

Motivation and its effects on increasing efficiency of the company

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Zásady pro vypracování:

Úvod

Teoretická část

Zpracujte teoretické téma motivace a uveďte její rozdělení.

Popište vznik a vývoj motivace a odlišnost dnešního přístupu k motivaci.

Zjistěte vliv motivace na výkon zaměstnanců.

Uveďte jaké jsou důležité faktory při motivaci zaměstnanců.

Praktická část

Zjistěte pohled na motivaci v reálném podniku, analyzujte názor zaměstnanců.

Uveďte možná praktická řešení pro zvýšení výkonnosti firmy za použití jiného druhu motivace.

Navrhněte možné příčiny pro neuskutečnění doporučených změn.

Závěr

Rozsah bakalářské práce:

Rozsah příloh:

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ABSTRAKT

Bakalářská práce se zabývá tématem motivace zaměstnanců ve firmě XYZ s.r.o. Firma je skutečná a všechny údaje zde o ní uvedené také, jen mi vedení firmy nepovolilo použít v mé práci její skutečný název, z důvodů utajení vnitřních postupů firmy. Cílem teoretické části práce je projít současné moderní metody motivace, vysvětlit na jakém principu fungují a popřípadě navrhnout nejlépe vyhovující metodu k aplikaci do firmy. Praktická část má za cíl zjistit nedostatky v motivačním systému firmy XYZ a projednat s oddělením lidských zdrojů případnou aplikaci změn. Ke zjištění potřebných informací od zaměstnanců je použit na míru vytvořený dotazník.

Klíčová slova: motivace, zaměstnanecké výhody, hodnocení zaměstnanců, systém odměňování,

ABSTRACT

Bachelor thesis is dealing with the motivation of employees in the company XYZ s.r.o. Company is real and so are all the information provided, director just didn't allow me to use a real name in my thesis, because of revealing some of the internal company policies. The target of theoretical part is to go through the current modern methods of motivation, explain on what principle they works and possibly suggest the best method for an application to the company. Practical part targets on finding the shortages in the motivation system of the company XYZ and discuss with the human resources manager possible application of changes. To get needed information from the employees, customized survey is created.

Keywords: motivation, employee benefits, evaluation of employees, system of rewarding

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Although I am not allowed to reveal the company's real name, I want to thank the director for the opportunity of evaluating his employees. I want to thank especially to the human resource manager for her cooperation, help with the survey creation and all the information about the company she provided me with.

CONTENTS

INTRODUCTION	10
I THEORY	11
1 MOTIVATION	12
1.1 Definition of Motivation.....	12
1.2 Types of Motivation	12
1.2.1 Positive motivation vs. Negative motivation.....	13
1.2.2 Internal motivation vs. External motivation	13
1.2.3 Material motivation vs. Non-material motivation	14
1.2.4 Intrinsic motivation.....	14
1.3 Motivational Profile.....	15
2 CREATION AND DEVELOPMENT OF MOTIVATION	16
2.1 Human Resource Management.....	16
2.1.1 Michigan model.....	16
2.1.2 Harvard model	17
3 EFFECTS OF MOTIVATION.....	18
3.1 Motivation Theories	18
3.1.1 Maslow's Hierarchy of Peoples' Needs.....	18
3.1.2 Ouchi's Theory Z	19
3.1.3 Herzberg's Theory.....	19
3.2 Achieving of motivation	19
3.2.1 Job Enrichment.....	20
3.2.2 Job Enlargement	20
3.2.3 Job Rotation.....	20
4 THEORY FOR ANALYSIS	22
4.1 SWOT Analysis	22
II ANALYSIS	23
5 XYZ S.R.O.....	24
5.1 About the company.....	24
5.2 Subject of business	24
5.3 Parts of the company.....	24
5.4 Organizational structure of the company.....	25
5.5 Approach to the employees.....	26
5.5.1 Benefits offered to the employees	26

5.5.2	Taking care of employees	28
5.5.3	Educational conception.....	28
5.6	SWOT - Company success rate analysis	29
5.7	Major advantages of the company XYZ s.r.o.	31
6	MOTIVATION OF EMPLOYEES.....	33
6.1	Employees opinion	33
6.2	Recommendations for improvements in XYZ s.r.o.....	35
	CONCLUSION	37
	BIBLIOGRAPHY	38
	APPENDICES	40

INTRODUCTION

It is hard enough to find a job. These days when you get one, you will think twice before leaving. On the other hand, if one is educated and hardworking, there are a hundreds of companies looking for responsible and diligent employees.

It is normal for many people to take a job offer with the highest paycheck. Smart people know, that there are things more important than money itself.

When the companies during the last century realized this, question occurred. How to create the best working environment, attract some new employees and keep the current ones?

A system of various benefits was created. The system is evolving and developing rapidly, there are new methods of making people appreciate the companies they are working in almost every day.

Motivation of employees became one of the most important aspects of modern human resources management. Psychological point of view is very important here, employees appreciate the effort of the company and the opportunity of coming up with their own ideas.

In this thesis I would like to take a closer look on a company called xyz s.r.o., how their system of benefits works and how satisfied are people working there. The company is real, they just didn't allow me to use their real name. The aim is to evaluate their approach to the employees, by using the survey find out what they are thinking about it and if there will be a need for a different benefit offers, eliminate the imperfections and propose the improvements.

None of that can be done without the proper preparation and theoretical examination of the modern system of benefits. That will be in the first part of my thesis.

I believe I will manage to better understand the situation in the company and to create an opportunity for the company, to help them keep their employees satisfied. If everything goes well, I would like to offer those improvements to the HR management of the company.

I. THEORY

1 MOTIVATION

I prefer to start with the most important part of my theoretical part. It is crucial to define what does motivation mean, where did it come from and what is the purpose of its existence.

1.1 Definition of Motivation

So many definitions of Motivation can be found, most of them are probably correctly stated, yet only some contains the full meaning of the word. Mostly we can meet with the phrases like "stimulate desire and energy in people" or "helping employees to work with satisfaction". I like the definition by Porvazník J., which is more complex and explain the word Motivation from more than one point of view.

Word Motivation means to move, proceed. It designates the activity of a man and what caused it. *"The motive is something that drives the human's organism to set himself a goal by means of the activity and to achieve it."* (Porvazník 2008, 181)

Not only that a man is driven to do some action, he wants to do it by himself. It is a psychological and physical activation.

Applying this to the company and to raising its efficiency, we have a process of interaction between the higher authority and subordinate collaborator, which is meant to end by driving the worker to achieve the highest possible performance, or at least try it and have a real intention to achieve it. (Porvazník 2008, 181)

Motivation works only if people can expect some kind of reward for their effort. Managers needs to find out what motivates each employee and then set up his motivational profile. I will explain it later.

