An Analysis of Employee Satisfaction in a Chosen Company

Karolína Čaňková

Tomas Bata University in Zlín
Faculty of Humanities

Univerzita Tomáše Bati ve Zlíně
Fakulta humanitních studií
Ústav moderních jazyků a literatur

Akademický rok: 2023/2024

ZADÁNÍ BAKALÁŘSKÉ PRÁCE
(projektu, uměleckého díla, uměleckého výkonu)

Jméno a příjmení: **Karolína Čaňková**
Osobní číslo: **H21723**
Studijní program: **B0231P090005 Anglický jazyk pro manažerskou praxi**
Forma studia: **Prezenční**
Téma práce: **Analýza spokojenosti zaměstnanců ve vybrané firmě**

Zásady pro vypracování

Nastudování odborné literatury zabývající se spokojeností zaměstnanců
Formulace cílů a specifikace metod práce
Sběr výzkumného materiálu
Analýza současné spokojenosti zaměstnanců ve vybrané firmě
Návrh doporučení pro zvýšení spokojenosti zaměstnanců ve vybrané firmě

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

Seznam doporučené literatury:

Armstrong, Michael. 2015. *Armstrong's Handbook of Reward Management Practice: An Evidence-based Guide to Improving Performance through Reward.* 5th ed. London: Kogan Page.
Armstrong, Michael, and Stephen Taylor. 2020. *Armstrong's Handbook of Human Resource Management Practice.* 15th ed. London: KoganPage.
Mitchell, Debbie. 2018. *50 Top Tools for Employee Wellbeing: A Complete Toolkit for Developing Happy, Healthy, Productive and Engaged Employees.* London: KoganPage.
Noe, Raymond A. 2014. *Fundamentals of Human Resource Management.* 5th ed. New York: McGraw-Hill/Irwin.
Wilton, Nick. 2019. *An Introduction to Human Resource Management.* 4th ed. Los Angeles: SAGE.

Vedoucí bakalářské práce: **doc. Ing. Jana Matošková, Ph.D.**
Ústav managementu a marketingu

Datum zadání bakalářské práce: **1. února 2024**
Termín odevzdání bakalářské práce: **6. května 2024**

L.S.
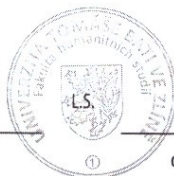
_____
Mgr. Libor Marek, Ph.D.
děkan

_____
doc. Mgr. Roman Trušník, Ph.D.
ředitel ústavu

Ve Zlíně dne 26. února 2024

PROHLÁŠENÍ AUTORA BAKALÁŘSKÉ PRÁCE

Beru na vědomí, že

- odevzdáním bakalářské práce souhlasím se zveřejněním své práce podle zákona č. 111/1998 Sb. o vysokých školách a o změně a doplnění dalších zákonů (zákon o vysokých školách), ve znění pozdějších právních předpisů, bez ohledu na výsledek obhajoby [1];
- beru na vědomí, že bakalářská práce bude uložena v elektronické podobě v univerzitním informačním systému dostupná k nahlédnutí;
- na moji bakalářskou práci se plně vztahuje zákon č. 121/2000 Sb. o právu autorském, o právech souvisejících s právem autorským a o změně některých zákonů (autorský zákon) ve znění pozdějších právních předpisů, zejm. § 35 odst. 3 [2];
- podle § 60 [3] odst. 1 autorského zákona má UTB ve Zlíně právo na uzavření licenční smlouvy o užití školního díla v rozsahu § 12 odst. 4 autorského zákona;
- podle § 60 [3] odst. 2 a 3 mohu užít své dílo – bakalářskou práci - nebo poskytnout licenci k jejímu využití jen s předchozím písemným souhlasem Univerzity Tomáše Bati ve Zlíně, která je oprávněna v takovém případě ode mne požadovat přiměřený příspěvek na úhradu nákladů, které byly Univerzitou Tomáše Bati ve Zlíně na vytvoření díla vynaloženy (až do jejich skutečné výše);
- pokud bylo k vypracování bakalářské práce využito softwaru poskytnutého Univerzitou Tomáše Bati ve Zlíně nebo jinými subjekty pouze ke studijním a výzkumným účelům (tj. k nekomerčnímu využití), nelze výsledky bakalářské práce využít ke komerčním účelům.

Prohlašuji, že
- elektronická a tištěná verze bakalářské práce jsou totožné;
- na bakalářské práci jsem pracoval samostatně a použitou literaturu jsem citoval. V případě publikace výsledků budu uveden jako spoluautor.

Ve Zlíně ....

---

[1] zákon č. 111/1998 Sb. o vysokých školách a o změně a doplnění dalších zákonů (zákon o vysokých školách), ve znění pozdějších právních předpisů, § 47b Zveřejňování závěrečných prací:

(1) Vysoká škola nevýdělečně zveřejňuje disertační, diplomové, bakalářské a rigorózní práce, u kterých proběhla obhajoba, včetně posudků oponentů a výsledku obhajoby prostřednictvím databáze kvalifikačních prací, kterou spravuje. Způsob zveřejnění stanoví vnitřní předpis vysoké školy.

(2) Disertační, diplomové, bakalářské a rigorózní práce odevzdané uchazečem k obhajobě musí být též nejméně pět pracovních dnů před konáním obhajoby zveřejněny k nahlížení veřejnosti v místě určeném vnitřním předpisem vysoké školy nebo není-li tak určeno, v místě pracoviště vysoké školy, kde se má konat obhajoba práce. Každý si může ze zveřejněné práce pořizovat na své náklady výpisy, opisy nebo rozmnoženiny.

(3) Platí, že odevzdáním práce autor souhlasí se zveřejněním své práce podle tohoto zákona, bez ohledu na výsledek obhajoby.

2) zákon č. 121/2000 Sb. o právu autorském, o právech souvisejících s právem autorským a o změně některých zákonů (autorský zákon) ve znění pozdějších právních předpisů, § 35 odst. 3:

(3) Do práva autorského také nezasahuje škola nebo školské či vzdělávací zařízení, užije-li nikoli za účelem přímého nebo nepřímého hospodářského nebo obchodního prospěchu k výuce nebo k vlastní potřebě dílo vytvořené žákem nebo studentem ke splnění školních nebo studijních povinností vyplývajících z jeho právního vztahu ke škole nebo školskému či vzdělávacího zařízení (školní dílo).

3) zákon č. 121/2000 Sb. o právu autorském, o právech souvisejících s právem autorským a o změně některých zákonů (autorský zákon) ve znění pozdějších právních předpisů, § 60 Školní dílo:

(1) Škola nebo školské či vzdělávací zařízení mají za obvyklých podmínek právo na uzavření licenční smlouvy o užití školního díla (§ 35 odst. 3). Odpírá-li autor takového díla udělit svolení bez vážného důvodu, mohou se tyto osoby domáhat nahrazení chybějícího projevu jeho vůle u soudu. Ustanovení § 35 odst. 3 zůstává nedotčeno.

(2) Není-li sjednáno jinak, může autor školního díla své dílo užít či poskytnout jinému licenci, není-li to v rozporu s oprávněnými zájmy školy nebo školského či vzdělávacího zařízení.

(3) Škola nebo školské či vzdělávací zařízení jsou oprávněny požadovat, aby jim autor školního díla z výdělku jím dosaženého v souvislosti s užitím díla či poskytnutím licence podle odstavce 2 přiměřeně přispěl na úhradu nákladů, které na vytvoření díla vynaložily, a to podle okolností až do jejich skutečné výše; přitom se přihlédne k výši výdělku dosaženého školou nebo školským či vzdělávacím zařízením z užití školního díla podle odstavce 1.

ABSTRAKT

Zaměření na spokojenost zaměstnanců je klíčové, neboť významně ovlivňuje produktivitu a konkurenceschopnost firmy. Cílem této bakalářské práce bylo analyzovat současné řízení lidských zdrojů ve společnosti Stavební firma PLUS s.r.o. a navrhnout doporučení pro zlepšení zaměstnanecké spokojenosti. V rámci práce byl použit dotazník, který vyplnili zaměstnanci, aby se získala data o odměňování, vzdělávání a péči o zaměstnance. Analýza ukázala, že dobře organizovaný systém odměňování má pozitivní vliv na spokojenost zaměstnanců, avšak bylo identifikováno několik oblastí, kde je potřeba situaci zlepšit, zejména v ohodnocení a benefitech. Práce dále obsahuje pět doporučení pro zlepšení stavu spokojenosti, včetně přizpůsobení vzdělávacích programů individuálním kariérním cílům a pracovním požadavkům zaměstnanců.

Klíčová slova: spokojenost zaměstnanců, řízení lidských zdrojů, motivace, odměňování, péče o zaměstnance, vzdělávání, dotazníkový výzkum.

ABSTRACT

Focusing on employee satisfaction is crucial as it significantly affects the productivity and competitiveness of the company. The aim of this bachelor thesis was to analyse the current human resource management in Stavební firma PLUS s.r.o. and to propose recommendations for improving employee satisfaction. The thesis used a questionnaire completed by employees to obtain data on employee remuneration, training and development and employee care. The analysis showed that a well-organized reward system has a positive effect on employee satisfaction, but several areas were identified where the situation needs to be improved, especially in compensation and benefits. The paper also contains five recommendations for improving satisfaction, including adjusting training programmes to individual career goals and employee job requirements.

Keywords: employee satisfaction, human resource management, motivation, remuneration, care for employees, training and development, survey research.

ACKNOWLEDGEMENTS

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

CONTENTS

INTRODUCTION

Employee satisfaction is considered a critical factor in the success of an organisation. It is widely accepted that employees who are satisfied with their jobs are more motivated, productive, and committed to their employer. It is important to realise that employee satisfaction not only affects individual morale but also has a major impact on the organisation's overall effectiveness. Across companies, there is increasing interest in how human resource management practices can contribute to better employee satisfaction, from improving the work environment to fair compensation.

The main objective of this bachelor thesis is to analyse the state of employee satisfaction in the company Stavební firma PLUS s.r.o. and to propose measures to improve this state of satisfaction. The company was chosen for this purpose because of its family atmosphere and friendly attitude towards employees, which provides an interesting context for examining how this culture influences their views on the work environment. The results of this analysis should help the firm better understand its employees' needs and develop strategies that will help increase employee satisfaction and productivity.

The thesis is divided into two main parts. The theoretical part of the thesis provides a comprehensive overview of human resource management with an emphasis on factors that affect employee satisfaction, such as motivational systems, reward systems, development and training, and employee care. The practical part is based on the results of an employee questionnaire survey, which provided valuable information on the current state of satisfaction and identified areas for improvement. Through the analysis and interpretation of the data obtained, the thesis proposes suggestions for building a more satisfied workforce and presents a combination of theory and practical application in a natural company setting.

This way of proceeding not only examines in detail how the various human resource management practices are implemented but also provides suggestions for their improvement in order to achieve a higher level of satisfaction among employees, which would have a positive impact on the overall performance and competitiveness of the company.

I. THEORY

1   HUMAN RESOURCE MANAGEMENT

To start, it is essential to explain that employees are one of the fundamental pillars for the proper functioning of a company. So, the company must focus on employee satisfaction to ensure its future prosperity. It is therefore necessary to clarify the term human resource management, which is an over-arching concept for employee satisfaction.

Armstrong states that human resource management represents tasks related to managing employment connections within the company. Human Resource Management (HRM) originated in the 1980s as a guiding philosophy for managing people, providing an alternative to conventional personnel management approaches. (Armstrong 2020, 4) Armstrong, Bishop and Crooks believe it can be viewed as a guiding principle for managing individuals in the workplace, grounded in various theories concerning human and organisational behaviour. (Armstrong 2014, 1) (Bishop and Crooks 2016, 2) HRM seeks to enhance organisational effectiveness by focusing on people while emphasising ethical considerations in treating individuals guided by a set of values. (Armstrong 2020, 4) HRM, in contrast to personnel management, is not solely within the purview of the HR department but is an integral part of the daily responsibilities of all managers. It revolves around focusing on the quality of work life and employee satisfaction. (Koubek 2015, 16)

Foot and Hook state that the main activities of personnel and human resource management include recruitment and selection, staff training and development, employee performance evaluation, employee benefits, employee remuneration and income, dismissal, and motivation. (Foot and Hook 2005, 5) Šikýř also mentions the utilisation of a personnel information system, which contains necessary information about all employees, job positions, and activities of the personnel department. (Kocianová 2010, 25) (Šikýř 2016, 94) An organisation can only function through the interconnection and utilisation of material, financial, human, and information resources. Personnel work is dedicated to managing human resources and focuses on work processes related to individuals. (Koubek 2015, 13) Human Resource Management is concerned with overseeing and engaging with individuals in the workforce. Its objective is to improve organisational efficiency by recognising the value of individuals while emphasising ethical treatment and commitment to a defined set of moral principles within the work environment. (Armstrong 2020, 3) Bishop and Crooks argue that the cornerstone of an HRM environment is getting to know your staff well, treating them with respect and honesty, adhering to proper protocols, fostering collaboration and consultation, motivating, and instilling trust in them. (Bishop and Crooks 2016, 2) HRM

considers both the view of the employee who should contribute to the company and the view of the employee as an individual with their own needs.

The top management controls human resource management, and the responsibility for human resource management lies with the line managers. (Kocianová 2010, 24) Koubek supports this statement and adds that, therefore, it is essential for all managers to acquire knowledge for performing personnel work. Since not all managers possess these skills, HR specialists and the HR department must coordinate and ensure their expertise. (Koubek 2015, 32)

1.1 HRM Goals

According to Armstrong, human resource management aims to facilitate the organisation's continuous growth and performance improvement. (Armstrong 2007, 30) The company aims for ongoing enhancement across all resources, encompassing material, financial, human, and informational aspects. Human resources, specifically, hold a pivotal role in deciding how financial and material resources are utilised. (Koubek 2015, 16)

Armstrong and Koubek mention that human resource strategies are implemented to support the organisation in attaining its goals.

