

# Modern Eating Habits of Managers

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Bachelor Thesis  
2014



**Tomas Bata University in Zlín**  
Faculty of Humanities

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Univerzita Tomáše Bati ve Zlíně

Fakulta humanitních studií

Ústav moderních jazyků a literatur

akademický rok: 2013/2014

## ZADÁNÍ BAKALÁŘSKÉ PRÁCE

(PROJEKTU, UMĚLECKÉHO DÍLA, UMĚLECKÉHO VÝKONU)

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Osobní číslo: **H10812**  
Studijní program: **B7310 Filologie**  
Studijní obor: **Anglický jazyk pro manažerskou praxi**  
Forma studia: **prezenční**

Téma práce: **Postoje manažerů k moderním trendům ve stravování**

Zásady pro vypracování:

Prostudujte odbornou literaturu a na základě získaných poznatků popište zásady zdravého životního stylu jako takového.

Definujte klíčové pojmy z oblasti zdravého životního stylu v souvislosti se stravovacími návyky manažerů.

Vysvětlete důležitost správných a vhodných stravovacích návyků u manažerů.

Uvedte možný negativní dopad nejen na zdraví manažerů při nevhodně zvolené stravě.

V praktické části zjistěte, jak přistupují manažeři ke stravování a jaký je jejich současný postoj k moderním stravovacím trendům.

Závěrem vyhodnoťte výsledky výzkumu a zformulujte doporučení pro využití v praxi u manažerů.

Rozsah bakalářské práce:

Rozsah příloh:

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

Seznam odborné literatury:

Burani, Johanna C., and Linda Rao. **Good Carbs, Bad Carbs: An Indispensable Guide to Eating the Right Carbs for Losing Weight and Optimum Health.** New York: Marlowe and Company, 2002.

Cooper, Cary L., and Jill Earnshaw. **Stress and Employer Liability.** Wimbledon: Chartered Institute of Personnel and Development, 2000.

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Shepherd, Richard, and Monique Raats. **The Psychology of Food Choice.** Oxford: Oxford University Press, 2006.

Vedoucí bakalářské práce: **PhDr. Jana Semotamová**  
Centrum jazykového vzdělávání

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

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

Ve Zlíně dne 27. února 2014

  
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## **ABSTRAKT**

Tato bakalářská práce se zabývá stravováním manažerů a jejich postojem ke zdravému životnímu stylu. Cílem práce je zjistit, jak se manažeři stravují a zda mají na samotné stravování vůbec čas. Práce je rozdělena na teoretickou a praktickou část. Teoretická část popisuje zásady zdravého životního stylu, proč je důležité jíst zdravě, psychologii výběru jídla, jak se stravují manažeři a jaké jsou možné dopady na jejich zdraví. V praktické části byl proveden výzkum formou dotazníků u čtyřiceti manažerů z různých firem Zlínského kraje. Výsledky těchto dotazníků jsou vyhodnoceny a graficky znázorněny. V závěru práce je navrženo možné řešení pro efektivní a zdravé stravování manažerů.

Klíčová slova: zdravý životní styl, psychologie výběru jídla, manažeři, strava, plánování, stres

## **ABSTRACT**

This Bachelor thesis deals with modern eating habits of managers and their attitude towards a healthy lifestyle. The aim of this work is to discover how managers eat and how much time they have for eating. The thesis is divided into a theoretical and a practical part. The theoretical part describes the basics of healthy lifestyle, why it is important to eat healthily, the psychology of food choice, how managers eat and what possible impacts on their health are. In the practical part, research was conducted, in the form of a questionnaire, into the eating habits of forty managers from different companies in the Zlin Region. The results of this research are evaluated and demonstrated graphically. At the end of the dissertation, suggestions are given on how to eat effectively.

Keywords: healthy lifestyle, psychology of food choice, managers, diet, scheduling, stress

## **ACKNOWLEDGEMENTS**

I would like to thank all people who helped me with writing my Bachelor thesis. Firstly, I would like to express my deepest gratitude to my advisor PhDr. Jana Semotamová for her guidance, inspiration, advices and willingness to help with analytical part. Secondly, I am grateful to the managers who were asked in questionnaire and for their time and answers. Finally, my sincere thank belongs to my mother, father, brother, family, classmates and friends for being optimistic and patient all the time. I would also like to thank to Mrs. Catherine Zatloukalová who helped me to correct my thesis grammatically and semantically.

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## INTRODUCTION

The lifestyle of managers is very busy. They work a lot but to the exclusion of their personal life. Many of them are constantly under pressure and they have no time for anything. Sometimes they prefer work to family, hobbies, holiday and food. Managers struggle to find the right diet for them. They want to eat healthy food. Despite knowing all negative impacts on their health they do not know how to deal with this issue. When they are hungry they eat and do not think about that. The combination of a bad diet and stress can lead to many health problems even at a young age. Time is money and time is crucial. Managers try to find a diet which saves their time but is healthy and gives them energy. My reason for choosing this topic is personal interest. I have been interested in this topic since I was seventeen and am still learning new things about eating. I know how it could be difficult to organize time for just having a meal at work, because I have been working in a Czech company for more than a year.

The theoretical part of this bachelor thesis presents background knowledge for the practical part. It explains the importance of a healthy lifestyle these days and the principles of a healthy diet. This chapter describes a healthy lifestyle in more detail. The psychology of food choice is also important because it can influence our taste even though we do not know it. Moreover, the theoretical part examines the eating habits of managers and especially negative effects at work. Stress factors which have an impact on manager's health are also mentioned. Finally, the last chapter describes how to manage stress in organizations.

The practical part is aimed at research into the modern eating habits of managers. In my opinion, managers do not have time for eating and this fact will be proved by research as well. Many of them are interested in healthy lifestyle but it is difficult for them to combine work and food at the same time. Money does not play an important role for them. The most important is time, joy of eating, taste and probably health. The research shows how often managers eat, where they go to eat and if they have any problems with health. The questionnaire was sent to male and female managers working in the Zlín Region. Finally, the answers of respondents are evaluated and the results are put into graphs. The results represent the importance of diet in a manager's life, their values and principles. The end of the practical part gives a brief summary and recommendations. It also includes tips for time management and organizing each day for a regular and well-balanced diet. However, it is almost impossible to eat properly without planning time and day in advance.

## **I. THEORY**

## 1 IMPORTANCE OF HEALTHY LIFESTYLE

A healthy lifestyle is all around us. Mass media force people to look after themselves, their body, health, skin and especially diet. They do not distinguish by age, but by appearance. Many commercials or controversial discussions of food choice are for every group of people. We are facing big pressure from the market on how to feed our children, how to cook and especially how to not eat. In our lives we are bombarded with perfect images of beauty and good looking bodies. The world at large dictates how you feel and how you should look. Unrealistic aspirations to live up can lead to mental problem, such as anorexia, bulimia and gaining and losing weight in a short time. (Michaels, 2005, p. 5) To maintain a healthy weight, we need to balance the energy we take from food. (Deen, Hark, 2005, p. 13)

Food choice is not just about eating habits, but it is also about our attitude, where we work, what we do, where we live, what kind of commercials we watch and what kind of people surround us. Many facts affect what we eat, when we eat and how much we eat. Even why we eat, how much money our food and meal costs. Are we able to pay more money to eat high quality products? Are we able to pay more money to eat faster and save time? Are we able to pay more money to protect our health? Do we have to pay more or less? Price and money are significant in this topic too. The well-known phrase *You Are What You Eat* is still absolutely true and this fact shows to other people what is really important if we speak about food. What is the most important – money, time or health? Some people have a lot of money but they have do not time to enjoy their meal or they are not healthy. Other people have time but they do not establish eating habits and their food choice is in disorder. The worst example is when they do not have money for that. On the other hand many people are very healthy and they are able to find time for eating and have money as well. Why is it happening so?

To be healthy inside is more substantial than to be good-looking outside. Every day we are watching tens of hot and sexy men and women and want to look like them. The world behaves like a big commercial for your dream partner and many people are chasing that kind of person, or they want to become a dream partner for someone else. The world shows us that we must be perfect. We are growing up in a society full of naked bodies and sexuality. It is much more important how we look than if we are healthy inside our body. The thing is that we can be much more healthy thanks to good eating habits, thanks to good lifestyle, exercise and our physical health. The experts say eating habits have 70 % impact

on our health and doing exercise just 30 %. We do not realize what we eat is really important and what we put into our mouth but reality is different. (Michaels, 2005, p. 6, 15, 16)

Psychological aspects have an impact on people's food choice. As I mentioned in the beginning we are forced to watch beauty as a product that we must have as well and if not we are out of society. Many people struggle with obesity or malnutrition. The fact is that conditions of eating are also not good. People are stressed because of work, family, partners and they hide their feelings by overeating or self-starvation. Unfortunately it is not all about science and diet, but is also about emotions and psyche which is essential for life. (Michaels, 2005, p. 15, 16, 26)

## 2 WHAT IS HEALTHY LIFESTYLE?

The definition healthy lifestyle translated in our words has many meanings. Do we really know what it means to eat well for our good health? This second chapter will examine basic rules of healthy lifestyle - such as eating, active lifestyle, relaxing and physical health.