As an example of motivation can be used any benefit company offers to its employees. From the most commonly used benefits like catering contribution or adding one week of holiday, to the rare benefits such as providing of interest free loans or flat where employee can live for free for some time.

1.2 Types of Motivation

Every author tries to divide the types of motivation into a groups. I mostly found a division to the groups with a reversed motivation types. It means that for example, by Armstrong the division is to Intrinsic and extrinsic motivation, by Porvazník it is internal and external motivation. The names of those groups can be different, but the content is pretty similar.

The basic division of motivation can be divided into the three following groups:

Positive motivation vs. Negative motivation

Internal motivation vs. External motivation

Material motivation vs. Non-material motivation

(Porvazník 2008, 182)

1.2.1 Positive motivation vs. Negative motivation

I guess everyone would say that positive motivation is the right one, I mean, negative is for sure bad. Or is it?

From the history we know, that negative motivation was used since a long time ago. I am thinking "Egyptians building pyramids" time ago. Sure they were slaves so we can't directly compare it with company management as we see it today, but still, they built a lot of pyramids these days. By using the factor of fear and power.

Even it is usually a bad way how to do it, some modern companies still uses the factor of fear. Fear from losing the job, being degraded, losing some financial bonuses, etc. What can happen is, that employee won't be happy and satisfied. And it's all about the satisfaction nowadays.

There is a ladder of priority and secondary needs, which contains all sort of fields, from basic food and water needs, to the highest motives as self-fulfilment needs.

By using the negative motivation, employee would be heading south on this ladder and finally would leave and find more acceptable job, or just become so unproductive that he would be fired. (Porvazník 2008, 181-182)

Positive motivation is all about satisfying the needs of the employee, offer him the benefits that suits him the best and making him grateful for his job. It requires a skilled manager to be able to use the motivation positively. (Porvazník 2008, 181-182)

1.2.2 Internal motivation vs. External motivation

The difference is in the attitude of the manager who tries to motivate the employee. While external motivation is based on the opinion of the one who motivates, also called **stimulation**, internal motivation is derived from the internal needs of the man. Those needs are very hard to identify, manager has to know the person, both his working and personal life, to identify his internal needs. But they are much more appreciated when found and satisfied. (Porvazník 2008, 182)

1.2.3 Material motivation vs. Non-material motivation

All of the benefits mentioned before, such as catering contribution or payment of all phone bills, belong to the group of Material motivation. It doesn't have to be money or money related benefits affecting the salary of the employees, but it always costs the company some financial expense. In some cases the company doesn't have to pay the taxes from those benefits, or they can file it as a cost, but it is still the company who gives away some financial resources. I would like to demonstrate more examples of various benefits based on the material motivation in the practical part of my thesis.

On the other hand, by giving a shot to the non-material motivation, company can earn the gratitude of the satisfied employee and also save some of the finances. Similarly to the external motivation, a manager dealing with the non-material motivation has to know not just a work life of the employee, but also his personal life. His attitudes, objectives he has in his life and things he values the most. Sometimes even a well trained and experienced manager can end up knowing nothing about the objectives and values of the employee. Often there is a problem on the side of the employee, not having set his life objectives for himself yet. (Porvazník 2008, 182)

However it might be a cheaper solution for the company to use mainly the non-material motivation, many people prefers it instead of the material one. Why? It is more specified to every person, people can feel that their company cares and that they are not just an employee number 74, but a person with his own values and beliefs.

There are a numerous ways how to motivate by the non-material motivation. Only a conflict-free communication can be a motivation. Or if my supervisor comes to me and says "you have done a good job last week." and he means it, I would feel pretty motivated. (Porvazník 2008, 182)

1.2.4 Intrinsic motivation

One of the newer book, Drive, from the author Daniel H. Pink, got my attention from the very beginning. It actually deny the division of motivation as we know it today and shows another very important aspect as a reason we do things. Satisfaction from completing something, being part of some group, do what we like. Even that author denies it, I would say this is partly covered by motivation theories mentioned before. But Pink adds quite a shocking findings. He claims that if we try to motivate people by material motivation, we can actually take his motivation away. Many convincing examples is mentioned in the

book, scientific tests and such, just to prove that we all get whole motivation concept wrong. I am not saying he is right, but I have to admit there is something special and in its own way interesting. (Pink, 2009)

More I thought about it, I realized you can't put people into the boxes labeled as "material motivation" or any other that works on the person. It is always some sort of mixture between all factors. I can't say I would work if I don't get paid, people have to fulfill their needs, of course. I also have to admit that I wouldn't say no to some financial bonus or let's say, pay raise, but that is not the reason we should do things. And it often isn't. I work as an IT administrator, so my profession requires a lot of open minded thinking. The feeling when you are trying to solve some problem and then you finally manage to get it to work, its priceless. The feeling of satisfaction is much more rewarding than a paycheck in the moment. Of course it last just for a while, but it feels great. And I am convinced that is what author of Drive meant.

1.3 Motivational Profile

The motivation profile of every employee shows the manager what are employee's most important priorities in his life, what primary motivates him. The hardest part is the fact, that a lot of people don't actually have their life objectives clear. If the manager has enough time and energy, he can help the person to first find his life objectives and then motivate him properly so he would get closer to achieving them. This happens rarely. Most of the time it's up to every person to break the barriers of laziness and decide where is his life heading. The rest is up to the manager, if he is good enough to understand the signs of one's motivational profile and create a specified benefits to get the best from the employee. (Engel, Arthur 2000)

2 CREATION AND DEVELOPMENT OF MOTIVATION

2.1 Human Resource Management

Human resource management is used more often these days, then it was even in the history. During last few years, a lot of definitions and divisions of the system of human resource management is all around us, but since my topic is motivation, I don't want to spend too much time dealing with it. According Armstrong is Human resource management defined as strategic and logically considered approach to manage the most valuable aspect of every organization - people. Working in the organization and contributing, individual and also in team, to achieve the goals of the organization. (Armstrong 2006. 26-27)

2.1.1 Michigan model

Michigan school created one of the first conception of the human resource management. It's representatives claimed, that systems of human resources and the structure of the organization should be managed in the harmony with the strategy of organization. This concept is also known as "matching-model". There are four typical processes or functions performed in every organization, which creates the cycle of human resources.

