

An Analysis of Employee Motivation in a Selected Company

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ABSTRAKT

Tato bakalářská práce se zabývá analýzou motivace zaměstnanců ve vybrané společnosti. Cílem práce je zjistit skutečný stav motivace v této společnosti a poté navrhnout možná řešení ke zlepšení. Práce je rozdělena na dvě části, a to na teoretickou a praktickou. V první teoretické části je představena základní teorie k motivaci zaměstnanců, popsán pojem motivace, typy motivace a motivační teorie. Dále je také popsán pojem řízení lidských zdrojů a nástroje motivace zaměstnanců. Praktická část bakalářské práce představuje vybranou společnost, a analyzuje její skutečný stav motivace zaměstnanců. Na základě rozhovoru s účetní vybrané společnosti a po vyhodnocení dotazníků jsou navržena vhodná doporučení ke zvýšení motivace zaměstnanců.

Klíčová slova: motivace, analýza motivace, zaměstnanci, motivační teorie, dotazník

ABSTRACT

This bachelor thesis focuses on the analysis of employee motivation in the selected company. The goal of this thesis is to find out the actual state of motivation in this company and then propose possible solutions to improve motivation. The thesis is divided into theoretical and analytical part. The theoretical part introduces the basic theory of employee motivation, describes the concept of motivation, types of motivation and motivation theories. Furthermore, the term human resource management is also described together with employee motivation tools. The analytical part of the bachelor thesis presents a selected company and analyzes the actual state of employee motivation. Based on an interview with the accountant of the selected company and after evaluation of the questionnaires, suitable recommendations to increase employee motivation are suggested.

Keywords: motivation, motivation analysis, employees, motivation theories, questionnaire

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I hereby declare that the print version of my Bachelor's thesis and the electronic version of my thesis deposited in the IS/STAG system are identical.

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INTRODUCTION

The employee motivation is very important for the companies, because motivated employees are the best ones that a company can have, they are the treasures of the company. A lot of employers think that only way how they can motivate people is through money. But the people need more than that, they want to feel needed, appreciated and what they seek is recognition for their work.

The main goal of this bachelor thesis is to analyze the employee motivation in a selected company and after acquiring of necessary information, the author will suggest the company possible solutions to improve their motivation system.

The theoretical part of the thesis will be divided into five chapters. At the beginning, the author will introduced and describe several terms about the motivation, what a motive is and what types of motivation exist. In the next chapter the selected motivation theories will be described such are Instrumentality theory, Needs theory or other ones like famous Maslow's hierarchy of needs and McGregor's Theory X and Theory Y. Furthermore, the human resource managements and its goals and activities will be mentioned and lastly the author will talk about the employee motivation tools.

In the analytical part of the bachelor thesis the selected company will be introduced and later the author will analyze the actual state of employee motivation in this company. This will be based on an interview with the accountant and as well on the questionnaires. After collecting all the necessary data and evaluation of the questionnaires, the author will suggest a recommendation for the company to increase their employee motivation.

I. THEORY

1 MOTIVATION PROCESS

1.1 Motivation

Even though the term “motivation” is known all over the world and all organizations are concerned with how they should motivate their employees in the best possible way, a lot of companies still lack the right ways how to implement motivation for achievement in the workplace. According to Armstrong the term “motivation“ can refer in a different ways to the goals that every single person has, the way in which he chose his goal and the ways in which other people try to change their behaviour. Therefore, for a achieving a required result people need to be moved in the direction you want them to go. Armstrong claims that motivation can be described as goal-directed behaviour which means that people are motivated when they expect some type of a valued reward for the work that they had done. That means they achieved the goal (Armstrong 2009, 317). Whiteley says: “Motivation cannot be measured, and cannot be easily viewed.” He claims that it can be only understood when it is experienced. Why, or even if people get up in the morning to do something is determine by the motivation (Whiteley 2002, 6).

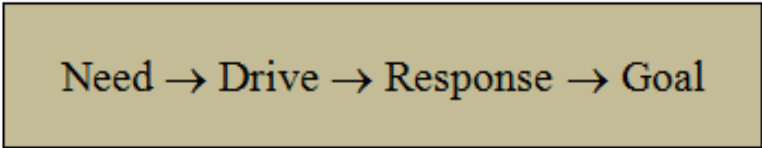
To be well motivated and to be capable of motivating others is exceptionally tempting, even because motivation is an important factor of success. The companies expect of their future employees to be motivated, because they for sure do not want to have unmotivated staff (Niermeyer, Seyffert 2005, 15). The characters that employers seek for their potential employees are for instance energy and determination which they will in the future try to even more develop (Adair 2004, 15).

Motivation is concerned with the factors which influence people to behave in certain ways. The three components of motivation are:

1. Direction – answers the question of what a person is trying to do (Armstrong 2003, 216).
2. Effort – presents how hard a person is trying (Armstrong 2014, 170).
3. Persistence – determines for how long a person keeps on trying (Armstrong 2009, 317).

A model of motivation

A need or internal deficiency is what many motivated activities begin with. After that the drive comes, which presents determination and energy to succeed that is caused by needs. Drives initiate a response in terms of action or series of actions and that leads to a goal which is an objective of motivated behaviour (Coon, Mitterer 2014, 316).



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graph LR; A[Need] --> B[Drive]; B --> C[Response]; C --> D[Goal]
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Figure 1 – A model of motivation (Coon, Mitterer 2014, 316)

Motive

A reason for doing something is called a motive. It can be considered as a unit of motivation. It is a reason why people or employees do something. It causes movement and action of the people (Armstrong 2009, 317). Motives can be divided into three main categories:

- Biological motives – Motives that are based on biological needs which are necessary for survival. Examples include thirst, hunger, sleep, and pain avoidance (Coon, Mitterer 2014, 317).
- Stimulus motives – Needs for stimulation and information are expressed by Stimulus motives. Some of the stimulus motives are activity, exploration, manipulation, and physical contact. Even though these can play a big role in some people's lives, they are not important for survival (Coon, Mitterer 2014, 317).
- Learned motives – Type of motives based on learned needs, drives, and goals. They help explain many human activities and they are related to learned needs for power, status, security, and achievement (Coon, Mitterer 2014, 317).

1.2 Types of motivation

The two ways of motivation occur at work. First, people motivate themselves. They carry out work that satisfies their needs and they believe it will lead them to their goals. Secondly, people are motivated by pay, promotion, praise, etc. (Armstrong 2003, 217). They are based on whether the work they are doing is motivating just by itself or on the contrary, what the employee will get for the work done. These two ways are called Intrinsic and Extrinsic motivation (Urban 2017, 22). Some people feel more motivated by the intrinsic motivators and the some by the extrinsic motivators. However, the person is the most motivated at the moment when the intrinsic and extrinsic motives are in balance (Porvazník, Ladová 2010, 198).

Intrinsic motivation

Intrinsic motivation is a type of motivation which arises from inside the person. It is not influenced by external incentives. It occurs when an individual considers his work

important, interesting and challenging and provides them some type of autonomy and opportunity to develop their skills and abilities (Armstrong 2014, 170). This type of motivation occurs when an individual acts without any obvious external reward for his work (Armstrong 2009, 344). Intrinsic motivators include self-reliance, challenging work, new abilities, which employees are getting while doing their work, and the visible results which they can pursue. Autonomy (freedom to act) motivates people mainly because it arises from a natural human need to manage their own, work which does not mean that the employees will make decisions about their work completely by themselves, but it can mean that they will be delegated with some decision making power (Urban 20017, 14-15). The intrinsic motivators are disposed to have a deeper and longer-term effect (Armstrong 2009, 318).

Extrinsic motivation

Extrinsic motivation appears when things are done to or for people with the aim to motivate them (Armstrong 2009, 318). This type of motivation can be very effective. Extrinsic motivators mainly include a financial support, such as pay, benefits, praise or appreciation, increased pay or a hope for promotion, and these are called rewards (Urban 2017, 16). Further extrinsic motivators are punishments, for instance, criticism, withholding pay or disciplinary action. In contrast with intrinsic motivators the extrinsic motivators usually have an instant and a strong effect, but they will not necessarily last for a long time (Armstrong 2003, 217-218).

2 MOTIVATION THEORIES

There exist a lot of motivation theories and one complements to another. However, the most important ones are those that are related to expectancy, goal setting and equity, which are called as process or cognitive theories (Armstrong 2009, 319). In the following pages the author of this thesis will mention and describe some of the chosen motivation theories. Here is a list of the theories that will be mentioned:

- Instrumentality theory
- Needs (content) theory – Maslow’s hierarchy of needs
- Process theories – Goal theory, Equity theory
- Herzberg’s two-factor model
- McGregor’s Theory X and Y

2.1 Instrumentality theory

This theory is based on the principle of reinforcement. It beliefs that if people do one thing it will lead to another, which means that they will be motivated to work only if rewards and punishments are connected with their performance and in its roughest form, this theory claims that the only thing that people care about and work for is money (Armstrong 2009, 319). Instrumentality theory appeared in the second half of the nineteenth century so it emphasises on the need to rationalize work and also on economic outcomes (Armstrong 2009, 322). The negative thing about this theory could be that it is solely based on system of control and outside effects and it does not respect several other human needs (Armstrong 2002, 162). Anyway, this type of motivation is still widely popular and it can be successful in some cases (Armstrong 2009, 322).

2.2 Needs (content) theory

There exist several types of the needs theories. They are focused on the needs, which means that it beliefs that when human needs are not satisfied it creates some tension and imbalance. Every human has different needs and they differentiate with the age, climate, social environment, traditions, etc. The goal must be identified for restoring the balance, which will help with the satisfactions of the needs and will lead to the achievement of the goal (Armstrong 2009, 323). The famous authors of the three needs theories are Abraham Maslow with his Maslow’s hierarchy of needs created in 1954, Clayton Alderfer with his ERG theory created in 1972, which refers to the need for existence, relatedness and growth (Armstrong 2003, 219). And David McClelland who developed Three Needs Theory in

1961 based on achievement, affiliation and the need for power (Armstrong 2009, 325). The author of this bachelor thesis decided to describe the probably most known theory of these mentioned theories, which is the Maslow's hierarchy of needs.

Maslow's hierarchy of needs

Abraham Maslow is considered as a founder of Humanistic Psychology and he was interested in studying people's exceptional mental health (Coon, Mitterer 2014, 28). He defined this concept of hierarchy of needs in 1954 (Armstrong 2002, 58). According to Armstrong this is the best known theory of needs. Maslow claims that there exist five main need categories that are generally applied to people (Armstrong 2009, 324). Therefore, we are talking about five groups of human needs that are depicted as hierarchical levels within a pyramid (Urban 2017, 13). The five needs that the Maslow's pyramid is based on are:

- **Physiological needs** are at the bottom of the hierarchy. Their satisfaction is necessary for survival and they are satisfied primarily by pay (Armstrong 2003, 219).
- **Safety needs** are represented by safety, security and health. They are satisfied mainly by working conditions and by a workplace environment (Armstrong 2003, 220).
- **Social needs** are symbolized by friendships, relationships, social reception and their satisfaction can be achieved, for instance by the nice atmosphere at a workplace (Urban, 2017, 13).
- **Esteem needs** are for example prestige and the feeling of accomplishment, success, respect and consideration of others. If these needs are fulfilled they help to increase self-confidence of the person, strength, and the feeling of being useful and necessary in the world (Maslow 1970, 45).
- **Self-fulfilment** is the highest need of all. This is a need to develop person's own abilities and achieving person's full potential. (Urban 2017, 13). And what is interesting is that this need can never be satisfied because as Maslow stated only an unsatisfied need can motivate behaviour (Armstrong 2009, 324).

The principle of this theory is that when a lower need is satisfied the next highest need becomes dominant and person's attention is moved to satisfying this higher need. And how it has been previously stated, the need for the self-fulfilment can never be satisfied, therefore, and only unsatisfied need can motivate the person (Armstrong 2009, 324).