The results of many studies show that everything you eat and drink affects how your body functions. “The connection between diet and health is clear: to grow properly and function normally, you need a complete range of nutrients, including carbohydrates, proteins, fats, fibre, and water, as well as a variety of vitamins and minerals.” (Deen, Hark, 2005, p. 12) Some of these nutrients are not essential for normal body, but they can improve our state of health and protect us against a number of diseases. Eating well makes us happier and improves our mood and we are able to cope better with stress. (Deen, Hark, 2005, p. 12)

### 2.1 We Need Food

Nutritional values should be counted. All foods from apples and whole-meal bread and chocolate contain two main categories of nutrients, the macronutrients and micronutrients. Macronutrients provide energy for all the body’s everyday functions and activities, these are fats, proteins, carbohydrates, fibre. Vitamins and minerals as micronutrients are found in tiny amounts in food. They do not provide energy but play a main role in the functioning of our body and digestive processes. (Deen, Hark, 2005, p. 34) “The energy you obtain from food is measured in calories.” One calorie represents a tiny amount of energy (cal), kilocalorie units are used mostly in nutritional analysis. Sometimes the energy is measured in kilojoules (kJ) and when we compare it with calories, 1 cal = 4,184 kJ. (Deen, Hark, 2005, p. 35) Everything we eat provides all our nutritional needs. Therefore it is very important to eat a varied diet and choose foods from all the main food groups. (Deen, Hark, 2005, p. 37)

#### 2.1.1 Fats

Fats form a major part of cell membranes. They play a vital role in the absorption of fat-soluble vitamins such as A, D, E and K. We can divide fats into saturated and unsaturated fats. Saturated fats are derived from animal and dairy products. Red meat and meat products, sausages, whole milk, cheese, cream and ice cream belong to this group of

fats. Saturated fats and trans-fatty acids increase the risk of cardiovascular disease and we should strictly avoid them. On the other hand, unsaturated fats, which we can find in plant oils, avocados and nuts, are healthy. The fats consist of omega-3 fatty acids (e.g. fish) and omega-6 fatty acids (e.g. sunflower oil). Our diet should include both types of fat but it also depends, how much oil and what kind of oil we use. (Deen, Hark, 2005, p. 38, 39)

### **2.1.2 Proteins**

Proteins are necessary for the human body. “Like fats and carbohydrates, proteins are complex compounds that contain the elements carbon, hydrogen, and oxygen. Proteins are also rich in the element nitrogen, which makes up about 16 per cent of their total weight.” (Deen, Hark, 2005, p. 44) Every type of tissue in our body is different (bones, skin, muscles, organs) and it has its own set of proteins which help it perform its characteristic functions. We should eat a variety of protein foods. The good proteins sources are meat, fish, poultry, eggs, milk and dairy products. Other good sources are lentils, kidney beans, peas, tofu, tempeh and soy products. But the result of studies provides that protein is also available from plants, in the form of pulses, nuts, seeds and grains. “Plant foods also contain useful amounts of dietary fibre and carbohydrates” (Deen, Hark, 2005, p. 45)

### **2.1.3 Carbohydrates**

Most carbohydrates are bad for our diet. Some of them are good and they are source of energy and nutrients, but the others are waste of calories. The good one is in grains, vegetables and pulses, because they also contain vitamins, minerals, proteins and fibre. (Deen, Hark, 2005, p. 46) Carbohydrates give energy for all activities we do. When they are digested, they are broken into simple sugars – glucose. Glucose is a big source of energy for sport activities. To create proteins we need carbohydrates too. (Deen, Hark, 2005, p. 47)

### **2.1.4 Fibre**

Dietary fibre is obtained from foods of plant origin and it plays a vital role in the digestive process. There are two types of fibre. Soluble fibre can dissolve in water and during digestion it forms a gel. This kind of fibre can help reduce the levels of cholesterol in blood. Good sources are whole grains – oats, barley, rye, fruits, vegetables and pulses. However, insoluble fibre occurs naturally in brown rice, whole-meal bread, whole-grain cereals, seeds, pulses and skins of vegetables and fruits. Insoluble fibre does not have the

ability to dissolve in water but helps keep the gastrointestinal tract clean and easier to pass. (Deen, Hark, 2005, p. 48)

### 2.1.5 Vitamins

Natural vitamins are vital for our life. Most of the foods we eat, either of plant or animal origin, are full of vitamins. Vitamins contain no calories and are essential for growth, development and many chemical reactions in our body. “Vitamins are also necessary for the body to use the calories provided by the food that we eat and help process proteins, carbohydrates, and fats.” (Deen, Hark, 2005, p. 50) They help us building cells, tissues, and organs. Recently, research has shown that foods rich in antioxidants are particularly beneficial for health, because they are also neutralizing free radicals. Antioxidants include vitamins A, C and E. In addition, studies have shown that diets consisting of vegetables and fruits result in a lower incidence of some diseases, including certain cancers (Deen, Hark, 2005, p. 51). Some basic vitamins what we need are:

*Vitamin A* – This vitamin plays an essential role in vision, night vision, bone growth, reproduction and health of skin. Vitamin A also acts as an antioxidant and can reduce the risk of certain cancers. The great sources are: sweet potatoes, carrots, cabbage, kale, pumpkin, spinach, peppers, butternut squash, apricots, orange-fleshed melon, mango, liver, eggs (Deen, Hark, 2005, p. 52).

*Vitamin B1* – It helps convert carbohydrates and fats into energy and it is necessary for growth, development and to keep functioning of the heart, nervous and digestive systems. Once it is absorbed, it cannot be stored in the body, e. g. peas, spinach, liver, beef, pork, whole-meal bread, nuts, bran flakes, soya beans (Deen, Hark, 2005, p. 53).

*Vitamin B2* – Also known as riboflavin, is necessary for the releasing of energy from carbohydrates, it helps digest fats and protect the nervous system. Good sources are asparagus, okra, cottage cheese, milk, yogurt, meat, eggs and fish. (Deen, Hark, 2005, p. 53)

*Vitamin B6* – This vitamin is involved in the production and digestion of amino acids, helps us to build hormone insulin and prevents cardiovascular disease. We can find it in potatoes, bananas, chicken, turkey, mullet, salmon, trout and tuna. (Deen, Hark, 2005, p. 54, 55)

*Vitamin B12* – It is necessary for growth and development in babies, young children and teenagers and it is also required for the proper functioning of the nervous system. The



vitamin is found naturally only in foods of animal origin (dairy products, offal, eggs, beef, sea food). That is why vegetarians should take a supplement. (Deen, Hark, 2005, p. 55)

*Vitamin C* – The role of vitamin C is very important but it is easily destroyed during cooking and food processing. It is essential for the formation of collagen, strengthens bones, tissue repair and it is great antioxidant as well. “People who do not get enough fresh citrus fruits and juices may have insufficient vitamin C intake, as may those who are following a restricted diet. Regular drinkers and smoker are at risk of vitamin C deficiency since alcohol prevents the absorption of the vitamin and cigarette smoking depletes levels.” Vitamin C is in plantain, asparagus, broccoli, cabbage, peppers, tomatoes, blackberries, grapefruit, kiwi, mango, melon, oranges, pineapples, and strawberries. (Deen, Hark, 2005, p. 57)

*Vitamin D* – This vitamin has as an essential role in the absorption and use of calcium and therefore in the formation of bones and teeth – egg yolk, cod and halibut liver oils, mackerel, salmon, sardines and tuna. (Deen, Hark, 2005, p. 57)

*Vitamin E* – Most effective antioxidants protect the body against free radicals. Vitamin E also protects vitamin A from becoming chemically changed and make red blood cells. It is stored primarily in wheat germ, prawns, almonds, hazelnuts, peanuts, pistachio nuts, soya beans and sunflower seeds. (Deen, Hark, 2005, p. 58)

