The Analysis of Employees' Engagement in the Chosen Company

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Zásady pro vypracování:

Úvod

Definujte cíle práce a použité metody zpracování práce.

I. Teoretická část

- Proveďte průzkum literárních pramenů a zpracujte literární rešerši na téma angažovanost zaměstnanců.

II. Praktická část

- Analyzujte současnou angažovanost zaměstnanců ve vybrané organizaci.
- Na základě provedené analýzy formulujte doporučení pro zlepšení angažovanosti zaměstnanců ve vybrané organizaci.

Závěr

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ABSTRAKT

Tato bakalářská práce se zabývá analýzou angažovanosti zaměstnanců ve vybraném podniku. Teoretická část je zaměřena na řízení lidských zdrojů a dále na část angažovanost zaměstnanců. Konstrukce angažovanosti zaměstnanců je postavena na základech dřívějších konceptů, jako je spokojenost s prací, angažovanost a motivace zaměstnanců. Angažovanost zaměstnanců je silnějším prediktorem pozitivního organizačního výkonu, který jasně ukazuje oboustranný vztah mezi zaměstnavatelem a zaměstnancem. Angažovaní zaměstnanci jsou emocionálně spojeni se svou organizací a podílejí se na jejich práci s velkým entuziazmem, který přesahuje rámec pracovní smlouvy za účelem dosáhnutí cíle jejich zaměstnavatele. Zjištění z teoretické části jsou aplikována na vybranou firmu. Hlavní část tvoří hodnocení dotazníků o angažovanosti zaměstnanců. Na základě výsledků jsou nabízena doporučení pro zlepšení úrovně angažovanosti.

Klíčová slova: řízení lidských zdrojů, angažovanost zaměstnanců, lidský kapitál, pracovní spokojenost, oddanost, motivace

ABSTRACT

This bachelor thesis deals with the analysis of employee engagement in the chosen company. The theoretical part focuses on human resources management and its further part, employee engagement. The construct of employee engagement is built on the foundation of earlier concepts like job satisfaction, employee commitment and motivation. Employee engagement is stronger predicator of positive organizational performance clearly showing two-way relationship between an employer and an employee. Engaged employees are emotionally attached to their organization and highly involved in their job with the great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement. Findings from the theoretical part are applied onto the chosen company. The practical part is composed of the analysis and the evaluation of the questionnaires on the employees' engagement. Based on the results, recommendations for improving the level of engagement are offered.

Keywords: Human Resource Management, Employee Engagement, Human Capital, Job Satisfaction, Commitment, Motivation

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CONTENT

INTRODUCTION

In the age of rising globalization, continual development and innovation, company's focus may be shifted towards its employees as a way how to differentiate from its competitors and gain a competitive advantage. Therefore, the term employee engagement has started to appear in modern progressive and successful businesses. Even though the term employee engagement is a considerably new term, which still has not got generally-agreed one definition, there is dozes of studies and research made onto this topic, which helps to support this thesis.

Nowadays, employee engagement is undeniable part of human resources management's concerns. Organizations know, that human capital and people's assets in form of their knowledge, is the key to gain competitive advantage among others. An employee should be seen as an emotional, sensible human being, who has his/her own needs and desires, whom goal is not just to earn money, but also to achieve the feelings of appreciation, recognition, satisfaction and to have the opportunity for constant personal and work growth.

Petramed s.r.o, is one of the most developed and forward-looking company within its region. With its pro-active and innovative management style, it grows rapidly over the years. Its managers are open to new challenges and strives to do the best decisions following the company's core values and latest-approved strategies. Even though, they understand that people make the company, and they want to create better workplace for its employees, they face the problem of having high-level fluctuation. They want to keep their employees happy, satisfied, motivated and additionally engaged.

The goal of this bachelor thesis is to find out the current level of employee engagement at PETRAMED, s.r.o and analyze the results of the questionnaires which are focused on factors affecting employee engagement. Furthermore, based on the findings from the questionnaires, the recommendations for enhancing the level of employee engagement are offered.

In the theoretical part, the literature regarding the human resources, with closer focus on employee engagement is processed. The knowledge gained from the theoretical part, is afterward used for the analysis of employee engagement at PETRAMED, s.r.o. The analysis is processed by using the questionnaires.

Together with the HR manager of the company, the questionnaires are created to fulfil the requirements from the company. The questionnaires are focused on employee engagement

from the point of managers, on regard of how they contribute to ensure the right culture for the employee engagement, and the general level of the employee's engagement.

Based on the findings from the questionnaires, the analysis of these results is made to find out what is the level of employees engagement at PETRAMED, s.r.o and what might be the potential cause of, either high or low level of the employee engagement. Subsequently, the recommendations for increasing or stabilizing the current level of employee engagement at PETRAMED, s.r.o. are suggested, in accordance with the company's budget and capabilities.

RESEARCH GOALS AND METHODS

The goal of this thesis is to analyze the level of employees' engagement in the chosen company and to suggest recommendations based on the analysis. The goal of the theoretical part is to do a comprehensive literature research on the topic of employee engagement and other closely-related topics. Furtherly, the knowledge gain out of the literature research is used in the analytical part. The goal of this analytical part is to analyze a current state of employees' engagement level in the chosen company and subsequently, the suggestions for achieving higher level of employees' engagement are offered.

In the theoretical part the desk research is used to gather already existing data of the given topic. The main sources for the theoretical part are books, e-books, reports and available internet articles.

In the practical part the quantitative approach is used. That is processed by using questionnaire that is created specifically for the company's current state and its expectations, which are communicated with the HR manager. The questionnaires could be found in appendix n. 1. and n. 2. Chapter 7 is dedicated to the results and the analysis of this quantitative research via the questionnaires. For better optimization, the data acquired form the questionnaire are processed into tables and graphs. Software used for the evaluation of the gathered data are MS Excel and Google Forms. Other method used in this thesis are method of observing and discussion with managers of the company.

For the closer examination of the connection between the gathered data about employees' engagement in the chosen company, the statistic method called Pearson's correlation method is applied and could be found in appendix n. 3. To be able to better evaluate and subsequently suggest the possible solutions, there is communication with the owner, the HR manager and the employees held during the whole time of working on this thesis.

In the final part, based on the findings from the questionnaires and the company's needs and its possibilities, the final suggestions for having a higher level of employees' engagement are proposed.

I. THEORETICAL PART

1 HUMAN CAPITAL

The topic of this bachelor thesis is from the field of human resources management. In the following chapters, the basic terms related to this field are explained. One of them is the term human capital, which is a base for the whole human resources management. The way how employers look at their employees has changed. Starting with the industrial period, where an employee was usually looked at like a workforce rather than an emotional, sensitive human being which has its own needs and desires. Human resource management was mainly in the position where it dealt with their employees as one of the factors of production. As the innovation has been developing, the aspect of a human in an organization also has started to change.

The terms human resources and human capital might often be used interchangeably. The term capital is defined by Oxford Dictionaries (2019) as *"Wealth in the form of money or the other assets owned by a person or organization or available for a purpose of producing more wealth."*

On the other hand, Vijayvergiya (2017) defined the term resources as the total means available for economic and political development, such as mineral wealth, labor force and armaments. An available supply that can be drawn on when needed. In other words, capital can grow with the investment to produce more capital, whereas resources can be drawn on until exhausted.

Here are the assets which every company has:

1. Physical assets: buildings, land, equipment etc.
2. Financial assets: cash, stocks, bonds etc.
3. Intellectual property: knowhow, goodwill, patents, software etc.
4. Human assets: (human capital) the knowledge, skills, competencies and attributes embodied in individuals that facilitate the creation of personal, social and economic well-being. (OECD.org, 2007, p. 29)

It is human capital, what glues all the other assets together. Mathis *et al.* (2014, p. 6) advocate the view that, the effective use of the firm's human capital may be the reason to a noteworthy part of the dissimilarity in higher market value between companies.

It needs to be clarified that unlike the other assets, the human capital cannot be owned by the company. Schultz (1981, p. 140) has cited Smith, who had noted that, the acquired wealth

of nations derives from the acquired abilities of people – their education, experience, skills and health. It is indeed the skills and knowledge embodied in people, what creates value for the company. Therefore, that is what needs to be enhanced, developed and maintain in everyone.

Armstrong (2017, p. 10) further points out that the features of human capital, that are so crucial to firm's performance are; flexibility and creativity of individuals. They could develop skills over some period, and behave in a motivated way to different problems.

Altogether, it might be said that human capital on a workplace is affected by employees' motivation, education, commitment, engagement and overall job satisfaction. Human resource management is what deals with these factors in order to maximize utilization of its human capital. In the next chapter human resources management and its main activities are described.

2 HUMAN RESOURCES MANAGEMENT

Despite the rising popularity of human resource management (HRM), there is still no universally agreed definition of its meaning, it has been defined many times. In this chapter definitions from several authors are stated, compared and at the end, concluded.

Schneider (1987) states that: "*Organizations are the people in them; that people make the place*". Marchington *et al* (2016, p. 3) further points out that, healthy and well-working HRM is now more crucial than technology or finance in achieving competitive advantage. Armstrong (2016, p. 53) explains human resources management as a strategic, integrated and coherent approach to the employment, development and wellbeing of the people working in organizations. Armstrong later (2017, p. 1) notes that it can be regarded as a philosophy about the ways in which people should be dealt with at work.

Beardwell and Thompson (2017, p. 5) define human resources management from another point of view. They claim that it is a collection of policies used to organize work in the employment relationship. It focuses on the management of people and the management of work which is undertaken by them. A more comprehensive definition was offered by Watson (2010, p. 919) where HRM is defined as the managerial utilization of efforts, knowledge, capabilities and committed behaviors by which human beings contribute to human enterprise as part of an employment exchange to carry out work tasks in a way which enables the enterprise to continue in the future.

Albrecht et al. (2015) state that there are some managers, who begin to realize that, the right-working HRM is now often seen as a major factor to help distinguish between successful and unsuccessful organization. HRM is about how people are managed and employed. In the next chapter its main activities are mentioned.

2.1 Human Resources Management's Activities

Based on the definitions stated in the chapter above, it can be said that, HRM deals with every part of an employment relationship starting with **recruitment**, **selection**, **learning and development, reward** continuing with **communication and employee involvement, teamwork and performance management to health and safety engagement industrial relations** and many others. This system contains activities and practices, which are interrelated in such way that it enables to achieve main HR goals. Armstrong (2016, p. 53) determines those goals on several levels.

First one is to support the organization in achieving its objectives. Secondly, to contribute to the development of a high-performance culture. Next one relates to taking the right decisions when it comes to hiring new employees and keeping them skilled and engaged. HRM's goal should also be the desire for creating a positive employment relationship between management and employees and strive to achieve the mutual trust. Finally, encouraging the use of application of an ethical approach to people management.

HR system brings together HR philosophies that, according to Armstrong (2017, p.31), describe the overarching values and guiding principles adopted in managing people. Following this system and considering internal and external environment in which the organization operates, the system also combines HR strategies, HR policies and HR practices. Each of these parts is responsible for the way in which the company decides to undertake its next steps in order to follow the HR philosophy. It is important to add that, HR does operate within the whole organization and it ties it down with the overall strategy of the company. Armstrong (2016, p. 59-60) argues that HR activities can be divided into two broad categories:

- **Transformational** (strategic) activities which represents the development of organizational effectiveness and the implementation of HR business strategies
- **Transactional** activities which are concerned with main HR areas such are resourcing, learning and development, reward and employee relations.

As shown above, management of human resources is an essential part of every business. It deals with many aspects of employment and general well-being of the organization. Its overall contribution is to provide insight into the issues which affect the organization and its employees, and together with the top management formulate and implement a HR strategy. HR strategy which improves organizational effectiveness by utilizing human capital and at the same time focuses onto their needs, desires and emotions.

3 EMPLOYEES' ENGAGEMENT

Firstly, it is important to define what engagement means. As it is with other psychological terms, employees' engagement is easily recognizable in practice, yet hard to define. Other connotations of engagement refer to involvement, commitment, passion, enthusiasm, dedication.

There are many definitions what may be used, but none of them is definitive. Kahn (1990) was the first one, who made a comment on this term, as a **psychological state** experienced by employees in relation to their work, together with associated behaviors. Armstrong (2016, p. 162) described the term engagement as something what takes place when people are interested in and **positive about their jobs,** exercise discretionary behavior in choosing to do more than is expected of them and are motivated to achieve high levels of performance. Robinson et al. (2014) in CIPD research report has explained engagement as a combination of **commitment to the organization** and its values plus a **willingness to help colleagues**. It **goes beyond job satisfaction** and it is **not simply motivation**. Engagement is something employee has to offer: it cannot be required as a part of the employment contract.

Armstrong (2016) additionally advocate that there are two key elements which need to be present if genuine engagement is to exist. The first is the rational aspect that relates to an employee's understanding of his role, where it fits in the wider organization and how it aligns with business objectives. The second is the emotional aspect, which has to do with how person feels about the organization, whether their work gives them a sense of personal accomplishment and how to relate to their manager.

Truss *et al* (2006 p. 9) illustrated that engagement simply means feeling positive about your job. They explain that engaged employee is the passionate employee, who is totally immersed in his or her work, energetic, committed and completely dedicated. Engagement, based on Robinson's view (2004, p. 9), is seen as a positive attitude held towards the organization and its values. This concept of organizational engagement resembles the traditional notion of commitment.

Despite the numerous definitions which have been listed here, the key points of engagement are: **commitment, willingness to do something beyond everyday tasks and to think of the company as an owner and to take responsibility for overall well-being of the business**.

3.1   The Importance of Employees' Engagement

The organizational performance depends upon people who work within the organization. It is like a living organism affected by its surrounding and the relations with others. It seems reasonable to say that the way how employees feel about working for a company, and subsequently the way how they act back towards it, will have an impact on the performance of the company. Rucci *et al* (1998), had proven a definitive link between how employees feel and how customers then feel, and subsequent impact on the bottom line.

The theory on how the positive changes in employee attitude leads to positive change in employee behavior is undeniable part of current academic research into organizational behavior, human resources management and organizational management. The research continues to provide evidence base for connection between engagement and performance.

Watson Wyatt (2007) shows in his study the evidence that, engagement comes first. This means that, engagement is rather a leading indicator of a company's financial performance than a lag indicator.

Bridger (2015, p. 14) advocated the view, that better financial performance is not the only outcome which comes out of more engaged employees. **Higher level of productivity**, **innovation, customer satisfaction**, along all these studies it has been demonstrated that **employee engagement reduces absence**, **fluctuation** and many other negative behaviors.

Engaged employees are **more involved** and **socially connected with their work**, what allows them to develop better solutions. It is also associated with a reduction in contra productive behavior. Simultaneously engaged employee brings better quality and personal initiative to his or her outputs. They tend to seek out for new methods, techniques and transform innovative ideas into useful applications (Alfes *et al*, 2010)

There is immense amount of research and studies which propose the evidence: engaged employees perform better all round. They work harder, communicate better, absent less, go beyond average and are more resilient. Employees' engagement creates competitive advantages that are difficult to replicate, which puts this as a key component of a successful business strategy.

