An Analysis of Administrative Employee Motivation in a Czech Company

Romana Minářová

Univerzita Tomáše Bati ve Zlíně

Fakulta humanitních studií

Ústav moderních jazyků a literatur

akademický rok: 2013/2014

ZADÁNÍ BAKALÁŘSKÉ PRÁCE

(PROJEKTU, UMĚLECKÉHO DÍLA, UMĚLECKÉHO VÝKONU)

Jméno a příjmení: **Romana Minářová**

Osobní číslo: **H11389**

Studijní program: **B7310 Filologie**

Studijní obor: **Anglický jazyk pro manažerskou praxi**

Forma studia: **prezenční**

Téma práce: **Analýza motivace administrativních pracovníků v české firmě**

Zásady pro vypracování:

Proveďte rešerši dostupných literárních zdrojů z oblasti motivace.
Zpracujte vybrané literární zdroje.
Analyzujte současný stav motivace administrativních pracovníků v dané firmě.
Na základě analýzy formulujte předpoklady.
Navrhněte doporučení na zlepšení současného stavu motivace administrativních pracovníků dané firmy.

Rozsah bakalářské práce:

Rozsah příloh:

Forma zpracování bakalářské práce: **tištěná/elektronická**

Seznam odborné literatury:

Adair, John. 2004. Efektivní motivace. Praha: Alfa Publishing.
Denhardt, Robert B., Janet V. Denhardt, and Maria P. Aristigueta. 2013. Managing
Human Behavior in Public and Nonprofit Organizations. Los Angeles: Sage Publications.
Dvořáková, Zuzana. 2012. Řízení lidských zdrojů. Praha: C. H. Beck.
Dyck, Bruno, and Mitchell J. Neubert. 2010. Management: Current Practices and New
Directions. Boston: Houghton Mifflin.
Ebert, Ronald J., and Ricky W. Griffin. 2013. Business Essentials. Essex: Pearson.

Vedoucí bakalářské práce: **Ing. Jiří Vaněk**
   Ústav managementu a marketingu

Datum zadání bakalářské práce: **29. listopadu 2013**

Termín odevzdání bakalářské práce: **2. května 2014**

Ve Zlíně dne 14. dubna 2014

L.S.
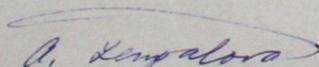
doc. Ing. Anežka Lengálová, Ph.D.   PhDr. Katarína Nemčoková, Ph.D.
děkanka   *ředitelka ústavu*
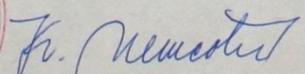
PROHLÁŠENÍ AUTORA BAKALÁŘSKÉ PRÁCE

Beru na vědomí, že

- odevzdáním bakalářské práce souhlasím se zveřejněním své práce podle zákona č. 111/1998 Sb. o vysokých školách a o změně a doplnění dalších zákonů (zákon o vysokých školách), ve znění pozdějších právních předpisů, bez ohledu na výsledek obhajoby [1];
- beru na vědomí, že bakalářská práce bude uložena v elektronické podobě v univerzitním informačním systému dostupná k nahlédnutí;
- na moji bakalářskou práci se plně vztahuje zákon č. 121/2000 Sb. o právu autorském, o právech souvisejících s právem autorským a o změně některých zákonů (autorský zákon) ve znění pozdějších právních předpisů, zejm. § 35 odst. 3 [2];
- podle § 60 [3] odst. 1 autorského zákona má UTB ve Zlíně právo na uzavření licenční smlouvy o užití školního díla v rozsahu § 12 odst. 4 autorského zákona;
- podle § 60 [3] odst. 2 a 3 mohu užít své dílo – bakalářskou práci - nebo poskytnout licenci k jejímu využití jen s předchozím písemným souhlasem Univerzity Tomáše Bati ve Zlíně, která je oprávněna v takovém případě ode mne požadovat přiměřený příspěvek na úhradu nákladů, které byly Univerzitou Tomáše Bati ve Zlíně na vytvoření díla vynaloženy (až do jejich skutečné výše);
- pokud bylo k vypracování bakalářské práce využito softwaru poskytnutého Univerzitou Tomáše Bati ve Zlíně nebo jinými subjekty pouze ke studijním a výzkumným účelům (tj. k nekomerčnímu využití), nelze výsledky bakalářské práce využít ke komerčním účelům.

Prohlašuji, že

- elektronická a tištěná verze bakalářské práce jsou totožné;
- na bakalářské práci jsem pracoval samostatně a použitou literaturu jsem citoval. V případě publikace výsledků budu uveden jako spoluautor.

Ve Zlíně 30. 4. 2014 .... *Minářová Romana*

1) zákon č. 111/1998 Sb. o vysokých školách a o změně a doplnění dalších zákonů (zákon o vysokých školách), ve znění pozdějších právních předpisů, § 47b Zveřejňování závěrečných prací:

(1) Vysoká škola nevýdělečně zveřejňuje disertační, diplomové, bakalářské a rigorózní práce, u kterých proběhla obhajoba, včetně posudků oponentů a výsledku obhajoby prostřednictvím databáze kvalifikačních prací, kterou spravuje. Způsob zveřejnění stanoví vnitřní předpis vysoké školy.

(2) Disertační, diplomové, bakalářské a rigorózní práce odevzdané uchazečem k obhajobě musí být též nejméně pět pracovních dnů před konáním obhajoby zveřejněny k nahlížení veřejnosti v místě určeném vnitřním předpisem vysoké školy nebo není-li tak určeno, v místě pracoviště vysoké školy, kde se má konat obhajoba práce. Každý si může ze zveřejněné práce pořizovat na své náklady výpisy, opisy nebo rozmnoženiny.

(3) Platí, že odevzdáním práce autor souhlasí se zveřejněním své práce podle tohoto zákona, bez ohledu na výsledek obhajoby.

2) zákon č. 121/2000 Sb. o právu autorském, o právech souvisejících s právem autorským a o změně některých zákonů (autorský zákon) ve znění pozdějších právních předpisů, § 35 odst. 3:

(3) Do práva autorského také nezasahuje škola nebo školské či vzdělávací zařízení, užije-li nikoli za účelem přímého nebo nepřímého hospodářského nebo obchodního prospěchu k výuce nebo k vlastní potřebě dílo vytvořené žákem nebo studentem ke splnění školních nebo studijních povinností vyplývajících z jeho právního vztahu ke škole nebo školskému či vzdělávacího zařízení (školní dílo).

3) zákon č. 121/2000 Sb. o právu autorském, o právech souvisejících s právem autorským a o změně některých zákonů (autorský zákon) ve znění pozdějších právních předpisů, § 60 Školní dílo:

(1) Škola nebo školské či vzdělávací zařízení mají za obvyklých podmínek právo na uzavření licenční smlouvy o užití školního díla (§ 35 odst. 3. Odpírá-li autor takového díla udělit svolení bez vážného důvodu, mohou se tyto osoby domáhat nahrazení chybějícího projevu jeho vůle u soudu. Ustanovení § 35 odst. 3 zůstává nedotčeno.

(2) Není-li sjednáno jinak, může autor školního díla své dílo užít či poskytnout jinému licenci, není-li to v rozporu s oprávněnými zájmy školy nebo školského či vzdělávacího zařízení.

(3) Škola nebo školské či vzdělávací zařízení jsou oprávněny požadovat, aby jim autor školního díla z výdělku jím dosaženého v souvislosti s užitím díla či poskytnutím licence podle odstavce 2 přiměřeně přispěl na úhradu nákladů, které na vytvoření díla vynaložily, a to podle okolnosti až do jejich skutečné výše; přitom se přihlédne k výši výdělku dosaženého školou nebo školským či vzdělávacím zařízením z užití školního díla podle odstavce 1.

ABSTRAKT

Předmětem bakalářské práce je analýza současné motivace administrativních pracovníků v jedné české firmě. Cílem této práce je na základě provedené analýzy zhodnotit současnou situaci motivace a navrhnout možná doporučení na zlepšení tohoto stavu.

Tato bakalářská práce je rozdělena na dvě části. První část je teoretická a zabývá se teoretickými poznatky spojenými s daným tématem. Druhá část je praktická a jsou v ní uvedeny základní informace o společnosti. Dále tato část obsahuje popis současného stavu motivace ve firmě a také je zde analyzována současná situace na základě dotazníkového šetření. Podle zjištěných výsledků jsou pak navržena řešení a doporučení ke zlepšení současného stavu.

Klíčová slova: motivace, stimulace, motivační teorie, zaměstnanci, hmotná a nehmotná motivace, motivační nástroje, manažer

ABSTRACT

The subject of the bachelor thesis is the analysis of administrative employee motivation in a Czech Company. The aim of this thesis is to evaluate the current situation of motivation and to suggest possible recommendations which would lead to the improvement of this situation.

This bachelor thesis is divided into two parts. The first part is theoretical and focuses on the theoretical knowledge connected with the given topic. The second part is analytical and includes basic information about the company. There is also a description of the current situation of motivation in the company and also an analysis of this situation based on the questionnaire survey. According to the discovered results, there are proposed solutions and recommendations which should improve the current state.

Keywords: motivation, stimulation, motivation theories, employees, tangible and intangible motivation, motivation tools, manager

CONTENTS

INTRODUCTION

Establishing and running a company mean having various inputs in order to produce outputs. Except for buildings, machines, material, finance, a company also needs the employees who are nowadays taken as a competitive advantage. Having a diligent staff who take their work seriously is one of the steps to success. Therefore, the company managers have to use different motivation tools and strategies and they have to combine them in order to stimulate the employees in the most effective way. Unfortunately, the companies usually forget about the employees and they mainly concentrate just on making a profit. However, it is important to realize that just the employees are considered to be one of the crucial factors of production and they have a great influence on reaching company goals and objectives.

The company on which this bachelor thesis is based wants to stay anonymous so its name was replaced by the words Czech Company. I was there on my practical training and we agreed with the supervisor of the Quality Department that they would be interested in the results. It is because the issue of the motivation is not deeply elaborated in this department. Therefore, the aim of this thesis is to analyze the current state of employee motivation and to recommend and suggest possible changes and improvements which the company could possibly realize. The best way how to get the information is to ask the employees about their opinions and wishes. The analysis is based on a questionnaire survey.

The thesis is divided into two parts. The first part is theoretical and it deals with the description of the motivation in general and the work motivation. It describes the motivation theories and the motivation strategies and tools that can be used by the managers. The analytical part describes the company but the major part deals with the analysis of the answers in the questionnaires and with the recommendations.

I.   THEORY

1 HUMAN RESOURCE MANAGEMENT

1.1 Functions of the Human Resource Management

The role of the Human Resource Management (HRM) is still more and more important nowadays. If you want your company to be successful and if you want to have a strong market position, you have to take a quality of the company´s HRM into an account. If you want your products and services to be of high quality, you have to have employees who will responsibly carry out their duties. Thereby we are getting to the function of HRM. (Donnelly, Gibson, and Ivancevich 1997, 543)

The HRM takes care about how companies plan and manage their stuff. It means that such managers control how the company´s contemporary workforce is composed. They help with searching and acquiring new employees. They secure providing of trainings to new employees. They control the performance and the development of the employees. And furthermore they also take care of dismissing employees who do not work as they should. (Crawley, Swailes, and Walsh 2013, 3)

In detail, they have to decide whether a new possible employee is worth to be employed or not, to choose people that are responsible, hard-working and they have to estimate whether new potential employees have sufficient education for a job position which they apply for. Furthermore they have to keep the employees motivated. If the employees are not motivated, they will possibly leave. And moreover, it works also vice versa. If some employees break rules, do not their tasks properly and do not work conscientiously, the human resource manager is expected to terminate them of employment. (Donnelly, Gibson, and Ivancevich 1997, 543)

It is necessary to mention that HRM does not care just about the employees. The company has to face some problems from time to time. And when some problems appear, it is the time for HRM to deal with it. They have to face some changes, innovations and new technologies, globalization, etc. It follows that having a well-developed HRM which will ensure to have the sufficiently trained employees means to have an increasing competitiveness and that HRM has to be involved in the company´s business strategy. (Častorál 2009, 92-93)

1.2   Selection, Placement and Evaluation of Employees

Concerning the selection, placement and evaluation of the employees, the function of HRM includes:

- Planning
- External and internal selection
- Evaluation of the employees
- Increase in employee´ qualification (Častorál 2009, 93)

- **Planning**

   Regarding the planning, it is appropriate to consider number of the employees and their quality. In addition, it is necessary to know in which department the employees will work, on which position and for how long. All these factors influence the selection. (Častorál 2009, 93)

- **External and internal selection**

   As for the selection, it is not always necessary to employ a new person. Sometimes it is possible to select some person who already works in the company, meaning that he can be retrained, he can increase his vocational qualification or he can be placed more effectively. In such case, we talk about an internal selection. However when it is not possible to do that, the managers have to employ a new person. And then we talk about an external selection which is more demanding. (Častorál 2009, 94)

- **Evaluation of the employees**

   The process of the evaluation of the employees is also manager´s work. Managers evaluate if the employees meet requirements connected with their job position, if they work hard and if they constantly improve their work performance. The managers also put emphasis on the employer´s moral and character qualities. Therefore the managers can evaluate if the employee is helpful for the company and if it is worth to employ him or not. The evaluation is also important for the employee himself or herself because it should motivate him or her to a better performance. (Častorál 2009, 95)

- **Increase in an employee qualification**

  There is always a possibility for any employee to increase his or her qualification, to learn something new. Moreover sometimes it is not just possible but absolutely inevitable. New techniques and innovations appear incessantly and therefore it is necessary to have the continuously educating staff. It can be done within the company in forms of individual or team learning, seminars or managerial games. Or on the contrary, it can be done outside the company in forms of courses, workshops, conferences or internships. (Častorál 2009, 95)

Figure 1: The Criterion for Selecting Employees

Source: Častorál 2009, 94.

Creativity
(competency)

Natural authority, adequate
self-confidence, appreciation
(appreciation)

Sense of economy, quality and results
(sense)

Communication skills, debating skills and
language skills (communication)

Profession skills, ability to work in team, ability to
make decisions on your own (profession)

1.3 Human Resource Model: Theories X and Y, Employee Typology by E. G. Schein

Theories X and Y by Douglas McGregor

The way how to make people work effectively is not easy. It is about leading them. But the question is how. The managers may follow Douglas McGregor´s theories called Theory X and Y. These theories are based on an employee attitude to work. The theory X supposes that such employees do not like their work. They feel uncomfortable at work. It is not pleasant for them. The work itself does not bring them any self-realization or satisfaction

of their needs. They want to be led and they are afraid of taking any responsibility. They just do their work in order to make a living. On the other hand, the Theory Y reflects the complete opposite. It supposes that such employees like their work. They consider work as a natural thing. They are satisfied when they can bear the responsibility. They find self-actualization at work and they apply their rich knowledge and skills. Also the aims of the company are very important for them. (Blažek 2011, 173)

When the managers can match an employee with one of the theories, they have a way how to treat him or her. In terms of the Theory X, the managers have to lead people via rewards and punishments. And furthermore, such employees have to be controlled by them. Concerning the Theory Y, the managers do not have to control these people and they can give them a greater responsibility. (Blažek 2011, 173-174)

Table 1: Theory X and Theory Y
Source: Ebert and Griffin 2013, 226.

Theory X	Theory Y
People are lazy.	People are energetic.
People lack ambition and dislike responsibility.	People are ambitious and seek responsibility.
People are self-centered.	People can be selfless.
People resist change.	People want to contribute to business growth and change.
People are gullible and not very bright.	People are intelligent.

Employee Typology by E. G. Schein

Another person who dealt with the employees´ attitudes to work was E. H. Schein. He distinguished four types of people working in a company:

- Rational-economic
- Social
- Self-actualized
- Complex

The rational-economic types of people work in order to make money and they have to be controlled. They have to be either rewarded or punished. As a result, it can be

compared with the Theory X. The social types of people work in order to fulfill their social needs. The self-actualized types of people can be connected with the Theory Y, meaning that they self-actualize at work. And the complex types of people are hard to describe. In order to describe their behavior we have to know exactly the situation and the place in which they work. Any universal theory does not work there. (Tureckiová 2004, 58)

But in fact, the reality is much more complicated. There are too many factors to be considered, too many types of people and too many ways how to lead them and motivate or stimulate them. In practice, it may not be possible to use any of these two models literally. But Schein´s typology is at least a little bit wider. The theories X and Y are too general because McGregor portrayed people as two extremes and he did not considered people in between these two extremes.

1.4   Styles of Leadership

The leadership can be described as the ability of the managers to lead the employees. They have to be able to lead the employees effectively, they have to make them work hard and they have to stimulate them in order to be motivated to enhance their work performance. Consequently, this topic is closely connected with the motivation. Generally, the styles of the leadership can be presented in many ways, but the basic styles of the leadership could be:

- Authoritarian style
- Democratic style
- Laissez-faire style (Cejthamr and Dědina 2010, 113)

In the authoritarian style, the managers are the alpha and omega of the leadership. They make decisions on their own. They dictate policy, methods and techniques how to achieve goals and they use a system of rewards and punishments. The employees are involved in decision making minimally. (Cejthamr and Dědina 2010, 113)

In the democratic style, the managers cooperate with the employees; they are the members of the team, not just the superiors. They take opinions of the employees into consideration. Furthermore, the employees have some functions of leadership and they are more involved in the decisions making. (Cejthamr and Dědina 2010, 113)

As for the laissez-faire style, the employees are able to make decisions on their own. The managers almost do not lead them; they just help them when it is absolutely necessary.

But the question is if it still can be considered as a style of leadership, when the managers delegate all their powers on the employees. (Cejthamr and Dědina 2010, 113)

So maybe the golden mean is the democratic style. The employees can self-realize, but at the same time, the managers still have a control over them.