- This involves contributing to the establishment of a culture that promotes high performance.
- The focus is also on ensuring the presence of skilled individuals within the company.
- Additionally, efforts are made to foster a positive dynamic between supervisors and staff members.
- Matching individuals with tasks that align with their expertise, optimising workforce utilisation, shaping effective leadership styles, and nurturing healthy interpersonal relationships are integral aspects.
- Furthermore, the development of employees, both in terms of job skills and career growth, is prioritised to ensure job satisfaction. (Koubek 2015, 17) (Armstrong 2020, 7)

1.2 Strategic HRM

Strategic human resource management is closely connected to an organisation's overall strategy. According to Armstrong, strategic HRM involves adopting a perspective focused on long-term considerations for accomplishing necessary tasks. (Armstrong 2020, 25) At its core, strategic management grapples with fundamental inquiries: How many employees does the organisation require, and what types are needed? What is the projected availability of the

workforce within and beyond the organisational boundaries? What actions are necessary to fulfil the envisioned workforce needs? These critical considerations not only shape the organisation's objectives but also chart the courses to achieve them. (Koubek 2015, 24)

Armstrong adds that the primary goal of strategic Human Resource Management is to enhance organisational capability by ensuring the organisation possesses the skilled, engaged, committed, and highly motivated workforce required to attain a competitive advantage. (Armstrong 2016, 47)

External conditions, encompassing demographic shifts, labour market trends, technological advancements, migration patterns, employment policies, and legislative frameworks, play a pivotal role. Internal conditions such as the organisation's size, structure, production processes, and personnel policies, as well as the nuanced characteristics of work, its nature, content, diversity, difficulty, and autonomy, and employee-related considerations like numbers, skills, and familial backgrounds, must be carefully weighed. Strategic management needs to consider various factors that impact how the organisation's workforce is formed and operates. (Koubek 2015, 26)

2   MOTIVATION

There is often a strong relationship between employee satisfaction and employee motivation. Employees who are satisfied with their jobs are more likely to be motivated to perform well and contribute positively to the organisation. Armstrong states that motivation adds meaning to actions; it serves as an engine for a person to do something. Motivation could be tangible, e.g. work car, or something abstract, like the feeling inside the person to keep improving. The more satisfaction of fulfilling one's needs and achieving what the person wants, the more people are likely to execute some activity. (Armstrong 2020, 247) Kocianová mentions that when someone lacks motivation, the outcome of what they do is usually not very satisfying. What motivates someone is connected to their entire personality and can depend on things like gender, age, and education. For example, a mother with five kids might see money as the best motivator to provide for her family, while a 50-year-old unmarried male entrepreneur might be more motivated by the status his work brings. (Kocianová 2010, 24) Šikýř believes that to realise the organisation's strategic objectives, aligning them with the fulfilment of employees' specific needs is essential. The organisation should employ motivational tools that positively influence employee motivation. This implies that employees will find intrinsic motivation to carry out assigned tasks and attain the targeted performance because they can meet their individual needs. (Šikýř 2016, 565)

In his work, Armstrong draws from Arnold et al. (1991), that there are three parts of motivation:

1. Direction – an individual's defined accomplishment
2. Effort – the work that goes into it
3. Persistence – a person's willingness to make an effort over a period of time (Armstrong 2020)

2.1 Types of Motivation

The reasons people act the way they do come from what they personally want - internal stimuli and things outside them that influence them - external stimuli. (Kocianová 2010, 24)

2.1.1   Intrinsic motivation

Intrinsic motivation is the first type of motivation that comes from within an individual. A person is fulfilled by his work and enjoys it. He does not need to be provided with incentives from others, but the sense of satisfaction is enough for him. (Armstrong 2020, 248) Kocianová lists the desire for power or contact with people as examples. (Kocianová 2010, 27)

2.1.2 Extrinsic motivation

On the other hand, the opposite of intrinsic motivation is extrinsic motivation. To accomplish the assigned task, one will need external incentives. The external incentive is a term for things that could be a reward or a punishment that does not come from the person. But unlike intrinsic motivation, it expires quickly. (Armstrong 2020, 248) Kocianová mentions money or status as examples. (Kocianová 2010, 27)

2.2 Motivation Theories

Armstrong defines motivation theories as different ways of explaining why people do things and what makes them want to do specific actions. These theories look at all the various parts of why we act the way we do, like our own feelings inside, things happening around us, what we need, what we want to achieve, and the rewards we get. Different theories give us other ways of looking at the whole idea of motivation.

2.2.1 Instrumentality theory

This theory works with the idea that if a person does a good job, he will receive a reward, and a job poorly done equals punishment, which influences the whole process of people acting in a certain way. (Armstrong 2020, 248) Yet Kocianová states that it's important to note that this approach neglects the consideration of internal motivation (Kocianová 2010, 28). In other words, while the instrumentality theory focuses on external factors like rewards and penalties, it fails to appreciate the intrinsic motivations that drive people. That is the weakness of this theory. It doesn't fully understand that people are motivated by more than just money. (Armstrong 2015, 61)

2.2.2 Content theory

Content theory works with the idea that people have needs, and if these needs aren't satisfied, people will feel unhappy. Our actions are motivated by the feeling of dissatisfaction. Thus, we choose a path – what to do to achieve the desired outcomes and bring everything back into balance. This path should lead us to a set goal – something that will satisfy us. This process is called a behaviour pathway. (Armstrong 2020, 249)

Both Armstrong and Kocianová, in their works on content theory, give the example of Maslow's hierarchy of needs. It is the most well-known classification. Maslow divided human needs into five basic categories: fundamental physiological needs, safety needs, love and belongingness, esteem needs, and self-actualisation. The fundamental physiological needs include the necessities for survival, such as water, food, and warmth. What follows is a sense of security, being sure of the security of home, the security of a stable job. The third

level focuses on social acceptance, whether in love or friendship. The other is the desire for recognition and respect. At the highest level, one strives to achieve the best version of oneself. The American psychologist stated that people focus more on satisfying lower needs, and only after satisfying them can they satisfy higher needs. The individual levels are shown graphically below. (Kocianová 2010, 28)
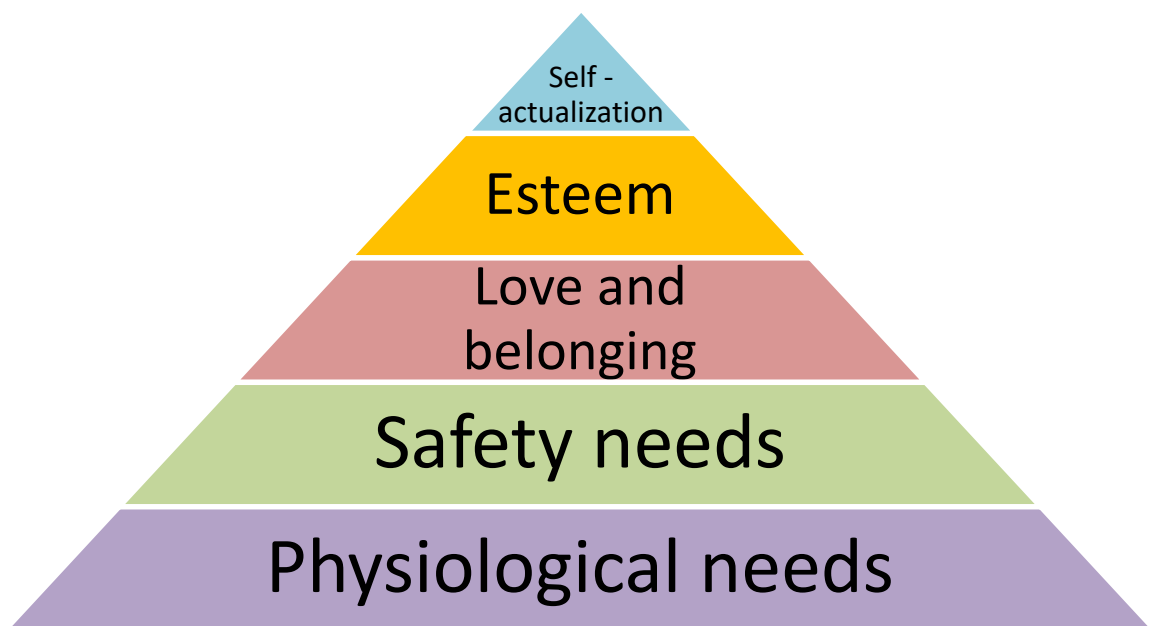

Figure 1 Maslow's hierarchy of needs (own creation)

Among other theories, the ERG theory by Alderfer is mentioned. It is an acronym created by combining three words - existence, relatedness, and growth. It divides needs into only three groups. Existential needs are basic needs such as salary and warmth. Relatedness needs correspond to Maslow's third level; it's a feeling of love and friendship. The third group is growth needs, where people strive for personal development. (Armstrong 2020, 64)

2.3 Factors Preventing Effective Motivation

In this section, I would like to mention the factors that, on the contrary, demotivate and thus contribute to dissatisfaction. Urban among them includes the following:

- Unclear tasks - if the tasks are unclear, the person does not know how to work them out and then loses the motivation to start working
- Neglecting feedback - without evaluation, a person gets into his head that he is not needed, and his work is therefore irrelevant
- Unfair evaluation - An equitable and clear evaluation process is essential for sustaining and boosting motivation in a workplace (Urban 2017, 623)

3 EMPLOYEE JOB SATISFACTION

This chapter is dedicated to employee job satisfaction, which is the main topic of this bachelor's thesis. Armstrong describes job satisfaction as individuals' attitudes and emotions toward their job. A positive perspective leads to job satisfaction, while a negative one results in job dissatisfaction. (Armstrong 2020, 257) Noe notes that there are three components of job satisfaction: a person's values, perceptions and ideas. (Noe 2014, 309)

Employee satisfaction significantly impacts the operation and success of the entire organisation. It influences the achievement of the organisation's goals. If employees are satisfied at work, they care about how the organisation is doing. Therefore, it is crucial for the management to know how satisfied the employees are and what needs to be changed.

3.1 How to Measure Job Satisfaction

An employee satisfaction survey can help companies identify problem areas, implement changes, and track what's popular. The survey results can then be used to influence employee satisfaction and ensure a loyal and happy workforce. It's an ideal tool for understanding your employees. From the results, it can be concluded that if a trend of dissatisfaction develops, it is time to establish changes and direction for the company. It is promising to conduct surveys at regular time intervals to monitor satisfaction changes and trends.

It can be a satisfying feeling for employees to use the satisfaction questionnaire as a feedback tool. Surveys provide a means to measure the effectiveness of these initiatives and adjust as needed. Comparing results across different departments can help identify successful practices that can be replicated in other parts of the organisation, fostering a culture of continuous improvement. Using standardised scales for measuring job satisfaction can also allow organisations to benchmark themselves against others in the same industry, providing valuable insights into how they stack up against competitors and industry norms. Finally, surveys give employees a voice and the opportunity to provide feedback, which can contribute to their satisfaction and engagement. When employees feel heard and valued, it can lead to greater loyalty and commitment to the organisation. (Noe 2014, 314)

A widely used metric for assessing job satisfaction is the Job Descriptive Index (JDI). It directs focus on particular facets of satisfaction, including salary, the job itself, relationships with supervisors and colleagues, and promotional prospects. Conversely, the Pay Satisfaction Questionnaire (PSQ) concentrates specifically on satisfaction – pay such as pay levels, pay structures, and raises. Many firms are turning to fundamental HR data analysis to spot patterns in employee retention and turnover rates. The findings might either align

with presumptions or unveil surprises calling for further exploration. Creating specialised employee satisfaction and motivation questionnaires for a particular company can be a valuable practice, as it allows organisations to gather targeted feedback. An additional method for information collection is through exit interviews, in which departing employees meet with their supervisors or HR professionals to discuss the reasons behind their departure. (Noe 2014, 314) The Minnesota Satisfaction Questionnaire, designed to assess job satisfaction, consists of 20 items on the MSQ Short Form, which uses a 5-point Likert-type response scale ranging from very dissatisfied to very satisfied. (Martins and Proença 2012)

Employee wellbeing

Job satisfaction contributes to an elevated sense of well-being. Mitchell states that well-being is characterised by positive physical and mental health, mood, and emotion. It involves a broad spectrum of factors influenced by an individual's health, lifestyle, responsibilities, preferences, and personal characteristics such as age, gender, genes, and personality. The workplace plays a significant role in shaping well-being, and organisations can take proactive measures to enhance it. (Mitchell 2018, 1)

4 FACTORS AFFECTING JOB SATISFACTION

According to Armstrong, the employees' level of satisfaction is determined by the following:

- Inherent sources of motivation involve aspects of the job itself, particularly the five job dimensions: skill variety, task identity, task significance, autonomy, and feedback.

- The calibre of supervision holds the utmost influence on worker attitudes.

- Achievements or setbacks play a crucial role; success fosters satisfaction, especially when it allows individuals to utilise their abilities fully. (Armstrong 2020, 257)

On the other hand, in the context of job satisfaction, Kocianová classifies the influences on this area into four main groups. The first group encompasses factors related to the actual work activity, specifically focusing on the content and nature of the job. The second group targets the conditions and circumstances of work, including factors such as organisational management, compensation, and employee care. The third group analyses individual-side influences, examining factors like age, gender, experience, education, motivation, and interests. The final, fourth group addresses extra-organizational factors, including the economic situation of the state and the state of the job market.

This structure allows for a systematic approach to analysing factors influencing job satisfaction, providing a comprehensive view of the diverse determinants in this area. Kocianová's approach offers a valuable framework for the study of job satisfaction, contributing to a deeper understanding of how various aspects of the work environment and individuals can shape the overall perception of work and professional life. (Kocianová 2010, 35)

As factors supporting job satisfaction, Kocianová specifically mentions:

- Financial remuneration – Štikar believes that unfavourable pay or salary for employees significantly influences their job dissatisfaction. (Štikar 2003, 115)

- Diverse range of work - Organizations can enhance job satisfaction by increasing the complexity and meaningfulness of roles. Methods such as job enrichment and job rotation are employed to achieve this objective. Organisations can effectively boost employee satisfaction by developing clear and fitting job roles. (Noe 2014, 310)

- Interpersonal relationships – Noe mentions that job satisfaction can be significantly influenced by co-workers and supervisors within the workplace. When individuals share similar values and attitudes, it often contributes positively to job satisfaction. Employees value organisations that actively promote a culture of shared values, as it

fosters a supportive environment and reduces dissatisfaction. Many organisations prioritise team-building activities to strengthen bonds among group members, recognising the importance of cohesive relationships in fostering a positive work environment. (Noe 2014, 312)

- Opportunity to use one's own skills and experience - Job satisfaction is enhanced by engaging work that captivates individuals, offers desirable social standing, is diverse, allows for a degree of autonomy, and ensures employees receive essential feedback. (Štikar 2003, 116)

Some factors that cause dissatisfaction are:

- Stress – Armstrong defines stress as a condition characterised by mental or emotional strain arising from challenging or adverse circumstances. It can have a profound impact on mental well-being. Work stress can notably impede productivity, performance, and overall happiness. (Armstrong 2020, 581)

- Workload - Employees may increasingly feel overworked for several reasons. Firstly, they may be required to work overtime, meaning they have to stay at work longer than usual and often start earlier or stay later, resulting in an increased workload. Secondly, they may be tasked with job duties that fall outside the scope of their usual job description. This means that despite what is outlined in their job description, they are assigned additional tasks, leading to a feeling of having too much work and being unable to manage it effectively. Such workload overload can negatively impact their productivity, satisfaction, and overall work performance. (Noe 2014, 312)

- Lack of time for personal and family life - When jobs necessitate overtime hours, employers must be ready to adhere to laws mandating overtime pay and assist employees in balancing work and family responsibilities. Many employers have implemented various family-friendly policies to help their employees with their work-life balance. According to Noe, companies with such policies have also seen enhancements in performance, particularly in workplaces with a significant proportion of female employees. (Noe 2014, 311)

4.1 Employees Training and Development

As already mentioned, HRM deals with multiple activities. This bachelor's thesis deals specifically with three activities: employee training and development, rewards management, and employee care. These three activities are repeated in the vast majority of literature

dealing with HRM and are interesting for the analysis of the company in the analytical part of this bachelor thesis.