*Vitamin K* – Most of the vitamin K that we require is produced by the gut flora automatically, the micro-organisms living naturally in the intestine, but the vitamin is also obtained from food. If we take antibiotics for more than a few weeks, our flora can be killed by the medication. Therefore this can reduce the amount of vitamin K we absorb. Good sources are asparagus, broccoli, cabbage, carrots, cauliflower, celery, peas, spinach, apricots, grapes, pears and plums. (Deen, Hark, 2005, p. 58)

### **2.1.6 Minerals**

This significant group is essential for health. We obtain minerals by eating plants, animal products and drinking water which contains minerals as well. Minerals control working body tissues and regulate metabolism. They are stored in our bones, thus in case we need more minerals bones have a reserve. No single food contains all minerals. The best source is a variety of foods, such as animal products, fruits and vegetables. The minerals can be very easily lost when a food is processed. They differ from vitamins in that minerals are not damaged by heat or light. Some minerals can be lost in the water used for

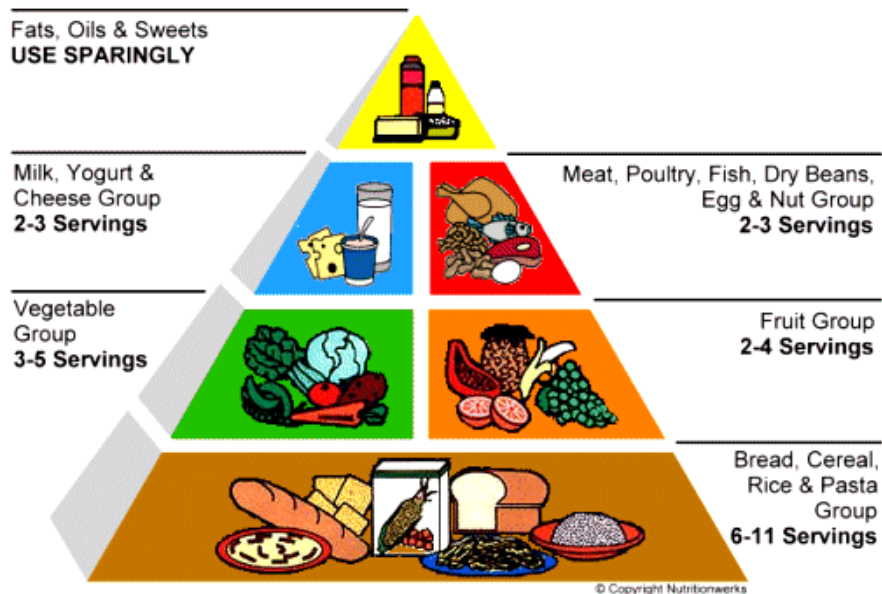
cooking. To steam them is much better than cooking. Every mineral plays an important role in our diet. We will go through some basic minerals and great sources. (Deen, Hark, 2005, p. 60, 61)

- Calcium (cheese, milk, yogurt, spinach, almonds, tofu)
  - Magnesium (whole grains, spinach, whole-meal bread, red meat, nuts, seeds, tofu)
  - Phosphorus (whole grains, dairy products, red meat, poultry, seafood, almonds, seeds)
  - Pottasium (potatoes, asparagus, avocados, spinach, tomatoes, bananas, oranges)
  - Sodium (table salt – sodium chloride and sodium – Na – in water)
  - Sulphur (leafy green, vegetables, red meat, chicken, seafood, pulses, nuts)
  - Chromium (potatoes, broccoli, green beans, tomatoes, apples, bananas, grapes, oranges)
  - Copper (barley, liver, seafood, nuts, sesame seeds)
  - Fluoride (tap water, 99 % of fluoride is in the bones and teeth)
  - Iron (spinach, dried fruit, red meat, egg yolk, poultry, sardines, tuna, prawns)
  - Selenium (brown rice, wheat germ, whole-meal bread, poultry, fish, tuna, brazil nuts)
  - Zinc (dairy products, red meat, poultry, crab, lobster, brazil nuts, soya beans)
- (Deen, Hark, 2005, p. 62 - 67)

## 2.2 Food Guide Pyramid

The Food Guide Pyramid clearly explains the importance of selecting food from all groups. This Pyramid shows how much to eat from each group food to get enough nutrients and calories. (Nutritionwerks) It describes that for the best possible health we should come first from grains (especially whole-grain breads and cereals, rice and pasta). It is also essential to eat vegetables and fruits every day. The doctors say about 2-4 servings of fruit a day and 3-5 servings of vegetable a day. Some nutritionists recommend that 75 percent of our daily food should come from high-carbohydrate food groups, such as whole grains, fruits, vegetables. It seems it is the easiest way to get the carbohydrates as well as the proteins, vitamins, minerals, fiber and water. (Burani, Rao, 2002, p. 7, 8) “The Pyramid illustrates the research-based food guidance system developed by National Research Council of the National Sciences Academies.” (Nutritionwerks)

Figure 1 Food Guide Pyramid



Nutritionwerks. “Food Guide Pyramid.” <http://www.nutritionwerks.com/nb/hepyr.asp> (accessed April 15, 2014)

### 2.3 Mental and Physical Health

Food is just one part of many other factors. Drinking water is also a significant part of a healthy diet and many people do not know how important water is. People are able to survive for several weeks without food, but only few days without water. The human body cannot store water. That is why it is necessary to constantly supply it, because the body loses water through sweating and urination. To drink at least six to eight glasses of water every day is the lower limit, but during sports activities and hot weather it should be more. However, drinking juices and fizzy drinks do not replace water because they contain lots of sugar and give just more calories. The consumption of fizzy drinks has doubled in the past 15 years, now people drink over 2 liter of sugary fizzy drinks per person every week. Despite this fact, a recent study found there was no evidence to substantiate that beverages such as coffee or tea are dehydrating. Adequate fluid intake is vital for everyone and it is recommended to watch how many liters we have drink per day. (Deen, Hark, 2005, p. 18)

People have enjoyed exercising since their childhood. Keeping active in life helps to stay healthy, feel good and in a state of physical, mental and spiritual well –being, which in turn helps against diseases. Regular physical exercise provides many health benefits it reduces the risk of cardiovascular disease and helps weight control, etc. It is easy to find

even one kind of sport activity and do it a few times a week. No matter how physically fit people are, but if they do not feel good about themselves, then they are probably not healthy. (Deen, Hark, 2005, p. 19, 20).

Sleeping long hours, gives energy. To sleep enough is a basic necessity for health. Letting the body recover overnight and renew cells is indispensable. Sleeping approximately eight hours a day should be sufficient. Lack of sleep can cause headaches, inattention, irritation and could be dangerous when driving. (Deen, Hark, 2005, p. 20)

### 3 PSYCHOLOGY OF FOOD CHOICE

Food choices are much more important than we actually think. They involve the selection and consumption of foods and beverages, as well as considering what, how, when, where and with whom we eat. Food choice plays an important role in many aspects of our life, such as economic, social, psychological, cultural, biological and epidemiological. Most eating habits are learned during childhood and also from experiences later in life. Some aspects also relate to relationships, mood and food cravings. Due to these factors, there are many instances when people know what to eat and what not to eat but their desire is much stronger than the defined model for healthy eating. (Shepherd, Raats, 2006, p. 1)

#### 3.1 Personal Food Strategy

When people think about eating, they categorise objects into foods and non-foods. They classify foods according to their personal food choice values. The strategies of food choices represent decisions for a specific situation and eventually become less mindful when they occur repeatedly. Types of strategies are: focusing on one value, regularity, elimination, limitation, substitution, addition and modification. Focusing only on one value decreases the importance of others and it is chosen only the most important aspect at that time. "Routinization" means decision-making or eating behaviour which reflect our habits, this food choice people make automatically. Elimination excludes particular food or categories for some reason. Limitation means regulation of some food, but it is more complex than elimination because it requires establishing levels and observes these rules. Substitution presents a situation when we replace one food with another food. Addition selects some food to satisfy specific values in our life. And the last one is modification which changes food and its components to make it more acceptable. (Shepherd, Raats, 2006, p. 7, 11, 12) Most people use multiple strategies and repertoires and at the same time they are obtained over a person's life and by learning from others. Many situations in life are influenced by personal factors, resources, social context and primarily food context. Balancing food choices is related to managing relationships, costs and also health problems. (Shepherd, Raats, 2006, p. 13) In summary, people construct primary food choice values such as taste, convenience, cost, health, managing relationships, etc. and organize foods according to values in specific situations. (Shepherd, Raats, 2006, p. 14)

