

# **The Analysis of Employees Motivation System in Bank XY**

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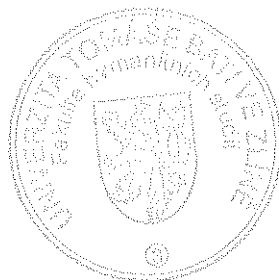
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## **ABSTRAKT**

Protože motivovaní zaměstnanci jsou důležití pro každou společnost, cílem této práce bylo zjistit, jaká je motivace zaměstnanců v bance XY, a udělat takové návrhy na zlepšení v oblasti motivace, aby byli zaměstnanci v práci více motivováni a také spokojeni.

Práce je rozdělena na dvě části: teoretická a praktická. Co se týče teorie, pozornost je věnována problematice potřeb, podnětů, motivů, motivačních teorií, frustraci a sociologicko-psychologickému výzkumu. Praktická část se zabývá bankou XY, jejím oddělením Lidských zdrojů a možné motivaci jejích zaměstnanců. Několika zaměstnancům byly rozdány dotazníky, abychom se více dozvěděli o motivačních faktorech v bance. Dotazníky byly posléze vyhodnoceny. Praktickou část uzavírají návrhy na zlepšení motivace zaměstnanců. Tyto návrhy jsou založeny na výsledcích dotazníku obohacené o rozhovory s třemi zaměstnanci banky. V závěru jsou vypsány odhadované náklady spojené se zavedením těchto návrhů.

**Klíčová slova:** zaměstnanec, motivace, potřeba, podnět, motiv, dotazník, rozhovor

## **ABSTRACT**

Since the motivated staff is the crucial matter for every company, the aim of this thesis was to discover what the motivation of employees in the bank XY is and to suggest some improvements regarding motivation so that these employees would feel more motivated as well as satisfied at their work.

The thesis is divided into two parts: theory and analysis. Concerning the theory, an attention was paid to issues like need, incentive, motive, motivation theories, frustration, and sociopsychological research. The analytical part deals with the bank XY, its Human Resource department, and possible motivation of its employees. In order learn more about motivational factors in the bank, questionnaires were distributed to several employees. Then the results were evaluated. The last part of the analysis is represented by the suggestions for improvements concerning employees' motivation. These suggestions are based on the results from questionnaires enriched with personal interviews with three bank's employees. The estimated costs for implementation of these improvements are mentioned at the end.

**Key words:** employee, motivation, need, incentive, motive, questionnaire, interview

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## INTRODUCTION

Most of the companies around the world know that motivating their employees is the crucial point regarding their company effectiveness. The employees are considered to be the most essential source for such a company. The times when people employed by a company were assumed to be something like working instruments with no needs, wishes, or expectations is luckily not the case any more.

Motivating employees is not as recent as we might expect. Even in the first half of the last century there were employers who partly focused on their employees' satisfaction at the workplace, trying to expose them to numerous incentives in order to make them happy and more productive in their job. As the time passed, every company dedicated some of its premises as well as budgets to personnel departments, lately known as human resource departments which are today concerned with the tasks like recruiting employees, their training, development, and motivation, as well as preparing their reward systems or health and safety rules.

I personally became interested in motivation issue in 2008 while studying the summer term at Letterkenny Institute of Technology, Ireland. One course called Psychology and Work attracted my attention and partly became the inspiration for writing this thesis – there I became interested in human resource management issues, particularly in the question of employees' satisfaction and motivation.

This thesis will be divided into two sections. The first part is theoretical, the second one is analytical. Within the theory, we will deal with human resource management in general, and then with basic motivation conceptions, motivation theories, as well as with the ways how motivation is measured. Concerning the second part, we will focus on applying the received theory into working environment of the bank XY. Some questionnaires for employees will be prepared and consequently evaluated. In addition to this, I am going to lead personal interviews with some employees from several bank's branches in order to find out more about their motivation. Some pieces of information will be taken also from a representative of human resource department. After all these findings, several improvements regarding employees' motivation will be suggested at the end of the analytical part.

## **I. THEORY**

## 1 HUMAN RESOURCE MANAGEMENT

In the past, employees were seen as one of the resource of production. Almost no attention was paid to their needs and desires. Undoubtedly, human resources are nowadays considered to be the most valuable resource for achieving high company performance as well as one of the crucial factors when setting and meeting company's objectives. Thus there is the significant need to recruit and mainly retain such employees who are of benefit to the particular corporation.

On the other hand, the staff has also some expectations and wishes in the employment. They want to feel comfortable as well as recognized in their job. Knowing employees' needs, wishes and desires contributes to the company's performance as well as its profit. Nowadays managers are aware of this fact and thus they try to find out how to satisfy their staff. Employees' recruitment, their selection, training, benefit programmes and other matters are mainly the responsibility of a human resource department in each company. Therefore human resource management is seen as a strategic and coherent approach to the management of an organisation's the most valued assets – people working there who individually and collectively contribute to the achievement of company's objectives.<sup>1</sup>

### 1.1 Human resource management activities

Further on, we will point out the main activities of HRM<sup>2</sup>. Most of them are already fully developed in the bank XY. The activities are following:

- Organisation (organisation design; organisational development; job design)
- The employment relationship – by creating a climate of trust
- Resourcing (recruitment and selection)
- Performance management – by measuring and assessing performance
- Staff motivation
- Human resource development (HRD) – by learning, training; or career management
- Reward management – by financial and non-financial rewards
- Employee relations
- Health and safety

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<sup>1</sup> Michael Armstrong, *A Handbook of Human Resource Management* (London: Kogan Page Limited, 1999), 3.

<sup>2</sup> Michael Armstrong, *A Handbook of Human Resource Management* (London: Kogan Page Limited, 1999), 12-14.

## 2 PERSONALITY

Since this bachelor thesis deals with motivation, we should introduce the topic of motivation with this brief chapter on personality. As Armstrong<sup>3</sup> suggests, it would be much easier and better for company management if every member of the staff were the same. But as it is commonly known, the opposite of this "wish" is the truth. People differ from each other due to their ability, intelligence, personality, background, culture as well as due to their gender, race, and possible disabilities.

Defining personality has never been a simple task. Many scientists, psychologists and philosophers have been trying to grasp the main idea in defining personality. In 1991 Toplis<sup>4</sup> explained the term personality as all-embracing in terms of the individual's behaviour and the way it is organised and coordinated when he or she interacts with the environment.

Simply said, the personality may be described as a combination of stable physical and mental characteristics that give the individual his/her identity<sup>5</sup>. These characteristics include how one looks, thinks, behaves and feels. Especially one's behaviour is important for the purpose of motivation. Motives which will be explained in other section have an enormous impact on one's motivated behaviour.

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<sup>3</sup> Michael Armstrong, *A Handbook of Human Resource Management* (London: Kogan Page Limited, 1999), 93.

<sup>4</sup> Michael Armstrong, *A Handbook of Human Resource Management* (London: Kogan Page Limited, 1999), 95.

<sup>5</sup> Stephen Simons, "Personality – Topic 1" (paper presented at Psychology and Work course at Letterkenny Institute of Technology, Letterkenny, Ireland, February 4-6, 2008).

### 3 MOTIVATION

Employees together with their motivation toward particular work have been getting more and more attention during the recent years. The employees are not only the most valuable assets in company. They are often a competitive advantage of the company. That is why the management has to be able to define not only who is "worth" motivating but also which instruments have to be used to support motivation of the employees.

We start this chapter on motivation with a discussion on a difference between two approaches to motivation and motivated behaviour. Concerning this issue, there is a small clash between two types of interpretations. The first one is more preferred in Anglo-American environment while the second one is more likely to appear in other cultures, e.g. Czech culture.

The main problem is that in Anglo-American literature not much attention is paid to the relationship among need, incentive and motive. The English writers such as Armstrong and others prefer talking about extrinsic and intrinsic motivation rather than about the relationship need – incentive – motive. The extrinsic motivation is seen as a set of offered incentives and intrinsic motivation as a set of inner motives. They suggest that one of the two sets may exist despite the existence of the second one.

Now, we will move to the second explanation of motivated behaviour. In our culture we emphasize the importance of three interconnected components:

- Need
- Incentive
- Motive

#### **Need**

A need may be described as a lack of something, a state that requires supply or relief. Moreover, it is seen as a necessity, urgent want. Simply put, if an employee lacks something in the working environment, he/she has to be offered some incentives which can fulfil this need. If the need is urgent and the offered incentive is for him/her worth enough, this employee will experience an inner force – motive – which will influence his/her behaviour toward particular action.

Armstrong<sup>6</sup> suggests that motivation is caused by either conscious or unconscious recognition of unsatisfied needs which create desires to obtain something. Every individual then creates his/her behaviour pathway which is supposed to lead them and help achieve their goal. In addition to this, it is believed that if the goal is achieved, the same or similar pathway will be selected in the future.

Next to needs, we may distinguish other sources of motivation such as interests, values, ideals, attitudes, or habits<sup>7</sup>. All of these sources together with needs are at each birth of motivated behaviour.

### **Incentive**

The second component is represented by incentive. Sometimes the word stimulus (pl. stimuli) is used instead the word incentive. An incentive is offered from outside. The incentives may be either tangible or intangible<sup>8</sup>. Among the tangible incentives we often include pay, bonuses, quality of working environment, health and safety precautions, contributions to food, accommodation and health care.

Intangible incentives are connected with higher level of Maslow's pyramid which will be discussed later in the chapter on motivational theories (p.23). In comparison with tangible incentives, intangible ones cost no money to the company. Praise, recognition, good communication, challenge, responsibility, and interesting work represent some of the typical examples of intangible incentives offered to employees.

### **Motive**

Beside needs and incentives, we distinguish the third key aspect of motivation – motive. Motive is the "driving force" of our behaviour. According to Online Etymology Dictionary<sup>9</sup>, the origin of this word goes to Medieval Latin; to the word *motivus* which meant moving or impelling. Here we see the connection between today explanation of the

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<sup>6</sup> Michael Armstrong, *A Handbook of Human Resource Management* (London: Kogan Page Limited, 1999), 106-107.

<sup>7</sup> Michaela Prášilová, "Jak motivovat spolupracovníky?", *Učitelství listy*, <http://ucitelskelisty.ceskaskola.cz/Ucitelskelisty/Ar.asp?ARI=102863&CAI=2168>

<sup>8</sup> Valerie Kilianová, "Motivace a vedení, řízení podle cílů, delegování", *ZaRohem*, <http://blog.zarohem.cz/clanek.asp?cislo=220>

<sup>9</sup> Douglas Harper, "Motive", *Online Etymology Dictionary*, <http://www.etymonline.com/index.php?search=motive&searchmode=none>.



word motive, which is said to be the inner force which guides and gives direction to one's behaviour. It really resembles what the Latin origin suggests.

We may say that motives have five main features<sup>10</sup>. The following list points out the most noticeable characteristics of motives:

- Motives are individualistic – everybody has his/her own motives. There are not probably any two people whose motives would be exactly the same and who would be satisfied by one thing up to the same level.
- Motives change – it is obvious that our motives change throughout our lives. The things which may satisfy somebody in his/her early years will not provide them with such pleasure in their retirement.
- Motives may be unconscious – as our mind has conscious and unconscious parts, we do not have to be aware of all our motives.
- Motives are often inferred – sometimes it may happen that we do not know where motives of other people come from and thus are difficult for us to understand them.
- Motives are hierarchical – similarly as the needs, motives are ranked according to their importance for us.

It is generally acknowledged that different people have different motives. In the past it was supposed that the only motivation for employees was the money. Unfortunately, even nowadays this presumption is considered to be the key parameter in preparing motivation programmes in some companies. On the other hand, the vast majority of corporations are aware of the fact that money is not the only kind of motivation for their staff. Such management tries to find out what motivates their subordinates and they support them to reach their employees' goals.

There is huge number of employees' motives<sup>11</sup>. Among the most important ones we may mention following:

- Money
- Promotion
- Performance

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<sup>10</sup> Barry L. Reece and Rhonda Brandt, *Human Relations in Organisations* (Boston: Houghton Mifflin Company, 1999), 175-176.

<sup>11</sup> František Bělohávek, *Jak řídit a vést lidi*, (Brno: CP Books, a.s., 2005), 42-43.

