

Employee Motivation in the Czech Subsidiary of Mollificio Cappeller Neinsa

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ABSTRAKT

Tématem mé bakalářské práce je Motivace zaměstnanců v české dceřinné společnosti Mollificio Cappeller Neinsa.

V teoretické části využívám odbornou literaturu, týkající se tématu mé bakalářské práce.

Praktická část zahrnuje všeobecné informace o firmě Mollificio Cappeller Neinsa s.r.o., informace o předmětu podnikání, klíčových zákaznících a SWOT analýzu společnosti Mollificio Cappeller Neinsa. MCN je dceřinnou společností firmy Mollificio Cappeller s.p.a., sídlící v Itálii.

Na závěr analyzuji současnou motivaci zaměstnanců této společnosti a navrhuji zlepšení, týkající se motivování zaměstnanců.

Klíčová slova: ŘLZ, motivace, stimul, pracovní výkon, zaměstnanec, odměňování, benefity

ABSTRACT

The bachelor thesis concerns of Employee Motivation in the Czech Subsidiary of Mollificio Cappeller Neinsa.

In the theoretical part, I work with the literatures regarding the topic of my bachelor thesis.

The analytical part includes general information about the subsidiary Mollificio Cappeller Neinsa s.r.o., its main object of business, key customers and SWOT Analysis of the subsidiary. The firm Mollificio Cappeller Neinsa s.r.o. is the Czech subsidiary of the company Mollificio Cappeller S.p.a. which is located in Italy.

Afterwards, I will analyse the current motivation of this firm and propose the improvement regarding the employee motivation.

Keywords: HRM, Motivation, Incentive, Performance, Employee, Reward System, Benefits

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INTRODUCTION

Nowadays the question: “What motivates employees the most?” does not seem to be the most important one. Simply, employers struggle with the current situation in the market due to the financial recession, increasing of tax and energy, thus they are having hard times and the question is not currently the most crucial one for them. Nevertheless, employers should realize the importance of good members of staff and keep them motivated in order to get the best of their performance at work.

Employees also need to know that they are indispensable part of work and they can count on employers, managers or superiors if some problem emerges, and certainly get rewarded for good performance. The employers often focus only on the profit of a company, although to be profitable and have a good reputation means to boost staff morale that can be reached only by suitable motivation. For that reason, employers need to know that a human resource represents a crucial contribution to a company regarding management, manufacturing and decision making. The human resources cannot be replaced by machines. Therefore, the employer should consider how to motivate employees in order to foster their performance thus a company can be profitable and gain staff loyalty.

However, every single employee requires a different incentive scheme based on their current needs or situation. On that account, motivation does not have a definition that would precisely describe it. It can be described as encouraging people in order to get their best performance which could be observed from a situation of an individual.

On this basis, the bachelor thesis is theoretically focused on motivation and its theories and practically is going to be held in the Czech Subsidiary Mollificio Cappeller Neinsa s.r.o. (MCN). It is going to be concentrated on MCN key customers and production, especially on members of staff working there and their current motivation. In addition, the employees of the firm will be doing a survey with the research question: finding the current level of satisfaction of employee motivation in the Czech Subsidiary Mollificio Cappeller Neinsa s.r.o., and a possible proposal of the improvement of incentives.

In fact, it will be emerged what type of motivation is the most suitable, especially for the employees of the subsidiary. Then, it will be proposed the most applicable type of motivation which should lead to boost staff morale, satisfaction of staff, and better performance, thus the competitiveness of the company and the most important issue which is its profit.

I. THEORY

1 THE HUMAN RESOURCE CYCLE

The success of an enterprise depends on an excellent business strategy and plan. The first condition of successful business is to realize the value and the importance of human resources which represent the significant assets of any enterprise. Also, with the great human resource management, companies can reach success. (Koubek 1998, 11) Therefore it is necessary to understand that a business strategy and human resource management go hand in hand.

Human resource management represents a proper choice of employees, their development and care of them. A right manager should listen to employees, motivate them, recognize and solve their problems. (Závišová 2009, 11)

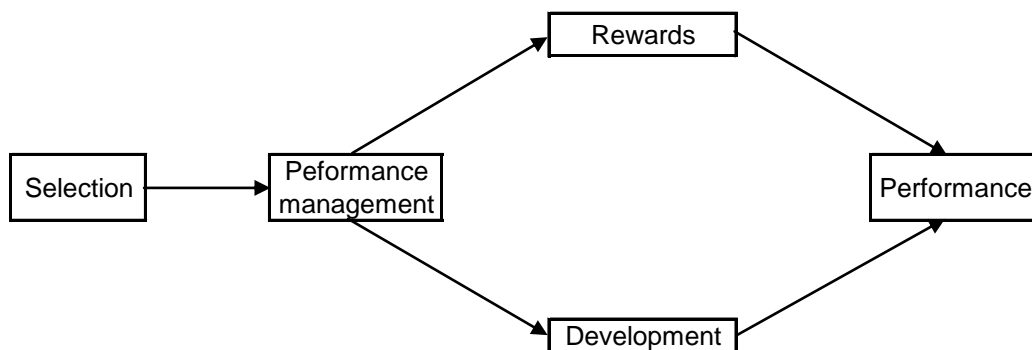


Figure 1. The Human Resource Cycle

Source: Data adapted from Armstrong 2003, 23.

Figure 1 shows the work of human resource management, starting with the recruitment of employees, through their development and their recognition, to the process of the performance management that tries to achieve the most effective working of employees and develop their working capabilities through their rewarding and development.

1.1 Human Resource Management (HRM)

The purpose of HRM is the qualitative and quantitative provision of human resources, thus their physical presence and qualification and also the required performance, creativity, motivation and identification of the firm's aims. (Kleibl et al 2001, 5)

The most valuable resource in the term of the company management are people working and devoting their efforts towards the company, thus HRM (Human resource

management) represents the relevant importance and systematic concept in this field. (Armstrong 2003, 3-4)

Armstrong adds, “The main features of HRM are:

- an emphasis on the strategic management of people (the human capital of the organization) which achieves ‘fit’ or integration between the business and the HR strategy;
- a comprehensive and coherent approach to the provision of mutually supporting employment policies and practices, i.e. the development of integrated HR policies and practices (configuration or bundling);
- the importance placed on gaining commitment to the organization’s mission and values – it is ‘commitment/orientated’;
- the treatment of people as assets rather than costs – they are regarded as a source of competitive advantage and as human capital to be invested in through the provision of learning and development opportunities;
- an approach to employee relations that is unitarist rather than pluralist – it is believed that employees share the same interests as employers (the principle of mutuality) rather than that these interests will not necessarily coincide;
- the performance and delivery of HRM as a line management responsibility.”

(Armstrong 2003, 3-4)

1.2 History and Development of HRM

HRM is a modern way of the personnel management how to choose the right employees for the organization. It provides as administrative part of human resource as the employees’ recruitment, motivation, possible training and tries to create good conditions for an employee as well as for an employer. This strategy appeared in the USA where the origins of the personnel management come from.

The personnel management started to develop differently during the period of the First World War and Second World War in the USA. Companies which wanted to obtain a bigger part of the world market began to hire more qualified people for particular work. Each recruitment was more specific in order to get the best employee for the performance of work required. Firms realized that the qualified human resource is the best step to improve a financial situation of the company. They also realized that human resource

represents the inexhaustible and competitive capital in its own way. Nevertheless, the proper conception was formed during the second half of 20th century. HRM has become a considerably significant part of the management of a company. Finally, the importance of human beings became more essentially valued than the administrative activity. (Koubek 1998, 13)

As Chopra remarks, “The father of human relations management is considered Elton Mayo who showed us the importance of human factor.” (Chopra 2002, 1)

Armstrong distinguishes two main stages of the HRM development. The first stage was emerged during 1980 as the effort to combine companies’ strategy with the reward of employees, and the research of how far the HRM is able to affect economic results of the organization. After ten years, the emphasis was put on the teamwork, training of employees and reward system. (Závišová 2009, 10) It is necessary to mention that all these changes were largely taking place in developed countries. The personnel management still prevails in the Czech Republic however good managers of the Czech firms prefer human resource management and try to employ it.

1.3 How Does HRM Work

According to Armstrong, “The HRM processes that contribute to or underpin the activities are as follows.

- **Strategic HRM**

Defining intentions and plans for the development of HRM practices, and ensuring that HR strategies are integrated with the business strategy and one another.

- **HRM policy**

Formulating and implementing policies that provide guidelines on how people should be managed within the organization.” (Armstrong 2003, 11-12)

The HRM policy is the optimal use of workforce, formation of work teams, and creation of a dynamic compliance between number and structure of jobs and number of employees; i.e. concentrates on a placement of employee to place them to a proper position. (Koubek 1998, 14-15)

- Change management

Armstrong continues, “Advising on and assisting with the facilitation of change in organizations in response to changes in the environment, and the introduction of new organization structures and systems, and HR policies and practices.” (Armstrong 2003, 12)
HRM is still adapting to new requirements of the market.

- Competency based HRM

Armstrong carries forward, “Developing competency frameworks that inform and support activities such as job design, recruitment, performance management, employee development and reward.” (Armstrong 2003, 12)

HRM is based on the social development of employees’ qualities and the growth of their career. A necessity of HRM is to make the convenient working conditions and environment. (Koubek 1998, 15)

- Knowledge management

Armstrong claims, “Developing processes for capturing and sharing knowledge to enhance organizational learning and performance.” (Armstrong 2003, 12)

For the organization, the further education of employees and cooperation between employees themselves, thus collective work or teamwork, also a good communication and mutual understanding between the management and employees are very essential.

- Job and role analysis

Armstrong demonstrates, “Analysing the content and competency requirements of jobs and roles in order produce job descriptions or role profiles, and data for organization design and development, recruitment, training and reward.” (Armstrong 2003, 12)

The analysing of job descriptions is one of the essential work of HRM in order to get information about requirements of future employees, how to appraise them and their other possible training in new technologies or other changes.

1.4 In Which Way HRM Influences Performance

The relationship between HRM and Financial performance as Armstrong emphasizes in the Figure 2.

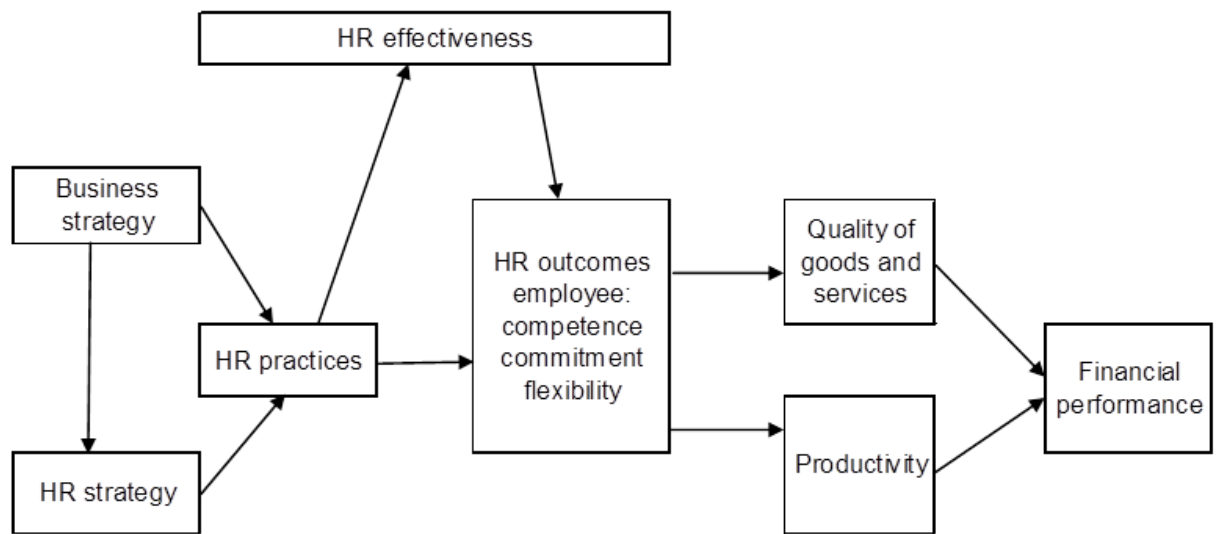


Figure 2. Model of the Link between HRM and Performance

Source: Data adapted from Armstrong 2003, 15.

In Figure 2, there is obviously a mutual link between a business strategy and HR strategy, their interaction how to achieve the financial performance. If the company combines the top-class business plan and qualified and further trained employees, it reflects in higher quality of goods and services, thus customers will be satisfied and the reputation of a company increases; i.e. high profitability of a company.

1.5 Differences between HRM and Personnel Management

Some literatures may state that between HRM and personnel management there are not any differences and they are almost synonyms. In fact, HRM was developed from a personnel management conception during the First World War in the USA. U.S. companies had to face up the problem that a lot of men left to join the army, thus they had to effectively manage the rest of employees.

Firms did not hire every job applicant as they had done up until that time. Firstly, they had to pass the specific recruiting test which should have revealed applicant's talent and skills.

The inspiration came from the army and it is called "social engineering". (Samba.fsv.cuni, accessed January 11, 2011) The social engineering developed from the objective research

of employees to their individual perspectives. HRM is used as a higher substitution of personnel management that consists both, as the strategy of HRM and as the strategy of personnel management. (Šigut 2004, 51) Personnel management is more operative rather than strategic and focuses on the administrative activity of an organization; i.e. the recruitment and payments. It does not research the combination of the HRM strategy and the intention of the company how to unite expenses, however the qualified human resources in order to get a profit. HRM deals with employees in terms of the qualification, improvement of the working environment, their other training and concerns of individualities whereas personnel management considers only collective values.

HRM is the highest of personnel activity in the organization and represents a strategic approach in particular and the responsibility of managers for the most effective use of the human potentiality and its subsequent development. (Kociánová 2004, 107-108)

Thus managers should be able to adapt to current development and requirements of the market and monitor future changes and flexibly react to them.

1.6 Aims of HRM

HRM aims are to help the organization to achieve success through people. Therefore, HRM thoroughly selects motivated, well organized and formed teams of a company. (Koubek 1998, 13) Ulrich and Lake remark “HRM systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities.” (Ulrich and Lake 1990, 96)

The firm can accomplish a higher performance, competitiveness and effective economic result through qualified HRM. However, the human resource is a very expensive capital which is invested into the company. Moreover, if the employee is well organized, motivated and trained as mentioned above, the company can also save costs, such as:

- Reduction of useless overtime expenses due to increasing of labour productivity during regular working hours.
- Decreasing of the absence and establishing of the programme for reducing expenses of the unfinished working hours.
- Elimination of employees' loss time through the appropriate *modus operandi*.

- Minimisation of employees' fluctuation and costs relating to formation of the interpersonal rapports and pleasant working atmosphere that increases employees' satisfaction of their performance.
- Establishing of the efficient programmes for the health protection and the safety at work which can reduce the number of accidents.
- Adequate training and growth of employees; it increases an employees' value and their work, and it leads to the improvement of products and service quality, thus reducing costs.
- Reduction regarding the waste of some material due to the wrong working habits and wrong working approach by removal of inconvenient working conditions.
- Making contracts for work with the most valued job applicants who are capable of making an effort and are prepared for their further development.
- Formation of stimulant reward's system to create better working environment.
- Stimulation of employees who know and do more about their work to present their ideas and suggestion in order to affect the amount of costs.
- Appropriate joining of employees' activities, the organization of work and creation of teamwork, thus activities which lead to increasing of productivity, quality of products and services, and often to increasing of performance and satisfaction of staff members. (Koubek 1998, 29-30)

1.7 Achieving High Performance through People

One of the main goals of HRM is to achieve high performance through people. Human resources are the indispensable parts of the company regarding their management, manufacture and decision making. Thus employees contribute to the company through their performance abilities.

