An Analysis of Employee Satisfaction in a Selected Company

Michaela Hermanyová

Univerzita Tomáše Bati ve Zlíně
Fakulta humanitních studií
Ústav moderních jazyků a literatur
akademický rok: 2017/2018

ZADÁNÍ BAKALÁŘSKÉ PRÁCE
(PROJEKTU, UMĚLECKÉHO DÍLA, UMĚLECKÉHO VÝKONU)

Jméno a příjmení: **Michaela Hermanyová**
Osobní číslo: **H15620**
Studijní program: **B7310 Filologie**
Studijní obor: **Anglický jazyk pro manažerskou praxi**
Forma studia: **prezenční**

Téma práce: **Analýza spokojenosti zaměstnanců ve vybrané společnosti**

Zásady pro vypracování:

Úvod
Zpracování teoretických poznatků z oblasti spokojenosti zaměstnanců
Analýza stavu spokojenosti zaměstnanců ve vybrané společnosti
Zjištění silných a slabých míst v oblasti spokojenosti zaměstnanců
Doporučení ke zvýšení spokojenosti zaměstnanců
Závěr

Rozsah bakalářské práce:

Rozsah příloh:

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

Seznam odborné literatury:

Armstrong, Michael. 2017. A Handbook of Human Resource Management Practice. London: Kogan Page.

Armstrong, Michael. 2008. Management a Leadership. Translated by Josef Koubek. Prague: Grada.

Bradburn, Norman M., Seymour Sudman, and Brian Wansink. 2004. Asking Questions: The Definitive Guide to Questionnaire Design. San Francisco: Jossey-Bass.

Kasomo, Daniel W. 2010. Determinants of Job Satisfaction: Meaning, Importance and Implications. Saarbrücken: LAP Lambert Academic Publishing.

Porvazník, Jan. 2003. Celostní management. 2nd ed. Bratislava: Sprint.

Vedoucí bakalářské práce: **Ing. Petra Benyahya, Ph.D.**
                                   Ústav managementu a marketingu

Datum zadání bakalářské práce: **10. listopadu 2017**

Termín odevzdání bakalářské práce: **4. května 2018**

Ve Zlíně dne 8. ledna 2018

doc. Ing. Anežka Lengálová, Ph.D.   PhDr. Katarína Nemčoková, Ph.D.
            děkanka   *ředitelka ústavu*

L.S.

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 ....

....

---

(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

Tato bakalářská práce se zabývá tématem pracovní spokojenosti. Pro analýzu byla vybrána společnost zabývající se tiskovými službami. Teoretická část této práce se zabývá pracovní spokojeností, měřením pracovní spokojenosti, pracovní nespokojeností a motivací. Praktická část pak obsahuje průzkum ve vybrané firmě. Hlavní částí této analýzy je dotazník, který v dané firmě zkoumá spokojenost zaměstnanců. Průzkum ukázal, že zaměstnanci jsou nespokojeni s některými faktory, které významně ovlivňují jejich celkovou pracovní spokojenost.

Klíčová slova: pracovní spokojenost, měření pracovní spokojenosti, pracovní nespokojenost, průzkum pracovní spokojenosti

ABSTRACT

The topic of this bachelor's thesis is job satisfaction. For the analysis the author has chosen an existing company which specializes in printing services. The theoretical part of this thesis deals with job satisfaction, measuring job satisfaction, job dissatisfaction and motivation. The practical part contains a research done in the company. The main part of the analysis is a questionnaire that analyses the level of employee satisfaction in the selected company. The survey showed that employees are rather dissatisfied with certain factors influencing their job satisfaction significantly.

Keywords: job satisfaction, measuring job satisfaction, job dissatisfaction, employee satisfaction survey

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

The aim of this bachelor's thesis is to make an employee satisfaction survey in a company. This bachelor's thesis deals with employee satisfaction and factors that influence it. This thesis also concerns job dissatisfaction and its effects. In the last part of this bachelor's thesis the author will suggest how to improve job satisfaction in the selected company.

An analysis of this bachelor's thesis will be made in an existing Czech company. The company's name will not be stated in the thesis because the company's director wants to keep all the information private. The reason is that the company is currently struggling and loses its employees. This company has been a successful company in translating of various types of texts, printing, binding and distributing finished products to customers. This company has recently moved and this fact has a great influence on employees. At the new place, there is a weak possibility of eating out and unfavourable commuting conditions. The management is interested in the impact of this on employee satisfaction.

People are the most valuable resource a company has. Therefore, it is very important to care about its employees and their wants and needs. It is necessary to know the level of employee job satisfaction in order to prevent any unwanted consequences of possible dissatisfaction. Avoiding the topic of job satisfaction may lead to fluctuation or a decrease in employee loyalty. Employees who are not satisfied might not create any additional value to the company. It is every employer's strength to have satisfied employees who spread the brand's name among their relatives, friends, or even in public. Employees that are happy with their job and create pleasant atmosphere at a workplace can affect customer's experience as well.¨

The first part of this thesis is theory. Theoretical part is divided into chapters concerning Human Resource Management, job satisfaction, measuring job satisfaction, dissatisfaction, and motivation. The second part of this bachelor's thesis is an analysis. The company is introduced in the first chapter. This part contains a research in a selected company using a questionnaire and interviews. Strengths and weaknesses in employee satisfaction will be evaluated as well. The last part of this bachelor's thesis is recommendations given to the

company by the author. These recommendations are given based on the results of the analysis.