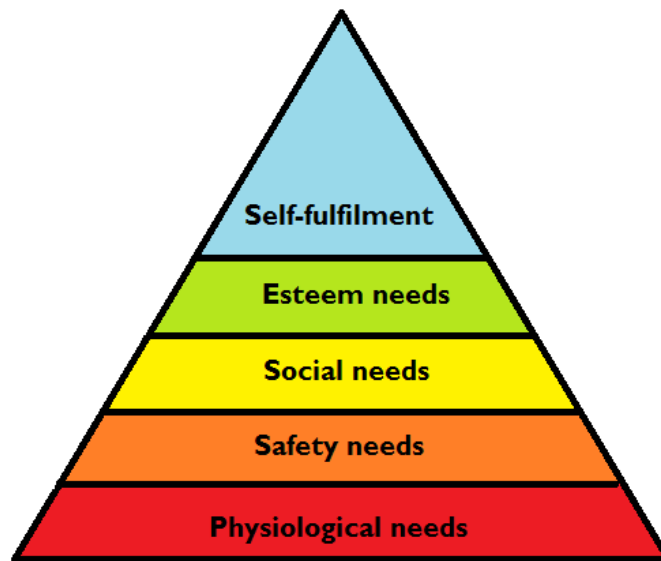


Figure 2 - Maslow's Hierarchy of Needs (Author's own creation)

2.3 Process Theories

These particular theories are also called cognitive theories because they deal with the way how people perceive their working environment and with the ways they understand it. And because they give more realistic guidance on motivation techniques, these theories can be surely more useful for managers than the needs theories (Armstrong 2009, 325).

Equity theory

Equity theory was found by behavioural psychologist John Stacey Adams in 1965 in association at Stanford University with Leon Festinger and also as a development of his own work at the General Electric Company (Lantham 2012, 45). The theory deals with the way how people perceive how they are treated in comparison to other people. Adams claims, that the person is motivated if he is treated equitably in comparison to others, which means to be treated fairly. It could seem that the word “equitably” means to be treated equally, but this is not the case, because that would mean, that people are always treated in the same way. But they want to be treated equitably to their work and that will lead to their motivation. If they are treated inequitably they will not be motivated (Armstrong, 2009, 327). Therefore the main principle of this theory is social comparison and in the case of imbalance, the goal is to ensure the balance (Porvazník, Ladová 2010, 203).

Two types of equity:

- Distributive equity – analyzes the fairness that people feel at the moment when they are rewarded in accordance with their contribution and in comparison with other people (Armstrong 2003, 223).
- Procedural equity – is concerned with the perceptions that employees have about the fairness with which organization approaches in areas as performance appraisal or promotion (Armstrong 2003, 223).

Goal theory

Goal theory is another type of Process theory that was created by Gary Latham and Edwin Locke in 1977 (Armstrong 2009, 327). This theory states that when people have specific goals, which are difficult but accepted and when there is a feedback on performance then motivation and performance are higher. People must participate in goal-setting and they must agree with difficult goals, achieving them must be helped by guidance and advice. Feedback is also very important to maintain motivation especially for achieving higher goals (Armstrong 2002, 61). The goals inform the individual that he has to achieve specific level of performance and based on that he should evaluate his actions (Armstrong 2002, 165).

2.4 Herzberg's two-factor model

This theory was developed by Frederick Herzberg and his co-workers in 1959 and it is the second most quoted theory in the management literature together with Abraham Maslow's theory (Bedrnová, Nový 2002, 269). Herzberg created the two-factor model of satisfiers and dissatisfiers which affect job satisfaction (Armstrong 2009, 328). The two factors are:

- Hygiene factors – dissatisfiers, there are included those type of factors, which cause a working dissatisfaction (for example working conditions, human relationships, pay, etc.) These are the type of extrinsic motivators (Bedrnová, Nový 2002, 269).
- Motivators – satisfiers, there are included those type of factors which help to increase motivation (for example success, recognition, professional growth, achievements, responsibility, etc.) These are the type of intrinsic motivators.

Even though, this theory is plausible and helpful in case of identification of needs, it has not been supported by research (Armstrong 2002, 67). It has been strongly attacked by its critics due to the small number of the respondents and also that there is no evidence that the satisfiers really improve productivity (Armstrong 2002, 167). In general two-factor

model supports the concept of total reward and the long-lasting impact, that the intrinsic motivation of non-financial rewards has (Armstrong 2002, 67).

2.5 McGregor's Theory X and Theory Y

Theory X and Theory Y were designed by Douglas McGregor in 1960 who claims that there exist two views about people, and therefore there are different ways how they should be motivated.

Theory X – Theory about that the managers have a pessimistic view of the people working for them (Armstrong 2009, 329). This theory claims that the human is lazy by nature, does not like the work at all and it is necessarily to force him to work (Bedrnová, Nový 2002, 273). The managers assume that the employees are naturally unmotivated and that they dislike work and wish to avoid responsibility as much as possible. So managers think that their people need to be prompted, rewarded, controlled and directed and be afraid of punishment in order to get their work done (Armstrong 2009, 329).

Theory Y- This theory is an opposite to the theory X and it is an optimistic view and opinion of managers of their people (Bedrnová, Nový 2002, 273). This theory claims that people are more encouraged for more collaborative relationships team members and their managers, and they are naturally motivated and excited to work and do not have to be controlled by the managers (Armstrong 2009, 329).

3 HUMAN RESOURCE MANAGEMENT

Human resource management (HRM) is a strategic and coherent approach to the employment, development and well being of the people who work in the organizations. All management decisions and actions that affect the relationship between the organization and its employees are involved in human resource management (Armstrong, 2009, 4). Those people are most valued assets of the organizations because they are individually and collectively contributing to an achievement of the organization's objectives (Armstrong 2003, 3).

3.1 Human resource management goals

The main objective of HRM is to achieve success through people. Its purpose is to intensify effectiveness in the organization and it also aims to increase capability of the organization, which is the capacity that it organization has for achieving its goals, which occurs when it makes the best use of the available resources (Armstrong 2003, 4). According to Armstrong and his research the particular goals of HRM are:

Achieving high performance through people

People provide a high performance when they have the necessary abilities and skills for the job they do, when they have the motivation to do so, which means they will do it, because they want to do it, and when they are motivated (Armstrong 2003, 5).

Enhancing motivation, commitment and job engagement

Motivation, Commitment and job satisfaction will be greater when the experience of the application of HR policies will be experienced positively. HR policies are concerned with creating an able workforce, motivating valued behaviours and providing opportunities for employees to participate (Armstrong 2003, 5-6).

Human capital advantage

Human capital advantage results when an organization employs people with competitively valuable knowledge and skills so they can develop the organization's intellectual capital (knowledge, skills and abilities that people have). Therefore, the organization achieves this goal through knowledge, management, resourcing and human resource development processes (Armstrong 2003, 6).

Knowledge management

Those types of goals are involved in influencing the manners of people, how they apply and share the wisdom and understanding in organization about its processes and techniques.

Resourcing

The purpose of resourcing is to attract and hire the skilled and motivated employees that the organization needs. This leads to having more talented employees than competing organizations, because the success of the organization depends on how talented the employees are. The aim is to develop such recruitment strategies, selection methods and talent management processes which will ensure appropriate staff (Armstrong 2003, 6-7).

Human resource development

The goal is to provide learning and further development opportunities, which will increase the capabilities and potential of employees. This situation is achieved by insurance that everyone in the organization has the knowledge and skills and is competent to carry out his work effectively (Armstrong 2003, 7).

Employee evaluation

The purpose of employee evaluation is to improve their motivation and commitment in a way that policies and processes are introduced. This ensures that people are recognized, valued and rewarded for their work and achievement, and for the degree of their reached skills and competences (Armstrong 2003, 7).

Employee relations

The aim is to build productive and harmonious relationships through partnerships between management and employees so the teamwork can flourish. This situation occurs, when employers consider employees as valued members of the organization so they develop a cooperation and mutual trust between them, and when they make employees part of decision-making process so the employees can feel needed and valued (Armstrong 2003, 7).

3.2 Human resource management activities

The author of this bachelor thesis decided to select some of the HRM activities that she considers interesting and important. Organization, Reward management, Health and Safety, and Welfare Services will be briefly introduced.

Organization

The aim is to develop such organization which groups employees together that supports cooperation of them and provides for effective communication and decision making (Armstrong 2003, 9).

Reward management

The aim of reward system is to evolve salary structures and system that are fair to all employees. Contingent pay is related to financial reward for employee's competence, contribution, skills and efforts. And non-financial rewards are those types of rewards, which provide employees with non-financial rewards such as recognition, increased responsibility, and the opportunity to grow. There are different kinds of employees, some prefer more financial reward some prefer non-financial reward and certain people evaluates both kinds of reward equally (Armstrong 2003, 11).

Health and Safety

The employer ensures a health and safe working environment for his employees and protects them from any health hazards or accidents (Armstrong 2003, 11).

Welfare Services

Welfare services provide employees with individual services with regard to problems as prolonged illness, and also group services such as recreational facilities (Armstrong 2003, 11).

4 EMPLOYEE MOTIVATION TOOLS

Every organization or company has its own extensive range of tools how to motivate their employees (Borowski, Usama 2014). Basically these tools can be divided into financial and non-financial incentives and they represent some kind of rewards. Rewards can exist in the form of salary, wages, bonuses, benefits but also in the form of recognition, praise, and achievement. Furthermore, they represent instruments for controlling behaviour and here are several characteristics that a reward must have:

- Value
- Relevance
- Association with purpose
- Behavioural effect on the person who is receiving the reward (Banfield, Kay 2012, 314)

As the author previously mentioned the employee motivation tools – rewards can be divided into 2 main categories such as monetary rewards and non monetary rewards, the non financial ones can be further divided for example into benefits and psychological rewards. (Banfield, Kay 2012, 314).

4.1 Monetary rewards

- Base pay – salary, wage
- Bonuses – added to the employee's salary or wage
- Commissions (Banfield, Kay 2014, 314).

The base pay is the basic compensation which an employee receives in a form of wage or a salary. The salaries are paid to people who receive consistent payments each period regardless of the number of the hours that they worked for. On the other hand, wages are payments that are calculated on the amount of time that the employees have worked for (Mathis 2008, 361).

Bonuses are different amounts of money that the employer adds to the employee's salary or wage as a reward, for instance for good performance or as an allowance for Christmas or holiday.

A commission fee is a precisely defined share of an employee's income that is given to him for intermediation in selling of the particular products or services and it is usually expressed in percentage fee of the sold product (Borowski, Usama 2014).

4.2 Benefits

- Pensions
- Health care
- Company cars or petrol allowances (Banfield, Kay 2014, 314).

The benefits are concerned with the provision for employees of pensions, health care, sick pay, etc. And also, for example different kinds of perks such as possibility of a company car or petrol allowance (Armstrong 2003, 626).

4.3 Psychological rewards

- Recognition
- Praise
- Being valued
- Achievement (Banfield, Kay 2014, 314).

In this case, employees are motivated by non-financial incentives. Not only salary or wage makes employees happy. They need to feel appreciated and important and the employers or superiors need to understand how important is to praise employees for their work.

The recognition is the perception that the contributions to the organization of the particular employee are acknowledged and makes the person feel valued (Armstrong 2014, 161).

When it comes to praise, it is actually an effective motivator but not a lot of superiors know how to praise employees in the right way. They should praise them in the situations whenever the employee accomplishes some demanding task or on the other hand, when he is struggling with his task. The superior can refer to the past employee's accomplishments and that will encourage the employee in his tasks and to this, the achievement is connected too, because he is not afraid of the failure and his performance is much better (Urban 2017, 76).