Armstrong states that "The overarching objective of HRM is to contribute to the achievement of high levels of organizational performance. The integration of HR and business strategies will generally focus on this goal. Purcell et al believe that intangible assets such as culture, skill and competence, motivation and social interaction between people, teams and business units, are increasingly seen as key sources of strength in those firms which can combine people and processes together." (Armstrong 2003, 4)

Becker et al claim that “Performance goals can be achieved with the help of high performance work systems which take into account the factors affecting individual performance as set out below, and promote flexibility.

They also include rigorous recruitment and selection procedures, performance-contingent incentive compensation systems, and management development and training activities linked to the needs of the business.” (Becker et al 1997, 39-47)

According to Armstrong, “People perform well when:

- they are able to do so (they can do the job because they have the necessary abilities and skills);
- they have the motivation to do so (they will do the job because they want to and are adequately incentivized);
- their work environment provides the necessary support and avenues for expression (for example, functioning technology and the opportunity to be heard when problems occur).” (Armstrong 2003, 5)

1.8 Innovations in HRM

Many firms in the Czech Republic are focused only on the administrative activity of personnel management instead of the development of the human potential, such as training investment, employees’ motivation and their assurance of loyalty to the firm. Bowes remarks, “Employees are satisfied if they have a possibility of personal growth and hereby ensure the great reputation of the firm.” (Bowes 2008, accessed January 25, 2011) In addition, employees should be viewed as the equal partners. (Stýblo 2001, 125)

From the firm’s point of view is very important to follow any new changes in the technique, management, economy, manufacture; i.e. simply to follow requirements of the market. Therefore every reasonable innovation leads to the progress and profitability of the organization.

HRM also observes and follows the new trends, for instance:

- E-learning – is a new form of training via the network operating system within the organization. Nevertheless, this kind of lecture does have its pros and cons. The advantages such as cost saving, better accessibility and possible feedback.

- E-recruitment – current offers of jobs published on firm’s own websites or on specific internet’s websites (prace.cz; jobs.cz; etc.). This kind of recruitment can save time and costs; it is still available. Every applicant can create the account with their curriculum vitae (CV) and on this basis they can be contacted by an employer.
- Outsourcing – hiring of people outside the organization in order to save time and costs.
- Flexible working hours – working hours are not exactly stipulated; it means that an employee can start at work for instance during 9 a.m. – 11 a.m. however, they still has to work eight hours. It is useful especially for mothers with children or if the employee needs to see a doctor or some of the offices.
- Reward system, benefits or the appraisal of employees – this area has made progress as well, however more about this is written below in Chapter 4. (Závišová 2009, 12-13)

The human resource remains the most important capital of the organization therefore each of investments into the area of HRM is valued positively.

2 MOTIVATION

If a company wants to be profitable it should effectively conduct employees' performance. However, employees need to be somehow motivated in order to perform well. Therefore, direct employers should know how to deal and motivate their members of staff to get their best performance permanently.

One of the main strategies of HRM is the motivation. For any employer or manager it is not easy to find a way how to motivate employees properly. If the managers want to understand the issues of motivating, they should be good psychologists as well. However, to be a good psychologist does not mean to be good at motivating employees and providing good incentives for each member of staff, simply because every single person requires different kinds of motivation in order to get their greatest performance.

Chopra mentions that, "On the other hand does a manager have an obligation to satisfy the concerns of an employee? No, simply because a business could not survive economically under such a burden, nor could anyone (manager) or any one thing (job) ever satisfy the total concerns of any one person (employee). It is just not possible! Thus, we can safely conclude that the "total" manager is in part psychologist, one who deals with the motivation of employees. And this requires understanding of what motivates an individual." (Chopra 2002, 3)

2.1 Characteristics of People

Armstrong informs that, "To manage people effectively, it is necessary to understand the factors that affect how people behave at work. This means taking into account the fundamental characteristics of people as examined under the following headings:

- individual differences – as affected by people's abilities, intelligence, personality, background and culture, gender and race;
- attitudes – causes and manifestations;
- influences on behaviour – personality and attitudes;
- attribution theory – how we make judgements about people;
- orientation – the approaches people adopt to work;
- roles – the parts people play in carrying out their work." (Armstrong 2003, 203)

2.1.1 Individual Differences

Each person has their own features and possesses different skills and capabilities which are influenced by different factors such as working environment and family background, which interferes with managing people correctly and effectively. In addition, the needs and aspirations of each person differ due to their uniqueness, thus the motivation has various shapes. (Armstrong 2003, 203)

2.1.2 Personality

- Definition

Toplis et al define that “The term ‘personality’ is all-embracing in terms of the individual’s behaviour and the way it is organized and coordinated when he or she interacts with the environment.” (Toplis et al 2005, 25)

According to Armstrong, “There are many theories which define the term personality but within the motivation, the personality is created with the influence of external factors and environment.

Of course, each of us is created with internal factors, i.e. innate factors ‘personal traits’ which characterise their behaviour. Personality can be described in terms of traits or types.

- The trait concept of personality

The characteristics which define people from each other can be described as personality whose main features are traits which enable people to behave according to given situations.

Therefore, the future behaviour of the people is more predictable thanks to the traits which are moreover used to help us to find out the reason of the people’s behaviour.” (Armstrong 2003, 205-206)

According to Armstrong, “The so-called big five personality traits which were distinguished by theorists Deary and Matthews are:

- neuroticism – anxiety, depression, hostility, self-consciousness, impulsiveness, vulnerability;
- extraversion – warmth, gregariousness, assertiveness, activity, excitement seeking, positive emotions;
- openness – feelings, actions, ideas, values;

- agreeableness – trust, straightforwardness, altruism, compliance, modesty, tender-mindedness;
- conscientiousness – competence, order, dutifulness, achievement-striving, self-discipline, deliberation.” (Armstrong 2003, 206)
- Type theories of personality

Each of us has their own type of personality, such as extroversion, introversion or a combination of both. A lot of theories of typology were made by many psychologists, the important theories are mentioned below.

Armstrong describes, “One of the most widely used type theories is that of Jung. He identified four major preferences of people:

- relating to other people – extraversion or introversion;
- gathering information – sensing (dealing with facts that can be objectively verified) or intuitive (generating information through insight);
- using information – thinking (emphasizing logical analysis as the basis for decision-making) or feeling (making decisions based on internal values and beliefs);
- making decisions – perceiving (collecting all the relevant information before making decisions) or judging (resolving the issue without waiting for a large quantity of data).” (Armstrong 2003, 207)

German-British psychologist Eysenck introduced a famous typology in which he divided people into different types of their personality such as extroversion and introversion, neuroticism and psychoticism. This division is consisted of three personality traits and describes a person with the suitable properties. (Armstrong 2003, 207)

2.1.3 The Impact of Background and Environment

The personality is formed during our whole life. Certainly, there is no doubt that one type of personality always predominates, however it is proved that to motivate employees effectively, it is necessary to provide them a secure place for working. One of the external factors which might have an effect on our personality is environment; i.e. the family background, the working environment, our relationships with friends and colleagues at work, etc. We might not need to have a perfectly and fashionably furnished workplace but

the importance of the collegial approach and trustworthiness at the workplace are better motives for employees.

As Armstrong demonstrates, “Individual differences may be a function of people’s background, which will include the environment and culture in which they have been brought up and now exist. A theorist Levinson suggests that ‘individual life structure’ is shaped by three types of external event:

- the socio-cultural environment;
- the roles they play and the relationships they have;
- the opportunities and constraints that enable or inhibit them to express and develop their personality.” (Armstrong 2003, 207)

2.1.4 Worker’s Orientation

Simply, it means what do people work for or what the employee expects from work.

The theorist Guest analysed orientation as the factor which helps every person to achieve the goals and obtain rewards from work and its existence does not depend on the nature of the work or other elements of the work. Motivation is influenced by many factors and the crucial one is the social environment factor on which the orientation approach is based. (Armstrong 2006, 246)

2.1.5 Job Description vs. Role of Employee

The role of employee is connected with their behaviour in the situation which the employee can occur within the work. It is a certain approach, attitude and especially reaction of the employee to work. (Armstrong 2006, 247-248) Armstrong remarks that, “Role theory helps us to understand the need to clarify with individuals what is expected of them in behavioural and outcome terms and to ensure when designing roles they do not contain any incompatible elements.” (Armstrong 2006, 249)

There should be certain behaviour which is expected and required from employees that also distinguishes the behaviour from the employment’s positions on different levels. For instance, the role of a top manager is required to have a higher degree of a social behaviour. Thus, this role requires more responsibility than the role of an ordinary worker.

On the other hand as Armstrong informs, “The job description simply lists the main tasks an individual has to carry out, and a role profile, which is more concerned with the

behavioural aspects of the work and the outcomes the individual in the role is expected to achieve.” (Armstrong 2006, 247)

2.2 The definition of Motivation and Motivation Process

Chopra states that, “Motivation is a total mystery, nor has anyone yet discovered a total solution to motivational problems.” (Chopra 2002, 2) Eggert almost agrees with Chopra and conveys that “Motivation is slightly like a jellyfish. Everyone knows what it is but is difficult to describe or define.” (Eggert 1999, 1)

Thus it brings certain problems to psychologists. Because we cannot see it nor feel it, we cannot measure it, so how we know it exists? In literal sense of motivation, it does not exist – it can be observed from the individual behaviour or its changes, alternatively from the individual interview about needs and motives of the individuals. (Eggert 1999, 1)

To find the excellent and qualified employees can be very difficult. Nevertheless to keep them working and staying loyal to the firm is much more difficult. Thus the firm should find out a right way of the employees’ motivation.

Armstrong states, “*Motivation theory* observes what factors affect the people to behave in a certain, spontaneous and voluntary way of their behaviour regarding to work. Simply, how they get involved in the work what they perform. In understanding and applying motivation theory, the aim is to obtain added value through people in the sense that the value of their output exceeds the cost of generating it. This can be achieved through discretionary effort. In most if not all roles there is scope for individuals to decide how much effort they want to exert. They can do just enough to get away with it, or they can throw themselves into their work and deliver added value.” (Armstrong 2006, 251-253)

And also he claims, “The process of motivation is much more complex than many people believe. People have different needs, establish different goals to satisfy those needs and take different actions to achieve those goals. It is wrong to assume that one approach to motivation fits all. That is why the assumptions underlying belief in the virtues of performance-related pay as a means of providing a motivational incentive are simplistic. Motivational practices are most likely to function effectively if they are based on proper understanding of what is involved.” (Armstrong 2006, 251, 253)

To motivate people effectively is necessary to find an appropriate motive. The *motive* is a reason to do something, to follow some direction and build a positive attitude of

employee to the firm. McClelland remarks, “Economic theorists from the time of Karl Marx to the present have assumed that people work because of the profit motive.” (McClelland 1987, 32) Thus, they want to get ‘something from something’. According to Armstrong, “Motivation is concerned with the factors that influence people to behave in certain ways. The three components of motivation are:

- *direction* – what a person is trying to do;
- *effort* – how hard a person is trying;
- *persistence* – how long a person keeps on trying.” (Armstrong 2006, 252)

The steps of well-motivated people are oriented to achieve their goals thus to be rewarded.

2.2.1 The Process of Motivation

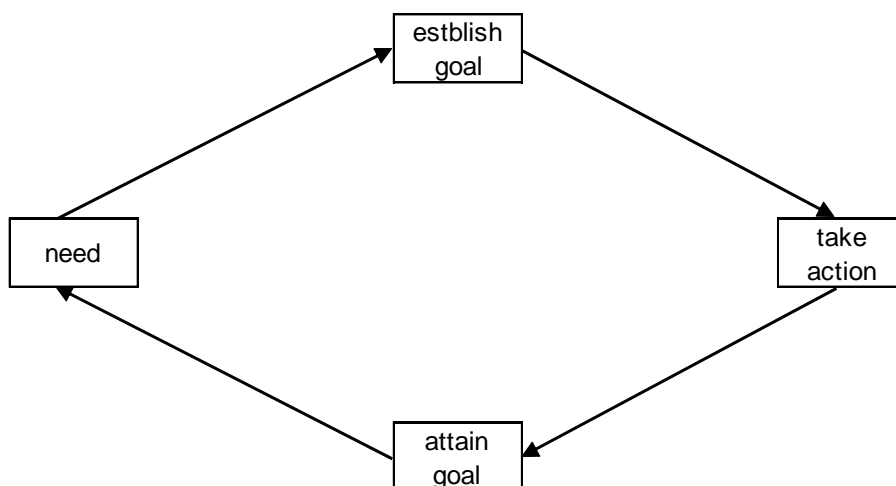


Figure 3. The Process of Motivation

Source: Data adapted from Armstrong 2006, 253.

In the Figure 3, it is obvious that the employees’ need is one of the key factors of motivation. If all these steps are well implicated, the individual needs of employees will be satisfied. The theory of needs is mentioned below, in the Chapter 2.4.

2.3 Types of Motivation

As was already mentioned, each of us requires the different way of how to be motivated, thus each person can be motivated and satisfied with a different motive. For instance, some

employee can be motivated with a financial reward or a company car but some of them not. On the other hand the other member of staff can be motivated with praise from the side of his superior and some of them will not find the praise satisfactory enough.

Armstrong remarks, “First, people can motivate themselves by seeking, finding and carrying out work (or being given work) that satisfies their needs or at least leads them to expect that their goals will be achieved. Secondly, people can be motivated by management through such methods as pay, promotion, praise, etc.

There are two types of motivation as originally identified by the theorist Herzberg: *Intrinsic motivation* – there are the self-generated factors that influence people to behave in a particular way or to move in a particular direction. These factors include responsibility (feeling that the work is important and having control over one’s own resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement. The intrinsic motivators are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside.” (Armstrong 2006, 253-254) These are internal desires to perform a particular task, people do certain activities because it gives them pleasure, develops a particular skill, or it is morally the right thing to do.