Table 1 Selected strategies for simplifying food

<b>Strategy</b>	<b>Example</b>
<b>Focusing on one value</b> (emphasize only cost, taste, health, relationships, convenience or another value)	Eat the cheapest food whenever possible
<b>Routinization</b> (standardize, systematize, ritualize)	Eat cereal every day for breakfast
<b>Elimination</b> (avoid, exclude, prohibit)	Never eat desserts
<b>Limitation</b> (restrict, regulate, reduce)	Drink only two cups of coffee each day
<b>Substitution</b> (replace, exchange, fill in)	Choose brown rice instead of white rice
<b>Addition</b> (augment, include, enhance)	Eat a salad with every evening meal
<b>Modification</b> (alter, adjust, transform)	Remove fat from meats and poultry

Shepherd, Richard, and Monique Raats. *The Psychology of Food Choice (Frontiers in Nutritional Science)*. 1st ed. Oxford: Oxford University Press, Incorporated, 2006, p. 12

### 3.2 The Integration of Biological, Social, Cultural and Psychological Influences on Food Choice

“Almost everything influences food choice at one time and place or another.” (Shepherd, Raats, 2006, p. 19) Complexity of human choice has to do with biology, psychology, sociology, economics and medicine, among others. The explanation of food choice is simply a comparison of two or more foods, when one food is preferred to another food. “Liking is the psychologically most interesting feature of food choice.” People still do not understand what causes them to like or dislike food. (Shepherd, Raats, 2006, p. 24) Many people like more vegetables, some of them fruits, some people like more sweets and others salty things. There is also a group of people who dislike animal products and prefer for example vegetarian or vegan food. Is our taste changing or becoming different over the years? Taste buds develop during childhood. It is very important how mothers feed their kids and what mums like, because lots of future food choice is affected by parents and their parents. A number of researches have also reported that people’s food choice is influenced

by culture, location and regional aspects. For instance what people eat in Africa, people do not eat in the Czech Republic. In this climate people are used to eating local food, fruits, vegetables and traditional dishes. For many recipes Czech people use just local groceries and this is the same for every country. The ingredients are various and vary in many respects. All these factors have an impact on people's future choice of food, although they are hidden and people are not aware of that.

### **3.3 Advertising of Food**

Advertising of food is connected with psychology. The purpose of every advertisement is to be appetizing. Refreshments are almost everywhere and usually offered for good price. Sweets, chocolate, chips, fizzy drinks are sold in the streets, stores, newspaper stands or petrol stations. They are tasty and not expensive, but are definitely not good for our health. It is a marketing strategy that we can find these things at these places. People when they are hungry or they feel like having something sweet, they are usually passing shelves stacked with these goods. Wrapping and packages are colourful and try to attract us. It causes that people buy it even though they did not want it before. Instead of buying chocolate bar, it would be better to buy an apple or yoghurt. It is difficult to resist all unhealthy temptation. It is the same with fast food. People are usually in rush, especially managers, and fast food offers quick, tasty and cheap meals. Parking in front of is also positive but many of them take their food away. Unfortunately this kind of food does not give us essential nutrients. In fact it is a sugar for having energy but it does not fill up our stomach. After few hours we are actually hungrier than before. (Smith, 2012, p. 251) This problem is a worldwide problem and because people are used to visiting fast food, it will be difficult to change it.

## 4 EATING HABITS OF MEN AND WOMEN

The differences between the eating habits of men and women might seem clear but they are more complex. The attitude of men towards food is usually lax, because men do not pay attention just to their bodies. Of course there are some men who try to eat a balanced diet, exercise regularly and want to look like body builder. But in all honesty, there is bigger group of men who drink alcohol a lot, smoke, and hide their bodies in fashionable clothes. It is hard to give the exact numbers in this ratio. In short, men eat and choose food mostly according to their taste and what they really like. The impact on their health is not so important. Food for thought comes when they start having health problems. They do not feel good, they gain weight, they lose muscle, must take medication. At this time men realize that their eating habits are not great and warmly welcome change or improvement. This is to say that men start changing their habits when they have a real reason to do so, or their health is threatened.

Women's attitude differs in the sense that women should be beautiful and they are expected to be nice, good looking and attractive. Lots of women look after their health and diet because firstly they really want to do something for their health and secondly, the big pressure of television and mass media. All women's magazines are just about diets, skinny models, beautiful faces and make up and how to win a man's heart. But no matter if it is just the pressure of those around them, women in general act more responsibly with regard to their health and they consider a healthy lifestyle as prevention. The motivation for them is to be healthy, to feel good and to be nice as well. As we speak about women generally there is a higher percentage of women who care about their health than percentage of those who are completely out of touch with this topic.

According to website Science Daily man's and woman's diet is also different. Men are more likely to eat meat and poultry products than woman who like more fruits and vegetables. (ScienceDaily)

To compare it with men's attitude, women pay attention to their health and try to avoid any kind of problems. They act before the threat is coming and this is the crucial difference. Despite these presumptions, there exist other important factors and it is impossible to say what the truth is. Every single man and woman is totally different and it depends on their values and how they stand on this issue. (ScienceDaily)



## 5 LIFESTYLE OF MANAGERS

Lifestyle of managers can be threatened by many negative factors. Managers are facing big pressure every day and it happens because of two things. Firstly, people live faster and rush a lot. We have many things on our plates every day. Looking after children, work, studies, food, shopping, driving, washing up, exercising and other activities. Since the day starts we rush to manage all and do our best. On the other hand we face stress at work to meet employer's requirements and to fulfill all tasks. The work is more demanding not only physically but even psychologically. In this part of my Bachelor Thesis, I would like to describe possible threats to manager's health and sources of stress at work.

When we are at work we think about food less. During the day it must be difficult to handle stress at work and wonder about food at the same time. If we do not have time we do not care what we will eat. Time is crucial, to eat quickly and to continue working. If we have time we think about food and meals much more, where to go to have lunch and where they have such great pasta what we had last week. And when we are on a diet, we think about food more carefully as well. The importance of food choice and meals play a big role in every manager's life. Proper food gives us energy, happiness and keeps us full. Managers who are really busy and starving are much more nervous, stressed and they are not able to focus on work.

### 5.1 Stress at Work

Unfortunately work is not always fun. The word stress is derived from the Latin word – stringere, which means “to draw tight” and was used in the seventeenth century to describe hardships, affliction, having troubles. “During the late eighteenth century, stress denoted – force, pressure, strain or strong effort, referring primarily to an individual, or to the individual's organs or mental powers.” (Cooper, Earnshaw, 2000, p. 9) Early definitions of strain came to one concept that stress affects us individually. We can measure stress as an external stimulus or as a person's internal disturbance. Stress is any force that puts a psychological and physical factor beyond its range of stability. When stress begins it takes on a variety of symptoms which affect our body and mind. (Cooper, Earnshaw, 2000, p. 9, 11, 12).

### 5.1.1 Negative effects on health

Negative effects can influence on our health. Previous researches have identified a range of behavioural and physical symptoms which can be related to serious illnesses. The typical behavioural symptoms of stress could be: irritability with people, loss of sense of humour, difficulty in making decisions or concentrating, lack of interest in doing things after returning home, feeling tired, constant tiredness, inability to finish tasks etc. Other physical symptoms could be: lack of appetite, craving for food when we are under pressure, diarrhoea, insomnia, tendency to sweat for no reason, headaches, eczema or frequent indigestion or heartburn. (Cooper, Earnshaw, 2000, p. 12, 13) Talking about all health problems would be really long chapter. We should only know that the combination of stress and bad food can cause big problems, even such as cancer, and threaten our immune system. Certain individuals can face increasing production of stomach acids, often contributing to ulcers of the stomach. “Other conditions believed to be brought on or aggravated by chronic stress include ulcerative colitis (bleeding ulcerations in the large intestine) and irritable bowel syndrome (painful spasms in the large intestine).” (Cooper, Earnshaw, 2000, p. 16)