2 MOTIVATION

2.1 Characteristics of the Motivation and the Work Motivation

<u>Motivation</u>

Motivation might be defined by many definitions and descriptions. Firstly, the origin of the word motivation comes from the Latin word movere. The word movere means to move, therefore, we can understand it as something that forces us to move or to act. It symbolizes that every person has some inner force which encourages him or her to move forward. But in a way, the motivation will not probably work without your own will. (Adair 2004, 14) Regarding the exact definition of motivation, it might be: *"Motivation is a psychological force that helps to explain what arouses, directs, and maintains human behavior."*(Dyck and Neubert 2010, 415).Or another simplified definition could be: *"...motivation is what causes people to behave as they do."* (Denhardt, Denhardt, and Aristigueta 2013, 164)

<u>Work Motivation</u>

The definitions mentioned above explain the motivation in general. But another term which is connected more closely with my topic and has to be further explained is the work motivation. The work motivation is concerned with people´s attitude to work, their needs to work, and their enthusiasm for work. It also deals with the types of work which people choose. All this is the result of their inner motifs. (Tureckiová 2004, 56)

Concerning the motifs which have an influence on the choice of concrete work and motifs which are satisfied during a concrete work, we can divide them into two groups:

- Direct motifs (contact with other people, own making decisions, motifs of performance, desire for power, self-realization, etc.)
- Indirect motifs (wage, security needs, need of self-importance, etc.) (Tureckiová 2004, 57)

In case of the direct motifs, the work itself is a source for satisfaction, and in case of the indirect motifs, the work is a source for satisfaction of other needs. It follows that if you are led by the direct and indirect motifs at the same time it is the advantage for you. But if you are led just by the indirect motifs in your work, it is negative for you. It is a sign of your insufficient motivation. And here comes a task for the managers to improve your insufficient motivation. (Tureckiová 2004, 57)

2.2   Motif versus Need

The meaning of these two words is more or less the same, but still, there is some difference. As for a motif, it is a reason why we perform some action. The motifs can be energizing – they give energy to people to act, or directive – they determine the direction of acting. As for need, if you feel that you have some shortage of something, you have to fulfill this empty "place" and this empty "place" is your need that you want to satisfy. Regarding the difference between them, a motif is more concrete and a need is more likely general. Moreover when we ask about past actions and its causes, we ask about the motifs. Whereas when we ask about a current situation and its future consequences (how we will react on this situation), we ask about needs. (Bělohlávek, Košťan, and Šuleř 2001, 134)

In addition, when we are not able to satisfy our needs, it is probable that we will become frustrated. And the reactions on frustration can be varied. Some people may start to try harder to get over this barrier (energy), some may just give it up (escape). Some people may be really angry so they can possibly start to be violent because of their dissatisfaction (aggression). Some people may start to look for some different aims (sublimation). Another person may start to try to persuade themselves that the aim that they wanted to reach was not worth it (rationalization). Or they just simply get back to the lower developmental ways how to satisfy the needs (regression). Only first two ways are intentional, the others are not. (Bělohlávek, Košťan, and Šuleř 2001, 135)

2.3   Motif versus Stimulus

Apart from the motivation, there is another term which has to be explained and it is the stimulation. It is important to distinguish between these two terms. We already know that the motivation is inner force that pressures us to satisfy our needs or to perform some activity. If we do our tasks thanks for our inner motifs, we talk about the motivation. On the other hand, if we are led by some external forces or by outer incentives (stimuli), we talk about the stimulation.

Concerning the motivation, it is a big advantage if the employees are already led by their inner motifs. They do their work because they want to and practically, they do not need any further outer stimuli. But if the employees are not motivated, it could be a problem. It is generally difficult to identify the way how to motivate the employees effectively. (Plamínek 2010, 14)

On the other hand the stimulation, in comparison with the motivation, could be presumably considered as the easier way. If the employees are stimulated by some rewards

or some compensation for their demanding work, they usually have no problems with their work. But if stimuli are not provide to the employees, they will probably stop working. (Plamínek 2010, 15)

2.4 Motivation Process

The key starter for the motivation process is some need that you need to satisfy. This need that is dissatisfied probably makes you feel worried because you are stressed and you have a tendency to solve this uncomfortable situation. Therefore, you start to do some arrangements that will help you to satisfy it. You have to set some goal that you want to achieve and when you achieve this goal, your need should be satisfied. The important thing is that the goal has to be attractive and a process of achieving it has to be feasible. (Donnelly, Gibson, and Ivancevich 1997, 368)

Figure 2: Motivation Process

Source: Donnelly, Gibson, and Ivancevich 1997, 369.
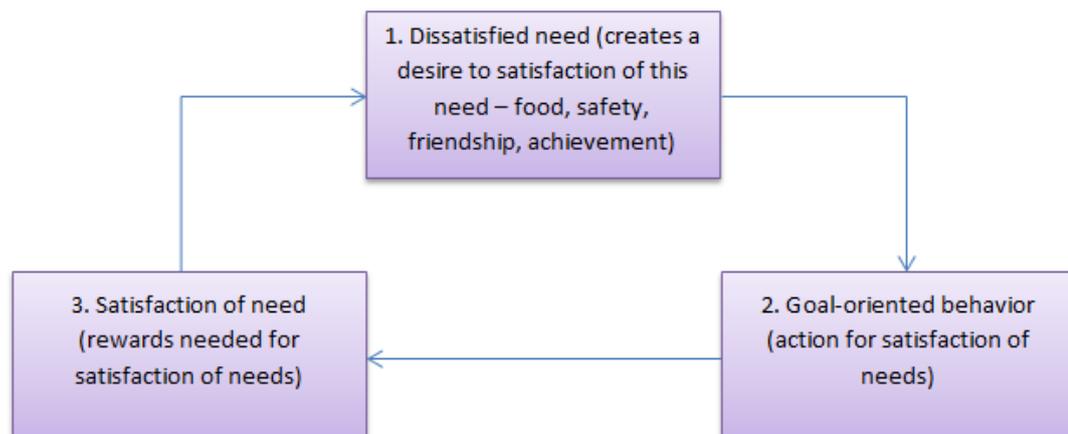
2.5 Motivation Concepts

Regarding the motivation concepts, we can talk about four of them:

- **Concept of rational-economic human behavior** – this concept was created in the first decade of 20th century. It is the first attempt of the description of the main principles of motivation. It talks about the employees as if they were passive and as if they would not like their work. The employees are allegedly motivated just by economic incentives. As a result, such employees should be led by the managers and they should be controlled permanently. (Mládková and Jedinák 2009, 156-157)

- **Concept of social human behavior** – this concept developed from 1920 to 1950. It showed some new facts about motivation. It claims that the employees are influenced mainly by social and psychological incentives. It points out the importance of appreciation and the sense of belonging to some group. (Mládková and Jedinák 2009, 157)

- **Concept of satisfying needs** – it was created also in 1920, like the previous concept. It says that the most important thing is the satisfaction of individual needs of every employee. Therefore, the managers have to know these individual needs in order to be able to lead their employees successfully. (Mládková and Jedinák 2009, 157)

- **Concept of complex man** – this concept is used nowadays. It supposes that the employees are multilateral and able to develop themselves. The goals of the company are very important for them. The important things are communication between a manager and employees, work environment and self-realization of the employees. (Mládková and Jedinák 2009, 157)

2.6 Motivation Types of Employees

Heckhausen mentioned two motivational types of the employees. The first type is characterized by belief in success and this is what motivates him to perform his work and carry out his duties. On the other hand, the second type is characterized by the fear of a failure. It could be said that this rather does not motivates such employee at all. (Dvořáková 2012, 227)

The first type sets realistic and long-term goals. Concerning the change of the goal, they are flexible and they have a positive attitude to the future. On the contrary, the second type sets goals that are either extremely low or extremely high. They do not like the changing of the goals and they are worried about the future. Therefore, the managers have to consider these types of the motivation. (Dvořáková 2012, 228)

In a way, the second type is usually less motivated and it could be connected with the low readiness to his work performance. And right here comes the right time for the managers. They should support this employee and compliment him frequently on his work. And they should also encourage him. (Dvořáková 2012, 228)

2.7 Motivation Barriers

It could be said that the managers have an unlimited number of motivation tools which can help them to stimulate their subordinates. However, there could appear some barriers which prevent the managers from doing their work properly. These are barriers like labor market, legislation, results of a company, some superior or employees themselves. (Bělohlávek, Košťan, and Šuleř 2006, 549)

The labor market determines an accessibility of workforce and attractiveness of available work positions which means that this leads the managers to providing of benefits or on the contrary, to not having the possibility to provide them. Legislation and its regulations determine the minimum wage, medical benefit and many other things that can advise the employees against their work. Unfortunately, this is also an issue which cannot be influenced by managers. Furthermore, the results of a company can limit the remunerations and benefits. The managers can be also spoiled by some superior who inappropriately intervene in their work. And finally, what could be possibly the worst barrier is the negative attitude and lack of employee interest. (Bělohlávek, Košťan, and Šuleř 2006, 549)

2.8 Measuring of Motivation

It is almost impossible to measure a motivation somehow. Nevertheless, there are some indicators that can suggest to the managers how much are their subordinates motivated. Therefore, the managers should pay attention to the employee attitudes, to indicators of productivity, to fluctuation of the employees and their absence or to analysis of employee results. Furthermore, they should also notice how much engaged and how much enthusiastic employees are during fulfilling their tasks. (Armstrong 1999, 313)

3   MOTIVATION THEORIES

The right answer on the question how should be the people´s needs satisfied in the most effective way has caused troubles from the first time when somebody had posed it. In fact, any right answer practically does not exist. Therefore, there are various attitudes to this issue which are described and explained in more detail in the motivation theories.

The first theory which dealt with motivation was the instrumentality theory. But the most discussed groups of theories are the motivation theories focusing on content and the motivation theories focusing on process. The motivation theories focusing on content claim that a dissatisfied need causes stress and the state of imbalance. In order you to be calm again, you have to set the goal which will satisfy this need. Furthermore, you have to choose the right way of behaving that will lead to the achievement of this goal. Maslow, Herzberg, Alderfer and McClelland were concerned with these theories. (Armstrong 1999, 300-301)

On the other hand, the motivation theories focusing on process (also cognitive theories) are concerned with psychological processes and with basic needs which influence the motivation. These theories are at the same time concerned with employee attitude to work environment. In general, these theories are apparently more realistic. Adams, Vroom and Skinner described these theories. (Armstrong 1999, 304-305)

3.1   Instrumentality Theory

The instrumentality theory is one of the first theories connected with the employee motivation. Its author is Frederick Winslow Taylor who is the founder of scientific management. This theory supposes that if we do one thing, it will cause another thing. It means that it is based on the principle of the cause and the effect. (Armstrong 1999, 300)

To explain it more deeply, it says that people work just because of money or in other words, that the employees are forced to work just by rewards and punishments. Consequently, these rewards and punishments are directly dependent on the work performance. The one disadvantage could be that this type of motivation is based on the formal external supervision but it does not consider the informal relationships between the employees. Another and maybe the principal disadvantage could be that it does not take into consideration any other human needs. (Armstrong 1999, 300)

3.2   Motivation Theories focusing on Content

3.2.1   Maslow´s Hierarchy of Needs

This theory is probably the most familiar one. Maslow claimed that people are motivated by their inner needs and that these needs cause how people behave. He arranged these needs in a hierarchical pyramid and he arranged them from the lowest to the highest depending on their importance. These needs are physiological needs, security needs, social needs, esteem needs and self-actualization needs. If you try to satisfy your higher needs, you have to satisfy your lower needs first. Therefore, if your lower-level need is almost satisfied, you will want to continue in satisfying your higher-level needs. The need which is already satisfied will no longer motivate you and it temporarily cease to exist. As we can see in the pyramid, the higher-level needs are portrayed as the smallest and the lower-level needs as the biggest ones. This may be inconsistent with the reality. It is important to realize that our lower-level needs are limited. We can compare it with food which belongs to the lower-level need. You can eat just a limited quantity of food and your need will be satisfied. While during satisfying of your higher-level need, such as self-actualization, your options how to satisfy it are limitless. (Adair 2004, 29-30)

- **Physiological needs** – these needs are indispensable to our survival. These are basic human needs such as need of food, water, air, ideal climate conditions, etc.
- **Safety needs**–no one would want to live in danger, so these are needs like need of security, safety, existence and freedom.
- **Social needs** – no one is able to live in isolation, every person needs to belong somewhere. As a result, these are needs like need to be a member of some group or need of some good relationships with people.
- **Esteem needs** – need of respect and appreciation from other people.
- **Self-actualization needs** – need of some advancement in work, further education or need of personal growth. (Cimbálníková 2009, 89)

Figure 3: Maslow´s Hierarchy of Needs

Source: Ebert and Griffin 2013, 227.
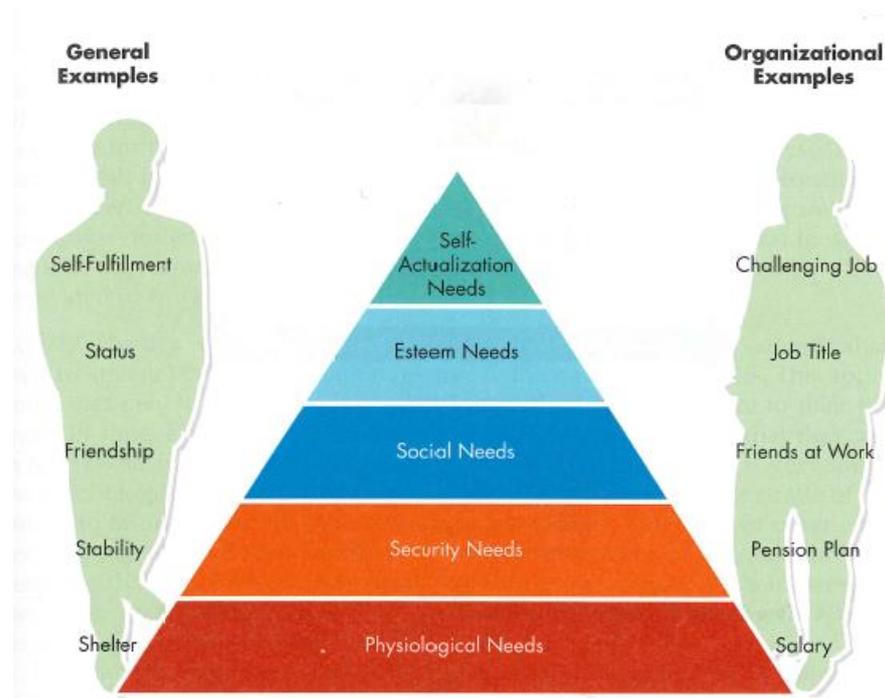
3.2.2 Herzberg´s Two-Factor Theory

Herzberg distinguished between two factors – the hygiene factors and the motivation factors. Regarding the hygiene factors, they influence the satisfaction of the employees and they make employees dissatisfied just if they are missing. Simply, the employees could be dissatisfied with their pays. They want their pays to be higher and they will reach it. But this does not mean that they will be completely satisfied, they will just not be dissatisfied. They are connected with work environment. On the other hand, the motivation factors refer directly to the performed work of the employees. These factors cause satisfaction, but mainly, they also motivate the employees. If the employees will be appreciated for their work, they will be satisfied and they will be motivated to further effective work. As a consequence, the managers should take both these factors into consideration. (Ebert and Griffin 2013, 227)

Figure 4: Herzberg´s Two-Factor Theory

Source: Ebert and Griffin 2013, 228.
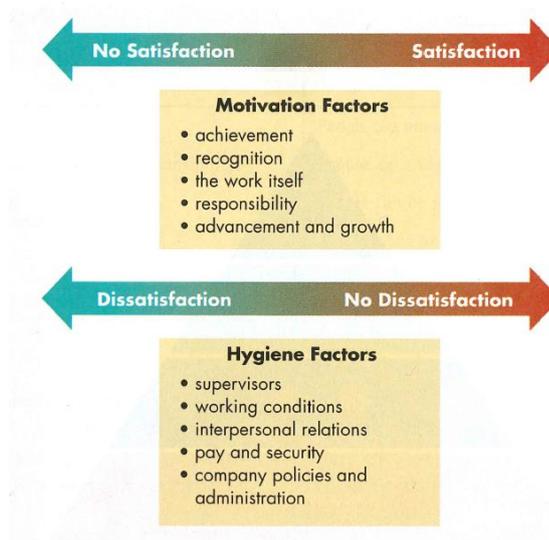
3.2.3 ERG Theory

This theory was created by Clayton Alderfer who was inspired by Maslow. He reduced the number of Maslow´s needs just on three most important needs. The initial letters of these needs are contained in the name of the theory – ERG – existence, relatedness and growth. In comparison with Maslow, Alderfer put the physiological needs and the safety needs together and talked about them as about the existence needs. The need of relatedness could be compared with Maslow´s social needs and the need of esteem. And finally, growth needs could be compared with the self-actualization needs. The one big difference between these two theories is that Alderfer did not put these needs into a hierarchical order. And he also denied Maslow´s claim that in order to satisfy the higher-level needs, we have to satisfy our lower-level needs first. (Dyck and Neubert 2010, 418)

Furthermore, Alderfer talked about frustration-regression principle. He declared that if people are not able to satisfy their higher-level needs adequately, they will compensate it via over satisfying of their lower-level needs. (Dyck and Neubert2010, 418)

3.2.4 McClelland´s Acquired Needs Theory

McClelland distinguished three most important needs – the need for achievement, the need for power and the need for affiliation. The difference, in comparison with previous theories, is that he claimed that the needs vary according to every person, not that they are the same for each person. To sum it up, he asserted that each person prefers different needs

and according to this preference people react on the same situation differently. He found that people who prefer the achievement needs have high goals and they are satisfied when they can take some responsibility. People who prefer the need for power could be possibly marked as leaders. They are satisfied when they can influence the others and when they can control them. And finally, people who prefer the need for affiliation put emphasis on good relationships with other people. They try to be cooperative and they avoid conflicts. (Denhardt, Denhardt, and Aristigueta 2013, 169-170)

3.3 Motivation Theories focusing on Process

3.3.1 Equity Theory

This theory was created by J. Stacy Adams and it talks about the employee need of equity. The employees want to be fairly rewarded for their work. They want sufficient rewards which would fit with their efforts. They want their education, experience, effort and ability to be taken into an account and as a compensation for it, they want corresponding pay, recognition, benefits and promotion. Furthermore, they may compare their rewards with rewards of their colleagues and they can react on it differently. When they are satisfied and when they think that they are treated equitably, it is motivating for them. On the other hand, when they feel that they are not rewarded sufficiently, they would want to somehow solve this inequality. They would probably start to work less effectively. They would probably want their pay to be increased or they would probably leave their work. (Dyck and Neubert 2010, 425-426) The possible weakness may be the fact that it actually does not give us any advice how the equity should be established. And moreover, this theory mainly talks about money as the main compensation for work and it mostly does not mention any other rewards. (Donnelly, Gibson, and Ivancevich 1997, 382)