- Friendship
- Safety
- Development
- Responsibility
- Creativity

As seen in the above paragraphs, we may say that knowing other people motives will help us understand what motivates them, and also how we as a superior or a boss can increase their motivation in order to satisfy not only their needs and wishes concerning the job but also the needs of the company.

The crucial point is when an individual starts to be aware of the relationship between his/her emerged need and the offered incentive which can satisfy this need. This point leads to the birth of motive and motivated behaviour itself as we mentioned earlier. Therefore we may say that until the need together with the incentive occurs, there cannot be a motive or motivated behaviour of an individual.

Then it is obvious that in Anglo-American literature, a set of incentives is replaced by the term extrinsic motivation and a set of motives by the term intrinsic motivation. The only term that stays the same and plays an essential part in both concepts is the term need. But now there is a question up to which degree the mentioned terms – incentive vs. extrinsic motivation and motive vs. intrinsic motivation – really overlap and whether we can freely interchange them or not. We will consider them to be freely interchangeable in this thesis.

### **3.1 Definition of motivation**

Motivation<sup>12</sup> is the set of processes that stimulate, guide and sustain human behaviour towards achieving a goal. Here we see that the processes connected with individual's motivation are divided into three types of behaviour:

- Initiating behaviour
- Guiding behaviour
- Sustaining behaviour

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<sup>12</sup> Michael Morley et al., *Principles of Organisational behaviour: An Irish text* (Dublin: Gill & Macmillan Ltd, 1998) 56-57.

Initiating behaviour could be explained as the behaviour that needs to be taken off by some driving force, motive, which consequently initiates the action. For instance, a feeling of thirst is the force that will motivate a person to search for something to drink on condition that something to drink exists. Applied to McClelland's Acquired Needs Theory, one of the three needs, a need for power will cause the person to want to be in charge of others. Simply put, this initiating behaviour is that kind of moment when the person finds out that he/she lacks something. Consequently he/she discovers the incentive which could satisfy this lack, this need. Finally he/she realizes the importance of satisfying the need through the offered incentive. At the point, the motive, motivated behaviour is born.

Once the behaviour has taken off, it is guided by other decisions which the person makes and by the best possible alternatives which he or she chooses in order to find the right way to achieve the goal. The essential thing is that in order to reach that aim, the motivated behaviour must have a certain level of robustness and substantiality. It means that the goal has to be worth achieving and its accomplishment will satisfy the person's need.

### **3.2 Intrinsic and motivation**

As we foreshadowed in the beginning of the chapter, we distinguish two types of motivation: intrinsic and extrinsic. This distinction is preferred more in Anglo-American literature. First, we will deal with intrinsic motivation. Armstrong<sup>13</sup> sees this type of motivation as self-generated factors which guide human behaviour in a particular way. These factors are also believed to have deeper and long-term effect because they are inherent in every individual. They are supposed to motivate employee more than money or other external rewards. Such an employee works for the love of the job that brings him/her the enjoyment.

Malone and Lepper<sup>14</sup> defined intrinsic motivation as 'what people will do without external inducement'. They also tried to design environments that are intrinsically motivating. According to their research, factors that promote intrinsic motivation are:

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<sup>13</sup> Michael Armstrong, *A Handbook of Human Resource Management* (London: Kogan Page Limited, 1999), 109-110.

<sup>14</sup> Purdue University Calumet, "Intrinsic motivation", [http://education.calumet.purdue.edu/vockell/edpsybook/Edpsy5/edpsy5\\_intrinsic.htm](http://education.calumet.purdue.edu/vockell/edpsybook/Edpsy5/edpsy5_intrinsic.htm).

- Challenge – people feel motivated when their work offers a certain level of challenge and difficulty.
- Curiosity – working environment will attract the attention of an employee who will want to try new things.
- Control – employee needs to feel some control over the work he/she is doing as well as over his/her environment.
- Fantasy – people use mental images of things and activities that will consequently stimulate their behaviour.
- Competition – an employee compares his/her results to the performance of others.
- Cooperation – most of the staff feel happy when they can help others in their team with achieving the goal.
- Recognition – an employee feels satisfaction when others appreciate his/her work.

### 3.3 Extrinsic motivation

Extrinsic motivation is offered by the management of the company. It can be either positive or negative. Among positive ways of extrinsic motivation we include payment bonuses, promotion, or additional days off. Withholding pay or wrongly-used criticism are the examples of negative extrinsic motivation.

According to Brandt<sup>15</sup>, the external rewards are often good incentives when beginning a new job or when the company wants to encourage the staff to develop good work habits which bring benefits to themselves as well as to the company. It has been also discovered that the extrinsic reward cannot be offered forever by the company. Unlike the intrinsic motivation, extrinsic motivation usually has short-term effect on the employee. It is essential that extrinsic motivation, or in other word offered incentives, is supported by intrinsic motivation. In an ideal case, the employees will be provided with a certain number of external rewards and at the same time they will be permitted to experience internal satisfaction.

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<sup>15</sup> Barry L. Reece and Rhonda Brandt, *Human Relations in Organisations* (Boston: Houghton Mifflin Company, 1999), 173-174.

### 3.4 Motivational cycle

The motivational cycle<sup>16</sup> has five steps. We will demonstrate the individual steps of the cycle on example of this bachelor thesis.

1. Need – The thesis is supposed to be written till May 15.
2. Build-up of tension – The author of this thesis is worried about the time. She fears that her abilities are not good enough and that the time will soon run out. Other activities have to be set aside in order to finish the thesis in time.
3. Focused activities – The books are borrowed and internet search for information starts. Several books and other material are read. The research is started, and the thesis is started being written.
4. Achievement of goal – The thesis is finished and turned in.
5. Satisfaction and tense reduction – After completing this work, the author is very pleased and happy and has time for other activities.

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<sup>16</sup> Barry L. Reece and Rhonda Brandt, *Human Relations in Organisations* (Boston: Houghton Mifflin Company, 1999), 174-177.

## 4 FRUSTRATION

This chapter will shortly deal with frustration as the consequence of unsatisfied needs and wishes of employees. As we have already mentioned, humans have their desires which they wish to be realised. But not every need or wish can be achieved. This depends on how important the wish was for the person. When it is just a plain idea which is not materialised, we will not carry much. But when it is something very important, something that we really wish and want, and it cannot be achieved due to some barriers, we will start to feel demotivated, and the frustration appears.

The most typical case could be an employee's desire to get some days off. The employee has been looking forward to the days off for a long time. Unfortunately, at the end he/she will not get the permission by our supervisor. Probably he/she will be very disappointed or even angry and may behave very irrationally.

Here are the main causes which lead to demotivation and frustration of employees<sup>17</sup>:

- Supervisor's unconcern to good work results
- Supervisor's unconcern to mistakes in work process
- Chaos + bad organisation of work
- Inequity in reward system
- Undeserved praise to other employee/s
- Undeserved reproach and criticism
- Rude behaviour + mockery
- Lack of interest in employees' own ideas
- Supervisor's unconcern to deal with the problems of subordinates
- Not enough responsibility
- Lack of work, materials, resources, etc.

People react to frustration in different ways. Here are some common reactions and methods which individuals use when coping with frustration<sup>18</sup>:

- Aggression – toward his colleagues, boss, or family.
- Rational problem-solving methods to overcome the barrier.

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<sup>17</sup> František Bělohlávek, *Jak řídit a vést lidi*, (Brno: CP Books, a.s., 2005), 43.

<sup>18</sup> František Bělohlávek, *Jak řídit a vést lidi*, (Brno: CP Books, a.s., 2005), 44.

- Regressive behavior - reverting to earlier and more primitive ways of coping with the goal barrier.
- Developing some reasonable alternative approach to deal with the barrier.
- Flight, or leaving the scene – for instance, they do not want to face the challenge of their work anymore and rather quit the job.
- They put forth a lot of energy and reinforce their effort to overcome the barrier - this reaction to frustration seems to be the only positive one.

We listed the main causes of demotivation and the typical responses to frustration. From these lists we can notice that every employee might become a victim of frustration. We can demonstrate it on the perception of equity/inequity<sup>19</sup> in reward system.

When the employees perceive the equity and fairness, they feel happy and motivated to keep current or higher levels of their inputs. The opposite case is when the people perceive the inequity which can be either positive or negative. Positive inequity is when we notice that somebody is treated unfair in comparison with us, e.g. we get much higher pay for the same work than the other person. In the second case we can perceive negative inequity and it is when the other person is treated better than we are. It means that the other employee gets higher pay and more benefits for the same work which we do as well. Here we perceive negative inequity and after some time we may become more and more frustrated by this fact.

Which instruments an employee will use to fight frustration depends on every person. The best option would be to reinforce the effort, mobilize the powers and talk about this inequity with the superior. Good manager should have time to talk to him/her and to do something with this situation. The company management has to know that if their employees perceive negative inequity for a long time, they would start to feel demotivated and their performance would fall sharply. Such employees would be a contribution for the company no more.

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<sup>19</sup> Michael Morley et al., *Principles of Organisational behaviour: An Irish text* (Dublin: Gill & Macmillan Ltd, 1998), 72.

## 5 MOTIVATION THEORIES

There were several motivation theories created by scientists and psychologists over the 20th century. In this chapter we will mention some of them. Further on we will briefly focus on some theories, especially on content and process ones. Here is a list of leading theories according to Armstrong<sup>20</sup>:

- Instrumentality Theory
- Need/Content Theories
- Herzberg's motivators and Hygiene Factors Theory
- Cognitive/Process Theories
- Behavioural Theory
- Social-learning Theory
- Attribution Theory
- Role-modelling Theory

### **Instrumentality theory**

The instrumentality theory was introduced already in the end of the 19th century by Frederick Winslow Taylor. Instrumentality theory claims that people go to work only for one reason – the pay. The most important thing for such an employee is the connection between his/her performance and the reward. Taylor himself stated that it is impossible to get workmen to work much harder than the average men around them unless they are assured of a large and permanent increase in their pay.<sup>21</sup>

### **Need/Content theories**

In accordance with the name itself, need theories assume that human beings have an innate package of motives which they follow. It means that people have a set of needs or desired outcomes. In addition to this, content theories emphasize the fact that our behaviour is motivated by unsatisfied needs which are important for us at the particular moment.<sup>22</sup>

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<sup>20</sup> Michael Armstrong, *A Handbook of Human Resource Management* (London: Kogan Page Limited, 1999), 110.

<sup>21</sup> Michael Armstrong, *A Handbook of Human Resource Management* (London: Kogan Page Limited, 1999), 111.

<sup>22</sup> Michael Armstrong, *A Handbook of Human Resource Management* (London: Kogan Page Limited, 1999), 111.



Among content theories we include Maslow's Hierarchy of Needs Theory (1954), Alderfer's ERG Theory (1972) and McClelland's Acquired Needs Theory (1975).

Probably the most famous and influential content theory is the one by psychologist Abraham Maslow. He stated five hierarchical categories of needs as they are shown in the Appendix P I. The core of this theory is the belief that once the lower need is satisfied, a person can accomplish a 'higher-order' need. We might transform this pyramid for the purpose of employee's job motivation. This situation as it is demonstrated in Brand's *Effective Human Relations in Organisations*<sup>23</sup>. We will get the table (Appendix P II) showing how Maslow's five-level pyramid is reflected in employees' needs within the workplace.

### **Hertzberg's motivators and Hygiene Factors Theory**

Within this theory we distinguish two terms – motivators (satisfiers) and hygiene factors (dissatisfiers). The main idea here is that motivators are capable of motivating the employees whereas hygiene factors are not capable of any motivating behaviour.<sup>24</sup> The rocket in Appendix P III supports this statement. It shows the relationship between motivators and hygiene factors.

The hygiene factors are also known as maintenance factors and they are felt as the matters which are often taken for granted by employees. If the hygiene factors are present, the employee will not be dissatisfied but at the same time he or she will not be motivated. To be motivated he/she needs motivation factors such as recognition, stimulating work, responsibility, advancement, etc.

### **Cognitive/Process theories**

In comparison to the need theories, the cognitive theories explore the process through which outcomes become desirable and are pursued by the individual. These individuals are able to select their goals and choose the path towards them.<sup>25</sup> The process theorists focused

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<sup>23</sup> Barry L. Reece and Rhonda Brandt, *Human Relations in Organisations* (Boston: Houghton Mifflin Company, 1999), 181

<sup>24</sup> Michael Morley et al., *Principles of Organisational behaviour: An Irish text* (Dublin: Gill & Macmillan Ltd, 1998), 65-66.