1. Selection - It's about matching already existing human resources with adequate working positions, there is a need to find the ideal job for the employee. It's mostly the experience already gained, that can help the manager to assign employees properly.
2. Appraisal - good for managing the working morale and performance of the employees, it's closely linked with the next point - rewards. Employees needs to be evaluated objectively according to the preset standards of the company.
3. Rewards - system of rewarding both short-term and long-term work results, based on a previous evaluation. Rewards serves as the main motivational factor and it's often used insufficiently or way too unidirectionally.
4. Development - by developing the high quality employees, we can raise the value of the employees and also fulfill their self-fulfillment needs. (Armstrong 2006,28)

2.1.2 Harvard model

In year 1984 Harvard model was created by Beer and col. This system of Human resource management has been labeled as "Harvard Framework" by Broxall later in 1992. The opinion of Beer and col. was a bit different from Michigan model. They were looking at HRM from the wider and more complex point of view. For example that we have to take employees not only as an item in the costs column, but more like a potential wealth. Important part of this model, which is nowadays accepted as a normal approach, is statement that human resources management contains all the decisions and all the steps of the management, which influence the relationship between the organization and its employees - their human resources. Advantages of Harvard model are as follows:

1. cover wide spectrum of interests both for the company and employee
2. explicitly or implicitly accept the importance of pact between the interests of the owners and employees, so as between the interests of various groups
3. extend the context of human resource management by including the influence of employees, organization of work and related questions of the style of managing
4. accept wide spectrum of influences on how the managers choose their strategy and recommends that logic of the market should be in harmony with the social and cultural logic
5. highlights a strategic approach which is not controlled by situation determinism or environment determinism

(Armstrong 2006, 29-30)

We can easily see the connection between the HRM and motivation here. in a simplified way, practical part of motivation belongs to the branch of human resource management. Doesn't matter if we look for the connections in at least for me more simple or more illegible Michigan model, or in extensive Harvard model, human resource management is directly connected to the motivation of the employees. Many thick books were written about human resource management, countless methods and strategies, "hard" and "soft" ways of HRM. Most of the authors agrees, that people, as an employees, are much more than a work power. Employers needs to develop their skills and motivate them by various methods, to make them reach either work and personal goals.

3 EFFECTS OF MOTIVATION

To better understand the impact of motivation on the employees, at least some of the most important motivation theories has to be mentioned. Those theories define what is important for a person and by using complex patterns shows us how motivation changes during the process of employee development. I mentioned some theories before in the types of motivation, such as job enrichment, job enlargement and job rotation.

3.1 Motivation Theories

According the Armstrong, there are various theories, some of them criticized a lot, but still asserted as general motivation theories. We can find quite simple theories, such as instrumentality theory, which say, that main motivation of people is financial reward and one of the motivation factors is fear. Actions has consequences and according to that, we can either work hard and earn more money, or work less and be punished. Another basic theory is so called Content theory. Basically what it says is that if we do something, we are trying to satisfy our needs. There is a ladder of needs we have and once we satisfy the lower one, we proceed to the next one. One of the most known theories of motivation is Maslow's hierarchy of needs. (Armstrong 2002, 56-57)

3.1.1 Maslow's Hierarchy of Peoples' Needs

Abraham Maslow created a theory, that put all needs of people into the five groups. Starting with the basic needs of a human being and ending with never-satisfied self-fulfillment needs.

- self-fulfillment needs, self-actualization needs
- recognition needs, esteem needs
- social needs
- safety needs
- physiological needs

Physiological need contain needs like food, shelter, warmth, clothes, etc. Every person needs to fulfill them. If someone manage to take care of them, he isn't satisfied, but move on to the next level, safety needs. Like this, person moves till the last need - self-fulfillment. This need is special, because it is almost impossible to satisfy it permanently. It's intensity grows together with the level of satisfaction. It means when you reach the

point that was your target of self-fulfillment, you already have a new one to reach. (Porvazník 2008, 183)

Although this theory nicely contains most of the human needs, there are some opinions of its imperfection. Every person is unique and so are the needs he has. We can apply this theory on most of the people, certainly not to all of them. (Armstrong 2002, 57)

3.1.2 Ouchi's Theory Z

Japanese theory of motivation is based on the level of employee. Lower positioned workers have different needs than managers. Meanwhile managers and the other employees on the highest level has the needs of responsibility and participation on company decision-making, low level workers want lifelong employment with certainty of getting at least enough money to satisfy their basic physical needs. Medium level employees wants enough leisure time and social certainties. (Porvazník 2008, 185)

3.1.3 Herzberg's Theory

Frederick Hertzberg developed a theory of motivators and hygiene factors. Motivators directly motivates the employees to work harder, hygiene factors demotivate them if they are missing, but not in themselves actually motivate if present. Hertzberg determined that motivators are connected with job itself. If manager makes the work more interesting or gives the worker some extra responsibility or promotion, he will be motivated. On the other hand, hygiene factors are connected with the working environment. If worker isn't paid enough, he doesn't have enough motivation to go to work. The same thing works for the quality of management, working position and conditions, working certainty and so on.

Some other theories doesn't agree with Herzberg's theory classifying pay as hygiene factor. Some people would certainly be motivated by a higher amount of money. (Tutor2u 2011)

3.2 Achieving of motivation

Mainly European management uses methods listed below to achieve the motivators as Hertzberg defined.

Job Enrichment

Job Enlargement

Job Rotation

Those three theories are there for making the employees more satisfied at their working positions, which is very important for their morale. (Porvazník 2008, 182-186)

3.2.1 Job Enrichment

It is a process of increasing employee's competences and giving him more responsibility. Doing that, manager is showing a trust in the employee, a belief that he can handle more than just a simple line of his work. For the company, benefits are pretty clear. One employee is able to fill in for his colleague in the case of sickness. Main benefit for the employee is the improvement of his own qualification. He is set into a manager-like position, capable of making a decisions and possibly finding a new area of skills he doesn't even know he has. The downside of the job enrichment for the employee is, that the change isn't often accompanied with any additional reward or removal of the tasks That employee had before. He gains more responsibility but often remains in the same role as he was before. (Porvazník 2008, 186)

3.2.2 Job Enlargement

This motivation theory is concentrated on the working positions where worker does repetitively the same action over and over again. Compared to the job enrichment mentioned above, job enlargement tries to add miscellaneous types of activities to the worker, making his qualification grows together with his skills. It is also for preventing the tiredness, perception lost and inattention caused by repetitive actions for many hours in a row. As a good example of job position suitable for the job enlargement is a work in the production line, statistics, accounts and similar. This theory is good for the company because of the protection from tiredness of the worker, but also for the employee by the increasing of his skills and job possibilities. (McKenna 2000, 118)

3.2.3 Job Rotation

Last theory from this European group is the theory of job rotation. It is quite similar as two previous theories, the point is to change the working positions or rotate them regularly. But it also contains change or rotation of the function. The description from McKenna says *"The job rotation involves moving workers in a systematic way from one job to another in order to provide more interest and satisfaction at work."* (McKenna 2000, 118)

Benefits for an employee are clearly broader set of work skills and change of the routine, company gains a worker who is capable of doing more than just one specified job. Some opponents of job rotation objects, that during the learning process, there might be a efficiency losses because the employee in not in the position he is specialized for. Another

objection is, that during job rotation, worker doesn't get rid of the stereotype job, instead he is rotating between a few stereotype jobs. (McKenna 2000, 118)

I would definitely classify the job rotation as an useful tool, at least for workers in the factories. Maybe it is not the way how to get rid of job stereotype at all, but for sure it is better than do one concrete action for years.