Figure 5: Equity Theory

Source: Ebert and Griffin 2013, 230.
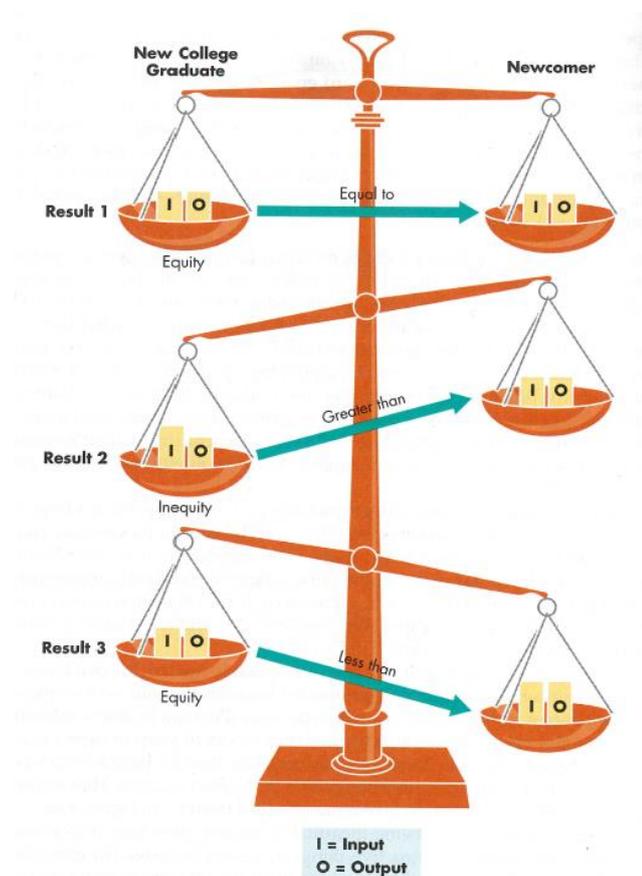
3.3.2 Expectancy Theory

Another theory that belongs to the theories focusing on process is a theory created by Victor Vroom. The motivation of the employees is based on their work performance for which they want rewards. They believe that they deserve these rewards or up to a point, they expect it. As a consequence, Vroom claimed that motivation depends on three important components and these are expectancy, instrumentality and valence. As for expectancy, the employees have to be convinced that their efforts will lead to great results. If they have this high expectancy, they would probably achieve their goals with no problems and they would probably try hard. As for instrumentality, the employees expect that their performance during achieving these goals will be sufficiently rewarded. And finally, as for the valence, it says how important the specific type of reward is for employees. The more important the reward is for the employees, the more motivated they should be. (Cimbálníková 2009, 95)

Figure 6: Expectancy Theory Model

Source: Ebert and Griffin 2013, 228.
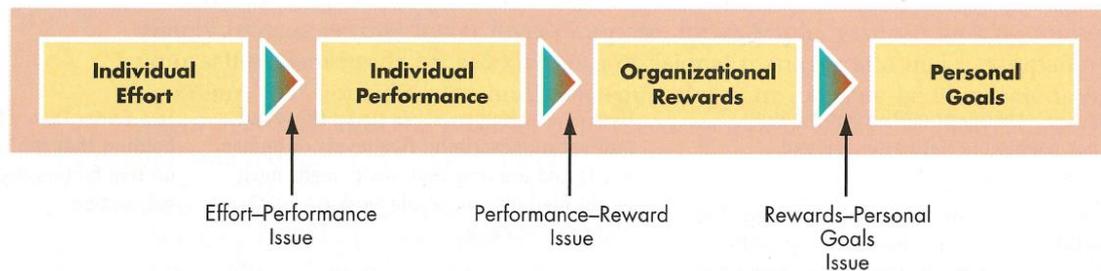
3.3.3 Stimulation Theory

The author of this theory is B. F. Skinner. He explained that people behave on the basis of their previous knowledge and experiences. He distinguished four types of the motivation methods and these are positive motivation, negative motivation, deadening of the activity and punishment. The positive motivation should encourage the employees to repeat the actions that led to the fact that they were praised. On the other hand, the negative motivation should warn the employees off repeating their unsuccessful actions. As for the third method, when the work of the employees is not effective, it is important to deaden this activity but it is not done via punishing but just by ignoring it. And finally, concerning the direct punishment, it is a direct prevention of employee inappropriate behavior. (Mládková and Jedinák 2009, 162-163)

3.4 Contemporary Motivation Theories

The motivation theories that are used nowadays in Europe are called job enrichment, job enlargement and job rotation.

- **Job enrichment** – sometimes the managers can delegate some powers and some responsibility to their employees. It means that the managers can enrich the employees with some rights and duties connected with their work. It should be motivating for employees that their managers believe them and that they give them these opportunities to show their skills and capabilities. However, it is very important to estimate in which situations it is possible. Moreover, the managers have to find out which employees are able to deal with this responsibility. (Porvazník and Ladová 2010, 204)

- **Job enlargement** – this enlargement of fitness for work applies to the employees whose work is not varied but whose work is constantly repeating. It is done because the monotonous work could be considered as exhausting. Such work also decreases

employee attention and employee perception. Therefore, a manager should enlarge their work, meaning that they should increase the variety of their work. The employees should do some additional work which would also increase their qualification. This possibility should be motivating for the employees. (Porvazník and Ladová 2010, 204)

- **Job rotation** – job rotation means rotating the employees through various job positions or even functions within the company. It is done in order to avoid routine and to discover the running of the company more closely. It can be done horizontally or vertically. The employees move horizontally when for example a person who works in a marketing department tries to work in technology production. It is based on the idea that if somebody wants to be the best marketer, he also has to be familiar with the product. In case of vertical rotation, the principle of doing this is practically the same but the difference is that this moving is vertical. It means that a person from a higher post (chief officer) tries to work at a lower post. The aim of this is to get to know the customers and their needs. (Porvazník and Ladová 2010, 204-205)

4 TYPES OF MOTIVATION

4.1 Intrinsic versus Extrinsic Motivation

This type of motivation has been practically described in the chapter Motif versus Stimulus. If you have some inner motifs that influence you in your acting, then we can talk about the intrinsic motivation. On the other hand, when you are mainly motivated by external motifs (stimuli), we can talk about the extrinsic motivation or stimulation. (Blažek 2011, 160)

4.2 Positive versus Negative Motivation

In general, the managers should rather use the positive motivation like rewards and appreciations. However, not all employees can be motivated just by positive tools. Or maybe not all managers can use just positive tools. In such case, the managers may use intimidation, forcing or manipulating. The question is if these tools are still motivators or more likely just tools for blackmailing. The thing is that such tools do not satisfy the employee needs at all. (Porvazník and Ladová 2010, 199)

4.3 Tangible versus Intangible Motivation

Tangible Motivation

It exists many ways how to motivate the employees via the tangible motifs. The first thing which will possibly cross our mind is the salary. Nevertheless, the salary is not the only way how to realize it. There are many other ways in form of some discounts, vouchers and benefits. The tangible motifs are allegedly connected mainly with the employees with decreased standard of living. Actually, these people mostly need a financial means and as a result, they are not able to satisfy their other needs. But if their standard of living will increase and they will not have to think just about how to make a living, it is possible that they will start to put emphasis on an intangible motivation. In fact, there exist limits from which people´s financial needs are satisfied and they no longer have a need to satisfy them. The important thing is that these limits are unique for every person. (Porvazník and Ladová 2010, 205)

A company may use these components of the tangible motivation:

- Salary and personal evaluation
- Regular increase in salary

- Rewards and bonuses

- Profit share

- Employee shares

- Thirteenth or fourteenth salary

- Reward for not drawing from fund of working hours on the grounds of illness

- Payment of costs connected with requalification

- Providing of interest-free loan (partial payment of interest)

- Payment of costs connected with life insurance

- Company car available also for personal use

- Payment of all telephone bills

- Payment of costs connected with working clothes

- Ceremonial lunch or dinner

- Discount on shopping of housing products

- Possible purchase of company´s equipment which is worn in use

- Possibility to eat in company´s canteen or to use company´s holiday resort or kinder gardens

- Gifts for anniversary or work jubilee

- Transportation benefits

- Employment benefit

- Retirement benefit

- Holiday benefit

- Food benefit

- Culture and sport benefit

- Health care benefit

- Providing of company products (Porvazník and Ladová 2010, 206-207)

Intangible Motivation

The intangible motivation is sometimes considered as the weaker one. But in effect, it is not true. Actually, many people prefer this type of motivation, because it is more varied, subjective and it has long-term effects. Consequently, the companies should also put emphasis on the intangible motivation. It may be a way how to keep the progress and the prosperity of the company. (Porvazník and Ladová 2010, 207)

The managers should use these ten rules of the intangible motivation:

1. Meetings should be adequately long and creative. Their conclusions should be clearly stated.
2. Employees should be regulated but they should have an opportunity to make their own decisions.
3. Manager should not take into an account just quantity, but also the quality of the work.
4. When somebody has a problem, the problem should be clearly formulated.
5. When the employees do a good job, it is necessary to praise them for it immediately.
6. These praises should motivate the employees to another good work.
7. It is also necessary to employees praise themselves.
8. When the employees make some mistake, they should be admonished immediately. The admonition should be clearly stated and should warn the employees against making it again.
9. The most important thing is the feedback from the managers.
10. Good employees should constantly improve their work. If the managers want to raise such employees, they have to praise them towards great performances. (Porvazník and Ladová 2010, 208-209)

A company may use these components of the intangible motivation:

- Possibility of requalification and education
- Effective and peaceful communication
- Good working conditions, cultural and good working environment
- Good relationship with colleagues and top-level working culture
- Showing of confidence
- Possibility of promotion
- Care of new employees
- Complete delegation of tasks, power and responsibility
- Social importance of the work, products and company
- Company image and goodwill
- Suitable location of the company
- Praises and appreciations

- Cultural and sport events of the company

- Flexible working hours

- Help with organizing of family events (Porvazník and Ladová 2010, 209)

5 MOTIVATION STRATEGIES AND TOOLS

Good managers should not just know the theoretical side of motivation (study of motivation theories) but they mainly should use this knowledge in practice. As a result, many companies use various motivation strategies and tools. These strategies and tools should stimulate employees to work harder and to feel more comfortable at work. Another important thing is that the managers need to combine these tools effectively and at the same time they need to take into consideration the current situation and the inner motivation of the employees. (Blažek 2011, 166)

Employee Remuneration

It is no exaggeration to say that all employees want to be appreciated for their work. It would be almost impossible to find employees which would do their work just for a pleasure and which would not want any compensation for it. Therefore, the tools that satisfy the need of appreciation could be a salary, employee benefits or some moral appreciation. (Blažek 2011, 166-167)

Salary

It is said that the most motivating incentive is the salary. There exist many forms of salary such as base pay, rewards, performance bonuses and commissions. These forms of salary allow employees to exchange it for the products or services which they want to get. Moreover, the salary does not satisfy just the basic physiological needs but also the higher needs. For example, people could use their earned money to pay for membership in some club or to pay for some tickets on a ball which will probably satisfy their social needs. (Blažek 2011, 167-168) But it is important to realize that just having a good salary is not enough for many people nowadays. The managers have to stimulate them also by various non-financial rewards.

Benefits

The employee benefits are the next motivation tools. These are many services and social care for which the employees do not have to pay. Actually, these benefits are additionally provided along with the salary. They can have a monetary form, as well as non-monetary. It means that the employees might use a company car; they can take their meals at the canteen, they can use holiday benefits or they can use a pension additional insurance. Such benefits usually depend on how long the employee works for the company and on which position. In most cases, the longer period the employees work for a company and on the

higher position the employees are, the better benefits they get. In contrast to the small companies, the big and the financially stable companies usually provide wider range of benefits. (Dvořáková 2012, 325) What is closely connected with the employee benefits is a system called Cafeteria plan. This system allows the employees to choose benefits which they really want. It is a system of optional benefits with fixed rules. The employees have their employee account and they can derive from it till the given limit. It is a very flexible system which takes the individual needs of the employees into an account. However, its implementation could be very financially demanding. (Bláha, Mateiciuc, and Kaňáková 2005, 175)

Moral Appreciation

The last thing to mention is a moral appreciation. These can be very formal or either informal. In case of the formal moral appreciation, it could be some official award or some honor. Concerning the informal moral appreciation, it could be just some verbal praise from the manager. However, it does not have to mean that such praise has to necessarily have smaller importance for the employee. (Blažek 2011, 168)

Management by Objectives

Another way how the managers could stimulate the employees may be using a method called Management by Objectives (MBO). This method is based on a close cooperation between the managers and their subordinates. It means that the top management sets the main objectives of the company according to the purpose and the mission of the company. However, the most important thing is that the subordinates are asked for participating on reaching these objectives. The managers then debate with the subordinates about setting their individual goals which would at the same time help with reaching the company´s main goals. They regularly meet each other in order to control the progress and the subordinates are evaluated based on their success rate. MBO could be considered as a highly motivating method. The employees could feel more important because they are part of the team and they have a direct impact on company´s development and their contributions could be very beneficial for the company. Another motivating factor could be a reward which they can get, if they do their work thoroughly. (Šuleř 1995, 81-84)

Team Structures

Nowadays, many companies support working in teams. The employees could feel more comfortable and more satisfied as members of a team. They can help each other, they can

give advises to each other or they can simply have a feeling that they belong somewhere. Furthermore, they have common topics to debate on. Although, the team structures are usually more practiced in smaller companies and sometimes they are not suitable for everyone. (Ebert and Griffin 2013, 232)

Flexible Working Hours

The flexible working hours could be a highly motivating factor. A company can employ for example a parent who grows her or his children alone or persons which have to take care of their old parents. Other employees can have a need to increase their qualification via various courses and of course, this also consume a lot of time. Therefore, it is no exaggeration to say that such people would really appreciate the possibility of having working hours which would fit to their duties outside their work. In most cases, the most motivating for these people is an understanding which they get from their employer. (Donnelly, Gibson, and Ivancevich 1997, 404-406) However, sometimes can happen that these two employees who are sharing one job position have a bad communication between each other or they can even compete with each other. And this may be reflected in the quality of the performed work.

Working Conditions

The working conditions are undoubtedly very important for a good work performance. These conditions can be divided into the material conditions and the social conditions. Almost all employees prefer working in a pleasant workplace with good climatic conditions and an adequate equipment. Spatial and esthetic side of their workplace, the possibility of using company mobile phone, computers and car, all these things have an impact on the employee performance too. At the same time, good relationships with colleagues and superiors are also very important. These are so called the social conditions. (Blažek 2011, 169)Sitting all day in some dark and cold room or permanent arguments with colleagues would rather discourage people from their work.

The Work Itself

Not always the main motivators are just money or some benefits, but sometimes the work itself motivates people the most. Working on some prestigious position and doing an amusing work could be a sufficient motivator for many people. They may satisfy their self-actualization needs and they can also gain a respect from the others. (Blažek 2011, 171) On

the other hand, when people have to do some work that they do not like or when they even do not know how to deal with it, they will probably be angry and their motivation will fall rapidly.

Opportunity of Promotion

To some extent, it is important to give the employees an opportunity of promotion. If they have such possibility, they will probably work more effectively in order to be promoted. Actually, the promotion usually carries more money and the employees will probably also appreciate such change. At the same time, the advancement in career ladder could be a good way of how to keep people working for your company. (Forsyth 2009, 39)

When people are promoted, their duties will be apparently more demanding which some people may considered as a challenge. They can prove that they are able to handle these difficult tasks and thanks to this, they can satisfy their self-actualization needs.

Responsibility

For some people, taking a greater responsibility could be quite challenging and motivating. When people can participate on achieving of the company´s goals more closely or in other words when they are more empowered, they would probably feel more important. They may perceive that their work is a real contribution to the company and they would probably try to give of their best. (Ebert and Griffin 2013, 232)

However, such responsibility does not have to be necessarily for everyone. Some people could be frustrated by having some responsibilities that they are not able to deal with. As a consequence, it is important to estimate who is willing to participate on this and who is not. (Ebert and Griffin 2013, 232)

6 NEW TRENDS IN EMPLOYEE MOTIVATION

Foreign researches showed that motivating employees just by giving them astonishing money is not the main motivator any more. Of course, money is very important and no one would work without getting a salary but it is important to realize that people also care about other things. For example, they care about the social status and therefore the possibility of career advancement could be very motivating for them. What is also important for people nowadays is a sense of belonging somewhere. A pleasant work environment and a good team will probably keep the employee work at such place. (Němec 2009, 60)

The employees have a need to understand the goals of the company, otherwise they do not have a chance to identify themselves with it. For fulfilling this need is important to inform the employees and to give them a sense of personal contribution. They also have to have the possibility of improving themselves. This can be realized by offering them some educational courses. Because it is highly probable that creative employees without the opportunity of further growth will leave a company. (Němec 2009, 61)

Other interesting and modern benefits which are more and more popular are the forms of employee insurance. Except for allowances on pension additional insurance, the employers more often give allowances also on life additional insurance. In fact, the new legislation from 2008 enables the employers to integrate life insurance into the motivational system more effectively. (Hochmalová 2008, 69)

7   SUMMARY OF THE THEORETICAL PART

The function of Human Resource Management is closely connected with the issue of the motivation or it could be even said that it plays a crucial role. When you want your company to be successful, you have to be sure that you have highly motivated employees who try their best. And it is exactly the task for the managers to stimulate their employees, to select them and place them effectively and to evaluate them and reward them.

Concerning the motivation itself, there are many ways how to explain this term, but in general, the motivation could be described as some inner force which forces us to do something. But what is more closely connected with my topic is the term work motivation. The work motivation is concentrated on people´s attitudes to work, their inner needs to work and on their fervor for work.

Another important thing is to understand the difference between the motivation and the stimulation. So if we are led by our inner needs to perform some actions, we can talk about the motivation. On the other hand, when there is someone else who gives us an impulse for work, some outer force, we talk about stimulation.

As for the motivation barriers, it is important to realize that there are some of them. The managers can be really good in motivating the employees but there are always some obstacles that can possibly make their efforts impossible.

People have been trying for years to found out what is the best way how to motivate people. But there is practically any right answer. Therefore, these various opinions were explained in many motivation theories. Actually, the theory which was mentioned first is the instrumentality theory. Then there are the motivation theories which focus on content, e.g. Maslow´s hierarchy of needs, Herzberg´s two-factor theory, ERG theory and McClelland´s acquired theory needs. And further, there are also the motivation theories focusing on process, e.g. equity theory, expectancy theory and stimulation theory. Regarding the contemporary motivation theories, the managers can practice methods like job rotation, job enrichment or job enlargement.

In general, the motivation can be divided into many types. The first division could be on the intrinsic and extrinsic motivation which determines whether you are motivated by your inner needs or rather stimulated by someone or something else. Then there is a positive and negative motivation which describes the opportunity to use rewards but also intimidation. And the last division could be on the tangible and intangible motivation which determines whether the used incentives have a financial or non-financial form.