<sup>25</sup> Stephen Simons, "Motivation - Topic 4" (paper presented at Psychology and Work course at Letterkenny Institute of Technology, Letterkenny, Ireland, March, 2008).

not only on what people want and expect from their job but also on how they believe that they can get it.<sup>26</sup> We distinguish three content theories:

- McGregor's Theory X and Theory Y
- Adams' Equity Theory
- Vroom's Expectancy Theory

Talking about process theories, Adams' Equity Theory seems to be the most influencing one. The basic principle of this theory is a presumption that employees would compare their inputs with the outputs<sup>27</sup>. It means that they would make comparison between what they put into their job and what they get out of it. Consequently, they would be very much interested in whether they were treated fairly in comparison with other employees. Adams supposed that employees would evaluate their and other employees' work. The overview of employee's inputs and outputs is shown in Appendix P IV.

To sum up this chapter, it can be said that most of the theories mentioned above are still valid these days. Even though Maslow's Hierarchy of Needs Theory is more than fifty years old, it might be still seen as the most crucial theory concerning human motivation.

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<sup>26</sup> Michael Morley et al., *Principles of Organisational behaviour: An Irish text* (Dublin: Gill & Macmillan Ltd, 1998), 67-68.

<sup>27</sup> Michael Morley et al., *Principles of Organisational behaviour: An Irish text* (Dublin: Gill & Macmillan Ltd, 1998), 71-75.

## 6 METHODS OF SOCIOPSYCHOLOGICAL RESEARCH

In this chapter, we will focus on those methods of sociopsychological research which can be of big help when recognising what motivates the employees. All of these methods enable us to obtain not only primary data but also secondary ones. Before we start to talk about the social psychological research in detail, we have to emphasise two core conditions of the research - trustworthiness and reliability of the respondents as well as of the researcher.<sup>28</sup>

Within such an empirical research we distinguish four main categories<sup>29</sup>:

- Questioning
- Observation
- Experiment
- Various types of analyses

One internet article deals with staff motivation and the importance of its measuring.<sup>30</sup> It sees the motivated staff as competitive advantage therefore it is essential to know which incentives should be offered. According to the article, the researches which help discover what employees want have to be conducted in every organization. The employees should be prepared for the survey, and consequently they should see that their answers in the questionnaire, which they were asked to fill in, are consequently reflected in their working environment. They have to feel and see that the time which they dedicated to answering the questions was worth spending and that their wishes will be taken in consideration. Otherwise such employees will loose their interest in participating in every other survey.

### 6.1 Questioning

Questioning is probably the most common method used in sociopsychological research. Among the general techniques of questioning<sup>31</sup> we include individual personal interview,

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<sup>28</sup> Alois Surynek, Komárková, and Eva Kašpárková, *Základy sociologického výzkumu* (Praha: Management Press, 2001), 80.

<sup>29</sup> Alois Surynek, Komárková, and Eva Kašpárková, *Základy sociologického výzkumu* (Praha: Management Press, 2001), 79.

<sup>30</sup> "Measuring Employee Motivation," Personnel today,  
<http://www.personneltoday.com/articles/2005/04/12/29211/measuring-employee-motivation.html>

<sup>31</sup> Alois Surynek, Komárková, and Eva Kašpárková, *Základy sociologického výzkumu* (Praha: Management Press, 2001), 82.

psychological exploration, questioning on the street, group interview, written questioning, questioning by telephone, electronic questioning.

Regarding pay and benefits, employees could be asked following open questions:

- Are you satisfied with your pay?
- Have you ever felt inequity in reward system?
- Which benefits suit you the most?
- Which benefits would you change/cancel?
- Do you take the advantage of using all of the offered benefits?

Concerning working environment, we may list questions:

- Do you have friend/friends in your working group?
- Are you satisfied with the length of coffee break/lunch break?
- Are you happy enough with the level of responsibility that is given to you?
- Is the furniture suitable for your needs?
- Do you feel positive atmosphere in our company's working environment?
- Do you feel recognised by the management?

In order to know what motivates their employees and how this motivation can be kept, managers turn to two concepts of questioning<sup>32</sup>. First, they can do the research on their own, using specific department of the firm for conducting and evaluating the data. This is typically the responsibility of Human resource department in each company. In the second case, the company can hire specialized team of researchers who will do the research for the firm. It is believed that the second option is more suitable for the company since such a survey is more objective.

Companies may do research on their employees' satisfaction, their attitudes towards company, their motivation towards the particular job. Nowadays many companies do researches through written questionnaires regarding the benefits offered by the particular company.

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<sup>32</sup> Alois Surynek, Komárková, and Eva Kašpárková, *Základy sociologického výzkumu* (Praha: Management Press, 2001), 118-119.

## 6.2 Observation

The second type of method which is used when measuring employees' motivation is observation. We can propose some examples which could be observed in a company in connection with motivating the employees. For instance we could observe the behaviour of an employee before and after payday. We would assume that such an employee will work harder before receiving the pay and that his/her effort will drop after the pay is received. If this situation occurs, the management should provide enough incentives and other benefits in order to keep their employees' appropriate level of productiveness all the time. We can also observe how this employee deals with obstacles, how he/she acts towards customers, how he/she behaves before and after holiday.

Other area which could be watched is his/her behaviour when the employee gets much lower financial reward than he/she expected. He/she may start to be frustrated by this fact and somehow want to replace this inequity which he/she perceives. Such an employee might start to make an "inquiry" whether this inequity has happened only to him/her or whether there are more "victims" among other subordinates. When it is discovered that he/she is the only person in a company who gets lower pay month after month, he/she will decrease the effort and productivity, demotivation occurs and such an employee may even start to behave aggressively towards the colleagues and the superior. On the other hand, we could observe if there is more enthusiasm toward the work and higher effort and performance when the rewards are higher than expected.

One internet article deals with staff observation<sup>33</sup>. There is a short story of Scandia, investment and pension company, which became aware of the importance of managers' presence with their teams as well as the communication with their team members. They conducted a one-year research based on observation and the results were striking. The motivation increased by 50% in the teams where the managers paid attention to building relationships with their subordinates. The key of this motivation improvement were the deep, coaching-like conversations between a manager and his/her staff. This is something which might be applied in each company.

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<sup>33</sup> Sukhwant Bal, "Staff motivation: Holding deeper conversations can help drive motivation", Personnel today, <http://www.personneltoday.com/articles/2008/07/22/46668/staff-motivation-holding-deeper-conversations-can-help-drive-motivation.html>

## 7 PARTIAL CONCLUSION

In the theoretical part of this thesis we learnt basic principles of motivation. We defined motivation, its fundamental concepts and terms such as need, incentive, and motive. We explained the differences between these terms as well as their important relation to each other. We distinguished between extrinsic and intrinsic motivation. Some of the tangible and intangible incentives were listed too. In addition to this, causes of demotivation and reactions of overcoming the frustration were discussed as well.

Motivation theories were briefly outlined; we were interested mainly in need and process theories which are even today still valid at least to some extent. We closed the theoretical part with the short chapter on sociopsychological research which is applied in companies when measuring employees' motivation.

As we have discovered, not all the employees can be provided with the same incentives. The offered incentives have to be diversified according to the needs of every individual. Some of them want higher pay, more bonuses or flexible benefits. The others do not care about tangible rewards, they long for interesting work, more responsibility, greater challenge or opportunities for development. Therefore management should be aware of all of these variations and possibilities and should be able to create such working environment where every employee can realise himself/herself since the motivated staff can bring only positive results to each company.

The second part of this thesis will be concerned with the working environment of the bank XY. First of all, we will focus on company's profile. Consequently we will deal with bank's human resources and its activities. Then benefit programmes and other sources of motivation for the staff will follow. Lastly, prepared questionnaires for employees will be evaluated and suggestions for improvements will be stated in the final part of the analysis.

## **II. ANALYSIS**

## 8 THE BANK'S PROFILE

Since the motivation analysis is being conducted in the bank XY, we will start the analytical part with a brief introduction of the bank, its business activities, its banking services to the clients, and its structure. All the data about the bank which appear in this chapter are based on information and materials from a person working for HR department of the bank XY as well as it is based on the bank's web pages.

The bank XY belongs to the most significant banking institutions in the Czech Republic. It was established in early 1990s. It is popular institution not only in the Czech Republic but it ranks among the prestigious and leading banking institutions in the region of Central and Eastern Europe. More than 1.6 million clients are being served by the bank. These clients can use the bank's services through more than 300 branches which are located all over the country. They also have an access to the banking services via internet, telephone and mobile phone banking.

The bank carries on broad range of business activities. We will emphasise such activities which are the most essential for the bank. These business activities include:

- acceptance of deposits from the public
- granting of loans
- financial leasing
- making and receiving payments
- issue and administration of payment instruments, such as payment cards and traveller's cheques
- issue of letters of credit
- provision of investment services
- financial brokerage
- foreign exchange operations (foreign exchange purchase)
- lease of safe-deposit boxes
- issue of mortgage bonds

The bank is a part of a foreign banking group which serves more than 20 million clients and operates in more than countries across the world. The main business areas of the group are retail banking and financial services. Being a part of the group, the bank provides a wide range of services in retail, corporate and investment banking.



As a part of the foreign group, the bank XY has to follow the group's Code of Conduct which contains several principles and values which have been valid since 19th century. Loyalty, trust and integrity are the basic values for the group when dealing with its employees, its clients and its business partners. The guiding principles for the group are professionalism, team spirit, innovation, and integrity. In the current volatile situation at the business market, the bank is aware of the fact that reasonable risk management and good liquidity together with following the guiding principles will help this banking institution to remain a strong and prosperous institution which is able to respond quickly and effectively to the changing conditions in today's harsh competitive environment.

## **8.1 Company's Structure**

The bank XY has well developed organizational structure. The top management consists of:

- Chairman of the Board of Directors (Chairman) who is Chief Executive Officer (CEO) at the same time, and of
- Members of the Board of Directors who are also called Senior Executive Directors.

Next to the Board of Directors we distinguish the second important body of the bank – the Directors committee. The Committee consists of the Board of Directors and of several Executive Directors who are the heads of various bank's arms, e.g. Strategy and Finance Arm, Information technology Arm, Internal Audit Arm, Distribution Arm, Operations Arm, Marketing and Business Development Arm. For our purposes, we will pay our deepest interest to Human Resources Arm of the bank XY.

## **9 HUMAN RESOURCES ARM OF THE BANK XY**

As we foreshadowed in the last section, we will be mainly concerned with the bank's Human Resources Arm. The bank knows that success of the banking institution depends on the people who are working there. Their performance and the loyalty to the organisation are crucial. Therefore the bank has well-developed Human Resources Arm. In this chapter will focus on HR missions, activities, and competencies.

Human Resources Arm of bank is under hierarchical subordination of the bank's Chief Executive Officer. Several HR departments cooperate with other bank's Arms such as Strategy and Finance Arm and Operations Arm.

### **9.1 Human Resources Missions**

Human Resources Arm of bank is responsible for a large number of activities. Its duties and tasks are most of the time challenging. The main HR missions are following:

- To define particular policies such as work organisation, recruitment, career management, training, labor litigations, expatriates administration, employees remuneration, and benefits
- To manage personnel information system
- To manage and monitor number of employees
- To guarantee consistency of the institutional and internal social communication
- To ensure relations with social partners
- To coordinate HR area within the whole group
- To ensure close cooperation with other arms of the bank
- To ensure employees' qualification improvement (training)
- To provide and monitor recruitment
- To ensure harmony and unity between the bank's Human Resources Arm and valid legislation as well as internal regulations and directives of the company
- To represent the bank in front of court, administrative and other authorities in respect of HR area

## 10 EMPLOYEES MOTIVATION IN THE BANK XY

So far we have learnt general information about the bank XY and its Human Resources Arm. From what we have got to know, we could expect that the bank XY is a modern and advanced company which is aware of its most valuable assets – the employees who are cared for by the bank and who are offered a number of incentives.

### 10.1 Employees' Compensation

Remuneration for the employees of the bank is regulated by The Wage Regulations for employees of the bank XY. There are several principles of remuneration within the bank. Employees are remunerated with:

- functional income, and
- employee benefits

Functional income is divided into two parts:

- fixed, and
- variable

Fixed part is represented:

- base wage/base pay – it is determined on the basis of job title as well as on the extent and demands of the job content of the particular job position.