According to Porvazník, important part of job rotation is the idea of getting to know the product well, along with the customer needs. There is a horizontal and vertical direction of job rotation. Horizontal theory is based on the idea of getting to know the product well, to be able to sell it, or otherwise, getting to know the customer needs to be able to create a quality product. Vertical theory concentrates on a situation, when senior manager pass to a lower position for a certain time, to find out what does customer require and what are his expectations. (Porvazník 2008, 187)

4 THEORY FOR ANALYSIS

To understand the next part of thesis, which is analysis, one must know a necessary theory. I decided to mention only the essential parts of the theories, that are included in the second part of this thesis.

4.1 SWOT Analysis

This method is used to evaluate the quality of the company from more points of view. SWOT stands for Strengths, Weaknesses, Opportunities and Threats, four basic groups that shows us if the company is promising or not. Strong and weak factors are extrapolated from the inside of the company, while opportunities and threats are created by the world around. The main reason why to do this analysis is to find out if there is more strong factors than weak ones and if opportunities exceed the threats. Because if not, company has a big problem. Sometimes it's not easy to determine if threat is really threat and the same works for opportunities. Opportunities should be evaluated from the point of view of their attractiveness and probability of success. Threats on the other hand, from the point of view of their seriousness and probability of being a problem or a danger. That is why only the number of positive aspects versus the number of negative ones isn't enough. Every aspect should be evaluated, marked according to its importance and only after that we can proceed to make some results. Thanks to this method we can actually find out that even if company has more threats than opportunities, it can still be good if threats are not so serious and opportunities are very attractive. (Dědina, Cejthamr, 41-43, 2005)

II. ANALYSIS

5 XYZ S.R.O.

The name of the company is different in reality, head of human resource department didn't allow me to use the real name. I also can't state some of the information about the company. I chose it, because human resource department was created there only a year ago and so I believe there is yet much to improve.

5.1 About the company

There is slightly more than a seventy employees working in this company. It's limited liability company placed in a city with around thirty thousand people. Xyz isn't the biggest company, but it's pretty young and growing fast. Xyz started sixteen years ago as a small company with only a few people. after six years they moved to this city and started to grow rapidly. As a proof of successful growth, Xyz is expanding to Slovakia, has clients all over the world and even won some rewards as the most successful firm at its region.

5.2 Subject of business

As far as I am allowed to reveal, part of the company create completely new products, that are sold all over the world including United States of America or China. Those products are very expensive and requires specific maintenance and technical support. Those products are manufactured directly in the company.

The other part of the company concentrate on the usage of the product, developing new ways how to use it, new programs upgrading the product and finding out any imperfections.

5.3 Parts of the company

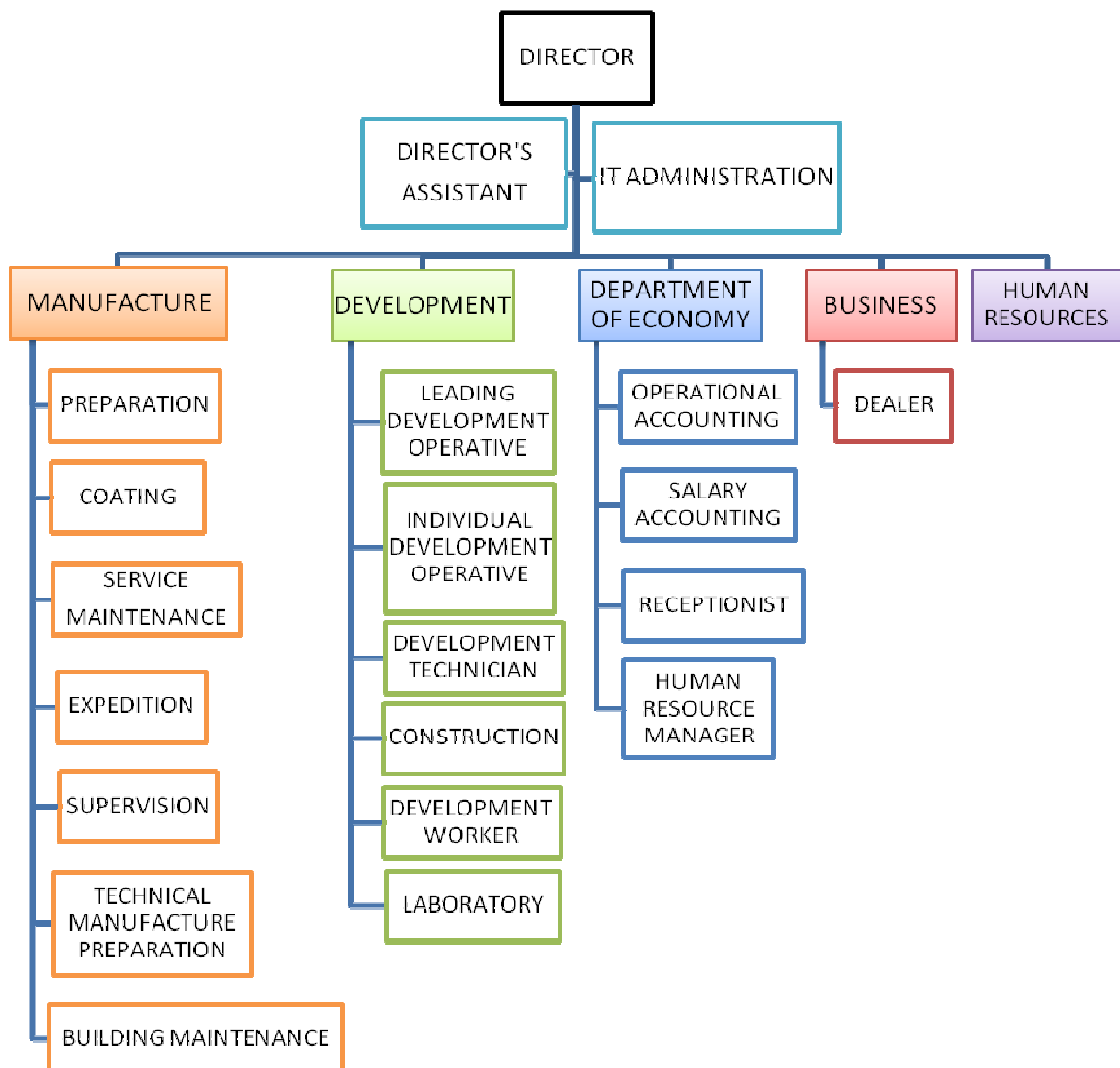
Administration is necessary because of the number of employees. Department of economy preparing the salary for every employee, business department looking for new clients or keeping in touch with current ones, now also the human resource department, of course maintenance and such, those are all important parts of the company. Interesting note is, that until last year, human resource management department was missing. It was partially substituted by the department of economy, but employees there, mostly accountants, mostly just did what they have been told, rarely coming with any initiative suggestions. For a quite big company, human resource management department was missing at a first sight.