With regard to the motivation tools that the managers can use, there are many of them. Of course, they have to combine them in the most effective way and they have to take into consideration the current situation of the motivation in the company. In order to have satisfied employees, the company has to pay attention to the satisfactory rewards and benefits, to the good working conditions and relations and also to providing the employees the opportunity of further career advancement.

To conclude it, the ability to stimulate the employees is considered to be the most demanding skill in the area of human resource management and at the same time, it is the most important process.

II. ANALYSIS

8 BASIC INFORMATION ABOUT THE COMPANY

The analyzed company is a big Czech company and it is a subsidiary company of one large American Corporation. Its business place is located in America and therefore the language used in the company is influenced by that. English is used almost daily there. Concerning the production, the company is a world leading supplier of passive devices and is considered to be the world number one amongst the suppliers which produce the same products. Consequently, their participation on the world market reaches more than 30%. The customers are mainly prominent producers of electric devices. (Fakta o …2013)

During their existence, they have been awarded many prices. They got their last award in 2011. It was the award received from the European Electronics Industry and they got it because of the production of the new tantalum polymer capacitors. As for the legal form, the company acts on the market as a Limited Liability Company. (Fakta o … 2013)

The company was established in 1972 in America and its plant in the Czech Republic was established in 1992. The majority owner is a Japanese company called Kyocera Corporation. In total, the company has approximately 11 000 employees all over the world. Concretely in the Czech plant, there are almost 2000 employees. The annual sales are approximately 25 milliards CZK. (Fakta o … 2013)

The company meets international quality standards such as ISO 9001: 2000 which puts an emphasis on customer satisfaction, ISO/TS 16949 which is the quality standard for the sector of car industry and also ISO 14001 which proves that the company is environment-friendly. Moreover, they also got SONY GREEN PARTNER CERTIFICATE which also regards the environmental protection. (Fakta o … 2013)

8.1 Manufactured Products

The company focuses mainly on the production of tantalum and niobium oxide capacitors. These capacitors have various sizes and wide ranges of capacitance and voltage. They are used in consumer and medical electronics and in car and aerospace industry. To be more concrete, such capacitors are e.g. used as the components in mobile phones, pacemakers, defibrillators, GPS navigations, and televisions or in refrigerators. The finished capacitors are exported to the USA, Hong Kong and Japan or they are sold directly to the big customers. (Fakta o … 2013)

8.2   Job Positions and Work Shifts

As for the job positions, there are the operators of electrical engineering who manipulate with modern devices, the operators who randomly control the quality of the products, the inspectors who control the visual aspect of the products, the workers who work in technical divisions and the administrative workers. 80% of the employees work in 12 hour long working shifts (day and night shifts). These shifts allow the incessant operation of the company. It follows that the employees work 15 days per month on an average and about 37, 5 hours per week. (Fakta o … 2013)

8.3   Organizational Structure

The company is a large company and therefore, it has a functional structure. It means that the company is further divided into many departments. Every department has also its own manager who is the head of the department and who leads his or her subordinates.

In general, the employees could be divided into three main groups. The first group is the top management which is the leadership of the company. The second and at the same time probably the largest group are the employees who work in the manufacturing. And the last group is the group of the administrative workers.

Figure 7Organizational structure of the company

Source: Company intranet
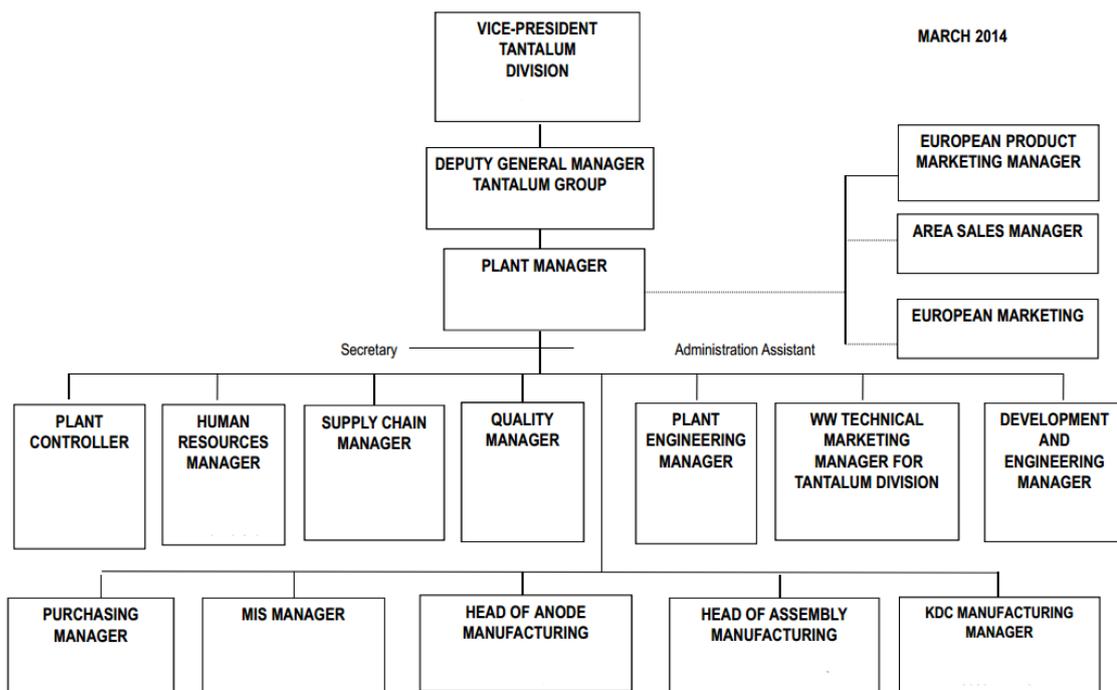
8.4 Objectives and Mission

This company focuses mainly on customers´ satisfaction. To be more precise, the most important policy is to have products of a high quality, the technical support and the product availability. All these things are guaranteed by this company at a competitive price. Furthermore, they are trying to provide world class service in a manufacture and to supply of electronic components, while maintaining a positive return on investment. (Fakta o … 2013)

Their incessant objective is to meet customer´s needs and expectations via involving all of their available resources in realizing this challenge. Furthermore, they want to promote the culture of the continuous improvement through the progressive training and empower the participation of the employees at all levels of the company. And finally, they try to concentrate on the continuous process improvement and on the enhancing existing equipment, material and processes. (Fakta o … 2013)

9 CURRENT SITUATION OF MOTIVATION AND STIMULATION IN THE COMPANY

When you want to have the employees who will work effectively and who will carry out their duties thoroughly you have to stimulate them enough in order to give them the reason to act like this. It is possible to reach this situation via combining various types of financial and non-financial rewards. Therefore, the company currently uses both of these motivation tools.

Wage/Salary

The wage of the employees is dependent on their specific job position and on the content of their work. The administrative workers are rewarded on the basis of a fixed salary while the manual workers are rewarded on the basis of worked hours. Moreover, the manual workers get additional charges for working at night, at the weekends and at the bank holiday. (Collective Agreement 2013)

Benefits

Health care

The company provides the employees an annual contribution 1100 CZK on the health care which is drawn by 87 per cent of them. They can use this voucher for massages, pedicure, for the entrance fee to sport centers, swimming pools or tanning salons. Another option is to use it as an allowance for seeing glasses. This health care benefit can be used by the employees who work for the company for at least three years. (Motivační soustava 2013)

Catering

Concerning alimentation facilities, the employees have an opportunity to have lunch or dinner in a corporate dining room or to buy food in a canteen. These services are provided by the Sodexo Company (lunches and dinners) and by the canteen Qanto. It follows that the company uses an outsourcing services in order to reduce expenses and to render the catering to the specialized supplier. The average expenses on one meal are 55 CZK but the employees pay just 20 CZK from the total price. The number of consumed lunches and dinners ranges from 550 to 650 per every day. (Motivační soustava 2013)

Transportation

As for the transportation, the company also uses the outsourcing services. Almost 70 per cent of the employees from approximately 90 cities and villages use this service. The

average expenses on one employee for one month are 1000 CZK. The employees pay an amount from 150 CZK to 960 CZK according to the distance from their home. The rest of the costs is covered by the company. (Motivační soustava 2013)

Education

The employees have an opportunity to educate themselves thanks to the possibility to attend the English language courses. All the course expenses are paid by the employer and the attendance is moving around 90 employees per year. (Motivační soustava2013)

Working conditions and regime of work

The company uses a method called 5S. The aim of this method is to improve working conditions and the quality in the company. (Motivační soustava 2013) This approach is based on increasing independence of the employees, on a team work and on leading people. The 5S are the Japanese words starting with the letter S. The first one is Seiri which puts an emphasis on a good organization of work. The second one is Seiton which puts an emphasis on neatness. The third one is Seiso which stresses cleanness at the workplace. Last but one is Seikutsu which lays stress on standardization. And last but not least is Shitsuke which emphasizes the discipline of the employees. (ikvalita.cz, Portál pro kvalitáře 2014) The employees are taught to this method on the initial trainings.

Contribution to the loyal employees

The company pays some additional money to the loyal employees. It means that the employees receive some small amount towards the hourly wage according to the years worked in the company. This should lead to the reduction of fluctuation. However, this contribution is provided just for the manual workers who are given the hourly wage. The amount of contribution is visible in the table below. (Motivační soustava 2013)

Table 2 Contribution according to the worked years

Source: Motivační soustava 2013

Years spent in the company	Contribution (CZK/hour)
1 – 2	1
2 – 4	3
4 – 6	4
6 – 8	5
8 - 10	6
10 or more	8

10 AN ANALYSIS OF EMPLOYEE MOTIVATION AND STIMULATION

10.1 The Aim of the Analysis

The aim of the analysis is to discover the current situation of the employee motivation and stimulation to suggest some recommendations in order to improve this situation. Furthermore, another aim is to answer the research question.

Research question: *Are the employees motivated mainly by the content of their work rather than by financial or non-financial rewards?*

The company is aware of the fact that the issue of the motivation is really important. So the results of the analysis should help to the head of the department to find out if his subordinates are satisfied or not. According to the great acclaim of both employees and the supervisors, it is visible they are really interested in the results. So possibly, the company really will use these data in practice.

As stated in the theoretical part, the managers can use for motivating and stimulating employees financial rewards, as well as non-financial rewards. Unfortunately, the company was not willing to publish the figures of salaries, so it is not possible to analyze the financial point of view in so many details. But still, the analytical part will take into an account both the tangible and the intangible motivators and it will show the satisfaction or either dissatisfaction of the employees.

10.2 Methods of Data Collection

Questionnaire

The analytical part is mostly based on the questionnaire survey because this form of data collection seemed to be the most appropriate for getting the necessary information. This form of collecting data is probably the most suitable when you need to get the answers from a larger group of people. Furthermore, the anonymity of respondents allows them to be more honest.

The questionnaire contained questions where the employees were asked to circle the answers on the range of numbers from 1 to 5 where each number represented a specific degree of agreement or disagreement. Then there were questions where employees should

circle the right answer from suggested options but in most cases, there was also the possibility to write their own answer when the given once did not fit to their opinion.

The questionnaire was distributed in the paper form to 47 employees and finally 44 employees returned the fulfilled questionnaire to me. It follows that almost 94 % from the asked people expressed their feelings and therefore the results should show quite representative outcome.

Internal documents of the company

In order to analyze the motivation in more details, the analytical part is also based on the information gained from the internal documents of the company. These sources like Collective Agreement and Motivation Framework state e.g. the exact amount of contribution on transportation, eating, health care and so on.

10.3   Target Group of Respondents

The research was concentrated on the employees of the Quality Department which has about 50 workers. I chose this specific group of people because I did my practical training there. So I experienced how it works in this department, I got to know the working conditions and I discovered the atmosphere of the working group. Therefore, this spent time in the company allowed me to apply my experience in the analysis.

The respondents were both man and women and they took the research seriously. As I mentioned before, there were just 3 people who did not gave me back the questionnaire which shows the real interest of the employees. In the picture below, there is a scheme which represents the organizational structure of the Quality Department.

Figure 8 Organizational structure of the Quality Department

Source: Company Intranet
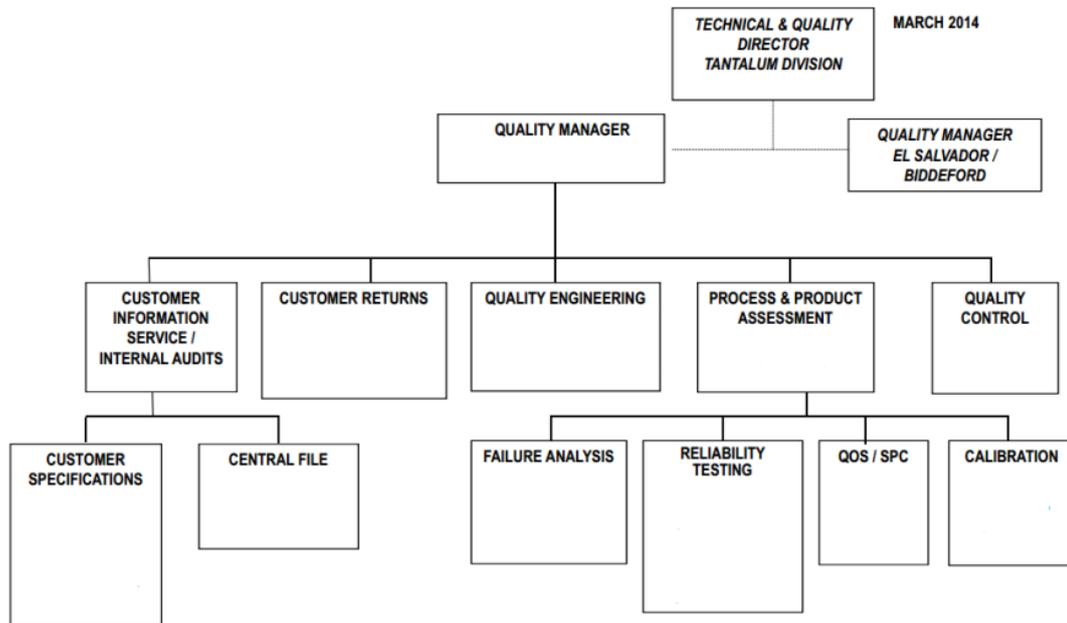
10.4   The Survey Results

This chapter analyses the results of the questionnaire. The answers of every question are illustrated in the graph (pie chart) with description and furthermore, all answers are supplemented by my comments and opinions. The questionnaire puts the emphasis on the motivation tools used in the company and on overall satisfaction of the employees.

QUESTION 1 AND 2

The first two questions were focused on the difference between the initial motivation and the current motivation. By initial motivation was meant the people´s expectations before they started to work in this company or simply why they wanted to work there. On the other hand, by the current motivation was meant why people stay working in this company now. The employees were not limited with the number of answers. They could choose from more options and they also had the opportunity to add their own answer when the given options did not exactly fit to their opinion.

Concerning the first question, the most respondents answered that they had started to work in zhis company just because they did not find any other job. The second most frequent answer was that the company is located close to their home. And just 10

respondents answered that the job fit to their profession which is quite a small number. One would expect that this criterion would be crucial while deciding which job you will choose. Three people used the opportunity to state their own reason and they mentioned that they liked the daily usage of English.

The second question showed that the employees stay in this company because of good relationship with colleagues and also because of interesting work. This could be considered as a satisfactory result because both these options can be considered as important motivators. On the other hand, just two people work there because of the good financial reward. And 5 people wrote that they stay at this company because of the job security.
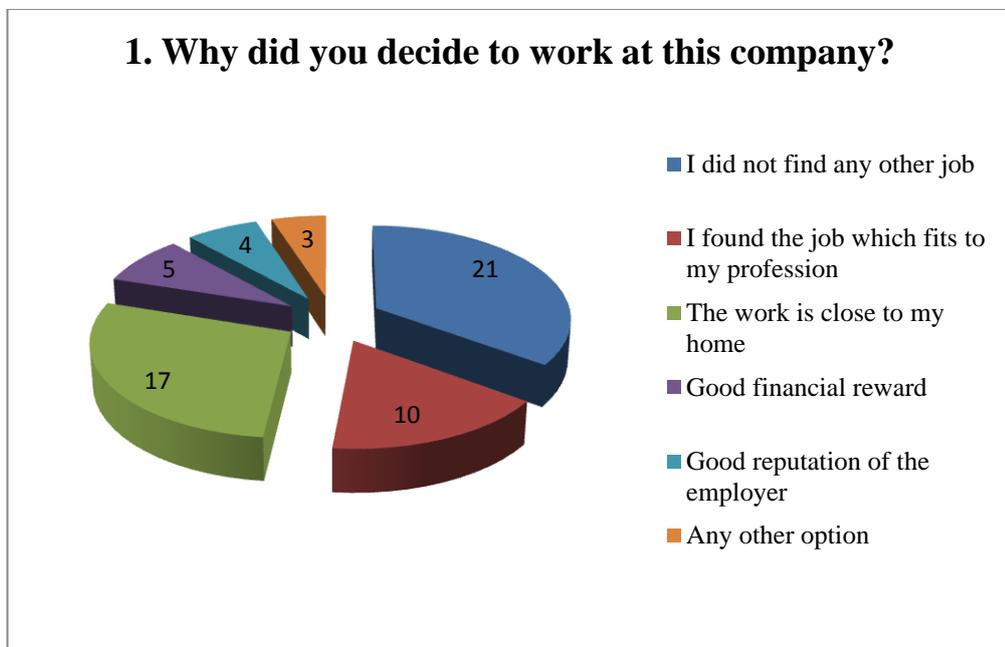
Figure 9 Reasons why start to work in this company

Source: Own research
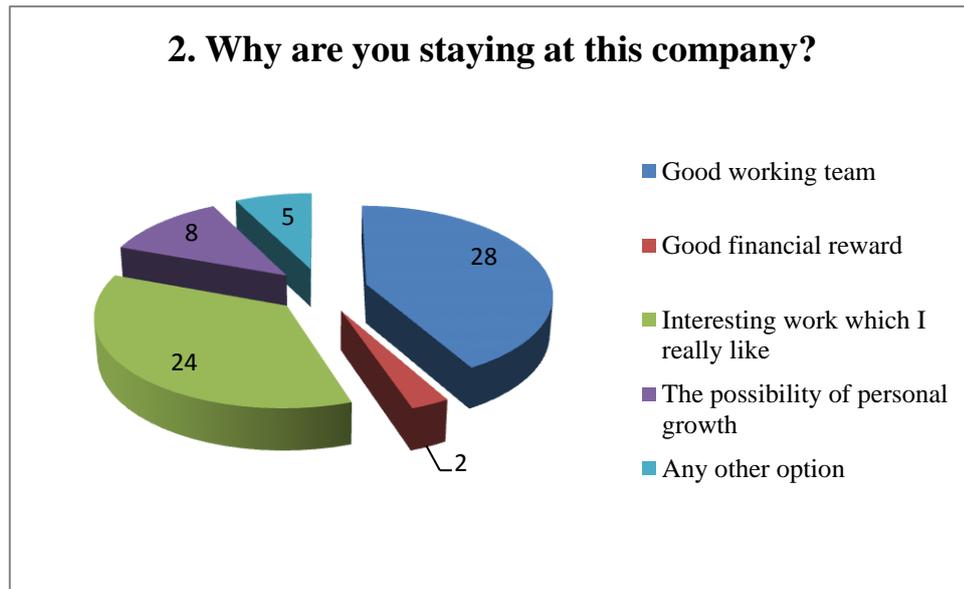
Figure 10 Reasons why to stay at this company

Source: Own research

QUESTION 3

The third question asked the employees about their future career. More than a half of the employees (almost 52%) answered that they want to stay in the company and that they are even satisfied with their current job position. Only 9% of the respondents answered that they are intensively looking for another job. But 39% of the employees answered that they are not looking for another job intensively but if there occurs some better job offer, they will probably accept it. This could be a sign for the managers that the employees are not satisfied on one hundred per cent and that they should try to use various tools in order to persuade the employees to stay in the company. The thing is that the competition on the market nowadays is really high and having good employees could be considered as a competitive advantage. Therefore, the companies compete with each other and it can easily happen that your employee will decide to work for your competitor.