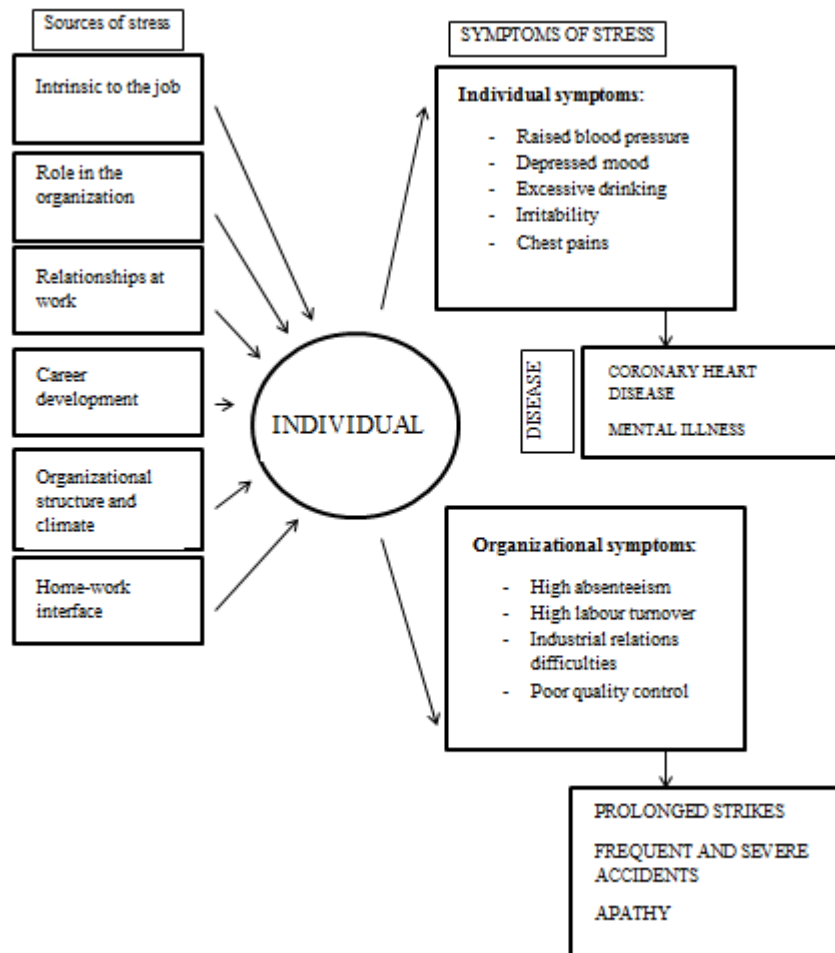
Managers know how stress and bad food can negatively influence their health. Despite knowing it, they do not change it. Managers should understand food as recharging their batteries. They should not take it as a wasting time or as a quick snack in fast food. Choosing the right food has a deep meaning. But many of them stop and start thinking seriously when they have real health problems or they do not feel well. If they think ahead they could avoid many diseases but instead of that, they are stressed, feel tired and bloated. Until their bodies say stop, give up and force them to do something healthy. On the other hand, there are some managers who look after themselves. They exercise, and most of them eat lots of vegetables and fruits. Some of them are vegetarians or vegans. But if we compare the number of managers who are interested in their lifestyle and managers who are busy and do not have time even for a little snack – the percentage of the second group is higher.

### 5.1.2 Workplace Sources of Stress

“During the 1980s much of the research in the field of workplace stress suggested that there are six major sources or pressure at work. Although we can find each of these in an individual’s stress profile or, indeed, in an organisation’s profile, the factors vary in the

degree to which they are found to be causally linked to stress in a particular job or organisation.” (Cooper, Earnshaw, 2000, p. 21, 22)

Figure 2 Dynamics of Work Stress



Cooper, Cary L., and Jill Earnshaw. *Stress and Employer Liability*. 2nd Revised ed. Wimbledon: Chartered Institute of Personnel & Development, 2000, p. 20

### 5.1.2.1 *Intrinsic factors to the job*

Previous researchers have indicated that there are some factors that may be intrinsic to the job, such as poor working conditions, shift work, long hours, travel, risk and danger, new technology, and work overload and underload. (Cooper, Earnshaw, 2000, p. 22)

#### 5.1.2.1.1 Working conditions

Our physical surrounding is very important. Noise, lighting, smells and other stimuli can affect our moods and mental state. Each job occupation has its own potential and environmental sources of stress. We should have good lighting conditions, a well-

designed workplace and some workers or a group of people around us. Human interaction is also important at work. (Cooper, Earnshaw, 2000, p. 22-23)

#### 5.1.2.1.2 Shift work

According to studies, shifts have a negative impact on our health and affect blood temperature, metabolic rate and work motivation. People have a different daily routine and they are mostly tired. (Cooper, Earnshaw, 2000, p.23)

#### 5.1.2.1.3 Long hours

Studies in the USA have found that individuals who were under 45 years of age and who worked more than 48 hours a week had twice the risk of heart disease. Another study of 100 patients revealed that 25 percent of them had been working at two jobs and about 40 per cent worked for more than 60 hours per week. The EU Working Time Directive specifically limits member states to a 48 hour working week, but to work more than 50 hours a week is proved as unhealthy. (Cooper, Earnshaw, 2000, p. 23, 24)

#### 5.1.2.1.4 Travel

Opportunities for travelling at work may seem entertaining, but travel can also be a source of stress. Traffic jams on the roads or at the airports, delayed flights and trains are big stressors. Some families may also suffer if one member, especially dad, spends significant periods of time away from home. (Cooper, Earnshaw, 2000, p. 24)

#### 5.1.2.1.5 New technology

The introduction of new technology has stretched management and workers. They have to learn about new equipment, systems and ways of working. Working under a boss trained in the “old way” may be very stressful for new employee. Managers in developing countries feel pressure due to the increasing importance of new technologies. They need to deal with necessary training and imposition of deadlines. (Cooper, Earnshaw, 2000, p. 24)

#### 5.1.2.1.6 Work overload

Recently, researches have shown two different types of work overload. The first is “quantitative” overload which means having too much work to do. It often leads to working long hours, with attendant problems described above. The second case is called

“qualitative” overload which refers to work that is too difficult for the individual. A demanding workload is connected with cigarette smoking, alcohol consumption etc. (Cooper, Earnshaw, 2000, p. 25)

### **5.1.2.2 A personal role in organisation**

Personal management is significant part in every organisation. Here are three types of roles:

#### **5.1.2.2.1 Role ambiguity**

The ambiguity arises when an individual does not have a clear picture of work objectives and co-worker’s expectations. This ambiguity occurs when the senior executive does not explain to the individual exactly what his or her role is. It can lead to depression, low self-esteem or low motivation at work. (Cooper, Earnshaw, 2000, p. 25)

#### **5.1.2.2.2 Role conflict**

This role conflict exists when individuals are fed up with conflict in a job, or they are doing things which they do not really want to do. Managers may sometimes feel stuck between two groups of people who ask for different types of behaviour or who believe the job entails different functions. (Cooper, Earnshaw, 2000, p. 25)

#### **5.1.2.2.3 Responsibility**

The third organisational role stressor has basically two types – for people and for things (such as budgets, equipment and buildings.) Responsibility for people has been found stressful because it usually requires spending more time interacting with others attending meetings and meeting deadlines. (Cooper, Earnshaw, 2000, p. 26)

### **5.1.2.3 Relationships in the workplace**

There are three critical relationships at work. Relationships with subordinates and colleagues can lead to interpersonal stress. Among subordinates there can be problems with delegation of power and tasks, criticism of some management positions. Stress among co-workers may occur from competition and personality conflicts. Many people spend so much time at work the relationships may provide valuable support or may be a huge source of stress. (Cooper, Earnshaw, 2000, p. 27)

Other problems of emotional disability often result when the relationship between a subordinate and a boss is psychologically unhealthy for many reasons. A study in the USA has shown that the relationship of workers and boss that was considered low resulted in more job pressure. Workers who were under pressure said that their bosses did not give them criticism in a helpful way, played favourites and did not have respect and mutual trust. (Cooper, Earnshaw, 2000, p. 27)

#### ***5.1.2.4 Career development***

For many workers career progression is very important – through promotion people not only earn money, they also receive increased status and new challenges which are significant for their future. Lack of job security, fear of job loss or obsolescence and retirement are potential stressors throughout one's working life. The frustration of having reached one's career ceiling or having been over-paid, can result in extreme stress and affect a person's life. (Cooper, Earnshaw, 2000, p. 28)

#### ***5.1.2.5 Organisational structure and climate***

Organisational workers may sometimes complain they do not have a sense of belonging, lack adequate opportunities to participate or they feel their behaviour is restricted and they are not included in office communications. In addition, researchers discovered that non-participation at work was a significant factor of job-related stress (depression, low self-esteem, absenteeism and plans to leave work). "Participation in the decision-making process on the part of individuals may help increase their feelings and improve communication channels." (Cooper, Earnshaw, 2000, p. 28, 29)

#### ***5.1.2.6 Pressure at home***

Danger of the current economic situation may have negative impact on families of employees. When there is a career crisis, mostly stress from job insecurity, the worries that individuals bring with them into the family influence home environment. It is a very difficult time not only for men but also for women, because they are expected by others to work and also manage everything at home. It has been proved by many psychologists and sociologists that dual career family development increased the divorce rate over the last 10 years in the USA and Western European countries. (Cooper, Earnshaw, 2000, p. 29, 30)