Number of employees came close to a hundred and so the heads of the company agreed to create a department that would fill this hole. And I would say it did.

5.4 Organizational structure of the company

From the manual for a new employees, which I have got as a source of information about the company, I borrowed following diagram of organizational structure of XYZ, s.r.o.

Majority of employees belongs to the manufacture and development category. Department of economy is necessary, but counting only six employees. Business department has five dealers devoted to the customer needs. A bit nontraditional is an IT Administrator, which seems to stand out. According the information I received, it's because IT department answers directly to the Director. There might be some changes in the organizational structure this year, at least head of human resource management mentioned it.



5.5 Approach to the employees

A lot of improvements, which I would probably suggest in my thesis a year ago, were made by the end of last year, thanks to newly employed human resource manager. Company can now proudly announce several new benefits offered to the employees and also to their families. Also an education of the employees became company's important goal, trying to satisfy an employee's self-improvement needs.

5.5.1 Benefits offered to the employees

By offering various benefits, company is trying to increase the satisfaction of employees and also care about their health status. Another benefits are for educational and cultural development of the employee, to instigate the employees in helping those who needs it, keep and develop company's culture, motivate employees to the high-quality performance in their work life, keep and increase the loyalty to the company and finally for uniting the work collective. (internal company's document)

Various benefits offered to the employees:

1. **Occupational pension scheme** - Employer provide to the employees a monthly national insurance contributions. It applies only to those employees, who made a contract with their bank about national insurance scheme. The amount of contribution from the employer is derived from the level of salary without bonuses, also depends on how long the employee is working in the company.

basic salary per month	employed under three years	employed more than three years
under 15.000 CZK	300 CZK	375 CZK
under 25.000 CZK	400 CZK	500 CZK
more than 25.000 CZK	600 CZK	750 CZK

2. **Share on profit of the company** (also known as "thirteen salary") - employee can gain another bonus as a reward for his successful work and good working morale. It applies only if employee is in the company at least for three months. Amount of this bonus depends on the profit and loss of the company, but can reach up to 150% of regular salary. Head of the company decides on the amount of the bonus according to the profit of the company. If production is better than planned, it can be even more than 150% of regular salary.

3. **Catering contribution** - Employer provide a catering contribution in the canteen of XYZ company, paying 38 CZK for the meal, while employee pays only 21 CZK. If employee doesn't want to use this benefit, he gets a meal voucher worth 20 CZK (10 CZK is paid by employer and 10 CZK goes off the employee salary). Employees who can't get their meal because of night shift, or because they are on business trip, gets meal voucher worth 40 CZK (19 CZK paid by employee and 21 CZK paid by employer).
4. **Support of free time activities for employees and their families** - Company wants to support the employees in their cultural development, so employer offers a contribution up to 1000 CZK for a year for every employee. It can be used to visit the cinema, theatre, gym, spa, massages etc. This contribution applies to employees who works more than a half of the week, passed their probation period and didn't manage to somehow violate the rules of the employer. From the day when employee is dismissed, he loose the right to use this contribution.
5. **Contribution for events made by employees** - The point of this contribution is to provide the opportunity of regular sport and social activities of the employees and their families. Employees can suggest the activities they are interested in and human resource manager decides if it is acceptable.
6. **Vacation** - Basic vacation is five weeks in a year. That is one week more than a standard vacation time.
7. **Children's day** - Event made for employees and their children and grand-children once in a year. There are some competitions with sweet reward, trampoline, jumping castle, some refreshment, non alcoholic beverages, etc.
8. **Christmas party** - celebration takes place before Christmas and includes dancing, reception, both alcoholic and non alcoholic beverages, dinner. employees can have some program by dressing funny and then pretend they are some famous band or so. This event is also once in a year and sponsored by employer.
9. **The Pig** - Outdoor event, main goal is to develop the collective of the company. This event also serve as an acknowledgement to the employees for their hard work. Parts of the event are sport and entertaining activities, grilling of the pig, sleepover, transportation to the event and back home.

10. **Skiing course for the children** - Once or twice in a year, company organize a skiing course for the children. The course is not paid all by employer, but it's significantly donated.

5.5.2 Taking care of employees

Excluding the benefits mentioned above, company is interested both about employee's work and personal life. From the side of working life, there are regular information meetings for all the employees. There is a meeting every six months, made for keeping the employees informed about every new thing that happened. Director together with managers of individual departments informs the employees about the financial status of the company. They can find out there how much pay raise they can expect, how is the company standing among the competition or even what achievements and weak sides company currently has. I consider this as very healthy for the employer - employee relationship. It's great to know more about the company and how my work helps to achieve greater goals.

Another thing worth mentioning is charity and support of many charitable institutions. Company wants, by concrete actions, stimulate the employees to support those who needs it. For example some fund-raising campaigns or endowment funds. Current events are always displayed on the information screen. Human resource manager is responsible for choosing the funds and charities company supports, but every employee has an opportunity to come and suggest some new event. Also the results of those events are shown on the information screen. I like that company is open to ideas from the employees, it indicate open-minded approach and have a positive effect on employees.

5.5.3 Educational conception

"High expertise and perfect training of work team is necessary for the future of the company. To maintain high expertise, there is a need for ensuring regular education and gaining of experiences." (business philosophy of the company 2010-2011)

The reason why company supports the education is to set a systematic approach to education in the organization. The target is to develop all variety of skills employees need to or might need for their job and also to increase both short time and long time performance of the employees.

The point of educational concept is in systematic approach to the education as to the complex system, not just random or occasional courses and trainings. Very important is

also to exactly reveal the educational needs of the employees. Educational plan is set to the whole year and if some urgent educational need appears during a year, it's addressed individually.

areas of education, which company supports:

- mandatory training courses set by law
- professional education
- complementary education
- purpose-build education
- management education
- Language education
- IT training
- education during the adaptation of new employee

Before education is approved, analysis of educational needs has to be completed. This analysis has three levels:

1. organizational level - strategy and policy of the company
2. group level - results of evaluating interviews, interviews with managers and group leaders, internal rules, organization structure
3. individual level - job description, qualification requirements, results of evaluating interviews

Every educational project is evaluated. Human resource manager decides what evaluation method is ideal for every situation. Project can be evaluated by the instructor, educational agency, employer or even employee himself. If employee doesn't have expected results, employer can cancel his education course, or stop financing it.