Variable part is represented by:

- bonuses
- commissions
- allowances

Bonuses are stimulation component of employees' remuneration. They are paid out above the framework of the base wage and premiums. They are the type of employees' remuneration which is dependent on the quality of tasks fulfilment for the particular period of time. Bonuses are usually paid out once a year.

Another component of remuneration that stimulates employees' behaviour is commissions. In comparison with bonuses, commissions are usually paid out only to such employees who are employed in trading-commercial job positions. It means the sale

persons. The commissions are paid out on the basis of a volume of sold products which are included in the commission system. They are remunerated quarterly.

The last component of the variable part within the functional income represent the allowances. They are awarded according to the really-worked performances of an employee. Some of the allowances may be determined internally. Within the bank XY we distinguish allowances for overtime work, allowances for night work, allowances for work on public holidays, allowances for work on Saturdays/Sundays, allowances for work with cash.

The bank XY also awards "special allowances" – retirement allowance and standby allowance. Retirement allowance can be paid out on condition that the employee had the continuous principal employment relationship with the bank at least 15 years. The standby allowance obliges the employee to be ready to come at the workplace at any time in addition to his/her working time.

When evaluating the variable part of income, we may say that it influences employees' motivation a lot. Mainly the regular payment of bonuses might have a positive effect on employees' attitudes toward their job.

### **10.1.1 Employees' Benefits**

The bank XY offers its employees a large scale of employees' benefits. The benefits belong to each member of the bank's staff on account of his/her employment relationship with the bank. The extent, value and usage of the benefits are the same for every member of the staff. Such an employee is entitled to start using the benefits on the first day of his/her employment relationship. This claim ends on the last day of his/her employment relationship with the bank. Employees' benefits in the bank include:

- Lunch vouchers of value CZK 85
- Temporary accommodation of employees
- Company flats which are the property of the bank
- Vaccination against influenza
- Multi-purpose vouchers – mostly used for additional healthcare
- Pension insurance contribution
- Capital life insurance contribution
- Financial assistance in case of long-term inability to work
- Social assistance in case of the employee's death
- Time off with compensatory wage

## 10.2 Intangible incentives for the employees

As we discovered in the theoretical part of this thesis, employees' motivation is induced not only by the money and other tangible instruments. On the contrary, the employee will feel more motivated and committed to his/her job when he/she is offered other incentives than tangible ones. Moreover, offering the intangible incentives is not only effective for both sides but its costs are much smaller than for tangible incentives.

History shows that the company management may have not noticed that some of the intangible incentives can motivate employees effectively and in the long term. It was common presumption in the past. Nowadays, the management knows that things like good communication, opportunities for promotion, effective training, or delegation of responsibility are in most cases as much influential incentives as the functional income and employees benefits.

Among the intangible incentives which have irretrievable impacts on employees' motivation in the bank XY may be:

- Working environment, including working desk, chair, PC, lightening, heating, other furniture and equipment – in order to work effectively, the employee must be provided with these things.
- The quality of communication with superior/colleagues/customers – the communication has to be well developed. It is one of the basic elements of motivation. Where is no communication, there can be no or only poor motivation. Therefore the employee must know what to do and the superior must know how the work is done and what are the employee's feelings about the work.
- Clear objectives and concrete targets – this is connected with the communication. Unless the objectives and targets are communicated clearly to the employee, the tasks cannot be done properly and effectively.
- Relationship with superior/colleagues – most of the employees work individually but at the same time they are the members of one team within the particular branch. Thus it is very crucial how they get on with each other.
- Possible friendship with colleagues – the colleagues may be the friends and help each other not only at work. They can also meet outside the work where they can forget about their work duties and thus enjoy their free time together.
- Opportunities for promotion – employees are offered opportunities for their career development, i.e. vertical mobility within the organisational structure.

- High-quality training - every new employee takes part in several training courses which are supposed to prepare him/her for the particular job. Then the employee is sent from time to time to other training courses so as to strengthen his/her competencies, e.g. Counterfeit Banknotes Course, Language Course.

Here we list other matters which influence the staff's motivation in the bank XY:

- Feeling of safety at work
- Delegation of responsibility to the employees
- Recognition from the superior
- Delegation of trust from the superior
- Support from the superior/colleagues
- Opportunities to develop one's creativity and use own ideas
- Offer of challenging and interesting work

## 11 THE SURVEY IN THE BANK XY AND ITS RESULTS

In this chapter we will comment of the individual parts of survey which was done in the bank XY in February 2009. The aim of the survey was to find out what influences employees' motivation in this bank. This survey was represented by:

- Questionnaire
- Quadrant analysis

The questionnaire was distributed to bank's employees in the Czech version via company's Intranet and the filled-in questionnaires were sent back though e-mail. The questionnaire was answered by fourteen employees on the whole. The reason for having only fourteen respondents is that company's management did not support the survey much.

The findings from the survey were evaluated and the results are presented in percentage. The Czech version can be found in Appendix V. The questionnaire was divided into five parts. Every part comprises of several questions. The questions were mostly multi-purpose ones. The list of the parts of questionnaire and the number of questions per part is following:

- General part; three questions
- Remuneration and employees benefits part; four questions plus one open-ended question concerning new possible benefits;
- The relationships with superior part; six questions
- The relationship with colleagues part; two questions
- The nature of your job part; seven questions

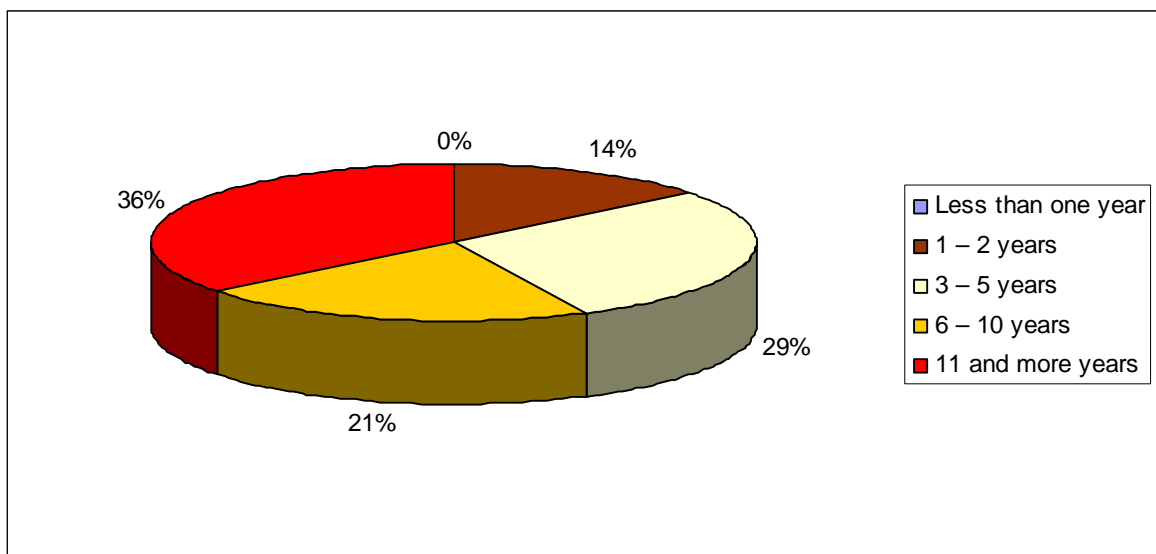
The second part of questionnaire covered the quadrant analysis. We will closely focus on quadrant analysis at the end of this chapter. All the survey results in English version are attached in Appendix VI. Frankly admitted, some of the results were very surprising, some of them positively, others negatively. In the following parts we will comment on every individual area of questions. Some of the questions will be demonstrated with graphs.

### 11.1 General part

Within General part we concentrated on the sex and age of respondents as well as on the number of years they had been working in the company. The question concerning the age was rather detailed because the aim of this question was to find out the most exact age of

the respondents. There was no surprise that most of the employees were women (71.4%) either in their early 20s (28.6%) or in their early 40s (21.4%).

The last question within this part dealt with length of employment relationship with the bank in total. It is obvious from the results that one third of the respondents have been working in the bank XY for more than 11 years which reflects their loyalty to the company. The exact results of this question are shown in the following graph:



*Graph no. 1 - How long have you been working in the bank in total? (own source)*

## 11.2 Remuneration and employees' benefits

The aim of Remuneration and employees benefits part was to find out whether the employees are satisfied with the compensation and benefits offered by the bank. The majority of employees agreed that their current wage corresponds with the demands of their position (64.3%). However the same number of the interviewed staff admitted that they had already been remunerated inequitably once or twice.

The second part regarding employees' benefits revealed that all the employees participated in the survey use most of the benefits offered by the bank, and almost half of them are satisfied with the current structure of employees' benefits (42.9%). Within this part, employees had an opportunity to suggest such benefits which they would like to receive from their employer. The nature of most mentioned benefits reflects the fact that majority of the respondents were women. Here is the list of the most desirable benefits:

- Dress contribution
- Hairdresser contribution, or free Hairdresser's in the company's premises regularly

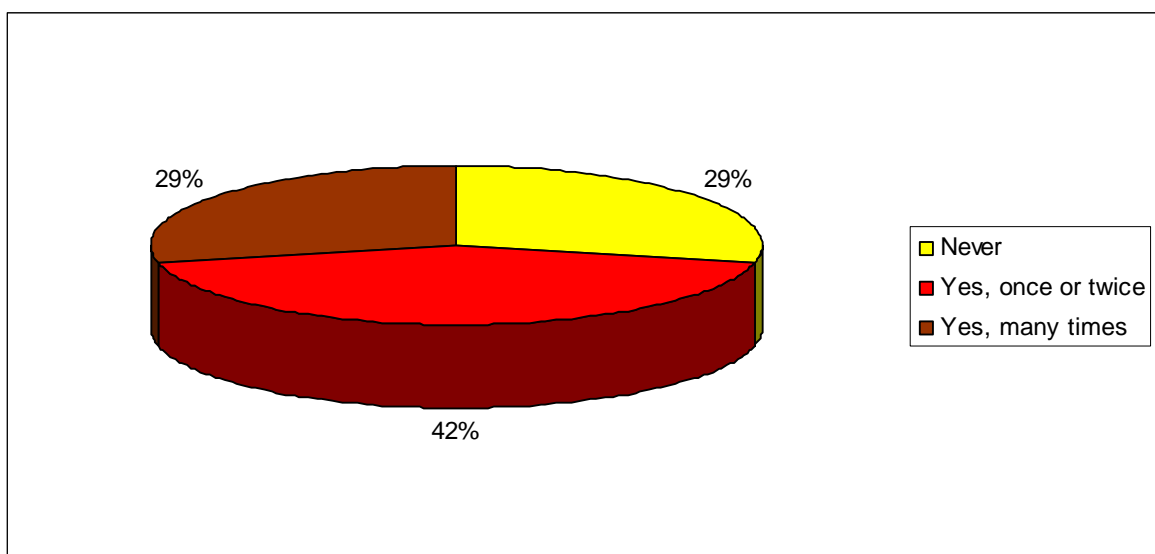


- Cosmetician contribution
- Cultural events contribution (theatre, cinema, exhibition, etc.)
- Fuel contribution
- To shorten working hours on Fridays

### 11.3 The relationship with superior

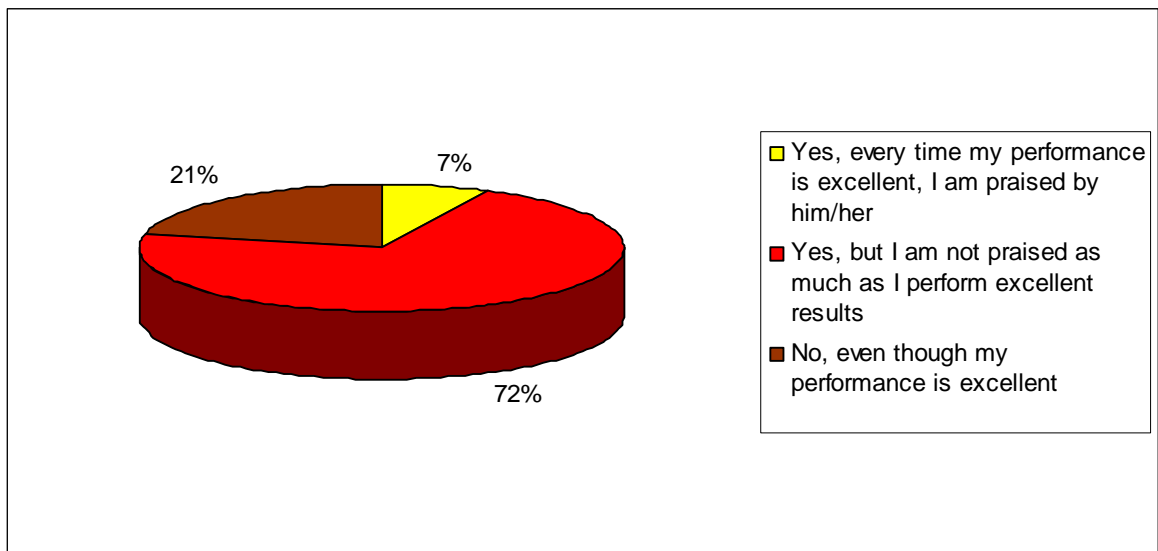
The relationship with superior part tried to discover what the character of superior is as well as his pros and cons from the employees' point of view. Almost three quarters of staff marked their relationship with direct superior as friendly (71.4%). This makes clear that employees are not in conflict with their boss and they get on with him/her well. What is more, all the employees agreed that their superior is interested in what is going on at the workplace and they feel a lot of support from him/her while performing the tasks. We may assume that employees certainly feel very much comfortable and satisfied in the friendly relationship with superior. Such atmosphere of friendship, trust as well as support positively influences employees' motivation.