## 5.2 Preventing Stress in Organizations

Stress can be managed by numerous ways. But the most affective approaches are to combine prevention, training and support. A preventive approach to work stress involves the identification of sources of stress. Once the source of stress have been identified it is necessary to consider how it can be removed. This is often done by management discussion, team discussion and workshop. Training and development can help people manage the pressures and improve ability to cope with stress. “Technical skills training can focus on building the employee’s skills and confidence in key areas of their job.” (Donaldson-Feilder, Yarker, Lewis, 2011, p. 36) Stress management skills training can focus on awareness of stressors and on teaching stress reduction skills. Finally supportive interventions provide assistance of therapy especially for individuals. The aim of whole process is to work with the employee to help them decide how to communicate with the team about their stress. However manager can play a significant role in causing or reducing the sources of stress. (Donaldson-Feilder, Yarker, Lewis, 2011, p. 31-44)

## **II. ANALYSIS**



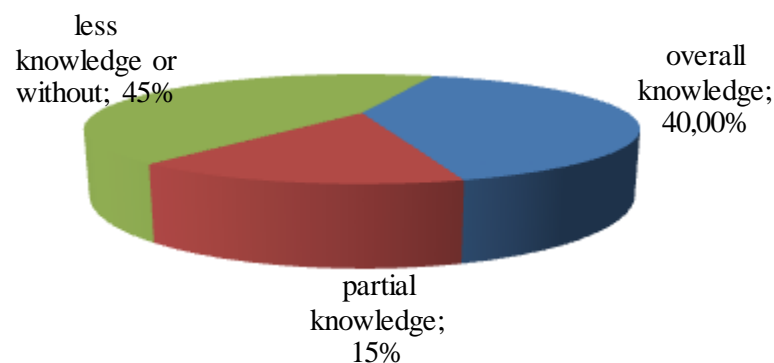
## 6 INTRODUCTION TO THE ANALYTICAL PART

The aim of this research project is to find out how managers eat in their real life. The central question asks how much time they have for eating or preparing food. If they go to restaurants or eat mostly at home, etc. Other questions relate to drinking water, doing exercise and knowledge of healthy lifestyle. The point is that many managers do not have time and food is not on the top of their list of priorities. In my opinion the results will show that taste, money, health, advertising are not as valuable as time. Time will play the main role in a manager's diet and they adapt their lifestyle to work and business. Forty managers, male and female, from different companies, filled in a questionnaire and the results are remarkable.

### 6.1 Analysis of Manager's Eating Habits

The first question asks if they are interested in healthy lifestyle and 80 % of respondents are. Only 20 % do not take an interest in this topic. On the other hand, the following question shows different results. Only 32.5 % understand how our body works, what to eat, how many proteins, carbohydrates, fats and sugar we need. And 35 % are not sure how our bodies work. These two results show that managers are not confident in their answers, nor in their knowledge. Furthermore, 15 % of managers have no idea about this issue, 10 % do not know anything and only 7.5 % can express in detail the nutritional needs of our bodies.

Figure 3 Knowledge of the Working of Our Body (proteins, fats, sugar, carbohydrates)



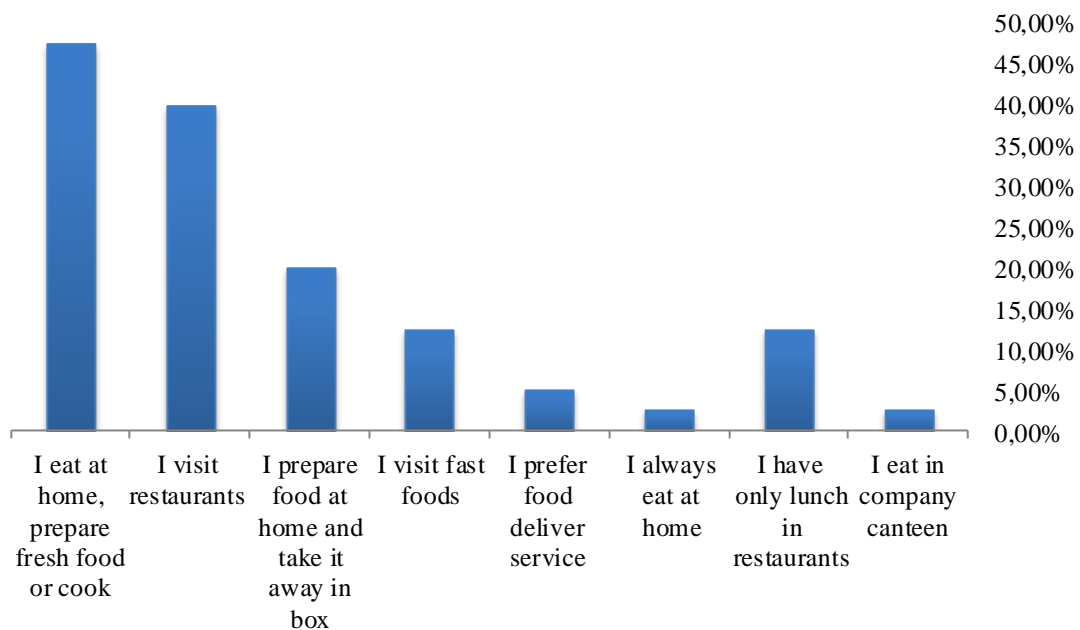
About 52.5 % of managers think that a balanced diet can always prevent diseases and health problems. It indicates that more than half of managers believe in the power of good

food. The second half of managers (45 %) is more skeptical, and answered that it can only help in some cases. A positive result is that people consider the importance of quality food such as fruit and vegetables. This is why only 2.5 % made a negative response, with 'no'. When we look at the data and question – *How many times do you eat per day* – answers are not balanced. Almost three quarters of managers (75 %) eat three to five times a day, which signifies that people have a divided diet, and eat smaller portions but much more frequently. The next 20 % eat more than five times a day and finally 5 % eat just once or twice. Comparing these results, it can be seen that they watch how many times they eat. Just two managers do not eat often but it is very individual and it is hard to say if it happens because of lack of time or because of lifestyle. The responses to the question - *Do you watch what and how you eat?* – are equal; 47.5 % of those who were interviewed indicated that they do watch what is on their plate. The same percentage of managers (47.5 %) agreed that they watch it from time to time. Two respondents (5 %) admitted they do not care about food and eating. These positive answers present that awareness of people about food has increased in past years. People look at supermarkets on labels and choose what to buy. Even in restaurants they compare ingredients, price and nutritional values and that is promising news. With regards to sporting activities, the majority of those who responded do some sport; almost 77.5 %. Some do sport at least three times a week; (38.71 %), once or twice a week (35.48 %), daily (16.13 %) and occasionally (9.68 %). Most do some exercise or play group sports, which show that managers try to be active after long hours sitting in the office or in the car. The percentage of non-active managers is lower (22.5 %). In response to the question – *Do you have any health problems?* – overall answers were positive, and only 25 % of managers are treated for asthma, psoriasis, weakened immune system, high blood pressure, problems with liver, spleen and kidney failure. About 75 % of managers stay healthy. When the participants were asked how many litres of water they drink every day, the majority commented that from two to three litres a day (82.76%). 10.34 % of managers drink more than three litres per day and just 6.9 % drink less than one litre. This shows that people are conscious of drinking enough water. Not only because they need it, but because they feel better and do not have headaches. Nearly one-third of participants (27.5 %) skipped this question and said they do not monitor water intake.

The more surprising correlation is with the question – *Where do you most often eat?* Nineteen managers (47.5 %) eat at home, where they prepare fresh food or just cook. The

second most common answer was visiting restaurants; 40 %, in fact 16 managers. And 8 managers (20 %) prepare food at home and take it away in a box. Finally, just 5 managers (12.5 %) like fast foods and two participants (5 %) prefer food delivery services. The rest of respondents have combined answers. They have breakfasts and dinners at home but for lunch they visit restaurants. Some of them eat in restaurants during the week and cook at the weekends. One person always eats at home, as we can see in Figure 4.