3.2 The Relation between Employees' Engagement, Commitment, Job Satisfaction and Motivation

Armstrong (2017, p. 213) illustrated the three important overlapping circles which contribute to engagement. Those circles stand for motivation, commitment and organizational citizenship. Taken together, Armstrong's engagement is defined as a blend of three already existing above-mentioned concepts.

Commitment refers to attachment and loyalty. Armstrong (2017, p. 207) indicates that it is associated with the feelings of individuals about their organization. It is a strong desire to remain a member of the organization as well as a strong belief in and acceptance of company's values and goals. Engagement and commitment are closely associated, as it is one of the elements of engagement. While commitment refers to employee's satisfaction as well as identification with the organization, employee engagement goes a step further, and involves the employee making discretionary efforts towards attainment of organizational and its own goals. Employee engagement is two-way relationship in which both sides benefit from. People can be engaged with their work even when they are not committed to the organization so far as it gives them the opportunity to use and develop their skills.

Engagement is linked to the idea of **job satisfaction**. Robinson (2004) argues that satisfaction with the job of work alone will not produce an engaged workforce, but it is a significant contributory factor. Mathis *et al* (2014, p. 155) explain it as a positive emotional state resulting from evaluating one's job experiences. Job dissatisfaction occurs when one's expectations are not met. For example, if an employee expects clean and safe working conditions, that employee tends to be dissatisfied, if the work place is dirty and dangerous. The difference between these two terms is also illustrated by Bláha *et al* (2013, p. 147) who point out that job satisfaction is the state of fulfillment however it is missing the dynamic movement and the strong bond with the organization, which are characteristic for the engagement.

Armstrong (2016, p. 214) notes that the **motivation element** in engagement is intrinsic. Armstrong (2007, p. 120) stated earlier, that motivation may be characterized as a goal-oriented behavior. Well-oriented employee is usually the one, who has had clearly defined goals and undergo verified steps which lead to achieving the goal. Here, the difference might be spotted obviously. Engaged employees are emotionally involved and usually push further those verified trails and combine them with their creativity and personal touch.

On the other hand, Mercer (2012, s. 6) proposed its employee engagement model in which engagement is described as a smooth transition from job satisfaction through motivation and commitment to engagement. Each state of the model defines the way how an employee behaves and what his/her needs towards the organization are. **Satisfied employees** perform their job and are satisfied with the given terms and conditions of employment. However, they do not seek new opportunities how to perform better and usually they are not team players. **Motivated employees** in addition to sharing some of the attributes of satisfied employees, motivated workers contribute energetically and are highly focused individual contributors to the organization.

Committed employees based on Mercer's model of engagement (2012), have thoroughly internalized the values and behaviors represented by the earlier stages of the model, but have also forged a strong identification with the organization. **Engaged employees** freely contribute discretionary effort – willingness to go extra distance in executing projects and their regular duties. They see a mutuality of interests between his or her value and aspirations and those of the organization.

Both, Mercer's and Armstrong's models, demonstrate engagement as the result of evolution of the human approach towards work. As people's priorities have changed, got more complex and self-oriented, their expectations from an employer have changed too. There would not be any engagement until people would not feel satisfied, motivated and committed to the company.

3.3 Factors of Employees' Engagement

Having engaged employees does not happen automatically. A number of studies have been made to address the issue, each of them has chosen their own methods for defining the engagement factors however after taking a closer look it might be said that the results are nearly identical.

According to Beardwell and Thompson (2017, p. 402) employee engagement is outcome of several highly integrated approaches to the management of human resources that shapes and direct patterns of behavior, thinking, action and culture. Macey *et al* (2009, p. 11) further assert that engagement requires a work environment that does not just demand more but promotes information sharing, provides learning opportunities and fosters a balance in people's lives thereby creating the base for sustained energy and personal initiative.

The Corporate Leadership Council (2004) in their studies demonstrated that organizations indeed, are likely to increase engagement levels and workforce commitment, when they actively encourage employees to innovate, improve methods, research solutions and participate in the decision-making process.

Many of leading international consulting businesses have developed their own proprietary survey tools. While there is some variation among them, most addresses similar themes. Vance (2006) reviewed a number of such surveys and identified the following common themes:

- Pride in an employer;

- Satisfaction with an employer;

- Job satisfaction

- Opportunity to perform well at challenging work;

- Recognition and positive feedback for one's contributions;

- Personal support from one's supervisor;

- Effort above and beyond the minimum;

- Understanding the link between one's job and the organization's mission;

- Prospects for future growth;

- Intention to stay with one's employer;

There have been made numerous studies and survey regarding this topic. Each of them define the drivers of engagement differently. The results of the work of some most important companies are being presented in the following chapters.

3.3.1 The Hay Group Engaged Performance Model

The Hay Group is considered to be a pioneer among the world-wide consulting companies, which, based on the cooperation with many top-notch firms and organizations, has created The Hay Group Engaged Performance Model (2011). This model consists of six motivational drivers that help to create an engaged workplace and influence results. The groups are as follow:

- Inspiration and values
- Future growth/Opportunity
- Quality of work
- Enabling environment
- Work/Life Balance
- Tangible rewards

Hay Group (2001) notes that not all of these drivers will matter equally to everyone. The precise data collection needs to be done to identify significant needs within the different demographic segments of a workforce.

People do not become engaged at work merely because they got paid a lot, or because they have a fast computer or flextime. Using this model to understand how to better tap employees' discretionary effort and get them engaged, requires paying attention to all of below-mentioned drivers. (The Hay Group Performance Model, 2011)

Inspiration and Values

The Hay Group (2011) considers this factor as the most important one. In order to have engaged employee, managers need to work on themselves first. The change has to happen from the top down. It is not enough just to hear what their employees are saying but actually listen to them. In order to be a good leader, according to the model, a manager needs to know how to talk to its employees. Implementing "point" solutions does not work, unless they are not tied together, so employees do not perceived them as just a bunch of management initiatives. The key point is to **identify development needs and a company's values**. To give people **clarity** so they are able to understand what is their role in the grand scheme of things and how their behavior affects the final result.

As Hay Group (2011) explains later, the focus needs to be shifted from a process to people. Often it means that executive managers might have to receive an individual couching which could teach them how to take time and actually listen and try to understand their employees rather than just trying to find a quick solution for a problem. Another suggestion is to find courage and ask employees to rate the managers, let them be candid. A company, mentioned in the Hay Group report (2011), which has undergone such change, shows better results in its employee engagement and other factors related to it. Their managers tend to seek for consensus more and they are less coercive. Managers cannot engage people by making announcements. They have to invest time in developing people.

Future Growth / Opportunity

Following the model (2011), managers get often caught up in day-to-day tasks and see employees' work just as sources to accomplish the organization's objectives. Thus they often forget, that for an employee, his or her work are means of fulfilling career aspirations.

As it was discussed in the previous chapters, there must be align of the company's objectives with the employees' long-term career goals.In order to find out what are the goals of employees, managers endeavor to have at least quarterly "non-performance-related" meetings with them, where they discuss if they are happy, whether they are using their skills and abilities to the fullest extent or not and if they are moving in the direction they want to go.

Quality of Work

Engaged employees often seek for a sense of mission and intrinsic value in their job as well as in the company's objectives. However, this might be harder to find for an employee because the meaningful goal is often fuzzy. Thus, according to the report (2011), one of the key leadership task is to elevate the stature of apparently mundane work, to engage people by getting them to believe they are building cathedrals, not merely laying bricks.

Regarding to the model, pride in work gives employees a sense of purpose and meaning. One of the ways is to set high standards. Hay Group report (2011) mentions several surveys where employees stated that their organizations' standards are too low. **People do not leave companies, they leave bosses.** This has to do with job satisfaction and managers' reinforcement of the importance of an employee's role.

In sum, this change need to come from top down. It is not just about processes and systems, it is about real change in behavior. Managers, by their behavior, need to create a climate where engaged performance can happen. As people will see that their bosses has changed they will too, because they see the company really means it and that they are all in this boat. Managers should ask themselves a question what are the cost of not having engaged employees, rather than whether it is expensive to create an engaged environment.

Enabling Environment

Having an enabling environment, in accordance with the model (2011) includes a friendly, well-designed, safe physical space; good equipment; effective communication; and good training, is often in contradiction with company's financial resources and the right allocation of these sources.

To have an enabling environment in a cost-effective way, employers have to understand their employees' real needs. Do not give in to the demands of individuals or groups that are persistent and vocal, rather than doing what is the best for the organization. Managers need to manage by fact, considering how investments in employees will affect the bottom line.

Solution to this may, for instance, be that managers due to lack of money would not finance the whole project, but offer to share the half of the cost, once the employees would find a way how to finance the other half employers could see if this is really that important for employees, and employees, on the other hand, could gain higher satisfaction and value the final result more, since they are the ones who make it happen. (The Hay Group Performance Model, 2011)

Work / Life Balance

Employers are responsible for helping employees to achieve a healthy balance between work and life. Work/ Life balance should be one of the main points of operating principle of every company because according to Schlegel (2017) the health and well-being of employees is essential to business success.

Offering employees options such as working from home and flexible hours, gives them more tools to pursue work-life balance. Another example might be, offering employees who are parents, extra days off during the school holidays or to enable them to see their child on his or her football match. This can be specify to each employee, and managers should encourage their staff to be accountable. Some people may be more efficient at home, while others are more productive in the office. Managers and even coworkers at all levels should lead by example. Using a person's time wisely, efficiently, and productively throughout the day, sends a message to others to do the same. Similarly, scheduling vacations, taking advantage of flexible work options, and limiting work discussions to working hours are also passive positive reinforcements. (The Hay Group Performance Model, 2011)

Tangible Rewards

Salary, incentives and benefits are external motivators and rarely change employees meaning based on the model. It is indeed important. If employees do not get competitive pay or their company's benefits are insufficient, it might lead to their disengagement. As reported by the Hay Group (2011), when it comes to tangible rewards, smart companies take two measures to engage employees.

Firstly, they make sure that their employees know the reward system is fair. Employees might feel highly demoralized because they are poorly paid even though the company might pay higher salaries than its competitors. This may lead to the reason why employees feel like their company is tolerating poor performance. Another reason, according to the model (2011) and survey made within, is that there must be well-communicated message of employee pay model, and to make sure that they understand and agree on its fairness.

Secondly, creating a culture of recognition is one of less cost-demanding expense, though it still make a huge difference among the companies who have it and those who do not. The report (2011) mentions that the affiliation level rises after the ability to encourage a firm's employees via positive feedback is implemented. Creating such a culture starts at top and goes down an organization.

3.3.2 AON Hewitt Employee Engagement Model

Aon Hewitt is the global leader in human capital consulting and outsourcing solutions. The company partners with organizations to solve their most complex benefits, talent and related financial challenges, and improve business performance.

According to their study in 2011, they found out that after recovering from economy crisis in 2008 the biggest challenge for employers was to attract and retain critical talent to grow their businesses, while still holding down the costs. However, in their latest report (AON, 2018) employee engagement matched its all-time high around 65%.

This model is based on many research taken over the years, started from 2008 and represents 8 million employees working over 2 900 organizations throughout countries in Asia-Pacific, Europe, Latin America and North America. During this period the Aon Hewitt engagement model was defined and as it is mentioned below, later updated to current version from 2018.

AON Hewitt's Model of Employee Engagement (2018) has shown that there are typically 20 areas known as Engagement Drivers that can potentially drive people engagement. Those drivers are interrelated therefore they do not operate in isolation, and it is important to look at them all together. In the same way like Hay Group Engagement model, Aon Hewitt model divides those areas into 5 groups of factors:

- The Basics
- The Work
- Agility
- Engaging Leadership
- Talent focus

This engagement model, besides these engagement drivers, includes also business outcomes of engagement as well as the individual outcome–engagement itself. Engagement here, is taken as a construct of six items composed of three observable facets with two items each. Aon Hewitt (2018) believes that to consider an employee engaged, all out of these three facets must be exhibit:

- **Say** – speak positively about the organization
    - I would not hesitate to recommend this organization to a friend
    - Given the opportunity, I tell others great things about working here
- **Stay** – have an intense sense of belonging and desire to be part of a firm
    - It would take a lot to get me to leave this organization
    - I rarely think about leaving this organization to work somewhere else
- **Strive** – motivated and exert effort toward success in a job.
    - This organization inspires me to do my best work every day
    - This organization motivates me to contribute more than is normally required.

Third part of this model are business outcomes divided into four measurable groups due to which the actual engagement can be measured in numbers. Those four groups consist of:

- **Talent** – retention, absenteeism, wellness
- **Operational** – productivity, safety
- **Customer Satisfaction** – net promoter score, retention
- **Financial** - revenue/sales growth, total shareholder return

Aon Hewitt (2011) points out that understanding how much are employees engaged is little of value without knowing what actions will be most effective in increasing their employee engagement. Regarding to the report (2018) the strongest driver of engagement is the **Reward and Recognition** which runs contrary to the message mentioned earlier that pay is not important engagement however, reward and recognitions covers factors such are "fair pay" and discretionary recognition thus it is on the top. This report also supported the importance

of **Senior Leadership** as the second strongest key to better engagement. The importance of agility, authenticity and direction required from leaders. Next listed are Career Opportunities, Employee Value Proposition and Enabling Infrastructure respectively.

3.3.3 RESPECT Model

Marciano (2013, p. 102), the founder of **RESPECT** model, identifies respect as a central leading power to employee engagement. This model describes which factors lead to respect and how to enhance each of these factors in order to achieve engagement. It is more focused on managers rather than employees and it contains seven driving powers which employers should offer in order to have engaged employees. Those powers are:

- Recognition
- Empowerment
- Supportive feedback
- Partnering
- Expectations
- Consideration
- Trust

Marciano (2013) noted, that managers which decide to learn these principles and apply them, will transform the culture of their company and reach better results in employee engagement and productivity itself.

Recognition, whether it is at work from a boss or at home from a partner, higher people's level of proudness and respect. Employees who stay unrecognized do not feel the need of doing something beyond their boss's expectations. Managers who cannot use positive reinforcement are lacking behind those who can. Marciano (2013) believes that tomorrow's reinforcement is future initiative.

Marciano (2013) also points out that it is important to praise effectively. There are four primary factors determining the effectiveness of right appraisal. First of all is the timing. According to Marciano's studies (2013), managers should appraise the behavior immediately after it is done. It is also important to be specific in what managers appraise for. Following the factors, next one is the significance of personal contact when an appraisal is being given. Any time it is possible managers should choose to thank for work personally. The last recommendation is to be sincere and honest with the appraisal.