I. THEORY

1 HUMAN RESOURCE MANAGEMENT

Human resources are "*The division of a company that is focused on activities relating to employees. These activities normally include recruiting and hiring of new employees, orientation and training of current employees, employee benefits, and retention.*" (businessdictionary)

Human resource management (HRM) deals with employing, managing and developing people in organizations. It is also concerned with well-being of employees and management of employment relationships in the organization. HRM develops and implements human resource strategies by which it supports the organization in achieving its objectives. It also helps to develop high-performance culture and creates positive employment relationship between management and employees. (Armstrong 2017, 4)

HRM contributes to positive environment and ensures that the organization has talented, skilled and engaged people. (Armstrong 2017, 4) HRM utilizes efforts, knowledge, capabilities and committed behaviours. (Watson 2010, 919) It is defined as a strategic and consistent way of management of an organization's assets, that have the biggest value to them – the people. People working for an organization contribute to the achievement of its goals. (Armstrong 2006, 3)

Human Resource System

Human resource management has its system according to which it functions. (Armstrong 2006, 4) This HRS concerns the following: (Armstrong 2006, 4)

- HR philosophies depict unifying values and guiding principles acquired in managing people
- HR strategies are strategies that define the direction of HRM
- HR policies are the guidelines for application and implementation of values, principles and strategies
- HR processes consisting of the formal procedures and methods that are used for putting strategic plans and policies into effect
- HR practices consists of the informal approaches used in management
- HR programmes enable HR strategies, policies and practices to be implemented

The Human Resource Management deals with many strategies and practices. One of them is measuring job satisfaction. The next chapter is devoted to job satisfaction and factors that influence it.

2   JOB SATISFACTION

It is very important to monitor employee satisfaction and make sure that employees are content and enjoy what they are doing. This chapter is dedicated to job satisfaction – its definition, factors that influence job satisfaction, factors that contribute to higher satisfaction as well as measuring job satisfaction and its relation to other aspects influencing an employee.

Job satisfaction is a part of overall life satisfaction which represents the level of balance with any life circumstances that surround an individual. (Kasomo 2010) This life satisfaction reflects job satisfaction. Satisfaction represents subjective feelings and these feelings can be sometimes mixed with a feeling about an organization. It is influenced by expectations and goals and positive and negative occurrences. (Kociánová 2010, 34) It is natural that satisfaction changes according to the development of an individual during his or her life. Various events are perceived differently by different people as well as they experience their success and failure in a different way. What they have in common is the fact that all of this influence satisfaction. Satisfaction is individual, subjective experiencing of reality where needs, attitudes, emotions and values play a big role. (Kociánová 2010, 34)

The term job satisfaction or dissatisfaction is a reaction of an individual to subjectively perceived and experienced context of having an effect. It is the outcome of evaluating job conditions, it is influenced by personal characteristics of an individual, his or her individual preferences and it has an impact on attitude to work. (Kociánová 2010, 35) Aspects influencing satisfaction are rather changeable so it makes it impermanent. It is very important to highlight that job satisfaction is individual and dissected – an employee can be satisfied with certain aspects of job but rather dissatisfied with others. (Kociánová 2010, 35)

Job satisfaction is closely connected to satisfying employee's needs concerning the attitude to work, opinions, experiences and a certain way of behaviour. The keystone of job satisfaction might be in attitudes towards following aspects: (Kociánová 2010, 35)

- employee's colleagues

- employee's superior

- employee's work content

- work conditions

- an organization and its management

- possibility of progress

- employee's pay

- working hours

- ensured job

2.1 Factors influencing job satisfaction

Job satisfaction may be influenced by the intrinsic motivating factors, the quality of supervision or by success or failure. The intrinsic motivating factors relate to job content, skill variety, task identity, task significance, autonomy and feedback. Supervision is also very essential concerning job satisfaction. Job satisfaction can be certainly reached by success as individuals prove to themselves that they are fully using their abilities. (Armstrong 2017, 202)

Impacts influencing job satisfaction can be divided to impacts concerning the job activity, job conditions, individual and personal characteristics and factors having effect on an individual or an organization from the outside of the organization. (Kasomo 2010) Factors influencing the job activity directly are work conditions, conditions concerning management, reward system, appreciation, possibility of a career progress, employee care, relationships, working environment and safety of work etc. (Kociánová 2010, 36) Age, gender, marital status, education, work experience and cultural specifics are known as individual characteristics. Personal characteristics concern self-evaluation, needs, motivation, attitudes, values, interests, aspirations, skills or level of satisfaction. Factors out of the organization are international and national politics, economic situation of a country, legislation, work trade, competition or labour standards on wages. (Kociánová 2010, 36)

There are factors that contribute to higher job satisfaction of employees: (Kociánová 2010, 36)

- transparent organizational and personal policy
- clearly and adequately identified goals
- diverse activities
- a possibility of self-controlled job – bigger autonomy
- an opportunity to utilize own skills and experience
- job appreciation and social position in an organization and a group
- financial reward
- optimal cooperation and human relationships
- safety conditions at work etc.