5 SUMMARY OF THEORETICAL PART

The theoretical part is divided into five chapters. In the chapter 1 the several terms are described, such as motivation which is concerned with the factors that influence people to behave in certain ways and includes three main components of motivation, that are direction which answers the question of what a person is trying to do, the effort which presents how hard the person is trying to achieve something, and the persistence which determines for how long the person keeps or will keep on trying. Another theme that the first chapter deals with, are the two types of motivation which are intrinsic motivation and extrinsic motivation. There are described the main difference between these two types such as that intrinsic motivation arises from inside the person and it is not influence by any external incentives, it occurs when the individual considers his work challenging and important, and does not have to be motivated by other to do his work. It includes self-reliance, and new abilities which employees are getting while the do their work. On the other hand, the extrinsic motivation appears when the things are done to or for people with the aim to motivate them. The types of extrinsic motivators are for instance pay, benefits, praise or appreciation.

In the next chapter several motivation theories are introduced. The first theory that the author mentions is the instrumentality theory, which beliefs that when people do one thing it will let do another one, so they will be motivated to work only if rewards and punishments are connected with their performance. Another type of the theory is the needs theory which claims that when a human needs are not satisfied it creates some tension and imbalance in the person's life and the goal is to restore the balance, and that will lead to the satisfaction of the needs and achievement of the goal. There exist several needs theories but the author decided the further describe the most known theory of them that is called the Maslow's hierarchy of needs which presents five needs that are physiological needs, safety needs, social needs, esteem needs and the last one is self-fulfilment which is the highest need of all. Other theories which were described are Process theories that consist of Equity theory and Goal theory. As well, the Herzberg's two factor model which deals with dissatisfiers and satisfiers is mentioned and McGregor's Theory X and Theory Y is described too, which claims that there exist two views about people. The first one is theory X that has a pessimistic view of people and claims that they are lazy and need to be motivated and prompted to work, and the theory Y, which is an opposite view, that people are more

encouraged to work and they do not need the control over them. And according to that there are different ways how to motivate them.

The chapter number 3 deals with human resource management which represents a strategic and coherent approach to the employment, development and well being of people working in organization, as well as all management decisions and actions which affect the relationship of an organization and its employees. The author mentioned the goal of HRM such as achieving high performance, enhancing motivation, job engagement, and employee evaluation and employee relation. Human resource management activities were also mentioned, for instance the reward management which aim is to evolve salary structures and systems that are fair to all employees.

In the last chapter, there were mentioned the employee motivation tools which every organization use to motivate their employees. The author divided the tool on financial and non-financial incentives. The financial incentives were presented as monetary rewards such are base pay, bonuses and commissions. And the non-financial incentives include benefits such as pensions and health care, psychological reward such as recognition, praise and achievement.

II. ANALYSIS

6 INFORMATION ABOUT THE COMPANY

The selected company that provided information for this bachelor thesis is an existing limited liability company established in Zlín Region with two branches in Zlín Region and Central Bohemian Region. All the collected data and information were collected at the branch in Zlín Region where the establishment of the company is also based. The company does not want the author to mention their true name because of the competition and due to the fact, that they want to maintain the anonymity of the employees that provided answers for the questionnaire, since the names of the employees can be founded on the company's website. However, all the collected information is based on truth.

6.1 Main focus of the company

The company was founded in 1998 as a wholesaler that is engaged in the sale of materials for the constructions, reconstructions and repair of sewage networks, water mains, drainage systems and internal waste systems from all major domestic and foreign manufacturers. Its turnover makes the company as one of largest sellers in the Czech Republic in this area (The company website n.d.). The newly built storage area of the company has an area of 6,000 m² with a storage hall and the stock of material stored there does not fall below CZK 10 million. The total area of the complex is currently 9600 m² (The company website n.d.). The company also delivers goods by consignment warehouses located throughout the Czech Republic. For instance, some of the warehouses can be found in Jihlava, Jablonné nad Orlicí, Bruntál, Mikulov, Vsetín and Slapy (Accountant 2019).

The company's main focus is on the sale of water supply and sewerage products, which is complemented by new products that have appeared on the domestic and foreign markets. The interest of the company is to offer goods in the best quality and price to both companies and small consumers. The company is also successful due to the high-quality material background where the value of goods in stock is around CZK 30 million, and due to the team of employees who ensure the company operation. It is important to mention that the company does not produce the material but only purchases it with the aim of selling. Its purchases are both from domestic producers and traders and as well from EU and third countries such as Macedonia and Serbia (Accountant 2019).

There are no services provided by the company but currently it is renting a property which serves as a restaurant, there is also a guest house but is not yet operated. Another object which is also being reconstructed by the company will also be rented for commercial purposes (Accountant 2019).

All the material and products are distributed by the company's own two trucks. However, there is also a need to hire a transport for the distribution of goods and the company that is hired for the transportation is called Toptrans EU, a.s. (Accountant 2019).

The market in which the company operates is predominantly domestic and it sells products throughout the Czech Republic and also in Slovakia. The company is part of the construction industry as it supplies everything for the construction of water pipes, sewerage systems, etc. Products are purchased by other companies for repairing water mains, construction of highways, sewage treatment plants, etc. (Accountant 2019).

6.2 Company's structure

The company is managed by the two directors. The branch of the selected company in Zlín Region consists of 21 employees. The branch is divided into two departments, the Business department and the Economic department. The Economic department is further composed of three accountants and the business department has its own sales manager, and under his direction there are also warehouse workers, drivers and purchasing and sales personnel and invoicing and logistics workers (Accountant 2019). There is also other branch in Central Bohemian but the analysis of this bachelor thesis focuses only on the branch in Zlín Region, therefore there is only described the structure of the Zlín Region branch.

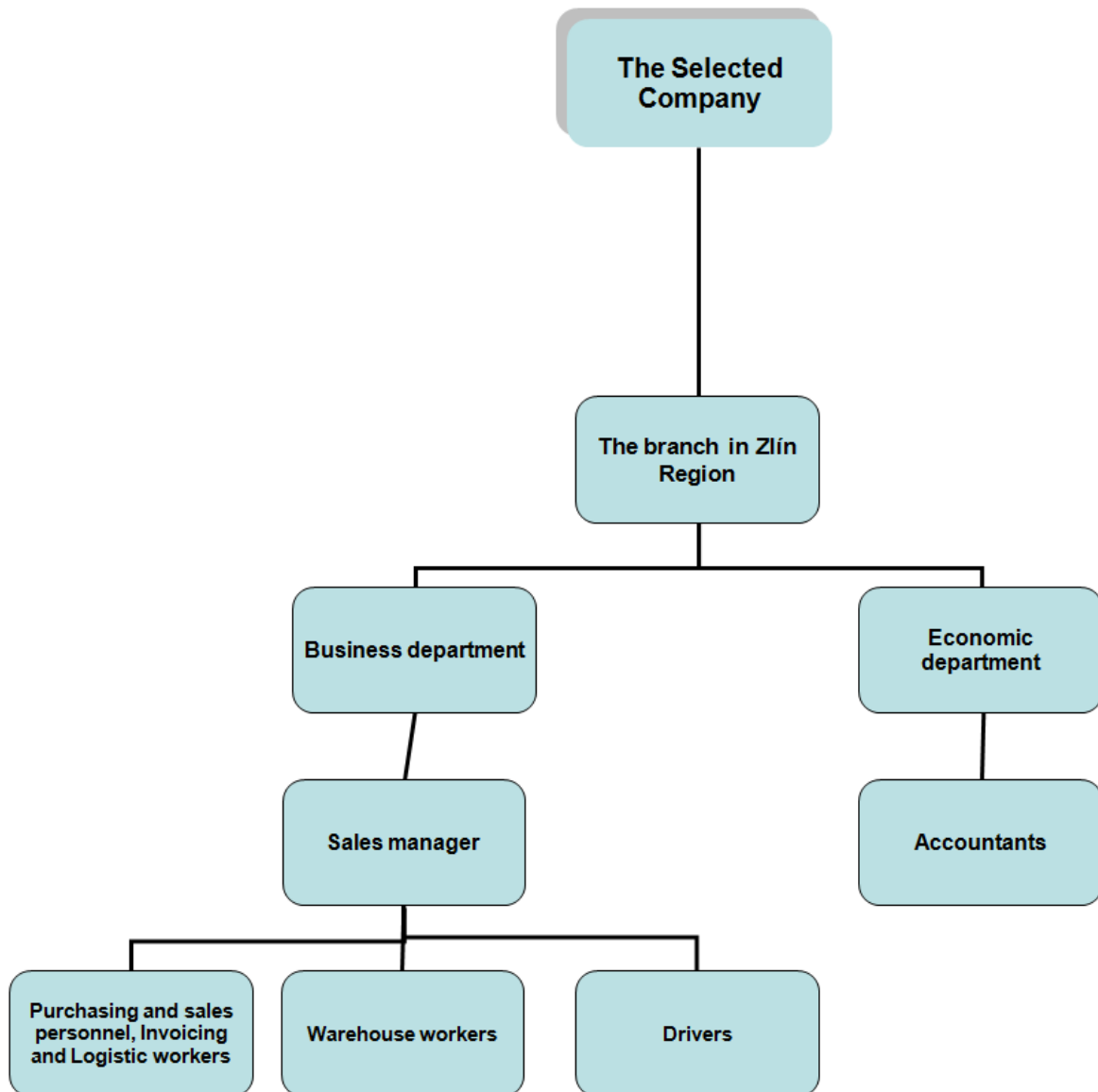


Figure 3 – Company's structure (Accountant, e-mail message to author 2019)

7 AN ANALYSIS OF EMPLOYEE MOTIVATION

7.1 A goal of the analysis

The goal of the analysis is to find out and analyze the current state of employee motivation in this selected company including the reward system of employees. There were used two forms of collecting data, one of them is a personal interview with the company's accountant that works for the company for 10 years and has approach to the information about the employees including their salaries, their benefits and the ways of employees are motivated. And the second form of data collection was done through collected questionnaires of 18 respondents from all the positions of both Business and Economic departments of the branch in Zlín Region. According to the results the author will recommend several ways of motivation for employees that the company could use to improve their current motivation and reward system.

7.2 Methods of data collection

There were used two ways of collecting data. The personal interview with the main accountant at the Economic department, because the author beliefs that the form of personal interview gives the most accurate information about the company and its employee reward system of the company. The accountant also gave the author the information about the company's structure and the financial current situation. The interviews were done in March and April in 2019.

The second method of data collection was done through questionnaires that were filled by respondents who are 18 employees from both Business and Economic departments of the branch in Zlín Region. The questionnaires were given to 20 employees and the author was able to get 18 of them back, particularly by 3 people of the Economic department and 15 people of the Business department. The questionnaire consists of 17 closed-ended questions with several possible choices. The first four question of the questionnaire are more of a general nature such questions about gender, age, education and the time for how long the employees work for the company. And the rest of the questions are related to the overall motivation of the employees.

8 THE CURRENT SYSTEM OF MOTIVATION

The current system of employee motivation in the company is done by salaries which are consistent every month. Another type of company's motivation are summer and winter bonuses that are give to the employees in the month of July and November and the value of the bonuses depends on the occupied position of the employee. The company also provides the employees with premiums every month and the amount of the premium also depends on the turnover of the company and on the employee working position. Further, the employees get benefits such as food stamps, company phones or possibility to borrow a company car. In addition, other types of benefits are massage vouchers and life insurance and supplementary pension insurance contributions. And the last of motivation are team building activities in a form of cycling trips provided once a year by the company for all employees.

8.1 Salary

There are three salary evaluation levels which are further determined by the basis of the job title. The employees of the Economic department are rewarded with a salary between 20 000 – 27 000 CZK per a month according to the position. The head of a Business department, the sales manager is rewarded with a salary 35 000 CZK per a month, and purchasing and sales personnel and logistic workers are rewarded by a salaries 20 000 CZK per a month. The salaries of the warehouse workers are rewarded with a salary between 15 000 – 25 000 CZK per a month according to the position they occupy. And the salary of the company's drivers is 20000 CZK per a month. The employees are also rewarded with bonuses every month but author will mention this later (Accountant 2019).

Table 1 – Salaries of the employees (Author's creation)

Position	Salary
Accountants	20 000 – 27 000 CZK
Sales manager	35 000 CZK
Warehouse workers	15 000 – 25 000 CZK
Drivers	20 000 CZK

8.1.1 Bonuses

The company differentiates between two kinds of bonuses which are summer and winter bonuses.