Marciano (2013) gives specific tips how to enhance the recognition. It could be done by a written card, personal congratulation, using his or her behavior as an example for future tasks, give an opportunity of being more independent, create more opportunities for ability to shine, make a board where employees can write down their ideas for improvement.

Empowered employees come more often with interesting suggestions for improvement since they are well-educated through seminars and workshops offered by their employers, have better access to information and can utilize their knowledge and share it with other colleagues. The combination of qualification, independency, overlook and responsibility makes people, who possess these qualities, the most valuable employees for the company.

Marciano (2013) offers cost-less strategies for having empowered employees which could be:

- **Better initial training** – asking newly-hired people what to do better.
- **Asking employees what they need in order to be more productive at their job**.
- **Support versatility training** – let employees wider their knowledge in other field.
- **Informative lunch meeting** - once a month organize an informal meeting and discuss the current situation of the company.

According to Marciano (2013), managers must be able to give **supportive feedback** every day in order to reach effective development of their employees. It is not meant to be giving just a positive feedback. Managers need to learn how to give constructive feedback which can move things in better direction and both the manger and the employee learn something out of it. Dealing with problems from the beginning is inexpensive and easier than solving this problem when it is in its higher stage.

Regarding to annual employee's assessment, Marciano (2013) points out that this meeting is usually use to say all bad things at once, Marciano notes that instead of giving negative feedback, mangers should focus on things which has been achieved over the year and discuss an employee's visions, development and goals instead.

Partnering aims its effort towards reaching a mutual goal. The concept of partnering is beyond the team work. Marciano (2013) points out that, it requires a certain level of autonomy, equality, honesty and ownership. An engaged employees are not just loyal to the company, but consider themselves as co-owners and they share company's vision and goals.

Creating a culture of partnership in the organization requires communication and creativity. Marciano (2013) states following tips as an example:

- **Benefits** – since an employee and an employer are partners they should have the same benefits e.g. a parking lot only for managers indicates culture of strong hierarchy.
- **Financial meetings** – quarterly held meetings where managers inform their employees about the current financial state.
- **Versatility training** – each employee should be qualified enough to cover at least two other positions in case is needed.
- **Employees' council** – structure should be as diverse as possible and should held meetings monthly where changes, improvements and suggestions would be discussed.

Setting clearly-defined goals and **expectations** should be in interest of every manager. It starts at the hiring interview where the employee gets enough information on topic of the company's culture, habits and expectations. Marciano (2013) notes that people are not build to be happy with failing, no one wants to fail, so if employees fail and managers think it is only fault of their employees, they are wrong. It is in our nature to do well, so if something fails it might be because of foggy-given instructions and following expectations.

According to Marciano (2013), applying following methods helps to set expectations in the right way:

- **Define control points** – to eliminate potential unexpected behavior and to help better understands what and when is expected.
- **Collaborate** – creating goals together with employees might bring up new perspective and help set more realistic goals.

Consideration is not just politeness, which only requires taught behavior in day-to-day situations. Consideration requires thoughtfulness. According to Marciano (2013) it means paying closer attention to the person or idea and demonstrate that by words and actions. This requires a certain level of empathy and this skill is hard to obtain. However, managers can work on this by holding a Friday casual meeting with employees, listening to them and sharing with them personal moments.

Trust affects results of an organization in many different ways. Marciano (2013) demonstrates that, if employees feel higher level of trust from the point of their employer, they feel more respected which reflects in higher respect shown towards their employers. Culture of trust affects also innovativeness and creativeness since employees are not afraid of failure or risk. Information and knowledge are shared openly and there is no time for assumptions and worries. If relationship manager-employee is built on trust they can have an open discussion where both sides know they can trust each other and that it is in their best interest to do good for the company.

Marciano (2013) states that the culture of trust is also important mainly during the times of change. If people believe in their managers they are not afraid of change, they do not worry that this change could negatively affect their current job because they trust in acts of their managers to do best interest with the company.

Marciano (2013) points out a number of tactical and strategical approaches how to build up culture of trust. The main points are:

- To admit a mistake
- To keep promises
- To talk directly and openly
- To be transparent
- To be discrete
- To encourage independency
- To trust to employees acts

According to the RESPECT model, it is mainly trust what has the biggest impact on employee engagement. The strong base build on the principles of trust is indisputable for creating the culture of respect and engagement subsequently.

3.4 Methods to Measure Employees' Engagement

The standard method for measuring the employee engagement is through sociological or social-psychological surveys of engagement (questionnaires, interviews) which results from incisively targeted questions, given to employees. The final steps is to divide employees into several groups, where each of the groups is characterized by specific behavior to which the organization should act appropriately. This measurement may be done by company itself or

they can outsource external company which specials on measuring the employees' engagement.

There is considerable interest in measuring levels of employee engagement, partly because of earlier-mentioned connection between high engagement and a positive company's profit and the natural tendency for organizations to interpret this connections as a competitive advantage. In order to measure employee engagement precisely, the first step needs to be to identify and analyze level of engagement and its drivers. Beardwell and Thompson (2017, p. 409) advocate the view that if the organization is not certain of precisely what it is measuring, the findings will be at best vague, at worst a leap of faith. Subjective definitions and measurement without action can do more harm than good. Simply, surveying for the current level of engagement and then doing nothing with the information may lead to employees feeling that they are being ignored, which may adversely affect morale and levels of trust.

Marr (2012, p. 272) had pointed out that if nothing changes as a result of the findings then it would only further demotivate and disengaged workforce. Furthermore, Armstrong (2017, p. 223) suggested that the proper use of engagement measurement is made of the "triple-A" approach: **Analysis, Assessment and Action**. Additionally, Armstrong (2017) argues that it is important to inform employees of the results in full and involve them in assessing those results and agreeing actions.

There are several instruments developed to measure employee engagement. The most mentioned and widely-used comes from the **Utrecht Work Engagement Scale** (UWES) by Schaufeli and Bakker (2003). UWES measures vigor, dedication and absorption focused on work activity. This model consists of a 17-item questionnaire called UWES-17 and later shortened 9-item version. Respondents are asked to rate the frequency (on a 7-point scale from "never" to "always"). Vigor is measured by six items associated with high level of energy. Dedication is a five-item measure associated with feeling important, enthusiastic and proud and challenged. The third part is absorption which might be also called "flow".

More recent ways to measure employee engagement has been developed. Soane et al. (2012) developed the **ISA Engagement scale**. Fletcher et al. (2014) and Armstrong (2017) suggested that this scale is more powerful in predicting performance indicators such are in-role performance, organizational citizenship behaviors and turnover intentions.

Fletcher et al. (2014) points out another way how to measure engagement. **Culture Amp** is an employee feedback and analytics platform which has launched over 20 000 surveys in

over 1700 organizations. Culture Amp's (2019) standard Employee Engagement Survey temple contains 57 questions and it measures employee engagement in detail, as well as it assesses a broad range of contributing factors. Croswell (n.d), senior content manager for Culture Amp, created 20 Simple Employee Engagement Survey Questions the Company Should Ask.

Above-mentioned survey methods are considerably new, but they have been tested on wide range of employees, which means that these two options are most likely applicable for 21st century modern business world. Hence, for the future work in this thesis the ISA Engagement scale, together with the Culture Amp's Employee Engagement Survey and its 20 questions for employee engagement, are further discussed in the next chapters.

3.4.1 The ISA Engagement Scale

The ISA Engagement Scale was developed by Soane et.al. (2012). Original version consisted of 21 which was later shortened to nine items questionnaire scale. This was validated via a sample of 683 employees from retail organization in the UK. According to Fletcher et al (2014) this scale make a distinction between state and behavior, and so do not include this physical energy dimension (what might refer more to behavior rather than psychological state). They interpreted Khan's (1990) findings on employee engagement as a state where sharing the same work-related attitudes, goals and values are included.

Phuangthuean et al. (2018) in their work described how the ISA Engagement Scale was divided into three dimensions via using statistical approaches Each of this facets shows in their research a very good validity. The dimensions are as follow:

- **Intellectual engagement**
- **Social Engagement**
- **Affective Engagement**

According to Engage for Success (2016) the scale can be used as part of a wider employee attitude survey to measure engagement levels and see how engagement is related to other factors in the working environment such as leadership style, communication, job design and so on, which can be measured using other questions.

The advantage of the ISA scale is that it means employers can evaluate engagement as a separate factor, whereas some other widely available engagement measures tend to confound

all these various items together in one scale, which means it can be difficult to know what issues are affecting engagement levels.

Mace, an international consultancy and construction company, participated in a project which aimed to measure and understand "psychological" engagement, as well as its main drivers and outcomes. It was measured by ISA Engagement scale, where they must answered question twice: once according to the extent to which they felt that particular way (on a five-point scale – strongly agree, agree, neutral disagree and strongly disagree) and then again according to the frequency by which they felt that particular way (on five-point scale – never, a few times a year, once a month, once a week and daily). Both extent and frequency were viewed from the different angels and hence could have been better examined. This type of a measurement can show the employee engagement from both extant and frequency view. This small case study is detailed in report commissioned by CIPD. (Alfes et al., 2010).

3.4.2 Culture Amp Engagement Survey Template

As it was mentioned above, Culture Amp is an employee feedback and analytics platform. They launched the first Engagement Survey in 2011. This survey consists of 57 questions covering ten divisions such are:

- Overall Engagement
- Company Performance
- Our Leaders
- Your Manager
- People and Teams
- Your role
- Our Culture
- Growth and Development
- Actions
- Comments

Each of this divisions cover engagement factors, which has been already mentioned in the previous chapters. The last two divisions focus onto the most important part of every engagement survey which is to take actions. In the beginning of the chapter 3.4, the need of communicating the results with employees and making steps towards better engagement was explained.

4 SUMMARY OF THE THEORETICAL PART

Human resource management covers all activities, which are related with the process of employing people. Whether it is hiring, utilizing, developing a company's human capital or setting a reward system. Human resource management with its decisions contributes to fulfilling a company's goals and by its strategy influence the overall company's being.

The focus of companies has shifted over the years to employees as human capital and not just as workforce. It is through employees, which the company employ, how the company can gain a competitive advantage. Nowadays, people focus on their well-being and they want to achieve happiness both, in their personal and work life. It is not just about earning money, but to actually reach the state of engagement at their work.

The term employee engagement started to occur just recently. To find out whether the company has engaged employees or not, the first step is to define what that term means. A several definition based on different authors' views have been published, but shared conclusion is that employee engagement is a psychical state accompanied by a certain behavior, which appears after factors supporting the engagement are fulfilled. Engaged employees higher their productivity, they work harder, communicate better, absent less, go beyond average and are more resilient. This might subsequently reflects into higher profit.

Having proper tools for doing job and getting paid fairly are one of the factors which supports engagement at the workplace. However, these factors are tangible, and yet they are important, they are on the last place when employees are asked to put them in order. Since engagement is psychological state, factors such are having the right balance between work and life and the opportunity for constant development are the key drivers.

If company wants to find out what is their employees' engagement level, they often use questionnaires which contains questions related to above-mentioned factors or they choose to outsource a consulting company to finds out the results for them.

In the following chapters, the company, where the analysis of employee engagement is made, is introduced. The company's main personnel indicators are observed and processed into the tables and figures. Furthermore, the particular analysis of results from employee engagement questionnaire is processed and evaluated. Regarding the analysis, the recommendations are suggested in accordance with the company's budget and requirements.

II. PRACTICAL PART

5 INTRODUCTION OF THE COMPANY

The following chapters describes the company PETRAMED, s.r.o. It is being characterized what field of business it is in, what are its main values and objectives. Additionally, the organizational structure and profile of the company is being defined. This chapter also focuses on PETRAMED's human resources management and its current goals.

5.1 Profile

PETRAMED is a company limited by shares (ltd.), in Slovak language it stands for "spoločnosť s ručením obmedzením" (s.r.o.) and for better accuracy, the Slovak version of the legal form is being used. PETRAMED, s.r.o is settled in Čadca, region of Kysuce in Slovakia. The main field of business of PETRAMED, s.r.o is to offer a dental care at their dental clinic. PETRAMED, s.r.o offers wide range of dental care:

- Preservative Dentistry
- Endodontics
- Orthodontics
- Dental hygiene
- Dental prosthetics
- X-ray

Among the other activities of the company belong, organizing lectures and seminars, dentistry with a focus on first aid medical services and they also have their own department of dental technic, which is situated in their second building, and allows them to make their own dental prosthetics. (Annual report, 2018)

PETRAMED, s.r.o was established in December 1999 by its owner Dr. h. c. MUDr. Peter Džupa, PhD., MPH. However, PETRAMED, s.r.o celebrated in 2018 its 25-years anniversary, because Dr. h. c. MUDr. Peter Džupa, PhD., MPH. had his first dental clinic based in another town, which was a predecessor of the PETRAMED, s.r.o, in 1993. Since 2015 PETRAMED, s.r.o. has been presented as a family business. In this year the son of Dr. h. c. MUDr. Peter Džupa, PhD., MDDr. Peter Džupa, became the second owner of the company. Both owners are also the executive managers of the company. The shares of the company are divided as follow, 44% for MDDr. Peter Džupa and 56% for Dr. h. c. MUDr. Peter Džupa, PhD. (FinStat.sk, © 2019), (Annual report, 2018)

PETRAMED, s.r.o with its 25years history and more than 34 000 registered patients, belongs to the biggest dental clinic in Kysuce region. Even though PETRAMED, s.r.o has a strong market position, its main core stands on a strong base of mutual cooperation and love to people. (Annual report, 2018)

5.2 Values

PETRAMED, s.r.o. acknowledges the importance of having built up company's values as a part of a strong organizational culture. Hence, they have had hired an external company, which analyzed and subsequently defined PETRAMED's core values in 2018. The results of the analysis were summed up in their report (2018) and the three core values are as follow:

- **Humanity** – PETRAMED, s.r.o has a human approach to its patients and employees. The employees might be characterized as kind, generous and strong team players.
- **Quality** - PETRAMED, s.r.o continuously invests in development, both knowledge and equipment, in order to ensure the best work environment for its employees and subsequently offer the best-quality job to its patients.
- **Reliability** - PETRAMED, s.r.o is a reliable partner, for businesses, patients as well as its employees. It cares about its employees and wants its employees to be able to rely on the company, both in their good and bad times.

PETRAMED, s.r.o. is a family business. It takes their employees and patients as members of the family. People are willing to do their best, in the best quality for their family. Therefore, they strive for sensing the needs of people in its surrounding and they want to care about the quality of the company's future relations with people. They want to treat their employees with the best care, whether it is the physical or the mental care.

5.3 Visions

The external company (2018) based on its quantitative and qualitative research methods used at the company, defined the main visions of PETRAMED, s.r.o.:

- To be the best family business
- To be the employer of the year
- To be the best dentists – for its employees, patients and insurance companies

To achieve this, PETRAMED, s.r.o. wants continuous professional growth and at the same time, keep the price-quality ratio unchanged. Additionally, the company wants to communicate better these changes and innovations within the company's personnel, so the employees understand that these steps lead to fulfilment of the company's visions. Equally important is for PETRAMED, s.r.o the quality they offer. In order to sustain their level of quality, or even rise it up, they want to be more organized and systematic at their work.