Providing training services is considered one of the primary internal factors that significantly influence job satisfaction in the workplace. Training initiatives play a pivotal role in nurturing job satisfaction among employees, thereby contributing to their overall contentment and bolstering the organisation's strategic pursuit of enhanced productivity. (Asgarova 2019) For an individual to function as a workforce and remain employable, they must continuously deepen and expand their knowledge and skills. Noe states that training and development is understood as professional training, the development of knowledge, skills, and abilities provided by organisations. (Noe 2014, 189) Training becomes a lifelong process, and to be successful, a company must also be flexible. People must be flexible, prepared for change, and adaptable. Therefore, it is crucial for human resource management to focus on shaping employees' capabilities. (Wilton 2019, 246)

Employees must be adequately prepared professionally and capable of acquiring new specialised knowledge. Šikýř mentions that the foundations of qualification are formed during general training, and changes in qualification are enabled by professional training, further training, and retraining. (Šikýř 2016, 528) However, according to Koubek and Wilton, traditional training methods such as training or retraining are no longer sufficient. More emphasis is now placed on developmental activities and shaping employees. Developmental activities shape the personality of employees and their readiness for changes. (Koubek 2015, 252) (Wilton 2019, 246)

Koubek and Wilton both agree that organisations should focus on employee training to prevent their skills from becoming obsolete due to emerging knowledge and technology and to keep a competitive advantage. Through training, employees will better respond to frequent changes in the organisation. Lastly, taking care of employee training and development builds a good reputation for the organisation and facilitates employee acquisition and retention. (Wilton 2019, 246) (Koubek 2015, 253)

Koubek notes that employee training depends on factors such as the nature of work, the technology used, and the organisation's size. Kocianová adds that the most significant factor in employee training is their motivation to learn. (Koubek 2015, 253) (Kocianová 2010, 172)

4.1.1 Systematic development of employees in the organisation

It is a recurring cycle that follows the designated goals of the training strategy. Both Armstrong believes that employee training should be part of the overall strategy and policy

of the organisation. (Armstrong 2020, 379) Moreover, training is seen as a return on investment and is considered an advantage that the organisation provides to employees. (Kocianová 2010, 170) It focuses on formulating job skills. In this system, both the HR department and managerial staff, as well as unions, are engaged. It often involves collaboration between the HR department, external specialists, and training institutions. The existence of training programs allows employees to learn both on and off the workplace. Through systematic employee training, the organisation consistently has enough professionally prepared workers, saving costs on recruiting such workers from the labour market. The organisation can shape its workforce according to specific needs, leading to improved work performance, employee relations, and motivation. The organisation may appear more attractive to potential employees seeking employment, contributing to enhancing both work and interpersonal relationships. (Koubek 2015, 258) (Wilton 2019, 258)

4.1.2 Systematic training model

The systematic training model is based on the strategy and policy of employee training and development within the organisation, and it consists of three phases: 1. Identification of learning needs, 2. Planning employee training, and 3. Evaluating the outcomes of the training. (Koubek 2015, 259) Figure 2 shows that Armstrong places an additional implementation step between the second and third phases. (Armstrong 2020, 413)
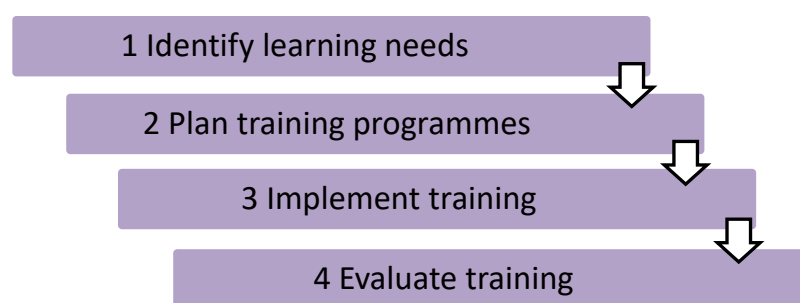

Figure 2 Systematic training model (own creation)

The first phase is **identifying the training needs**. Foot, Hook and Šikýř agree that the description of the need for training is a mismatch between the knowledge, skills, and abilities of employees and the requirements of job positions. That need must then cover the identified differences. (Šikýř 2016, 534) (Foot & Hook 2005, 193) It involves analysing the acquired data to determine the training needs.

The following data are being analysed:

1. Organizational data – organisational structure, resources, program of activities, employee movement, work-related injuries.

2. Data on individual job positions and activities – employee requirements, job descriptions, culture of work relationships.

3. Employee data – records of training, qualifications, and evaluations.

Regular employee evaluations and performance assessments serve as crucial foundations for identifying needs. Through detailed evaluations, deficiencies and their causes can be pinpointed, leading to the identification of the mentioned training needs. (Koubek 2015, 262)

The second phase is **planning training methods**. Employee training planning involves proposing plans, formulating initial steps and priorities, and suggesting budgets. In its final form, the plan specifies the areas targeted for training, clarifies the types of employees involved, and determines training methods and resources with a timeline. It is necessary to plan the training in such a way as to achieve the desired goals as efficiently as possible. Both Foot, Hook and Šikýř agree that the developed plan should include information on what training is to be provided, who it will be for, what training method will be chosen, who will lead the training, where and when, how much it will cost, and how the results of the training will be evaluated. (Foot & Hook 2005, 194) (Šikýř 2016, 534)

For effective training, it is crucial to choose appropriate methods that help achieve the specified goals. There are methods called "on-the-job" and "off-the-job". Off-the-job methods usually take place in special facilities for training larger groups. Foot and Hook state that on-the-job training is cheaper and will suit the employees more as the company invents their own training. On the other side, the downside is that if the trainer of a given training in the on-the-job method makes mistakes, employees will learn from these mistakes, too. (Foot & Hook 2005, 194)

On-the-job training methods are the following:

- Induction training - an experienced employee guides a new employee during the job.
- Coaching - long-term supervision by a more experienced employee navigating towards independence.
- Mentoring - an employee selects a mentor, a more experienced colleague providing advice.
- Shadowing - an employee is assigned to a more experienced colleague, assisting in tasks and learning from them.
- Job rotation - an employee tries various tasks for a specified period.

Off-the-job training methods are the following:

- Lecture - a person delivers information on a specific topic.

- Demonstration - serves as a visual demonstration of work procedures using work techniques and machines.

- Case study - presents a specific workplace problem, employees should find effective solutions.

- Brainstorming - each group member presents ideas on a given topic, followed by a discussion on proposed solutions.

- Outdoor training - activities related to sports performance that playfully contribute to the development of managerial skills. (Kocianová 2010, 172) (Foot & Hook 2005, 195)

The third phase, the **evaluation of the training results**, is a challenging process due to the difficulty in measuring the training outcomes. The evaluation involves examining the method used, participant feedback, and the application of skills in everyday work. (Šikýř 2016, 539) The organisation should always focus on evaluation; without this, they do not know if the training was successful, and therefore, the costs associated with it would have been well spent. And most importantly, whether the initial training goals were achieved. (Foot & Hook 2005, 199)

4.2 Rewards

A company should focus on the area of reward because it is closely related to overall employee satisfaction. By ensuring a transparent, fair compensation system, it is possible to achieve a balance between employees' expectations and reality, potentially prolonging their lasting satisfaction within the company.

Rewarding is one of the oldest human resource activities. People can conceive of rewards as monetary compensation for an employee's work for the organisation. However, in a modern context, rewards also include promotions, employee benefits, and training provided by the organisation. Rewarding is a tool that significantly influences employee motivation, thereby impacting the quality and performance of work. It is crucial for organisations to choose the right approaches and tools for employee rewards to ensure fairness, appropriateness, and motivation. The reward system serves as a pivotal factor in influencing employee attitudes towards both their job and the organisation. (Koubek 2015, 284) When employees are dissatisfied with the components of their reward package, it often translates

into diminished productivity and engagement, alongside an increased likelihood of considering leaving their current position. (Wilton 2019, 219) Despite modern perspectives on rewards, according to Koubek, there remains a predominant focus on external rewards and their financial form. (Koubek 2015, 284)

Effectively managing rewards can significantly impact organisational performance by ensuring the attraction and retention of high-calibre individuals who feel motivated through recognition of their value and contributions. Operational reward management involves designing, implementing, and maintaining reward systems encompassing processes, practices, and procedures. This includes determining the value of both jobs and individuals, establishing, and administering grade and pay structures, acknowledging achievements and performance, offering employee benefits, and establishing protocols for reward management. At its core, reward management addresses two key questions: How do we assess the value of individuals, and how do we reward them accordingly? Armstrong and Koubek agree that reward systems serve the dual purpose of meeting organisational needs to attract, retain, and motivate talented individuals to enhance performance and achieve corporate objectives while also addressing the needs of personnel within the organisation. It extends beyond monetary compensation to encompass non-financial rewards such as recognition, autonomy, opportunities for learning and development, and increased job responsibilities. (Armstrong 2020, 473)

Rewards controlled by the organisation are referred to as external rewards. There are also internal rewards, which do not have a tangible nature but are related to employee satisfaction and their work performance, with positive feelings generated by their work and a sense of accomplishment. As Koubek mentions, internal and external rewards are closely intertwined. The organisation can also influence internal rewards if it strives to align the employee's assigned tasks with their values and the incentives they value. This is because internal rewards are tailored individually for each person. Granting a certain degree of autonomy in performing tasks, or decision-making autonomy, is a significant internal reward. Furthermore, we can mention internal factors such as fair workplace relationships, fair evaluation and rewards, and employee care. The organisation can influence these factors and thus contribute to increasing employee satisfaction. (Koubek 2015, 284)

According to Koubek, the main tasks of an organisation in the context of rewards include:

- Being an attractive organisation for potential job applicants.
- Providing stability for current employees.
- Rewarding employees for their effort, diligence, and work done.

- Ensuring that the system is rational and appropriate to the organisation's resources.

- Motivating employees to achieve their best results (Koubek 2015, 285)

In his book, Koubek compares his point of view to Armstrong, who adds more modern tasks to the list:

- Rewarding employees based on how much the organisation values them.

- Rewarding for creating value and exhibiting correct behaviour.

- Creating a performance culture.

- Motivating people and gaining their loyalty and commitment.

- Assisting in the acquisition and retention of capable employees.

- Establishing a total rewards process that includes both monetary and non-monetary rewards.

- Creating positive work relationships.

- Operating fairly, consistently, transparently, and comprehensibly. (Koubek 2015, 285)

4.2.1 Reward System

The reward system encompasses a series of interconnected processes and practices designed to ensure effective reward management to the advantage of both the organisation and its employees. This system is shaped by the organisation's business and human resources strategies, which inform the overall reward strategy. Its primary components include both financial and non-financial rewards, which are integrated to form a cohesive system. These components collaborate to achieve the objectives of reward management. Fundamentally, a reward system comprises three key elements: financial rewards, non-financial rewards, and total rewards. (Armstrong 2020, 482) However, Wilton mentions financial rewards, non-financial rewards, and employee benefits in his three base categories. (Wilton 2019, 217)

Financial rewards encompass two main categories: job-based pay, which is tied to the inherent value of a particular role, and person-based pay, which acknowledges the unique contributions of individuals. Additionally, they include employee benefits, pensions, and schemes for financial recognition. Pay determination involves making decisions about job valuation through market pricing and job evaluation. Base pay management focuses on developing and maintaining pay structures that group similar roles into grades or levels based on both internal and external factors, often allowing for upward pay progression. Contingent pay schemes are designed to link pay increases to various factors such as performance, contribution, skills, or tenure.

Non-financial rewards address the diverse needs of individuals, including the desire for recognition, opportunities for achievement, personal growth, and satisfactory working conditions. These rewards encompass methods such as non-financial recognition programs, job design aimed at creating fulfilling roles, opportunities for skill development and career advancement, and the provision of a work environment conducive to a high quality of life and a healthy work-life balance.

Employee benefits are part of the overall remuneration of employees. Like salary, benefits are another form of motivation. Nowadays, benefit offerings can vary, so it is necessary to vary them according to employee preferences. Companies design employee benefit packages as attractive rewards, but if the packages do not match the needs of the employees, they may not get proper appreciation. So, in addition to exploring employee preferences, effective communication is in place to ensure that they understand and appreciate the packages properly. Both Foot, Hook, and Noe mention that flexible benefits packages can be implemented if a company has a diverse employee culture, meaning employees differ in their needs and interests. For example, a cafeteria system will allow employees to choose from a range of benefits as they wish. For most employees, it is important to balance work and family life, so it is no harm to offer family-friendly benefits, which may include holiday allowances, paid time off for vacations and holidays, life and health insurance coverage or allowances for children's camps. The company can gain greater loyalty through these family-friendly benefits. (Noe 2014, 383) (Foot Hook 2005, 290)

A total reward approach integrates various compensation elements, including base pay, contingent pay, employee benefits, and non-financial rewards, treating them as interconnected components of a unified system. This approach recognises the importance of effectively managing financial incentives while also acknowledging the intrinsic rewards individuals derive from their work experiences. It contributes to the formulation of an employee value proposition that presents a compelling rationale for talented individuals to join and remain with the organisation, thereby enhancing overall employee satisfaction and engagement. (Armstrong 2020, 484)

Before an organisation decides on the definitive form of reward, it must consider its responses to what the organisation needs to achieve through its rewards, how employees perceive various forms of rewards, and what external factors influence rewards. The reward system should address wage levels compared to competitors and take into account the organisation's financial situation, wage hierarchy, allocation of salary grades, employee benefits and allowances, and selection of individual types of rewards. Depending on how

these specific questions are addressed, the effectiveness of the reward system and its motivational impact will be influenced. (Koubek 2015, 284)

4.3 Care for Employees

Employee care significantly influences job satisfaction by fostering a positive work environment, improving motivation, reducing turnover and more. When employees feel that their employer genuinely cares for them and values their contributions, they are more likely to be satisfied with their jobs and perform at their best.