Factors that lessen job satisfaction are: (Kociánová 2010, 36)

- preponderance of unpredictable influences on work
- time stress
- work burden
- impossible work requirements
- workplace stress and bad relationships with colleagues and superiors
- lack of free time for personal and family life
- psychosomatic consequences of work

Shetrone (Shetrone 2011) suggests seven ways to improve employee satisfaction. The first one is to give employees more control over their schedules, environment or work habits. Customized schedules are one way how to ensure work-life balance in today's life with demanding schedules outside of work. If customized schedules are not possible, another way how to give employees more control is to allow them to customise their workplace. Employees can adjust their work environment simply by decorating or choosing equipment they find the most convenient. This article also states that socialization is another key to job satisfaction. It recommends employers to encourage social relations through office celebrations for holidays or birthdays. It does not always have to be a big celebration, it is enough to support employees to eat their lunch together by providing suitable eating area. Other options are different company events or volunteer programs which may encourage

relationships outside the company. Promoting good health of employees is another way how to support them and benefit from it. The first thing an employer can do is to educate the employees on health related topics, offer seminars or provide reading materials. Health issues may cause chronic stress and vice versa. And nowadays, stress is the number one problem. It has many side effects such as weight gain, lower immune system or increased risk of disease. All of this can influence employee's productivity. To help employees be more healthy employers equip a kitchen with a refrigerator and microwave to prepare healthy meals because it is healthier than eating out. Employees should be given breaks throughout the day which can be used to do a small exercise to stretch and feel better. Employers can also offer discounts on gym membership to encourage employees to exercise regularly. (Shetrone 2011)

2.2 Measuring job satisfaction

It is very important to know the level of job satisfaction for the purpose of preventing turnover or decrease of employee's loyalty. Measuring the level of job satisfaction does not seem easy as it represents individual feelings and attitudes and people are influenced by different factors. However, there are few proven methods how to do that. (Armstrong 2006, 266)

- Structured questionnaires – There are standardized questionnaires (e.g. the Brayfields and Rothe Index of Job Satisfaction) or special questionnaires made for a chosen company. Standardized questionnaires can be added with special questions relevant to the company. All forms of a questionnaire's advantage is that it is relatively cheap to develop one.
- Interviews are another option how to collect data and measure job satisfaction. They might be open-ended, where the discussion flows freely or semi-structured, when there are chosen points that need to be covered. Interviews can also be highly structured, but this is rather a form of a spoken questionnaire. Even though individual interviews are the most revealing, they are not that easy to analyse and might be time-consuming. Interviews with groups of people are less time-consuming, nevertheless, some people might have difficulties expressing their opinions and ideas in public.

- Both questionnaires and interviews. This combination is very beneficial for the company, because it combines both qualitative and quantitative data.
- Use of focus groups collects opinions and attitudes of a group of employees. Working with focus groups is structured and constructive.

2.3 Job satisfaction and engagement

Feeling positive about a job is closely connected to job engagement. Engagement can be described as a collective term for job satisfaction, motivation and commitment. (Reilly and Brown 2008) It expresses what an organization is looking for considering the contribution and behaviour of its employees (considering job performance, motivation, commitment and identification with the organization). Engaged people are positive or even excited about their job and feel motivated to achieve high level of performance. (Armstrong 2016, 74)

Job engagement describes one's enthusiasm about his/her job, the state of mind of being positive, dedicated and this also considers one's behaviour connected to the job – it is closely related to achieving high level of performance. (Armstrong 2016, 74)

Being aware of potential improvements and actually thinking hard about a job is described as intellectual engagement. Affective engagement is connected with the positive feeling about doing a good job. The third one is called social engagement and it considers active participation in discussion about improvements with colleagues. (Armstrong 2016, 74)

Job engagement is very important for both the employees and employers. While engaged employees reach higher level of performance, the employers can benefit from that. Engaged employees take initiatives and may be very beneficial to the organization. Engaged employees reach higher performance, they are less likely to leave the organization and they also have lower sick-leave levels. (Armstrong 2016, 75)

Job engagement can be developed through rewards. There are many types of rewards used in HRM, but two main groups may be defined: financial and non-financial. These two

types of rewards are usually combined and together lead towards both satisfied employees and employers. (Armstrong 2016, 75)

2.4 Job satisfaction and commitment

Commitment can be described as a strength of an employee's identification with an organization and involvement in it. It also represents the attachment and loyalty of an individual to an organization. Commitment of employees can be represented by their desire to remain a member of the organization and it is also associated with their feeling about their organization. (Armstrong 2017, 202)

There is not a common opinion whether commitment is connected to employee performance. One idea is that commitment is closely connected to performance as a greater commitment can lead to higher performance from which an organization may benefit from. However, there is another opinion that states there is no direct impact on performance. (Armstrong 2017, 202) As Armstrong suggests, an increase in job satisfaction results in improved performance. Therefore, ensuring that employees are satisfied may lead to higher productivity.

Even though commitment is very important for both employers and employees, it does not work the same way as motivation. (Armstrong 2017, 203) There is a little difference between commitment and organizational engagement as it is both related to identification with an organization. According to Macey and Schneider (Macey and Schneider 2008, 8-9) organizational commitment could be a part of engagement.

There are numerous factors that influence individual's commitment, for example received training or satisfaction with career opportunities and performance appraisal system. (Purcell et al 2003)

3 EMPLOYEE SATISFACTION AND EMPLOYEE CARE

3.1 Employee care

Employees are the most valuable part of every organization and qualified employees may be the most expensive resource. However, employers are aware of the fact that their success and competitiveness relies on their employee's skills, motivation, behaviour, satisfaction and their relationship with the organization so they need to care about them. Employee care has been more and more popular and the quality of it is rising up thanks to labour unions, the state or international organizations. Nowadays, employee care is becoming necessary. (Koubek 2015, 343)

Even though there is no clear definition and employee care differs in every country, it can be divided into three parts: mandatory care, care based on contracts and voluntary care. Mandatory care is defined by laws of every country and lies upon the firm's contracts with their employees. Voluntary care is not obligatory, however, it strengthens firm's competitiveness and it may be tempting for new potential employees. (Koubek 2015, 343)

Employee care includes working hours, working environment, occupational health and safety, personal development, services offered to employees at the workplace and services offered to their families elsewhere, and lastly environmental care. (Koubek 2015, 343) Employee care is often used and judged by potential workers for comparison among competition. It also should draw attention because of current employees as it affects their satisfaction with the company. (Koubek 2015, 344)