According to Armstrong, “*Extrinsic motivation* – what is done to or for people to motivate them. This includes rewards, such as increased pay, praise, or promotion, and punishments, such as disciplinary action, withholding pay, or criticism. Extrinsic motivators can have an immediate and powerful effect, but it will not necessarily last long.” (Armstrong 2006, 254) This motivation includes external factors given to the individual and unrelated to the task they perform. Frey and Osterloh remark, “In a career context, extrinsic motivation stems from the desire to satisfy directly one’s non-work-related needs. In this distance, a job is simply a tool with which to satisfy one’s actual needs by means of the salary it pays.” (Frey and Osterloh 2002, 8)

Armstrong adds the following example, “An incentive or bonus scheme – works only if the link between effort and reward is clear and the value of the reward is worth the effort. It also explains why intrinsic motivation arising from the work itself can be more powerful than extrinsic motivation. Intrinsic motivation outcomes are more under the control of individuals, who can place greater reliance on their past experiences to indicate the extent to which positive and advantageous results are likely to be obtained by their behaviour.” (Armstrong 2006, 259-260)

According to Frey and Osterloh, “It is not always possible to draw a clear empirical distinction between intrinsic and extrinsic motivation. When someone climbs a mountain for pleasure, there is almost always an extrinsic motive in play, such as physical training or peer-group recognition. As a rule, intrinsic and extrinsic motivation goes hand in hand. What makes the difference is whether a goal is being pursued simply as means of achieving another, in which case the first goal loses inherent value. In this case, the crowding-out effect, as discuss below, enters into the Figure 4.” (Frey and Osterloh 2002, 8-9)

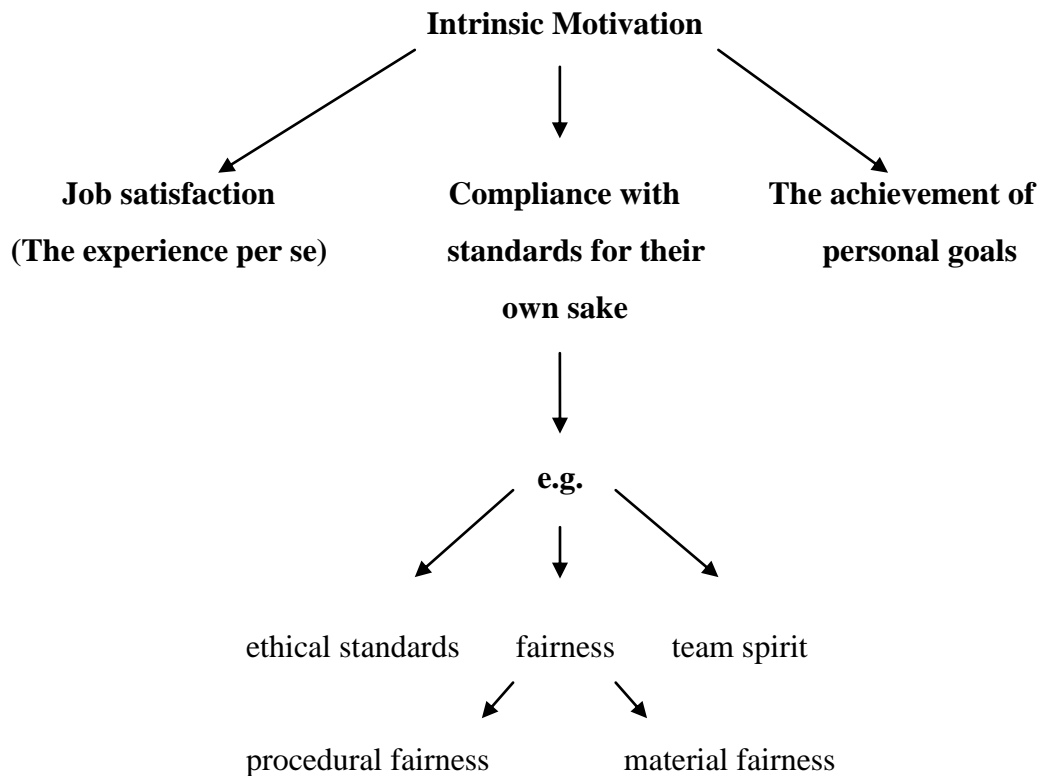


Figure 4. The Crowding-Out Effect

Source: Data adapted from Frey and Osterloh 2002, 9.

The independence of the extrinsic and intrinsic motivation was being discussed for such a long period. The employers or managers thought that extrinsic and intrinsic motivation is not dependent on one another. Although, the observations have proved that they are somehow connected. Frey and Osterloh state, “For instance children who are initially enthusiastic about their homework, for instance, lose some of that interest when promised a reward. This approach may work in the short run, but in the longer run the result is that the

child will only do its homework in return for a monetary reward. In other words, the crowding out effect has set in. In the worst-case scenario, the child will eventually be unwilling even to take the garbage out without a reward.” (Frey and Osterloh 2002, 9)

Regarding employees, at the beginning of their job career, they are often enthusiastic and satisfied as well, subsequently they usually find out that they expect more.

2.4 Motivation theories

Motivation is based on many observations and theories. Eggert adds “Why are there so many theories of motivation? Because:

- Motivation is an artificial construct thus there is any complex way which would help us to examine it.
- An individual can reach the aim by many different ways – they can be motivated differently.
- Big amount of needs can be satisfied by only one goal - by the motivation.
- People are different in their needs – thus they are motivated differently as well.
- The individual often change their aspirations and needs - their motivation would be distinguished in the individual situations.

Therefore the different theories of motivation and incentive were developed to match with different types of motivation.” (Eggert 1999, 6)

The most important ones are mentioned by Armstrong, as follows:

- “*Instrumentality theory*, which states that rewards or punishments (carrots or sticks) serve as the means of ensuring that people behave or act in desired ways.
- *Content theory*, which focuses on the content of motivation. It states that motivation is essentially about taking action to satisfy needs, and identifies the main needs that influence behaviour. Needs theory was originated by a theorist Maslow, and in their two-factor model, in addition a theorist Herzberg listed needs which they termed ‘satisfiers’.
- *Process theory*, which focuses on the psychological processes which affect motivation, by reference to expectations, goals, and perceptions of equity.” (Armstrong, 2006, 254)

- Instrumentality theory

During the second half of the nineteenth century, the new theory called instrumentality was originated. This kind of theory explains that people work for an offer of reward. The reward is linked with the performance of the employees, thus the key to get paid after performance. F. W. Taylor's methods (Taylorism) are the inspiration for the theory of instrumentality; Armstrong states what the researcher Taylor wrote: "It is impossible, through any long period of time, to get workmen to work much harder than the average men around them unless they are assured a large and permanent increase in their pay." (Armstrong 2006, 254-255)

- Content (needs) theory

This theory considers needs to be the key factor of motivation. There is no relation between employees' motivation and their goals. As Armstrong informs, "The range of the possible goals increases if a particular need is stronger and lasts longer and one goal can satisfy the wide range of needs as well." (Armstrong 2006, 255) For instance, a new car provides the way of transport but also an opportunity to impress neighbours. A satisfaction of the need results in achieving of an employees' goal. It is very important to distinguish what kind of need is required by employees to reach the satisfaction in a particular situation.

However it is very difficult to find out the right one, because every human being is an individual, each of us comes from a different environment, social class with a different education and upbringing, thus it displays in the current life of the individual and a situation in which they are in right now.

The American professor of psychology, Abraham Harold Maslow, is the author of one of well-developed theory of needs but it has never been verified by empirical research. His hierarchy describes needs from the basic ones, such as psychological and safety needs, social (belonging) needs, up to ego (esteem) and self-actualization needs. (Armstrong 2006, 255) These needs are described in the Figure 5 below:

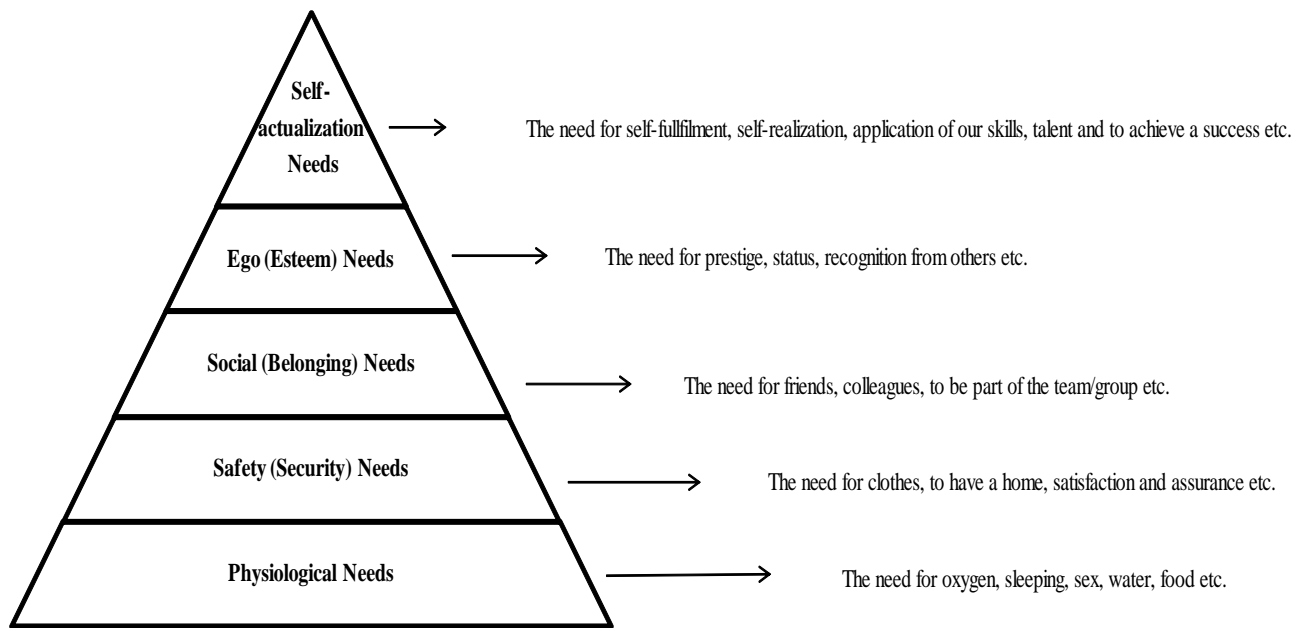


Figure 5. The Maslow's Hierarchy of Needs

Source: Data adapted from Goble 2004, 51.

According to Armstrong, “Maslow’s theory of motivation affirms that if a lower need is satisfied, the next highest becomes dominant and the individual’s attention is turned to satisfying a higher need. The need for a self-fulfilment, however, can never be satisfied. He said that ‘man is a wanting animal’; only the unsatisfied need can motivate behaviour and the dominant need is the prime motivator of behaviour. Psychological development takes place as people move up the hierarchy of needs, but this is not necessarily a straightforward progression. The lower needs still exist, even if temporarily dormant as motivators, and individuals constantly return to previously satisfied needs.” (Armstrong 2006, 258)

Lauby adds, “The lowest level of unmet needs in the hierarchy is the prime motivator of behaviour. If or when that level is satisfied, the needs at the next highest level in the hierarchy motivate behaviour. When a need is satisfied, it no longer motivates an individual.” (Lauby 2005, 1) Nevertheless, the need, which was once satisfied, can reappear. For instance, in the case that the person can lose somebody really close to them. Then they want to seek for the particular need again to satisfy themselves.

- Herzberg's Motivation-Hygiene Theory

The theory is built on two strategies. The first includes hygiene needs and the other one includes motivation needs. (Lauby 2005, 1)

The researcher Frederick Herzberg discovered that the hygiene needs cannot satisfy our needs, on the other hand they can prevent from dissatisfaction. The hygiene needs are a financial reward, supervision, work conditions, security at work, status, etc. Contrarily, the motivation needs can raise the satisfaction, these are interesting jobs, hard work, the opportunity to achieve high performance, appreciation, progress, etc. (Eggert 1999, 49-50)

- Process theory

This theory is also termed as the cognitive theory because of observing the people's perception and understanding of their working environment. Cognitive theory is considered as more suitable in the process of motivation because it provides more effective clues for managers to let them know how to motivate employees. (Armstrong 2006, 258-259)

According to Armstrong, "The processes are:

- expectations (expectancy theory);
- goal achievement (goal theory);
- feelings about equity (equity theory)." (Armstrong 2006, 259)

- Expectancy theory

Armstrong remarks, "The concept of expectancy was originally contained in the valency-instrumentality-expectancy (VIE) theory which was formulated by Vroom. Valency stands for value, instrumentality is the belief that if we do one thing it will lead to another, and expectancy is the probability that action or effort will lead to an outcome. This concept of expectancy was defined in more detail by Vroom. The strength of expectations may be based on past experiences (reinforcement), but individuals are frequently presented with new situations – a change in job, payment system, or working conditions imposed by management – where past experience is not an adequate guide to the implications of the change. In these circumstances, motivation may be reduced." (Armstrong 2006, 259)

The function of motivation appears only if there is an obvious and useful relation between the performance and outcome. The motivation is considered as a means of satisfying needs. (Armstrong 2006, 259)

- Goal Theory

The goal theory was formed by researchers Latham and Lock. It is based on the establishing of specific and particular goals for individuals that boosts motivation and performance. Acceptable goals foster the performance feedback. It is important to let people participate in establishing the goals because people are used as implements to set up higher goals.

The theory of goals is not a common term in management anymore because of its tendency to the bureaucracy and an exaggerated emphasizing of quantitative goals. However, this theory remains the basic part of the payment system according an achieved performance. (Armstrong 2006, 261)

- Equity Theory

People are motivated on the basis of a fair treatment with them; on the other hand if they feel the unfair treatment, their motivation decreases. People perceive how they are treated in comparison with others. This equity helps to boost staff morale. The concept of the fairness is not the synonym for the equality or uniformity, which means to treat everybody in the same way. The author of the equity theory is the researcher Adams. (Armstrong 2006, 261-262)

Armstrong summarizes all the motivation theories in well-arranged Table 28. Summary of Motivation Theories that is illustrated in the appendix PI.

3 REWARD SYSTEM

The motivation influences employees in the way to affect their performance positively. But what are the incentives which influence employees' satisfaction, their needs, goals which lead to their satisfaction and subsequently to their better performance at work? The process of motivation is basically built on the reward system as the way of establishing wages or salaries and the employees' benefits. (Koubek 1998, 159)

As was already mentioned, people can be motivated extrinsically and intrinsically and there are many theories which help to recognize the right one.

Of course, the money plays the most important role of our life because it helps us to satisfy our basic needs, simply to survive. Thus each of us could think that money is the strongest motivator. However, it is not certainly clear. Some people can be motivated by higher salary; on the other hand, some need incentives such as praise, recognition, etc.

One of the strategies to distinguish what kind of incentive, if non-cash or cash, can be mostly suitable one for each of individuals is to somehow know the individual life-conditions. Probably, a top-manager who works on a higher position would not require more money, but more days off to spend with his family. On the other hand, people who work in production such as operators or as shop assistants may require more money or cash rewards.

Non-cash rewards may work better than cash rewards because of the positive feelings which can last longer, however the cash rewards mostly disappear into bank accounts to be used to pay bills. Although, what we can buy for a couple of nice words when we are hungry and do not have a home. Therefore the reward system should be built up to weigh up living situations and conditions of individuals at work.

Armstrong distinguishes the reward system as follow in the Table 1. Reward System:

Table 1. Reward System

	Cash Rewards	Non-cash rewards/ Incentives
Intrinsic Rewards		Building up jobs and roles (responsibility, autonomy, effective jobs, and the area of developing and using of skills). Opportunity to achieve a success and personal development. The balance between the life at work and out of work.
Extrinsic Rewards	Monthly payments (Wage/Salary) and Benefits	Recognition Praise Feedback

Source: Data adapted from Michael Armstrong, *Odměňování pracovníků*,

(Praha: Grada publishing, a.s., 2009), 118.

From Table 1 it is obvious that the intrinsic rewards are only non-cash rewards or incentives, which develop certain behaviour of the individual. Incentives create the certain fulfilment of a person. They have deeper and long-term effect.

Extrinsic motivators are as cash as non-cash rewards. They may have powerful-effect but do not necessarily last longer. (Armstrong 2009, 118)

3.1 The Function of Reward System

Motivation is not only the positive motivator; there are negative motivators which influence behaviour of the individual as well, such as a negative feedback criticizing.

Lauby states, “Lee Iacocca (American businessman, engineering of the Mustang) once said, ‘when I must criticize somebody, I do it orally; when I praise somebody, I put it in writing.’ ” (Lauby 2005, 1)

How to keep qualified, satisfied and motivated employees? Firstly, the firm should hire already motivated people because unmotivated ones cost a lot of money and time, because their performances are on the lower level. To keep them motivated is good to follow the Maslow’s pyramid of needs, stated above in the Chapter 2.4. Managers can follow the Maslow’s hierarchy to recognize what could be the right incentive for the individual.