Employees represent a crucial resource for the effective functioning of an organisation. Favourable working conditions positively influence employees' health, satisfaction, motivation, skills, outcomes, and behaviour. It is a key factor for successfully fulfilling agreed-upon work tasks and achieving the desired level of performance. (Šikýř 2016, 558) Therefore, it is essential to focus on continuously improving employee care. (Koubek 2018, 343)

Enhancing the quality of employee care is a key element in building a positive work culture and maintaining high work engagement, ultimately contributing to the overall success and competitiveness of the organisation in the labour market. (Koubek 2018, 343)

Hurst mentions that job satisfaction and employee care are essential considerations for businesses aiming to retain and motivate their workforce. The evaluation and improvement of benefit offerings are crucial aspects of this undertaking. Employers must provide competitive benefits while also considering the intrinsic benefits provided to employees, such as a clean, safe, and stable work environment, team-building activities, and flexible hours. These considerations align with the reasons employees may choose to work for a particular company and are crucial for recruitment and retention efforts. Balancing these factors is vital to ensuring employee satisfaction, which, in turn, can positively impact business productivity and success. (Hurst 2004)

According to Koubek, employee care can be categorised into three key groups. The first group is mandatory care, determined by laws, regulations, and collective agreements at higher and supra-enterprise levels. This form of care provides fundamental standards and guarantees for employees in accordance with applicable legal regulations. The second group is contractual care, arising from collective agreements negotiated at the organisational level. This form of care focuses on the specific needs of employees in a particular work environment and may include benefits agreed upon in contracts. The third group is voluntary care, which reflects the employer's personnel policy. This form of care signifies the

employer's effort to gain a competitive advantage in the labour market by offering favourable working conditions, employee development, and personal and professional growth support. (Koubek 2018, 343)

Armstrong adds that the domain of employee care includes individual and group services. Individual services address situations such as illness, death of a loved one, family problems, and issues related to older employees. Confidentiality is a critical factor in providing these services. Companies that can afford it have specialised staff in this field who are objective and unbiased. Group services focus on sports and social activities, cafeteria facilities, clubs for retired staff, and aid to charitable organisations. (Armstrong 2015, 512)

The approach to employee care encompasses several key aspects that influence the work environment, employee well-being, and the overall quality of work life:

1. One of these aspects is the management of working hours and schedules, which involves regulating the time utilisation of employees and their leisure time, as stipulated by relevant laws. The amount of time an employee spends at work significantly influences overall satisfaction. This is because working time can intrude upon or conflict with an employee's personal time, needs, and interests. Ideally, an employee's working hours should not interfere with their leisure time. Measures such as flexible work hours and home office options can create an environment where employees can manage their time between personal and work life efficiently, thus being more satisfied. (Koubek 2018, 343) Ensuring the successful completion of assigned tasks and reaching the intended performance level hinges on establishing employees' work hours and breaks. This involves aligning these time allocations with the employer's goals while also considering the needs of the employees. Work hours signify the period when an employee is obligated to carry out tasks for the employer, whereas rest periods cover the time outside of the designated working hours. (Šikýř 2016, 584)

2. Another crucial factor is the work environment, including aspects such as lighting conditions, noise, workplace colouration, and socio-psychological working conditions, including interaction with other colleagues. (Koubek 2018, 343)

3. Occupational safety and health protection are fundamental principles that guide employers. They involve the obligation to implement measures aimed at eliminating risks to the health and lives of employees and creating safe working conditions. The goal of these measures is to prevent occupational accidents and diseases. (Koubek 2018, 343)

4. As already mentioned in 4.1, employee development is another pivotal aspect of employee care. This encompasses efforts to enhance qualifications, deepen knowledge, and expand skills. Training and development positively impact the motivation and satisfaction of employees. (Koubek 2018, 343)

5. Services provided in the workplace, such as catering, facilities for personal hygiene and relaxation, and health services, contribute to the overall well-being of employees. They also focus on transportation to the workplace and additional benefits. (Koubek 2018, 343)

6. Other services offered to employees and their families, including employee benefits related to leisure activities, housing, childcare facilities, and counselling services, complement the comprehensive care of employees. (Koubek 2018, 343)

7. Attention to environmental care is emphasised, with the organisation focusing on residential and natural surroundings, including green maintenance and creating public spaces. (Koubek 2018, 343)

8. The relationships between people in an organisation are also important. They are categorised into formal and informal working relationships. Formal working relationships include individual employment relationships formed between employees and employers, as well as collective employment relationships arising between employee representatives such as unions and employee councils and employers. Conversely, informal relationships refer to ordinary interpersonal connections that naturally develop among individuals within the organisation. (Šikýř 2016, 643)

5 SUMMARY OF THE THEORETICAL PART

Human resource management is crucial for employee satisfaction and the prosperity of a company. It encompasses a wide range of activities and responsibilities, including recruitment, training, performance evaluation, benefits, remuneration, and dismissal.

There is a strong correlation between employee satisfaction and motivation. When workers find satisfaction in their work, they are often inspired to excel and make valuable contributions to their organisation. This motivation imbues their actions with significance and propels them towards completing tasks successfully. Motivation theories provide different perspectives on why people act the way they do.

Employee job satisfaction is defined as the attitudes and emotions individuals hold toward their job, with a positive perspective leading to satisfaction and a negative perspective resulting in dissatisfaction. Measuring and understanding employee job satisfaction is crucial for organisations aiming to improve employee retention, engagement, and overall organisational success.

Employee training and its systematic approach to training involves identifying learning needs, planning training methods, and evaluating training outcomes. Effective training not only fosters job satisfaction and motivation but also enhances employee retention and the organisation's reputation. Reward management is a critical component of HRM that can significantly impact employee satisfaction and organisational performance. An optimal reward system balances financial and non-financial rewards, acknowledges employees' contributions, and promotes a positive work environment. Employee care encompasses various aspects such as legal obligations, negotiated agreements, and voluntary efforts by employers to create a supportive work environment.

Based on the ideas above, employee satisfaction in the construction company PLUS and the factors that may influence it will be analysed based on these theoretical findings. A questionnaire survey among employees will be used for the analysis.

II. ANALYSIS

6   INTRODUCTION OF THE COMPANY

The bachelor thesis is being elaborated in the company Stavební firma PLUS. The analysis includes the introduction of the company, which is based on the company's internal materials, its website, and continuous consultations with the HR department.

Figure 3 Logo of the company (internal materials)

STAVEBNÍ FIRMA PLUS s.r.o. is a medium-sized family construction company founded by Josef Anovčín in 1990, based in Hodonín. It has been operating in the Czech market for over 30 years and has managed to establish a stable position in the market despite intense competition. In 2020, the company joined the AF Group Holding, which has 25 subsidiaries operating in the construction, real estate, accommodation, and gastronomy sectors. These companies are interconnected and help each other in projects. (https://www.firmaplus.cz/o-firme)

The company is involved in construction and related activities such as reconstruction, insulation, demolition, excavation work, project activities, etc. It constructs family houses and industrial and civil structures.

The company primarily focuses on delivering a complete range of services to its customers, particularly through executing complete construction projects. It also facilitates the rental of construction equipment and small tools. Moreover, it engages in developmental initiatives, allowing it to identify suitable locations and propose feasible constructions of residential homes, office buildings, and industrial premises. This encompasses project design, funding, engineering, and the construction of both commercial and residential properties. Their "full service" package comprises consultation, research, project planning, budgeting, project execution, and final approval. The complete implementation will then be carried out through the company Plus. The management and sale of properties are then taken care of by one of the holding's other companies, the real estate company PLUS, which exemplifies the

interconnectedness of the individual companies. Plus is known not only for sorting waste properly and recycling but also for giving customers the opportunity to dispose of waste. Their extensive experience extends to both new constructions and renovations of various facilities, such as schools, sports venues, and administrative buildings, for both the public and private sectors. (https://www.firmaplus.cz/sluzby/fullservice)

In 2017, the company started a charity called "Pomáháme s Plusem", with the proceeds going to those in need, particularly the physically disabled. The details and stories from this initiative can be found on the company's website. Apart from this, the company also supports local culture and sports, especially children's clubs. (https://www.firmaplus.cz/pomahame-s-plusem)

The entire holding company publishes its own magazine, called "AFGéčko", written collaboratively by employees and edited by the marketing department of the PLUS Company. It is released annually.

As information channels, the company uses the website, Facebook, Munipolis - an app for all employees, about 85% have it downloaded on their phones, and disk storage. For internal communication, the company began using the Munipolis app, where employees can stay updated with company news, read articles about colleagues, and even mark each other's birthdays.

6.1 The Structure of the Company

Within Plus Construction Firm's organisational structure, services are distributed among several departments. Each department is equipped with its own centres, each managed by specific individuals responsible for conducting activities within their respective departments. Clients are given the opportunity to locate the specific department on the company's website. Employees are further divided into two groups: manual workers and administrative staff.

Table 1 shows the gender composition of the workforce and the evolution of the number of employees over the last five years. The total number of employees is slowly increasing, and a majority of men to women can be seen. This is because while all women work as administrative staff, which is typical for construction companies, the male group includes both administrative staff and manual workers. Overall, the company is gaining employees, and the turnover rate is almost zero, which is only affected by one woman who has decided to leave in 2023. If we divide the number of employees who chose to leave the firm by the number of employees who stayed in the firm and multiply by 100, we get the turnover rate,

which is 0.58% for 2023. This is a very low value, which illustrates the stability of the employees. The most frequently repeated reason for leaving the company is retirement.

Table 1 The number of employees on December 31 in years 2019 – 2023 (own creation)

Year	Men	Women	Total for the year
2019	115	22	137
2020	118	19	137
2021	118	22	140
2022	122	22	144
2023	150	21	171

As an additional aspect of staff composition, Table 2 shows educational level.

Table 2 The level of education achieved by employees (own creation)

Education	Number
Primary school	9
Secondary education with an apprenticeship certificate	75
Full secondary general education	8
Full secondary vocational education with both an apprenticeship and a school-leaving certificate	4
Full secondary vocational education with a secondary school leaving certificate (without apprenticeship)	42
Higher vocational education	4
University degree	29
Total	**171**

The company is divided into eight sections: Management, HR and ICT, Marketing and Sales, Economics and Finance, Production, Quality, Development and Acquisitions, and Branding. These sections are then divided into more specific departments.

The management section is divided into the management department, which has the task of defining the direction of the company and setting the fundamental way the company operates. It also includes the legal affairs department, under which the managing director and legal affairs fall. The third is the executive director's department.

The HR and ICT sections are further divided into the HR, ICT, and business control departments. The result of the work of this section should be productive employees and ICT security.

The goal of having more revenue than expenses is managed by the marketing and sales section, which is divided into marketing, customer care, sales, and budget departments.

The fourth broad section is economics and finance, divided into two departments: finance and wages. This department is responsible for controlling income and expenses, paying invoices, overseeing receivables and purchases, keeping a complete record of the company's financial activities and paying wages to employees.

The fifth section is production, which consists of the following departments: construction production, assistant construction production, transport, plumbing, scaffolding rental, facing and material storage, recycling of secondary materials, and electrical and production preparation. All this should ensure that high-quality and efficient service is delivered to the customer.

The quality section takes care of quality control, employee growth and the administrator of the company's management system.

The seventh section is development and acquisition, divided into design, development projects and renewable energy departments.

The last section is branding, which is designed to bring in new customers and help the company grow. This includes prospecting for new opportunities, launching new customer events, and public relations.

Table 3 shows the organisational structure in the table. The purple colour represents the superior sections, and the white colour represents the departments that fall under them.

Table 3 The organisational structure (own creation)

Organisation unit			Name
1			**COMPANY**
1	1		**Section MANAGEMENT**
1	1	01	Department management
1	1	02	Department Legal Affairs
1	1	03	Department Executive director
1	2		**Section HR and ICT**
1	2	01	Department Human resources
1	2	02	Department ICT
1	2	03	Department Business Control
1	3		**Section MARKETING and SALES**
1	3	01	Department Marketing
1	3	02	Department Customer care
1	3	03	Department Sales
1	3	04	Department Budgets
1	4		**Section ECONOMICS and FINANCE**
1	4	01	Department Finance
1	4	02	Department Wages

Organisation unit			Name
1	5		**Section PRODUCTION**
1	5	01	Department Construction production
1	5	02	Department Assistant Construction production
1	5	03	Department Transport
1	5	04	Department ZTI
1	5	05	Department Scaffolding rental, facing and material storage
1	5	06	Department Recycling of secondary materials
1	5	07	Department Electrical
1	5	08	Department Production preparation
1	6		**Section QUALITY**
1	6	01	Department Quality control
1	6	02	Department Employee growth
1	6	03	Department Management's system administrator
1	7		**Section DEVELOPMENT and ACQUISITIONS**
1	7	01	Department Design
1	7	02	Department Development projects
1	7	03	Department Renewable energy
1	8		**Section BRANDING**
1	8	01	Department Opportunity prospecting
1	8	02	Department New customer events
1	8	03	Department Public relations

6.2 Human Resource Management in the Company

Human Resources is in charge of the HR department and cooperates with the managers of individual sections or departments. However, this department falls under the responsibility of the company's CEO. Each section has a designated person who controls departments falling under it. The HR department is composed of 2 people. One person, who is the head of the department, is responsible for the whole department, writes up-to-date job descriptions, submits job postings, pre-selects suitable candidates and continues to fill all positions in the company with high-quality people, maintains employment contracts, conducts initial training and training to support employee growth, develops a growth plan for employees. The other person is an HR specialist who assists and manages the employee database. Employees are also required to attend annual medical examinations, and the HR department keeps records of them. Each month, the HR prints a list of employees who are about to go on a medical checkup from the database on the PC. Employees must obtain a medical record from their district doctor. HR will then arrange an appointment with their company doctor and provide them with a medical report. This is confirmed by the doctor after examination and returned to HR, who will enter the data into a database and file the medical report in the chart.

The goal of the HR department is to ensure that all positions in the company are filled with high-quality and trained employees. Establish procedures and responsibilities for employee requirements, selection, motivation, and evaluation until the end of employment.

6.3 Employee Training and Development in the Company

Training reports are kept in the HR department. They keep track of the dates and have all the documentation of both trainers and trainings completed, including the certificates and the training plan for the current year.

Regarding the location of the training conferences held outside the company, this year, the cultural house in Mikulčice company also uses the brewery in Lednice or the hotel Nemojany. If it is training for a smaller number of employees, they will use the company facilities.

Employees in the company have the opportunity to train directly within their departments, focusing on specific skills and knowledge necessary for their work. These trainings are the responsibility of the managers who are in charge of the employees. They then ask the HR department and the company management for approval and then forward the training to the HR department, which coordinates the training with the external agency. Additionally, an annual meeting is held where the management summarises the previous year, and training sessions mandated by law take place. The program for this meeting is introductory words of the director, presentations for individual departments, OSH (occupational safety and health) training, training of managers, and then individual training for manual workers. For the top and middle management, training sessions focus on the development of soft skills, which are skills related to effective leadership and communication. The most recent training sessions were about communication, managers' most common mistakes, and subordinate workers' motivation. These trainings are conducted at the request of the company management, which identifies the areas and topics needed. An external company will then prepare training tailored to the company's needs after being contacted by the HR department. Part of the meeting is the satisfaction questionnaire, which is handed out once a year for employees to fill out. It focuses on an area the HR department is interested in that they don't have covered or want to change.