3.2 Working time

Working time determines the period of time that an employee spends at work. Not only working time but also the spare time influence satisfaction. Working time should not affect or be in a conflict with employee's spare time, his or her needs and interests. However, it influences the spare time a lot and it determines the time an individual has for himself or herself. (Koubek 2015, 344)

3.3 Workplace services

There are many services offered to employees and its number still rises with the popularity of employee care. There are also many forms of these services, but only the main ones will be mentioned. (Koubek 2015, 358)

- Employee feeding – employee feeding is very important as food is a physiological need and it influences employee satisfaction and even performance (productivity). Employee feeding is nowadays essential and is offered as a an obligatory and state-controlled service or is under the control of unions. Free employee feeding is a new trend supporting competitiveness, but is not very usual. More usual is that the employers cover certain amount of fees. The company is not losing money because of providing these fees. It can be reported as a subject to tax. (Koubek 2015, 357)

- Another very essential service is to provide employees with sanitary facilities and storage facility for staff personal effects. These services are under state-control and must correspond with given norms. These services include lavatory, rest room, dressing room or a parking place. (Koubek 2015, 358)

- Healthcare services and benefits – this group of services is also state-controlled. The mains healthcare services are to recognise a evaluate danger that might endanger employee's health, regularly check employee's health condition, ensure working rehabilitation, organise first aid training and be able to provide that, ensure medical check-ups or choose a position of an employee according to his or her health condition. (Koubek 2015, 358)

- Transport – ensuring transport to the workplace or covering the fees connected with transport is a service provided mainly by bigger companies. It has been natural for firms that have a hard time to find new employees or the workplace is somehow far from the reach of employees. Some organizations provide their cars to the employees not only to work, but also for their personal use. There might be some contracts between organizations and transport companies so the employees can use a bus or train at certain time according to the working hours and have e.g. a bus stop in front of the organization. This service gives employees more time for themselves and their rehabilitation after work. (Koubek 2015, 358)

- Consultancy – employees might be offered consulting service associated with his or her education, training, career progression or other work-related issues.

- Providing employees with work clothing and personal protective equipment – an organization either provides this equipment or cover the fees connected with the purchase. Some firms require unified work clothing and in this case usually give them to employees for free. (Koubek 2015, 358) Certain type of work clothing enables employers to check their employees, recognise them and see their movement at workplace. It also can be a type of marketing as the employees wear a logo on their work clothing, for example. An employee can also be given smart clothes as some employers might preserve certain image of a company. (Koubek 2015, 358)

4 DISSATISFACTION

According to Herzberg's theory dissatisfaction can be described as a lesser satisfaction caused by different dissatisfiers. These dissatisfiers are for example insufficient remuneration, bad relationships at a workplace, inadequate status, poor reputation, undemocratic management style, poor physical working conditions or low safety at work. Whereas the motivating strategies are well supported by managers, these mentioned dissatisfiers should be suppressed and eliminated completely. If not, employees may get frustrated and therefore dissatisfied. (Deibl 2005, 80)

While job satisfaction is grounded rather in employee's own performance and own success, dissatisfaction is rather connected to external circumstances such as poor management or poor working conditions. Employee' dissatisfaction can be recognised by following: (Deibl 2005, 81)

- decrease in performance of an employee
- absenteeism
- an employee is taking longer breaks
- more frequent illness
- frequent complaints
- fluctuation

Unmotivated and dissatisfied employees may not do any additional tasks that would help the company. These additional tasks are for example volunteering any activities such as planning a company event or moving departments. It is easier to find volunteers among satisfied and motivated employees. (smallbusiness.chron.com)

4.1 Low job satisfaction and dissatisfaction

According to Dr. Herzberg, dissatisfaction is not the opposite of satisfaction that means that an employee who is not satisfied does not have to feel dissatisfied at all. He also distinguished "motivators" and "hygiene factors". While the motivators lead to employees being satisfied with their job, the hygiene factors cause the employees to not hate their job. These hygiene factors are: company policy and administration, supervision, relationship with supervisor, work conditions, salary, relationship with peers, personal life,

relationships with subordinates, status and security. Herzberg identified following motivators: achievement, recognition, the work itself, responsibility, advancement and growth. According to his study, satisfaction is a combination of both of these groups of factors. (Herzberg 1987)

Kate McFarlin suggests that effects of low job satisfaction do not concern only small businesses but also the large ones. Low job satisfaction affects not only their work, but also their colleagues. It is not uncommon that a negative attitude of one employee can spread through the workplace and the overall morale can decline. McFarlin claims that employees that are not happy with their job are much more likely to experience stress at the workplace and she relates it to basic human nature as people who do something they do not enjoy tend to feel stressed or unhappy. Low job satisfaction can affect focus and attention to the task of an individual. This can, again, affect the whole workplace if workers are dependent on each other and their task is a result of a team. McFarlin also states that low job satisfaction creates high turnover rates with employees because people tend to find a job they actually enjoy doing and leave the one they do not. (McFarlin 2018)

5 MOTIVATION

Employee satisfaction is closely connected to employee motivation. Job satisfaction can be a type of motivation. There is a tight relation where an increase of job satisfaction can lead to an increase of motivation. Motivation can be described as a force that energizes, directs and sustains behaviour. (Armstrong 2016, 188) The word itself suggests that there is something inside of us that moves us forward. It can be a need, a desire or an emotion that urge us to take act in a certain way. Motivation consists of three components: what a person is trying to do (direction), how hard a person is trying (effort) and how long a person keeps on trying (persistence). (Armstrong 2006, 252)