- **Summer bonuses** – Holiday allowance
- **Winter bonuses** – Christmas allowance

They are given to the employees in the months of July and November. The value of the bonus depends on the occupied position of the employee. The highest amount of the allowance belongs to the Business department workers, mainly to sales manager and purchasing and sales personnel according to their salaries, because those workers have the biggest influence of the company's turnover and also due to the fact that the business department workers are more working overtime than the other employees of the company.

The amount of the bonuses according to the working position:

- Sales manager, Purchasing and sales personnel, Invoicing and logistic workers - 30 – 50% of monthly amount of the salary
- Warehouse workers, drivers – 15- 20% of monthly amount of the salary
- Economic department – 15 – 20% of monthly amount of the (Accountant 2019).

8.1.2 Premiums

The premiums are monthly extra amounts that every employee of the selected company gets in addition to his salary. The premium amount depends on the turnover of the company and also on the employee working position. It can be stated that the employees of the Economic department get usually premium to the value of 10 – 20 % of their salaries. The warehouse workers get premium to the value of 10 – 15% of their salaries. And the Economic department workers get the premium worth the value of 10 – 20% of their salaries (Accountant 2019).

8.2 Benefits

Food stamps

All the company's employees are getting Ticket Restaurant food stamps to the value of 105 CZK according to the working days. If an employee works for the whole month without any holiday, he has the right to get 20 food stamps per a month. Even when the employee takes a half day of he will still get a food stamp for the day. The employees used their food stamps for the lunch break when they are visiting the near restaurant, or they use for the

payment in selected stores where the food stamps can be used as a payment for the foodstuff (Accountant 2019).

Company phones and a company car

All of the employees of the Business department have their own mobile phones for business use and then the employees of the Economic department have one mobile phone for business use for the whole department. There is also one car for all employees of the company for the working purposes. It is not used very often but it is nice that the employees have the possibility to lend the car whenever they need it (Accountant 2019).

Massage vouchers

All the company's employees also get massage vouchers of different price levels according to their work performance in the company, and also according to the fact for how long they have been working for the company. The price level of the vouchers is between 500 – 3000 CZK (Accountant 2019).

Life insurance and supplementary pension insurance contributions

The company also contributes to some of the employee's life insurance and supplementary pension insurance according to their age and also due to the fact, for how long they have been working for the company. The contributions are in different price levels from 500 CZK to 1500 CZK per a month (Accountant 2019).

8.3 Teambuilding

The selected company organizes teambuilding activities every year. They are taking place in the month of May and June and they are in the form of a cycling trip with the sitting with refreshments. The trip usually takes two days including accommodation, and everything is paid by the company. The trip is offered to all employees but not everyone always participates. But even so, the participation is high with average 90% of the employees. The strategy of the company is being discussed and the relations of the working team are getting stronger. The trips are usually associated with the wine-tasting and the visit of cultural monuments and wine cellars. For instance, the last year's teambuilding in 2018 took place at the Zámecké vinařství Bzenec and the employees took the tour of the castle cellar which was accompanied by the wine-tasting (Accountant 2019).

9 THE QUESTIONNAIRE FINDINGS

The questionnaires were done at the branch of the company in Zlín Region in March 2019 and they were used to find the real level of the employee motivation. In this chapter the author will comment on the individual questions of the questionnaire and their results which are processed in graphs.

The questionnaire was distributed to the employees by the author herself and she was able to get back 18 filled of the 20 given questionnaires of the all different positions of the employees from both Business and Economic department of the company, particularly by 3 people of the Economic department and 15 people of the Business department. Therefore, the return was great as 90% of employees were able to fill the questionnaire. The questionnaire consists of 17 questions in a form of closed-ended questions. The first 4 questions were more of a general nature and the rest of the questions were related to the overall motivation of the employees.

9.1 Evaluation of the questionnaires

Question No. 1 – Are you a man or a woman?

The author decided to start with question asking on a gender of the respondents, and as it can be seen 61% of the employees are men and 39% are women.

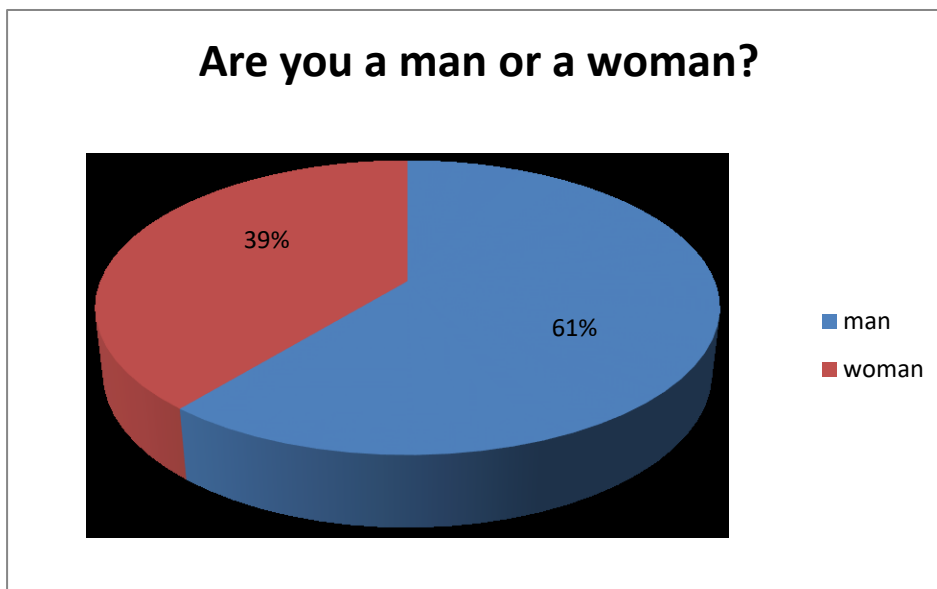


Figure 4 – Gender question (Author's creation)

Question No. 2 How old are you?

The second question of a general nature was aimed on an age of the respondents and the results are showing that every age group mentioned in the option of questionnaire is represented. The biggest group of respondents answered with the option c) that they are between 41 and 50 years old, which is specifically 7 of 18 people which makes 39% of the respondents. At the second position are the answers b) and d) both with 22% and the smallest age group are the respondents between the age of 18 - 30 which makes 17% of respondents.

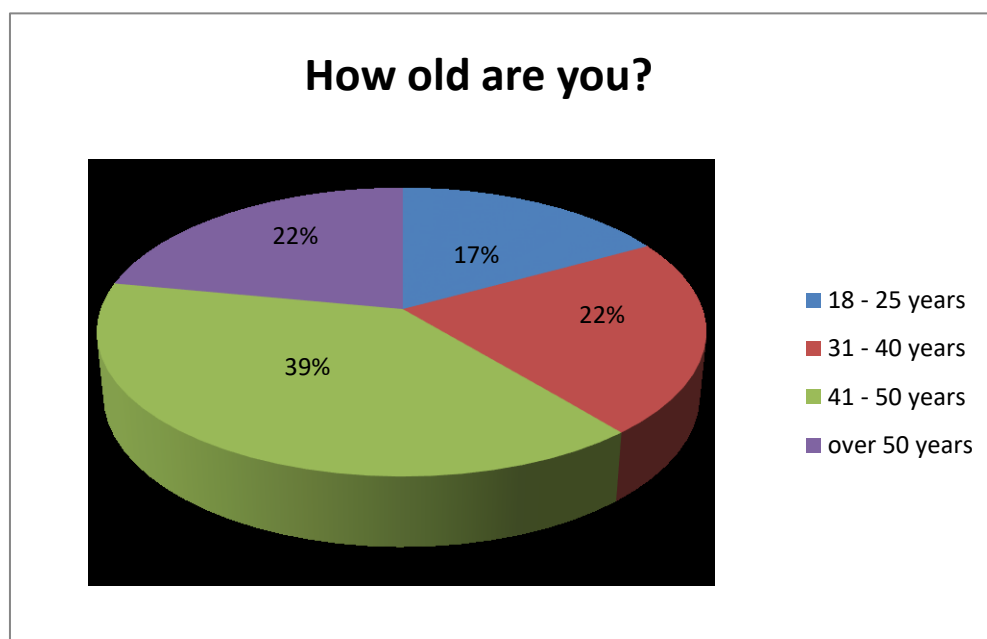


Figure 5 – Age of the respondents (Author's creation)

Question No. 3 – What is your highest educational qualification?

This question was focused on employee educational qualification. Half of the employees have answered with the c) answer which makes exactly 50% of employees with secondary education with leaving examination. The second biggest group of respondents – 33% are workers with vocational education, and then 2 workers have a higher education which makes 11% of employees. And 1 employee has a college education which makes a 6% of employees. The results show that none of the employees has only a primary education.

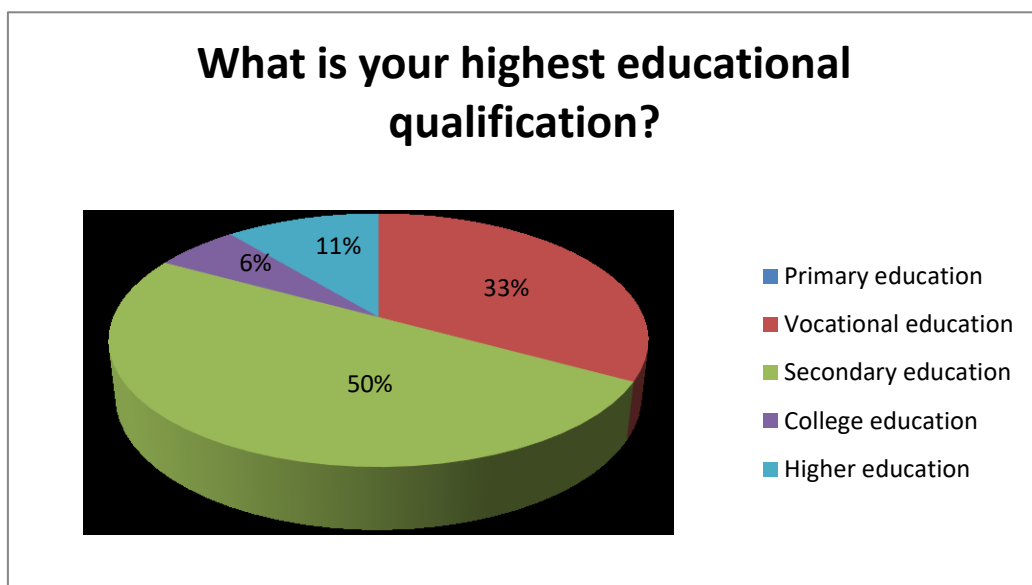


Figure 6 – Employees' highest education qualification (Author's creation)

Question No. 4 – How long have you been working for the company?

Question number 4 deals with the time that employees have been working for the company. The results show that 50% of employees work for the company for quite a long time, for 10 plus years. And 28 % of the employees which makes 5 employees of 18 respondents work for the company for less than or 3 years. One employee – 6% of employees, works for the company for 7 to 9 years and 16 % of employees work for the company from 4 to 6 years.