As an on-the-job method, the company implements coaching, especially for new employees, where they visit various departments to understand their functioning. In particular, it is the journey of the sales department - making budgets - production preparation department -

creating a schedule with the construction manager - ordering materials - design department - production.

The company has contracts with two external institutions that provide employee training. These external institutions are paid a flat fee for the services offered. The company currently does not have a set budget and is in the process of preparing financial plans for each department. If training needs to be organised, the department requests the money, which must then be approved by the management before the company pays the invoice. Overall, the company invests around 250,000 to 300,000 CZK annually. This is approximately 1,460 - 1,750 CZK per employee per year.

The company does not have an established systematic training model to follow. The HR department does not collect data to identify training needs but delegates the responsibility to the departmental management, who requests training if deemed necessary. HR only has pre-planned already mentioned soft skills training for managers and legally required training sessions, which occur once a year. At the end of the training, employees fill out evaluation forms regarding the benefits of the training.

Motivation is part of the training that the company uses. When a company recruits new employees, it uses an external agency system. It is a lengthy questionnaire that evaluates personality, education, work productivity, and motivation. Thanks to this, the company is already able to select rather motivated people during the recruitment process. The questionnaire also reveals a person's strengths and weaknesses, which the recruiter can evaluate and get an idea of the newcomer's overall personality. The head of the HR department then guides the supervisor on how to work with the new employee properly.

6.4 Reward Management in the Company

The reward system within the company is designed to reflect individual employee performances while also fostering their motivation and engagement, thus not relying on predetermined tables for reward. The reward system comprises several elements carefully structured to recognise and appreciate employees for their work.

Employee base salary is derived from the minimum guaranteed wage level, with each position in the company assigned a specific base. Personal recognition is added to the base salary, which is a variable amount granted by the employee's supervisors. This amount may be adjusted monthly based on individual performance and contribution. In addition, rewards are given for exceptional work achievements and contributions the employee brings to the company. At the end of each year, annual bonuses are also awarded based on the company's

financial performance, considering hours worked and work quality. These bonuses can amount to an entire month's salary.

Quarterly bonuses are an incentive, a variable component of wages paid for work performed. The calculation criteria are based on two factors: the company's economic performance for the quarter and the hours worked by the individual employee for the quarter. The basis for calculating bonuses is the components of wages provided for work. These include time wage, occupational safety and health supplements, bonuses, rewards, supervision bonuses, agreements, overtime base, overtime bonuses, wage bonuses for weekends and holidays, and night work bonuses. The company has a set value of allowances according to the Labour Code. The manager will receive a spreadsheet in his email, which will contain information on how many hours were in the full-time work fund in the relevant quarter, the total amount of bonuses to be distributed, a named list of subordinate employees, the department, the hours actually worked in the relevant quarter, the sum of the gross pay components provided for the work in the relevant quarter, an automatic percentage calculation of hours worked against the full-time work fund, and an automatic percentage calculation of the gross pay for hours worked. Then, the manager evaluates the quality of work. Here, the manager assesses the following parameters for the relevant quarter: work done, quality and work commitment, morale, willingness, behaviour of the employee towards the manager and colleagues, compliance with OSH, compensation, and breach of work obligations. In the range of 1 - 10 (1 worst, 10 excellent), the manager completes the evaluation according to the work done for the quarter. The individual levels have the following weighting criteria: $1 = 0\%$, $2 = 10\%$, $3 = 20\%$, $4 = 30\%$, $5 = 40\%$, $6 = 50\%$, $7 = 60\%$, $8 = 70\%$, $9 = 80\%$ and $10 = 90\%$. Usually, $6 = 50\%$ is a standard working employee who performs the assigned work without any fluctuations.

Employees are also rewarded on employee birthdays and life anniversaries, coupled with a loyalty award for years of service and a retirement allowance. The HR manager tracks all these events, forwards the documents to the marketing person and payroll accountant and informs the management. A congratulatory email is sent to each employee on their birthday. If the birthday falls on a Saturday or Sunday, the card is sent out on the next working day.

Each month, the HR manager provides the marketing officer with a current list of employees with their birth dates, and the marketing officer creates a congratulations card in a graphic program to send out on the appropriate date. Employees who celebrate a significant life anniversary in a given year will receive a bonus, the amount of which will be calculated on the basis of their years of service with the company. The employee will be awarded 500

CZK for each year of service completed. The amount of the reward will be given to the employee in the form of Flexi Pass + Gift Pass vouchers. An employee granted a retirement pension will receive a loyalty bonus, which will be calculated based on his service with the company. The employee will be awarded 500 CZK for each completed service year. The bonus amount will be given to the employee in the form of Flexi Pass + Gift Pass vouchers. The employer provides a monthly pension supplement to employees, and the amount depends on the length of employment. Up to 1 year, 0 CZK; from 1 year to 3 years included, it is 300 CZK; from 4 years to 7 years included, it is 500 CZK; and over 8 years, it is 800 CZK.

The company emphasises ongoing recognition and praise of employees as part of its corporate environment. Appreciation and praise are integrated into the company's work culture and are part of the training provided by the company. This approach makes employees feel recognised for their achievements and motivates them towards further development and engagement. Employee appreciation among administrative staff is achieved through annual interviews with the CEO and manual workers through their supervisors.

6.5 Care for Employees in the Company

The company places emphasis on caring for its employees and strives to create an environment that supports their health, well-being, and professional development.

The company provides its employees with flexible working hours, although meeting the monthly time work fund is required. Exceptionally, employees are also granted the option of working from home, for example, in cases where they need to address family or other personal matters. Permission is requested from the manager.

Although the company has not yet established specific environmental care initiatives and goals, these priorities are gradually taking shape. One example is the recycling of construction materials, which the company carries out after completing projects and also offers this service to other firms. Additionally, the company hosts events to support tree planting. Employees go once a year to plant trees around the complex.

The offices are equipped to ensure the work activities of all employees run smoothly. The company has several administrative staff offices. Each of them has its own desk and computer with an internet connection, and every office has its own printer. Then, there are changing rooms for the manual workers, equipped with lockers for workers' personal and working belongings. Next to the changing rooms, there are sanitary facilities. These contain

several showers and toilets. Employees can use company cars for transport to clients, partners, and new projects. The rules for using a company car are to report to the rental department when and for how long an employee needs a company vehicle. They will have the vehicle ready for the employee on the date he wants with a full tank of gas. The employee picks up documents and keys, and when he returns, he writes in the logbook where he went and how many kilometres he drove and returns the documents and keys. There are several vehicles available.

Despite the absence of a cafeteria with meal service on the company premises, employees have a 45-minute lunch break to go out to lunch in the city. Alternatively, employees can order lunch from a company that delivers meals or heat their own food in fully equipped kitchens. Free coffee and tea are also available for employees in the kitchen. The company provides employees with a meal allowance of 116 CZK per shift. To be able to claim it, the employee must have worked at least 3 hours.

Furthermore, the company organises various events for employees, such as sports activities, fishing trips, participation in charity runs, or traditional events like Christmas and Easter. For example, on International Women's Day, men go to women's offices and give them a sweet dessert. Employees have also formed their own rowing team, "Plusáci", and regularly participate in competitions held in Hodonín. With the support of their colleagues, the team won the gold medal.

Figure 4 The company's winning team
(https://www.facebook.com/stavebnifirmaplus)

A big event of the year is an annually held family day called [Rodinný den s AFGéčkem] Family Day with AFG. This event takes place in the summer, and all employees of the

holding are invited to attend. Usually around 600 people come. Each employee gets their own wristband, which is used to check at the entrance which company the employee is from. The cost is then divided among the companies according to the proportion of their employees. During the day, the whole family participates in various competitive activities. Meat and vegetables are grilled, plus a special beer from the brewery owned by the holding company is served. The whole event is accompanied by live music.

As part of team-building activities, the company holds a collective cleanup day annually, where employees focus on tidying up the company's facilities and the surrounding environment instead of their regular office duties. Following this, each department organises its own bonding events, such as skiing or cycling trips.

The level of employee participation in these events varies; sports activities have lower participation while more relaxed events have higher attendance, such as the family day, which has the highest attendance. These events are organised through the PR department without a specific budget being set.

The company has firmly established benefits for all employees without utilising an individual cafeteria system. The company offers its employees various benefits, including a contribution to meals, free tickets to cultural events and sports matches, discounted relaxation services at its own facilities, liability insurance contribution, a bonus for referring a new employee, discounted tool rentals, and a contribution towards pension plans. (https://www.firmaplus.cz/kariera) Another benefit is English lessons. Classes are held once a week after working hours. The employer pays the full cost, and the employees pay only for textbooks. Or they are having fresh fruit and vegetables. Delivery is provided by the receptionist, and the order limit is 500 CZK per delivery. They get fruit and vegetables on Monday, Wednesday, and Friday. The receptionist herself divides it into two kitchens so that there is fruit every day. The response was amazing, and everyone welcomed it with joy.

The company has a Benefit Plus program that guarantees several discounts with its partners. Employees only need to show their company card. The discounts include, for example, a 30% discount on accommodation at the Nemojanský mlýn hotel. So, the employee can enjoy a long weekend in a deluxe room, and instead of the classic price of 5420 CZK, he can take advantage of the discount and, thanks to the company, pay only 3 794 CZK. (https://www.hotelnemojany.cz/rezervace)

The company offers various benefits and services to its employees, including contributions to massages and physiotherapy. Massages are provided in Hodonín, and the employee can apply a 50% discount up to 4 times a year. The program also includes a discounted mobile

tariff and discounts in the companies Stavebniny DEK a.s. and Stavebniny PRO - DOMA. 10% discount on wireless internet and TV providers, and another 10% discount at Hodonín restaurants CASA MIA and U Piráta. 100CZK discount on exercise at BodyTec Hodonín. A discount of 220CZK per hour is offered for renting a court, and another 20% discount is offered in a shop selling sports equipment.

7 ANALYSIS OF EMPLOYEE SATISFACTION

The aim of this analysis is to provide a comprehensive view of the current state of employee satisfaction and identify key areas where improvement is needed. Based on the collected data, specific recommendations will be proposed to enhance the current situation and increase overall employee satisfaction. The analysis was carried out using an online questionnaire. The questionnaire focuses mainly on the factors already mentioned in the theoretical section, namely employee training, employee care and remuneration.

7.1 Data Collection Method

A questionnaire survey was prepared for the research and was completed online. The survey consisted of an introduction and identification of basic information, as well as four categories that focused on employee care, employee compensation, employee training and development, and relations with supervisors. In total, the questionnaire had 47 questions, including 5 open-ended questions and 39 scale questions. Questions from the questionnaire already created by Martina Hanáková and Miroslava Gigimová were used. (Hanáková, 2020) (Gigimová, 2013) The HR department emailed the questionnaire to all its employees. The deadline to complete the questionnaire was March 8, 2024, to March 29, 2024, which is three weeks.

The following information is used to introduce the respondents. In total, all 172 employees were contacted. Completion of the questionnaire was voluntary, and 51 were returned. The return rate is therefore 28.9%. Most respondents were 30 men (70%), women the remaining 21 (30%). This is also due to the fact that compared to the total numbers in the company, there are 150 men in the company and only 21 women. The most filled age category was between 41 and 50 years (33.3%), the second most filled category was 18-30 years old (23,5%), and the least filled category was 61 and over (5,9%). There were 42 responses (82,4%) from administrative workers and 9 responses (17,6%) from manual workers.

7.2 Result of the Questionnaire Survey

In the first section, employees were asked 9 scale questions and 2 open-ended questions focusing on remuneration and other rewards.
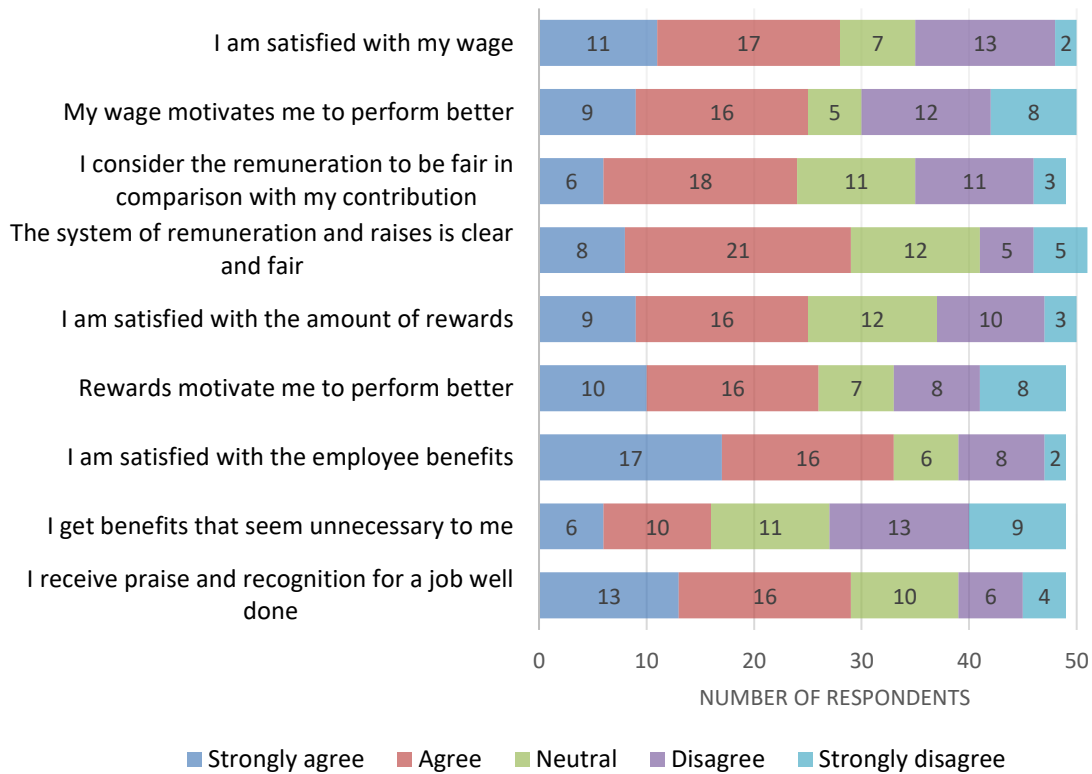
Figure 5 Remuneration and other benefits (own creation)

The first question shows that regarding satisfaction with wages, 28 (56%) out of 50 respondents indicated that they are satisfied. On the other hand, 15 (30%) respondents expressed negative sentiment. On closer examination, it was found that of the 15 negative responses, 5 were from manual workers. This means that out of the total 9 manual workers who responded to the questionnaire, more than half of them (56%) are dissatisfied with their wages. Overall, almost a third of respondents are dissatisfied with their wages, and it is essential for the organisation to address any concerns raised by employees to maintain morale and motivation.

The second question follows on the first, whether the wage is a motivator for employees. 25 (50%) respondents strongly agree or agree with the statement, suggesting that their wage serves as a motivator for improved performance. In the other half of the responses, 20 (40%) were with the opposite opinion or had no opinion (10%). The result that 50% of respondents consider their salary as a motivator fits with the first conclusion that 56% of respondents are satisfied with their salary.