5.4 Structure

The main executive managers and owners are the father and the son, Dr. h. c. MUDr. Peter Džupa, PhD., MPH and MDDr. Peter Džupa. Dr. h. c. MUDr. Peter Džupa, PhD., MPH works also, among others, as the main guarantor for PETRAMED's medical section. He helps to the dentists with the complicated dental procedures or he participates in a process of creating a treatment plan for a patient.

PETRAMED, s.r.o. has 3 departments where each of the department has its own line manager. The biggest department is the **medical department**. The manager of medical department is responsible for all the dentists, dental hygienists, nurses and x-ray workers. This includes, monitoring the performance of the employees in this department, approving their absences, managing the working schedules and holding the weekly meetings for the nurses. The medical department manager represents all the medical workers in management's weekly meeting, where she presents the weekly performance, problems and suggestions. The manager also participates in a hiring process to this department.

The manager for **technical department** is responsible for the dental technicians, the maintenance man, the cleaners and the assistant in the storage. The main responsibilities are similar as the responsibilities of the manager of medical department. The technical manager monitories the performance of the employees in this department, he approves their absences, manage the working schedules. The technical manager is also responsible for the level of inventory and must order new equipment or tools if it is missing. The technical manager ensures that the technical requirements, such as: cleanliness, functionality and equipment, for the workplace are fulfilled. The technical manager is also the part of hiring process for his department and participates in the management's weekly meetings where he presents the performance of his department and the suggestions coming from his employees.

The last department is **administrative department**, which covers administrative work, the reception and IT. The administrative manager is responsible for managing medical and managerial documentation, she is the manager of the reception and she also participates in a process of hiring for her department. The administrative manager holds weekly meetings with the receptionists and reports the outcomes of the meeting to the management's weekly meetings. The administrative manager monitories the performance of the employees in her department, approves their absences, manage the working schedules. The administrative manager is accountable for preparing medical documentation for the nurses and satisfaction questionnaires for the reception, which hands them out to the patients. If any IT problem appears, the administrative manager has the capability to solve it or contact outside IT technician.

In 2017 PETRAMED, s.r.o. decided that they would let go of their internal accountant and instead of her, they have been using the services of an external accountant ever since. Since that year PETRAMED, s.r.o. has been working on developing its own medical computer system. For this purposes, PETRAMED, s.r.o also collaborates with the external IT Company.

PETRAMED, s.r.o has its own HR manager, whose responsibilities and tasks together with the personnel data are being presented more in depth in the following chapter.
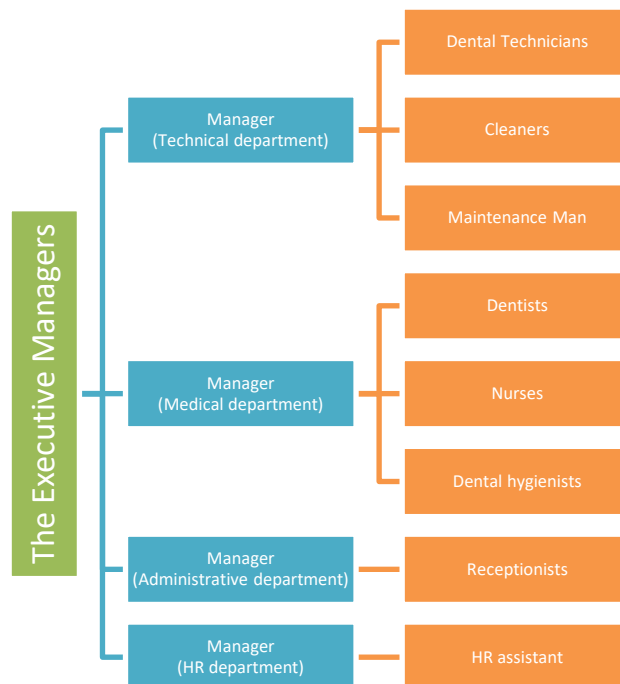

Figure 5.4.1 *Organizational structure PETRAMED, s.r.o. (own edit)*

6 HUMAN RESOURCE MANAGEMENT AT PETRAMED, S.R.O

Human resources department of PETRAMED, s.r.o. consists of one HR manager and one HR assistant, who helps the HR manager with any task given, mainly with personnel administration, communication and event planning. A detailed description of HRM department obligations are listed as follow:

- **Recruitment and Selection** – HR manager deals with advertising for new employees, arranging interviews, tests, creating job analysis.

- **Promotion** – HR manager determines progression within the organization and based on the internal agreement and/or an individual contract review whether he/she is eligible for the promotion. Either job position-related or salary-related.

- **Pay** – to deal with pay negotiation, determination and administration. The HR manager must secure that by the 15th of the following month, each employee will received his/her salary.

- **Performance assessment** – HR manager follow, whether the line manager evaluate his/her individual employee performance in his/her division. The evaluation process should be hold after 3, 6 and 12 months starting by employee's first day at work and then every year of his/her employment.

- **Training and Development** – HR manager must fit people for the roles required by the organization at present and in the future. To sustain the ongoing progression the HR manager follows what courses, lectures, seminars are currently available for the employees and subsequently offering these to the employees. HR manager together with the executive managers create the budget for the training and development and based on this plan the yearly calendar of training and workshops. PETRAMED, s.r.o provides its employees also with the internal training, where the dentist prepare a presentation about a possible dental case and discusses this with other dentist within the company at weekly-hold seminars. By doing this PETRAMED, s.r.o. provides information and knowledge sharing between the employees.

- **Communication** - The HR manager in PETRAMED, s.r.o. serves as a "bridge" between its employees and the managers. The HR manager communicate employees' suggestions and complaints with the managers on the management weekly meetings. In order to enhance the communication between the employees and the management, the employees are able to write down their suggestions or complaints on a notice-

board in the break room. HR manager collects this comments monthly and answers to each one, whether it is a good idea or if not why so.

- **Personnel administration** – The HR manager must deal with all the documents necessary for an employment contract, monitors all the legislative requirements, managing absence and attendance of all employees. Handling disputes and grievances.

- **Develop safety standards** – The HR manager is responsible for creating the Risk analysis of each job position which is additionally included in the job analysis of each position.

- **Working with HR management Information system (HRMIS) -** the HR manager works with HRMIS which contains information about personnel, information about personnel activities, employees' attendance and absence and other statistic data.

- **Employee Dismissal** – the HR manager must provide all the documents required at dismissal. During the dismissal, HR manager and employee's manager from the department are present.

The big part of HR management consists of creating and managing the employee benefit programs. PETRAMED, s.r.o. offer many benefits which are divided into groups. Detailed information about the benefit program at the company is presented in the next chapter.

6.1 Employees' Benefit Program

The HR manager in collaboration with the other managers, are constantly working on the improving the benefit system of the company. They want to link employees' desires along with the vision of the company and the budget which is currently available. PETRAMED, s.r.o. offers to its employees benefit programs which are divided into three groups. Mandatory benefits, Benefits for everyone, Individual benefits. These groups and its each individual benefits are captured in the table 6.1.

The **monthly budget** for covering benefits, which are not mandatory, is set on **6350 €** a month. This budget serves mainly for improving the quality of the human capital in the company, through learning and development of the employees' skills, improving their work/life balance and offering the chance for their personal development.

In the following parts, the individual benefits, which are offered by the company, are defined more in depth.

Table 6.1 *Employee Benefits (own edit)*

Mandatory benefits	Benefits for everyone	Individual benefits
Lunch vouchers	Discounts on dental care	Raising skills
Extra medical checkups	Firm's events	Trainings
Unlimited drinking regime	Birthday jubilee and job anniversary rewards	Flexible time
Business phones	Discounts on products	Home office
	Sick Days	
	Coffee vending machine	
	Company's lawyer	
	Company's consultant	

Lunch vouchers are offered to every employee, part-time and full-time after 4 hours of work a day. PETRAMED, s.r.o. offers 0, 20 € above the state-given norm which is 3, 60 € (Slovensko, zákon č. 311/2001, 2001,). The worth of one lunch voucher offered by the company is 3, 80 € and the employee pays 45% of the price and the employers cover the missing 55%.

Medical checkups are part of entry requirements and later in employment repeated every 3 years (if it is a dentist, a nurse, a manager or a receptionist) and every 1 year (if it is a cleaner or a maintenance man). Those checkups are fully paid by the company which uses the services of the external medical center. The expenses associated with using this service as annual medical check-up or medical check-up every three years, are included in the budget for the benefits. PETRAMED, s.r.o consider this periodical check-ups as a form of benefit for loyal and long-term employees.

Business phones are installed in every ambulance room plus managers have their own cellphone for business purposes only. Even though, the business phones is the benefit which the company offers, it is not financed from the budget designed for the benefits.

Discounts on dental care and Curaprox products– each employee with full time contract has 50% off on every dental treatment (excluding invisible braces and dental prosthetics) and it rises 5% every year until up to 75%. However, the employee must meet the requirements. S/he must visit dental hygiene twice a year and s/he has to have annual preventive

checkup done. PETRAMED, s.r.o. also offers discounts for 3 relatives of each employee. This discount starts at 20% and goes up every year the same way like with the employee's discount up to 40%. The relatives must meet the same rules as the employee, except, that they do not have to have two dental hygiene check-ups. Furthermore, the employee must announce the names, latest end of February in order to them to be eligible for the discount. Each employee has also a 20% discount on every Curaprox product sold in the company.

Firm's events – HR management hold a monthly informal meetings for its employee to enhance the health of every employee and to celebrate employees' birthday, name day and other important occasions in the employees' life. This meeting take place on second Monday of the month in the company's break room and every quarter it takes place outside the company. The HR management provides healthy food and arrange some activity which would possible improve employee's mental and physical health. This project has been going on since January 2019 and so far the employees have experienced a body fat measuring, a yoga class and presentation from *Zero Waste* store, which has also provided its own healthy food. The budget for the meeting inside the company is 200 € and 500€ for the quarter meetings.

PETRAMED, s.r.o organizes Christmas party and summer celebration of the owner's birthday called Petramed friends' day. Unfortunately, a new law (Slovensko, zákon č. 311/2001, 2001) has been implemented which says that every employee, after meeting the requirements, may get up to 250 € on his/her holiday, if it is spend in Slovakia, if s/he requests for it. The executive managers decided to reduce the costs related to these two events, so that if the employee asks for 250 € for his/her holiday, they will still have money to do both, organize the event and gives him/her the money. However, according to the latest update from the HR manger, no one has asked for this state-given holiday voucher yet.

Job anniversary and jubilee– the company financially contributes to an employee who works full time for the company at least one year, and celebrate either his/her birthday or job jubilee. The amount of the financial grant for a job jubilee depends on how many years has an employee spent in the company. For 5 years anniversary it is 200 € and every 5 years it increases by 100 €.

Home office, Flexible time, Sick days – The ability to have home office is offered only to managers of the company, based on their own needs. It does not have special restrictions or any requirements. Sick days are offered to every full-time employee twice a year. This means, that an employee might take day off twice a year, without giving any special reason

or approval from the management. Having flexible time was offered to every full-time employee. The medical employees were able to set up their work calendars, so that they had their work-fund filled within 2 weeks (80 hours) - some days were extended, some were shortened. The managers and the administrative employees were able to use 80:20 rule. 80% of their work time was given by the company and the rest 20% might have been used whatever they would like. So either they could work long hours or leave the work earlier. However, this rule is no longer valid and nowadays, the ratio is 70:30. So the employees from these two departments gets more flex time. The medical department has still ability to set up their work calendars.

(Internal documents, n.d.)

6.2   Key Personnel Indicators at PETRAMED, s.r.o

In this chapter, the key personnel indicators which affect the employee engagement in PETRAMED are processed and compared with the years 2014, 2015, 2016, 2017, 2018 and the first quarter in 2019. However the main focus is on 2018. These indicators are:

- The number of the employees.
- The number of terminated employment
- The employee turnover.
- The average employment duration.
- The average age of the employees.
- The work productivity.
- The absence of the employees.

The total number of employees

The total number of employees in PETRAMED, s.r.o rose gradually in years 2014 until 2018 where the total number of employees reached its peak with 100 employees. As it is shown in the bar chart 6.2.1 there is a significant decline in 2019 which means that there were considerable personnel changes which might affected employees in the way that the wanted to leave the company. The reasons why employees might have decided to leave the company are explained in the chapter 7.
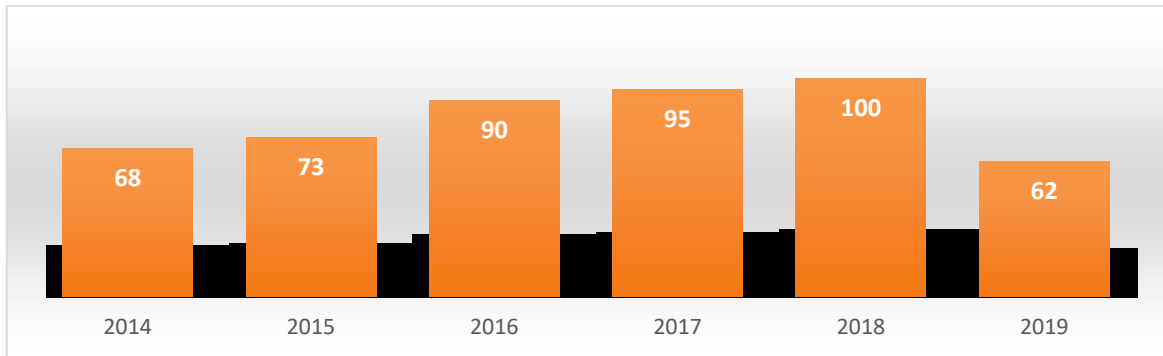
Figure 6.2.1 *Total number of employees (own edit)*

The number of terminated employment

The number of terminated employment is displayed in bar chart 6.2.2. During years 2014 up to 2017 the amount of terminated employment was around 17. However the number rose steeply in 2018. In the first quarter of 2019 the amount of terminated employment at PETRAMED, s.r.o has been 7. 66 % of the employees who were, either dismissed or they have decided to leave the company in 2018, were from the medical department.
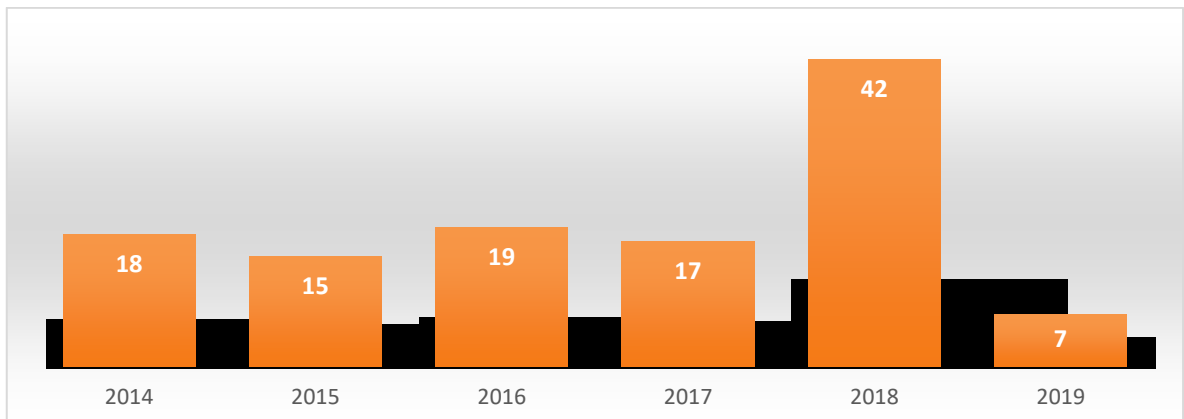
Figure 6.2.2 *Number of terminated employment (own edit)*

The level of employee turnover

To quantify the employee turnover, the number of terminated employment must be divided by the total number employees in the given year.