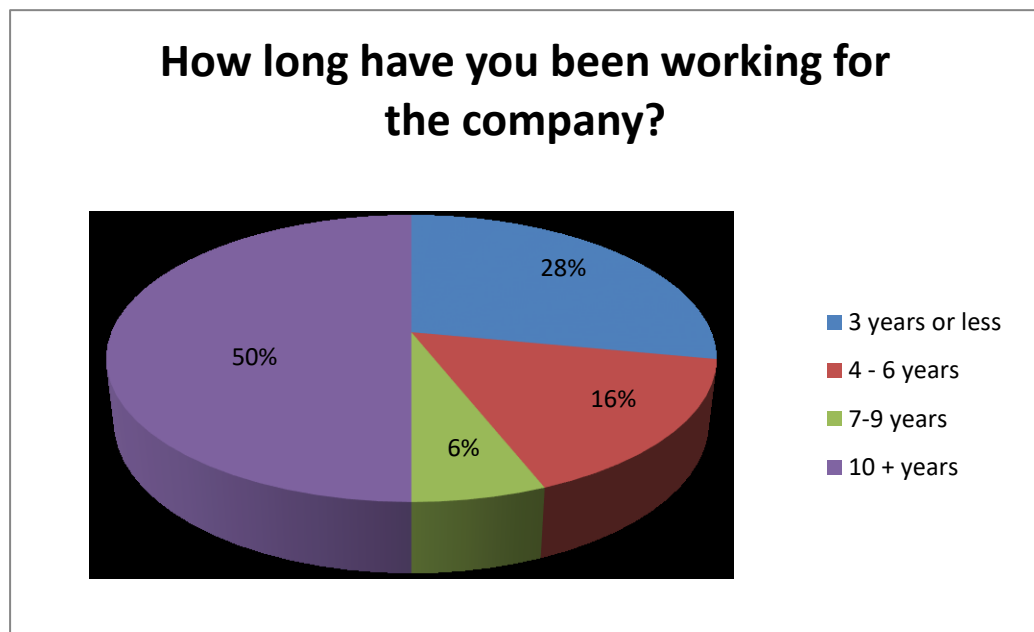


Figure 7 – How long employees work in the company (Author's creation)

Question No. 5 – Is motivation in the workplace important to you?

When it comes to importance of the motivation in the workplace, more than a half of employees - 56 % stated that the motivation is definitely important for them, 6% of the employees claims that it is rather important for them, whereas 11% of employees says that it is rather not important for them. None of the employees answered with the d) choice, therefore no one finds the motivation in the workplace definitely not important to them.

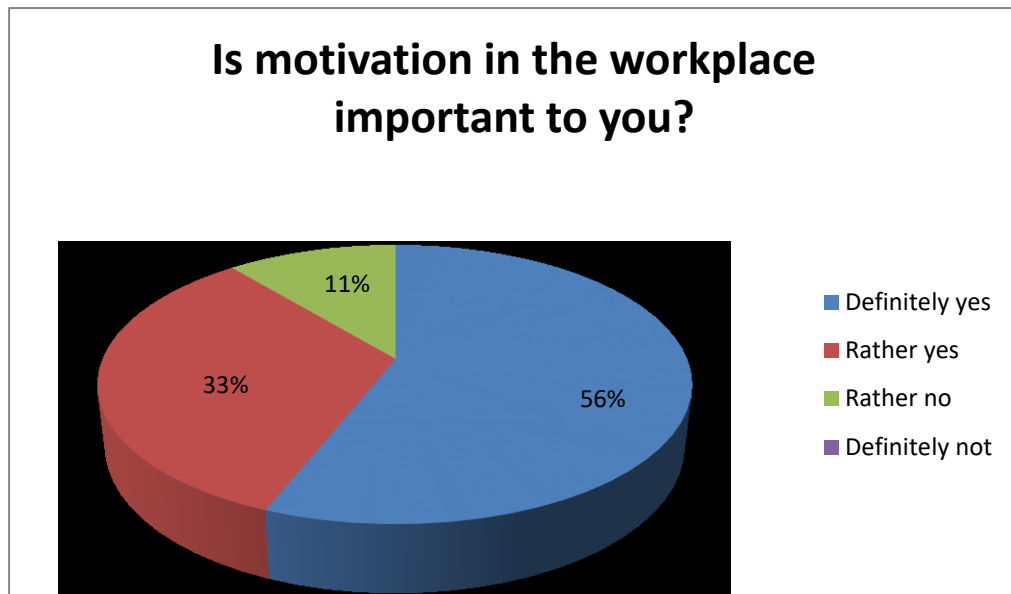


Figure 8 – Importance of the motivation in the workplace (author's creation)

Question No. 6 Do you feel motivated enough by your superior?

This question was aimed on the motivation by the superior and from the findings we can see that 39 % of respondents feel motivated by their superior, then 22% of the respondents claims that they feel rather motivated. But also, 22% of employees feel rather not motivated and even 22 % of the employees feel not motivated by their superior.

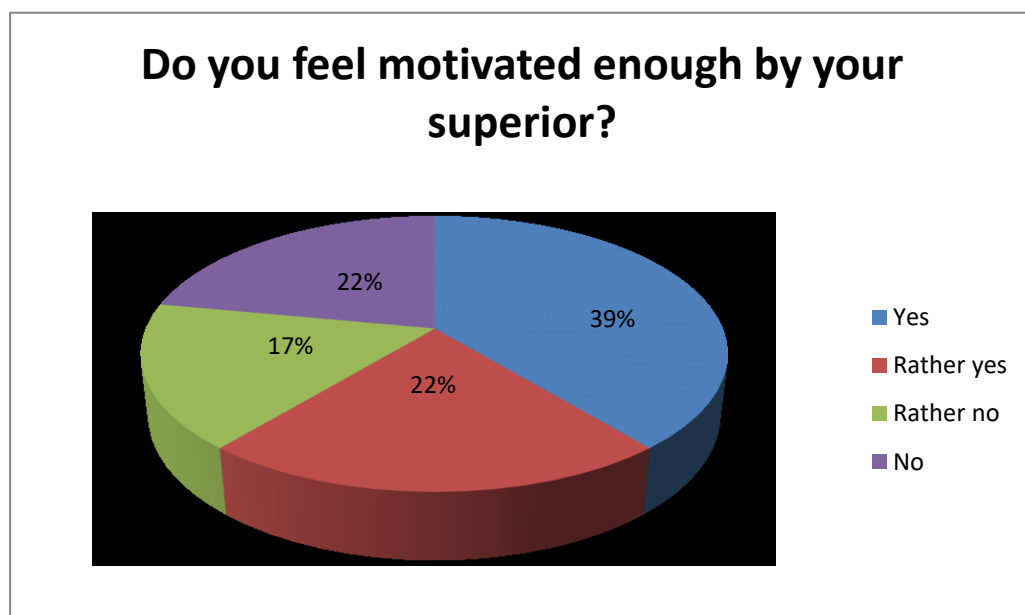


Figure 9 – Motivation by superior (Author's creation)

Question No. 7 Are you satisfied with your salary?

The results of the question show that 40 % of the employees are rather satisfied with their salary. Definitely satisfied with their salaries are only 28% of the respondents and dissatisfied or rather dissatisfied with their salaries is in total 32% of the employees.

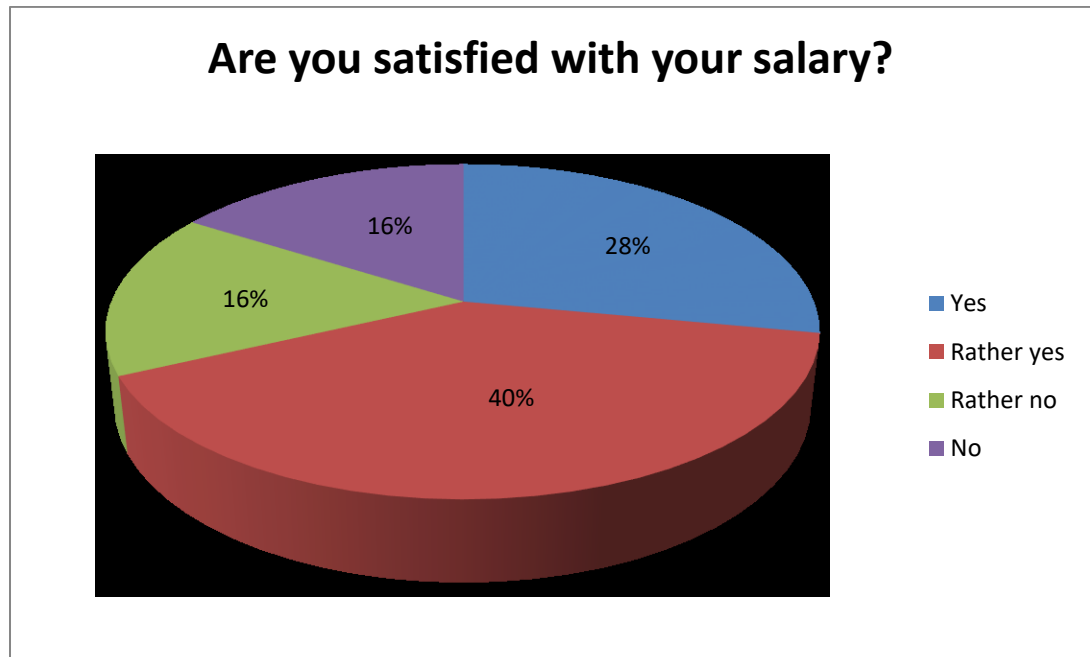


Figure 10 – Salary satisfaction (Author's creation)

Question NO. 8 Would you appreciate more vacation?

From the results of this question it can be seen that 72 % of the employees which is 13 of 18 questioned respondents would definitely appreciate more days of vacation. Only 11 % claims that they would rather want more vacation. And a very small amount of people claims that they do not want more any additional vacation.

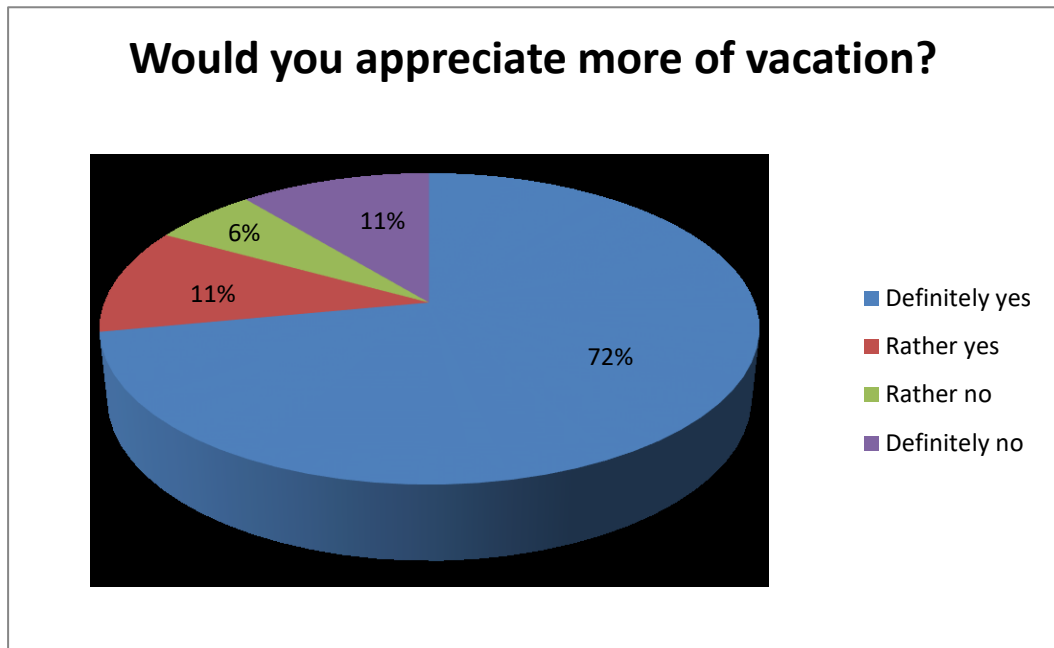


Figure 11 – Vacation (Author's creation)

Question No. 9 Which of the following options would motivate you the most to increase your work performance?

The aim of the question number 9 was to find out which of the options would motivate them the most for the purpose of increase of their work motivation. It is very obvious that the most motivating factor for the employees is the salary because 77% of the people answered with this option. Following motivating factor is praise where 11 % chose this answer. And the 6% of the respondents stated that they prefer flexible working hours as a motivation and another 6% considers the fear of loss of their employments as a motivation.