A mixed perception prevails regarding the fairness of remuneration in comparison with individual contributions among the respondents. 24 (49%) respondents strongly agree or agree with the statement, suggesting that they consider their remuneration to be fair relative to their contributions, and 25 (51%) respondents expressed neutral or negative sentiments.

While some respondents feel adequately compensated for their efforts, others may perceive a disconnect between their contributions and the rewards they receive.

Most respondents hold a positive perception regarding the clarity and fairness of the system of remuneration and raises within the organisation. Specifically, 29 (57%) respondents strongly agree or agree that they understand the remuneration system. This finding is indicative of a level of transparency and fairness in the organisation's processes for determining remuneration and providing raises. Only 10 (20%) respondents disagree or strongly disagree with the statement. Out of those were 7 men and 3 women, consisting of 3 manual workers and 7 administrative staff.

The satisfaction level with the amount of rewards provided by the organisation is mixed among the respondents. While a portion of the sample, 25 (50%), strongly agree or agree with the statement, signifying satisfaction with the number of rewards, there is also a notable number, 13 (26%), of respondents who expressed negative sentiments. This suggests differences in how individuals perceive the sufficiency of the rewards they receive, with some feeling rewarded fairly, while others perceive a lack compared to their expectations.

Following on from the previous question on satisfaction with rewards, in the next question, 26 (53%) respondents said they were motivated by the rewards, and a further 16 (33%) respondents did not feel motivated. The overall distribution leans towards agreement with the statement. This suggests that rewards, whether tangible or intangible, have a positive impact on motivating employees to perform better in their roles.

The findings reveal a high level of satisfaction with employee benefits among respondents. A significant proportion of the sample, 33 (67%), indicated either strongly agree or agree with the statement. 10 (20%) respondents, even though it is a smaller number, have the opposite opinion on benefit satisfaction.

However, it's apparent that there is a mixed perception regarding the necessity of benefits among the respondents. The data indicates that 16 (33%) respondents agree that they receive benefits that seem unnecessary to them, a number of 22 (50%) respondents either disagree or strongly disagree with this statement. Of the 16 respondents who felt they were receiving unnecessary benefits, 14 were male, and 2 were female. Interestingly, all these respondents were administrative staff. Manual workers tended to be in the group of respondents satisfied with their benefits. While a significant portion of respondents are satisfied with rewards and employee benefits, there are also those who express neutral or negative sentiments. This highlights the importance of aligning rewards and benefits with employee expectations and needs to ensure satisfaction and retention.

It's evident that many respondents agree that they receive praise and recognition for a job well done. Specifically, 29 (59%) respondents indicated either strongly agree or agree. This suggests that a significant portion of the sample perceives that they are adequately recognised and praised for their work performance. 10 (20%) respondents felt they needed to be more sufficiently praised. Of the unappreciated respondents, 2 were manual workers, and 8 were administrative staff. Of these, 3 were women, and the other 7 were men.
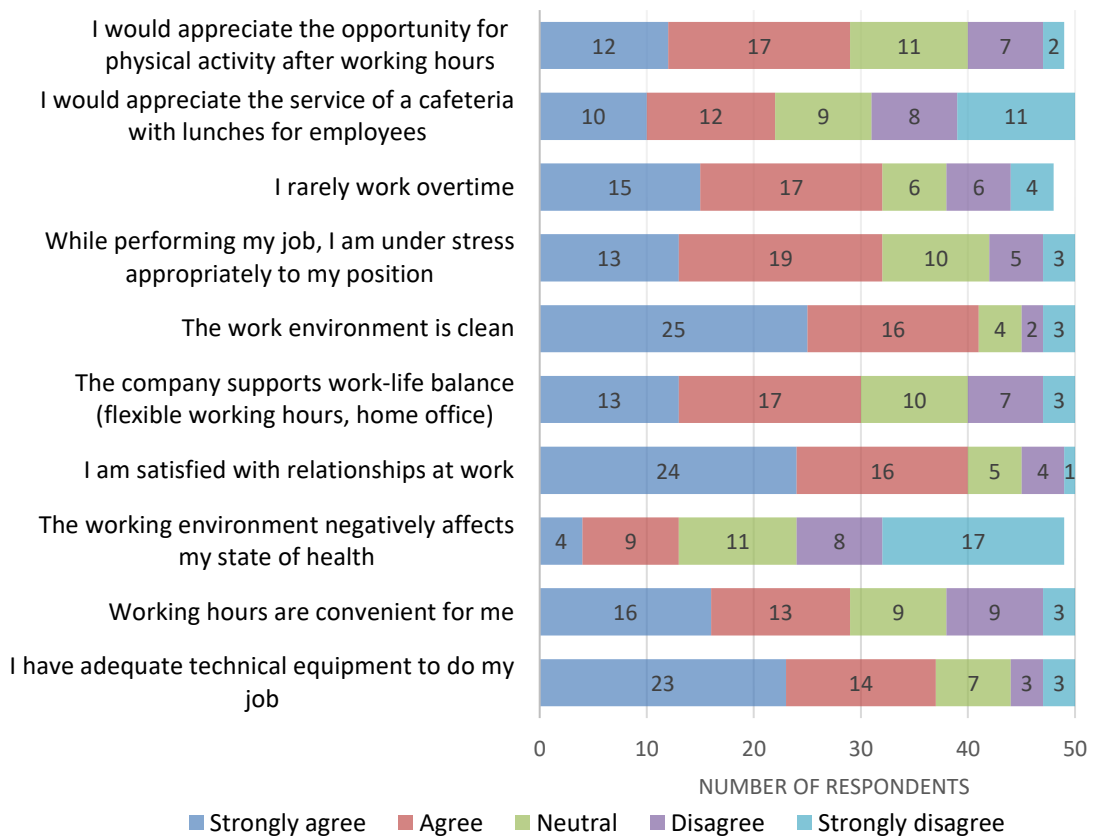
Figure 6 Care for employees (own creation)

Of the 49 respondents, 29 (59%) were in favour of implementing physical activity. The supportive group consisted of 12 women and 17 men. The most selected age group was 41-50 years. The least than the age category 60+, but that's because overall, this category has 3 respondents. However, 2 of them voted for the activity. In contrast, the group that opposed physical activity contained a total of 9 (18%) respondents, 7 men and 2 women, all of whom were administrative staff. Out of the total category of manual workers, only 1 responded and agreed with the activity, and the rest opted for a neutral response.

A total of 22 (44%) respondents strongly agree or agree that they would appreciate the service of a cafeteria with lunches for employees. 19 (38%) respondents disagree or strongly disagree, suggesting they do not consider this service a priority or necessity.

32 (67%) respondents strongly agree or agree that they rarely work overtime. However, a combined total of 10 respondents (21%) disagree or strongly disagree with the statement, highlighting challenges or demands that require extended work hours. Understanding employees' experiences with overtime can inform strategies for workload management and work-life balance initiatives.

The majority, 32 (64%) respondents, strongly agree or agree that they experience an appropriate level of stress in their role, suggesting a balanced perspective on job demands. A smaller portion, 8 (16%), disagreed with or strongly disagreed with the notion of experiencing appropriate stress levels, pointing to individual differences in stress management. This was 3 women and 5 men, all administrative staff.

An overwhelming majority of 41 (82%) respondents strongly agree or agree that the work environment is clean, reflecting satisfaction with organisational hygiene standards. Fewer respondents, 4 (8%), expressed neutrality towards the cleanliness of the workplace. A small percentage, 5 (10%), disagree or strongly disagree with the cleanliness of the work environment, suggesting room for improvement in certain areas.

A combined total of 30 (60%) respondents agree that the company supports work-life balance through initiatives such as flexible working hours and home office options. This indicates that a majority of respondents perceive the organisation positively in terms of accommodating their work-life needs. A smaller proportion of respondents, 10 (20%), disagree or strongly disagree with the statement, indicating that there are employees who feel the organisation could do more. While a majority perceive positive support from the company, addressing concerns raised by the minority can contribute to overall employee satisfaction and well-being.

A combined total of 40 (82%) respondents are satisfied with relationships at work. This majority indicates a strong sense of satisfaction and positive interpersonal dynamics within the workplace. A minority of respondents, 5 (10%), disagree or strongly disagree with the statement, indicating that a few individuals are not satisfied with their relationships at work. Respondents who are not satisfied with workplace relations are 5 men of different ages, 2 of them are manual workers. These findings underscore the overall positive atmosphere in terms of interpersonal relationships within the organisation.

2 women (age category 18-30, 31-40) and 2 men (age category 31-40, 41-50) strongly agree with the statement that the work environment negatively affects their health. All of them fall into the category of administrative staff. A further 9 respondents, 2 women and 7 men (2 manual workers, 5 administrative staff) also agreed. A combined total of 25 (51%) respondents disagree. Considering the large involvement of the administrative staff, there could be problems related to the spine and poor posture due to the sedentary job.

When asked if the working hours are convenient for the employees, 12 (24%) people said no (10 administrative staff and 2 manual workers). There were 6 women in this group; if there were 15 women in the total number of respondents who completed the questionnaire, it means that 40% of them were not satisfied. 29 (58%) respondents either strongly agree or agree that the working hours are convenient for them. This majority indicates that a significant portion of respondents find the current working hours suitable and accommodating.

37 (74%) respondents strongly agree or agree that they have adequate technical equipment to do their job. This majority indicates that respondents feel well-equipped with the necessary tools and resources to effectively carry out their responsibilities. A combined total of 6 respondents (12%) disagree or strongly disagree. While this is a minority, it highlights the importance of addressing equipment-related concerns to ensure optimal productivity and job performance.
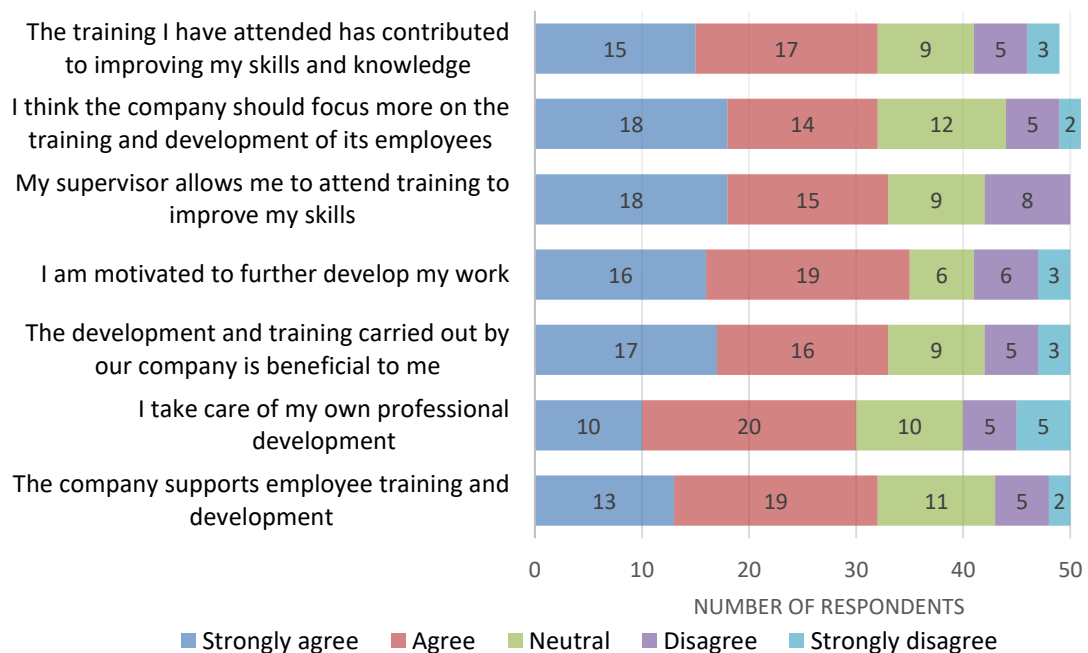
Figure 7 Training and development (own creation)

32 (65%) out of 49 respondents either strongly agree or agree that the training they have attended has contributed to improving their skills and knowledge. This indicates that a significant portion of respondents perceive training initiatives as valuable and beneficial for their professional development. 8 (16%) respondents disagree or strongly disagree that the training has contributed to improving their skills and knowledge. While this is a minority, their feedback highlights potential gaps or areas for enhancement in the design or delivery of training sessions.

Many respondents, precisely 32 (63%), either strongly agree or agree that the company should focus more on the development and training of its employees. This large number suggests that the company should be more involved in employee training. Only 7 respondents (14%) are satisfied that the provided training is enough for them.

33 (66%) respondents either strongly agree or agree that their supervisor allows them to attend training to improve their skills. This indicates that a significant portion of respondents perceive their supervisors as supportive through training opportunities. 8 (16%) respondents disagree that their supervisor allows them to attend training to improve their skills. There was not any respondent who would feel that they strongly disagreed with the statement. Examining the reasons for neutral or negative responses can provide insights for improving supervisor-employee communication and support mechanisms related to training initiatives.

Most respondents, 35 (71%), hold a positive perception regarding the motivation to develop their work further. It's a good sign for the company that this vast majority is satisfied with the motivation provided. A combined total of 9 (18%) respondents disagree or strongly disagree that they are motivated to develop their work further. Among these 9 respondents were 3 manual workers and 6 administrative staff. The total of 9 responses from manual workers shows that one-third of them are not motivated to work.

A portion of the sample, 33 (66%), either strongly agree or agree that the development and training carried out by the company is beneficial to them. 8 (16%) respondents disagree or strongly disagree that the development and training conducted by the company is beneficial to them. All those respondents with negative sentiments were administrative staff.

A total of 30 respondents (60%) either strongly agree or agree that they take care of their own professional development. 10 (20 %) disagree or strongly disagree with the statement. 5 men in the administrative staff category strongly disagreed. The respondents who disagreed also held the same composition: 5 male administrative workers.