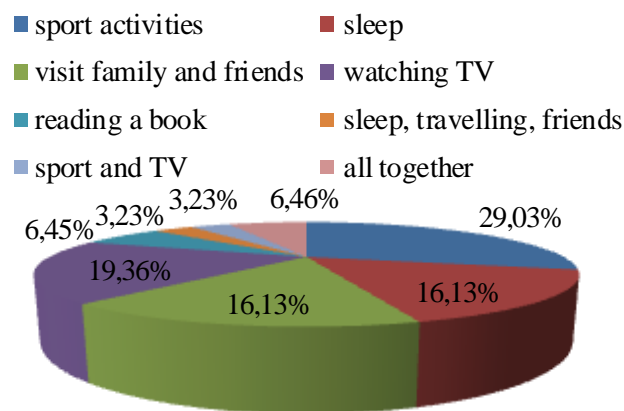
Figure 4 Places of Eating



Respondents were asked to indicate whether they educate themselves in healthy lifestyle issues (e.g. news, trends, tips and tricks). 75 % of managers are interested in this field and use various sources to get new information. The biggest source of information is the internet, which is used by about 71.43 %. About 21.43 % listen to the advice of family and friends and attach weight to their opinions. Only one manager watches television and another reads books and magazines as a source of news about healthy lifestyles. Interestingly, 30 % do not educate themselves and are not interested in this topic. The results of next the questions are quite similar. 70 % of participants said they have enough time for eating at work. The rest of respondents (30 %) admit that they do not have time to eat at work, which is not such a bad result. The majority have space and time for food. The most striking and crucial results to emerge from the data is that managers chose *Time* as the most important criteria. They were asked the following question – *When you are hungry or starving at work, which criteria do you consider for the best satisfaction? Number the*

options according to the importance to you: *Time – Money – Taste – Health – Commercial*. Each answer was different but the majority chose time as the most significant criterion, followed by *Health, Taste, Money and Commercial*. Only a small number of respondents (5 %) indicated that they never forget to eat because of lack of time at work. 7.5 % of managers said they do not have time almost every day to eat which corresponds to the previous question about time. Managers who do not have time just *Occasionally* were 35 % and those who answered *Sometimes* were 52.5 %. Further analysis showed that workload affects manager’s taste and food choice (e.g. sweet taste, fried and fatty food, fast food). 57.5 % of managers admit that their taste is affected by demanding work. On the other hand 42.5 % said mostly *No*. The next question follows on from the previous one. At the weekend 55 % of managers have a different diet than during the week. 37.5 % of them sometimes have different meals and 7.5 % of respondents follow their diet strictly with no variation. Over three-quarters of participants (77.5 %) are able to relax even for a few minutes every day. The ways in which they relax are described in more detail in Figure 5.

Figure 5 Activities of managers when they relax



## 6.2 Summary of Research and Results

The research was made among forty managers from different companies in the Zlin Region. The total number of respondents was twenty-one men and nineteen women. Participants were between the ages of eighteen and over fifty-five.

Table 2 Age of participants

18 – 26 year old	27 – 35 year old	36 – 45 year old	46 – 55 year old	More than 55s
12 (30 %)	11 (27.5 %)	7 (17.5 %)	6 (15 %)	4 (10 %)

Overall, the results indicate that managers generally look after themselves and are interested in healthy lifestyle. They study and search for new information largely on the internet and follow the advice of family or friends. Women and men believe in the power of food and that it can be a good prevention of health problems and diseases. Many of them drink enough water per day and eat smaller portions but more often, usually three times to five times per day. They even take care over their choice of food. Participants admit that they can relax the most during sport or activity which is positive news. The research shows that managers said how much time they have for eating at work, but at the end of questionnaire they contradicted this. Most of them forget to eat at work and stress has an impact on their psychology of food choice. The most crucial response was to the question, *What is the most important for managers when they choose food*. The answer was time and that is the reason why many of them visit conveniently located restaurants. Managers prefer healthy food but also food which is fast and tastes good. Price, as an influence on their choice, was not important. In summary, these results proved my hypothesis and purpose of this research that well balanced diet of managers is also about time management, good timing, and system in dieting.

### **6.3 Recommendation and Suggested Solutions**

In the pages that follow, I will suggest some recommendation and possible solutions for managers, especially how to organize time and food together.

#### **6.3.1 Time Management of Food**

As I have already mentioned, the research shows that time management plays an important role in a manager's every day planning. Time is money and it is limited. It is a valuable resource that cannot be stored in the bank. It is impossible to control time but we can identify our values, aims, objectives and navigate our life and work in this direction. Good time management is connected with food and to work effectively it is necessary to know ten principles of time management (Adair, Allen, 2003, p. 5, 6).

Firstly, managers should develop a personal sense of time. How they appreciate time and what it means when they have even thirty minutes. When they set the limits, they also improve effectiveness. More significant principles are the identification of long-term goals and making medium-term plans. Managers can have a long-term goal, e.g. losing or gaining weight and eating smaller portions, as a medium-term plan. They should also plan the diet during the day. It is better to write it down and plan it for a few days or weeks in

advance. Other principles relate to the system at work such as organising office work, managing meetings, delegating, etc. If they plan when to work and when to eat then it is possible to find a balance. (Dittmer, 2006, p. 20)

All these recommendations are very individual and it depends where a manager works. It is a long run to find a good system at work and in diet. What might improve it as a first step could be a diary. Every manager must have a diary, paper or electronic, in computer or phone. To work with a diary and calendar might help in all aspects. If managers are not used to eating regularly they should define the exact time when they will eat. To find just thirty minutes in their diary is not so difficult. When managers divide time for eating and for work they become happier that they can manage both and are less stressed. If we want to stay healthy and follow a healthy lifestyle we must think about food in advance. We must plan it before we put food into our mouth. This transformation can take a few weeks. Our brain adapts to changes after twenty-one days. It means that from the twenty-second day we will do something automatically and new habits will be accepted as normal ones.

Figure 6 Example of planning of the day

Day	06:00-08:00	08:00-10:00	10:00-12:00	12:00-02:00	02:00-04:00	04:00-06:00	06:00-08:00
Monday	Breakfast	Office	Lunch	Office	Meeting	Office	Dinner
Tuesday	Breakfast	Business Trip	Business Trip	Lunch	Office	Office	Dinner
Wednesday	Breakfast	Meeting	Lunch	Meating	Business Trip	Dinner	Squash
Thursday	Breakfast	Doctor	Office	Lunch	Meeting	Office	Dinner
Friday	Breakfast	Office	Lunch	Office	Meeting	Dinner	Tennis

Dittmer, Robert E. *151 Quick Ideas to Manage Your Time*. Franklin Lakes: Career Press, 2006, p.

### 6.4 Tips for a Balanced Diet

When you have finally time to eat, choose how you will fill up your stomach. Avoid poor foods that are killing your metabolism. It is important to remove hydrogenated fats, refined grains, artificial sweeteners, glutamates and so on from your diet. At the same time it is good to reduce starchy vegetables, tropical and dried fruits, soy products and alcohol. To stay healthy you should restore these foods, such as legumes, alliums, berries, organic meat, fish, yogurt and eggs. Then it is colorful fruits and veggies, nuts and seeds, dairy and whole grains. “Finally, you get a healthy balance of protein, fat, carbs, and calories

throughout the day.” If you want to rebalance your energy you must eat breakfast and do not skip meals during the day. Most studies have proved to eat every four hours. As it has been said before, timing is also important. It is recommended not to eat after 9 p.m. and to eat no carbs after 7 p.m. Doctors also say to not stuff too much and eat forty percent of carbs, thirty percent of fats and thirty percent of protein. (Michaels, 2010, p. 31, 32)

Because we live in the Czech Republic, it is better to eat and buy fruits and vegetables in season. We can buy apples, pears, apricots, plums, cucumbers, tomatoes, lettuce, cabbage, carrots etc. not only in supermarkets but even at local markets and farms. Some people claim that local food from farmer’s markets is more expensive but in fact there are minimal costs for transport, packaging and advertising. Prices are lower and finally you can pay less for more quality fresh products. (Michaels, 2010, p. 186)

After extensive planning and shopping it is necessary to mention the importance of cooking. According to the research, many managers cook and eat at home. That is the reason why it is good to know some healthy recipes in case you prefer quick and easy menus. Number of portions is individual but it is highly recommended five a day to stay full and to eat regularly. An example of daily menu can be:

*Breakfast:* yoghurt, eggs, cereals, whole-meal bread with honey or cheese, fruits

*Snack:* fruits, muesli bars, nuts

*Lunch:* salad with meat, salmon, rice, potatoes, stewed vegetables, pasta, steak

*Snack:* yoghurt, whole-meal bread with tuna, vegetables

*Dinner:* soup, chicken, vegetable salad, light meal (Michaels, 2010, p. 42-45)

Finally, a number of important limitations need to be considered. Many of us may struggle with money, health problems, personal and work problems. Courage, strong will and goal-setting also play a significant role. Anyone can read books and watch media about healthy lifestyle but it is us who make this big decision. It is a change not one-month diet. It is better to take a few steps but forwards not backwards. Once you try it, you will love it. You will find an organized system of eating, feel better, and protect your body from disease and illness. It might even change your mood and help to reduce stress at work. One change can help another change. Everything is connected and it is not only about one thing. From time to time people need changes and take a new direction. The beginning might seem difficult but the results are incredible.