What are the most required benefits? Research of firm’s benefits was made and published on the portal idnes.cz as follows:

- 94,8% - the contribution to food during the working days (vouchers)
- 83,3% - the requirement of extra holidays
- 76,9% - bonuses for the important anniversary or jubilee of a staff member
- 75% - the day off provision due to important events with the compensation of wage
- 57,5% - the contributory pension plan
- 51,7% - increasing of the redundancy payment from the side of employer
- 46% - the social fond/ programme for employees
- 42,3% - 13th salary
- 22,9% - flexible working hours
- 19% - the contribution to life insurance
- 17% - merchandise or services discounts for employees
- 6,3% - the wage compensation plan for the sick leave for first three days
- 3,5% - the contribution to commuting
- 2% - the contribution to temporary living
- 0,3% - working from home (iDnes 1999, accessed January 5, 2011)

4 SUMMARY OF THE THEORETICAL PART

Over all, the most important employees' incentives should be the mutual understanding between a superior and ordinary employee, praise but also criticism from the side of an employer, and the most effective incentive should be the recognition and the appropriate financial reward for the achieved performance. This way of motivation boosts staff morale and improves performance.

On the other hand, people should be distinguished as employees who work physically and mentally due to their different requirements of motivational incentives. The physical workers mostly require to be paid more, to get financial bonuses, and hardly ever tend to be praised. However, managers, teachers, officers, and politicians probably wish to have more free time with family, flexible working hours, and they also appreciate recognition from their direct employees

There are also employees who work physically and mentally simultaneously such as shop assistants and bartenders who have to deal with customers and work physically as well. They would apparently appreciate good teamwork and superior's recognition.

People should be consider as individuals to find out the right motivation as was demonstrated but the spirit of teamwork, cohesion and collaboration should be built up inside them. They have to co-operate together in a smooth way to achieve the best of their performance and simultaneously to achieve their satisfaction.

II. ANALYSIS

5 MOLLIFICIO CAPPELLER NEINSA S.R.O.

On the basis of the research question regarding the employees' motivation in the Czech subsidiary Mollificio Cappeller Neinsa s.r.o. (MCN) is crucial to describe the firm's strategy and policy.



Picture 1. The Holding Company Mollificio Cappeller S.p.a. and the Czech Subsidiary Mollificio Cappeller Neinsa s.r.o.

Source: Data adapted from official website Cappeller, accessed April 4, 2012.

5.1 The Development

Mollificio Cappeller Neinsa s.r.o. is the Czech Subsidiary of Mollificio Cappeller S.p.a., which has produced springs, pressed sheared particulars, forms, the small precision parts since 1968, located in the city of Cartigliano, in Italy. The Czech subsidiary was established in May 15th, 2006, situated in the industrial area in Slavičín. During the year 2007 the Czech subsidiary was associated with other business partners who contributed with the register capital and also with know-how. As the first one was the fusion with the Spanish company Navarra de Estampacione e Inyeccion s.a (Neinsa), the producer of

plastic components and the other one was the natural person Jose Maria Martinez Jordan who contributed financially.

5.2 The Production

Concerning the co-operation of MCN with Italian holding company and Spanish company Neinsa, the Czech subsidiary Mollificio Cappeller Neinsa s.r.o. focuses on two production sections. The most extensive production is concentrated on the manufacture of coils, springs and spools; approximately 75% of the capacity of the production. The remaining 25% of the production concerns the plastic components for the electro-section, for instance security breakers and plastic cases of controllers for the cranes. The produced coils are used as the parts of the security breakers.

5.3 The Strategy

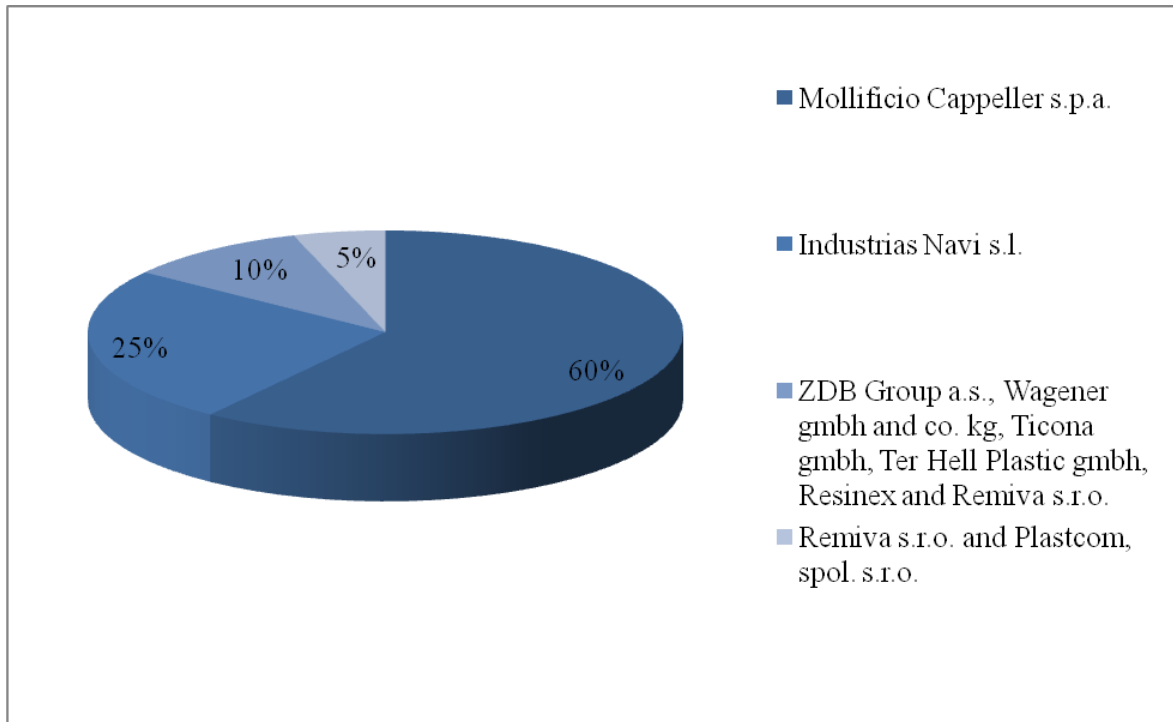
MCN concentrates its business on various sectors such as the auto-vehicle production, electrical gadgets, electro-domestic appliances, motor cycles, etc. The co-operation with the Italian holding company and the considerable participation of the well-known Spanish firm Neinsa provides the expansion of the Czech subsidiary into the international market

Its strategy is the ability to co-design, to keep the high standards of quality and the on time delivery, thus, its adaptation to the customer's requirements. The Czech subsidiary also tries to work cohesively with all its customers, partners and colleagues.

5.4 Suppliers

The core suppliers of input material, such as the supply of wires, completed goods and spare parts, are Mollificio Cappeller S.p.a. (60% of supplies), Industrias Navi s.l. (25% of supplies), ZDB Group a.s., Wagener gmbh and co. kg, Ticona gmbh, Ter Hell Plastic gmbh, Resinex and Remiva s.r.o. (10% of supplies).

Additionally, there are suppliers of plastic material which are Remiva s.r.o. and Plastcom, spol. s.r.o. (5% of supplies). (Kubáník 2012)



Graph 1. Suppliers Graph.

Source: Data adapted from Kubáník 2012.

The collaborative work between Italian holding company and the Czech subsidiary is also conspicuous from the Graph 1. The Italian holding company belongs amongst the biggest suppliers for MCN.

The transport of the products is arranged by Milan Stružka (35%), Stanislav Kužela – Tom Transport (30%), TNT spol. s.r.o. (15%), ČSAD Uh. Hradiště and Josef Žák (10%), Kamitro s.r.o. (10%).

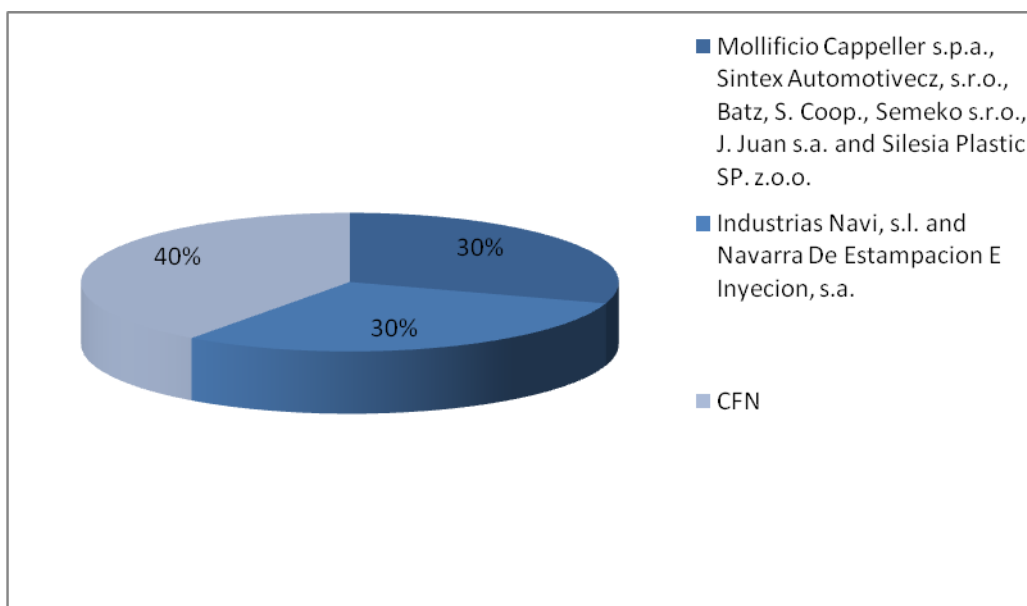
Besides that, the firm Mollificio Cappeller Neinsa s.r.o. co-operates with the firms Vamak, s.r.o., Valenta-Kovo s.r.o. and Semeko s.r.o. These firms are situated near to the subsidiary and they help to provide an arrangement of reparation of the metal products for MCN. (Kubáník 2012)

5.5 Customers

The key customers in purchasing of springs are the holding company Mollificio Cappeller S.p.a., Sintex Automotivecz, s.r.o., Batz, S. Coop., Semeko s.r.o., J. Juan s.a. and Silesia Plastic SP. z.o.o. with the purchase of 30% of the products.

The 30% of plastic products are purchased by Industrias Navi, s.l. and Navarra De Estampacion E Inyecion, s.a.

The firm CFN s.r.o. prevails amongst the key customers of MCN, it also works as a distributor of MCN goods. It can be considered as a part of the firm MCN. The firm CFN was set up for the intention of distribution of products made in Mollificio Cappeller Neinsa s.r.o. Thus CFN s.r.o. was established solely to sell the coils for the international enterprise called Schneider, with many subsidiaries in the Europe. (Kubáník 2012)



Graph 2. Customer Graph.

Source: Data adapted from Kubáník 2012.

The Graph 2 illustratively informs about the key customers of MCN s.r.o.

5.6 Policy

The policy of Mollificio Cappeller Neinsa s.r.o is based on a satisfaction of its customers; overall the quality of its products is the most crucial from the company point of view. The company also tries to achieve cohesion with all its customers and partners to their business relation on a higher level.

There is the MCN policy of the product quality which is strictly respected by the all of employees, which is obvious from a company strategy mentioned below:

- the achievement of the required level of the quality through the technical

knowledge of equipment for a producing of compression springs in expected deadlines;

- the achievement of the required level of the quality through the relative knowledge of the all processes and control instructions;
- the achievement of the required level of the quality through the technique of the use of the basic measure instruments;
- the sensitivity and a permanent training of employees, an increasing of the efficiency of manufacture and the quality of products, and also to keep the safeness at work;
- the implementation of the quality policy is based on the norms of ISO certificates, which are attached in the appendix PIII. (Kubáník 2012)

5.7 Employees

Currently, the firm employs nineteen members of staff; two of them perform an administrative function, another two employees work as a quality manager and a manager of production, one as a store man and one as a controller of products and material, the rest of the employees work as the operators of manufacturing and the last one is on maternity leaving.

The contemporary motivation of firm's employees includes the language training (English, Italian), the permanent training of new effective techniques of the production; usually in Italy and Spain, the pleasurable and clean environment, regular salaries, and the low fluctuation of employees.

As the benefits can be concerned the contribution to food - vouchers, working clothes, Christmas presents and the work overtime contribution (25% per hour) and 10% contribution for working overnight.

5.8 The SWOT Analysis of the Czech Subsidiary Mollificio Cappeller Neinsa s.r.o.

STRENGTHS

- The Quality of Products – based on company's policy strategy and customer's satisfaction
- The Logistic System – MCN co-operates with reliable transport organizations
- The co-operation with Italian holding company and Spanish company – their collaboration is on a good level

WEAKNESSES

- The Out-dated Producing Equipment – MCN needs new machines for more effective manufacture
- The Lack of Employees – due to its constant increase in purchasing, MCN needs more employees
- Non-availability of company's website – nowadays it is necessary to be published and available for potential customers

OPPORTUNITIES

- Competitiveness – because of company's production that is rarely to be seen in this country
- Open World Market – cooperation with holding company helps them to penetrate to other countries markets

THREATS

- Financial Recession
- Increase in energy prices
- Increase in VAT rate

The SWOT Analysis of the Czech Subsidiary Mollificio Cappeller Neinsa s.r.o represents its strengths, weaknesses, opportunities and threats. The analysis is based on acquired information about MCN. The strengths and weaknesses are involved in internal factors which can be somehow influenced by the firm. As the most startling weakness can be considered the missing of MCN website which is really significant to have nowadays and additionally it is not the costly consuming investment.

On the other hand, the opportunities and threats are external factors which cannot be influenced by the firm.

6 METHODOLOGY OF RESEARCH

The process of the research is following:

- Formulation of a research question
- A way of processing of the research
- Determination of appropriate respondents
- Pilot study
- Formulation of hypothesis
- Timetable for processing of the thesis
- Evaluation of collected data
- Resume of the research
- Proposal to improve employee motivation in MCN

The research question was finding the current level of satisfaction of employee motivation in the Czech Subsidiary Mollificio Cappeller Neinsa s.r.o., and a possible proposal of the improvement of incentives.

The methodology, which was used to research the current level of employee motivation, was the quantitative research - the survey.

The survey consisted of 16 questions:

- Open questions: No. 1, 2, 3, 4, 5, 7, 8, 9, 11, 12, 13, 15, 16
- Semi-Close questions: No. 6, 10
- Scale questions: 14

The results were compiled via the website <https://docs.google.com/>.

Respondents were the employees of MCN, who received the printed forms of questionnaires. The survey was filled in by 18 respondents; employees of MCN.

The pilot study was held before the beginning of the research to find out if the survey is comprehensible to every single respondent. The survey was realized in March 29, 2012 in the Czech Subsidiary MCN s.r.o., in the industrial area Slavičín. Filling in the survey took about 5 minutes.

It was used **the timetable for processing of the thesis** in order to achieve all the objectives which are necessary for successful processing of data for bachelor thesis. The timetable is demonstrated in the Table 2.

Within the research question were also determined **hypothesis** which will be clarified in the research.

H1: Financial bonuses serve to motivate employees and are one of the most required benefits.

It was supposed that financial bonuses will be required by most of the employees because firstly people want to satisfy their basic needs as are stated in the Maslow hierarchy of needs. Primarily, people need to ensure that they are financially secured and subsequently they can build up their self-actualization needs.