According to the ManpowerGroup (2018) the average employee turnover for Slovakia in 2018 was approximately around 11%. Regarding the level of employee turnover at PETRAMED, s.r.o., its average percentage is 21, 5%, yet in 2018 it soared to 42% which is two times bigger than its average. This is a warning sign for the company that, even though their employee turnover is usually above the average, this time in 2018, it was even above

their employee turnover. This might signify that the company might have made some changes or might have undergo such steps, which weren't liked by its employees.
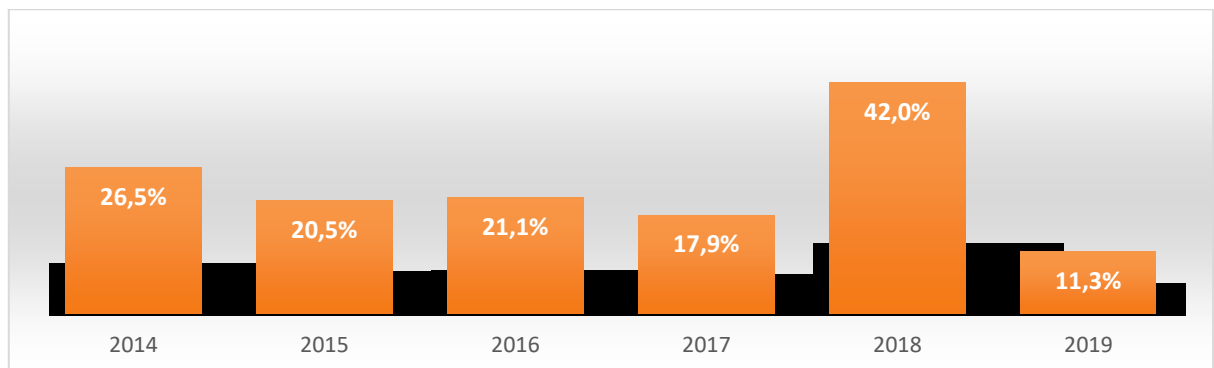

Figure 6.2.3 *Employee turnover (own edit)*

The average employment duration

The total average employment duration for PETRAMED, s.r.o. is 4, 7 years. As it can be seen in bar chart 6.2.4 the level of employment duration declined slightly every year until 2018 where it reached its bottom with the average employment duration of 4 years. Year 2019 is nearly the same like the average, this is might predict a subtle increase in loyalty which might also be caused by managing to stabilize other indicators.

It is also important to take into account other indicator which is related to employment duration. The average employment duration for employees who terminated their employment. The numbers in bar chart 6.2.5 vary markedly. In this case, it is better to have a lower number that indicates that people who leave the company, have not worked there for long. PETRAMED, s.r.o. has its core values, so employees who do not share these values might as well leave within a year. More disturbing is the fact that in 2018, employees who has worked there in average 2, 8 years, when the average duration of employment is 4, 7 years, were leaving. This point to the fact that PETRAMED, s.r.o. might have lost its loyal employees in 2018.
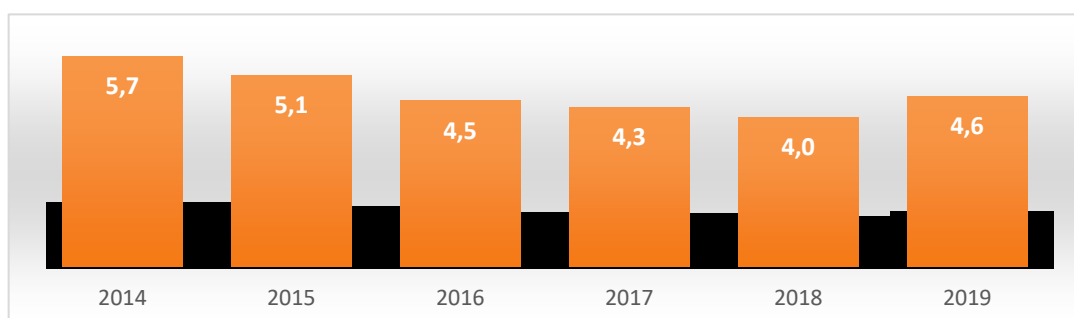

Figure 6.2.4 *Average employment duration (own edit)*
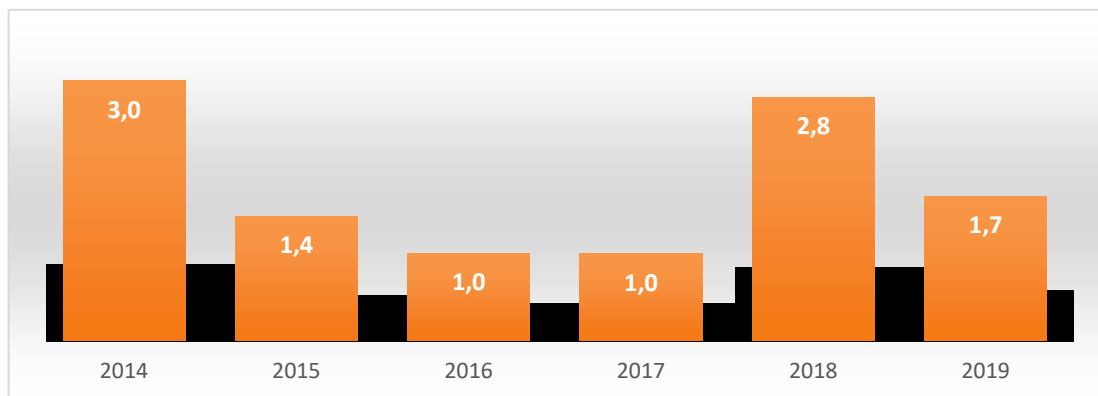
Figure 6.2.5 *Average employment duration for terminated employees (own edit)*

The average age of the employees

The average age of employees at PETRAMED, s.r.o. has not changed over the years dramatically, and it is consistently around 36 years. Moreover, according to internal documents of the company, the ratio of employees in the age from 18 – 35 is around 60%, both in 2018 and 2019. Even though the average age is 36 the biggest part of the employees are in age from 18-35. This is caused by the fact, that PETRAMED, s.r.o has three employees in the age of 60, 70 and 80. The HR manager and the executive managers might take this in account when planning adequate benefits for the employees based on the usual needs of a person between 18-35 years.

Figure 6.2.6 *Average age of employees (own edit)*

The work productivity

To measure the work productivity at PETRAMED, s.r.o, the annual sales are divided by the number of employees in order to find out how much money an employee generates to the company during a year, consequently, this number is divided by 12 months. Work productivity may be also measured by dividing annual sales by total annual work hours. This shows

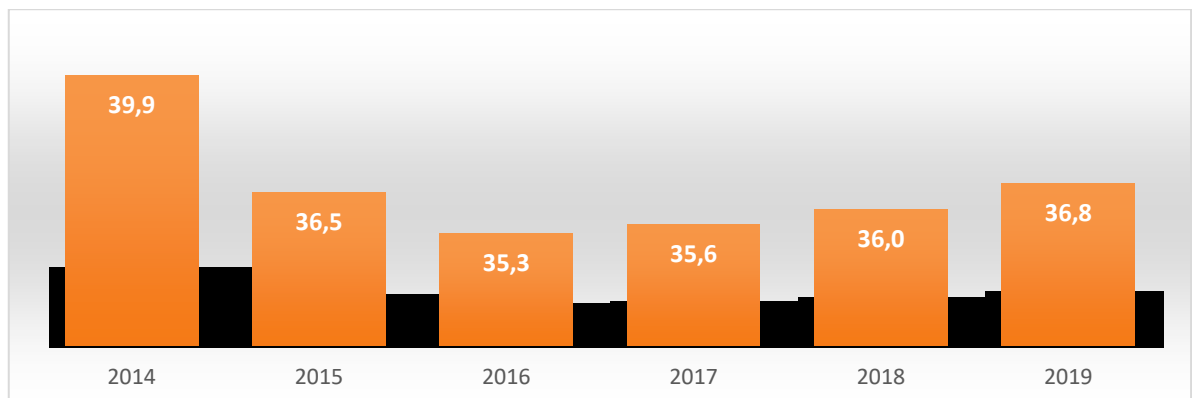how much money an employee generates for the company per hour. The work productivity for years 2016, 2017 and 2018 is illustrated in the table 6.2.7. Even though, work productivity (Sales/Employee) is the highest in 2017, the sales/hours productivity is almost 4 € lower than in 2018. This might be caused by the fact that PETRAMED, s.r.o. had more employees therefore the Sales/Employee productivity is lower in 2018. On the other hand, the amount of sales in 2018 was achieved by employees working less hours, than in the previous years. However, what needs to be also taken in account is that, sales are also affected by financial decisions of management.

Table 6.2 *Work productivity (own edit)*

Years	Sales/Employee	Sales/Hours
2016	1 445,0 €	18,4 €
2017	1 728,5 €	20,4 €
2018	1 707,0 €	24,6 €

The employees' absence

To calculate total absence of employees at the company, the various categories of absence need to be taken into account. In this case, absence due to an unplanned day off, a personal leave, a vacation leave, a visit of doctor, a long-term leave and a sick day. Employees' absence at PETRAMED, s.r.o is displayed in the table 6.2.9. According to table 6.2.9 it might be said, that absence at PETRAMED, s.r.o is generally higher during the first two quarters of the year. However absence rate in first quarter 2019 is the highest from all the years before. The most significant difference is between 2018 and 2017 were the level of absence rose in average by **3. 32** percentage points. This sharp increase of absence has started in the last quarter of 2017 and continues to grow steadily.
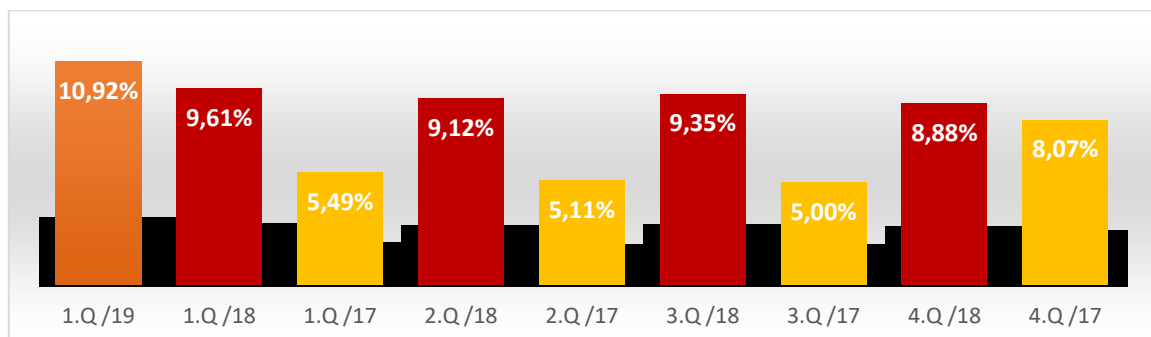
Figure 6.2.7 *Employees' absence (own edit)*

6.3   The Goals of Human Resource Management at Petramed

Based on the key personnel indicators shown in the chapter 6.2 and the company's overall vision and values, the HR manager together with the executive managers set several goals for upcoming years. Those goals are as follow:

- To stabilize employees turnover and retain current employees.
- To ensure employees satisfaction, their happiness and engagement.
- To optimize employees work conditions, in order to offer the best-quality services for its patients.
- To find new dentists and dental hygienists.
- To ensure enough potential candidates available for the key positions.
- To finish up the HR strategy for the company.

In the following chapter, the analysis of employee engagement in the company is described and the results are processed into the tables. The statistical approaches are used in order to determine the level of engagement in PETRAMED s.r.o.

7 THE ANALYSIS OF EMPLOYEES ENAGAGEMENT AT PETRAMED, S.R.O

To analyze the level of employee engagement and how the company management contributes to creating an environment for engagement at PETRAMED, s.r.o, the questionnaires were made and can be find in appendix n.1 and appendix n. 2

The goal of this questionnaire was to find out, the current level of employee engagement in the company and the possible causes of their disengagement. Questionnaire for PETRAMED's employees was created together with the HR manager and based on current needs of the company. The questionnaire was distributed among the employees through internet to their emails.

The questionnaire had 34 questions divided into 3 groups:

- Me as an individual in the company
- Me and my opinion on the company
- Me and my relationship with the management

Questions were created based on knowledge from the theoretical part and they cover fields such are: Recognition, Trust, Partnership, Empowerment, Feedback, Work/Life balance, Commitment, Job satisfaction, Motivation and Development. Employees consider to be engaged if they score at least 4 and higher.

Second questionnaire focused on how the company management contributes to creating an environment for employees' engagement in the company and which area lags behind. The questionnaire is compiled according to Marciano's template (2018) and its RESPECT model. The questionnaire is for company management only. It contains 5 areas based on the RESPECT model where in each area there are claims supposed to be rated from 0-3 points depending on how it accurately describes its actions. Manager creates an employee engagement environment if he reaches at least 70% in each area.

After evaluating the questionnaire, it is possible to see which areas are lagging behind and in comparison with the results of the Employee Engagement Questionnaire. It is promising to compare the views of employees and management of the company to the cause of their disengagement.

Employees from all department were asked to fill in the employee engagement questionnaire and the managers of all divisions plus executive managers were asked to fill in questionnaire

on regard of creating the employee engagement culture. The questionnaires were send to employee's mailbox and data were collected from 01.04.2019 to 15.04.2019.

At the time of data collection, PETRAMED, s.r.o had 50 employees. There were 43 filled in employee engagement questionnaires, which is 86% return ratio. The reason why the rest 7 employees did not filled in the questionnaire was they did not want to participate in this surveying. Six questionnaires designed for the managers were returned, which is 100% return ratio. Gathered data were digitalized in Google Forms program and further analyzed in MS Excel.