The process of motivating people resides in getting them to do what is required in a certain direction to attain a result. The process is about setting a goal and then finding a way how to get there – so it can be described as goal-directed behaviour. People who are motivated well have clearly defined goals and take action that they reckon will attain their goals. The best form of motivation is when people are self-motivated, go the right direction and achieve what they wanted to achieve. (Armstrong 2006, 252) In organizations, people are provided incentives and rewards and opportunities for learning and growth which helps the motivational process. However, there are many forms of motivation and different people get motivated differently. (Porvazník 2003) For every employer it is very important to know well the process and make a good use of it. The process of motivation is initiated by the recognition of unsatisfied needs whether the recognition is conscious or unconscious. These recognised needs then create wants to achieve something. The process continues with establishing a goal that is believed to satisfy recognised needs and wants and also the way how to get there is established. The needs and wants are satisfied, if the goal is achieved. If it is not achieved, the process is not likely to be repeated. (Armstrong 2006, 253)

5.1 Types of motivation

There are two types of motivation. The first one is intrinsic – this one takes place when individuals feel that their work is important, interesting and challenging. They also feel a certain degree of autonomy and an opportunity to use and develop their abilities and skills. (Armstrong 2010, 188) The motivating factors are self-generated and influence

people to behave in a certain way and move in a certain direction to reach their goal. These factors also include an opportunity for advancement. (Armstrong 2006, 254)

Extrinsic motivation is a type of motivation achieved from the outside and it describes what is done for people to motivate them. People are motivated by using various rewards or punishments. Among the most frequently used rewards are increased pay (financial rewards), praise or promotion. However, these extrinsic motivators do not have to last for a long time, even though they often have an immediate and powerful effect. On the contrary the intrinsic motivators are more likely to have a longer effect as they are inherent in individuals and not from the outside. (Armstrong 2006, 254)

5.2 Motivation theories

- Instrumentality theory

This motivation theory concerns rewards and punishments and ensures that people behave as they should. Instrumentality theory emphasises on the need to rationalize work and is connected with the belief that people only work for money. It associates motivation with following reward or punishment and performance. (Armstrong 2006, 255)

- Content theory

This theory deals with the content of motivation. It identifies the main needs influencing behaviour and the action to satisfy them. It is also called Needs theory. When an unsatisfied need is recognised, it creates tension to find a way how to satisfy it and a goal is selected. This process suggests that the behaviour is motivated by unsatisfied needs. This theory about needs and goals is more complex. Not every need is important as well as there is not just one goal to a need. Actually, there are many goals that can satisfy one need and it all depends on an individual. Simultaneously one goal can satisfy a lot of needs. Everyone experiences his or her needs differently and sets up various ways to achieve what they want. . (Armstrong 2006, 257)

Formerly, Maslow developed the needs theory, which depicts the hierarchy of needs. These needs are arranged into a pyramid which can be simply divided into these levels: psychological needs, needs of safety, needs of social esteem and self-fulfilment. The arrangement also projects that higher level needs are only satisfied, if the lower needs are so the lower level needs serve as a base of those higher ones. Every time after satisfying

one level of needs, individual's attention is drawn to the next higher level. According to the theory, every level of needs is only satisfied because an individual is motivated by it. Therefore, the highest level of self-actualization (self-fulfilment) can never be satisfied. While reaching higher levels of hierarchy, the lower needs still exist and must be satisfied. That means, even though an individual is satisfying needs at the level of self-fulfilment, he or she still needs return to previously satisfied needs. (Armstrong 2006, 258)

Figure 1: Maslow's hierarchy of needs (samirajamali.wordpress.com 2015)

- Process theory

Process theory concerns the psychological processes which affect motivation. It is also called cognitive theory as it deals with people's perceptions of their working environment and their interpretation and understanding of it. This process or cognitive theory provides a realistic guidance on motivation techniques. This includes expectations (expectancy theory), goal achievement (goal theory) and feeling about equity (equity theory). (Armstrong 2006, 259)

6   RESUME OF THEORETICAL FINDINGS

Human Resource Management is the component of a company that deals with company's employees and measure and tries to increase their satisfaction.

Job satisfaction is very important for employers as well as employees and it should be measured regularly. There is a number of factors that influence job satisfaction and any company should make sure their employees are satisfied with them. Employees usually look for a pleasant working environment, good working conditions, a qualified superior and pleasant atmosphere among colleagues. *Engagement* is another term closely connected to satisfaction, motivation, and commitment. Engaged people feel good or even excited about the work they do and it is mainly influenced by job satisfaction.

It is particularly important to monitor a potential source of *job dissatisfaction*. Job dissatisfaction may lead to fluctuation and a decrease of employee's loyalty. The loyalty of employees can be also described as *commitment*. Committed employees are unlikely to leave the company.

Motivation of employees is closely connected to job satisfaction. Job satisfaction can be in fact described as a type of motivation. Increase of job satisfaction might lead to increase in motivation which could also lead to higher performance of the employees. It is obvious that satisfied employees influence the whole functioning of a company.

II. ANALYSIS

7   INTRODUCTION OF THE COMPANY

The company is an existing company based in the Czech Republic since 1995. It is a medium company of about 150 employees in total. Its business field is Print except newspaper and Print and related services. (cznace.cz) The company is directed by one director and one company executive. There is a representative of Quality Management System, an economist of the company, Research and Development department, Marketing manager, business representatives, Expedition and Store management, Technology department management, Translation department, DTP, CTP and Print department. Each of these departments has its assistants and other subordinate employees. It specializes in services for advertising, corporate and technical print such as catalogues, brochures, magazines, flyers, posters, photo calendars, annual reports, business cards, letterheads or manuals.