The vast majority, 32 (64%) respondents, either strongly agree or agree that the company supports employee training and development. 7 (14%) respondents, consisting of 2 women

and the remaining 5 men, think that the company does not support training enough. All of them belong to the administrative staff category.
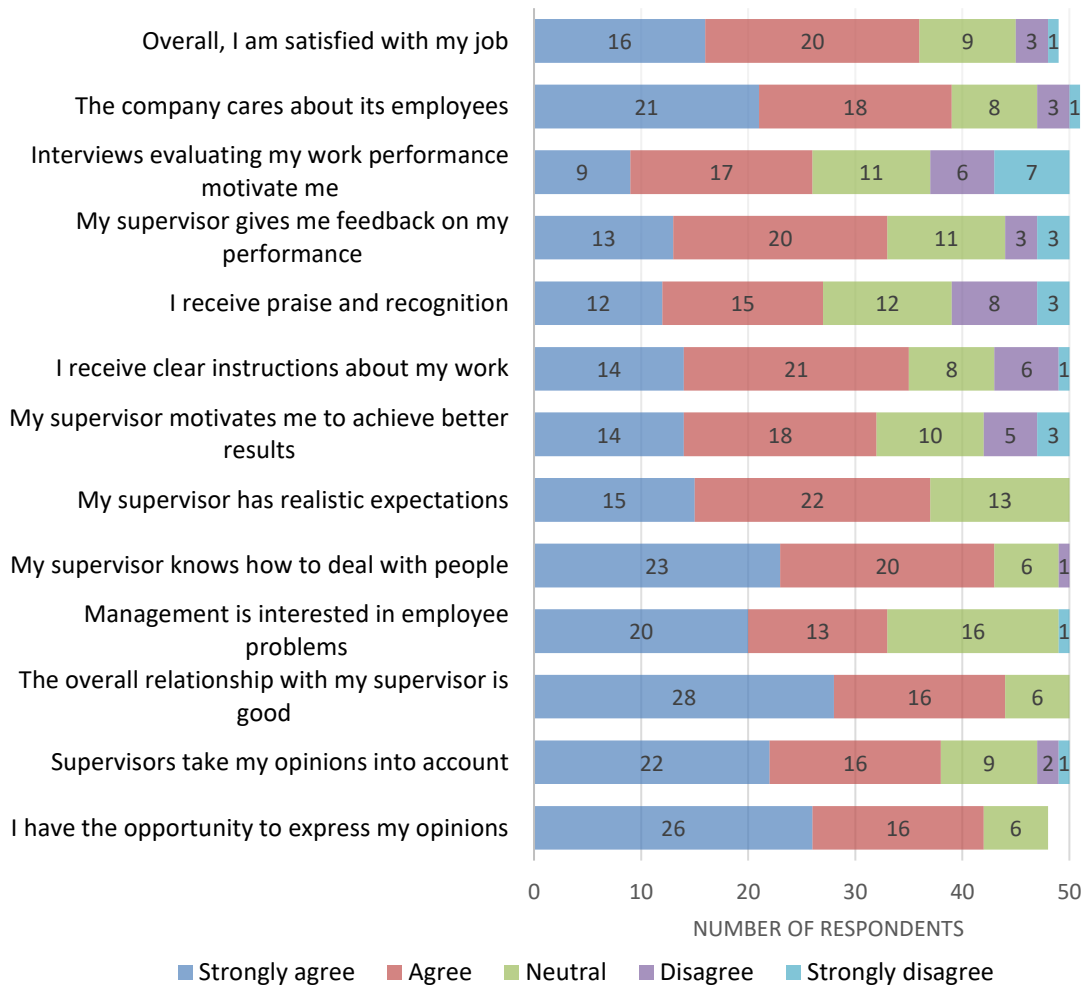
Figure 8 Relations with supervisors (own creation)

Of the total 49 responses, 36 (74%) respondents are satisfied with their job. 9 (18%) chose not to answer, and 4 (8%) were not satisfied. 1 man from the administrative staff category strongly disagreed. The other 3 disagreeing respondents were 2 men, both manual workers and 1 woman.

An even larger majority, 39 (77%) of respondents, agree or strongly agree that the company really cares about its employees, which is a very promising statistic for the company. However, a total of 4 (8%) men in the administrative staff category had a negative sentiment. 26 (52%) respondents feel motivated after the evaluation interview. Conversely, 13 (26%) respondents disagree or strongly disagree with this statement. This group consists of 4 manual workers and 9 administrative staff. 3 women and 10 men. The most common age group is the five times selected 51-60. From this information, we can see that the negative view towards interviews is a mix of different categories.

More than half, specifically 33 (66%) of respondents said they receive feedback. Of the 50 responses, 6 (12%) of them said they disagreed or strongly disagreed, which is consistent with the information in the following question.

The mixed perception towards receiving praise and recognition can be seen in the following question. In total, 27 (54%) respondents think they receive praise and recognition for their work, 12 (24%) of them remain neutral and a mixture of 11 (22%) people have a negative sentiment.

A total of 35 (70%) respondents said they agree or strongly agree that they receive clear instructions about their work. 6 respondents do not feel clear instructions, and 1 respondent even strongly disagrees. These 7 (14%) people with negative sentiment consisted of 1 female and 6 males of different age categories, from both manual worker and administrative staff categories. Although this is not a large percentage, the company should focus on communicating instructions between managers and their employees.

A combined total of 32 (64%) respondents report that they agree or strongly agree with the statement that their supervisor can motivate them. But 8 (16%) of the rest disagree or strongly disagree, of which 3 are manual workers. Thus, from the total of 9 responses from manual workers, it can be inferred that a third of them do not feel sufficiently motivated by their supervisors.

33 (66%) of respondents think their supervisor has realistic expectations. On the other hand, only 4 (8%) people disagree or strongly disagree with this statement.

No one responded negatively when asked if employees think their supervisor has realistic expectations. Only 13 (26%) respondents chose a neutral answer. The remaining 37 (74%) agreed or strongly agreed with the statement.

The vast majority, made up of 43 (86%) respondents, agree or strongly agree that their supervisor knows how to deal with people. Only 1 (2%) respondent, a male manual worker in the 18-30 age group, is of the opposite opinion.

The question of whether respondents think that management is interested in employees' problems also has a positive rating. 33 (66%) of employees hold a positive opinion, while only 1 (2%) man, the same as in the previous question, said he strongly disagreed.

There were no negative responses to the next question focusing on the relationship with the supervisor either. 44 (88%) respondents agreed or strongly agreed, and 6 (12%) chose a neutral response.

3 (6%) respondents think that their supervisor does not take their views into account, all men, 2 administrative staff and 1 manual worker. But 22 (44%) strongly agree, and 16 (32%) agree with this statement.

Another positive takeaway for the company is that 42 (84%) respondents agree or strongly agree that they can express their opinions. 16 (32%) respondents chose a neutral response, but no one disagreed.

The analysis indicates that the company's HR practices generally foster a positive work environment with notable satisfaction in areas like employee benefits, workplace relationships, and overall job satisfaction. Respondents appreciate the support for work-life balance through flexible working conditions. However, there are challenges that need addressing to enhance job satisfaction. Notably, manual workers and some administrative staff express concerns regarding wage satisfaction and the physical work environment's impact on health. Additionally, there is a call from a considerable segment of the administrative staff for more focused efforts on training and professional development. The mixed responses about wage as a motivator and the effectiveness of rewards suggest the need for a more tailored approach to compensation and benefits to meet the diverse expectations of the workforce. Overall, while the company maintains a supportive atmosphere, there are clear opportunities for improvement in aligning HR practices more closely with employee needs and expectations.

7.3 Summary of Analytical Findings

Table 4 below illustrates the strengths of the company that work and suit the employees as well as the weaknesses revealed by the questionnaire survey.

Table 4 Strengths and weaknesses of the company (own creation)

Strengths	Weaknesses
Satisfaction with employee benefits	Manual worker's satisfaction with their wage
Positive workplace relationships between employees	Satisfaction with wages as a motivator and reward
Work-life balance support	Concerns over work environment impact on health
The quality of employee training	Not enough focus on training and development
Positive perception of supervisory	

Strengths	Weaknesses
High level of job satisfaction	

Strengths of the company

A significant majority of respondents, 67% to be exact, indicated their satisfaction with the benefits provided by the company, signalling strong approval of the benefit schemes in place. This high level of satisfaction suggests that the benefits are well-aligned with employee needs and contribute positively to their overall contentment at work.

An overwhelming 82% of respondents reported satisfaction with their relationships at work, highlighting a positive and cooperative work environment. This strength is critical as it underscores a culture of mutual respect and teamwork, which can enhance productivity and morale.

The company is perceived positively in terms of supporting work-life balance, with 60% of respondents agreeing that the organisation facilitates this through flexible working hours and home office options. This is also due to the fact that employees feel that their stress levels are appropriately managed and that they rarely need to work overtime, further reinforcing the company's commitment to maintaining a healthy work-life balance.

With 65% of respondents affirming that the training they have attended has contributed to improving their skills and knowledge, this indicates that the quality of training provided is high.

Respondents hold a very favourable view of their supervisory relationships, with 86% acknowledging that their supervisors are good at managing people. Additionally, the data shows high rates of supervisors providing feedback, effectively motivating their teams, and having realistic expectations. A substantial 88% of respondents feel positive about their overall relationship with their supervisors, and a strong majority also believe their supervisors genuinely listen to their opinions. This comprehensive support from supervisors not only fosters a constructive work environment but also bolsters employee confidence and engagement.

A strong majority, 74% of respondents, expressed satisfaction with their jobs, which indicates effective HR practices and a supportive work environment. This high level of job satisfaction can lead to increased employee retention and lower turnover, benefiting the overall organisational stability and performance.

Weaknesses of the company

Wage satisfaction among manual workers is notably low, with over half (56%) of manual workers who responded expressing dissatisfaction with their wages. This significant discontent highlights a critical area for improvement, particularly in ensuring that wage structures are perceived as fair and equitable across different employee categories.

The effectiveness of wages as a motivator is questionable, as only half of the respondents view their salary as a motivator for improved performance. Additionally, there's a nearly even split in perceptions regarding the fairness of remuneration, with 49% finding it fair and 51% expressing neutral or negative sentiments. This split indicates a potential misalignment between employee contributions and their perceived compensation or a lack of communication from supervisors about the rewards awarded., which could impact motivation and performance. While some respondents feel motivated by the organisation's rewards, a significant portion (33%) do not find the rewards system motivating. This variation suggests that the rewards, whether tangible or intangible, might not be effectively tailored to meet the diverse needs and expectations of the workforce, possibly affecting their overall job satisfaction and performance.

Despite many positive perceptions, concerns remain about the work environment, particularly regarding its impact on health. Some administrative staff report that the physical aspects of the work environment negatively affect their health, which could be linked to ergonomic or environmental factors. Addressing these concerns is crucial to ensuring a healthy and productive workplace for all employees.

Despite some positive feedback on training, a significant portion of the workforce, 63%, believe that the company should place even greater emphasis on the development and training of its employees. This indicates a gap between the current offerings and employee expectations, highlighting an area for improvement to ensure that training programs are comprehensive, up-to-date, and aligned with both employee needs and organisational goals.

8   SUGGESTIONS FOR IMPROVEMENT

The last chapter of the practical part is devoted to suggesting concrete ideas to increase employee satisfaction. Five issues will be presented, followed by tips for improvement.

8.1 Wage Satisfaction Improvement

The survey shows that more than half, 56%, of manual workers expressed dissatisfaction with their wages. Overall, 30% of respondents were dissatisfied with their wages. This fact suggests room for adjustment in the company's wage policy. It was also found that 40% of the respondents are not motivated by their wages, which indicates the need to introduce alternative motivators for the employees.

To address this, a detailed wage benchmarking exercise is recommended. That would identify any gaps and ensure that wages in the company remain competitive and in line with market standards. This will involve the HR department conducting a comparative analysis with similar companies in the same industry to identify competitive wage scales and disparities. The HR team, potentially with assistance from a financial department, should gather data from industry salary reports, competitor analysis, and standard market compensation metrics.

The cost of this measure will depend on whether the company utilises internal resources or external consultants. Engaging a consulting firm could be more costly, but thanks to its expertise, it could offer a deeper insight through a specialised economic perspective. This exercise is crucial not only for ensuring competitive pay scales but also for enhancing employee satisfaction.

8.2 Customization of Employee Benefits

Although 67% of respondents said they were satisfied with employee benefits, the survey revealed that 33% of respondents do not feel motivated by the rewards provided, 20% of respondents are not satisfied with company benefits, and 33% feel they receive benefits that are unnecessary for them. Therefore, it would be a good idea to focus on a smaller group of dissatisfied employees and consider customising benefits for everyone in order to increase motivation and satisfaction.

The company should customise rewards and benefits to better align with employee preferences and needs. To do this, the company could implement a cafeteria system where each employee could choose their own benefits of interest up to a set amount. The HR

department can conduct regular surveys or focus groups to gather insights into what different employee groups would most value types of rewards (tangible and intangible).

The questionnaire survey also asked an open-ended question about what benefits respondents would like to see. Among the most common were a four-day workweek, a contribution to sports activities such as swimming or fitness centres, universal Sodexo vouchers and benefits that would not be tied to the city of Hodonín. One response was to introduce rest areas in the workplace where employees could take some time out.

If the company would like to take a more modern approach, a cafeteria system called eBenfity can be used. This is a card, resembling a credit card, that is assigned to each employee with their own login details. The employer chooses a certain amount of money to give to the employee for benefits. Employees then use their eBenefit card with partners and pay with it as they would with a normal card. Some of the partners include Slevomat, GoOut, Dr. Max and many others, from bookstores, restaurants, and gyms to travel agencies. The card can also be loaded onto a phone so employees can always have it with them. For employers, the advantage is that all orders and invoices can be viewed in one app. This empowers employees by giving them control over their benefits, which can lead to increased job satisfaction and motivation. (https://www.ebenefity.cz/)

8.3 Physical Activity Programs

The questionnaire also shows that 59% of respondents would appreciate the introduction of physical activity after working hours. During the consultation, the HR department mentioned that they would like to address this topic because employees are interested in physical activity during the working day. However, the HR department does not yet have a precise plan for implementing this exercise, and it is more of a vision for the future.

One solution would be to hire an external person who deals with fitness. Since employees need to be energised rather than tired after the exercise, and because of the different age categories, it seems like the best physical activity to introduce light yoga classes focusing more on stretching muscles. If the lunch break could be extended, lessons could be introduced during the day or set a fixed time on a specific day after the working day. Yoga could be practised in one of the conference rooms, which can fit up to 15 employees, and in the summer on the spot by the pond behind the company, which the employees maintain.

According to the price lists of yoga instructors who offer yoga to companies, the lowest price is 800 CZK, and the highest is 1900 CZK for a 60-minute lesson. Assuming the company hires an outside instructor for one class per week, the price would be between 3 200 CZK to

7 600 CZK per month. However, the price is approximate and is affected by the region and instructor commuting. (https://www.jogalucie.cz/joga-do-firem/) (https://www.yogacentrum.cz/cenik-6)

Table 5 The cost of a fitness instructor (own creation)

	The lowest price	**The highest price**
Price per week (1 lesson)	800 CZK	1 900 CZK
Price per month (4 lessons)	3 200 CZK	7 600 CZK

Given the nature of this construction company, building a company gym provides an opportunity to host yoga classes or allow employees to use gym equipment for personal workouts. Both ways, either hiring a fitness instructor or building their gym, would come at a significant financial expense.

As a third idea for introducing physical activity into the workday that will not be costly to the company, so-called "deskercise" can be suggested. This exercise is done at a desk, mainly muscle stretching, and is aimed at office workers who do not have the space or time to exercise. This exercise's tutorial can be found freely on the internet, especially on YouTube, where it is visually demonstrated exactly what to do. If the HR department would organise a promotional event and, subsequently, promotional materials to introduce this exercise, which anyone can do on their own, it could lead to success and more satisfied employees.