3. What are your plans for the future concerning your job?

- ■ I want to stay employed in the company on the same job position
- ■ I would like to stay in the company but on a different job position
- ■ I am intensively looking for a different job outside the company
- ■ If there is some appropriate offer, I will leave the company but I am not looking for a different job intensively

39%

52%

9%

0%

Figure 11 Plans for the future career

Source: Own research

QUESTION 4

The fourth question is connected with the previous one. It asked employees for mentioning the reason if they circled the option c or d (I am intensively looking for a different job outside the company or If there is some appropriate offer, I will leave the company but I am not looking for a different job intensively). There were mentioned many reasons but the main thing which makes the employees dissatisfied is the insufficient financial reward (11 times). It is usual that people are rarely absolutely satisfied with their salaries but it is generally known that the financial evaluation of the employees in this company is really the main problem. Unfortunately, the company was not willing to publish the salaries of its employees so it can be hardly said if the situation is really so bad. Maybe the company could compensate this financial dissatisfaction for some more extensive offer of financial benefits.

4. If you chose the option c. or d., please mention the reason.

- ■ insufficient financial reward
- ■ commuting
- ■ impossibility of promotion
- ■ fixed-term contract
- ■ personal
- ■ inconvenient working time
- ■ lack of motivation
- ■ long-term work stagnation
- ■ impossibility of learning something new
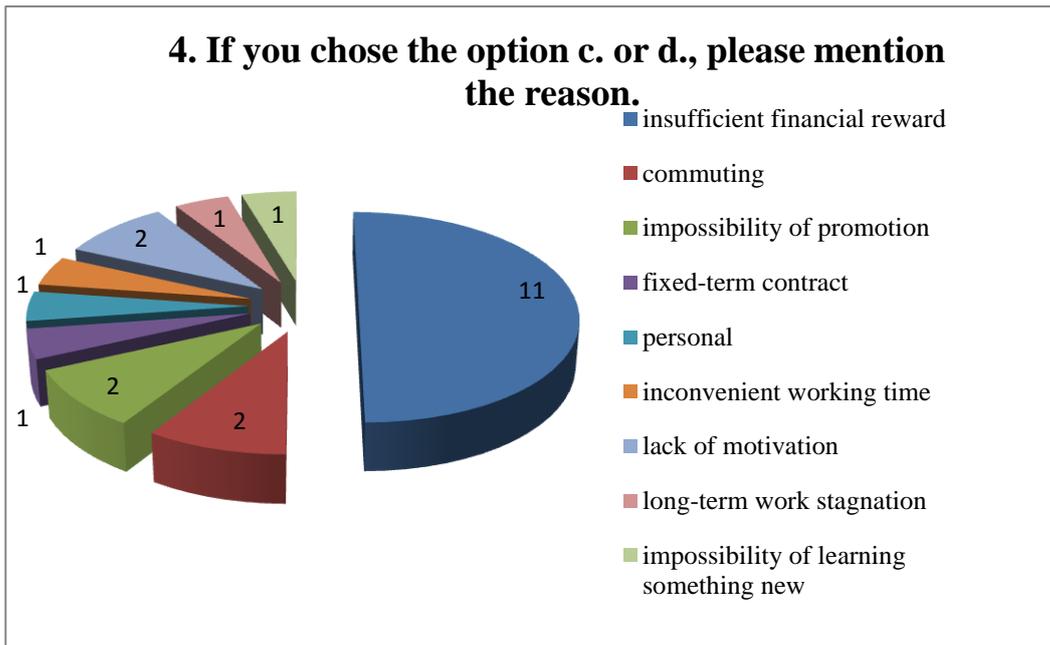
Figure 12 Possible reasons for leaving the company

Source: Own research

In the following ten questions, the employees were asked to circle their answer on the scale of numbers. The range of numbers was from 1 to 5, where 1 = definitely yes, 2 = rather yes, 3 = I do not know, 4 = rather not, 5 = definitely not.

QUESTION 5

The fifth question was concentrated on the satisfaction with the content of work. As stated in the theoretical part, the content of work is really important. When people like their work, it is beneficial for them but for the employer as well because it is reflected in the employee performance. In total, 16% of the employees answered that they are definitely satisfied and 75% of the employees answered that they are rather satisfied. Nobody answered that he or she is definitely dissatisfied, which is a really good finding.
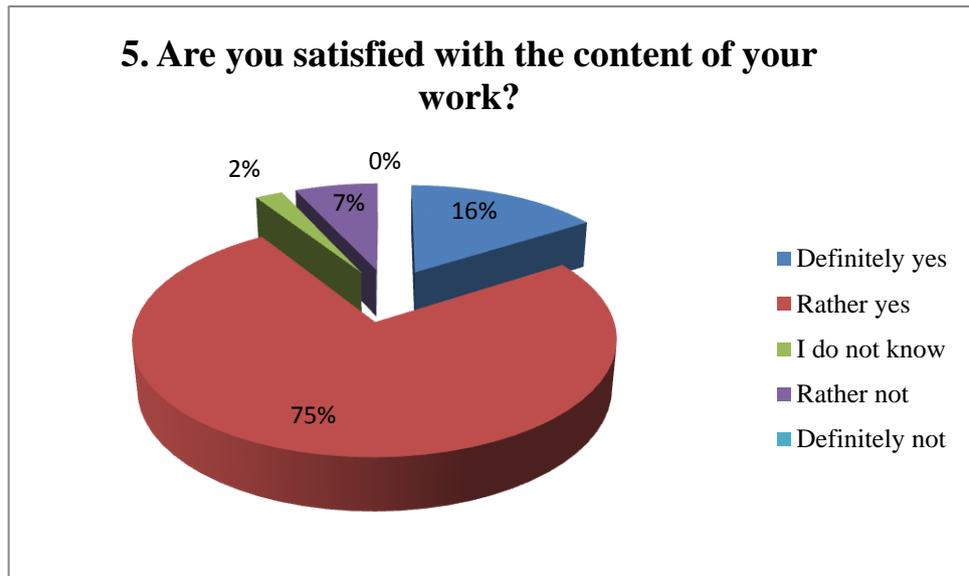
Figure 13 Satisfaction with the content of work

Source: Own research

QUESTION 6

The question number 6 asked dissatisfied employees to mention the reason. There were three of them and they feel dissatisfied because they considered their job as stereotypical. Despite the fact that it is a relatively small number it should not be underestimated. As the questionnaire was anonymous, no one knew on which exact position these people work. So I would recommend to the manager to find out who these people are and to solve this unpleasant situation. This could be solved for instance by job enlargement meaning that the managers could give these employees some additional work in order to make their work more special. Because of the small number of respondents, I did not include any chart.

QUESTION 7

The next question asked the employees whether they think that they are fairly rewarded for their work or not. In total, 14% of the employees answered that they are either definitely or rather fairly rewarded for their work and 68% of the employees answered that they are either definitely or rather not fairly rewarded for their work. The contrast between these two numbers is really significant. The employee reward is considered to be the one of the most effective motivation tools which should stimulate the employees for better performance. It means that the satisfaction with rewards should symbolize that the employee is really motivated. So the leadership of the company should definitely take this dissatisfaction into an account.

7. Do you think that you are fairly rewarded for your work?

2%

18%

12%

18%

50%

- Definitely yes
- Rather yes
- I do not know
- Rather not
- Definitely not
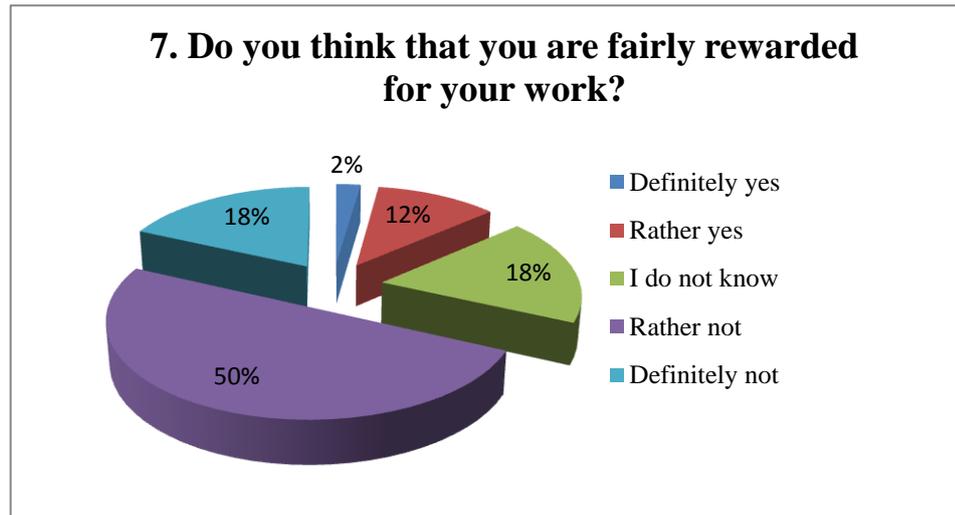
Figure 14 Fair/unfair rewards for work

Source: Own research

QUESTION 8, 9 AND 10

The following three questions were related to the working relations. The first of them was concentrated on the relations between colleagues. The next two were concentrated on the relations between the employees and their superiors, firstly from the point of view of the employees and secondly from the point of view of the boss.

The good relationships at the workplace are unambiguously a big advantage for the employees and also for the superiors. People can more concentrate on their performance rather than on arguing with colleagues. Moreover, sometimes an employee may need some advice or some help and it is good when you can ask your colleagues or your boss.

When I was there on my practical training, it was visible that the employees have good relationships between each other and it was also confirmed by the survey. 50% of the respondents answered that they definitely have good relationships with colleagues and 41% answered that they rather have good relationships with their colleagues.
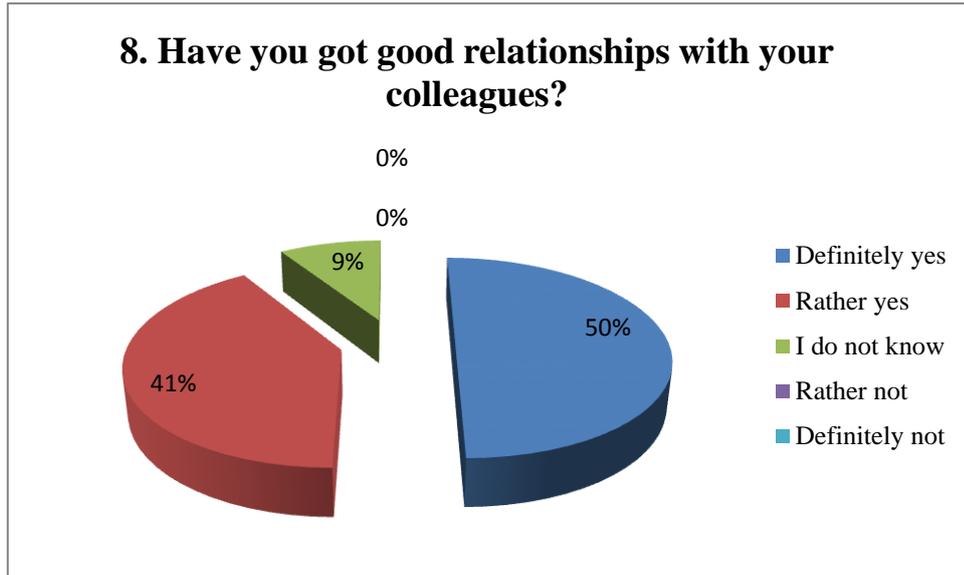
Figure 15 Relationships among colleagues

Source: Own research

Have you got a good relationship with your direct boss? was the next question which showed also a positive result. The answer definitely yes was circled by 39% of the respondents and the answer rather yes was circled by 50% of the respondents.
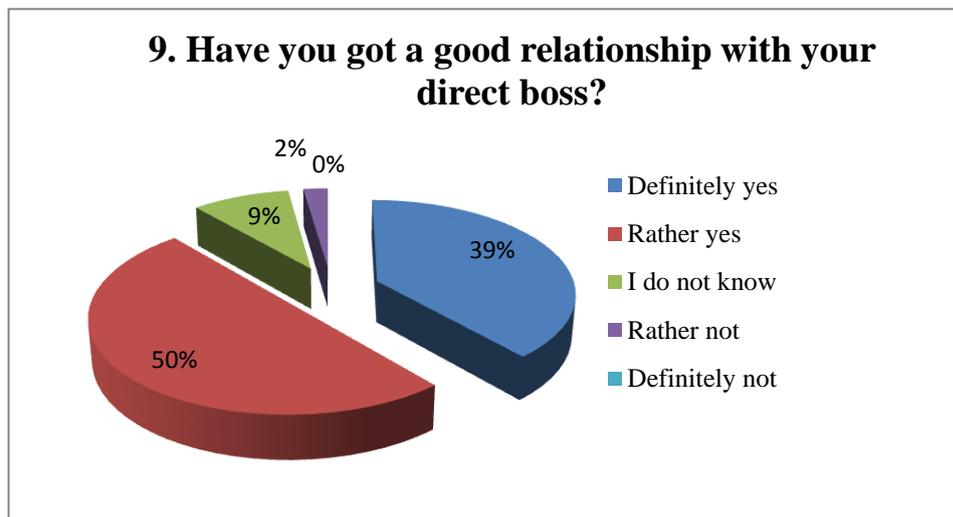
Figure 16 Relationships with the superiors from the point of view of the

employees

Source: Own research

The question number ten turned out fine as well. From 44 respondents, 8 have some subordinates. And these superiors confirmed that they also get on well with their subordinates.
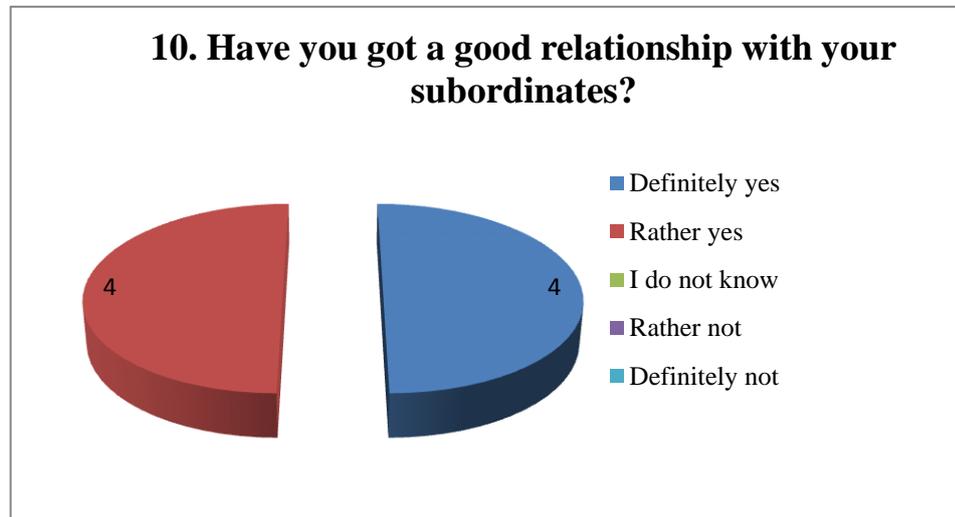
Figure 17 Relationships with the subordinates from the point of view of the bosses

Source: Own research

QUESTION 11

The question number 11 asked the employees whether they are sufficiently stimulated by their supervisors or not. It is necessary to realize that people can be stimulated also by some moral appreciations, not just by financial rewards. The superiors have to show their employees that they really care about them and they have to somehow encourage the employees to better performance. They have to evaluate them and lead them.

The answers Definitely yes and Rather yes were circled by 25% of the respondents and the answers Rather not and Definitely not were circled by 52% of the respondents. The rest answered that they do not know.

So it is a sign for the supervisors that they should definitely improve this situation.

On the other hand, this could not necessarily be the mistake of the supervisors. There could alwyas appear some motivation barriers that the supervisors cannot influence.