H2: Cafeteria is an opportunity for employees to choose the most required incentive scheme in a given situation in order to be motivated. It is not such so well known for most of the employees and it can be very expensive from an employer point of view.

It was assumed that the implementing of cafeteria principle is not required by employees due to their lack of knowledge of this principle.

H3: Concerning the employees, an extra vacation will be one of the most wanted benefits.

It was assumed the confirmation of this hypothesis. Employees will be more relaxed, therefore they may achieve more effective performance.

Table 2. The Timetable for the processing of the Bachelor Thesis

	10/11	11/11	12/11	01/12	02/12	03/12	04/12	05/12
Formulation of the title and principles of bachelor thesis								
Gathering of information sources								
Analysis of information sources								
Preparation of the research								
Survey								
Evaluation of data collected								
Completion of bachelor thesis								

The bachelor thesis will be written during the predicted time and its defence is scheduled in June 2012.

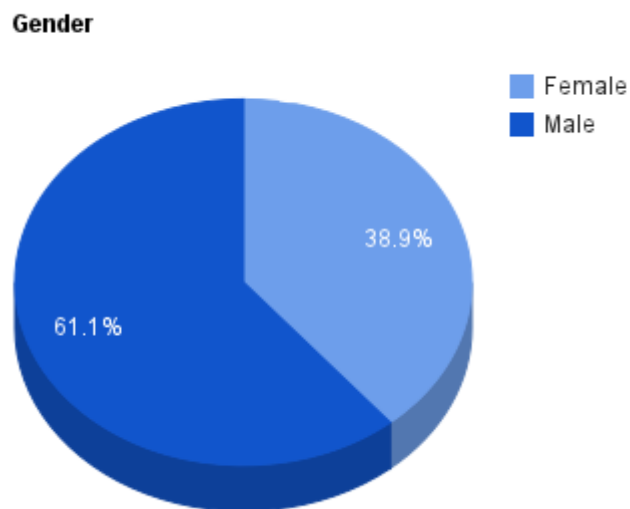
6.1 Evaluation of the Research

- MCN employs 19 members of staff; however survey was filled in by 18 respondents. The results are illustrated in the Table 4. Respondent's sex.

Table 3. Sex of Respondents

Gender	Number of respondents	%
Male	11	61.1
Female	7	38.9
Total	18	100

Table 3 informs about the results of how many employees are male and how many are female. The results of collected data are shown in the Graph 3 as well.



Graph 3. What Is Your Sex?

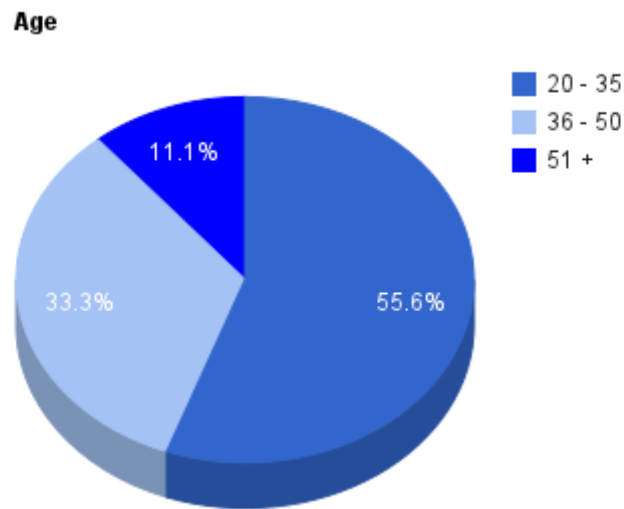
The survey was filled in by 18 respondents; 11 (61.1%) male respondents and 7 (38.9 %) female respondents. Concerning the reason that MCN is the manufacturing company focusing on the production of steel and plastic components, thus male employees prevail.

- Determination of the respondent's age was necessary to find out the largest number of respondents of a certain age.

Table 4. Respondent's Age

Age	Number of respondents	%
25-35	10	55.6
36-50	6	33.3
51+	2	11.1
Total	18	100

The Table 4 shows the results of the largest number of respondent's age.

**Graph 4. What Is Your Age?**

The results are also illustrated in the Graph 4. The respondents were distinguished into three age categories.

- I. 20 – 35
- II. 36 – 50
- III. 51 +

The most represented age group was the category I.; 55.6 % (10) of respondents.

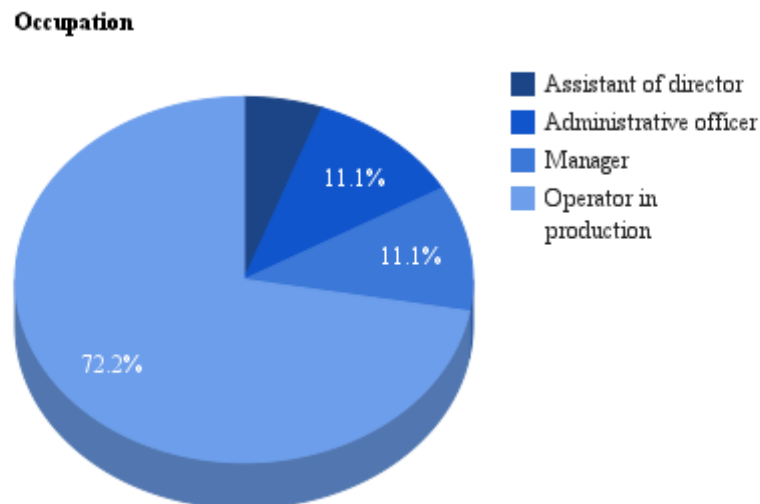
In the II. category, there were recorded only 33.3 % (6) of respondents and the III. Category had only 11.1% (2) of respondents, which means that the MCN employs mostly younger members of staff; MCN probably gives an opportunity to work younger generation.

- The survey also includes the question regarding the occupation of respondents which is necessary to know.

Table 5. Respondent's Occupation

Occupation	Number of respondents	%
Assistant of director	1	5.6
Administrative officer	2	11.1
Manager	2	11.1
Operator in production	13	72.2
Total	18	100

The results are in the Table 5. Respondent's occupation. The largest number of respondents work as operators in production, thus their motivation can be different. They can require more financial bonuses or extra vacation. On the other hand, employees perform an administrative activity may need to be promoted.

**Graph 5. What Is Your Job Position?**

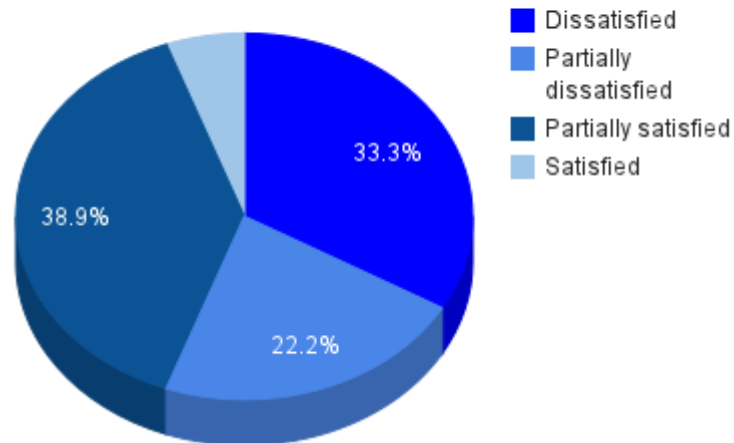
The most of respondents work as operators in production: 72.2% (13) and the research showed that they are managed by 2 (11.1 %) managers. The administrative part of work is represented by 2 (11.1 %) employees. MCN is a purely manufacturing company and the results of the most required incentive by employees are based on their occupation, as was mentioned above.

- Salary is part of incentive scheme and one of the most important motive for all of us, thus if an employer offers enough money, employees will be satisfied for a longer period.

Table 6. Satisfaction of Respondent with Salary

Satisfaction with salary	Number of respondents	%
Dissatisfied	6	33.3
Partially dissatisfied	4	22.2
Partially satisfied	7	38.9
Satisfied	1	5.6
Total	18	100

The Table 6 indicates the results of employee satisfaction and dissatisfaction with salary which demonstrates employee's motivation to perform effectively. The Graph 6 also points out the results.

Satisfaction with Salary**Graph 6. Are You Satisfied with the Amount of Your Accomplished Salary?**

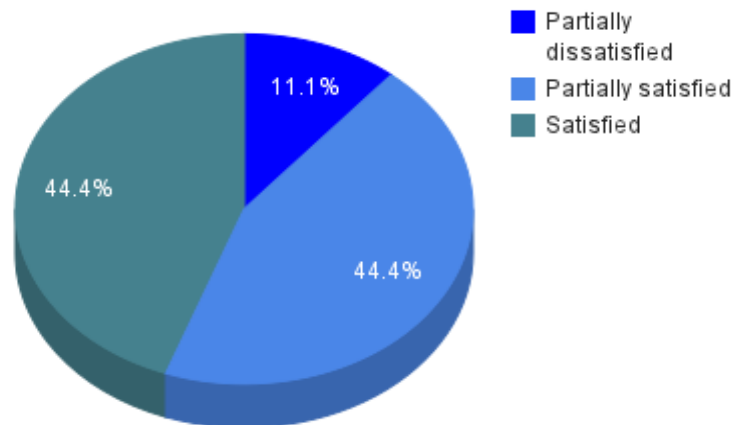
The research showed that 38.9 % of respondents are partially satisfied with their amount of salary, only one respondent is satisfied, 33.3 % of respondents are dissatisfied and 22.2 % are partially dissatisfied. It follows that the employer should weigh up a possible increase of salary. Subsequently, the employer should calculate a possible increase whether he can afford to pay them more, and obviously, if employees' performances are effective and they deserve the possible increase.

- The valuable part of the research is to familiarize readers with employees' reports with direct employees. The reports help to boost staff morale and build up teamwork.

Table 7. Satisfaction of Respondent's Rapports with Their Direct Employer

Rapports with direct employer	Number of respondents	%
Dissatisfied	0	0
Partially dissatisfied	2	11.1
Partially satisfied	8	44.4
Satisfied	8	44.4
Total	18	100

The Table 7 demonstrates that the most of the respondents are satisfied or partially satisfied, thus it leads to their constant maintaining.

Rapports with Direct Employer**Graph 7. How Far Are You Satisfied Concerning the Rapports with Your Superior?**

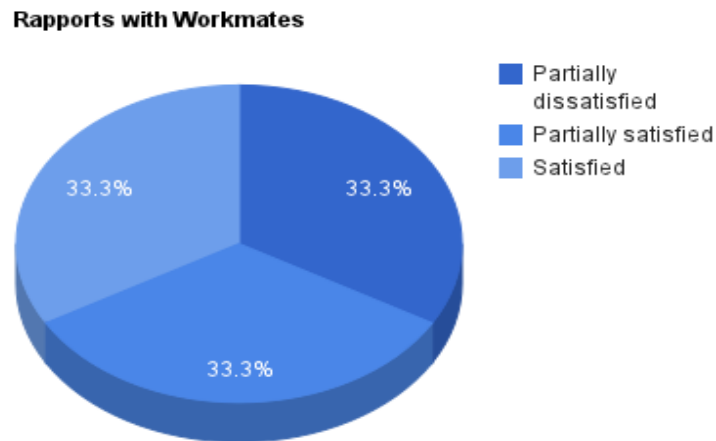
The graph shows that only 2 respondents (11.1 %) is partially dissatisfied with the rapports of direct employees. 44.4 % (8 respondents) are partially satisfied and the rest 44.4 % are satisfied. It means that 16 from 18 respondents have a good rapport with their direct employer.

- The rapports with colleagues are also one of the most essential keys of motivation for employees. The results are presented as in the Table 9 as in the Graph 8.

Table 8. Satisfaction of Respondent's Rapport with Their Workmates

Rapports with workmates	Number of respondents	%
Dissatisfied	0	0
Partially dissatisfied	6	33.3
Partially satisfied	6	33.3
Satisfied	6	33.3
Total	18	100

Relatively good relationships with colleagues are absolutely needed for each of us. It is one of the most valuable keys of motivation how to keep an employee satisfied.



Graph 8. Are You Satisfied Concerning the Rapports with Your Workmates at Workplace?

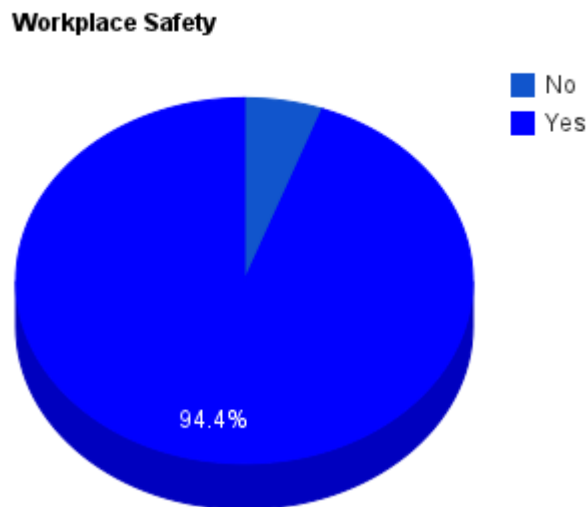
The rapports with colleagues are relatively acceptable. 33.3% (6) of respondents are partially dissatisfied, 33.3% (6) are partially satisfied, and the rest of respondents 33.3% (6) are satisfied. Their partial dissatisfaction can be caused by a current situation, their life balance, etc.

- Employees need to feel safe at work and surprisingly workplace safety helps to motivate employees. The results are demonstrated in the Table 9 and also in the Graph 9.

Table 9. Satisfaction of Respondents with Workplace Safety

Workplace safety	Number of respondents	%
No	1	5.6
Yes	17	94.4
Total	18	100

Finding that most of the respondents are satisfied means that working for MCN is not risky or unhealthy.

**Graph 9. Are You Satisfied with Safety at Your Workplace?**

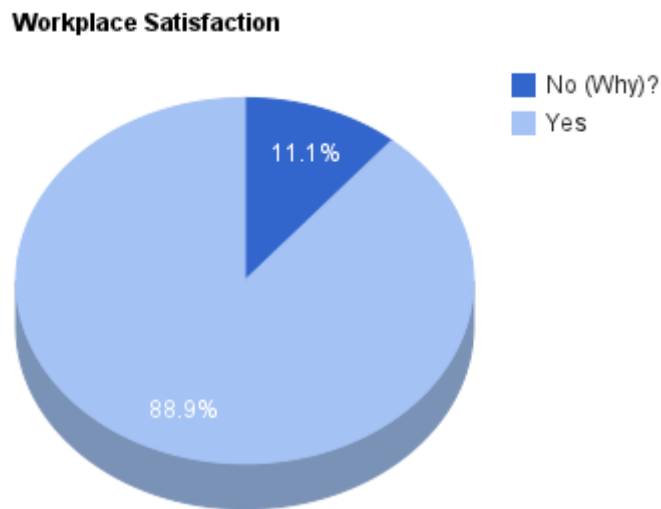
The graph shows that 94.4% (17) of respondents feel safe at the work place, only 1 (5.6%) does not agree with this. A certain level of safety at work is also one of the key motives for each of us.

- A company should sufficiently provide its employees with equipment, so they are able to perform well. To have enough equipment and clean environment are one of the incentives what a company can offer. Results of the research are stated in the Table 10 and in the Graph 10.

Table 10. Satisfaction of Respondents with Workplace

Workplace satisfaction	Number of respondents	%
No (Why?)	2	11.1
Yes	16	88.9
Total	18	100

The Table 10 and Graph 10 demonstrate a considerable majority of respondents' satisfaction with facilitation and equipment at work. It is viewed positively.