Not every employee can attend every course. It has to be at least partly included in his job position. For example Most of employees can attend english language course, but only people from IT department can attend IT seminar about server functions.

Right now, XYZ s.r.o. runs some english lessons with native british instructor, around twenty people attends three different levels of english education.

5.6 SWOT - Company success rate analysis

Before we get to the motivation itself and to the survey for employees, I would like to do a SWOT analysis of XYZ s.r.o. Although the name is made up, information provided are real. By doing SWOT analysis, I would like to prove, and also assure myself, that this

company has a great potential. It is not surprising, that nowadays one of the main motivation elements can be working in the company which is successful and growing. Employee can see the motivation in keeping his job position, which is much appreciated, since the fact that the market is currently in recession. Of course anything can happen and no one knows what tomorrow bring us, but every employee would rather go to work every morning with the feeling that company is doing well and so there is no reason to be worried. I assume the SWOT analysis to proceed with positive results, because company rewarded the employees with thirteen salary for last few years. This happen only if company is doing well and has income as or better than expected. I would also like to state that SWOT analysis is being created by me from my point of view and with information provided by the company. So there isn't any guarantee that result will be one hundred percent correct, but it is good enough as approximate indicator of company success rate. As I stated above in theoretical part of my thesis, first part of the SWOT analysis contains strong and weak parts of the company, which are internal factors.

Strong factors (S)	Weak factors (W)
<ul style="list-style-type: none"> • worldwide known name • high product quality • constant growing, new premises • good reputation among customers • patents on self-developed processes • good economic results of the company 	<ul style="list-style-type: none"> • High cost structure • insufficient production capacity • non-effective usage of the benefits offered to the employees

By seeing that strong pages exceeds weak pages both by quantity and importance, my predictions about company internal factors were most likely correct. Thanks to the quality of products, company can charge quite high price compared to the competition. The customers can be sure, that by buying the product, they can also count with immediate support, fast realization of problem solution or product replacement, friendly behavior and also minimal chance of getting a product with lower quality. Even though demand still exceeds the production capacity of the company, being more quantity and less quality oriented does not worth the risk. Some new premises are being build to satisfy more customers, but with the stress on keeping quality the same or even better. All new

advancements and developed technologies are protected by patents, which is more and more important in these days of patent wars.

Opportunities (O)	Threats (T)
<ul style="list-style-type: none"> • demand exceeds supply • growing outside the border • development of new technologies • usage of the product in more areas 	<ul style="list-style-type: none"> • competition at the expense of quality significantly cheaper • outflow of customers - change of preferences • dependence on the main customer

Also in opportunities and threats we can see rather positive result. Company has enough space to grow, new branch at Slovakia opened approximately a year ago is a good start to spreading abroad. Active research of new technologies promises competitiveness. The danger from the competition is possible in the case of major scientific breakthrough, if they find out how to keep their costs low and improve the quality of product. This is more like paranoid concern right now, because nothing like that happened yet. The major threat might be the bankruptcy of the company which is XYZ's main customer. I got an information that even though the company tries to lower the dependence on this customer, it still makes around sixty percent of all contracts. There has been no problem yet, everything works fine, but dependence on some other company you can't control is dangerous. Luckily XYZ know about this threat and they are dealing with it. The goal is to lower the dependence of the company on this customer, but also make sure that this important business partner will still be a satisfied customer.

5.7 Major advantages of the company XYZ s.r.o.

As the internet sources of the company claims, and I had been ensured it's correct, there is several principles company follows. While trying to keep my promise and preserve the company's name as secret, I state the products and concrete services as "specific products".

Quality

- XYZ, thanks to their own patented technology and high level of experiences, belongs to the absolute worldwide elite in their specialization.

Wide range of products

- The widest offer of "specific products" in the Czech Republic and Slovakia.

Time limit

- TTL - Turbo Time Limit - processing and completing the order under 12 hours!
- more than 95% of all orders is completed under 48 hours

Capacity

- XYZ is the biggest center for manufacturing "specific product" in Czech Republic and Slovakia.
- Top number of specialized machines, highest production capacity and the biggest working team
- The widest offer of accompanying technologies and services
- Production with high level of logistic and documentation, regularly renewed quality system ISO 9001

Business services

- system of regular delivery to designated destinations
- regular visits of customers by sales representatives
- seminars for customers, directly in XYZ or at customers

Optimization/Customer product varieties

- Thanks to the professional team of employees, specific request from customers are possible to deal with

Development

- The only company in Czech Republic and Slovakia with its own development team and the experiences from both national and transnational projects focused on research and development in the "specific product" area
- Successful application of developed technologies in industrial machines sold all over the world
- regular presentation of innovations in the area company is dealing with
- many professional publications and presentations home and abroad

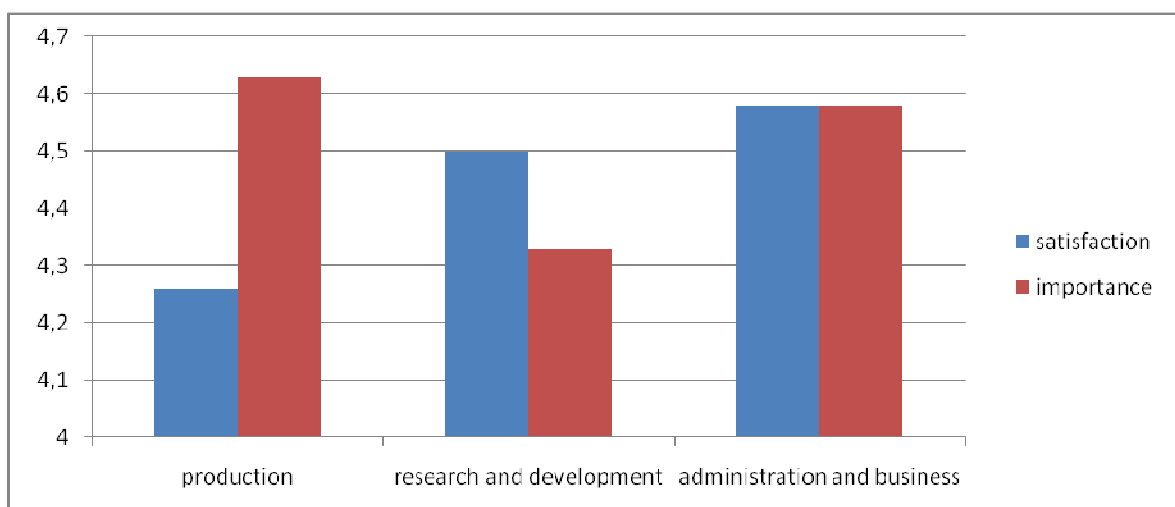
Company has very well set priorities, like open communication with customers, helpfulness and good behavior, guarantee of highest possible quality and very fast response to new order. Those all are things well appreciated by the customers.