11. Do you think that you are sufficiently stimulated by your supervisor?

- Definitely yes
- Rather yes
- I do not know
- Rather not
- Definitely not

7%
18%
23%
41%
11%
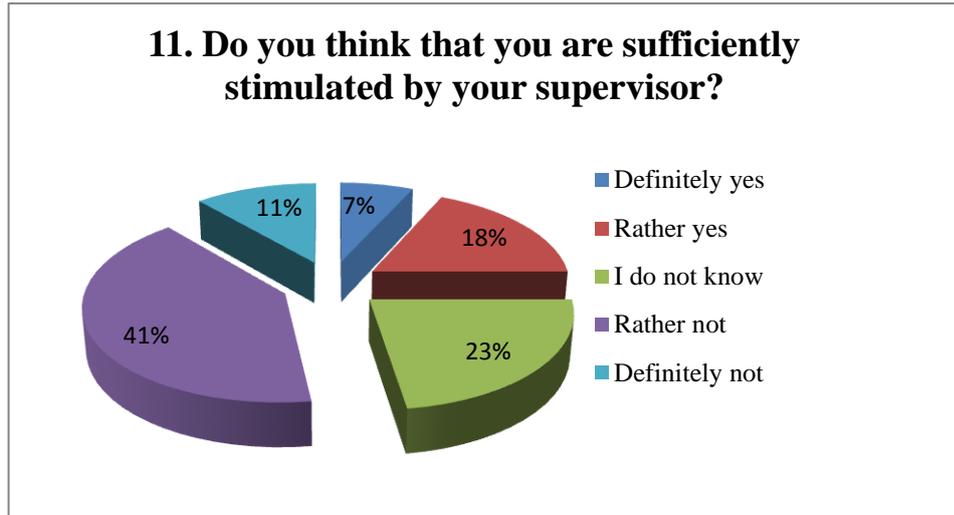
Figure 18 Stimulation by the supervisor

Source: Own research

QUESTION 12

The next question dealt with the working conditions. And the result is quite unsatisfactory. In total, 52% of the employees circled the answer Rather not or Definitely not. It is more than a half of the employees. A pleasant working environment is also important for better performance.

12. Are you satisfied with the working conditions at your workplace (equipment, noise level, room temperature, colours)?

- Definitely yes
- Rather yes
- I do not know
- Rather not
- Definitely not

5%
34%
9%
41%
11%
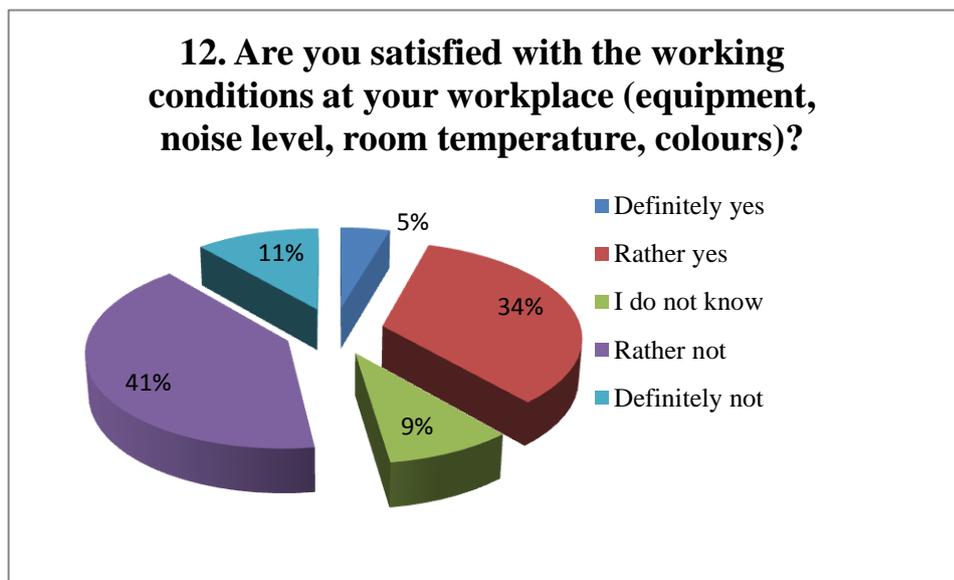
Figure 19 Satisfaction/dissatisfaction with working conditions

Source: Own research

QUESTION 13

The reasons for dissatisfaction with working environment were mentioned in the next point of the questionnaire. All employees of the Quality Department work in one office. It is a really large office (open-space office) without windows and with the artificial lighting. Therefore the most frequent answers were: no windows and artificial lighting, open-space office, inconvenient temperature and out of date equipment.

Maybe the biggest problem is the open-space office because some people are not able to work in such conditions because of the noise. They can also be distracted by other employees.
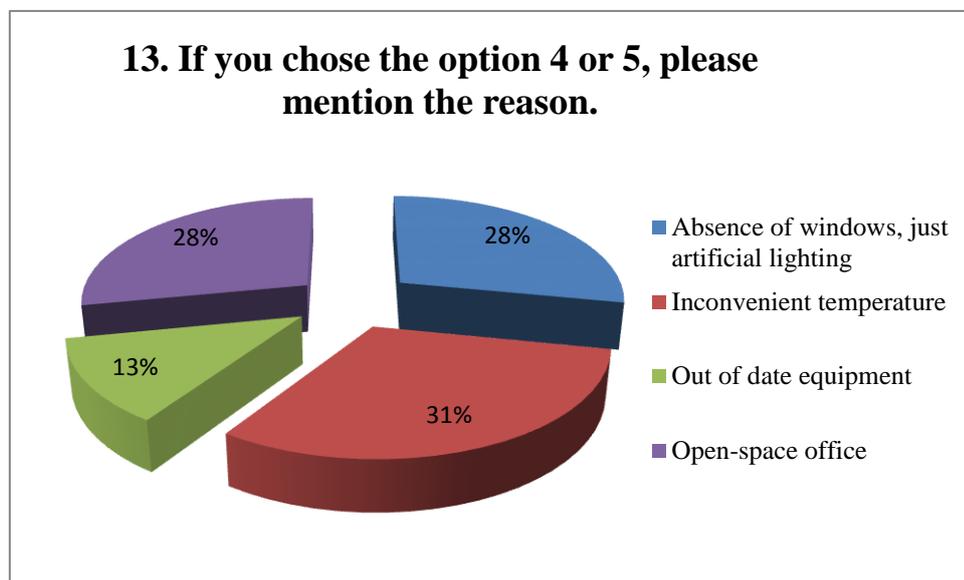
Figure 20 Reasons for satisfaction/dissatisfaction with working conditions

Source: Own research

QUESTION 14

The question number 14 asked the employees about the social care that is provided them by the company. And the result is not satisfactory at all. The answer Definitely yes was circled by 14% of employees and the answer Rather yes was circled by 16% of the employees, which is in total 30%. While the answers Rather not and Definitely not were answered by 61% of the employees.
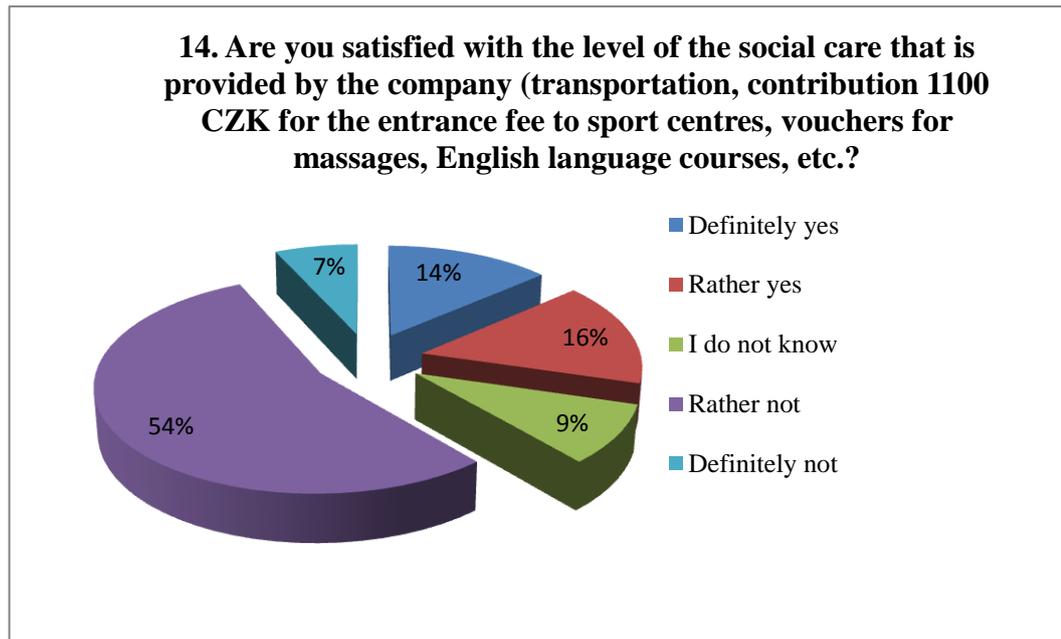
Figure 21 Level of the social care

Source: Own research

QUESTION 15

The next question dealt with the awareness of the company actions and objectives. In total, 30% of the employees circled the answer Definitely yes or Rather yes. But there were 45% of the people who are rather not informed about the main company objectives and even 7% of the employees who are definitely not informed about the main company objectives. This could be considered as a really serious mistake from the company´s side. Because when the employees do not know which direction the company is heading and what the company objectives are, then it is really difficult to stimulate the employees to work and to achieve these goals.
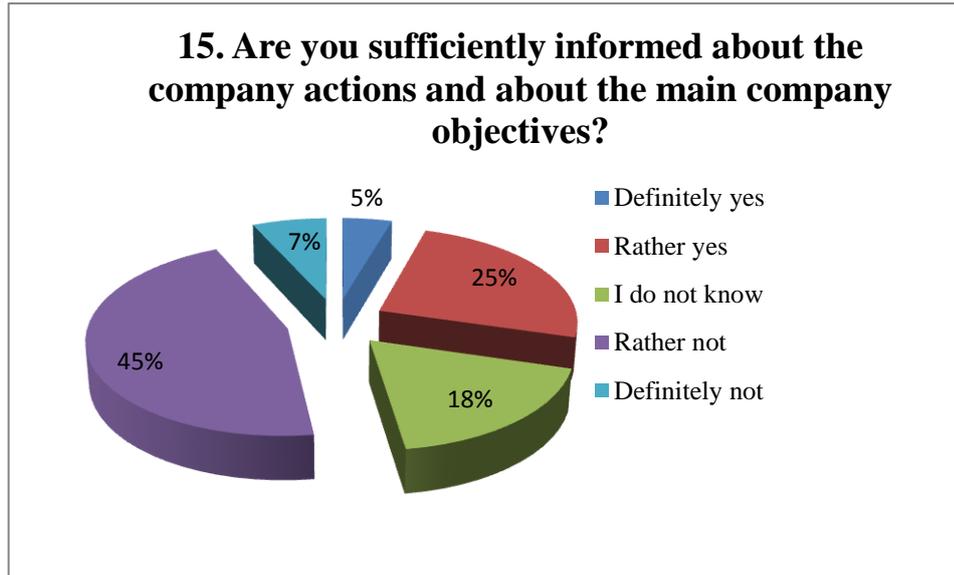
Figure 22 Awareness of company goals and objectives

Source: Own research

QUESTION 16

This question is also important because it should show whether the employees think that they are helpful for the company or not. Just 7% of the employees answered that they are definitely helpful and 39% answered that they are somehow helpful. 39% of the employees answered that they do not know which is rather negative than positive result. The rest answered that they are rather or definitely not helpful. Such people may fulfil their tasks just on 50% because they probably think that their work is not so important.
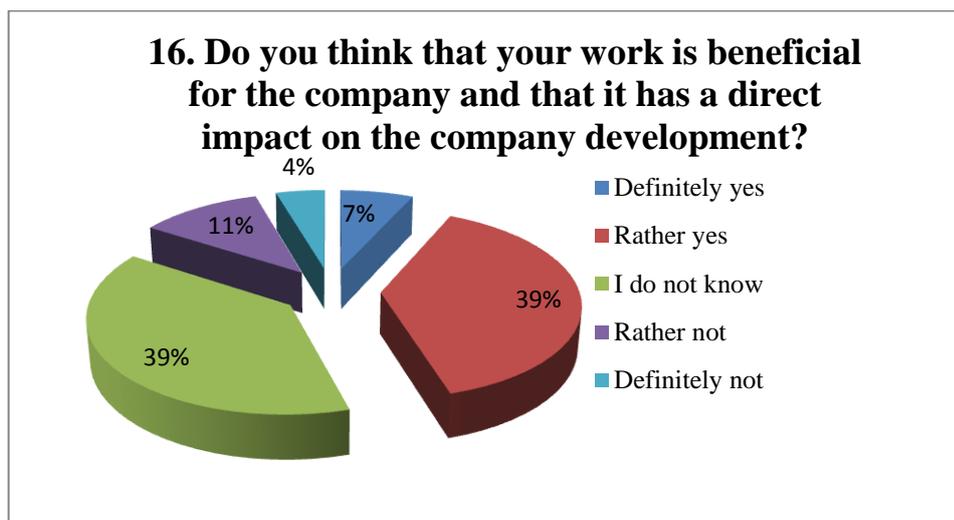
Figure 23 Employee contribution to the company

Source: Own research

QUESTION 17

The next question was concentrated on the financial rewards that the employees would appreciate. In fact, they have just fixed salary and the annual contribution 1100 CZK (massages, entrance fee to sport centres). The respondents were not limited with the number of answers. The most frequent answer was the thirteenth salary, bonuses, performance bonus and allowance on pension insurance. One person also mentioned that he or she would appreciate a reward for non-smokers.
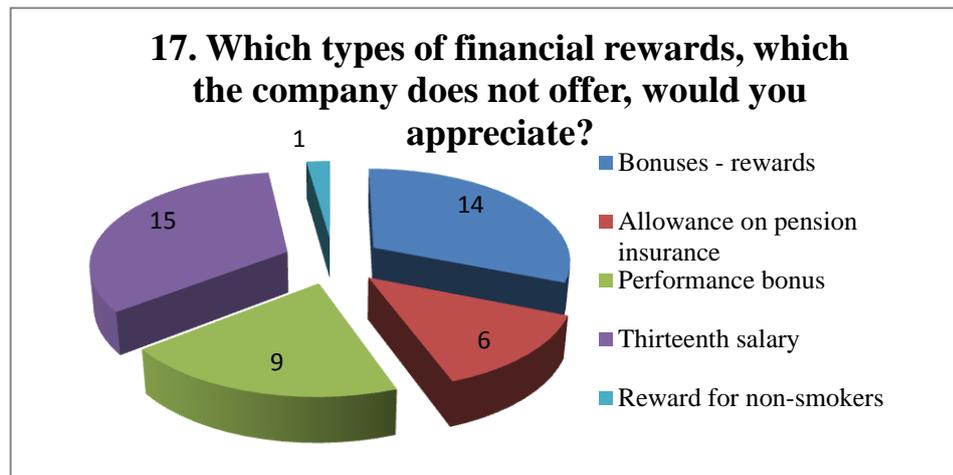
Figure 24 Financial rewards which the employees would appreciate

Source: Own research

QUESTION 18

The purpose of the question number 18 was to find out which types of non-financial reward the company provides its employees. It is because the non-financial rewards are not mentioned in any internal document of the company. It is said that nowadays, people even prefer non-financial rewards than the financial rewards. The employees could choose from the given options. The most often circled answers were efficient and non-conflict communication, manifestation of confidence, cultural alimentation conditions and flexible working hours. On the other hand, there were many answers that were circled minimally. For example the answer Praises and appreciations circled just one employee which could be a sign of lack of interest from the superior´s side.
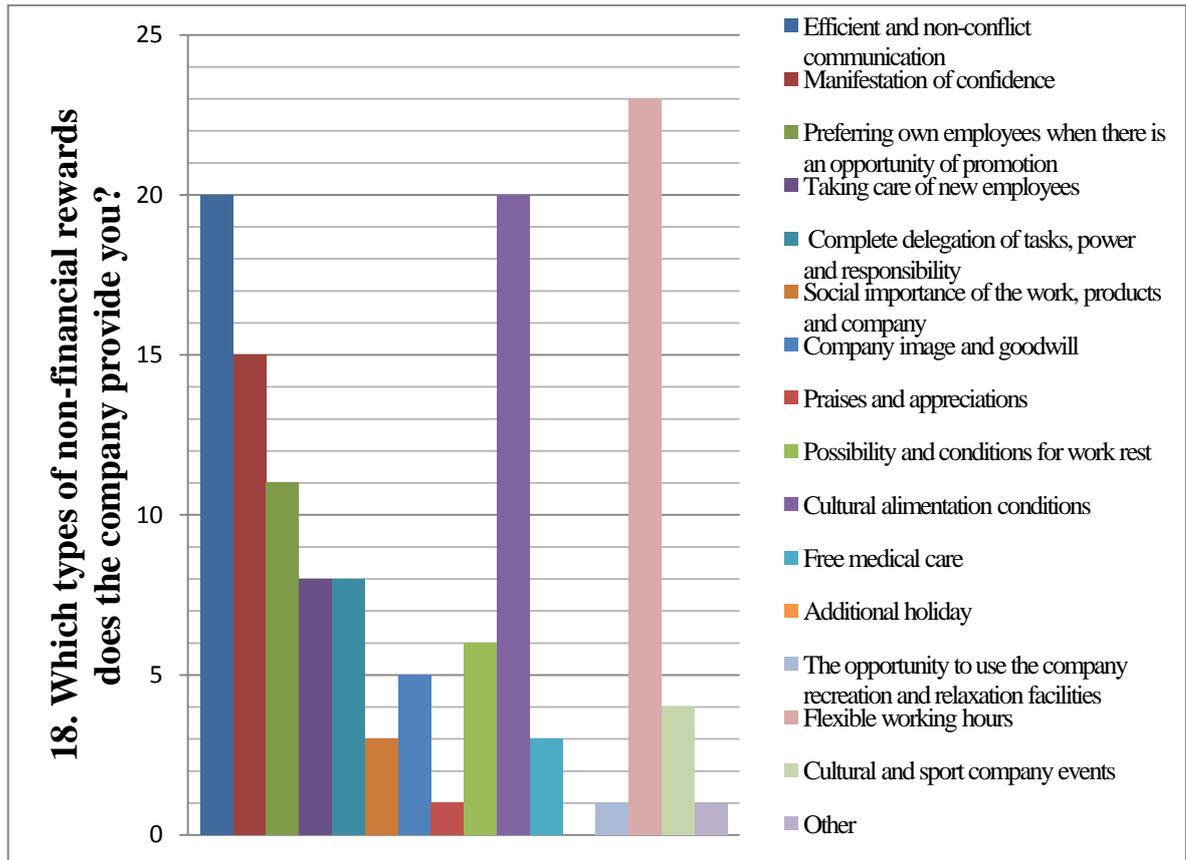
Figure 25 Non-financial rewards provided by the company

Source: Own research

QUESTION 19

The following question was concentrated on the non-financial rewards that the employees would appreciate. This question was answered by 32 people and almost 66% from these people answered that they would appreciate the additional holiday.