8.4 Analysing Workplace Health Concerns

In the survey, 13 out of 49 respondents said that the workplace had a negative impact on their health. The vast majority of these were administrative staff, which could be problems caused by sedentary work or eye problems due to constant computer work. For problems associated with sedentary work, such as cervical spine pain, migraines and stiffness, the measures suggested in section 8.3 could help. A blue light filter or the 20-20-20 rule may be recommended for eye pain. The rule is a 20-second break every 20 minutes to look at an object 20 feet (6m) away, which should relieve the eyes. (Chou, 2018)

However, the first step is to do a detailed analysis of the reasons why respondents perceive the workplace as a negative influence on their health. This analysis may include a questionnaire survey with additional questions on working conditions, environment, ergonomics, and psychosocial factors. The aim is to identify specific aspects of the working environment that have a negative impact on the health of employees.

8.5 Enhanced Focus on Training and Development

Based on the information, 63% of respondents think that the company should focus more on employee training. It is crucial to design and implement an effective training plan that meets the needs of employees and the company's strategy. Therefore, the company should start by allocating a budget for employee training, which they do not yet have. Designating funds will allow training activities to be planned and implemented regardless of available resources. Once budgeted, the HR department should develop a survey to specifically

Figure 9 Example of a form for employees (own creation)

identify training needs and preferences. Responses should be used to tailor a training plan that aligns with both the strategic goals of the company and the professional development needs of its employees. This plan should also be dynamic, allowing for changes as the industry evolves and new technologies emerge. Ensuring that employees are actively involved in planning training activities could lead to positive feedback. The goal is to identify their interests, expectations and preferences concerning the format and content of training and provide employees with the opportunity to suggest topics or areas they want to develop. Figure 9 above illustrates what a survey on the topic of training from an HR department might look like.

CONCLUSION

This bachelor thesis has explored the interconnected relationship between human resource management practices and employee satisfaction within Stavební firma PLUS s.r.o. The thesis focused on specific HRM areas - care for employees, training and development, and reward systems - evaluating their impact on employee satisfaction. The findings from the empirical analysis, derived from a comprehensive employee survey, offer profound insights into the current state of satisfaction and areas requiring attention and improvement.

The findings highlight the importance of a well-organized reward system in influencing employee satisfaction. However, areas for improvement were identified, particularly in enhancing employee satisfaction with wages and benefits to better serve as motivators. This includes ensuring that the pay and benefits structure aligns with employees' needs, fostering greater satisfaction and motivation within the workforce.

Training and development emerged as another critical factor in job satisfaction. Employees at Stavební firma PLUS s.r.o. value continuous professional growth, and the company's commitment to providing comprehensive training programs is commendable. Nevertheless, the feedback points to a need for more tailored training that aligns with individual career goals and job requirements. This approach not only enhances job competence but also aids in personal development, leading to greater job satisfaction.

Employee care encompasses aspects like work-life balance, workplace environment, and health benefits, which are fundamental in fostering a positive organisational culture. The responses from the survey indicate that while the company performs well in many of these areas, there is room for improvement in enhancing the physical work environment and offering more flexible working conditions to accommodate personal needs.

In conclusion, although Stavební firma PLUS s.r.o. has a strong base in human resource management, there are several opportunities for further improvement. The company can continue to improve the satisfaction of its employees, thereby not only increasing productivity but also strengthening its competitiveness in the industry.

BIBLIOGRAPHY

Armstrong, Michael. 2015. *Armstrong's handbook of reward management practice: an evidence-based guide to improving performance through reward*. 5th ed. London: Kogan Page.

Armstrong, Michael. 2016. *Armstrong's handbook of strategic human resource management*. 6th ed. London: Kogan Page.

Armstrong, Michael, and Stephen Taylor. 2014. *Armstrong's handbook of human resource management practice*. 13th ed. London: Kogan Page.

Armstrong, Michael, and Stephen Taylor. 2020. *Armstrong's Handbook of Human Resource Management Practice*. 15th ed. London: KoganPage.

Armstrong, Michael. 2007. *Řízení lidských zdrojů: nejnovější trendy a postupy*. 10th ed. Praha: Grada.

Armstrong, Michael, and Stephen Taylor. 2015. *Řízení lidských zdrojů: moderní pojetí a postupy.* 13th ed. Praha: Grada Publishing.

Asgarova, Aygul. 2019. "Impact of Employee Training on Employee Job Satisfaction and Achievement: A Case of Turkish Manufacturing Industry." SSRN. Accessed March 16, 2024.

https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3398117#paper-citations-widget.

Bishop, Marc, and Sharon Crooks. 2016. *HR for Small Business for Dummies*. West Sussex: John Wiley and Sons, Inc.

"Ceník." n.d. Yogacentrum Praha. Accessed April 25, 2024.
https://www.yogacentrum.cz/cenik-6.

Chou, Brian. 2018. "Deconstructing the 20-20-20 Rule for Digital Eye Strain." *Optometry Times* 10 (3): 21–23.
https://www.proquest.com/openview/af4b49a80fa7add44203dc91c58f0027/1?pq-origsite=gscholar&cbl=2029739.

Gigimovová, Miroslava. 2013. "Pracovní Spokojenost Zaměstnanců." Utb.Cz. Accessed April 4, 2024.
https://digilib.k.utb.cz/bitstream/handle/10563/20592/gigimovov%c3%a1_2013_bp.pdf?sequence=1&isAllowed=y.

Hanáková, Martina. 2020. "An Analysis of Human Resource Management in a Selected Small Company." https://digilib.k.utb.cz/handle/10563/46872.

Horna, Jan. 2019. "eBenefity • Karta plná benefitů pro volný čas." *UP eBenefity.cz*. Up Česká republika s.r.o. Accessed April 24, 2024. https://www.ebenefity.cz/.

Hurst, Janet. 2004. "*Best practices*." Supply House Times. Accessed February 17, 2024. https://www.proquest.com/trade-journals/best-practices/docview/220040185/se-2.

"JÓGA DO FIREM." n.d. Jogalucie.cz. Accessed April 25, 2024. https://www.jogalucie.cz/joga-do-firem/.

"Kariéra." 2024. Firmaplus.Cz. Accessed March 15, 2024. http://(https://www.firmaplus.cz/kariera.

Kocianová, Renata. 2010. *Personální činnosti a metody personální práce*. Praha: Grada.

Koubek, Josef. 2015. *Řízení lidských zdrojů: základy moderní personalistiky*. 5th ed. Praha: Management Press.

Martins, Helena, and Teresa Proença. 2012. *Minnesota Satisfaction Questionnaire–Psychometric properties and validation in a population of Portuguese hospital workers*. FEP Journal–Economics & Management.

Mitchell, Debbie. 2018. *50 Top Tools for Employee Wellbeing: a Complete Toolkit for Developing Happy, Healthy, Productive and Engaged Employees*. London: KoganPage.

Noe, Raymond A. 2014. *Fundamentals of Human Resource Management*. 5th ed. New York: McGraw-Hill/Irwin.

"Rezervace." 2024. Hotelnemojany.cz. Accessed March 24, 2024. https://www.hotelnemojany.cz/rezervace.

Šikýř, Martin. 2016. *Personalistika pro manažery a personalisty*. 2nd ed. Praha: Grada.

Štikar, Jiří. 2003. *Psychologie ve světě práce*. Praha: Karolinum.

Urban, Jan. 2017. *Motivace a odměňování pracovníků: co musíte vědět, abyste ze svých spolupracovníků dostali to nejlepší*. Praha: Grada.

Wilton, Nick. 2019. *An introduction to Human Resource Management*. 4th ed. Los Angeles: SAGE.

2023. Facebook. Accessed March 15, 2024. http://(https://www.facebook.com/stavebnifirmaplus.

LIST OF ABBREVIATIONS

CEO   Chief executive officer

ERG   Existence, relatedness, growth

HR   Human resource

HRM   Human resource management

ICT   Information and communication technology

JDI   Job Descriptive Index

MSQ   The Minnesota Satisfaction Questionnaire

OSH   Occupational safety and health

PC   Personal computer

PR   Public relations

PSQ   The Pay Satisfaction Questionnaire

LIST OF FIGURES

LIST OF TABLES

APPENDICES

Appendix A I: Czech version of the questionnaire

APPENDIX A I: CZECH VERSION OF THE QUESTIONNAIRE

Spokojenost zaměstnanců

Dobrý den,
jmenuji se Karolína Čaňková a jsem studentkou Univerzity Tomáše Bati ve Zlíně,
Fakulty humanitních studií.

V současné době zpracovávám bakalářskou práci na téma "Spokojenost zaměstnanců ve
Stavební firmě PLUS". V rámci zpracování bakalářské práce bych Vás ráda požádala o
vyplnění dotazníku, který slouží jako zdroj informací k řešení dané problematiky.

Vyplnění dotazníku je zcela anonymní a získané informace slouží pouze pro studijní účely k
mé bakalářské práci.

Váš názor je důležitý a vyplněním dotazníku přispějete k formaci návrhů a doporučení pro
možná zlepšení.

Kontaktovat mě můžete na emailové adrese: k_cankova@utb.cz

Děkuji Vám za spolupráci.

karolinka.cankova@gmail.com Přepnout účet

Není sdíleno

Pohlaví

○ Žena

○ Muž

Věk

○ 18 - 30

○ 31 - 40

○ 41 - 50

○ 51 - 60

○ 61 a více

Ve stavební firmě PLUS pracuji jako

○ Technickohospodářský pracovník

○ Dělník

Další   Vymazat formulář

Spokojenost zaměstnanců

karolinka.cankova@gmail.com Přepnout účet

Není sdíleno

Mzdové ohodnocení a ostatní odměny

Prosím vyberte jednu z možností

	Souhlasím	Spíše souhlasím	Nevím	Spíše nesouhlasím	Nesouhlasím
Se svou mzdou jsem spokojen/a	○	○	○	○	○
Mzda mě motivuje k vyššímu výkonu	○	○	○	○	○
Mzdové ohodnocení považuji za spravedlivé v porovnání s mým přínosem	○	○	○	○	○
Systém odměňování a zvyšování platu je přehledný a spravedlivý	○	○	○	○	○
S výší odměn jsem spokojen/a	○	○	○	○	○
Odměny mě motivují k vyššímu výkonu	○	○	○	○	○
Jsem spokojen/a se zaměstnaneckými benefity	○	○	○	○	○
Dostávám benefity, které mi připadají zbytečné	○	○	○	○	○
Dostávám pochvalu a uznání za dobře odvedenou práci	○	○	○	○	○

Pokud dostáváte odměny, které Vám připadají zbytečné, uveďte příklad.

Vaše odpověď

Jaké další benefity byste uvítal/a?

Vaše odpověď

Zpět   Další   Vymazat formulář

Spokojenost zaměstnanců

karolinka.cankova@gmail.com Přepnout účet

Není sdíleno

Péče o zaměstnance

Prosím vyberte jednu z možností

	Souhlasím	Spíše souhlasím	Nevím	Spíše nesouhlasím	Nesouhlasím
Mám dostatečné technické vybavení k výkonu své práce	○	○	○	○	○
Pracovní doba mi vyhovuje	○	○	○	○	○
Pracovní prostředí nepříznivě působí na můj zdravotní stav	○	○	○	○	○
Jsem spokojen/a se vztahy na pracovišti	○	○	○	○	○
Společnost podporuje rovnováhu mezi pracovním a soukromým životem (flexibilní pracovní doba, homeoffice)	○	○	○	○	○
Pracovní prostředí je čisté	○	○	○	○	○
Při výkonu své práce jsem ve stresu přiměřeně ke své pozici	○	○	○	○	○
Přesčas pracuji jen výjimečně	○	○	○	○	○
Ocenil/a bych zprostředkování jídelny s výdejem obědů pro zaměstnance	○	○	○	○	○
Ocenil/a bych zajištění pohybové aktivity mimo pracovní dobu	○	○	○	○	○

Zpět   Další   Vymazat formulář

Spokojenost zaměstnanců

karolinka.cankova@gmail.com Přepnout účet

Není sdíleno

Vzdělávání zaměstnanců

Prosím vyberte jednu z možností

	Souhlasím	Spíše souhlasím	Nevím	Spíše nesouhlasím	Nesouhlasím
Organizace podporuje vzdělávání a rozvoj zaměstnanců	○	○	○	○	○
O svůj profesní rozvoj se starám sám/sama	○	○	○	○	○
Rozvoj a vzdělávání realizované naší firmou je pro mne přínosné	○	○	○	○	○
Mám motivaci k dalšímu rozvoji své práce	○	○	○	○	○
Můj nadřízený mi umožňuje účastnit se školení pro zvýšení kvalifikace	○	○	○	○	○
Myslím si, že by se firma měla věnovat rozvoji a vzdělávání svých zaměstnanců více	○	○	○	○	○
Školení, která jsem absolvoval, přispěly k zlepšení mých dovedností a znalostí	○	○	○	○	○

Existují nějaké konkrétní oblasti školení nebo rozvoje dovedností, které byste uvítali, kdyby společnost nabízela?

Vaše odpověď

Zpět   Další   Vymazat formulář

Spokojenost zaměstnanců

karolinka.cankova@gmail.com Přepnout účet
Není sdíleno

Vztahy s nadřízenými

Prosím vyberte jednu z možností

	Souhlasím	Spíše souhlasím	Nevím	Spíše nesouhlasím	Nesouhlasím
Mám možnost vyjádřit své názory	○	○	○	○	○
Nadřízení berou mé názory na vědomí	○	○	○	○	○
Celkový vztah s nadřízeným je dobrý	○	○	○	○	○
Management se zajímá o problémy zaměstnanců	○	○	○	○	○
Můj nadřízený umí jednat s lidmi	○	○	○	○	○
Můj nadřízený má realistická očekávání	○	○	○	○	○
Můj nadřízený mě motivuje k dosažení lepších výsledků	○	○	○	○	○
Dostávám srozumitelné pokyny ohledně mé práce	○	○	○	○	○
Dostává se mi pochvaly a ocenění	○	○	○	○	○
Vedoucí mi dává zpětnou vazbu na můj výkon	○	○	○	○	○
Rozhovory zaměřené na hodnocení mého pracovního výkonu jsou vedeny tak, že mne motivují k další práci	○	○	○	○	○
Společnost se stará o své zaměstnance	○	○	○	○	○
Celkově jsem spokojen se svojí prací	○	○	○	○	○

Kdybyste byl/a ředitelem/ředitelkou této firmy, co byste udělal/a, aby se zvýšila spokojenost zaměstnanců?

Vaše odpověď

Chcete-li cokoliv dodat (k dotazníku, k tomu, co má vliv na vaši spokojenost), nebo něco vzkázat managementu, zde máte možnost:

Vaše odpověď

Zpět   Odeslat   Vymazat formulář