6 MOTIVATION OF EMPLOYEES

6.1 Employees opinion

To find out the opinion of employees, I, cooperating with human resources manager, prepared the survey. The goal was to find out, how much the employees appreciate the benefits and privileges that are offered to them, if they even use them and what else would they like to have opportunity to use. By using the theoretical part of this thesis, processed on the foundation of well known authors like Armstrong, Porvazník, Engel, Arthur, McKenna and others, motivation based on financial reward only isn't enough. it works only temporary, employees do not appreciate it so much and it significantly demotivate them as they lose it. So I tried to find out in the survey, if employees of XYZ are mostly motivated by material and financial rewards, or if they prefer another ways of rewarding. Thanks to the kindness of the company director, we had an opportunity to steal an hour from each employee working time, call them all to the catering room and let them fill the survey. To be honest, most employees looked kind of annoyed, but it was anonymous so I believe most of them had no reason to put false information in there. Survey viz. appendix P I. Questions were made to be understandable, yet giving us all the information we needed.

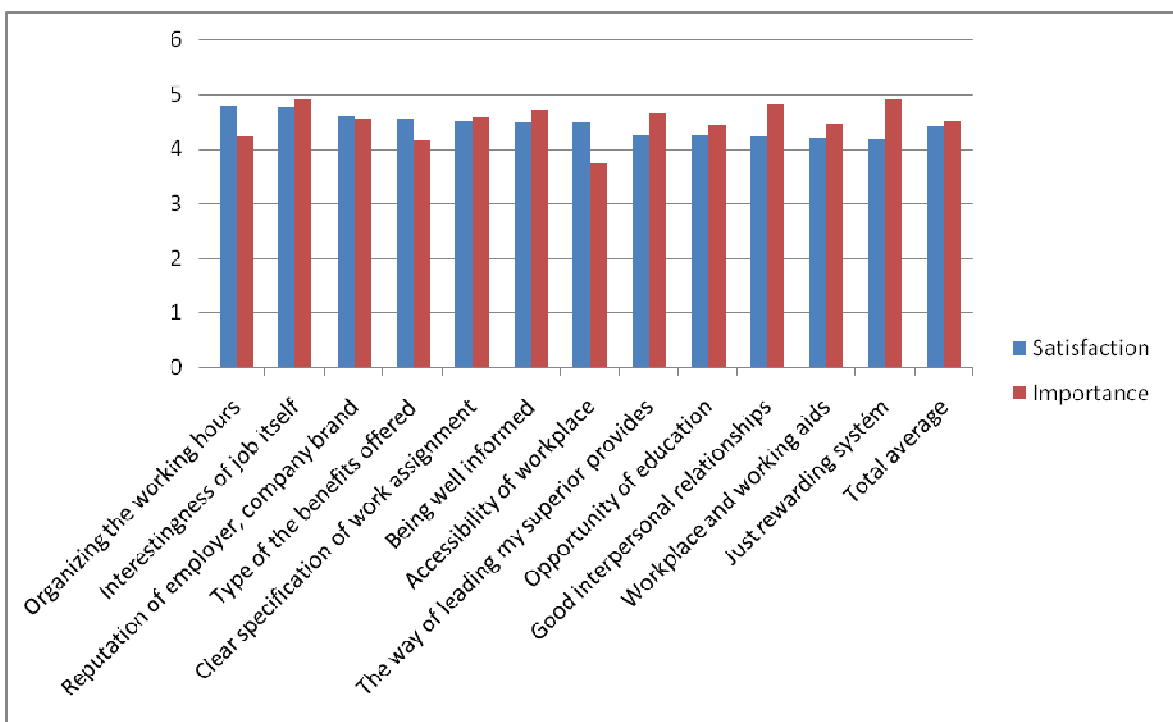
The results were very positive, but also a bit different than expected. Graph showing the result in the simplest way isn't shocking at all, but the values are pretty high. On the scale from one to five, when five is the highest, all values above four means very good result.



To make the survey practically useful for the company and the human resource manager, we divided the groups of answers into different categories, according to the area employees are working in.

Much more important is a graph of satisfaction with specified areas of work life. Work morale, benefits, the way your superior talks to you. This kind of information can be very useful for human resource manager, so he can make the system better.

More detailed summary shows us, that employees in the company XYZ s.r.o. are more than satisfied.



Data for the graph viz. appendix P II.

The only area below four out of five is the importance of accessibility of workplace. Employees are fine with traveling from the villages all around the city where company is. It might be because of the high level of satisfaction in all the areas mentioned in the survey. Highest importance with the score of 4,9 out of 5 has the interestingness of job itself and just reward system. It seems that employees take their jobs as interesting, which is very important, so there is probably no need of doing job rotation or job enrichment. Even though the reward system has slightly more than four points (4,19), which is still highly above average, some employees seems to feel some kind of unfairness. It might be a good idea to concentrate on it and not let the satisfaction from just reward system fall in the future.

6.2 Recommendations for improvements in XYZ s.r.o.

When I started to write this thesis, I chose XYZ s.r.o. because of the absence of human resource manager approximately one year ago. I was thinking, that company with so many employees, actual number is more than 120, and so young human resource department will for sure have a lot of catching up to do. Before HR manager was appointed, most of his work did director himself. I have to admit now, that he was doing pretty good. many of those benefits mentioned before are operational for many years now. Some of them are new, not every benefit is used by employees as it was meant to be, but still, company offers much more than a normal person can see at the first sight.

To be honest, I was expecting to have a list of all the improvements company can do to make their employees happier, but I have only a few notes. This can mean that I didn't studied enough or the company is really doing well. And I would rather claim the second one. Number of benefits offered to the employees is above average, problem is that according to the survey, they are not using them. As one suggestion, I would make another survey, where all the benefits would be stated one by one and each employee would mark how much is he using every one of them. By this method, company will be able to shut down some not so often used benefits and concentrate more on those which are used more often. Every benefit cost some money so company can even save expenses by eliminating the least used benefits.