19. Which types of non-financial rewards, which the company does not provide, would you find interesting?

- Additional holiday
- Flexible working time
- Cultural and sport events
- Corporate relax centre
- Half-time job for mothers with children
- Business trips
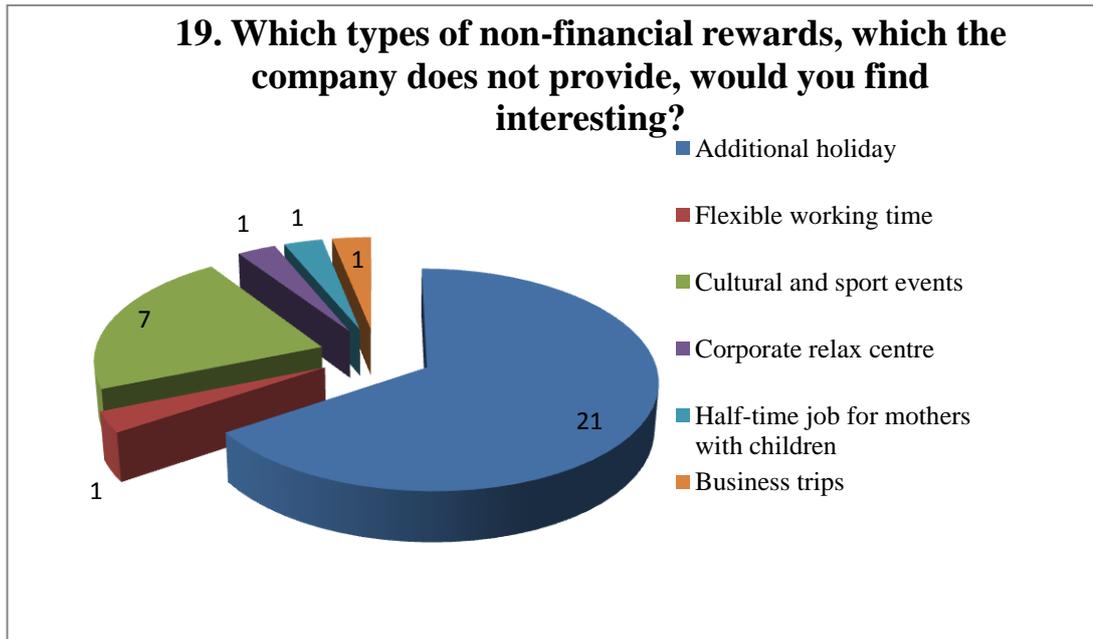
Figure 26 Non-financial rewards which the employees would appreciate

Source: Own research

QUESTION 20

Next question was related to the opportunity of being promoted. The majority of the respondents (66%) think that there is no opportunity of being promoted. The rest think that it is possible. Maybe it is possible when some employee leaves the organization or retires and his or her position has to be replaced by someone else.

The advancement in career is very important for some people. The idea of staying on the same job position for whole life could be quite worrying. The career advancement is usually connected with taking a greater responsibility and increase in the salary. Therefore, it is considered to be another possible motivating tool of high value.
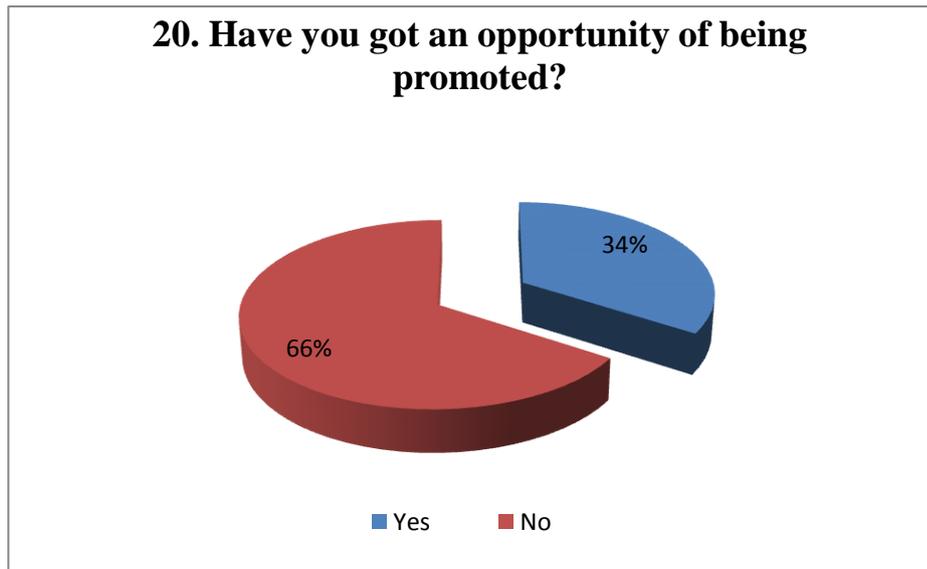
Figure 27 Opportunity of promotion

Source: Own research

QUESTION 21

This question was rather concentrated on the awareness about these courses because we know from the previous text that the company provides the English language courses. Despite this fact 16% of the employees answered that there is not such opportunity and 7% answered that they do not know.
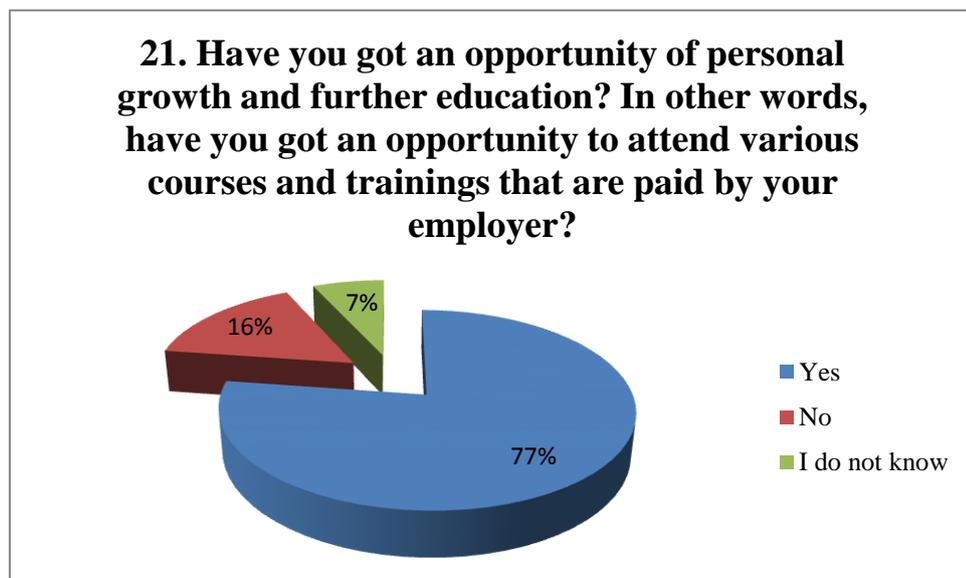
Figure 28 Opportunity of personal growth

Source: Own research

QUESTION 22

This question was answered by 29 employees and they just practically repeated the answers from the questions 17 and 19. They would mainly appreciate more rewards.

22. Have you got any specific suggestion how the motivation could be increased at your work?

5

4

20

■ More rewards - benefits

■ Pay rise

■ Better working conditions
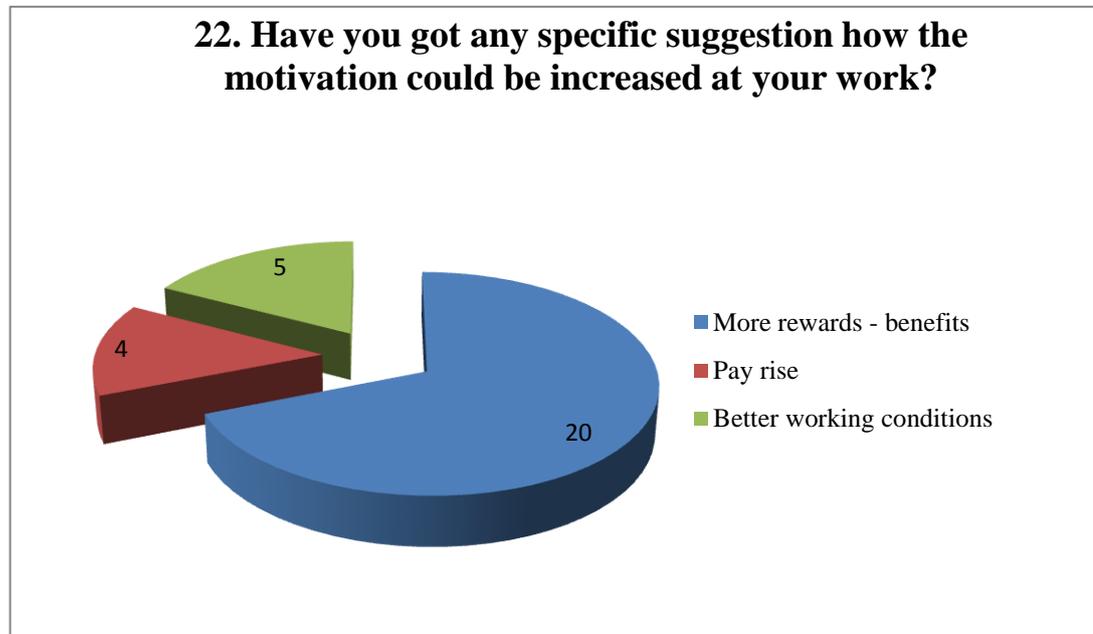
Figure 29 Suggestion made by the employees

Source: Own research

QUESTION 23

This question showed that more than a half of the employees work in this department for more than 5 years. The reasons might be various. Maybe they are relatively satisfied or maybe they are not but they cannot find another job. Although, these employees could be considered as a real advantage for the company because they are familiarized with the operation of the company and the company does not have to spend so much money on training of new employees. This could also be a sign of a low fluctuation.

23. How long have you been working in the company?

- Less than one year
- 1 – 3 years
- 3 – 5 years
- 5 years or more

16% 5% 18% 61%
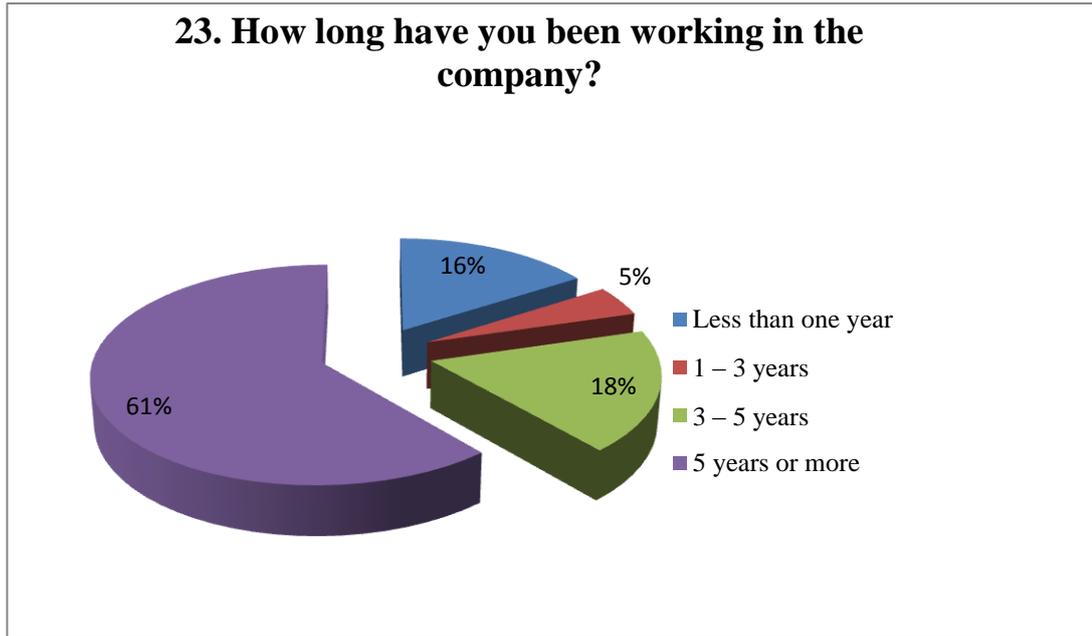
Figure 30 Duration of employment

Source: Own research

QUESTION 24

The last question in the questionnaire asked the employees to mention their education. From the chart below it is visible that the most employees in this department has a secondary education.

24. Education

- Primary education
- Vocational school
- Vocational school with school leaving exam
- Secondary education
- College (in Czech – VOŠ)
- University education

0% 14% 23% 18% 11% 34%
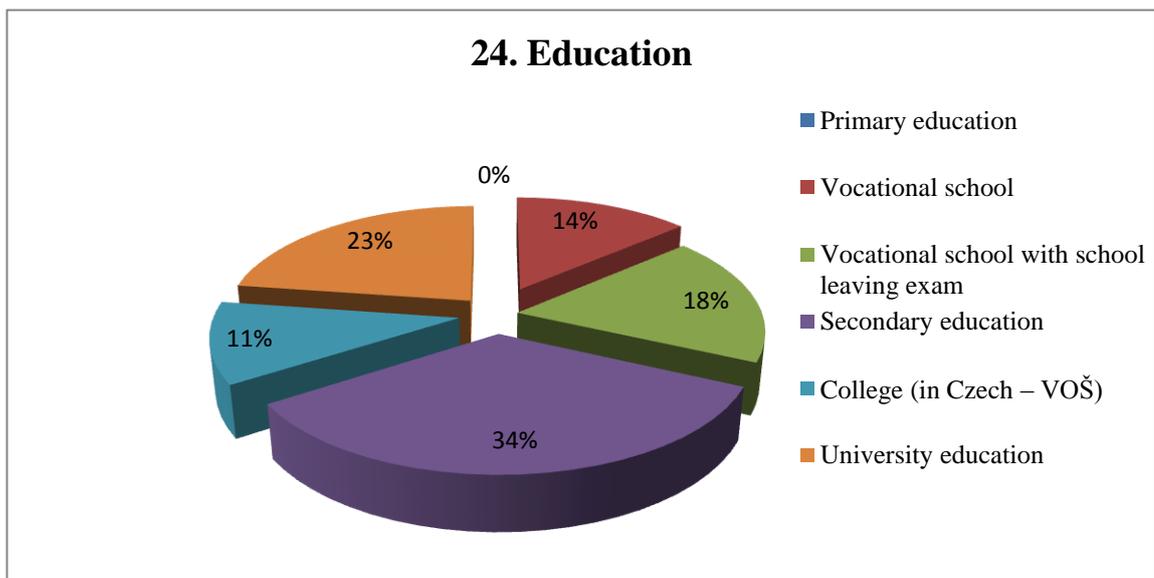
Figure 31 Education

Source: Own research

11 SUMMARY OF THE ANALYTICAL PART

The analytical part showed the financial and non-financial rewards that the employees meet with and it also showed what makes them satisfied and what not.

To conclude it, the employees in the Quality Department are rather dissatisfied with their salaries. They are staying in the company mainly because of the content of the work that they really like and because of the good working relations.

Concerning the rewards, more than half of the employees answered that they are not fairly rewarded for their work. It could be connected with the lack of praises and appreciations from the superiors.

The most positive results emerged from the questions 8, 9 and 10. It was dealing with the working relations among the colleagues and also among the subordinates and the bosses. There was almost nobody who would mention that the relations at any level would be bad.

On the other hand, many questions turned out to be more likely negative. The question number 11 uncovered the insufficient stimulation from the superiors and the question number 12 revealed a high dissatisfaction with working conditions. The employee awareness of the company objectives and contribution to the reaching these objectives is another thing which could be improved. Furthermore, the employees are dissatisfied with the social care provided by the company, meaning with the transportation, alimentation conditions and the language courses.

As for the financial rewards, the employees would appreciate the thirteenth salary. Regarding the non-financial rewards, the employees would wish some extra holiday.

The last discovery is that the career advancement is rather not feasible at this department. Then, that the most of the employees have the secondary education and that the most of them have worked there for more than five years.

So finally, the answer on the research question is yes. The employees in the Quality Department are mainly motivated by the content of their work rather than by financial and non-financial rewards. The results and evidences can be visible in Figures number 10, 13 and 21.

12 SUGGESTIONS AND RECOMMENDATIONS

The last part is concentrated on the problematic areas of the motivation and stimulation which should be improved. These recommendations are based on the questionnaire survey and on my own experience.

12.1 Structure of Employee Benefits

As the questionnaire survey showed, the employees are mainly dissatisfied with their salaries. At the same time, the most of them think that they are not fairly rewarded for their work and they are not satisfied with the level of social care or in other words with bonuses provided by the company. Consequently, many of them mentioned that they would appreciate more bonuses, performance bonuses, etc. So what I would recommend to the company is the implementation of a Cafeteria system. The implementation of this system is not recommended to small companies because the expenses are quite high. But as this company is really large, the realization could be feasible. Moreover, it could somehow compensate the low salaries.

Cafeteria system

The Cafeteria system is a system which allows the employees to choose rewards which they really like. They collect points or credits that can be later exchanged for any employee benefit offered by the company. Firstly, the employer has to set the system of allocating points and the way how the employees will order particular benefits. Secondly, the employer states the list of benefits and their price. The crucial thing is to find out which benefits would be attractive for the employees. It can be done for example by some online research. The last and the most important thing is the implementation of some computer system for ordering benefits. Although, what is recommended to companies is to use the outsourcing specialized company. There are many companies on the market nowadays that concentrate on providing these services. They will create this system which will fit exactly specific company and its employees while the company can still concentrate on reaching its main objectives. (BussinessVize 2014)

As the employees think that they are not fairly rewarded for their work, I would suggest that the employees would get their benefits according to their performance. Every employee would have some fixed points. But he or she would also have the possibility to get some extra points, for example for finishing some demanding task or for working overtime. This should lead to the greater satisfaction and to more fair system of rewards.

To conclude it, Cafeteria system could be considered rather as stimulation from the company´s side. But consequently, if the system would be based on employee performance, they should be at the same time motivated to work hard.

12.2 Stimulation by Superiors and Evaluation of Employees

Another problem is the insufficient attention from superiors´ side. It could be said that in most cases they do not pay attention to their employees. Despite there are so many ways how encourage people to work more, the superiors in the Quality Department do not noticed it. Of course, they cannot influence e.g. the structure of benefits but still they can at least use some oral praises or admonitions. In the question number 18 just one person mentioned that he or she is somehow praised which is clear evidence of this lack of attention.

Moreover, I did not find any information about the evaluation of the employees. So I would strongly recommend starting with evaluating the employees as soon as possible. The thing is that the evaluation serves as a feedback for the employees but also for the employers. It should show if the employees fulfilled all assigned tasks properly. It should concentrate on the strengths of the employees but also on weaknesses that should be improved. Another thing is that it could evaluate whether the employees have the required level of knowledge and if not, how it should be solved (by some course, requalification or training). Furthermore, it should set new tasks for the next period of time. To conclude it, all these criterions indicate whether the employee should stay on the current job position or if he or she should be placed to another job position or even dismissed.