## CONCLUSION

The aim of this bachelor thesis was to explore how managers eat and what their eating habits are. The theoretical part provides information about healthy lifestyle at the present time. It is important to eat various foods, combine proteins, carbohydrates, fats, vitamins and minerals. To keep our body healthy it is necessary to eat enough fruit and vegetables, drink still water and do some sports activities. Moreover, we should feel fit not only physically but mentally as well. But because it is individual, everyone should find what suits her or his body. The lifestyle of managers can be under threat because of stress and demanding responsibility at work. They face stressful situations and must keep calm when they make difficult decisions. Other factors influence our food choice as well. Biological, social, cultural and psychological aspects may affect what we will and will not eat.

The practical part presents the results of research into modern eating habits of managers. Forty managers who were asked to respond to a questionnaire answered similarly. Many of them know what a healthy lifestyle is. They watch what they eat and prefer quality food. Less than half of managers eat and cook at home or eat out in restaurants. When they relax they do some sports or exercises. The study has demonstrated that my hypotheses were confirmed. Managers do not have time to eat and sometimes they forget to eat while they are working. Their taste changes during working days and weekends which show that work has an impact on later food choice.

Returning to the questions posed at the beginning of this study, it is now possible to state that managers struggle with organizing time and food. How they plan at work and make a schedule also applies to their diet. But to be honest, it is not easy to eat healthily these days. Shops with organic or quality products are usually in the town center and to get there takes some time. Shopping in a supermarket is fast but for example fruits and vegetables are not always fresh. And advertising of junk food is everywhere. Many managers spend lots of time driving and when they are hungry they go to roadside restaurants or fast food establishments. It is quick, tasty and cheap even though money is not important for them. And when they are in a rush they buy just what they see or like and do not think about that. This problem does not apply only to managers, but to all working people. What is now needed is to start with our personality, our eating habits, diet and make a system in our life. In addition we can hope that fast food and restaurants will add more healthy meals to their menus and that the government will support local farmers and organic farming.



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## APPENDICES

P I Questionnaire in Czech language.

P II Questionnaire in English language.

## **APPENDIX P I: QUESTIONNAIRE IN CZECH LANGUAGE**

### **Postoj manažerů ve stravování**

1. Zajímáte se o "zdravý životní styl"?

- a) ano
- b) ne

2. Máte přehled o tom, jak funguje Vaše lidské tělo, kolik bílkovin, sacharidů, tuků, cukrů potřebuje, tak aby Vaše strava byla vyvážená?

- a) ano
- b) spíše ano
- c) nevím
- d) spíše ne
- e) ne

3. Myslíte si, že pestrá strava může předejít vážným onemocněním a jiným zdravotním komplikacím?

- a) ano vždy
- b) jen občas
- c) ne nikdy

4. Kolikrát denně jíte?

- a) 1 - 2x
- b) 3 – 5x
- c) 5x a více

5. Hlídáte si, jakým způsobem se stravujete a co jíte?

- a) ano
- b) občas
- c) ne

6. Provozujete nějaký sport nebo aktivní činnost?

- a) ano
- b) ne

7. Jak často sportujete?

- a) příležitostně
- b) jednou až dvakrát týdně
- c) alespoň třikrát týdně
- d) denně

8. Trpíte nějakými zdravotními problémy? (vysoký krevní tlak, cukrovka, štítná žláza, poruchy zažívání, slabý imunitní systém atd.)

a) ano

b) ne

9. Uveďte prosím konkrétně a jak dlouho se léčíte:

Krátký text: \_\_\_\_\_

10. Dodržujete denně pitný režim?

a) ano

b) ne

11. Kolik litrů vody denně vypijete?

a) max. 1 litr

b) 2-3 litry

c) 3 a více litrů

12. Kde se nejčastěji stravujete?

a) jídlo si připravuji předem a беру s sebou do krabičky

b) stravuji se převážně doma, kde si jídlo nachystám nebo uvařím

c) navštěvuji rychlé občerstvení

d) chodím do restaurace

e) jídlo si objednávám přes donáškovou službu a rozvoz jídla

f) vlastní odpověď \_\_\_\_\_

13. Vzděláváte se v oblasti stravování? Sledujete nové trendy, doporučení a novinky na trhu?

a) ano

b) občas

c) ne

14. Ze kterého zdroje čerpáte nejvíce informací?

a) televize

b) internet

c) knihy a časopisy

d) doporučení a rady přátel

15. Máte dostatek času na jídlo v zaměstnání?

a) ano

b) ne

16. Když Vás v práci přepadne hlad nebo dlouho hladovíte, která kritéria zohledňujete, abyste se zasytil/a? Podle důležitosti prosím očísľujte:

Čas – peníze – zdraví- chuť – reklama

17. Stalo se Vám někdy, že jste kvůli pracovním povinnostem nestihl najíst?

- a) denně
- b) občas
- c) příležitostně
- d) nikdy

18. Ovlivňuje Vaše chuť pracovní vyčerpání v zaměstnání? (např. větší chuť na sladké, smažená jídla a tučná jídla, fastfood)

- a) ano vždy
- b) spíše ano
- c) někdy
- d) spíše ne
- e) ne nikdy

19. Liší se Vaše skladba jídelníčku během týdne a v porovnání s volnými dny a víkendy?

- a) ano
- b) někdy
- c) ne

20. Umíte odpočívát a najít si pro sebe chvíli klidu během dne?

- a) ano
- b) ne

21. Jakým způsobem nejraději relaxujete?

- a) četba
- b) sledování TV
- c) návštěva rodiny a přátel
- d) sport
- e) spánek
- f) vlastní odpověď

22. Jste muž nebo žena?

Muž – žena

23. Věk:

18 – 26 let



27 – 35 let

36 – 45 let

46 – 55 let

Více než 55 let

## **APPENDIX P II: QUESTIONNAIRE IN ENGLISH LANGUAGE**

1. Are you interested in a healthy lifestyle?

a) yes

b) no

2. Do you know what to eat, how many proteins, carbohydrates, fats, sugar your body needs?

a) yes

b) mostly yes

c) no idea

d) mostly no

e) no

3. Do you think that a balanced diet can prevent diseases and health problems?

a) always

b) sometimes

c) never

4. How many times do you eat per day?

a) 1 – 2x

b) 3 – 5x

c) 5 and more

5. Do you watch what and how you eat?

a) yes

b) sometimes

c) no

6. Do you do any sport or activity?

a) yes

b) no

7. How often do you do that?

a) occasionally

b) 1 – 2 x a week

c) 3 times a week at least

d) every day

8. Do you have any health problems? (e. g. high blood pressure, diabetes, thyroid, indigestion, weakened immune system)

a) yes

b) no

9. Please state your problems and how long you are treated for them:

\_\_\_\_\_

10. Do you drink enough water a day?

a) yes

b) no

11. How many litres do you drink every day?

a) 1 litre maximum

b) 2-3 litres

c) 3 and more litres

12. Where do you eat the most often?

a) I prepare my food at home to take away in a box

b) I eat at home, when I prepare fresh food or just cook

c) I like fast foods

d) I visit restaurants

e) I prefer food delivery service

f) own answer:.....

13. Do you educate yourself in healthy lifestyle issues (news, trends, tips and tricks)?

a) yes

b) sometimes

c) no

14. What is your biggest source of information?

a) TV

b) internet

c) books and magazines

d) advice of family and friends

15. Do you have enough time for eating at work?

a) yes

b) no

16) When you are hungry or starving at work, which criteria you allow for best satisfaction?

Number the options according to the importance to you.

Time – Money – Taste – Health – Commercial

17) Have you ever been in a situation where you have no time to eat at work?

- a) daily
- b) sometimes
- c) occasionally
- d) never

18) Does your workload affect your taste and food choice? (sweet taste, fried and fatty food, fast food)

- a) definitely
- b) maybe
- c) sometimes
- d) maybe not
- e) definitely not

19. Is your diet different during the week in comparison to days off and weekends?

- a) yes
- b) sometimes
- c) no

20. Can you relax even just a few minutes every day?

- a) yes
- b) no

21. How do you relax?

- a) reading
- b) watching TV
- c) meeting friends and family
- d) sport
- e) sleeping
- f) own answer

22. Are you a man or a woman?

- a) man
- b) woman

23. Age:

18 – 26

27 – 35

36 – 45

46 – 55

More than 55 years