This company offers six different services. These services are text creation, translations, graphics, printing, fulfilment and logistics. The company's advantage is that it provides the entire production starting with content, translation and graphic design to fulfilment and distribution. This company aims at advertising agencies, corporate marketing departments, manufacturers and technical departments. Customers can choose the whole package of services or choose just one.

The company considers itself a text specialist as it has its technical editorial department that turns technical texts into manuals. It is also a translation agency and a graphics studio. The company is equipped with modern printing and binding facilities and is able to assemble any kind of print package or smaller items. Its shipping department ships orders to customers.

Their services are based on 6-in-1 strategy. This 6-in-1 strategy concerns creation to translation, graphic design, printing, document kitting and final delivery to the intended destination. This strategy has many advantages. It saves both money and time. Customer's order is handled by just one sales manager which makes it very fast. The sales manager can offer different cost-saving alternatives and is able to react to any changes of the assignment.

The main value of the company is to deliver excellent and exceptional results to their customers. The company guarantees exceptionally efficient collaboration and 100% quality. It also guarantees access to their services 24 hours a day, 7 days a week, 365 days a year. They understand obligations of their customers to their own customers and focus on customer's deadlines or any specific requirements.

Among some of the biggest partners of this company are Acer, Asus, adidas, Alcatel, BlackBerry, Hyundai, Fiat, Honda, Kia Mazda, Mitsubishi, Panasonic, Philips, Scania, Sencor, Sony, Stanley Black & Decker or Yamaha.

According to the Profit and Loss Statement from 2016, the company's net turnover (the total volume of sales) was 212 066 000 CZK. The profit of the accounting period was 18 862 000 CZK. (Výkaz zisku a ztrát) According to the Balance Sheet from 2016, the total balance was 143 283 000 CZK. (Rozvaha)

8 ANALYSIS OF EMPLOYEE SATISFACTION IN THE COMPANY

Objective of Survey

The main goal of this analysis is to find out the level of employee satisfaction in the selected company. The reason for this analysis is the change of company's address and its following consequences as well as to measure general employee satisfaction. The company changed its address 1 January, 2018 for the first time after years of running at the same address. It is understandable that employees were used to the previous conditions and other factors connected with the location, which more or less influence their job.

Finding or creating a new place for a stable company is always difficult and may bring some unexpected difficulties on the way. At these times, it is very important to make sure that employees are satisfied so they do not leave the company even if the new place is not that advantageous. And if not, make sure to find out what the company can do for them to make their adaptation easier. The location of a company can influence a lot of things. One of the most acute issues the company deals with is that employees were used to the location in the centre of the city. However, some employees might see this as an advantage if they are not local and the new location is closer to them. The level of satisfaction with this change should be reflected in the questionnaire. Another problem is that the company does not offer its own canteen or different eating facility. There was not any facility of this kind at the former place either, but at least there was many possibilities where to eat out. As it was located near the centre of the city, employees could have had a lunch in a restaurant and still make it in 30 minutes break during the lunch time. This advantage is unfortunately gone because the new place is quite far away from any of these facilities. The analysis is supposed to answer the question how to help employees cope with this significant change. This analysis is the first attempt of finding out employee satisfaction at the new place after three months long adaptation.

The assumption is that employees will be dissatisfied particularly with commuting and possibilities of eating. This assumption will be either confirmed or disproved at the end of the analysis.

8.1 Data collection methods

The company's executive's wish was to find out employee overall satisfaction as well as the level of satisfaction with certain factors that influence it. The methods of data collection were a questionnaire and an interview.

Questionnaire survey

Survey method: printed form of questionnaires

Date of research: 6 April – 11 April, 2018

The total number of employees is about 150. The number of manual workers in the firm is 61.

Respondents: 61 respondents were addressed

                41 respondents completed the questionnaire, the return is 67%

The selected sample was employees performing manual work (printing, binding and expedition department). The reason is that only manual workers were moved to the new address at the beginning of 2018. The rest of employees were moved much later and it would not be possible to do the research in time.

The questionnaire concerns overall satisfaction, meaningfulness of work, level of stress, pay, satisfaction with supervisor, transportation to work, working environment or conflict occurrence at the workplace. The questionnaire can be seen as an appendix of this bachelor's thesis. At the beginning of the questionnaire respondents are introduced to the author and the goal of the questionnaire and they are promised anonymity of their answers so they can be open. The questionnaire contains 19 questions in total: 16 of them are close-ended and the respondent chooses from various options. There is also 1 open-ended question to leave a space for respondent's own ideas and there are two on-scale questions, where the respondents are supposed to indicate the level of their satisfaction with different factors such as employee feeding possibilities, possibilities of transport, the company doctor and quality of training. They are also asked to order different factors according to importance. (Bradburn 2004)

Characteristics of respondents:

There were four age categories of respondents: 25 and less, 26 - 40, 41 - 55, 55 and more. According to the survey, the largest category were respondents of the age between 26 and 40 (46%) and the second largest were respondents of the age between 41 and 55 (34%). 15% of respondents were 25 and less years old and only 5% were 56 and more. The ration of women and men was 32% of women and 68% of men.
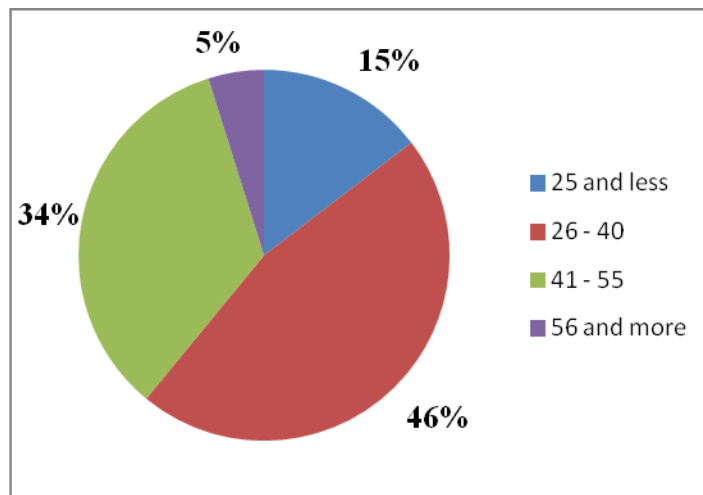