I would suggest performing the evaluation at least once a year.

12.3 Better Working Conditions

Another motivator could be a pleasant working environment. However this cannot be said about the office of this department. The equipment is out of date, the office has no windows, and it has just the artificial lighting and constant problems with the air-conditioning. Moreover, all people sit in one large office. All these factors have an impact on the employee performance. So I would at least recommend fixing the air-conditioning. It is clear that people never agree on the ideal temperature but it is not possible to "freeze" there in winter and "boil" there in summer. I would also recommend solving the absence of windows. The natural light would be surely much better.

Another problem is the open space office. It is really hard to concentrate on your own work so it could be great to somehow divide the space.

12.4 Awareness of Company Objectives

The survey showed that the employees are insufficiently informed about the company goals. As stated before, it could be really a serious problem because when people do not know these goals, they cannot help to reach them. So it would be good to increase the employee awareness about it.

I would suggest either publishing some monthly magazine or organizing monthly meeting with the employees. The employees would be familiarized with the current situation, with the recent news and with the statistics of success rate. They could be also told what is planned for the next month and what is expected from them to do.

Moreover, 16% of employees answered that they do not have the opportunity to attend language courses which is not true and 7% answered that they do not know. These numbers are not so high but maybe company could sometimes send emails to employees about this opportunity or to put some leaflets on the bulletin board.

12.5 Management by Objectives

The last thing that I would suggest is using the method called Management by objectives. It is because the most of the employees do not know whether their work is beneficial for the company or not. As stated in the theoretical part, MBO is based on the close cooperation between the managers and their subordinates. The aim of it is that all employees have an opportunity to participate directly on reaching company goals. This could be considered as highly motivating factor.

So I would recommend to the managers at least to try to implement this method. They should find the capable individuals and involve them in this process. The company may possibly find people who will be very skilful and the employees may get more rewards for diligent work.

CONCLUSION

The companies compete with each other in order to have the highest profits, the products of high quality and also the best employees. It is important to realize that the success of the company is mainly based on its employees. Every company wants to get hard-working, ambitious and creative staff. As a consequence, the managers have to persuade such employees to stay in the company. They have to take their needs into account and they have to elaborate the motivation system thoroughly.

This bachelor thesis dealt with the administrative employee motivation in the Quality Department in a Czech Company. The main goal was to find out the current situation of the motivation and to suggest possible improvements. Some results were positive but the majority of them was negative. Therefore, it is a sign for the company that there are some fields of the motivation that should be improved.

The survey shows that employees are satisfied with the content of their work and that they are also motivated by the good working relations. On the other hand, they are rather not satisfied with their salaries, financial and non-financial rewards. These results answer the research question of the thesis.

Furthermore, employees think that they are not sufficiently stimulated by their supervisors and they are working in unpleasant working conditions. Moreover, they are not sufficiently informed about the main company objectives and they are not convinced about their contribution to reach these goals. At the same time, the opportunity of promotion is rather not feasible in this department.

In the last chapter, I mentioned possible recommendations. I suggest the implementation of Cafeteria system, better stimulation from the superior´s side and yearly evaluation of employees. Furthermore, I recommend to enhance the working environment and to start organizing monthly meetings with employees in order to inform them about company´s success. I also recommend to start using method called Management by Objectives which is considered to be highly motivating method. However, it depends on the leadership of the company whether they will take these suggestions into consideration or not.

BIBLIOGRAPHY

Adair, John. 2004. *Efektivní motivace*. Praha: Alfa Publishing.

Armstrong, Michael. 1999. *Personální management*. Praha: Grada.

Bělohlávek, František, Oldřich Šuleř, and Pavol Košťan. 2001. *Management.* Olomouc: Rubico.

Bělohlávek, František, OldřichŠuleř, and Pavol Košťan. 2006. *Management: Co je to management, proces řízení, obsah řízení, manažerské dovednosti.* Brno: Computer Press.

Bláha, Jiří, Aleš Mateiciuc, and Zdeňka Kaňáková. 2005. *Personalistika pro malé a střední firmy.* Brno: CP Books.

Blažek, Ladislav. 2011. *Management: Organizování, rozhodování, ovlivňování.* Praha: Grada.

Business Vize. 2011. "Cafeteria system − odměny pro zaměstnance podle jejich gusta." Accessed April 19, 2014. http://www.businessvize.cz/motivace/cafeteria-system-odmeny-pro-zamestnance-podle-jejich-gusta

Cejthamr, Václav, and Jiří Dědina. 2010. *Management a organizační chování.* Praha: Grada.

Cimbálníková, Lenka. 2009. *Základy managementu: Základní manažerské činnosti + 25 manažerských technik.* Olomouc: Univerzita Palackého v Olomouci.

Crawley, Eileen, Stephen Swailes, and David Walsh. 2013. *Introduction to International Human Resource Management.* Oxford: Oxford University Press.

Častorál, Zdeněk. 2009. *Základy moderního managementu.* Praha: Univerzita Jana Amose Komenského.

Denhardt, Robert B., Janet V. Denhardt, and Maria P. Aristigueta. 2013. *Managing Human Behavior in Public and Nonprofit Organizations.* Los Angeles: Sage Publications.

Donnelly, James H., James L. Gibson, and John M. Ivancevich. 1997. *Management*. Praha: Grada.

Dvořáková, Zuzana. 2012. *Řízení lidských zdrojů.* Praha: C. H. Beck.

Dyck, Bruno, and Mitchell J. Neubert. 2010. *Management: Current Practices and New Directions.* Boston: Houghton Mifflin.

Ebert, Ronald J., and Ricky W. Griffin. 2013. *Business Essentials.* Essex: Pearson.

Forsyth, Patrick. 2009. *Jak motivovat svůj tým.* Praha: Grada.

Hochmalová, Zuzana. 2008. "Pojištění jako "trendy" benefit." *Moderní řízení,* no. 10 (October): 69. Accessed January 29, 2014.http://modernirizeni.ihned.cz/c1-29040160-pojisteni-jako-trendy-benefit

Ikvalita.cz. 2013. "Metoda 5S." Accessed April 20, 2014. http://www.ikvalita.cz/tools.php?ID=128

Mládková, Ludmila, and PetrJedinák. 2009. *Management.* Plzeň: Vydavatelství a nakladatelství Aleš Čeněk.

Němec, Petr. 2009. "Motivace, úkol pro Sisyfa."*Ekonom*, no. 1(January): 60-61. Accessed January 29, 2014.http://ekonom.ihned.cz/c1-33176570-motivace-ukol-pro-sisyfa

Plamínek, Jiří. 2010. *Tajemství motivace: Jak zařídit, aby pro vás lidé rádi pracovali.* Praha: Grada.

Porvazník, Ján, and Janka Ladová. 2010. *Celostní management.* Bratislava: IRIS.

Šuleř, Oldřich. 1995. *Manažerské techniky.* Olomouc: Rubico.

Tureckiová, Michaela. 2004. *Řízení a rozvoj lidí ve firmách.* Praha: Grada.

Internal Company Documents:

Collective Agreement 2013

Fakta o … 2013

Motivační soustava 2013

LIST OF TABLES

LIST OF FIGURES

APPENDICES

P I   A questionnaire survey An Analysis of Administrative Employee Motivation in a Czech Company – Czech version

P II   A questionnaire survey An Analysis of Administrative Employee Motivation in a Czech Company – English version

APPENDIX P I: ANALYSIS OF ADMINISTRATIVE EMPLOYEE MOTIVATION IN A CZECH COMPANY

Vážení pracovníci,

jmenuji se Romana Minářová a jsem studentkou 3. ročníku bakalářského studia na Fakultě humanitních studií, Univerzity Tomáše Bati ve Zlíně.

Téma mojí bakalářské práce se týká motivace pracovníků firmy, tedy Vás. Chtěla bych Vás proto poprosit o vyplnění následujícího dotazníku, který mi může pomoci poodhalit Vaši spokojenost či různé připomínky k Vašemu zaměstnání.

U každé otázky máte pokyn, jak ji vyplnit. Vyplňování dotazníku by Vám nemělo zabrat více jak 10 minut.

Dotazník je naprosto anonymní a výsledky budou použity pouze pro účely mojí bakalářské práce. Prosím Vás o zamyšlení se nad otázkami a o pravdivé odpovědi.

Předem Vám děkuji za ochotu a čas, které věnujete vyplnění tohoto dotazníku.

Romana Minářová

1. **Proč jste šel/šla pracovat právě do této firmy?** (Můžete vybrat více správných odpovědí.)

    a. Nenašel/a jsem jinou práci.

    b. Našel/našla jsem práci v oboru.

    c. Práce je blízko mého bydliště.

    d. Dobrá finanční nabídka.

    e. Dobrá pověst zaměstnavatele.

    f. Jiné (vypište):…………………………………………………………………………..

2. **Co Vás drží v této firmě?** (Můžete vybrat více správných odpovědí.)

    a. Dobrý pracovní kolektiv.

    b. Dobré finanční ohodnocení.

    c. Zajímavá práce, která mě baví.

    d. Možnost osobního rozvoje.

    e. Jiné (vypište):…..

3. **Jaké jsou Vaše pracovní plány do budoucna?** (Uveďte jednu správnou odpověď.)

   a. Chci být nadále zaměstnán/a ve firmě a ve stejné pracovní pozici.

   b. Rád/a bych ve firmě zůstala, ale v jiné pracovní pozici.

   c. Intenzivně hledám jiné zaměstnání mimo tuto firmu.

   d. Pokud by se naskytla vhodná nabídka, odešel/a bych, ale aktivně nehledám.

4. **Pokud jste vybrali možnost c. nebo., d uveďte prosím důvod.**

   ……………………………………………………………………………………………

U následujících otázek se škálou od 1 do 5 prosím označte své odpovědi, jestliže 1= rozhodně ano, 2= spíše ano, 3 = nevím, 4 = spíše ne, 5 = rozhodně ne.

5. **Jste spokojen/a s náplní práce, kterou vykonáváte?**   1   2   3   4   5

6. **Pokud jste vybrali možnost 4 nebo 5, uveďte prosím důvod.**

   ……………………………………………………………………………………………

7. **Myslíte si, že jste za Vaši práci spravedlivě ohodnocen/a?**   1   2   3   4   5

8. **Máte dobrý vztah se svými kolegy?**   1   2   3   4   5

9. **Máte dobrý vztah s Vaším přímým nadřízeným?**   1   2   3   4   5

10. **Máte dobrý vztah se svými podřízenými?**   1   2   3   4   5

    (Odpovězte pouze, pokud nějaké máte.)

11. **Myslíte si, že jste ze strany Vašeho vedoucího pracovníka**   1   2   3   4   5

    dostatečně motivování?

12. **Jste spokojeni s pracovním prostředím u Vás na pracovišti**   1   2   3   4   5

    (vybavení, hlučnost, teplota vzduchu, barva)?

13. **Pokud jste vybrali možnost 4 nebo 5, uveďte prosím důvod.**

    ……………………………………………………………………………………………

14. **Jste spokojen/a s úrovní sociální péče, kterou Vám firma poskytuje (doprava, stravování, příspěvek 1100Kč na vstup do fitness center apod., masáže, kurzy angličtiny aj.?**

                                               1   2   3   4   5

15. Jste dostatečně informováni o dění ve firmě a o hlavních   1   2   3   4   5

    cílech firmy?

16. Máte pocit, že Vaše práce je pro firmu přínosem a že má   1   2   3   4   5

    přímý vliv na vývoj společnosti?

17. Jaké prvky peněžní motivace, které firma nemá v nabídce, by pro Vás byly zajímavé? (Prosím vypište.)

    …………………………………………………………………………………………

18. Jaké prvky nepeněžní motivace jsou Vám poskytovány? (Vyberte prosím všechny prvky, které Vám firma poskytuje.)

    a. Účinná, bezkonfliktní a efektivní komunikace

    b. Projevování důvěry

    c. Upřednostňování vlastních zaměstnanců při postupech

    d. Péče o nově přijímané pracovníky

    e. Kompletní delegování úkolů, pravomoci a zodpovědnosti

    f. Společenský význam práce

    g. Image a goodwill firmy

    h. Udělování pochval a uznání

    i. Možnosti a podmínky pracovního oddychu

    j. Kulturní stravovací podmínky

    k. Bezplatná lékařská péče

    l. Doplňková dovolená

    m. Možnost využívat firemní rekreační a relaxační zařízení

    n. Pružná pracovní doba

    o. Kulturní a sportovní firemní akce

    p. Jiné:
       …………………………………………………………………………....

19. Jaké prvky nepeněžní motivace, které firma nemá v nabídce, by pro Vás byly zajímavé? (Prosím vypište.)

    …………………………………………………………………………………………

20. Máte v rámci Vaší firmy možnost kariérního postupu? (Vyberte jednu odpověď.)

    a. Ano

    b. Ne

21. Máte u Vás ve firmě možnost osobního růstu a vzdělání, čili možnost využít různých kurzů a školení hrazených zaměstnavatelem? (Vyberte jednu odpověď.)

    a. Ano

    b. Ne

    c. Nevím

22. Máte nějaký konkrétní návrh na zvýšení motivace na Vašem pracovišti? Pokud ano, uveďte prosím jaký.

……………………………………………………………………………………

23. Jak dlouho jste zaměstnán/a ve firmě? (Vyberte jednu odpověď.)

    a. Méně jak 1 rok

    b. 1 – 3 roky

    c. 3 – 5 let

    d. 5 let a více

24. Nejvyšší dosažené vzdělání: (vyberte jednu odpověď)

    a. Základní

    b. SOU

    c. SOU s maturitou

    d. SŠ + gymnázium

    e. VOŠ

    f. VŠ

Ještě jednou Vám mnohokrát děkuji za vyplnění dotazníku.

APPENDIX P II: ANALYSIS OF ADMINISTRATIVE EMPLOYEE MOTIVATION IN A CZECH COMPANY

Dear workers,

my name is Romana Minářová and I am a student of the third year of the bachelor thesis programme at the Tomas Bata University.

The topic of my bachelor thesis is concerning the employee motivation at the company, so your answers are crucial for me. I would like to ask you to complete the following questionnaire which could help me to reveal your satisfaction or various objections concerning your job.

At every question, you have the instructions how to fill in it. The completion should not last more than 10 minutes.

The questionnaire is absolutely anonymous and the results will be used just for the purposes of my bachelor thesis. Please have a think about the questions thoroughly and complete the correct answers.

I really thank you for your willingness and time that you will dedicate to fulfilling this questionnaire.

RomanaMinářová

1. **Why did you decide to work at this company?** (You can choose more options.)

   a. I did not found any other job.

   b. I found the job which fits to my profession.

   c. The work is close to my home.

   d. Good financial reward.

   e. Good reputation of the employer.

   f. Any other option (write):……………………………………………………………

2. **Why are you staying at this company?** (You can choose more options.)

   a. Good working team.

   b. Good financial reward.

   c. Interesting work which I really like.

   d. The possibility of personal growth.

e. Any other option (write):…...

3. **What are yourplans for the future concerning your job?** (Choose one correct answer.)

   a. I want to stay employed in the company on the same job position.

   b. I would like to stay in the company but on a different job position.

   c. I am intensively looking for a different job outside the company.

   d. If there is some appropriate offer, I will leave the company but I am not looking for a different job intensively.

4. **If you chose the option c. or d., please mention the reason.**

   ………………………………………………………………………………………………

Concerning the following questions with the range from 1 to 5 please circle your answer, since 1 = definitely yes, 2 = rather yes, 3 = I do not know, 4 = rather not, 5 = definitely not.

5. **Are you satisfied with the content of your work?**   **1   2   3   4   5**

6. **If you circled the option 4 or 5, please mention the reason.**

   ………………………………………………………………………………………………

7. **Do you think that you are fairly rewarded for your work?**   **1   2   3   4   5**

8. **Have you got good relationships with your colleagues?**   **1   2   3   4   5**

9. **Have you got a good relationship with your direct boss? 1   2   3   4   5**

10. **Have you got a good relationship with your subordinates?   1   2   3   4   5**

    (Please answer just if you have some subordinates.)

11. **Do you think that you are sufficiently stimulated by your 1   2   3   4   5**

    supervisor?

12. **Are you satisfied with the working conditions at your   1   2   3   4   5**

    workplace (equipment, noise level, room temperature, colours)?

13. **If you chose the option 4 or 5, please mention the reason.**

    ………………………………………………………………………………………………..

14. Are you satisfied with the level of the social care that is provided by the company (transportation, contribution 1100 CZK for the entrance fee to sport centres, vouchers for massages, English language courses, etc.)?

  1 2 3 4 5

15. Are you sufficiently informed about the company actions 1 2 3 4 5

  and about the main company objectives?

16. Do you think that your work is beneficial for the company   1 2 3 4 5

  and that is has a direct impact on the company development?

17. Which types of financial rewards, which the company does not offer, would you appreciate? (Please mention them.)

………………………………………………………………………………………

18. Which types of non-financial rewards does the company provide you? (Please choose all the elements that the company provides to you.)

  a. Efficient and non-conflict communication

  b. Manifestation of confidence

  c. Preferring own employees when there is an opportunity of promotion

  d. Taking care of new employees

  e. Complete delegation of tasks, power and responsibility

  f. Social importance of the work, products and company

  g. Company image and goodwill

  h. Praises and appreciations

  i. Possibility and conditions for work rest

  j. Cultural alimentation conditions

  k. Free medical care

  l. Additional holiday

  m. The opportunityto use the company recreation and relaxation facilities

  n. Flexible working hours

  o. Cultural and sport company events

  p. Other:

………………………………………………………………………………....

19. Which types of non-financial rewards, which the company does not provide, would you find interesting? (Please mention them.)

………………………………………………………………………………………

20. Have you got an opportunity of being promoted? (Choose one right answer.)

    a. Yes

    b. No

21. Have you got an opportunity of personal growth and further education? In other words, have you got an opportunity to attend various courses and trainings that are paid by your employer? (Choose one right answer.)

    a. Yes

    b. No

    c. I do not know

22. Have you got any specific suggestion how the motivation could be increased at your work? If yes, please mention the suggestion.

………………………………………………………………………………………

23. How long have you been working in the company? (Choose one right answer.)

    a. Less than one year

    b. 1 – 3 years

    c. 3 – 5 years

    d. 5 years or more

24. Education: (Choose one answer.)

    a. Primary education

    b. Vocational school

    c. Vocational school with school leaving exam

    d. Secondary education

    e. College (in Czech – VOŠ)

    f. University education

Thank you again for fulfilling the questionnaire.