In the next chapters the employee's engagement questionnaire is closely analyzed. The questionnaire designed for the managers is discussed and compared, with the first questionnaire, afterwards.

7.1 Identification of respondents

Identification of respondents was focused on the department they work in, and the length of their employment. These two indicators were chose in order to better define whether there is difference in engagement among the departments and if the length of employment has any impact on employees engagement.

The biggest part of respondents, 49% what means 21 employees, was from the medical department. The second biggest part consisted from technical department, total 23% which is 10 employees. Administrative and Managerial departments were even with 14% each, what means 6 employees from both departments. This structure reflects actual structure of employees in the company.
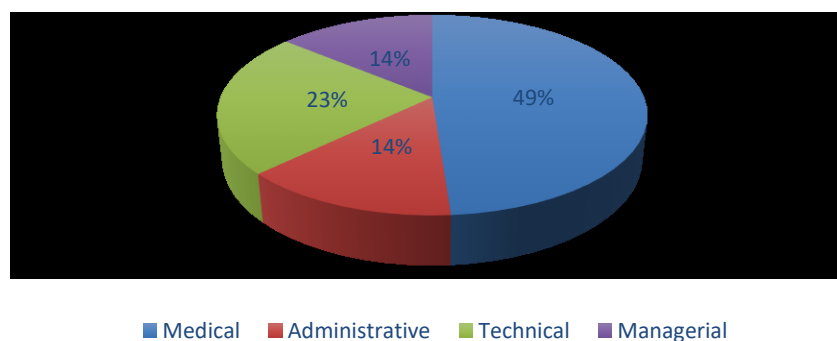

Figure 7.1.1 *The structure of employees according to department*

Most of the respondents, 30% what is 13 employees, have been working in the company 5 or more years. Employees whose employment have been 1-3 years and 3-4 years are split evenly, with 11 employees in each group. Based on this finding it may be said that the biggest part of respondents work at the company from 1 to 4 years. Only 14% and 5%, what means 6 and 2 employees, work for the company between 6 and 12 months and 3 to 6 months. Again, the structure given is in accordance with the actual structure in the company.
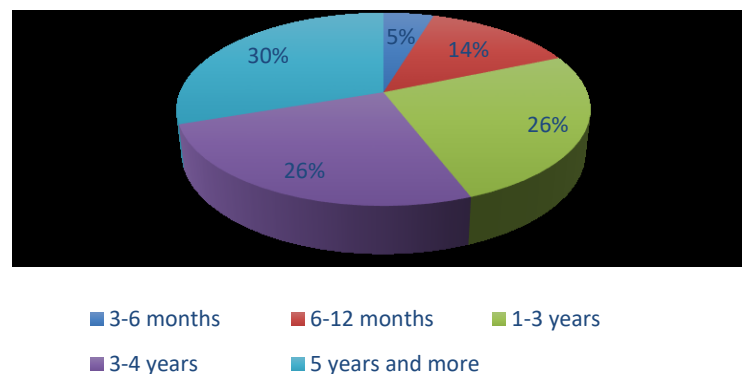
Figure 7.1.2 *The structure of employees according to employment duration*

(Own edit)

7.2 Employee as an individual in the company

In order to measure employee engagement, questionnaire contained 17 statements which focused on the employees as individuals in the company. Each statement was asked to be rated on scale "1 to 5", where "1" stood for **Almost never** and "5" stood for **Almost always.** The way how employees feel when they do their job, is important indicator of engagement. Results of this questions, and their division based on individual department, are shown in the table 7.2.1. To have an engaged employee the results should be at least 4 and more.

As it can be seen in the table 7.2.1, average figures for each statement is rarely above 4, except statement *I feel I am part of a team* (**4. 00**)*, I am willing to take responsibility for my results* (**4. 58**)*, I know what I need to do to be successful in my role* (**4. 02**) and *I am able to arrange day off from work when I need to* (**4. 30**). The statement *I think about looking for a new job at another company* (**4. 16**) was transferred into the scale "1 to 5" where, in this case, "1" stood for **Almost Always** and "5" was **Almost Never** in order to generate the correct total average number. For further evaluation of this part of the questionnaire, the

results from each department are compared with the company's total average. The final result for "Employee as an individual in the company" is **3. 81**, which might indicates the lack of personal engagement at employees' work.

Table 7.1 *Employee as an individual in the company (own edit)*

№	Statement	Average	Medical	Manager.	Technical	Administ.
1	I feel energetic at work	3,56	3,48	3,83	3,7	3,33
2	I pay a lot of attention to my work	4,81	4,81	4,33	5,0	5,00
3	I share the same work values with my colleagues	3,86	3,52	4,17	4,6	3,50
4	I think about looking for a job at another company	4,16	3,86	4,67	4,0	3,33
5	I feel I am part of a team	4,00	3,86	4,67	4,5	3,00
6	I am willing to take responsibility for my results.	4,58	4,43	4,67	4,9	4,50
7	I know what I need to do to be successful in my role	4,02	4,05	3,83	4,4	3,50
8	I know how my work contributes to the goals of the company	3,91	3,81	4,17	4,2	3,50
9	I am appropriately involved in decisions that affect my work	3,26	3,19	4,33	3,3	2,33
10	I believe my total compensation (base salary+any bonuses+benefits+equity) is fair	3,42	2,90	5,00	3,6	3,33
11	I believe my workload is reasonable for my role	3,53	3,19	3,83	4,2	3,33
12	I am able to arrange day off from work when I need to	4,30	3,86	4,67	4,8	4,67
13	I am encouraged to be innovative even though some of my initiatives may not succeed	3,63	3,71	4,83	3,20	2,83
14	I have a balance between my private and working life in the current workload.	3,21	2,95	2,67	3,8	3,67
15	I think the company has good career opportunities for me.	3,14	3,19	4,33	3,10	1,83
16	This company contributes to my development.	3,60	3,48	4,50	3,8	2,83
17	I get the opportunity to develop my skills in the area that interests me.	3,70	3,76	4,67	3,40	3,00
	Total average	**3,81**	**3,65**	**4,30**	**4,03**	**3,38**

Figures which are below the company's average are put in red. Taking closer look at table 7.2.1, it is apparent, that medical and administrative departments are lagging behind. On the other hand technical and managerial department are above the average with **4. 03** and **4. 30** respectively.

Administrative department has total average **3. 38** what signalizes that employees working in this department are not only below the standard average but also 0. 33 points below the company's average. Overall, employees in administrative department lack the feeling of innovativeness, carrier and personal development and they feel being left out from decision-making process. Other figures are also lower than the company's average. Yet, they want to do the best at their job and feel like, they have balance between work and life which also reflects in their higher score in statement about ability to take day off.

Medical department is 0. 26 point below the total average. Medical department's average is **3. 65**. If the numbers in table 7.2.1 are closer examined, it may be said that employees from medical department feel overworked without ability to take a day off when it is needed and therefore they lack work/life balance. Thus, this affects their energy level and their ability to

do their best at their work. On the other hand, medical department feels, that there are opportunities for further personal and work development, and its employees also know what is asked from them in order to be successful.

Technical department scores **4. 03**, which is even above the total company's average. The only part which lacks this department in, is development and innovativeness. However, the low score might be affected by the nature of jobs done at this departments. Usually, these jobs do not require such a high level of innovativeness, yet dental technicians are also the part of this department and their job require some level of innovativeness and development.

Managerial department with its **4. 30** average indicates, that employees from this department are personally engaged with this company. However, even at this department some statements were below the company's average. Their score of work/life balance is the lowest from all departments, which also reflects in their lower score in paying attention to their work. They also lack the ability to see what they should do at their work in order to become successful. Even though, it is expected that the score of work/life balance would be the lowest among the managerial employee, it does not mean it have to be like that. With the right decisions, the company might higher up its managers' work/life balance.

To better understand the connection between statements given in table 7.2.1, the Pearson's correlation was made and analyzed in MS Excel. The strongest positive correlation, **0.60** and higher, was between statements focused on development and the innovativeness. This means, that employees, who answered with higher number in statements about development, were more likely to score high also in innovativeness-related statements. There was also connection between the duration of employment, though only around **0. 30**, and the statements related to innovativeness, energy level and the ability to know what to do in order to be successful. The longer employees work for the company, their scoring for these statements were likely to be higher. Negative correlation, **-0. 28** was found in case of thoughts on fairness of their salary. Employees employed longer, were likely to feel like their compensation is not fair.

7.3 Employee and his/her opinion on the company

Employee's opinions on the company is another important indicator of employee engagement. The statements shown in table 7.3.1 focused on enablement of doing the best job, company's performance and general commitment towards the company.

The total average for this part of the questionnaire is **3. 68**. This result is, as in "employee as an individual in the company", lower than 4, which is the minimum for having engaged employees. Administrative and medical departments scored again sharply below the average. Even, managerial department scored only slightly above 4. Results of correlation between the length of employment and the statements in the table 7.3.1 are insignificant. However, there is a small negative correlation **(-0. 11)** with statement about the proudness and **-0.05** with statement about recommending the company. Even though, these correlations are not so strong, it still shows that the longer employees are employed the less they feel proud of their company and are willing to recommend it as a great place to work.

Table 7.2 *Employee and his/her opinion on the company (own edit)*

№	Statement	Average	Medical	Manager.	Technical	Administ.
1	The services the company provides are as good as, or better than, our main competitors	3,74	3,57	4,33	4,0	3,33
2	The company is in a position to really succeed over the next five years	3,51	3,19	4,33	4,3	2,50
3	I am proud to work for this company	3,56	3,29	4,17	4,3	2,67
4	I would recommend this company as a great place to work	3,72	3,48	4,50	4,4	2,67
5	This company motivates me to go beyond what I would in a similar role elsewhere	3,63	3,43	4,17	4,1	3,00
6	Our physical workspace enables me to work effectively	3,93	4,05	3,00	4,7	3,17
7	The systems and processes here support us getting our work done effectively and better	3,67	3,43	3,67	4,4	3,33
	Total average	3,68	3,49	4,02	4,31	2,95

Warning figure is the administrative department's one. It is **2. 95**, which shows that employees working in this department do not identify with the company's current state. Administrative employees do not believe in company's possible success in next 5 years, and the result in their department is almost 1 point lower than the total average. Generally, all the statements which are below 3 are considered as not the best results for the engagement. Statements number 2, 3 and 4 are interlaced and the correlation among them is from **0. 65** up to **0. 78**. This department shows really low number with each statement. Employees working in this department are not happy or satisfied with the work space they work in and systems they work with, which may be one of the causes of low scoring with proudness and subsequently willingness to recommend this company to others.

Medical department with its **3. 49** is still below the average. Except the thoughts on enabling working space, which is above the average (**4. 05**), all the statements turns out to be below the total average. Having low score (**3. 57**) in statement about quality of company's services might be considered as one of the indicators of employees wanting to end their employment,

and go to competitors instead. Furthermore, if employees do not believe that company can succeed in next 5 years, they might not stay at this company for any longer.

As it was mentioned at the beginning of this chapter, managerial department achieved score of **4. 02**. Taking into account the fact that, also the owners have filled in the questionnaire, this number is higher than it might have been if they had been left out from this question-naire. Managers do not consider their work space and the systems they work with as enabling conditions for being able to do their job effectively. The results of having enabling physical workspace are **3. 00**, which is almost a point lower than the total average.

Technical department reached the highest score, **4. 31**, and they also scored above the total average at every statement. This means that employees working in this department consider their workspace and systems they work with as enabling therefore this reflects on their will-ingness to recommend this company, proudness and the fact that they believe in company's success.

7.4 Employee and his/her relationship with the management

Table 7.4.1 displays the results of the relationship with the management of the company. This part of the questionnaire reached the lowest total average at **3. 26**. Statements given in this part are strongly correlated between each other with level of correlation higher than 0. 70. Connection between the length of employment and the statements given in the table 7.4.1 is not strong, but when there is some correlation it is negative. Which means that, the longer employee works for the company the more likely s/he was to rate lower his/her relationship with managers. The most significant negative correlation was in regard of considering his/her manager as a role model, the level was **-0. 18**.

Table 7.3 *Employee and his/her relationship with the management (own edit)*

n·	Statement	Average	Medical	Manager.	Technical	Administ.
1	The company effectively directs resources (funding, people) towards company goals	3,14	2,71	4,17	4,0	2,17
2	I believe in the managers of this company	3,28	3,05	4,67	3,60	2,17
3	My manager is a great role model for employees	3,19	2,86	4,00	4,0	2,17
4	My manager genuinely cares about my carrier desires	3,05	2,95	4,33	3,20	1,83
5	My manager has shown a genuine interest in my career aspirations	3,42	3,19	4,00	4,2	2,33
6	I feel the trust from the management.	3,47	3,19	4,00	4,2	2,67
	Total average	**3,26**	**2,99**	**4,19**	**3,87**	**2,22**

The lowest score was reach by administrative department. Score of only **2. 22** is cautionary signal of lack of communication between manager on this department and its employees. Administrative employees, based on the results of this part, might feel like their manager shows small interest in them, which subsequently affected the trust in the manager and managerial decisions.

Medical department with its **2. 99**, is showing better relationship with manager of this department however it is still below the total average. Employees at this department were the least happy about the way how resources are being directed. Furthermore, medical employees lack the genuine interest, both in their personal and work life, from their manager. Thus they do not see their manager as a role model for other employees.

Technical department's score, **3. 87**, is above the total average. The only statements which shows lower number are the ones about manager showing interest (**3. 20**) and the trust into managers of this company (**3. 60**) however these numbers are still above the average. The reason why technical department reached higher numbers might be that dental technicians, work as individual department and they are not confronted with day-to-day managerial decisions so directly. Yet, they also consider the communication between their manager and them as a weak point.

7.5   Creating culture of engagement by managers

This questionnaire was made to find out whether managers of the company consider themselves as contributors to creating the right culture for having engaged employees. Questionnaire can be found in appendix n.2. The questionnaire was divided into 5 parts:

- Recognition
- Empowerment
- Partnering
- Consideration
- Trust

Then they were asked to evaluate on scale from 0 – 3, how often they act in the way of the statement given. "0" - *I never do this or rarely*. "1" – *I do this sometimes*. "2" - *I do this regularly*. "3" - *I always or almost always act like this*. The results, which are considered to be positive for creating the engagement culture, are **70%** or higher. Generally, managers achieved positive results in every part, except the part about **recognition**, where their score

was **60%**. Managers therefore do not think that their employees are getting enough recognition from them as they might deserve. Managers thinks that they empower their employees and that they put trust in their decisions. Having higher level of partnering reflects that managers feel that they share important information about the current state of the company. The level of consideration reveals, that managers do not only look at their employees as the workforce but also as human beings.