Graph 10. Are You Satisfied with Your Workplace, If Not, Why and What Would You Do to Improve It?

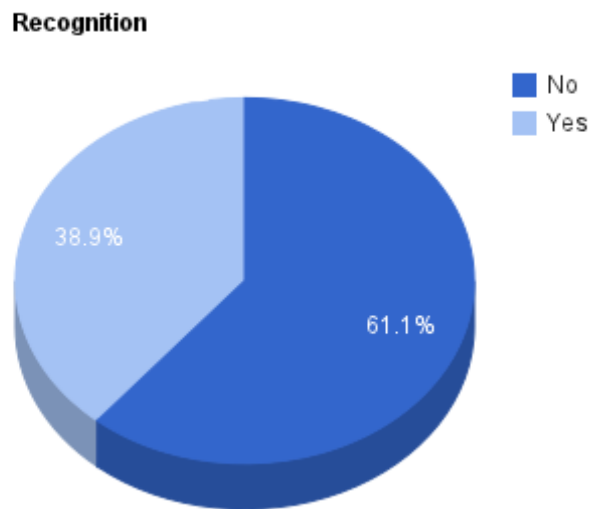
88.9% (16) of employees are satisfied with equipment and cleanness at work place. Only 2 (11.1%) of them are not satisfied. It follows that MCN work place has acceptable facilities for employees.

- If an employees achieve an effective performance, they should be rewarded at least with praise or recognition from an employers' side. They will feel better and next time they will work with pleasure.

Table 11. Recognition and Praise

Recognition	Number of respondents	%
No	11	61.1
Yes	7	38.9
Total	18	100

Table 11 and the Graph 11 illustrate the results of the research which are not so positive from a company's point of view. It is recommended to build up a system of recognition

**Graph 11. If You Achieve an Efficient Performance, Will You Get the Recognition?**

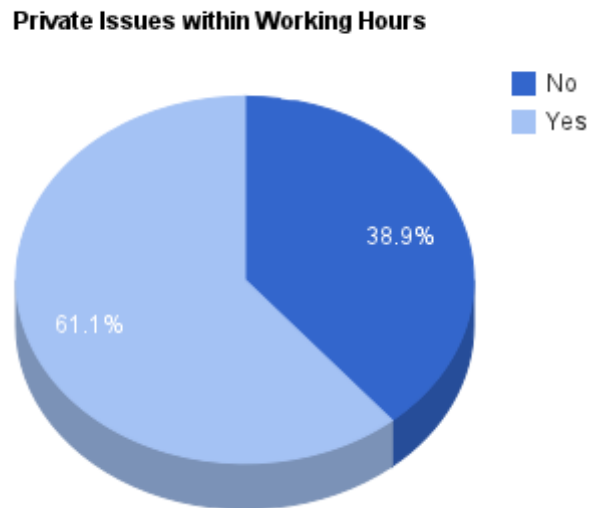
Results from the graph demonstrate that 11 (61.1%) employees of MCN have not received any recognition yet, on the other hand 7 (38.9%) of them have already been recognized.

- It can happen that an employee will have an important appointment during working hours, so if it does not happen often, the employer could allow them to manage that. It also leads to certain satisfaction of a member of staff.

Table 12. Respondent's Private Issues within Working Hours

Private issues within working hours	Number of respondents	%
No	7	38.9
Yes	11	61.1
Total	18	100

The results point out that employees are mostly allowed to manage their private issues within working hours but it also depends on their credibility.



Graph 12. Do You Usually Get Enough Time to Manage Your Private Issues (Doctor, Sick Notes for Parents, etc.) within Work Hours?

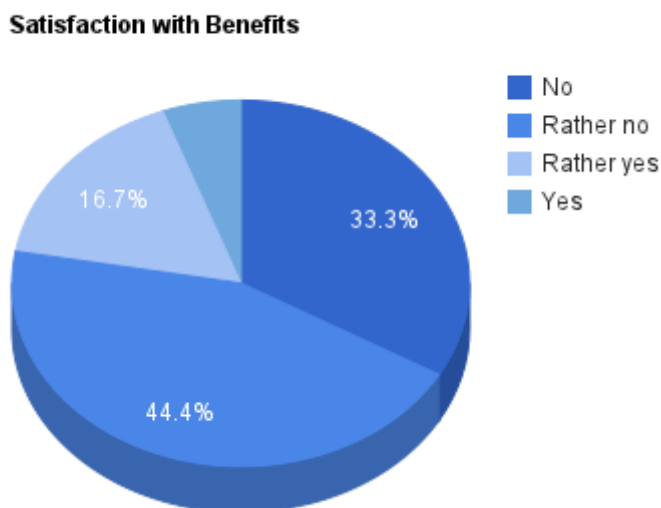
61.1% (11) of respondents answered that if they have an appointment, such as a doctor’s appointment or they have to stay at home if their children are sick, they are allowed to do so without any comments from an employers’ point of view. However, 38.9 % (7) of them answered negatively. It might be the certain mistrust between employee and employer.

- One of the tasks was to find out how many employees are satisfied with benefits offered by their employer. In the case that most of employees are dissatisfied with benefit system of MCN it is necessary to propose solutions.

Table 13. Satisfaction of Respondents with Benefits

Satisfaction with benefits	Number of respondents	%
No	6	33.3
Rather no	8	44.4
Rather yes	3	16.7
Yes	1	5.6
Total	18	100

The research pointed that the most of respondents are not satisfied with MCN benefit system. A proposal of solutions is mentioned in the Chapter 5.3.



Graph 13. Are You Satisfied with Benefits (Vouchers, Mobile Phones, Flexible Work Hour, etc.)?

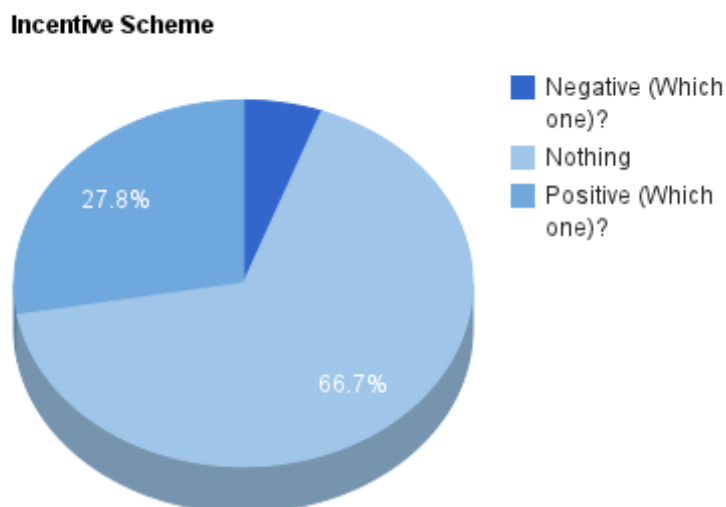
Relatively a big number of respondents are not satisfied with the benefits; 33.3% (6) of respondents answered 'no', 44.4% (8) of them answered 'rather no', it shows that MCN should think about the more efficient benefits for its employees. 3 of them (16.7%) responded with the answer 'rather yes', and only 1 (5.6%) answered 'yes'.

- To propose an effective incentive it is required to know if employees have experience with some of them.

Table 14. Incentive Scheme

Incentive scheme	Number of respondents	%
Nothing	12	66.7
Negative (Which one?)	1	5.6
Positive (Which one?)	5	27.8
Total	18	100

In the Table 14 and also in the Graph 14 are collected results which demonstrate that most of the employees have not been praised or criticized. Direct employers of MCN need to generate better communication between them and employees.



Graph 14. Does Your Employer Use Either Positive Incentive (Good Working Conditions, Praise, etc.) or Negative Incentive (e.g. the Threat of Reducing Salary or Lowering of an Occupational Position, etc.)?

The respondents had a chance to express what motivation is usually used by their employer, if it is positive or negative. Unfortunately, nobody took the chance. Nevertheless, the graph obviously demonstrates that 66.7% (12) of employees got neither positive nor negative incentives. On the other hand, 27.8% (5) of them have had experience with positive incentive scheme, and only 5.6% (1) with negative motivation from the side of employer.

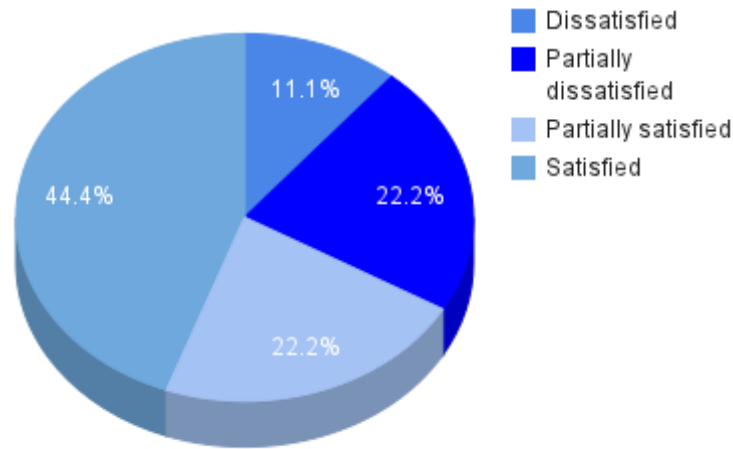
- Finding out the extent of working hours is a part of employee satisfaction.

Table 15. Satisfaction of Respondent's Working Hours

Extent of working hours	Number of respondents	%
Dissatisfied	2	11.1
Partially dissatisfied	4	22.2
Partially satisfied	4	22.2
Satisfied	8	44.4
Total	18	100

Collected results from the Table 15 point out that most of the respondents are satisfied.

Extent of Working Hours



Graph 15. How Far Are You Pleased with the Extent of Working Hours?

The dissatisfaction 11.1% (2) and partial dissatisfaction 22.2% (4) is mostly from a side of managers and administrative members of staff, because their working hours have to be adjusted to working hours of Italian holding company, so managers usually work to 6 p.m., but the extent of working hours was one of the condition stated in their contracts.

Partially satisfied 22.2% (4) and satisfied 44.4% (8) are operators in the production because of their regular work shifts.

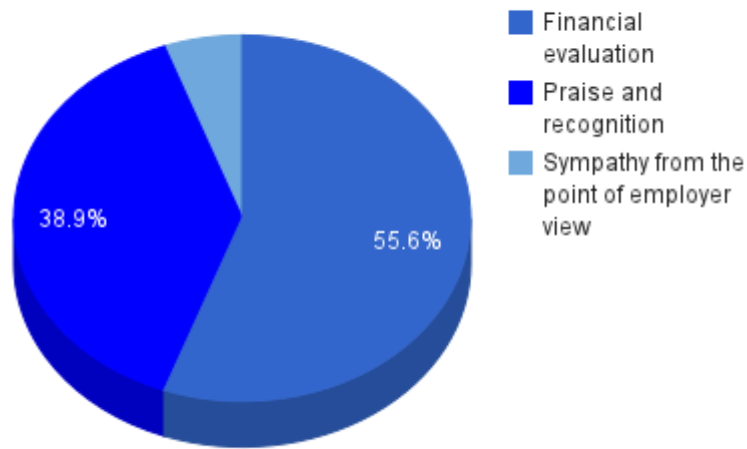
- The research should also provide information of what type of motivation is the most required by employees in order to generate a proposal.

Table 16. The Most Preferred Type of Motivation

Motivation to enhance performance	Number of respondents	%
Praise and recognition	7	38.9
Sympathy from the point of employer view	1	5.6
Financial evaluation	10	55.6
Justified criticism	0	0
Total	18	100

The results inform that the most required are financial evaluation, praise and recognition. Concerning the data, motivation should be as cash incentive scheme as non-cash scheme.

Motivation to Enhance Performance



Graph 16. What Motivates You to Enhance Performance?

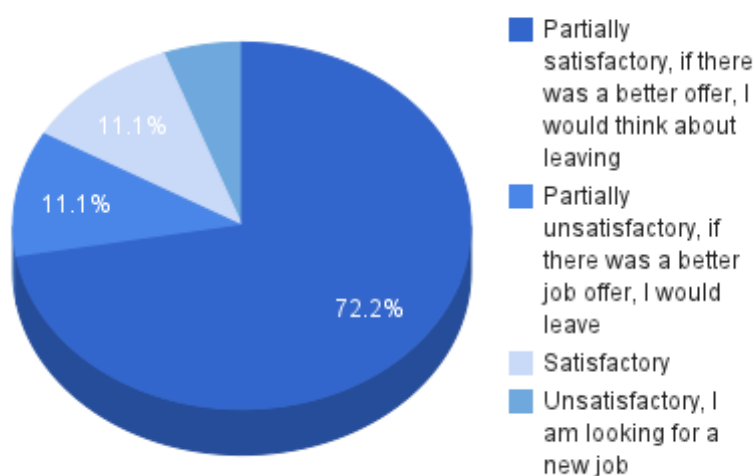
Surprisingly, 38.9% (7) of respondents would like to be motivated with praise or recognition and 5.6% (1) of them with the sympathy from the employer point of view. Certainly, the most of respondents would enhance their performance on condition that they would be financially evaluated and nobody wants to be motivated with justified criticism.

- A goal of the research was also find out employees’ satisfaction with working for MCN.

Table 17. Satisfaction of Respondents with Working for MCN

Satisfaction with working for MCN	Number of respondents	%
Unsatisfactory, I am looking for a new job	1	5.6
Partially unsatisfactory, if there was a better job offer, I would leave	2	11.1
Partially satisfactory, if there was a better job offer, I would think about leaving	13	72.2
Satisfactory	2	11.1
Total	18	100

It was assumed if the most of the respondents had a better job offer, they would leave.

Satisfaction with Working for MCN**Graph 17. Do You Find Working for MCN Satisfactory?**

As I expected, 72.2% (13) of employees found working for MCN partially satisfactory. Thus, there should not be any conspicuous difficulty. 11.1% (2) of them are absolutely satisfied with working for MCN. Additionally, 11.1% (2) of respondents are partially dissatisfied and 5.6% (1) is not satisfied at all.

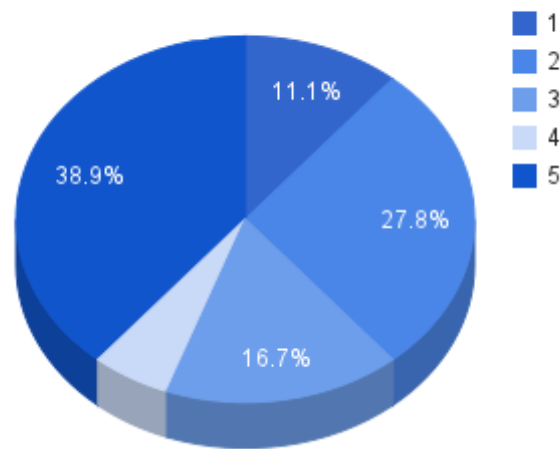
- This scale question gives an opportunity to find out the most preferred incentive which will appear in a final proposal. Respondents could mark the most required incentive for them. The task was: “What incentive is the most preferable by employees of MCN?” 1 – the least important, 5 – the most preferable.

Table 18. Refreshments at Workplace Free of Charge

Refreshments at Workplace Free of Charge	Number of respondents	%
1- the least important	2	11.1
2- less important	5	27.8
3- important	3	16.7
4- more preferable	1	5.6
5- the most preferable	7	38.9
Total	18	100

In the Table 18 And the Graph 18 are the results which inform that the refreshment is not the most important motivation for employees.