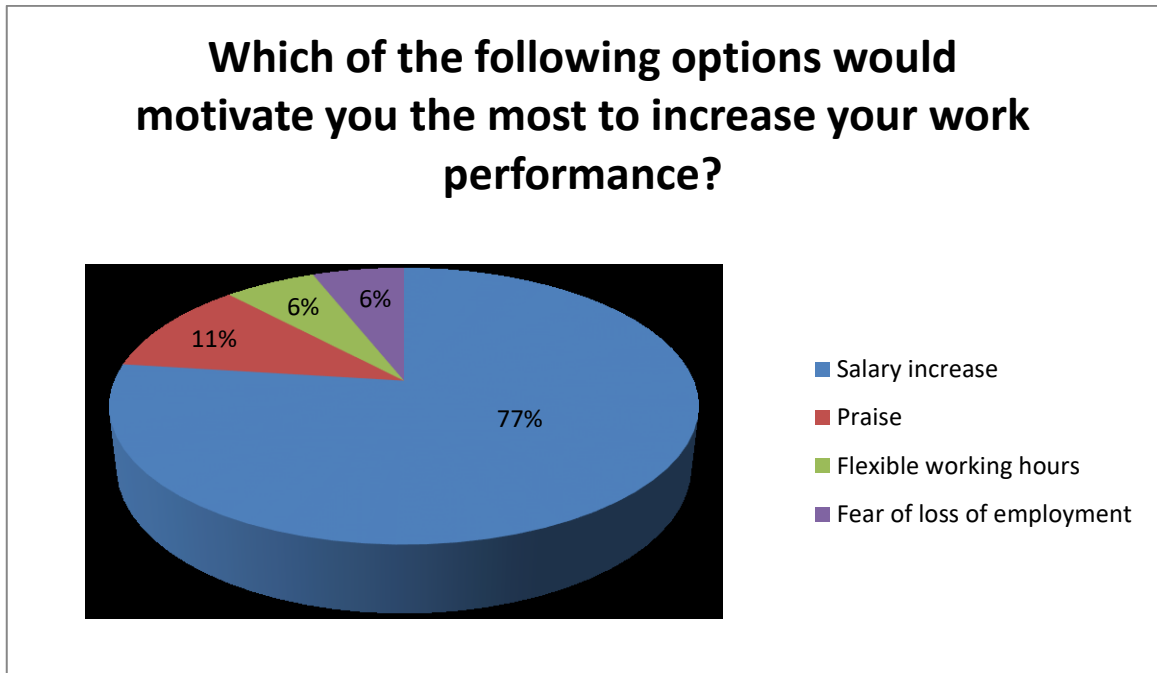


Figure 12 – The biggest motivation (Author’s creation)

Question No. 10 Are you satisfied with the relationships with your superiors?

Next question deals with the relationships of the employees with their superiors and the results show that 89% of the employees are rather satisfied with the relationship with their superiors and 11% of the respondents are rather not satisfied. There were not any answers for the options “satisfied” and “dissatisfied”. It is great that none of the employees feel dissatisfaction in this case but also none of the employees feel the complete satisfaction.

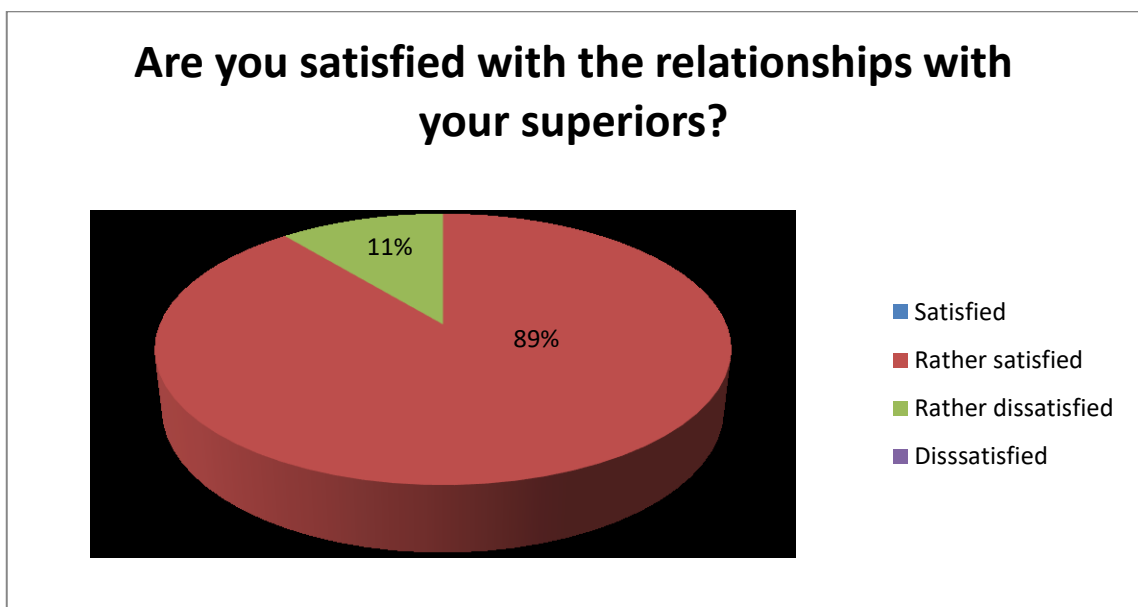


Figure 13 – The Relationships with superiors (Author’s cration)

Question No. 11 Are you satisfied with the workplace relationships and with your co-workers?

A similar question to the previous one is the question number 11 which finds out how the people feel about their relationships with their co-workers in the company. More positive answers appeared in this question. It can be seen that 78% of the employees which are 14 of the 18 respondents answered that they feel satisfied with the workplace relationships and remaining 22% stated that they feel rather satisfied. None of the employees feel dissatisfaction when it comes to the relationships at the workplace with their co-workers.

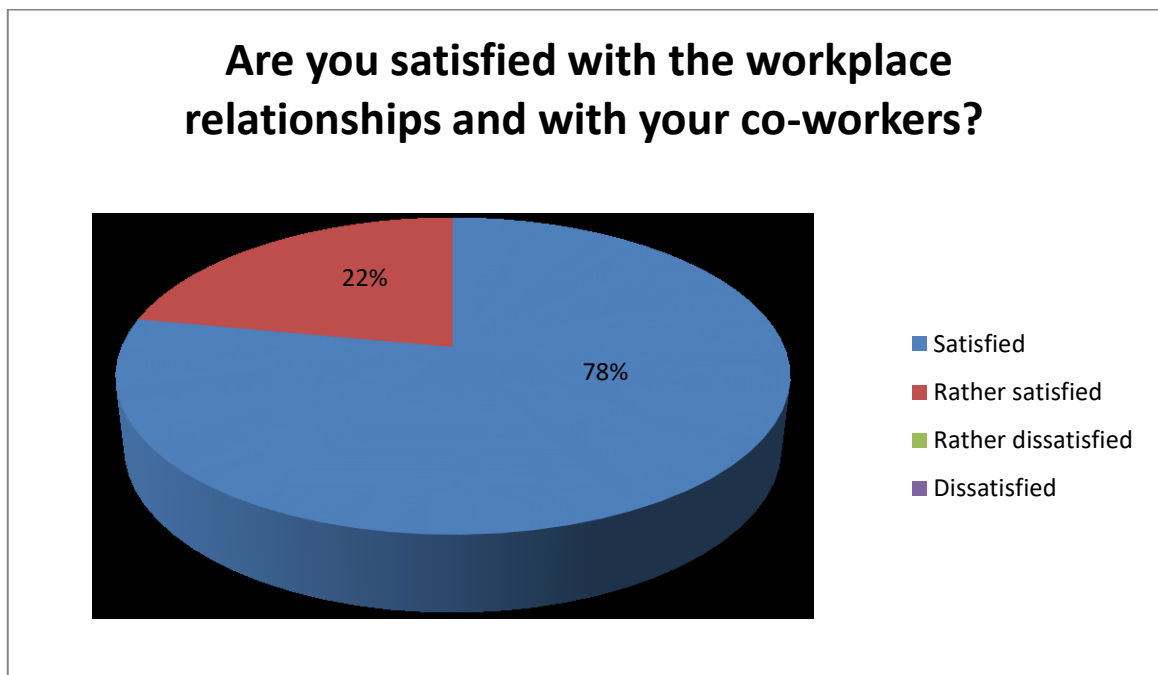


Figure 14 – The relationship with the co-workers (Author's creation)

Question No. 12 Which kind of motivation is more important to you?

The exact half of the employees – 50% felt to be motivated the most by the material (financial) motivation such as salary, personal evaluation, possibility of business telephone or car. On the other hand, 17% of the people prefer the non - financial kind of motivation such as praise, good relationships at the workplace and possibility of career development. And the remaining 33% find both kinds of motivation equally important.

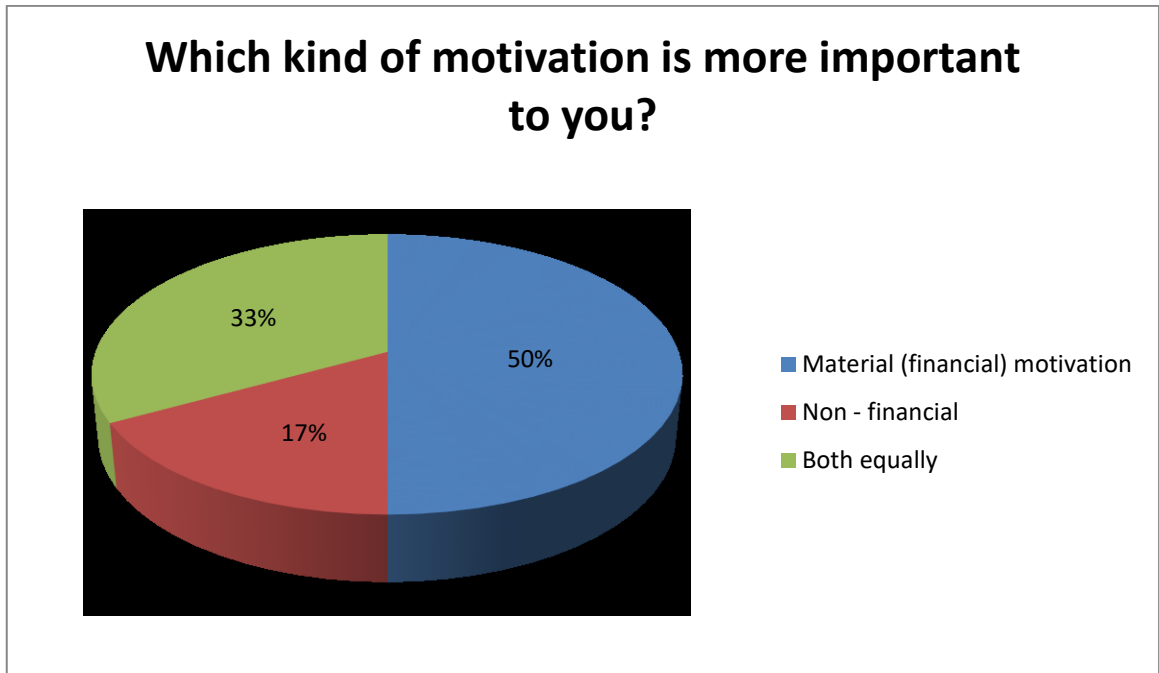


Figure 15- The preference of motivation (Author’s creation)

Question No. 13 Is praise/appreciation from your superior important to you?

The purpose of the question about the praise and appreciation from the superiors was to find out how much it is important to employees that their superiors praise them. The findings show that half of the employees considers the praise rather important to them, 28% consider the praise important and remaining 22% feel that the praise from their superior is rather not or not at all important to them.