On the other hand, majority of respondents acknowledged that they had already experienced unreasonable criticism by their superior. This is very disappointing discovery. When employee feels like being criticised without proper reason, his/her enthusiasm and effort to work will drop sharply. It would definitely have bad effects on their motivation and performance as well. The detailed answers can be seen in the graph below:



Graph no. 2 - Have you ever been criticized unreasonably by your superior? (own source)

The last but not least was the issue of praise. Majority of employees (71.4%) responded that they are praised by their superior but unfortunately, the praise is not awarded as often as it should be. Moreover 21% of employees stated that although they consider their performances to be excellent, they lack the praise from their boss. This is another striking finding. Praise together with recognition and appreciation are one of the useful instruments when motivating employees. They both cost no money. In addition to this, they have much longer effect on employees' motivation than pay, benefits and other kinds of employees' compensation. Therefore praise should be used more by superiors. They simply should not be afraid of using it whenever it is suitable. The graph below represents the findings:

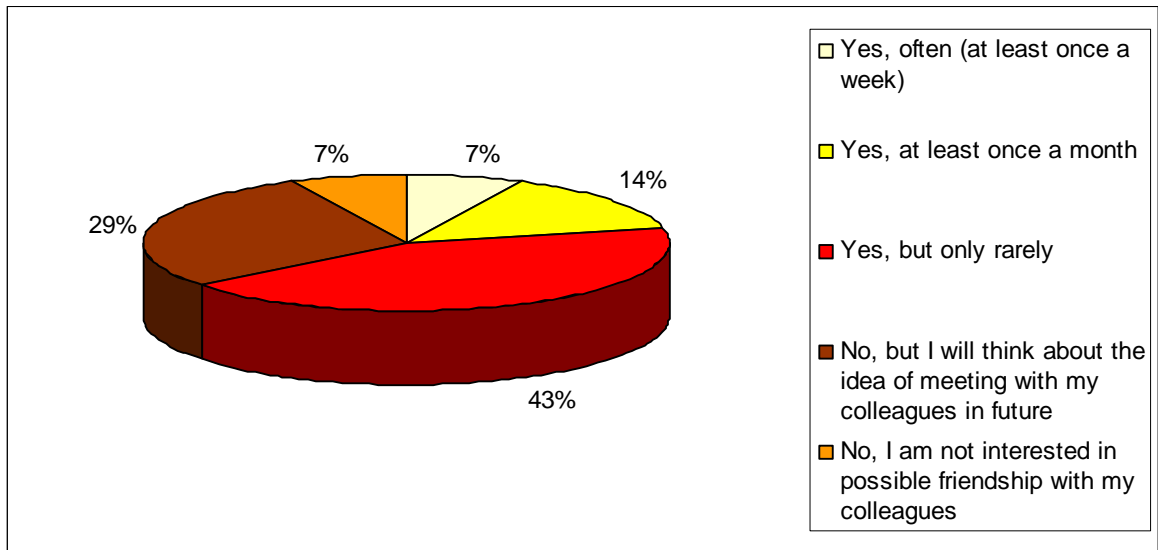


Graph no. 3 - Do you think that you are praised enough by your superior? (own source)

#### 11.4 The relationship with colleagues

The purpose of Relationship with colleagues part was to identify what is the atmosphere among employees inside as well as outside the office. Only 7% of the respondents said that the quality of relationships among the employees within the branch is sufficient. The rest answered more positively with half of them saying that the quality of relationships among them is very good. Excellent quality of relationships was marked by 14.3% of the staff. From these results we may suppose that their motivation and commitment to work is much higher than it would be in rival, competitive atmosphere with poor quality of relationships among employees.

The second question was aimed at possible friendships among employees. It was found out that majority of employees meet with their colleagues outside the office. Others promised to think about this idea in future. Friendly and warm relationships among employees are considered to be very good and beneficial for their performances and mutual motivation. The graph below shows detailed results:



*Graph no. 4 - Do you meet with colleagues outside the office, e.g. having a drink? (own source)*

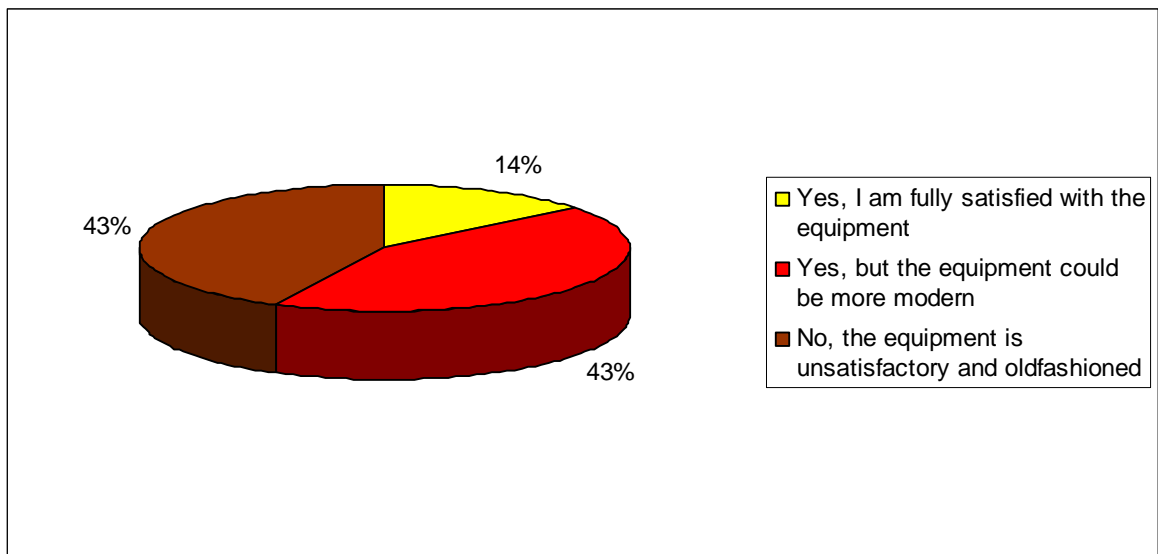
### 11.5 The nature of your job

Concerning the nature of the job, employees were to answer seven questions altogether. One of the most interesting questions was about their opportunities to be creative and contribute with own ideas during the job. The first half of employees feels like having enough space to be creative and resourceful. Even though the second half acknowledged that they cannot contribute with own ideas, they do not mind this fact at all. From the results we may say that all the respondents are happy enough about this issue.

Another question focused on superior and his willingness to discuss possible questions, proposals or suggestion regarding the job content with the employee. The results were pleasing and superior is given a credit for that. None of the employee identified himself/herself with the option which was saying that there is no place for discussion with superior. What is more, majority of them (85.7%) consider their superior to have enough time to listen to them and their opinions. This quality of superior – ability to listen to

his/her subordinates – is believed to be one of the crucial necessity when leading the employees and keeping their level of motivation high.

The questionnaire also dealt with the quality of working environment. Here the results were mostly in favour of refurbishment. Some respondents would like to have more modern equipment; others are not satisfied with their current equipment at all. See these interesting results in graph below:



*Graph no. 5 - Does your working environment (e.g. desk, chair, PC, lighting) correspond to the standards needed for your job performance? (own source)*

One of the questions that intrigued us the most was the offer of training courses for employees. What was found out from the answers was disappointing. All of the respondents confirmed that they do not enough opportunities that would strengthen their qualification and competencies regarding their job position. This is what should not happen in international, successful company like the bank XY. The employees who feel like having too little opportunities for developing their skills via training courses would definitely suffer from lower motivation. Thus it might happen that these employees would start to be no longer the most valuable company's asset.

## 11.6 Quadrant analysis

As we promised in the beginning, the last part of the chapter is dedicated to the quadrant analysis. This analysis was the second part of the questionnaire which was answered by fourteen bank's employees in February 2009. The purpose of the analysis was to discover

strengths and weaknesses concerning chosen incentives which are offered to employees of the bank XY. The results of the analysis mostly confirmed the findings received from the questionnaire. The graph with results can be found at the very end of this chapter.

The quadrant analysis is based on employees' comparison between:

- Importance of chosen incentives for employees' motivation, and
- Their satisfaction concerning the offer and fulfilment of these incentives by the bank

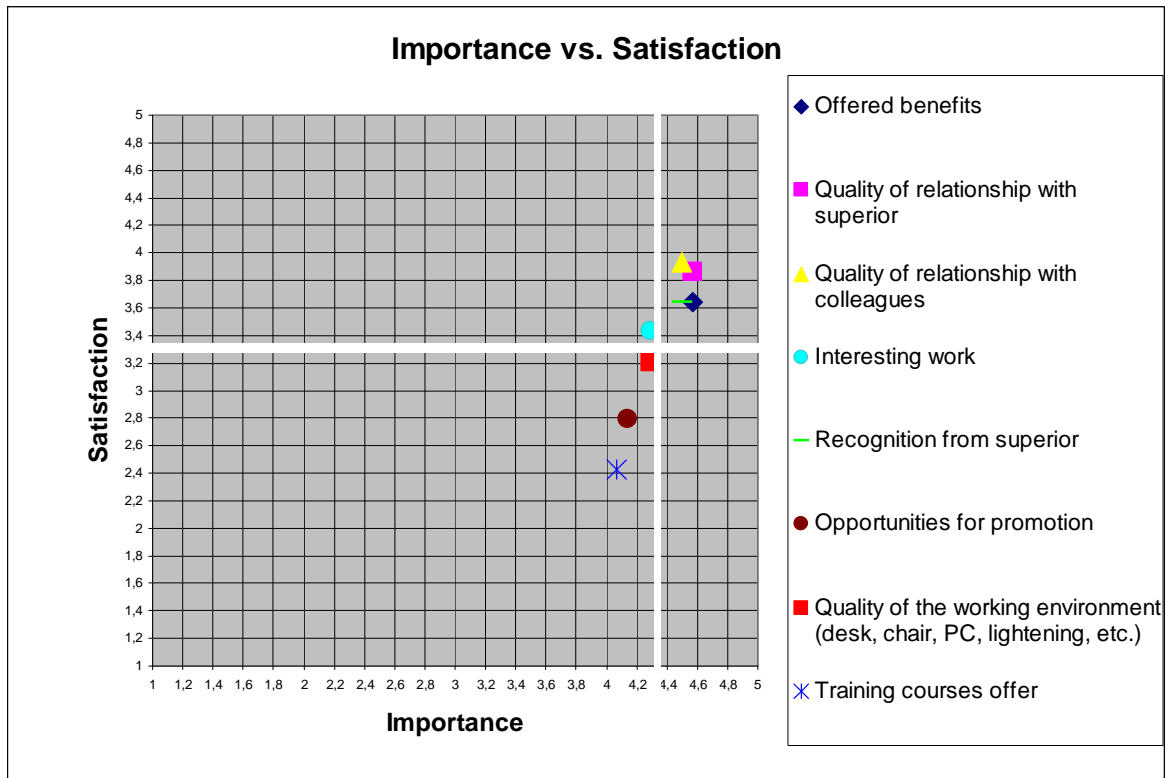
All of the incentives also appeared throughout the whole questionnaire. Regarding the average values of both levels – importance and satisfaction – the numbers are following:

- Average value of importance was 4.37
- Average value of satisfaction was 3.37

The strengths should be found in the right top corner, the weaknesses in the right bottom corner. The results of the analysis revealed that there were almost none areas which would be identified as weaknesses. The only area that might be partly said to be the weakness is the quality of the working environment. We will focus on this matter in following chapter dealing with recommendation for improvements. Issues like opportunities for promotion and training courses offer could be said to be on border between strengths and weaknesses.