Very interesting and modern way how to reward an employee with zero cost, even with some profit on it, is new method of money saving measure. Basically it's a possibility for every employee to come to specified person (usually supervisor or human resource manager), and tell him his idea of how the company can save some money. For employee is there a ten percent of the money his idea helped to save. One company in Czech republic started this policy and one of the employee came up with an idea saving around one million crown. So he earned one hundred thousand crowns only by thinking and creating some money saving scheme for the company. Another employee in that company came up with really simple idea. It was a huge company and there was a giant parking lot. He came up with an idea to remove every second light bulb, because there was too much light at night. It might seem insignificant, but his idea saved more than 300 000 CZK. So his profit, or let's say employee bonus, was thirty thousand crowns, which was his two-month salary. XYZ s.r.o. doesn't have this policy yet, so I would recommend it as huge employee benefit

for all those, who can be open minded. Company will lower its costs and the employee will have some nice cash bonus he can enjoy.

Those two ideas can make the company even more appreciated by the employees, raise their motivation and keep them satisfied.

CONCLUSION

Average adult spend around a quarter of his time at work. forty hours every week, even with some vacation and holiday time, it's still a lot. The most of people goes to work because they need some income. Money for everyday living, for things they like to do or have. But human beings evolved. We do not work only for money anymore, there is now much more we expect to get from that quarter of our live. We want good working position, personal development, education, career, benefits. All sorts of motivations why we should wake up every morning, two hours before we would normally even open our eyes. Employees thinks this way and employers knows about it. That's why motivation and just reward system are so much important for successfulness of the company. The employer requests high work performance and the employee expects just reward for it.

My thesis concentrates on the company XYZ s.r.o., how they motivates the employees and what changes should be done to motivate them even more.

Theoretical part introduced the division of motivation, positive and negative aspects of using specific ways how to motivate and also who is responsible for motivating the employees.

In the second part, analysis, employees completed a survey and reacted to the questions about various aspect of their work, showing us the satisfaction level they have.

In the last part, some changes are offered, but even without them is company highly above average. Changes will be consulted with the human resource manager most likely this month.

The company is offering many various benefits and employees are very satisfied. That's how it suppose to be.

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APPENDICES

P I The survey for employees.

P II Data for the graph obtained from the survey.

APPENDIX P I: THE SURVEY FOR EMPLOYEES

/Survey is translated from the czech language./

Satisfaction of the employees

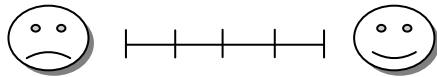
Your placement	production	Research and development	Administration and business

Survey is anonymous! The results will serve for finding out how to increase your satisfaction as an employees.

Part I.

In the first part, please, express how much you agree with the statement. Use the scale from 1 to 5, when 1 = completely disagree and 5 = completely agree

completely DISagree completely agree



č.	statement	Completely disagree					Completely Agree				
		1	2	3	4	5	1	2	3	4	5
1	I feel good at the workplace - because of the noise, dust, light, decorations, etc.	1	2	3	4	5					
2	I know what job should I do from my direct supervisor	1	2	3	4	5					
3	I know what is the content of my work	1	2	3	4	5					
4	I do not have conflicts with my co-workers	1	2	3	4	5					
5	I would recommend working in our company to my friends	1	2	3	4	5					
6	I feel justly rewarded for my work	1	2	3	4	5					
7	Working hours schedule works fine for me	1	2	3	4	5					
8	My co-workers does a good quality work	1	2	3	4	5					
9	I am proud, that company supports non-profit organizations (charity, benefit funds, etc.)	1	2	3	4	5					
10	I have all the equipment needed for my work	1	2	3	4	5					
11	I am satisfied with the current state of the changing rooms, showers, toilets and cafeteria room	1	2	3	4	5					
12	I am satisfied with the benefits that company offers (extended vacation, Jsem spokojen/a s benefity (stravenky, 5. týden dovolené atd.), které firma nabízí	1	2	3	4	5					

13	Využívám nabízené benefity	1	2	3	4	5
14	Školení, která jsem absolvoval/a mi pomohla v mé praxi	1	2	3	4	5
15	Pokud přijdu za svým přímým nadřízeným s pracovním problémem, vyslechne mne	1	2	3	4	5
16	Pro plnění pracovních úkolů mám všechny potřebné informace a podklady	1	2	3	4	5
17	Můj přímý nadřízený je odborníkem na svém místě	1	2	3	4	5
18	Firma dbá o můj profesní rozvoj	1	2	3	4	5
19	Tričko s logem firmy bych se nestyděl/a nosit na veřejnosti	1	2	3	4	5
20	Umístění pracoviště z hlediska dopravy do práce mi vyhovuje	1	2	3	4	5
21	Můj přímý nadřízený mne chválí za dobře odvedenou práci	1	2	3	4	5
22	Jsem informován/a o tom, kam chce firma směřovat v příštích letech	1	2	3	4	5
23	Moje práce je pro mne zajímavá	1	2	3	4	5

Pokud máte k otázkám poznámky, je pravý čas napsat je zde:

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Pokud byste VY měl/a pravomoc rozhodnout o zlepšení nebo změně ve firmě, co byste zlepšil/a popřípadě změnil/a?

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ČÁST 2.

Prosím, uveďte, v jaké míře jsou pro Vás v práci důležité následující faktory:

ř.	Faktor	není důležité					je velmi důležité
1.	Dobré mezilidské vztahy	1	2	3	4	5	
2.	Jasně vymezení pracovních úkolů, cílů	1	2	3	4	5	
3.	Spravedlivý systém odměňování	1	2	3	4	5	
4.	Druh poskytovaných benefitů	1	2	3	4	5	
5.	Způsob vedení mým nadřízeným	1	2	3	4	5	
6.	Dobrá informovanost	1	2	3	4	5	
7.	Pověst zaměstnavatele, firemní značka	1	2	3	4	5	
8.	Pracoviště a pracovní pomůcky	1	2	3	4	5	
9.	Rozvržení pracovní doby	1	2	3	4	5	
10.	Možnost vzdělávání	1	2	3	4	5	
11.	Dostupnost pracoviště	1	2	3	4	5	
12.	Zajímavost práce samostatné	1	2	3	4	5	

Děkujeme za vyplnění dotazníku! Jakmile budou zpracovány výsledky, dozvíte se je.

APPENDIX P II: DATA FOR THE GRAPH OBTAINED FROM THE SURVEY

Evaluated factor	Satisfaction	Importance
Organizing the working hours	4,77	4,23
Interestingness of job itself	4,76	4,9
Reputation of employer, company brand	4,6	4,57
Type of the benefits offered	4,57	4,14
Clear specification of work assignment	4,52	4,59
Being well informed	4,48	4,71
Accessibility of workplace	4,48	3,73
The way of leading my superior provides	4,25	4,65
Opportunity of education	4,25	4,42
Good interpersonal relationships	4,24	4,81
Workplace and working aids	4,21	4,46
Just rewarding systém	4,19	4,9
Total average	4,4	4,5