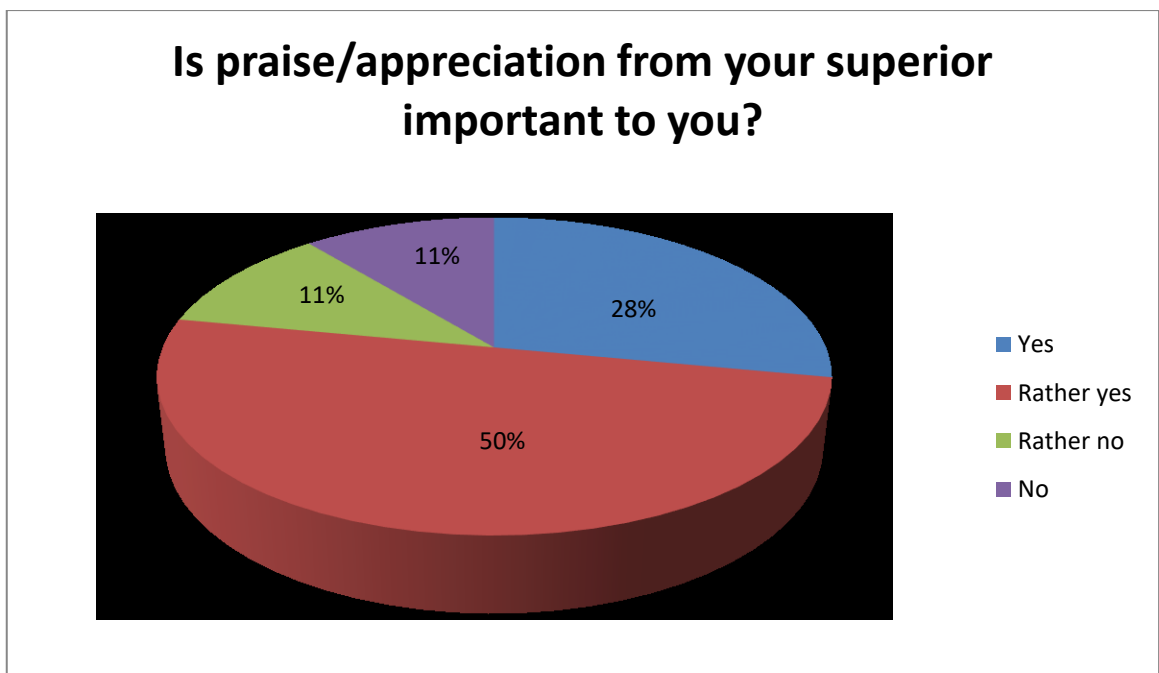


Figure 16 – Praise/appreciation from superior (Author’s creation)

Question No. 14 Does your superior praise you?

The negative results occurred from this question, as the employees claimed that they do not feel praised enough by their superiors. The results show that only 22% of respondents answered positively that the superior praise them and 17% feel rather praised, but remaining 61% does stated that the superior does not praised them or rather not praise them.

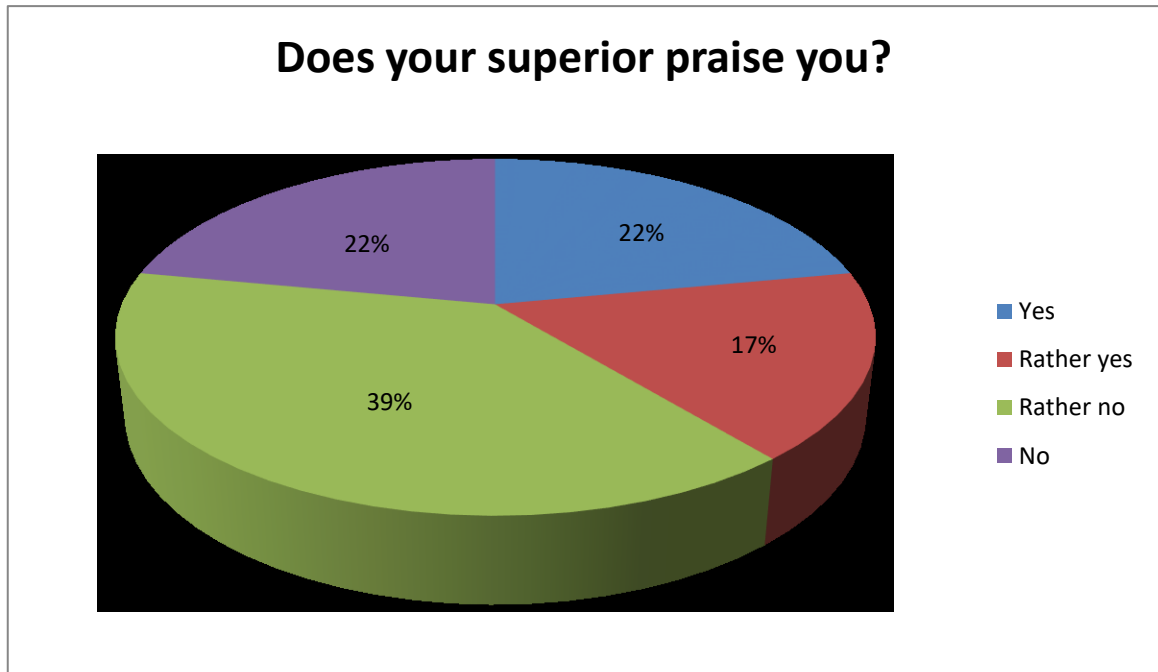


Figure 17 – Does your superior praise you? (Author's creation)

Question No. 15 Do you think you are sufficiently valued for your work?

This question was focused on the topic if the employees feel sufficiently valued for their work. The answers show that majority of the respondents feel rather sufficiently valued for their work, only 17% feel definitely sufficiently valued for their work and unfortunately there are also employees who feel not sufficiently valued, more precisely 22% feel rather not sufficiently valued, and the same number of employees feels not sufficiently valued.

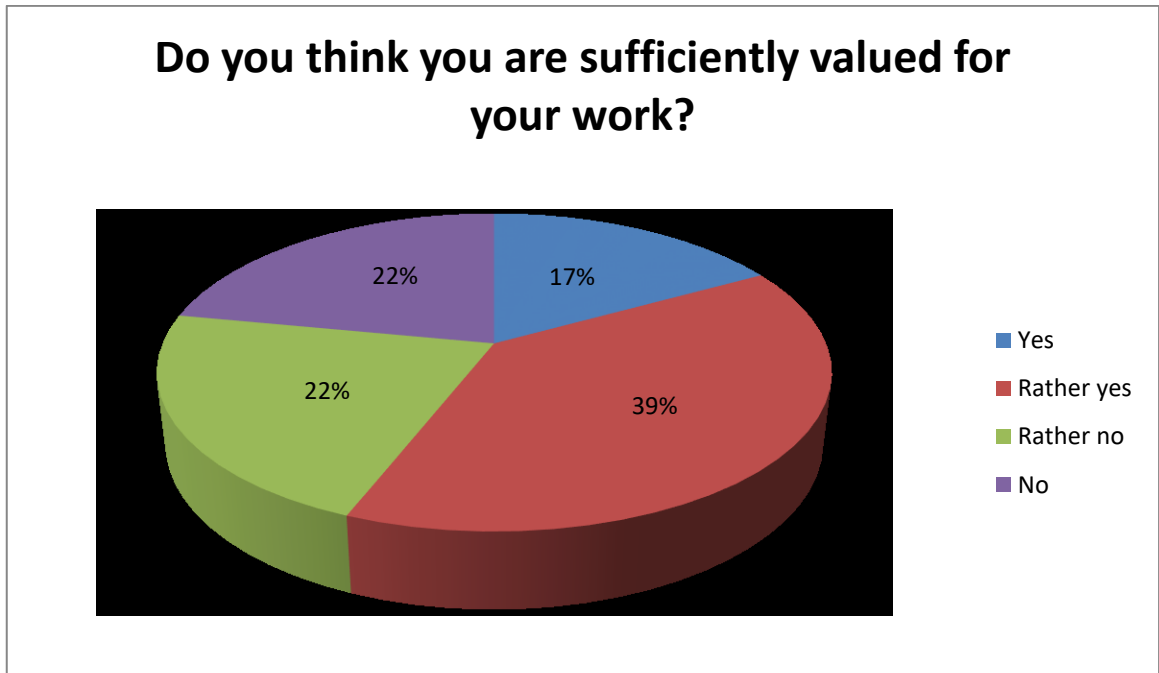


Figure 18 – Evaluation (Author’s creation)

Question No. 16 Can you be sure that you will get paid the salary every month?

This question was finding out if the employees do not have to feel worried about their salary. The very positive result emerged as 100% of the employees answered that they can be sure they will get paid for their job every month.



Figure 19 – Salary security (Author’s creation)

Question No. 17 Do you have the possibility of career development in your employment?

The very last question of the questionnaire was aimed on the possibility of career development of the employees. From the findings it is evident that 72% of the people feel that they do not have any possibility of their career development which is not motivating for them at all. And only remaining 28 % of the employees think that they have the possibility for their career development in the company.

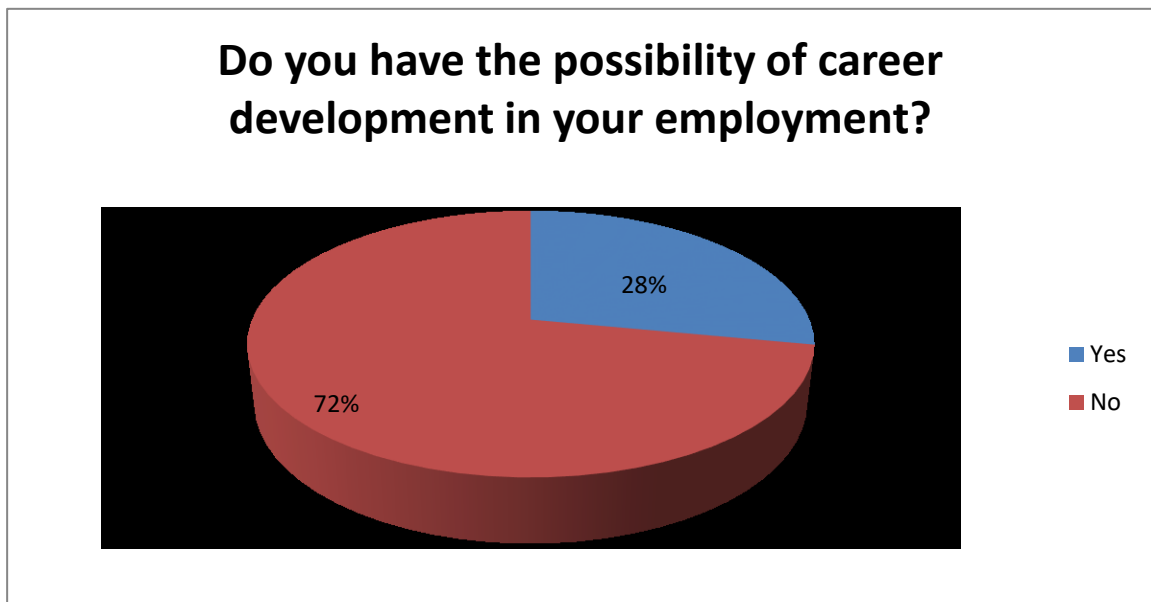


Figure 20 – Career development (Author's creation)

9.2 Summary of questionnaire results

There are some positive and negative results that appeared from the questionnaires that dealt with the current employee motivation system of the selected company. The author will now comment on these findings.

9.2.1 Positive results

- Salary security
- Satisfaction of relationships with the superiors
- Good relationships with the co-workers in the company

Very positive results emerged from the question about security of the salary. All of the employees answered positively that they feel secure about their salary that they get every month. Even during the interview with the accountant she admitted, that none of the employees need to worry about the situation that they would not get paid for their work done, and even this situation had never occurred in the past. Another positive result

appeared on the questions 10 and 11, which both deal with the relationship in the workplace. The question number 10 dealt with the relationship with the superiors and from the results it can be seen that 89% of the employees is rather satisfied with the relationship with their superiors. The results of the question 11 show that 78% of the employees are satisfied with the relationship with their co-workers and remaining 22 % is rather satisfied. Therefore, none of the employees is dissatisfied with the relationships with his co-workers.