On the other hand, there are four areas of incentives that can be classified as strengths. Such results are magnificent and underpin rather high level of respondents' motivation. These strengths represent such incentives which are very much important for the employees and at the same time the staff is satisfied with the offer of these incentives. It shows that the bank tries to pay attention to such incentives which are desired by its employees. The strengths are following:

- Quality of the relationship with colleagues
- Quality of the relationship with superior
- Recognition from superior
- Offered benefits



Picture no. 6 – Quadrant analysis (own source)

## 12 RECOMMENDATIONS FOR IMPROVEMENTS

In the very last chapter of the thesis, suggestions for improvements of employees' motivation in the bank XY will be proposed. The aim of this chapter is also to show wishes and desires of the respondents regarding their place of work. It means to propose such solutions and recommendations which will bring more satisfaction as well as motivation into the bank's workplace.

The recommendations are based on interviews with three bank's employees as well as on opinions of the author of the thesis, Ivana Pejšřová. Author's recommendations will be stated in the last part of this chapter called Recommendations summary. Those three employees work for three different bank's branches for several years. They are of different age – a woman in early thirties, a woman in mid forties and a man in late thirties. Their views are taken during personal interviews with them which took place in April 2009.

The respondents were given several open-ended questions. Their answers were written down and the most important issues are analysed in the text below. The purpose of the interviews was to learn more information concerning the results of questionnaire. In addition to this, the employees gave their opinions of free drinks, fruit and vegetable. In the last part of interview they had a chance to add any comments and proposals regarding their motivation at work.

### 12.1 The questionnaire's complement

The beginning of interviews was intended as a discussion of several questions which were to support and complement the results of the survey. These questions were mainly concerned with such issues which required more than just percentage results from the questionnaire. All these issues will be discussed individually in the following part. Here is the outline of questions:

- Benefits which the interviewed employees wish to be offered by the bank XY
- Praise from superior
- Relationships among the employees (either within the branch or going out with colleagues outside the office, e.g. having a drink)
- Working environment (e.g. desk, chair, PC, lighting)

#### Benefits

First of all we talked about the benefits which were proposed by the fourteen employees participating in the survey during February 2009. These benefits were mentioned in

previous chapter Survey in the bank XY and its results, part Remuneration and employees' benefits.

Employees of any bank have to take care about his/her appearance. But new fashionable and suitable clothes together with attractive hair style are not a cheap thing. Thus the respondents agreed with proposed contributions which would help them with the matter. Especially the two responding women were very much enthusiastic about contributions for clothes, hairdresser, cosmetician, or manicure.

They also added that from time to time their appearance is checked by a bank's controlling body pretending to be an every day customer. These controls occur unexpectedly and they concentrate not only on one's performance or behaviour toward a customer, they are also interested in one's appearance. Then the employees get plus points or minus points regarding their look. Therefore the interviewed employees would like to get some extra money support from the bank in order to look good and suitable for their job.

### **Praise from superior**

Another topic dealt with praise from the superior. Unfortunately, the respondents admitted that they are not recognised at all or only little. This can be viewed as a real problem concerning employees' motivation. The responding man claimed that he did not care much about praise and that his level motivation and satisfaction is influenced by other factors and thus could not be negatively influenced by the lack of recognition.

On the other hand, the two women, both cashiers, are disappointed with the recognition shortage experiencing from their superior. They see the main reason in the fact that their superiors have too much work to do, too much tasks to be done on schedule that then there is neither time nor willingness to praise the subordinates.

They also said that the only time when they are recognised by the superior is when they help their colleagues – employees from sales department – to "supply" them with a new customer or a new product. It means that they are praised only for something that is not supposed to be done by them. Simply put, even though their own work is done properly and without mistakes, they experience no recognition for the work which is in their job description. Thus their effort and performance should be awarded not only with pay and bonuses but also with money-free praise which would be very much deserved and appreciated by employees.



### **Relationships among the employees**

In the interview we also focussed on the relationships among the colleagues within the branch and possible friendships among employees outside the office. The respondents think that quality of relationships among employees depends on superior's character. He/she plays a key role when determining whether the relationships are good or not.

The questioned employees are rather satisfied with the current state of relationships among staff. But all three of them have been working in the bank for several years. They had the chance to notice how the atmosphere inside the office as well as people working there was changing during the years. Therefore they are able to compare the present situation with the previous ones. The respondents confirmed that the relationships among employees were much better in the past. Most of the old companionable employees have left the company and the newcomers are not so friendly any more. That is why the interviewed employees meet for a drink and talk only with their former colleagues.

Here we could recommend the superior to improve the atmosphere at the work place. The respondents answered that they have a good, friendly relationship with him/her. Thus the superior should be the person who could make the relationships among his/her employees better.

### **Working environment**

A lively discussion arose while talking about working environment. None of them is satisfied with the equipment at all. Although there are some renovations from time to time, most of the branches are not as well equipped as they should be. It is due to a lack of money, especially concerning the small branches.

The questioned employees claimed that the chairs and cupboards are in very poor state. Based on respondents' answers, the chairs are said to be not suitable for all-day sitting and then the back pain often occurs to the employees. The tests which would discover whether these chairs are suitable for employees' health are highly recommended.

Most of the cupboards have broken locks and therefore they cannot be locked up properly. Then this problem has two consequences. The first one is that employees are not able to save and lock some of their belongings. The second implication is even worse. The branches are visited and checked by audits. According to the respondents, the people of the audit do not care whether the cupboard is not locked as the result of employee's carelessness or whether the cupboard is not locked because it has a broken lock. When audit finds out that documents which should be kept in secret are not kept so, the employee

is criticized by the audit. It is sad to say that but all of the interviewed employees admitted that they have experienced this unreasonable criticism. They said it was very humiliating for them because they knew it was not their fault. Unfortunately, the people from audit realized this fact too late.

Therefore, the next recommendation deals with improving of the state of furniture, especially of chairs and cupboards. When we would ignore the possibility of being unreasonable criticised by the controlling body, they employee must have suitable chair to sit on and proper place to keep personal things and documents in safety and secret. If the suitable chairs and proper cupboards are missing, the employee cannot feel neither comfortable not satisfied at work. This can easily lead to sharp drop in his/her motivation level.

## 12.2 New possible benefits

Next to the benefits which are already offered by the bank XY, we will suggest other possible kinds of benefits which could be granted to employees in future. In the second part of interview, respondents were to express their opinions of innovations which were suggested to them by Ivana Pejřová. This comprised the idea that the bank's employees would be provided with drinks, fruit and vegetable for free at work.

This type of employees' benefit is already offered in several successful and flourishing companies within banking and information technology sector. That is why these benefits were proposed to respondents. These new benefits would definitely make their workplace more comfortable and satisfactory place.

Regarding drinks, the interviewed employees were to imagine hot and cold drinks such as sparkling and non-sparkling water, tea and coffee to be offered to them by their employer. All of them enthusiastically embraced this suggestion. They saw it as a big help and kindness from the bank and they promised to propose this idea to the management in future.

Moreover, they came up with the idea of coffee machine inside the branch even though they were aware of the fact that they would have to pay for these cups of coffee. According to them, such a machine could serve not only to all employees but also to bank's clients.

Concerning fruit and vegetable – sources of vitamins – the respondents added that even though they are given free vouchers for vitamins and pharmaceuticals, fresh fruit and vegetable right in the office would be much better choice. They were to decide which types

of fruit and vegetable they would like to get from their employees. The most favourite were apples, pears, oranges, bananas, carrots, cucumbers and tomatoes.

### **12.3 Other comments and suggestions**

The last part of interviews gave the respondents the free space to express whatever they are not satisfied with at work and thus they would like to improve it. They were also able to add any comments or ideas which had not been mentioned so far. Independently from each other, all of them agreed on two matters concerning their health:

- Importance of eyesight prevention
- Possible danger of bacteria and bacilli infection

Regarding the first point, respondents would like to be granted free eyesight tests. All of them work with computers and watch the screen up to nine hours per day. The questioned employees admitted that their employer provides them with free vouchers for optician but they assumed that regular check-ups by a doctor would be better choice in this case. They thought they should be entitled to free eye tests and the costs ought to be met by the company.

Possible danger of bacteria and bacilli infection is seen as the result of dealing with money and bank's every day. It is commonly known that money including both bank notes and coins are a frequent source of infection since such a bank note or coin may change its owner several times a day. If the employees did not wash they hand regularly, they could easily catch any kind of disease.

They mainly fear that their skin and respiration organs might be infected as well. They said that bank notes and coins are dirty and produce a lot of dust which may not be noticed by somebody who does not work with money as often as they do. This dust may cause breathing problems to a person who works in such an environment and is not regularly examined by a doctor.

Due to this fact, two of respondents said that they sometimes consider their working place to be a dangerous place of work. Therefore they would like to have their skin as well as respiration organs examined for free at least once a year. Then they would feel more satisfied if they knew that their health is all right.

## 12.4 Recommendations summary

From the suggestions above we may say that there are some things which could be changed in the bank XY. Some of them might get better immediately without raising the bank's costs. More praise and appreciation from superior are a typical examples of these possible changes. Other issues such as problems with the cupboards, unsuitable chairs, free drinks, fruit and vegetable, or eyesight prevention might be solved in long-term run. Moreover, these are also a question of money.

In the next paragraphs we will focus on the issues which might be endangered by some obstacles and whose implementation would increase the bank's costs.

### Possible obstacles and risks

Concerning the recommendation and their introduction into the bank XY, we can suppose that some obstacles and risks might occur. The main possible obstacles which could arise during implementing the recommendations could be stated as following:

- Low support from company's top management
- Unwillingness of superior to start praising his/her employees
- Unwillingness of superior to improve the relationships among employees
- Employees which are not interested in friendships with their colleagues. These employees might be fed up with their work and they might bear a grudge against their colleagues
- Lack of money for covering the costs (they are stated in the next part)
- Unwillingness of employees to undergo the medical examination

### Estimated costs

From the suggestions mentioned above it is clear that some of the recommendations would represent some increased costs for the bank XY. Now we will try to estimate these costs. In addition to this, we will calculate these costs for an average bank's branch with five employees (one superior + four subordinates).

First of all, we will deal with the estimated costs for the contributions for clothes, hairdresser, cosmetician, or manicure. We can say that the bank could spend CZK 1.500 per an employee once a year. It would mean that for five employees the costs of the contributions would be CZK 7.500. Every employee could be given an extra voucher of value CZK 1.500 and he/she could spend it on such services which he/she prefers.

The purchase of new chairs and cupboards represent other costs for the bank XY. It was found out that an average chair which is supposed to protect an employee from the back pain is of value CZK 7.000. Thus five chairs for five employees means CZK 37.000. Together with these chairs, the branch needs to be equipped with several lockable cupboards. We can estimate two cupboards per capita, resulting in CZK 37.200 for ten pieces of new cupboards.

The third area concerning the costs is drinks, fruit and vegetable for free. It was discovered that an average water machine for 19 litres (in our country known as aquamat or vodní bar) would cost around CZK 3.200. The machine is meant only for bank’s employees, not for bank’s clients. The machine would provide the employees with hot as well as cold water. It would be supplied with plastic barrels of water; CZK 100 per barrel. We can estimate than five employees would drink one barrel per week; 52 barrels per year.

After visiting several supermarkets, the approximated prices of fruit and vegetable per kilo could be stated as following: apples CZK 30, oranges CZK 25, bananas CZK 38, carrots CZK 23, cucumbers CZK 15, and tomatoes CZK 45. We presuppose that during a week we will distribute a kilo of every kind of fruit/vegetable among the five employees. Then the costs for free fruit and vegetable would be CZK 176 per week, CZK 9.152 per annum.

