, defined as the amount of energy unavailable for doing work in a given process, in a given social system, distinguished by modes of negative behaviors, specifically alienation, anomie, and deviance, that function to instill a disordering effect in a given social structure or order. (Kuperová, 2005) These anomalous behaviors are seen as withholdings or cross uses of the deviant manifestations of the human energies that normally go into support or fulfillment of the norms, roles, and statuses that make up a social order.

**Figure 6 Percentage of social entropy vs. potential of employees in examined**



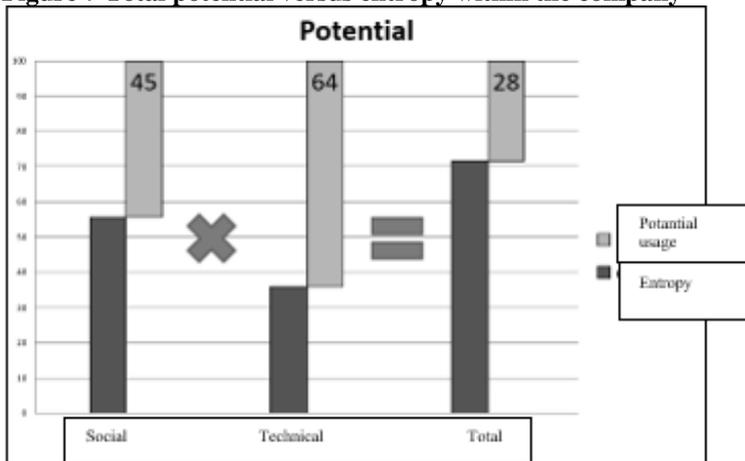
Source: Own analysis

A basic visual of “social entropy”, i.e. entropy applied sociologically, namely that from the sum of all the entropy ( $dQ/T$ ) differentials going into or out of a system, where “a quantity of heat absorbed by a changing body is positive, and a quantity of heat given off by it is negative, for cyclical processes where the changes occur in a non-reversible manner” must equal the negative of the equivalence value of all uncompensated transformations ( $-N$ ), per 1856 definition of entropy, or be less than or equal to zero, per 1865 definition of entropy. (Häuser, 8/2009)

According to overall results, the research has shown that the company use its potential only to 28%, while the total entropy reaches the value of 72%.

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Figure 7 Total potential versus entropy within the company



Source: Own analysis

The research has had found large space for improvement and not only in social but also in technical system.

When comparing the examined company with Slovakian average we can claim that the company belongs to 2. League. According to Spiral Management methodology **the Managerial map** of success is the diagnostic tool of organization's position on the market. Companies with rate of Social and Technical Entropy lower than 0.6 belong into first square and show elements of a healthy system. Even when it was proven, examined company belongs to 2. League it is still true that its results greatly overcome other Slovak businesses.

### VIII. Discussion and Findings

Upon completion of the research, the company started closer cooperation with our research team. Together, we have created the platform for new management implementation. The most important management's task is to move from mechanistic organization of social system to management of biologic system (according to HRR rate). Significantly, the need for elimination of the entropy in following three systems were found:

- *Stock and Materials,*
- *Changes management,*
- *Information flow.*

Regarding to employee's motivation strategy, the most important motivator for significant part of employees is money. Therefore the company has decided to implement merits remuneration system.

The methodology of Spiral Management is very sophisticated and progressive method of management. The advantage is exact diagnostic, interpretation and analysis of data and solution according to needs of an organization.

### IX. Conclusion

This century will bring many challenges for all companies all over the world. Automatization and robotization will affect every single organization and managers will prove their ability to manage, control and support employees. Therefore it is extremely important to use effective tools and to know how to correctly apply them. Main aim of this paper is to highlight new approach towards management. Spiral Management is different and comes out from respecting the natural laws accompanying the spontaneous growth of both living and inanimate systems. It allows to successfully manage also noneconomic subjects. Measured data shows that entropy is a parameter that can be used to measure the technical and social potential of a company and thus the quality of its outputs.

## Acknowledgements

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