9.2.2 Negative results

- Not enough of praise by the superiors
- Not enough of vacation
- Career development impossibility

Several negative results also occurred from the questionnaire findings. For instance, the employees claimed that they do not feel praised enough by their superiors. The results show that only 22% of respondents answered positively that the superior praise them and 17% feel rather praised, but remaining 61% does stated that they the superior does not praised them or rather not praise them.

Another lack of insufficient motivation appeared with the question number 8 which dealt with the amount of vacation that the employees have. Up to 72% of employees feel like they would definitely appreciate more of vacation, 11% of employees would rather appreciate more of vacation and only remaining 17% of respondents would rather or definitely not appreciate more of vacation. The last question with a negative result shows that the employees up to 72% of employees feel that they have no career development possibility in their employment.

Some of the results also appeared with quite neutral results, e.g., salary satisfaction, because the results show that 68% of the employees are satisfied or rather satisfied with the salary while 32 % is rather dissatisfied or not satisfied. Also the question 14 which was focused on sufficient evaluation of the employee' s work proves that 68% of the employees claims that they feel sufficiently valued or rather sufficiently valued and the remaining 44% of the employees feel not or rather no sufficiently valued. Based on the results of the questionnaire, the author will suggest recommendation in the next chapter.

10 SUGGESTED RECCOMENDATION

In this last chapter the author will suggest the tips for improvements of the employee motivation for the company. The recommendations will include the superior praise motivation, free and sick days and career development possibilities.

10.1 Superior praise motivation

According to the results of the questionnaire the employees of the selected company do not feel praised enough by their supervisor as it was claimed by 61% of employees. As well, 11% of the employees stated that they found praise even more motivating than the increase of the salary, and 78% of employees finds the praise from the superior rather or fully important for them. That means that superiors should consider some of the suggested recommendations for increasing motivation through the praise of employees.

Praise is a type of an extrinsic motivation, which can be very effective, but on the other hand it can also does not have to last for a very long time. Therefore, it is important to constantly work on this type of motivation. Sometimes the superiors do not think about the praise as a motivation factor, which causes the problems that can lead to employees' feeling that they are not appreciated enough. Although, the true is that the spoken appreciation is the least expensive but also the most effective motivational factor (Urban 2017, 73). The author suggest following tips for the improvements:

- The superior should praise the employee whenever he feels that the employee accomplished some type of more demanding task, expressed his initiative or made the right decisions (Urban 2017, 74).
- The superior can also praise the employee whenever he sees that the employee is struggling with his task. He can refer to the old employee's accomplishment in the past and therefore, this will encourage and motivate the employee as he for example will not feel afraid of the punishment for the failure. This as well, can also lead to the increase of work efficiency which is definitely convenient for the superior (Urban 2017, 76).
- The last tip is that the praise can be also expressed in front of the other employees - the praised employee's co-workers, so they can get the idea what kind of work the superior appreciates which will motivates the other employees with the aim of praise for them. But the superior should sense the right moment for the praise in front of the others because sometimes this can also lead to the jealousy of the other co-workers of the other employees (Urban 2017, 77).

10.2 Vacation, free days and sick days

The employees of the selected company are eligible for 20 days of vacation no matter of their age or working position. According to the results of the questionnaires the employees have a great interest in more days of vacation. Up to 72 % of the respondents would definitely appreciate more of vacation and another 11% would rather appreciate more of vacation which is a clear indicator for the company that they could try to add more vacation to the employees. The author will now suggest the possible ways of adding more of vacation in a form of free and sick days:

- Free days - Some of the employees in the Czech Republic have 5 more days of vacation provided by their employer which are so-called free days. Those are very popular among employees and serve as a motivation to them. They serve for example for running errands of the employees. The employees are paid the compensation which is equivalent to full pay.
- Sick days – During the last years, the sick days are also more and more used in the Czech Republic. These types of benefits serve to employees as usually 3 free days, in some cases 5 days, which they can use during the time they do not feel completely healthy and they want to rather stay home to cure themselves. It enables them to stay at home without the need to go to their doctor for the medical certificate of illness. This time will help the employee to get in the better condition, which will also lead to the better working performance. During the sick days employees get paid at least 60% of their pays, or they are paid the compensation equivalent to full pay.

10.3 Career development possibilities

The crucial results emerged from the question number 16 of the questionnaire, which show that unfortunately up to 72% of the employees does not have the possibility or at least they do not think that they have the opportunity for their career development. The author would like to now present some of the possible ways that could serve for the improving career development of company's employees:

- Educational excursion of the employees to the manufacturing companies – As was previously mentioned in the company's profile description, the selected company does not produce the material but only purchases it with the aim of selling. And because of the educational excursion to the manufacturing companies in the Czech Republic or in Poland, where majority of the material is produced, the employees

could improve their knowledge about the material and manufacturing process, and new technologies and progresses used in the industry. Although, this way of development would also cost the company some money as the trip, accommodation, possibly the food for the employees must be secured by the company.

- Training – The selected company could also provide the employees with the training programmes. For instance, with time management programmes which would help the employees increase their productivity and efficiency, or technical skills development training which would serves for improving their hard skills such as work with computer programmes, applications, doing data or analysis. In this case, money would have to be also invested in.

CONCLUSION

The aim of this bachelor thesis was to analyze the employee motivation in a selected company. Even though the company does not wanted the author to reveal their true name they still provided sufficient information of the company so the author was able to do the analysis.

The theoretical part of the thesis was divided into 5 chapters. In the first chapter, the author described the basic terminology about the motivation process. The model of motivation was included, and then the extrinsic and intrinsic motivation types were introduced and the main differences between them were mentioned. In the next chapter, the motivation theories were described, which included Instrumentality theory, Needs (content) theory – famous Maslow's hierarchy of needs, Process theories, and lastly Herzberg's two-factor model and the McGregor's Theory X and Theory Y. The next chapters then included also human resource management theory and also employee motivation tools.

The analytical part was focused on the employee analysis in the selected company. It started with an introduction of the company, where the main focus and the structure of the company were described. In the chapter 7, the author talked about the goal of the analysis and the methods of data collection, which included the interview with the main accountant of the company and the questionnaires for the employees of the company. Later, the current system of the motivation was presented, which included salaries, benefits and the team building. In the chapter 9 the questionnaire results were evaluated and based on the results, the author suggested suitable recommendations for the company to improve their employee motivation. The author suggested, that the company should focus on the superior praise motivation, adding more vacation in a form of free and sick days and the last but not least tip was focus on career development possibilities for the employees.

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LIST OF ABBREVIATIONS

CZK Czech Crown

e.g. For example

Etc. Et Cetera

HRM Human Resources Management

No. Number

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APPENDIX P I: The questionnaire in Czech language

Vážení zaměstnanci,

jmenuji se Barbora Dvouletá a chtěla bych Vás poprosit o vyplnění dotazníku, který poslouží k účelům mé bakalářské práce, která se zabývá analýzou motivace zaměstnanců ve Vaší společnosti.

Dotazník je anonymní, proto prosím nikde neuvádějte své jméno. Děkuji za Váš čas a Vaši ochotu.

1. Jste muž nebo žena?

- a) Muž
- b) Žena

2. Kolik je Vám let?

- a) 18- 30 let
- b) 31-40
- c) 41-50
- d) Nad 50 let

3. Jaké je Vaše nevyšší dosažené vzdělání?

- a) Základní
- b) Vyučen/a
- c) Středoškolské s maturitou
- d) Vyšší odborné
- e) Vysokoškolské

4. Jak dlouho pro společnost pracujete?

- a) 3 roky a méně
- b) 4-6 let
- c) 7-9 let
- d) 10 a více let

5. Je pro Vás motivace v zaměstnání důležitá?

- a) Rozhodně ano
- b) Spíše ano
- c) Spíše ne
- d) Rozhodně ne

6. Cítíte se být dostatečně motivován/a ze strany Vašeho nadřízeného?

- a) Ano
- b) Spíše ano
- c) Spíše ne
- d) Ne

7. Jste spokojen/a se svým platovým ohodnocením?

- a) Ano
- b) Spíše ano
- c) Spíše ne
- d) Ne

8. Uvítal/a byste více dovolené?

- a) Ano
- b) Spíše ano
- c) Spíše ne
- d) Ne

9. Která z uvedených možností by Vás nejvíce motivovala ke zvýšení pracovního výkonu?

- a) Zvýšení platu
- b) Pochvala
- c) Flexibilní pracovní doba
- d) Strach o ztrátu zaměstnání

10. Jste spokojen se vztahy s nadřízenými?

- a) Spokojen/a
- b) Částečně spokojen/a
- c) Spíše nespokojena/a
- d) Nespokojen/a

11. Jste spokojen/a se vztahy na pracovišti a pracovním kolektivem?

- a) Spokojen/a
- b) částečně spokojen/a
- c) Spíše nespokojena/a
- d) nespokojen/a

12. Jaká motivace je pro Vás důležitější?

- a) Hmotná (mzda, osobní ohodnocení, služební automobil, telefon, atd.)
- b) Nehmotná (pochvala, možnosti zvyšování kvalifikace, dobré pracovní vztahy, atd.)
- c) Obojí stejně

13. Je pro vás pochvala/uznání ze strany nadřízeného důležitá?

- a) Ano
- b) Spíše ano
- c) Spíše ne
- d) Ne

14. Chválí vás nadřízený?

- a) Ano
- b) Ne

15. Myslíte si, že jste za svou odvedenou práci dostatečně ohodnocen/a?

- a) Ano
- b) Spíše ano
- c) Spíše ne
- d) Ne

16. Máte jistotu, že Vám bude výplata každý měsíc vyplacena?

- a) Ano
- b) Ne

17. Máte možnost kariérního růstu ve svém zaměstnání?

- a) ano
- b) ne

APPENDIX P II: The questionnaire in English language

Dear employers,

My name is Barbora Dvoulétá and I would like to ask you, if you can help me fill the questionnaires, which will serve for an analysis of employee motivation in your company.

The questionnaire is anonymous, so please do not write your name on it. Thank you very much for your willingness and time to help me.

1. Are you a man or a woman?

- a) man
- b) woman

2. How old are you?

- a) 18- 30 years
- b) 31-40 years
- c) 41-50
- d) Over 50 years

3. What is your highest educational qualification?

- a) Primary education
- b) Vocational education
- c) Secondary education
- d) College education
- e) Higher education

4. How long have you been working for the company?

- a) 3 years or less
- b) 4 – 6 years
- c) 7 – 9 years
- d) 10 + years

5. Is motivation in the workplace important to you?

- a) Definitely yes
- b) Rather yes
- c) Rather no
- d) Definitely no

6. Do you feel motivated enough by your superior?

- e) Yes
- a) Rather yes
- b) Rather no
- c) No

7. Are you satisfied with your satisfied?

- a) Yes
- b) Rather yes
- c) Rather no
- d) Definitely no

8. Would you appreciate more of vacation?

- a) Yes
- b) Rather yes
- c) Rather no
- d) No

9. Which of the following options would motivate you the most to increase your work performance?

- a) Salary increase
- b) Praise
- c) Flexible working hours
- d) Fear of loss of employment

10. Are you satisfied with the relationship with your superiors?

- a) Satisfied
- b) Rather satisfied
- c) Rather dissatisfied
- d) Dissatisfied

11. Are you satisfied with the relationship with the superiors?

- a) Satisfied
- b) Rather satisfied
- c) Rather dissatisfied
- d) Dissatisfied

12. What kind of motivation is more important to you?

- d) Material (salary, personal evaluation, company car, company phone, etc.)
- e) Non-financial (praise, career development, good working relationships, etc.)
- f) Both equally

13. Is praise/appreciation from your superior important to you?

- a) Yes
- b) Rather yes
- c) Rather no
- d) No

14. Does your superior praise you?

- a) Yes
- b) Rather yes
- c) Rather no
- d) No

15. Do you think you are sufficiently valued for your work?

- a) Yes
- b) Rather yes
- c) Rather no
- d) No

16. Can you be sure that you will get paid the salary every month?

- a) Yes
- b) No

17. Do you have the possibility of career development in your employment?

- a) Yes
- b) No