The costs for prevention of eyesight and respiration organs would represent last of the new possible cots for the bank XY. The eyesight tests would be of no cost for the bank because one eyesight test per year is free of charge for everybody. The costs for these tests are fully refunded by a health insurance company. The possible examination of employees’ respiration organs is not so easy to undergo. In this case the bank would have to have its own doctor who would declare the bank’s working environment to be the environment with higher dustiness. Afterwards the employees would have to visit this doctor and he/she would write them a recommendation to the pulmonologist. Then the costs would be again fully refunded by a health insurance company. Moreover, the bank XY is not likely to be declared the environment with higher dustiness. Thus the possible examination of respiration organs is not relevant for our purposes.

The following chart serves as an outline of all the estimated costs which would have to be met by the bank XY on a single branch consisting of five employees:

Vouchers for clothes, hairdresser, cosmetician,	7.500
---	-------

manicure	
Chairs	37.000
Cupboards	37.200
Water machine	3.200
Water barrels	5.200
Free fruit and vegetable	9.152
Total costs	99.252

*Table n. 1 - The costs for a single bank's branch per annum (in CZK) (own source)*

It can be seen that the total costs represent CZK 99.252 extra money for the bank per a single branch. As it was said earlier, the recommendations are mainly based on interviews with three employees from three branches. Therefore it can be assumed that the costs for these three branches would reach around CZK 300.000. But the bank has over 300 branches all over the Czech Republic. It is impossible to estimate the improvements which would be needed in every individual branch.

To conclude this, the matters like more praise form superior and better relationships between colleagues would be highly recommended to be implemented in the bank XY. Concerning the issues which would lead to increased costs of the bank, at least the yearly vouchers for employees and water machines could be introduced into the workplace of the bank XY.

## CONCLUSION

Each employee represents a particular value for the employer. This value cannot be calculated easily but it can highly influence the company and its performance. Therefore the employees – the human resources – have become the crucial valuable asset for every company. This asset has recently received a lot of attention mainly due to development of Human Resource management which deals with the importance and irreplaceableness of human capital.

The aim of this thesis was to discover what motivates employees in the bank XY. In order to properly understand the issue of motivation, several literary sources were studied. This can be seen in theoretical part which was focused on defining motivation, motivation theories as well as on the ways how to learn what influences employee's level of motivation. The findings from theory were then applied in the analytical part. After introducing briefly the bank XY, the method of questionnaire together with personal interviews was chosen as the method for discovering employees' motivation in the bank XY.

The results from the survey showed us that level of employees' motivation is influenced by a lot of things. The employees' pay, bonuses, and several attractive benefits represent the tangible incentives which offer is considered to be very satisfactory by the bank's staff. On the other hand, lack of praise and recognition could be felt like the most demotivating factor in employees' motivation in the bank XY. Simply put, money rewards are important and essential for the bank's staff but the same importance and attention they pay to incentives which are not awarded sufficiently to them. Several recommendations such as new chairs, lockable cupboards, water machines, free fruit and vegetable were mentioned in the last part of the thesis.

As every employer is interested mainly in two matters regarding his/her employees – performance and loyalty – the employer has to be also interested in such aspects which highly influence these two matters. Motivation is definitely one of the key aspects influencing and determining employee's performance and loyalty.

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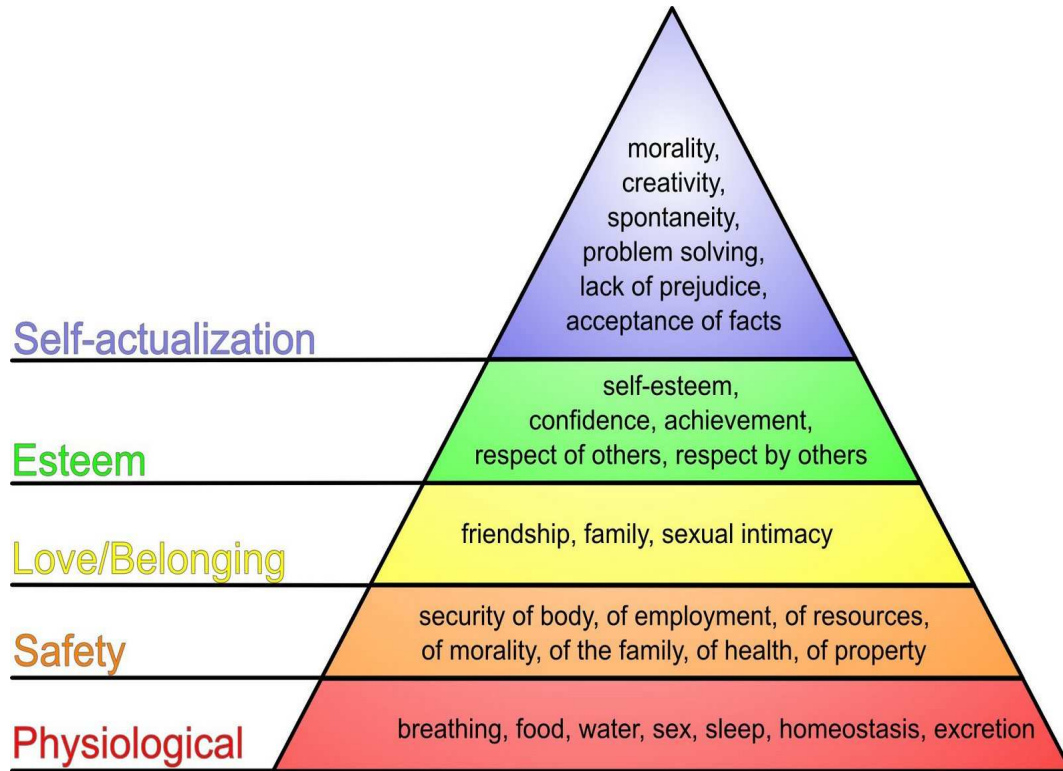
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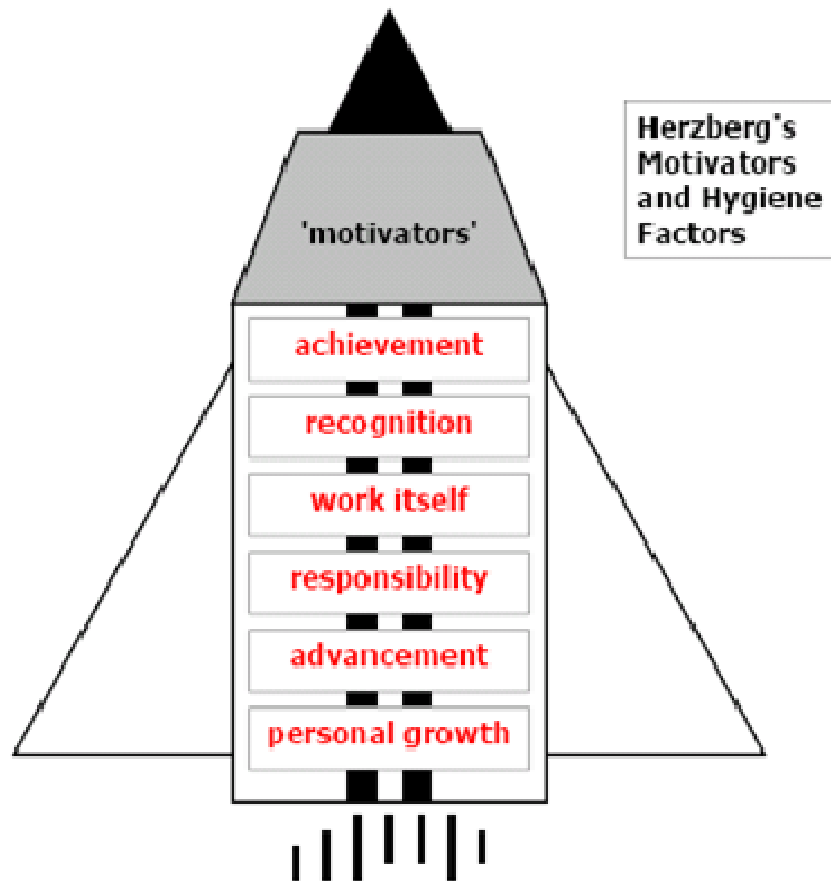
## APPENDIX P I: MASLOW'S PYRAMID



**APPENDIX P II: MASLOW'S PYRAMID APPLIED TO THE  
WORKPLACE**

<b>Level of needs</b>	<b>Organisational</b>
Physiological	Basic salary Comfortable working conditions (warm, light, air-condition, ...)
Safety	Pension plan Safety working conditions Security of employment Employees' perks
Love/Belonging	Friends in work group Stability of work group Encouragement of co-operation
Esteem	Job title Appraisalment Delegation of tasks Delegation of responsibility
Self-actualization	Challenging job Stimulation of the work Opportunity to promotion Space for creativity Motivation to higher aims

## APPENDIX P III: HERTZBERG'S MOTIVATORS AND HYGIENE FACTORS THEORY

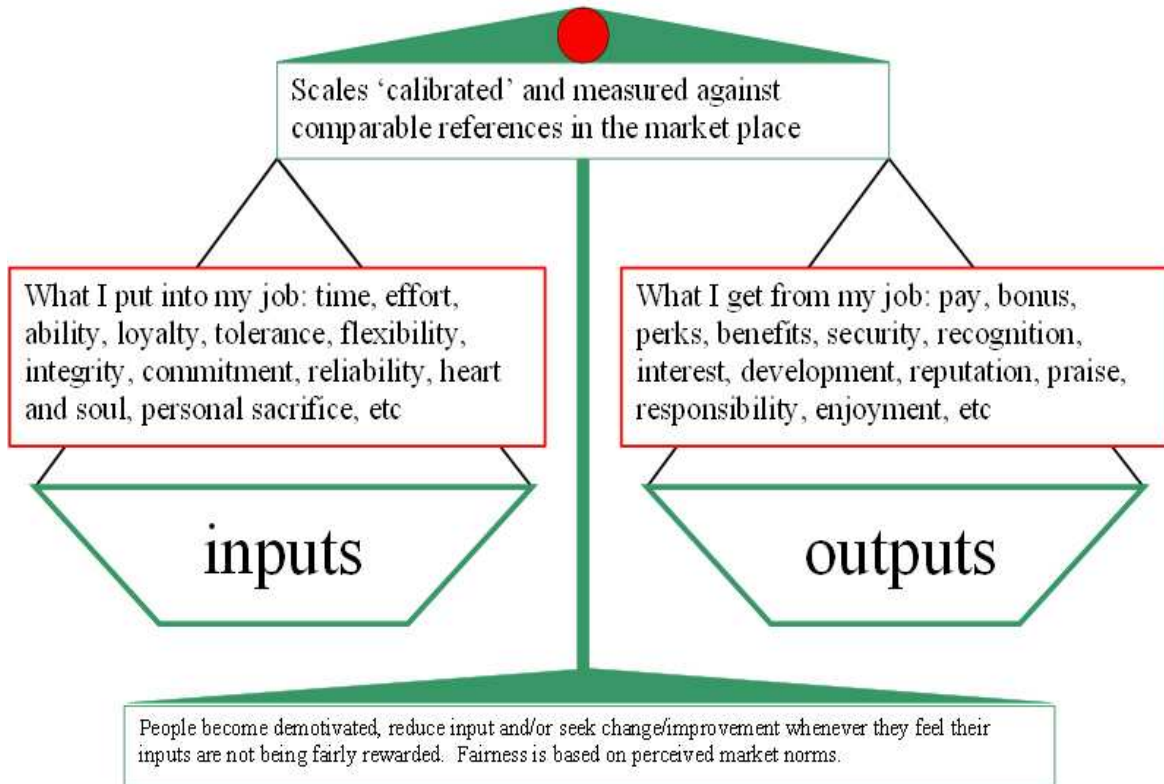


'hygiene' (or 'maintenance') factors		
status	security	relationship with subordinates
personal life	relationship with peers	salary
work conditions	relationship with supervisor	
company policy and administration		supervision

**Hygiene factors are merely a launch pad - when damaged or undermined we have no platform, but in themselves they do not motivate.**

## APPENDIX P IV: ADAMS' EQUITY THEORY

### Adams' Equity Theory diagram - job motivation



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## **APPENDIX P V: THE CZECH VERSION OF QUESTIONNAIRE**

Vážení pracovníci banky,

Prosím Vás o vyplnění níže uvedeného dotazníku, který bude součástí mého bakalářské práce pojednávající o motivaci zaměstnanců banky. Vyplnění dotazníku Vám zabere cca. 5 – 10 minut.