7.6 Advantages and area for improving the employee engagement

Even though the results of this questionnaire are positive, it does not match with the results from employees' questionnaire. The relationship with the managers was rated by the lowest score from all parts. Employees' questionnaire contained two open questions where an employee wrote what s/he thinks works good at this company and what does not.

In question "What does work in the company well", employees mostly answered **teamwork**, **people working as a team** and **friendships.** It is the mainly the team spirit which is in the company, what makes employees feel more positive. They feel like they can rely on each other and that they put trust into their colleagues. Employees stated that this company employs professionals and offers them to develop their skills. Employees also appreciated the fact that they get their salary on time and the working environment.

Employees almost agreed on one answer in the question: "What would you improve in the company?" Almost 80% answered **communication**. Employees think that communication between the management and them is not well. They feel that they are not listened and that their opinions do not matter. Some answers stated that, the company has the potential and the working environment is on high level, but the managers are putting it down by their ignorance. Employees would appreciate facing the truth and calling things by the right name. They think that values which company represents do not fit to attitude of managers therefore they do not feel that the managers are honest and authentic. It is interesting that only two people stated that they would like to improve their financial compensation. This shows that employees prioritize having open and honest communication rather than increase of their salary. Other suggestions were to have more options for development and further education, less administrative bureaucracy, better recognition and appreciation of employees, improve trust in management, to stabilize employees so they do not leave the company.

Based on the informal communication with the employees and based on the fact that the writer of this thesis has been working there for three years, it might be said that the company has employees who present company's values: **humanity, quality** and **reliability**. It is mainly because of their humanity and kindness, why they are worried about the communication rather than money. They are connected with the company and do not want to let it down. Even though, the level of engagement is currently low, it has potential to be higher if employees see that they are finally heard and that the behavior of all members becomes more authentic.

Due to findings from the practical part the recommendations for improving the level of employee engagement at PETRAMED, s.r.o are suggested in the following chapter.

8 RECOMMENDATIONS FOR IMPROVING THE EMPLOYEE ENGAGEMENT

In this part of the thesis, some possible recommendations for increasing the current level of employee engagement are listed. Following recommendations are based on the results from the questionnaires. All recommendations are build up upon the company's possibilities and resources.

The results shown the lack of engagement mainly among employees from medical and administrative departments. Therefore, the company should shift focus firstly, towards these employees, as these two departments are the core for maintaining the company's business. Employees' suggestions for improvements consist mainly of strengthening and ensuring the two-way communication between the management and them. This means, that company does not need to invest much money to increase the level of its employees' engagement.

Given the overall low score in the questionnaire, suggestions are made to improve employee engagement factors in each department and it is upon the company, whether these suggestions will be considered as applicable or not. Suggestions are lined up from the least cost-demanding to the most cost-demanding.

Monthly follow-ups on the company's performance

One of the cheapest solutions for enhancing the employees' engagement is to keep them informed and clarify the current state and situation which the company undergoes. Managers should look at the employees as partners and share the information which they acquired. By doing this, according to engagement models mentioned in this thesis, employees will feel more engaged and connected with the company moreover, they will see the reasons why managers act a specific way. Furthermore keeping employees informed can ensure that they will not be so many misunderstandings and managers, by doing this, can prevent from spreading the false statements, and subsequently show to the employees that they appreciate them and value them as partners.

This monthly follow-ups can take place at the end of each month in the break room of the company. The follow-ups should not be longer than one hour. The executive manager should inform employees about the financial state the company is in, recognize employees who went beyond their limits and did something extra, acknowledge and encourage the rest of employees and thank them for the job done, remind the general goals of the company and

set a new one for the following month. At the end, the executive manager should give the word to employees so they can point out what they appreciated this month and what would they have done differently. It is important to create a safe place for their opinions, where no one is judged.

Internal newsletter

To engage employees, and subsequently strengthen the culture at the company, the HR manager might consider creating the internal newsletter. The first rule is that it should be for employees therefore it should include information important to the employees so they can actually find the value in the newsletter, it should have content that is about them and targeted at their success and enjoyment. There are several templates available for free on the internet, which the HR manager can adjust and personalize to the picture of the company.

General content ideas which might be taken in account may be:

- **Job opportunities in the company** – to know how the company is growing or changing.
- **Anniversaries and milestones** – to remind special occasions in lives of employees and encourage other employees to reach out to each other.
- **Top 10 list or recommendations**– whether it is a good book, cafés, places to visit, event happening around or TV shows to watch. These suggestion may even come directly from the employees and if they contribute to something they might feel some level of participation and value the newsletter more.
- **Employee profiles –** when a new employee is hired, it usually takes time to get to know him/her. By short introduction of his/her interests, traits or facts about the employee, others might find it easier to approach him/her.
- **Sharing current situation of the company –** sharing how the company performed in the last quarter, who was the hardest worker, in regard of working hours, who came with some bright idea or other news, are interesting for the employees and definitely engaged employees more in the company's well-being.

The company has its own Facebook group where these newsletter can be shared or the HR manager can send them directly to their emails. Whether they decide to share it as an e-version or printed, the cost for this suggestion are barely any. However, this would be probably the job of the HR assistant who would need to use invest her time into creating the

newsletter. Thus the cost which occurs here are opportunity cost. These opportunity costs for creating a newsletter once a month are displayed in table 8.1.

Table 8.1 *Cost for internal newsletter (own edit)*

Task	Time (hours)	Cost	Pay/hour
Searching for the information	2	9,00 €	
Crerating layout	0,5	2,25 €	
Writing the newsletter	1,5	6,75 €	4,50 €
Printing/Sharing	0,5	2,25 €	
Total	4,5	20,25 €	

Non-performance-related meetings

Another important figure from the questionnaire, was that employees, especially from administrative department, feel low level of interest from their managers. The managers get often caught up in day-to-day tasks and see employees' work just as sources to accomplish the organization's objectives. Thus they might forget, that for an employee, his or her work are means of fulfilling career aspirations. As it was discussed in 3th chapter, there must be align of the company's objectives with the employees' long-term career goals.

In order to find out what are the goals of employees, managers should have at least quarterly "non-performance-related" meetings with them, where they discuss if they are happy, whether they are using their skills and abilities to the fullest extent or not and if they are moving in the direction they want to go. One might said, that a manager would not have time for meeting each employee alone, but these meetings do not have to be long. It could take 15 – 30 minutes and if managers schedule those meeting during the whole month it might be doable and not so time-demanding.

By doing this non-performance-related meetings, managers can show a genuine interest in employees aspiration and consequently, try to match them with company's vision. Managers will get more involved in employees lives and subsequently employees may want to renew the trust in management by seeing that managers genuinely care about them and that management want them to aspire not just within the company.

Suggestion board or brainstorming sessions

To show to the employees that managers want to hear their opinions and suggestions, the company may use the notice-board in the break room, where employees can leave their comments, anonymously written on post-its. Employees might be afraid to share their opinions

out loud therefore this solution may be beneficial for those who are not comfortable enough to express themselves directly to the eyes of managers. The notice-board might be also used as a place for updates or just for sharing some interesting articles, recipes and whatever what might potentially enhance the company's culture. A person responsible for this would be probably the HR assistant together with the HR manager. The HR assistant would be responsible for visual part of this suggestion, so creating the notice-board, printing the answers and collecting the employees' suggestions on post-its. The HR manager, on the other hand, would be responsible for answering to the suggestion and questions from the employees and sending it to the HR assistant to processed it and make it look good.

To take it step further, managers of each department can arrange brainstorming sessions, if necessary. Managers are often those, who face the problem and are asked to solve it. Engaging employees in the problem solving process by conducting a brainstorming session can be beneficial to both sides. Employees could bring new ideas which the manager might not even think of, and on the other hand, employees will feel more engaged and gain the sense of partnership. Importantly, that managers must understand how to brainstorm properly in order to consider these sessions useful.

A representative from each department

If the management is more forward-thinking in its management style, the option of having a representative from each department, might be the option. This type of solutions contains immediate, two-way direct communication with management if a problem arose. As it was mentioned in the suggestion above, some people might find it difficult to trust their supervisors and share their opinions without any fear. Therefore, employees from each department could choose one employee which will present their thought and opinions in front of the managers.

One can said, that by doing this, the relationship between managers and employees will even deepen, because employees would not speak directly, but there will be another person inbetween. However, this suggestion is just one step before having open and direct communication within the organization. If employees see that if they express themselves by structured and clear suggestions or opinions, managers will listen to them and may even consider the suggestions as constructive point which might implement into the organization, they will

slowly renew the trust into the management and might start speaking for themselves as individual in the company. The company must build up the trust into management by doing small steps which might possible lead to the final destination they want to achieve.

Extra day off as a reward for achieving the set goals

The HR manager together with the executive managers might consider to implement this suggestions into their HR strategy due to the low score in work/life balance. Medical department together with managers, according to the questionnaire, find it difficult to have the balance between their professional and private life.

The executive managers could set the goals which need to be achieved and as a reward the individual may gain some days off, which can be spend on a day with his/her family or just to take a break and reenergize. In order to make this suggestion effective, the managers need to define the rules clearly, be transparent and keep the word.

It is understandable, that managers want the business "going" on the highest performance. But even the hardest-working employee might often find in the situation where his/her energy level is not what it used to be. By offering him/her a day off, managers show that they do not look at their employees just as a machines, but also a human beings with some limits.

Personalized individual benefits

This suggestion comes in regard of work/life balance. The work/life balance might be achieved by different types of benefits. This was mentioned in the chapter 3.3.1. The employees' age differs widely, as well as the way how they live outside the company. Some have families, some love to travel, some love doing yoga or going to a gym. Nevertheless every employee has something different what brings him/her joy. Managers by the effort put in the genuine desire to get to know their employees, should offer their employees a choice to choose, what individual benefit they would like to have.

Certainly this needs to be built upon the fairness and clarity. The HR manager together with the executive managers should decide and agree on the budget the company can afford, and subsequently ensure that each employee gets the same amount of money for their benefit so no one feels unfairness in the good-intention act.

Benefits which might be worth-to-mention:

- **Gym pass -** encouraging healthy lifestyle by offering the employees gym passes or season pass for yoga session.
- **Cinema/theatre tickets** – employees who fancy theater, cinema or other cultural and sports events might appreciate this option.
- **Vouchers on services/products** – whether it is a voucher to a hairdresser, a barber, a voucher to employees favorite restaurant or a discounted price at his/her favorite store.
- **A possibility to visit a child's performance during the work hours** – employees who are at the same time parents, would not have to miss his/her child piano concert or a theater play.

There are many options which may be offered as benefits. To do it in the most cost-effective way, the company should consider addressing the company providing these services and create a potential partnership with them, where in return, they can offer some discounts on their services. Even small discount on some activities or products, which the employees like, can cause their appreciation and acknowledgement towards the company. Employees might see this steps as an act which goes with the values and the general picture, which the company wants to promote. Another way how to offer personalized benefits is to implement **cafeteria plan** into the benefit reward system. The advantage of the cafeteria system is the high individualization of benefits and the effective use of employer's resources to motivate employees. The needs of employees with different preferences can be met and the employer can respond flexibly to changes in employee demand for benefits. On the other hand, the disadvantage of the cafeteria system may be the administrative burden of introducing this system for employers (contractual arrangements for drawing on individual benefits at suppliers). But there are already companies that offer the cafeteria system to the employer in full. Employees would be offered with cards on which they would collect the points and then these points might be used for either cultural or sports events or shopping. This is upon the employer which needs to observe the demand in the company and create the best supply for its employees. The best option is having "multipass" which offers possibility to be used on both, events and shopping. The costs for 55 employees are displayed in the table 8.2

Table 8.2 *Costs of outsourcing the cafeteria system (own edit)*

Service	Cost
Implementing the cafeteria system	780,00 €
Employee/month	1,00 €
Issuing multipass/employee	3,00 €
Shipping/company	6,00 €
Input cost	951,00 €
Monthly cost	55,00 €

Workshop focused on leadership for managers

So far, the suggestions have been aimed mostly to the employees. Most of the suggestions contain the methods by which managers could get closer to the employees and communicate better the decisions and information affecting their work. Though, the results of the questionnaire proves that the relationship between the employees is great and there is strong team spirit and collaboration among them. The area lagging behind was the communication on level manager-employee. Employees do not believe in management and do not trust it. To create strong engagement culture for the employees, the change needs to come from top-down. Managers must be the role models and leaders for their employees if they want to achieve the change.

To have really effective two-way communication between the employees and managers, the possibility of attending some workshop focused on leadership and the right communication skills required to develop company with engaged employees, has arisen.

There is immense number of consulting or coaching companies which offer this services. After scanning prices on this market, it might be said that, average cost for one 8h long workshop ranges from **150 €** up to **300 €** per workshop (max 8 people). Managers can learn how to use a non-directive approach to develop the employee's skills and differentiate between instructing, mentoring, and coaching. They can learn how to present the changes in the company, how to deal with employees emotions and how to listen to their employees.

Image Lab might be one of the consulting company, of whose the services might be used. They offer variety of workshops, trainings and coaching focused not only on communication but also the other traits required from the managers. The reason why this company is recommended is, the own positive personal experience with their two-day leadership and communication workshop.

One day workshop on communication outside of the company for all the employees

If the company wants to encourage open and direct communication, managers and employees should meet together and work on this collectively. The differences between the results from the questionnaire from employees on management communication and the results from the managerial questionnaire vary markedly. The reason why this situation occurred, might be caused by the fact that management thinks they do, or at least intend to do, everything in the best interest and the most effective way, but on the other hand employees do not read the signals the same. Employees consider the way how managers currently communicate for not efficient. To reduce these differences, the company should get together all the employees, including managers, and attend some workshop, on effective assertive communication, on a team building outside the company. This is the most cost-demanding suggestion, but since the company already organizes for its employees this kind of event outside of the workplace, twice a year, the only adjustment which would need to be done, are to reallocate the expenses related to this event, and find where they can save up in order to get some extra money for the consultancy company. The coaching or workshop can be 8h long and employees will learn how to formulate their wishes, requirements and suggestions clearly, comprehensibly and at the same time acceptable for the other side. At the same time, they will learn how to recognize manipulation and how to set boundary to define, to say "no", while maintaining a functioning professional relationship. They will learn how to react fairly and prevent conflicts by transparent communication. The potential cost structure for this event is displayed in the table 8.3

Table 8.3 *Potential costs of the event (own edit)*

Cost	Amount
Bus (50 people)	280,0 €
Accomodation (50 people)	800,0 €
Food (dinner, breakfast, lunch) (50 people)	1 750,0 €
Workshop (8hours)	400,0 €
Total	3 230,0 €

If the company wants to progress with its level of employee engagement and find the middle ground where the both sides will be happy, it is very important to monitor general mood of the employees and the problems which arise. These suggestions are offered for the current state of the company, based on the analysis of the questionnaires, and need to be updated to up-to-day financial and time resources.