Refreshments at Work Place Free of Charge



Graph 18. Refreshment

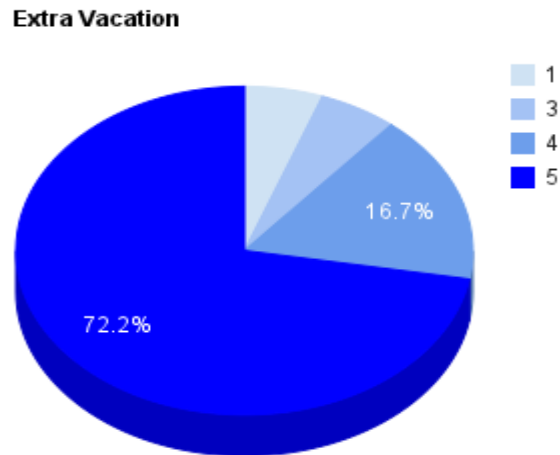
7 (38.9%) would really appreciate the refreshments at work, 1 (5.6%) prefer it as well, for 3 (16.7%) employees, is the refreshments important but do not prefer it a lot, and 5 (27.8%) respondents do not prefer it. For 2 (11.1%) do not need the refreshment so much as other things.

- A goal of the research was to find out how important is for respondents to get extra vacation.

Table 19. Extra Vacation

Extra vacation	Number of respondents	%
1- the least important	1	5.6
2- less important	0	0
3- important	1	5.6
4- more preferable	3	16.7
5- the most preferable	13	72.2
Total	18	100

It was supposed that employees preferred the vacation beyond the legislation. It is one of the most important incentives for employees of MCN.



Graph 19. Vacation beyond the Legislation

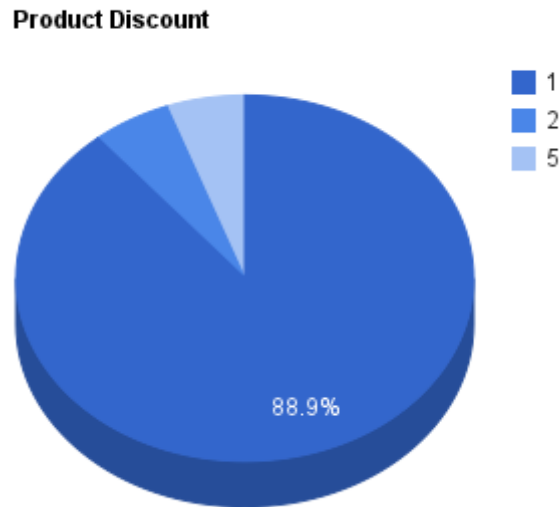
Most of the respondents 72.2% (13) would like to extra paid days off. 16.7% (3) of them prefer it as well, for 5.6% (1), the extra vacation is important, and only 5.6% (1) does not find it important at all.

- MCN can offer its products with discount to satisfy its employees.

Table 20. Product Discount

Product discount	Number of respondents	%
1- the least important	16	88.9
2- less important	1	5.6
3- important	0	0
4- more preferable	0	0
5- the most preferable	1	5.6
Total	18	100

The results illustrated in the Table 20 and in the Graph 20 demonstrate that MCN does not make products which would be required by its employees.



Graph 20. Product Discount

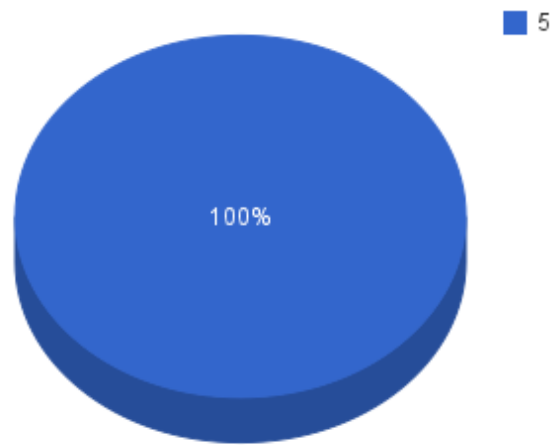
Only 5.6% (1) of employees absolutely prefers to get product discount. However, 88.9% (16) of them did not find it important and 5.6% (1) of them as well. In fact, the company MCN produces the plastic and steel components which are used as parts for other industries such as automotive and electrical ones, many of employees did not find it useful to get product discount.

- Financial bonuses are part of the cash motivation and it was necessary to determine how much it will be preferred by employees.

Table 21. Financial Bonuses

Financial Bonuses to Salary	Number of respondents	%
1- the least important	0	0
2- less important	0	0
3- important	0	0
4- more preferable	0	0
5- the most preferable	18	100
Total	18	100

There were no doubts that all of the respondents will prefer the financial bonuses. They work as one of the most wanted motivation that helps to increase performance.

Financial Bonuses to Salary**Graph 21. Financial Bonuses**

All of the employees 100% (18) prefer to get financial bonuses to salary.

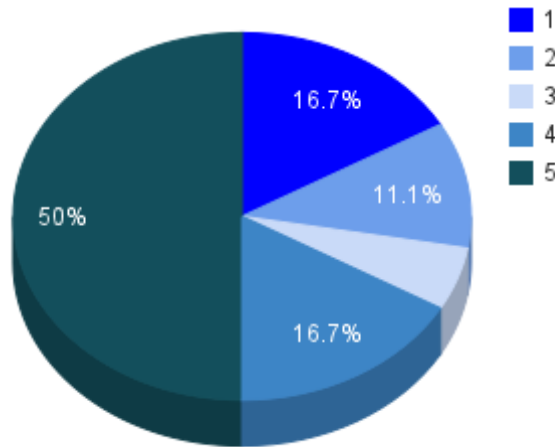
- The goal of the day off provision during jubilee with a salary compensation was find to how many respondents would prefer this kind of benefit.

Table 22. Day off Provision with Salary Compensation

Day off provision during jubilee with a wage compensation	Number of respondents	%
1- the least important	3	16.7
2- less important	2	11.1
3- important	1	5.6
4- more preferable	3	16.7
5- the most preferable	9	50
Total	18	100

It was supposed that employees prefer this kind of motivation and a jubilee is not too often, so it can be offered as one of the benefits.

Provision of a Day Off during Jubilee with a Wage Compensation



Graph 22. Compensation of Salary

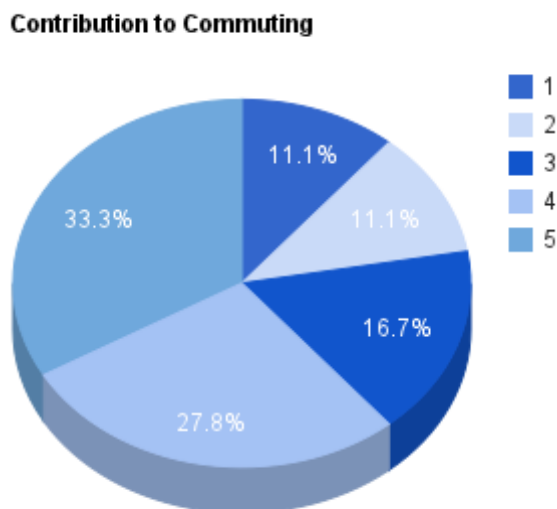
50% (9) of respondents definitely prefer the day off provision during jubilee with wage compensation. 16.7% (3) of them also prefer it. For 5.6% (1), it is important. 11.1% (2) did not find it important and 16.7% (3) did not prefer it at all.

- The research had to clarify how much employees prefer the contribution to commuting. This contribution is one of the benefits a company can offer to satisfy its employees.

Table 23. Contribution to Commuting

Contribution to Commuting	Number of respondents	%
1- the least important	2	11.1
2- less important	2	11.1
3- important	3	16.7
4- more preferable	5	27.8
5- the most preferable	6	33.3
Total	18	100

It was assumed that this kind of contribution will be one of the most required but certainly employees do not have to travel too far to work, thus this kind of benefit does not belong among the most required.



Graph 23. Commuting

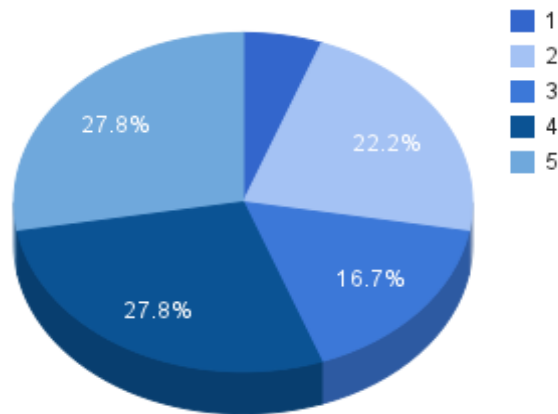
33.3% (6) of members of staff would rather prefer to get some contribution to commuting. 27.8% (5) of them prefer it as well. 16.7% (3) of respondents found it important and 11.1% (2) found it less important. 11.1% (2) of them did not need it.

- Contribution to leisure time activities is not offered so often but it was required for the research.

Table 24. Contribution to Leisure Time Activities

Contribution to leisure time activities	Number of respondents	%
1- the least important	1	5.6
2- less important	4	22.2
3- important	3	16.7
4- more preferable	5	27.8
5- the most preferable	5	27.8
Total	18	100

The assumption was that respondents would prefer this contribution because most of the respondents are young people and they probably want to enjoy their life. However, the results do not correspond with the assumption.

Contribution to Leisure Time Activities**Graph 24. Leisure Time Activities**

The contribution to leisure time activities is preferred by 27.8% (5) of employees definitely, 27.8% (5) prefer it as well, for 16.7% (3) it is important, 22.2% (4) did not find it important, and 5.6% (1) did not prefer this kind of contribution.

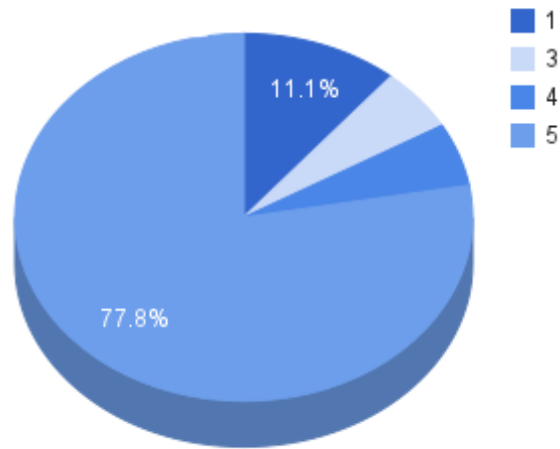
- Nowadays, the contribution to pension plan scheme is one of the most required benefits in the Czech Republic as was proved in the Chapter 3.1. Therefore this question is also part of the research.

Table 25. Contribution to Pension Plan Scheme

Contribution to pension plan scheme	Number of respondents	%
1- the least important	2	11.1
2- less important	0	0
3- important	1	5.6
4- more preferable	1	5.6
5- the most preferable	14	77.8
Total	18	100

There were no doubts that most of the respondents will prefer this contribution. This kind of benefit is part of the proposal for MCN to enhance employees' motivation.

Contribution to Pension Plan Scheme



Graph 25. Pension Plan Scheme

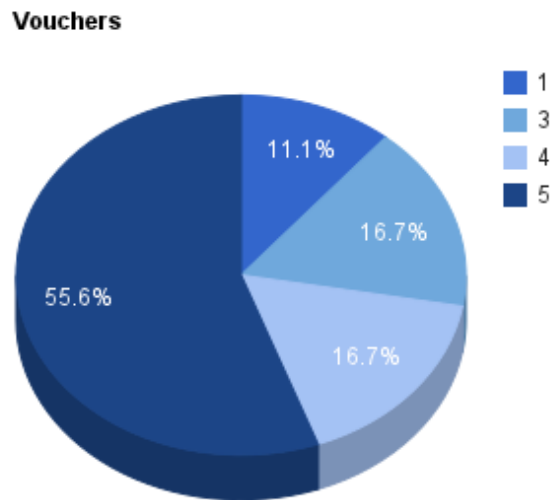
It is assumed that many people think about their retirement and incomes during that time, so it is not a surprise that 77.8% (14) of respondents definitely want to get the contribution to their pension plan scheme. 5.6% (1) prefer it, 5.6% (1) found it important, and 11.1% (2) did not prefer it.

- Vouchers belong to benefits because employers can contribute to food in the form of vouchers for their employees.

Table 26. Vouchers

Vouchers	Number of respondents	%
1- the least important	2	11.1
2- less important	0	0
3- important	3	16.7
4- more preferable	3	16.7
5- the most preferable	10	55.6
Total	18	100

Most of the employees are convinced that vouchers are not benefits. Nevertheless, it depends on an employer if they are willing to contribute to their employees.



Graph 26. Vouchers

Nowadays, the vouchers became more commonplace for many employees and they usually do not realize that vouchers belong to benefits and the employer should decide about this kind of incentive scheme.

55.6 % (10) of respondents definitely found it useful, 16.7% (3) prefer it, 16.7% (3) found it important, and 11.1% (2) did not find it important at all.

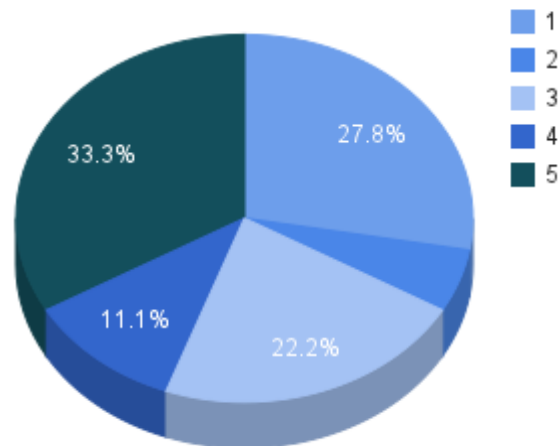
- The cafeteria principle is most effective but also an expensive benefit plan of a company. Employees are involved in a process of selection among benefits. Thus they can choose the most wanted benefits regarding their current need and situation.

Table 27. Cafeteria

Implementing of cafeteria principle	Number of respondents	%
1- the least important	5	27.8
2- less important	1	5.6
3- important	4	22.2
4- more preferable	2	11.1
5- the most preferable	6	33.3
Total	18	100

The assumption was that the implementing of cafeteria principle will not be the most preferred benefit due to a lack of employees' knowledge.

Implementing of Cafeteria Principle



Graph 27. Cafeteria

The respondents were told what the cafeteria principle means and 33.3% (6) of them absolutely prefer it as the part of incentive scheme, 11.1% (2) prefer it as well, 22.2% (4) of them found it important, 5.6% (1) did not find so important and 27.8% (5) did not find it useful.

In my opinion, this kind of principle would be the best way in finding out the most effective motivation for each of the employees. It saves time and an employer can choose the most suitable one incentive which increases an employees' performance. However, there is a disadvantage that it could become very expensive for a company.

6.2 Research Summary

The research question of the survey was finding a current level of satisfaction of employee motivation in the Czech Subsidiary Mollificio Cappeller Neinsa s.r.o. and a possible proposal of the improvement of incentives. MCN employs 19 members of staff but the survey was filled in by 18 respondents; 11 men and 7 women, 1 of employees did not want to be a part of the research. Most of the respondents work as operators in the production (13), managers (2), administrative officers (2), and an assistant of director (1).

Regarding satisfaction with a salary, 1 respondent is absolutely satisfied, 7 of them are partially satisfied, however 4 of employees are partially dissatisfied and 6 are not satisfied at all, so I would propose to weigh up a possible increase of wages. Moreover, the more

specific research is needed to find out an exact occupation of employees to consider whether they perform efficiently to deserve the increasing of salary.