Dotazník je anonymní. Nikde prosím proto neuvádějte své jméno. Vaše odpovědi nebudou nijak spojovány s Vámi a s Vašimi osobními údaji. Výsledky budou zpracovány hromadně pouze mojí osobou. Cílem dotazníku je zjistit skutečný stav pracovní motivace Vás zaměstnanců banky.

V případě Vašeho zájmu Vám celkové zpracované výsledky dotazníkové šetření mohu zaslat e-mailem, pravděpodobně na přelomu dubna/května.

Pokud byste kteroukoliv Vaši odpověď chtěli doplnit vlastním komentář, uvítám Vaše postřehy, nápady.

Vyplněný dotazník prosím odešlete na moji e-mailovou adresu [ipejrova@seznam.cz](mailto:ipejrova@seznam.cz)  
Děkuji Vám za Vaši účast v dotazníkovém šetření.

S pozdravem a přáním příjemného dne,

Ivana Pejřová, studentka oboru Anglický jazyk pro manažerskou praxi, Univerzita Tomáše Bati ve Zlíně  
[ipejrovaseznam.cz](mailto:ipejrovaseznam.cz)

### **A/ Obecná část**

Jste muž nebo žena?

- a) Muž
- b) Žena



Kolik je Vám let?

- a) Méně než 24
- b) 25 – 30
- c) 31 – 35
- d) 36 – 40
- e) 41 – 45
- f) 46 – 50
- g) 51 – 55
- h) Přes 56

Jak dlouho již pracujete v bance?

- a) Méně než jeden rok
- b) 1 – 2 roky
- c) 3 – 5 let
- d) 6 – 10 let
- e) 11 a více let

### **B/ Odměňování**

Odpovídá výše svého platu náročnosti pozice?

- a) Ano
- b) Ne

Byl/a jste někdy nespravedlivě platově ohodnocen/a?

- a) Nikdy
- b) Jednou nebo dvakrát
- c) Často

Jak jste spokojen/a se strukturou zaměstnaneckých benefitů?

- a) Velmi moc spokojen/a
- b) Spokojen/a
- c) Poněkud spokojen/a
- d) Poněkud nespokojen/a
- e) Velmi moc nespokojen/a

Jakožto zaměstnanec/zaměstnankyně banky využíváte její zaměstnanecké benefity?

- a) Ano, využívám většinu z nich
- b) Ano, ale využívám jen některé
- c) Ne, nevyžívám benefity

*Prostor pro Váš komentář – Chybí Vám nějaké benefity? Napadají Vás nějaké benefity, které byste od svého zaměstnavatele uvítali?*

### **C/ Vztah s vedoucím**

Jak byste označil/a svůj vztah s Vaším přímým nadřízeným?

- a) Ryze pracovní
- b) Přátelský
- c) Konfliktní

Už jste někdy byl/a bezdůvodně kritizován/a svým nadřízeným?

- a) Nikdy
- b) Ano, jednou nebo dvakrát
- c) Ano, již mnohokrát

Všimli jste si někdy, že by byl Váš nadřízený nějakým způsobem nespravedlivý k některému z vašich kolegů/kolegyň?

- a) Ano
- b) Ne

Zajímá se Váš nadřízený o to, co se děje na pracovišti?

- a) Ano
- b) Ne

Cítíte podporu ze strany nadřízeného?

- a) Ano
- b) Ne

Myslíte si, že Vás nadřízený dostatečně chválí za Vaše výkony?

- a) Ano, pokaždé, když jsou mé výkony výborné/chvalitebné, se mi dostane pochvaly.
- b) Ano, dostává se mi pochvaly, ale bohužel ne tak často, jak často je moje výkony výborné/chvalitebné.
- c) Ne, a to i přesto, že jsou mé výkony výborné/chvalitebné.

#### **D/ Vztah se spolupracovníky**

Jaká je podle Vás kvality vztahů mezi spolupracovníky na pobočce?

- a) Výborná
- b) Velmi dobrá
- c) Dobrá
- d) Přiměřená
- e) Špatná

Setkáváte se se svými spolupracovníky mimo práci, např. posezení v restauraci?

- a) Ano, často (minimálně jednou týdně)
- b) Ano, alespoň jednou za měsíc
- c) Ano, ale jen výjimečně
- d) Ne, ale popřemýšlím o této možnosti v budoucnu
- e) Ne, a nemám o to zájem

#### **E/ Charakter Vaší práce**

Máte možnost být kreativní a přispívat vlastními nápady při výkonu svého povolání?

- a) Ano
- b) Ne, a nevadí mi to
- c) Ne, a vadí mi to

Koho žádáte o pomoc, když si nevíte rady s daným úkolem? (Poznámka: Lze označit více možností)

- a) Svého přímého nadřízeného
- b) Svého spolupracovníka na pobočce
- c) Zavolám nebo pošlu e-mail osobě, která je na stejné pozici jako já ale pracuje na jiné pobočce
- d) Neptám se nikoho

Máte možnost prodiskutovávat své otázky, návrhy či připomínky ohledně své pracovní náplně s Vaším nadřízeným?

- a) Ano, přijme mě vždy co nejdříve je to možné
- b) Ano, ale musím se mu/jí hlásit několikrát
- c) Ne, můj vedoucí odmítá se mnou jakékoli diskutování

Odpovídá Vaše pracovní prostředí (stůl, židle, počítač, osvětlení, ...) potřebám pro výkon Vašeho povolání?

- a) Ano, vybavením svého pracovního místa jsem zcela spokojen/a
- b) Ano, ale vybavení by mohlo být více moderní
- c) Ne, vybavení je pro mě neuspokojující a zastaralé

Cítíte se v práci bezpečně?

- a) Většinou ano
- b) Ano, ale občas se obávám možnosti bankovní loupeže
- c) Ne

Uvítal/a byste více vzdělávacích kurzů, které by posílily Vaši kvalifikaci a způsobilosti k výkonu daného povolání?

- a) Ano
- b) Ne

Máte dost příležitostí pro svůj kariérový růst, jako je např. povýšení v rámci společnosti?

- a) Ano
- b) Ne

Označte jedno číslo jak ve sloupci "Důležitost" tak ve sloupci "Spokojenost", které nejlépe vystihuje váš postoj k vybraným stimulům/podnětům v rámci vašeho zaměstnání. (Číslo 1 znamená pro Vás nejméně důležitý či Vaši nejmenší spokojenost, číslo 5 znamená pro Vás nejvíce důležitý či Vaši největší spokojenost s daným podnětem)

<b>Vybrané stimuly/podněty</b>	<b>DŮLEŽITOST pro můj pracovní výkon</b>	<b>SPOKOJENOST se současným stavem ve společnosti</b>
Nabízené benefity	1 2 3 4 5	1 2 3 4 5
Kvalita vztahu s nadřízeným	1 2 3 4 5	1 2 3 4 5
Kvalita vztahu se spolupracovníky	1 2 3 4 5	1 2 3 4 5
Zajímavá práce	1 2 3 4 5	1 2 3 4 5
Uznání od nadřízeného	1 2 3 4 5	1 2 3 4 5
Možnost kariérového růstu	1 2 3 4 5	1 2 3 4 5
Kvalita pracovního prostředí (stůl, židle, počítač, osvětlení,...)	1 2 3 4 5	1 2 3 4 5
Nabídka vzdělávacích kurzů	1 2 3 4 5	1 2 3 4 5

Vážení zaměstnanci,

pokud máte ještě nějaké připomínky, komentáře či nápady ohledně Vaší pracovní motivace, napište je prosím zde:

Děkuji Vám za čas strávený nad vyplněním tohoto dotazníku.

S pozdravem,

Ivana Pejřová

ipejrova@seznam.cz

## APPENDIX P VI: THE RESULTS OF QUESTIONNAIRE

### A/ General part

Are you a man or a woman?		%
Male	4	28,6
Female	10	71,4

How old are you?		%
Under 24	1	7,1
25 – 30	4	28,6
31 – 35	2	14,3
36 – 40	2	14,3
41 – 45	3	21,4
46 – 50	1	7,1
51 – 55	1	7,1
Over 56	0	0

How long have you been working in the bank in total?		%
Less than one year	0	0
1 – 2 years	2	14,3
3 – 5 years	4	28,6
6 – 10 years	3	21,4
11 and more years	5	35,7

### B/ Remuneration and employees benefits part

Does your current wage correspond to the position's demands?		%
Yes	9	64,3
No	5	35,7

Have you ever been remunerated inequitably?		%
Not a once	4	28,6

Once or twice	9	64,3
Often	1	7,1

How much you are satisfied with the structure of employees' benefits?		%
Very much satisfied	2	14,3
Satisfied	6	42,9
Rather satisfied	6	42,9
Rather dissatisfied	0	0
Very much dissatisfied	0	0

As the bank's employee, do you take the advantage of using the employees benefits offered by the bank?		%
Yes, I do use most of them	14	100
Yes, but I use only some of them	0	0
No, I do not use any of them	0	0

*Here is the space for your comments – Do you miss any benefits? Can you think of any benefits which you would like to receive from your employer?*

Dress contribution	4 employees
Hairdresser contribution	5 employees
Cosmetician contribution	4 employees
To shorten working hours on Friday	3 employees
Cultural events contribution	5 employees
Free Hairdresser's in the company premises regularly	2 employees
Fuel contribution	3 employees

### **C/ The relationship with superior**

How would you mark your relationship with the direct		%
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superior?		
He is only my superior. There is not a closer relationship between us.	4	28,6
We have friendly relationship	10	71,4
We are in conflict most of the time	0	0

Have you ever been criticized unreasonably by your superior?		%
Never	4	28,6
Yes, once or twice	6	42,9
Yes, many times	4	28,6

Have you ever notice any inequity which someone of your colleagues has experienced from the superior?		%
Yes	4	28,6
No	10	71,4

Is your superior interested in what is going on at the workplace?		%
Yes, most of the time	14	100
No	0	0

Do you feel support from your superior?		%
Yes	14	100
No	0	0

Do you think that you are praised enough by your superior?		%
Yes, every time my performance is excellent, I am praised by him/her	1	7,1
Yes, but I am not praised as much as I perform excellent results	10	71,4
No, even though my performance is excellent	3	21,4

#### **D/ The relationship with colleagues**



According to your opinion, what is the quality of relationships among the employees within the branch?		%
Excellent	2	14,3
Very good	7	50,0
Good	4	28,6
Sufficient	1	7,1
Poor	0	0

Do you meet with colleagues outside the office, e.g. having a drink?		%
Yes, often (at least once a week)	1	7,1
Yes, at least once a month	2	14,3
Yes, but only rarely	6	42,9
No, but I will think about the idea of meeting with my colleagues in future	4	28,6
No, I am not interested in possible friendship with my colleagues	1	7,1

### **E/ The nature of your job**

Do you have the opportunities to be creative and contribute with your own ideas during your job?		%
Yes	7	50
No, and I do not mind it	7	50
No, and I DO mind it	0	0

Whom do you ask for advice whenever you are not sure what to do regarding particular task? (Note: You can choose more options)		%
Your direct superior	12	85,7
Your colleagues within the branch	10	71,4
You call or e-mail another employee who has the same job description	4	28,6

You do not ask anybody	1	7,1
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Do you have a chance to discuss your questions, proposals or suggestion regarding your job content with the superior?		%
Yes and I am received by him/her as soon as possible	12	85,7
Yes but I have to repeat my request several time	2	14,3
No, with him/her there is no place for discussion	0	0

Does your working environment (e.g. desk, chair, PC, lighting) correspond to the standards needed for your job performance?		%
Yes, I am fully satisfied with the equipment	2	14,3
Yes, but the equipment could be more modern	6	42,9
No, the equipment is unsatisfactory and oldfashioned	6	42,9

Do you feel safely at work?		%
Yes, most of the time	13	92,9
Yes but sometimes I am afraid of the eventual bank heist	1	7,1
No	0	0

Would you like to be offered more training courses which would strengthen your qualification and competencies regarding your job position?		%
Yes	14	100
No	0	0

Do you feel like having enough opportunities your career development, i.e. promotion within the company?		%
Yes	6	42,9
No	8	57,1