CONCLUSION

Those companies which have realized that in today's fast changing business world, the most valuable resource that managers should pay attention to is human resources of the company. Not just utilizing and retaining them, but also keeping them happy, motivated, satisfied and consequently engaged. Having employees whose personal goals blends with the company's overall vision and its aims, is the way how to achieve the competitive advantage and differentiate from the competitors.

The goal of this bachelor thesis was to find out the current level of employee engagement at PETRAMED, s.r.o and analyze the results of the questionnaires which were focused on factors affecting employee engagement. Furthermore, based on the findings from the questionnaire, the recommendations for enhancing the level of employee engagement were suggested.

In the theoretical part, the literature regarding the human resources, with closer focus on employee engagement was processed. The knowledge gained from the theoretical part, was afterward used for the analysis of employee engagement at PETRAMED, s.r.o. The analysis was processed using the questionnaires.

Together with the HR manager of the company, the questionnaires were created to fulfil the requirements from the company. The questionnaires were focused on employee engagement from the point of managers, on how they contribute to ensure the right culture for the engagement, and the general level of the employee's engagement.

Based on the findings from the questionnaires, it might have been said that the employees at PETRAMED, s.r.o are engaged very little or not at all. The level of engagement varied from the different departments in the company. The strongest points, why the employees might not be engaged, was the communication between managers and employees and their work / life balance.

Thus, the recommendations for increasing the current level of employee engagement at PETRAMED, s.r.o. were suggested, in accordance with the company's budget and capabilities. The most of the recommendations focused on improving the communication between the managers and employees therefore this recommendations were mostly, cost-effective suggestions, which did not require much money. The rest of the recommendations focused on work /life balance of employees as individuals.

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THE LIST OF SYMBOLS AND ACRONYMS

HR   Human Resources.

HRM   Human Resources Management.

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APPENDIX N I: *EMPLOYEE ENGAGEMENT QUESTIONNAIRE*

Angažovanosť zamestnancov vo firme Petramed s.r.o.

Dobrý deň,

volám sa Kristína Fučková a som študentkou 3.ročníka managementu a ekonomiky na Univerzite Tomáša Baťu v Zlíne. V mojej bakalárskej práci zisťujem level angažovanosti zamestnancov v danej firme. Tento pojem je čoraz viac populárnejší medzi manažérmi firiem, nakoľko mať angažovaných zamestnancov je možné vnímať ako jednu z konkurenčných výhod a spôsob ako sa odlíšiť od svojho biznis súpera. Angažovanosť zamestnanca však vychádza z neho samého a nemožno ju umelo vytvoriť. Možno však vytvoriť prostredie, ktoré angažovanosti prospieva a tým ju podporuje.

Dotazník Vám zaberie približne 10 minút a na konci je priestor pre vyjadrenie osobného názoru. Výsledky dotazníka budú spracované a na základe nich budú vytvorené záverečné doporučenia pre firmu.

Ďakujem veľmi pekne! :)

* Povinné

Pracujem ako: *

- o Zdravotnícky pracovník
- o Manažerský pracovník
- o Administratívny pracovník
- o Technicko-hospodársky pracovník

Vo firme pracujem:

- o 3-6 mesiacov
- o 6-12 mesiacov
- o 1-3 roky
- o 3-4 roky
- o 5 a viac rokov

Moja práca na mňa pôsobí pozitívne. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

V práci sa cítim plný/á energie. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Mojej práci venujem veľa pozornosti. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

V práci som dôsledný/á. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Zdieľam rovnaké pracovné ciele ako moji kolegovia. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

**Služby, ktoré táto firma poskytuje sú rovnako dobré alebo lepšie ako má naša konku-
rencia**.

1 2 3 4 5

Takmer nikdy   Takmer vždy

**Myslím si, že spoločnosť efektívne prerozdeľuje zdroje (finančné, ľudské) na plnenie
firemných cieľov**. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Myslím si, že firma má potenciál uspieť v najbližších 5-tich rokoch *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Som hrdý/á na to, že pracujem pre túto spoločnosť. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Odporučil/a by som túto spoločnosť ako skvelé miesto pre prácu. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Rozmýšľam o práci v inej spoločnosti. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Táto firma ma motivuje aby som do práce vkladala moje úsilie. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Verím v manažment tejto spoločnosti. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Môj manažér je vzor pre zamestnancov. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Manažment ukazuje úprimný záujem o moje kariérne túžby. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Manažéri mi vedia dať hodnotnú spätnú väzbu.

1 2 3 4 5

Takmer nikdy   Takmer vždy

Cítim dôveru zo strany manažmentu. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Cítim sa ako člen tímu. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Som ochotný/á prevziať zodpovednosť za moje výsledky vo firme. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Moje pracovné prostredie je vhodné na efektívny výkon práce. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Systémy a procesy vo firme podporujú to, že môžem vykonávať prácu lepšie a efektívnejšie.

1 2 3 4 5

Takmer nikdy   Takmer vždy

Viem čo musím urobiť, aby som bol/a v práci úspešný/á. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Viem, ako prispieva moja práca k celkovému cieľu spoločnosti. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Som dostatočne zahrnutý/á do rozhodovacieho procesu týkajúceho sa mojej práce. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Myslím si, že moje momentálne ohodnotenie (mzda, bonusy, benefity) je fér. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Myslím si, že moja pracovná záťaž je primeraná. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Mám rovnováhu medzi mojim súkromným a pracovným životom pri momentálnej pracovnej záťaži. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Mám umožnené zobrať si voľno, keď je treba. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Som vedený/á k tomu, aby som bol/a inovatívny/a aj keď tá myšlienka nemusí uspieť.

1 2 3 4 5

Takmer nikdy   Takmer vždy

Myslím si, že vo firme sú pre mňa dobré kariérne možnosti. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Táto firma prispieva k môjmu rozvoju. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Dostávam možnosť rozvíjať si schopnosti v oblasti, ktorá ma zaujíma. *

1 2 3 4 5

Takmer nikdy   Takmer vždy

Čo vo firme funguje dobre? *

Čo by ste vo firme zlepšili? *

APPENDIX N II: *MANAGERS' QUESTIONNAIRE ON CREATING THE CULTURE OF EMPLOYEE ENGAGEMENT*

Dobrý deň,

venujte prosím približne 5 minút vášho času na vyplnenie dotazníka pre moju bakalársku prácu na tému Angažovanosť Zamestnancov v Petramede.

Prečítajte si každé z nižšie uvedených tvrdení a na základe stupnice rozhodnite ako presne vystihuje vaše jednanie. 0 - Nikdy sa takto neprejavujem alebo len zriedka. 1 - Niekedy sa takto zachovám. 2 - Pravidelne sa takto prejavujem. 3 - Vždy, alebo takmer vždy sa takto prejavujem.

1. Uznanie

1. *Prejavím uznanie a poďakujem za prácu na špecifickej úlohe aspoň jednej osobe denne.*

2. *V predchádzajúcom mesiaci som za prevedenú prácu poďakoval každému zamestnancovi môjho odelenia. Buď osobne, písomne alebo po telefóne.*

3. *Keď vidím zamestnanca, ktorý nie je v mojom odelení, urobiť niečo dobré, postaraám sa aby sa o tom dozvedel jeho manažér.*

4. *Keď jeden z mojich zamestnancov odvedie dobrú prácu, postarám sa aby ho šéf osobne pochválil.*

5. *Na každej porade tímu, si vyhradím čas a verejne prejavím uznanie jednotlivcom za ich doterajšiu prácu.*

2. Splnomocnenie

1. *Pravidelne sa zamestnancov pýtam, ako im môžem pomôcť, aby boli úspešnejší.*

2. *Delegujem zamestnancov v rozhodujúcich procesoch s čo možno najväčšiu zodpovednosťou.*

3. *Aktivne povzbudzujem zamestnancov aby podstupovali rizika na základe kvalifikovaného uváženia.*

4. *Vyžadujem aby sa zamestnanci stále zúčastňovali školení, aby si rozširovali svoje znalosti.*

5. *Pýtam sa zamestnancov na návrhy, ako odstrániť alebo zmeniť postupy, ktoré považujú za obmedzujúce.*

3. Partnerstvo

1. *So zamestancami otvorene zdieľam finančné informácie a celkový kontext.*
2. *Aktívne zdieľam informácie a zdroje s ostatnými oddeleniami.*
3. *Aktívne zapájam zamestnancov do procesu príjmania nových zamestnancov.*
4. *Pravidelne kontaktujem interných a externých zákaznikov pre účely spätnej väzby.*

4. Záujem

1. *Každý deň pri príchode do práce strávim nejaký čas so svojími zamestnancami.*
2. *Posilujem členov odelenia, keď ich vidím jednať ohľaduplne.*
3. *Všímam si, keď sa zamestnanci necítia vo svojej koži, a dám im najavo že mi to nie je jedno.*
4. *Keď sa zamestnanci dostavia chorí, ponúknem im aby išli domov a zotavili sa.*
5. *Kladiem zamestnancom konkrétne otázky, ako napríklad : Ako sa darí dcére Janke pri volejbale?*

5. Dôvera

1. *Verím, že moji zamestnanci odvádzajú dobrú prácu, bez toho aby som ich kontroloval.*
2. *Moji zamestnanci a kolegovia sa častokrát na mňa spoliehajú.*
3. *Moji zamestnanci veria, že sa k nim chovám správne.*
4. *Zamestnanci sa môžu spoľahnúť, že zlé správy poviem na rovinu.*

APPENDIX N II: *PEARSON'S CORRELATION FOR EMPLOYEE ENGAGEMENT QUESTIONNAIRE*

The dependance of given questions in the employee engagement quationaire proccesed in MS excel throught Data Analysis Toolpak – Correlation.

	Rok	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
1	0.33	0.00																														
2	-0.10	-0.03	0.00																												
3	-0.01	0.34	-0.01	0.00																											
4	-0.04	0.42	0.05	0.33	0.00																										
5	-0.06	0.53	0.05	0.41	0.56	0.00																									
6	0.04	0.62	-0.05	0.49	0.59	0.80	0.00																								
7	-0.11	0.54	-0.07	0.62	0.56	0.65	0.70	0.00																							
8	-0.05	0.55	0.08	0.59	0.60	0.59	0.69	0.79	0.00																						
9	0.16	-0.35	0.00	-0.40	-0.22	-0.62	-0.60	-0.54	-0.58	0.00																					
10	-0.02	0.60	-0.03	0.40	0.56	0.62	0.62	0.66	0.73	-0.46	0.00																				
11	-0.05	0.43	-0.07	0.40	0.48	0.76	0.73	0.74	0.71	-0.48	0.71	0.00																			
12	-0.18	0.36	-0.21	0.58	0.46	0.64	0.71	0.78	0.76	-0.48	0.66	0.83	0.00																		
13	-0.12	0.37	-0.08	0.32	0.43	0.63	0.70	0.59	0.68	-0.43	0.62	0.83	0.74	0.00																	
14	0.00	0.43	-0.01	0.47	0.43	0.62	0.81	0.62	0.63	-0.50	0.63	0.71	0.75	0.73	0.00																
15	-0.08	0.44	0.00	0.31	0.47	0.08	0.72	0.64	0.59	-0.38	0.60	0.77	0.72	0.75	0.82	0.00															
16	-0.02	0.65	0.16	0.17	0.40	0.62	0.71	0.61	0.55	-0.50	0.37	0.57	0.45	0.55	0.53	0.63	0.00														
17	0.23	0.40	0.21	0.44	0.37	0.36	0.49	0.51	0.53	-0.15	0.37	0.39	0.42	0.28	0.47	0.35	0.28	0.00													
18	0.08	0.41	0.24	0.21	0.36	0.34	0.47	0.46	0.33	-0.19	0.37	0.17	0.27	0.20	0.38	0.36	0.49	0.44	0.00												
19	-0.11	0.34	0.01	0.12	0.58	0.56	0.52	0.67	0.53	-0.21	0.55	0.53	0.60	0.42	0.45	0.63	0.45	0.53	0.54	0.00											
20	0.30	0.53	0.02	0.34	0.38	0.37	0.49	0.51	0.47	-0.04	0.30	0.38	0.49	0.41	0.54	0.45	0.33	0.57	0.54	0.42	0.00										
21	0.08	0.38	-0.14	0.41	0.41	0.38	0.44	0.57	0.45	-0.19	0.34	0.40	0.43	0.35	0.45	0.42	0.43	0.39	0.45	0.54	0.57	0.00									
22	-0.18	0.21	-0.21	0.30	0.45	0.39	0.44	0.51	0.39	-0.14	0.40	0.52	0.39	0.58	0.28	0.42	0.54	0.13	0.18	0.41	0.22	0.34	0.00								
23	-0.28	0.31	-0.05	0.27	0.30	0.30	0.54	0.46	0.52	-0.49	0.54	0.73	0.64	0.71	0.55	0.64	0.40	0.18	-0.13	0.30	0.08	0.13	0.35	0.00							
24	0.01	0.50	0.14	0.30	0.41	0.41	0.55	0.41	0.44	-0.43	0.46	0.38	0.38	0.35	0.44	0.41	0.45	0.34	0.26	0.33	0.35	0.19	0.34	0.39	0.00						
25	-0.02	0.14	-0.22	0.41	0.31	0.31	0.40	0.21	0.21	-0.21	0.29	0.21	0.31	0.28	0.50	0.46	0.26	0.31	0.18	0.26	0.09	0.11	0.34	0.36	0.29	0.00					
26	0.32	0.40	0.23	0.25	0.44	0.28	0.37	0.15	0.35	-0.01	0.36	0.29	0.02	0.20	0.23	0.23	0.39	0.25	0.12	0.11	0.30	0.22	0.03	0.18	0.37	0.12	0.00				
27	0.06	0.47	-0.20	0.09	0.47	0.32	0.44	0.39	0.47	-0.24	0.32	0.17	0.22	0.20	0.30	0.37	0.31	0.43	0.34	0.33	0.39	0.30	0.34	0.10	0.46	0.20	0.17	0.00			
28	0.07	0.44	0.23	0.24	0.54	0.54	0.64	0.44	0.58	-0.39	0.54	0.52	0.38	0.67	0.48	0.42	0.57	0.15	0.21	0.22	0.27	0.32	0.52	0.44	0.36	0.16	0.63	0.28	0.00		
29	0.17	0.66	-0.12	0.41	0.53	0.58	0.73	0.53	0.54	-0.39	0.67	0.53	0.43	0.56	0.58	0.54	0.65	0.30	0.29	0.30	0.39	0.20	0.38	0.42	0.42	0.33	0.63	0.31	0.72	0.00	
30	0.19	0.45	-0.20	0.15	0.50	0.40	0.53	0.18	0.38	-0.19	0.38	0.34	0.16	0.52	0.37	0.27	0.41	0.16	0.09	0.06	0.24	0.14	0.35	0.29	0.28	0.28	0.73	0.20	0.77	0.74	0.00
Rok	0.00																														