Figure 2: Age structure of the company (own creation)

Interviews

During the research done from January to April, the author had few interviews with the head of Human Resource Department and the Quality Manager. These interviews were of a spoken form and did not follow a certain structure. The aim of these interviews was to track the current situation of employee satisfaction at the company and most importantly, to see the whole situation from both sides: the management and the subordinate employees. The results of these interviews are reflected in the following chapter along with the results from the questionnaire.

8.2 Analytical Findings and Interpretation of the Results of the Survey

This chapter interprets the results of the survey. The results are mostly shown in a form of graphs for an easy orientation. Some of related questions are joined together. The most important findings from the interview are mentioned as well. These results should help to find strengths and weaknesses and might expose some possible suggestions for improvement.

8.2.1 Results in Colleagues Area

How do your co-workers value your opinions related to work?
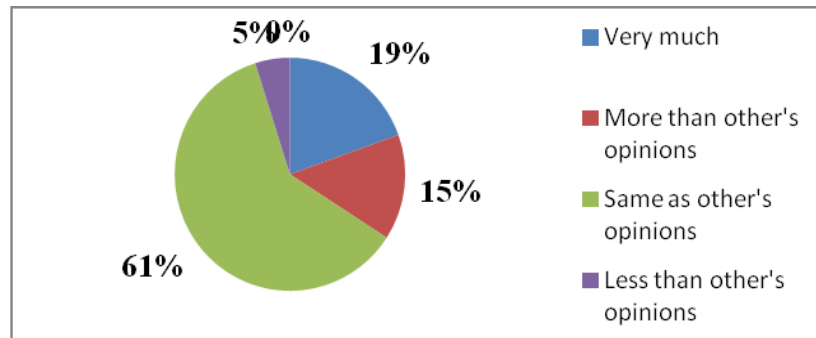

Figure 3: How do your co-workers value your opinions related to work? (own creation)

This result is a strenght of the company, because it gives employment to people who value opinions of each other and have good relationships. It is particularly important that employees remain comradely even during tough times and can create a nice atmosphere in the company. This can also make the adaptation a bit easier.

I'm fully satisfied with the working environment I work in. and There are no conflicts among employees at the workplace.
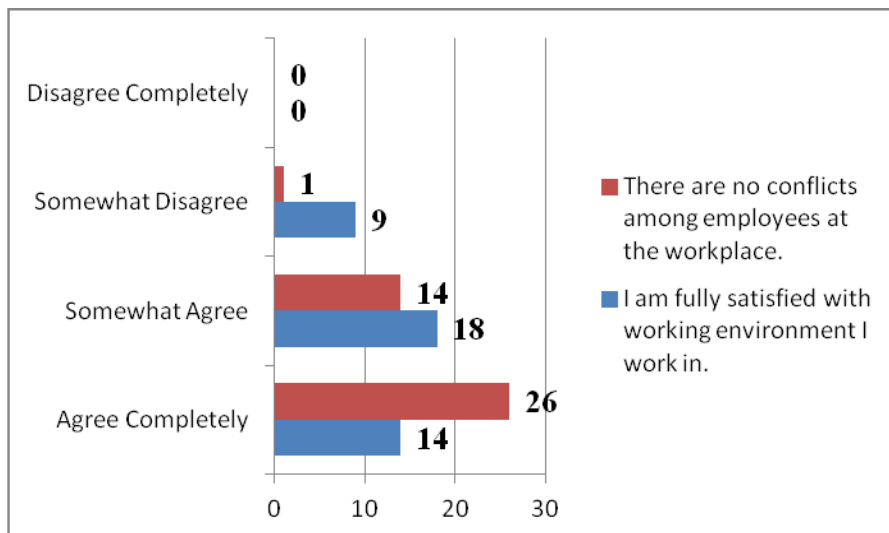
Figure 4: Working environment and conflicts at the workplace (own creation)

According to the data gathered in the questionnaires, the working environment is rather pleasant and conflicts among employees are quite rare. The appearance of negative an-

swers regarding the working environment might be connected with the overall atmosphere at the workplace right now because of some level of dissatisfaction. The results also suggest that even though the atmosphere might not be very pleasing, employees stick together and are still able to maintain functional working environment without significant conflicts.

8.2.2   Results Supervisor and Employer Area
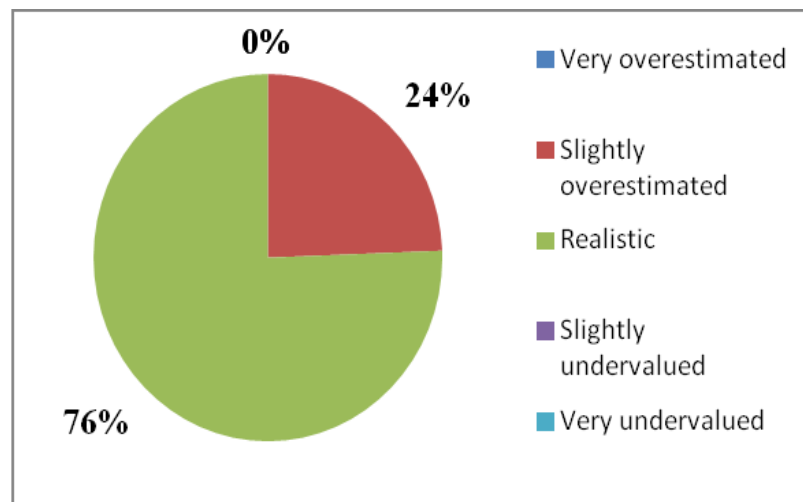
How realistic are your superior's expectations?