Concerning employees' rapports with their direct employees, there is no one who would be dissatisfied, nevertheless 2 respondents are partially dissatisfied but the rest of employees are satisfied. In my opinion, a communication between an employee and an employer is on a natural level. Also the rapports amongst employees themselves seem to be without any serious problems.

As was demonstrated, 6 respondents are satisfied, 6 of them are partially satisfied, although 6 are only partially satisfied, and here I should suggest reinforcing a sense of team spirit and collaboration amongst employees themselves. 17 of respondents feel safe at work apart from 1 of them. 16 respondents are satisfied with equipments at the work place besides 2 of them who are not, because of the location of their office. It is situated downstairs with small windows and the entrance to the office does not look presentable.

Assuming that all of the employees will be satisfied with the recognition from their employer because of their quite good rapports, I have to admit that I was wrong. Although 7 of respondents are satisfied with the recognition from their employees, 11 of them are not. It would be appropriate to make employees feel that they are a part of the company and employers should be interested about difficulties of their members of staff, also there should be a kind of recognition for a good performance.

Each of us has already had an appointment, for instance to see a dentist or anything else. Sometimes the appointment can be set up during working hours and we have to ask our superior for permission. According to the research, 11 of employees get the permission without any complication but 7 of them answered that they are usually allowed to go with some comments. It might be because the superiors have to consider if an issue is necessary or not.

Concerning the benefit satisfaction, the most of the employees (14) are not convinced of getting enough benefits. 1 of the respondent is completely satisfied and 3 of them are partially satisfied. It would be effective if the employers reconsider the benefit scheme. 12 of respondents were not motivated at all, 1 of them was motivated negatively, and 5 of them positively. Unfortunately, nobody answered what kind of negative or positive motivation was used to tick them, despite their being a space in which they had and opportunity to express themselves.

The extent of the working hours in MCN Company is not satisfactory for 6 respondents, the rest of them are satisfied. The dissatisfaction primarily relates to managers and administrative workers who have to work till 6 p.m. due to Italian holding company, thus there is probably no chance to change a structure of their working hours.

One key question of the survey considers what kind of motivation would enhance employees' performance and surprisingly 7 of respondents would perform more effectively in the case of being praised. 1 of them would be happy with empathy from the employer and 10 of respondents would work efficiently due to increasing of financial evaluation. Obviously, the managers should praise and financially evaluate employees for their good performance. In my opinion, the system of praise should be focused especially on managers and administrative workers who are usually paid more on salaries than operators in production.

Generally, working for MCN is satisfactory for 2 of employees, partially satisfactory for 13 of them, partially unsatisfactory for 2 of employees, and only 1 is not satisfied with working for MCN. 72.2% of respondents are partially satisfied, thus there should not be any serious problem regarding that.

Concerning the most appropriate incentive scheme for MCN employees, the research demonstrated that they mostly prefer financial bonuses of salary (100%), then contribution to pension plan scheme (77.8%), and extra vacation (72.2%).

6.3 Proposal to Improve Employee Satisfaction with Motivation in MCN

The research demonstrated that to improve employees' satisfaction with motivation in order to enhance their performance is useful to follow incentives which are mostly required by employees of MCN. The incentives are:

- Financial bonuses to salary (required by 100% of respondents)
- Contribution to pension plan scheme (demanded by 77.8% of employees)
- Extra vacation (addressed by 72.2% of respondents)

As the financial bonus to salary, I would like to convey the financial bonus for the low employee absenteeism in the amount of 1,000 CZK per half a year.

Concerning the contribution to the employee pension plan scheme, the employer can contribute to the employee up to the amount of 24,000 CZK per a year and it can be debited

as costs, thus it reduces the income tax. It was decided that the pension contribution should be 500 CZK monthly.

Obviously, the extra vacation is also one of the most wanted incentives, thus I decided to propose two extra days off beyond the law during summer holiday or two extra days off during the Christmas period.

In the case that the MCN Company would like to take up my proposal and on the basis of the research, was made a calculation of the proposed incentives to inform about costs which can occur due to their use.

Calculation of Proposed Benefits

Financial bonus for the low absenteeism

- 1,000 CZK per 6 months $\rightarrow 2 \times 1,000 \text{ CZK} \rightarrow 2,000 \text{ CZK}$ per a year
- 2,000 CZK \times 19 employees
- **TOTAL: 38,000 CZK per a year**

The contribution to employee pension plan scheme

- 500 CZK per month $\rightarrow 12 \text{ months} \times 500 \text{ CZK} \rightarrow 6,000 \text{ CZK}$ per a year
- 6,000 CZK \times 19 employees
- **TOTAL: 114,000 CZK per a year**

If the employer decides to accept both of the proposals, it will be 114,000 CZK + 38,000 CZK = 152,000 CZK.

Concerning the contribution to pension plan scheme, the amount of this kind of contribution can be included in the cost of the company and subsequently deducted from the income tax. Thus the employer should pay only the amount of financial bonuses; 38,000 CZK.

One of the most required benefits was extra vacation. Nowadays, a work-life balance together with life situation at home is stressful, thus employees need to relax to increase their performance. After an agreement with the employer, the vacation beyond the legislation should be in summer or in winter during the Christmas holiday.

Regarding the research, MCN should also weigh up the incentive scheme of recognition and praise. The results of the research proved that employees working for MCN seek out being praised and recognised from an employer's side. Managers or direct

employers should appreciate an effective performance of members of staff it can boost staff morale and increase rapport with direct employers.

It was proved that employees' rapport with their colleagues and direct employers are good, thus this status should be kept permanently. Therefore, it is proposed to arrange some team building activities from time to time or at regular intervals if it is necessary. Thus the company can build up a good reputation and loyalty of its members of staff.

To sum up the proposal of the most required benefits of MCN employees; the most valued benefits are financial bonuses, contribution to pension plan scheme and extra vacation; their calculation is mentioned above. On the other hand, managers should not forget to appreciate and recognize the effective performances of employees. Often, it is more valued than the financial reward. They should also take account of an employees' current situation, if it is possible to weigh up what is their current need to satisfy and achieve their appropriate motivation.

CONCLUSION

When I started to write about motivation I thought that it cannot be a difficult process of how to satisfy employees in order to increase their performance. However, I was mistaken.

The motivation is a complex process which binds various theories and factors on itself that serve as elements to identify the most suitable incentive for each of us.

There are many motivation theories; certainly one of the most well-known is the theory of needs created by the American professor of psychology Abraham Harold Maslow, which shows that once people satisfy one of the needs, they seek out for other one to satisfy.

However, there are many other factors which influence a current satisfaction of human being to be motivated such as family background, work-life balance, social relationships, a situation they are in right now, etc. Therefore, people should be treated as individuals because each of us can require different incentives that would encourage us to perform efficiently.

Managers do not have to be good psychologists and vice versa but they should recognize what is the most person desires in a given moment. Moreover, managers or direct employees should know how to lead and persuade employees, have assertive behaviour, reinforce a sense of cohesion among employees, boost staff morale, and especially to listen to them. "The ear of the leader must ring with the voices of the people." Woodrow Wilson

Concerning my analytical part, I have focused on employee motivation in the Czech Subsidiary Mollificio Cappeller Neinsa s.r.o.

Firstly, the company was introduced. Furthermore, company's strengths, weaknesses, opportunities, and threats were described in SWOT analysis.

The survey served to find out the most suitable incentive scheme for employees of MCN. Thus the research question demonstrated that the most required incentives are financial bonuses, contribution to pension plan scheme, and extra vacation, although employees of MCN also desire for praise and recognition from the side of direct employer.

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APPENDIX P I: TABLE

Table 28. Summary of Motivation Theories

Category	Type	Theorist(s)	Summary of theory	Implications
Instrumentality	Taylorism	Taylor	If we do one thing it leads to another. People will be motivated to work if rewards and punishments are directly related to their performance	Basis of crude attempts to motivate people by incentives. Often used as the implied rationale for performance-related pay although this is seldom an effective motivator
Content (needs) theory	Hierarchy of needs	Maslow	A hierarchy of five needs exist: physiological, safety, social, esteem, self-fulfilment. Needs at a higher level only emerge when a lower need is satisfied	Focuses attention on the various needs that motivate people and the notion that a satisfied need is no longer a motivator. The concept of a hierarchy has no practical significance
Two-factor model	Satisfiers/dissatisfiers	Herzberg	Two groups of factors affect job satisfaction:	Identifies a number of fundamental needs, ie achievement, recognition,

			<p>(1) those intrinsic to the job (intrinsic motivators of satisfiers) such as achievement, recognition, the work itself, responsibility and growth;</p> <p>(2) those extrinsic to the job (extrinsic motivators of hygiene factors) such as pay and working conditions</p>	<p>advancement, autonomy and the work itself. Strongly influences approaches to job design (job enrichment). Drew attention to the concept of intrinsic and extrinsic motivation and the fact that intrinsic motivation mainly derived from the work itself will have a longer-lasting effect. Therefore underpins the proposition that reward systems should provide for both financial and non-financial rewards</p>
Process /cognitive theory	Expectancy theory	Vroom, Porter and Lawler	<p>Motivation and performance are influenced by: (1) the perceived link between effort and performance, (2) the perceived link</p>	<p>The key theory informing approaches to rewards, ie that there must be a link between effort and reward (line of sight), the reward should be achievable and should be worthwhile</p>

			<p>between performance and outcomes, and (3) the significance (valence) of the outcome to the person.</p> <p>Effort (motivation) depends on the likelihood that rewards will follow effort and that the reward is worthwhile</p>	
	Goal theory	Latham and Locke	<p>Motivation and performance will improve if people have difficult but agreed goals and receive feedback</p>	<p>Provides the rationale for performance management processes, goal setting and feedback</p>
	Equity theory	Adams	<p>People are better motivated if treated equitably</p>	<p>Need to develop equitable reward and employment practices</p>

Source: Data adapted from Michael Armstrong, *A Handbook of Human Resource Management Practice 10th*

ed. (London: KoganPage, 2006), 256-257.

APPENDIX P II: ABBREVIATIONS

CV – Curriculum Vitae

CZK – Czech Crowns

HRM – Human Resource Management

MCN – Mollificio Cappeller Neinsa

NEINSA - Navarra de Estampacione e Inyeccion s.a

TNT – Thomas Nationwide Transport

USA – United States of America

ČSAD – Československá státní automobilová doprava / Czechoslovak National (State)

Automobile Transport

ŘZL – Řízení lidských zdrojů

APPENDIX P III: ISO CERTIFICATES

Certificate IATF 0117566
Certificate SGS IT10/1000

The management system of

**MOLLIFICIO CAPPELLER
NEINSA, s.r.o.**

průmyslový areál 0304
763 21 Slavičín, Czech Republic

Has been assessed and certified as meeting the requirements of

ISO/TS 16949:2009

Edition 3

For the following activities

Production and assembly of springs, bobbins and small metal parts. Production of plastic components by injecting and parts assembly.

EXCLUSIONS: 7.3 product Design

3 Year certification is valid from 19/02/2011 until 18/02/2014 and remains valid subject to satisfactory surveillance audits

Version no. 1 Current version updated 19/02/2011

Re certification audit due before 25 November 2013

Certified since 19/02/2011

This is a multi-site certification.

Additional site details are listed on subsequent pages.

Authorised by

Neil Hall

Veto Power Authority

Contracted Office: SGS United Kingdom UK, Ltd 8 Bridgend Business Centre, Bennett Street, Bridgend Industrial Estate, Bridgend, CF31 3SH, UK. Telephone 01656.648494. Fax 01656.647837. e mail Neil.Hall@sgs.com

SGS TS -9 0709 M2

Page 1 of 2



Certificate IATF 0117566
Certificate SGS IT10/1000

**MOLLIFICIO CAPPELLER
NEINSA, s.r.o.**

ISO/TS 16949:2009

Edition 3



Additional facilities

Support Function:

NAVARRA DE ESTAMPACION E INYECCION, S.A - INDUSTRIAS NAVI, S.L.
Pi De Aoiz, S/N 31430 Aoiz (Navarra) Spain

Summary of Activities

Sells, Process design

Support Function:

MOLLIFICIO CAPPELLER S.r.l..

Via dell'Industrie 32. 36050 Cartigliano (VI) Italy

Summary of Activities

Sells, Process design



APPENDIX P IV: SURVEY

Survey

Research question: Finding the current level of satisfaction of employee motivation in the Czech subsidiary Mollificio Cappeller Neinsa s.r.o., a possible proposal of the improvement of incentives.

Dear Sirs/Madams,

I turn to you with the request of filling in the survey regarding my bachelor thesis which is focused on Employee motivation in the Czech subsidiary Mollificio Cappeller Neinsa s.r.o. (MCN).

Filling the survey does not take a lot of time; about 5 minutes. The survey includes questions concerning employee motivation in MCN. It is anonymous and results will be used for research purposes.

Thank you in advance for your time and help.

The answer, you are identifying the most with, please cross check.

1. What is your occupation?

- Manager
- Assistant of director
- Administrative officer
- Operator in production

2. Are you satisfied with the amount of your accomplished salary?

- Dissatisfied
- Partially dissatisfied
- Partially satisfied
- Satisfied

3. How far are you satisfied concerning the rapports with your direct employer/superior?

- Dissatisfied
- Partially dissatisfied
- Partially satisfied
- Satisfied

4. Are you satisfied concerning the rapports with your workmates at workplace?

- Dissatisfied
- Partially dissatisfied
- Partially satisfied
- Satisfied

5. Are you satisfied with safety at your workplace?
- Yes
 No
6. Are you satisfied with your workplace, if not, why and what would you do to improve it?
- Yes
 No (Why)?
7. If you achieve an efficient performance, will you get the recognition?
- Yes
 No
8. Do you usually get enough time to manage your private issues (doctor, sick notes for parents, etc.) within work hours?
- Yes
 No
9. Are you satisfied with benefits (vouchers, mobile phones, flexible work hour, etc.)?
- Yes
 Rather yes
 Rather no
 No
10. Does your employer use either positive incentives (good working conditions, a praise, etc.) or negative incentives (e.g. the threat of reducing salary or lowering of an occupational position, etc.)?
- Nothing
 Positive (Which one)?
 Negative (Which one)?
11. How far are you pleased with the extent of working hours?
- Dissatisfied
 Partially dissatisfied
 Partially satisfied
 Satisfied
12. What motivates you to enhance performance?
- Praise and recognition
 Sympathy from the point of employer view
 Financial appraisal/evaluation
 Justified criticism
13. Do you find working for MCN satisfactory?
- Unsatisfactory, I am looking for a new job
 Partially unsatisfactory, if there was a better job offer, I would leave
 Partially satisfactory, if there was better offer, I would think about leaving
 Satisfactory

14. Arrange/order the following advantages according your preferences. (1 – the least important, 5 – the most preferable)

	1	2	3	4	5
Refreshments at work place free of charge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extra vacation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Products discount	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial bonuses to salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provision of day off during jubilee with a wage compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contribution to commuting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contribution to leisure time activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contribution to pension plan scheme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vouchers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implementing of *cafeteria principle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. Your sex?

- Male
 Female

16. Your age?

- 20 -35
 36 – 50
 51+

*Cafeteria – is a type of an employee benefit plan. Employees are allowed to choose among different types of the incentive scheme (benefits).

Thank you for your time during the filling of the survey.

Andrea Šašinková, student of TBU in Zlín, Faculty of humanities.