Figure 5: Superior's expectations (own creation)

Concerning manual work, superior's expctations are usually very overestimated. These high and sometimes unreachable expectations, in fact, lead to lower productivity because it stresses the employees and they can get easily frustrated. This result can be linked to the result of stress at the workplace which also showed rather positive outcome. It is a plus that anyone sees superior's expectations as undervalued so that the moral or performance of employees does not decrease.

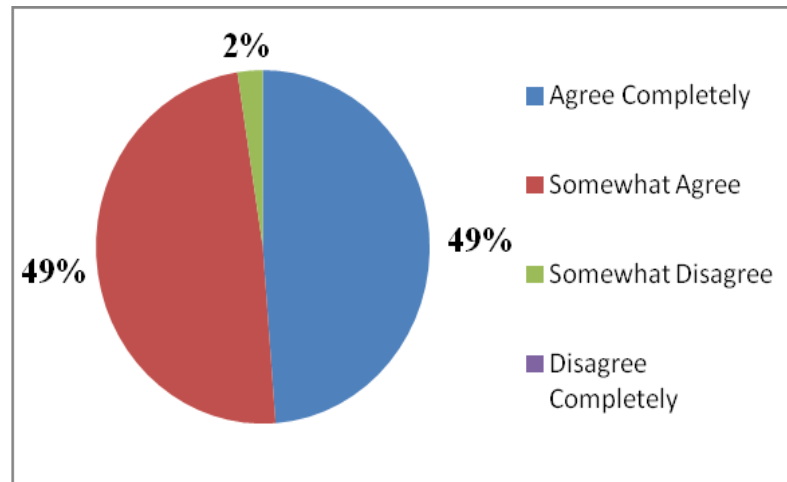*Overall, my supervisor does a good job.*

Figure 6: Satisfaction with supervisor (own creation)

This data show the most positive results. Employees feel very satisfied with their supervisor. This means, they feel noticed and rewarded and they are given clear requirements. The supervisor is also key factor of motivation. A good direct supervisor motivates subordinate employees and is able to boost employee's performance. Only a little number of employees were a bit dissatisfied and the reason might be personal relationships as it is usual in life that some people do not get along that well as others.
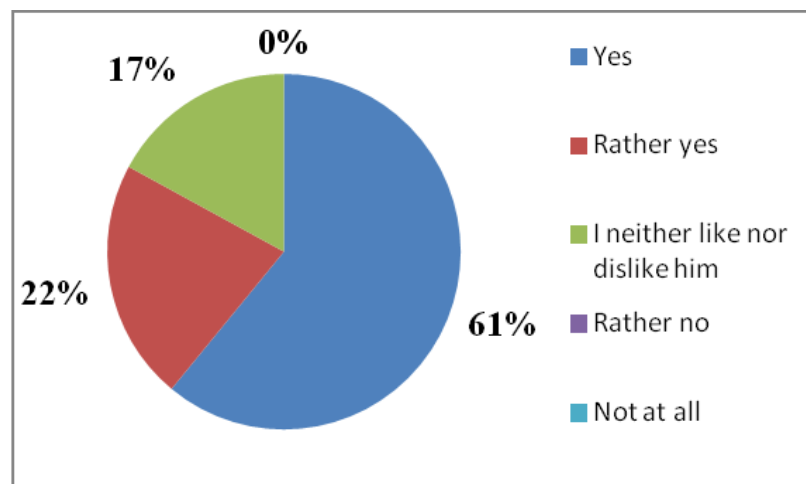
Do you like your employer?

Figure 7: Satisfaction with employer (own creation)

This question did not show any negative outcome. Employees either really like their employer or a minority has rather neutral relationship. This is a good sign of a strong position

of the employer for the current employees. Even though there are people who want to leave the company for various reasons, it seems they do not carry any negative attitudes towards the employer. This is a huge plus when finding new employees. A good reputation on the market is a big advantage and strength for the company.

8.2.3 Results in Working Conditions Area

How often do you feel overworked or stressed during your typical week?
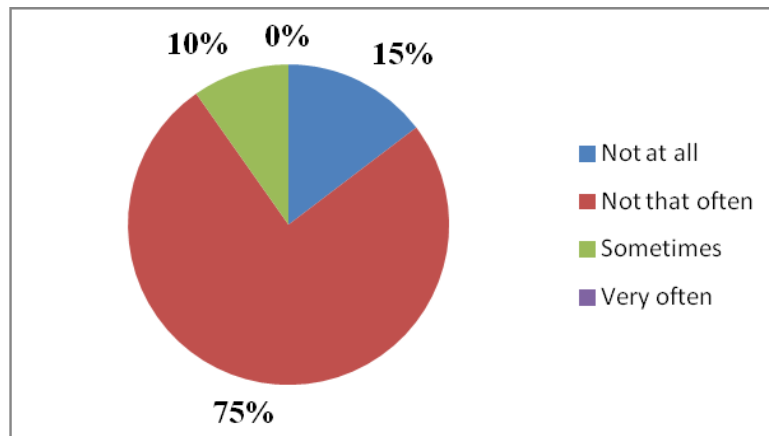

Figure 8: Stress at the workplace (own creation)

According to the data, employees feel rarely overworked or stressed during the typical week. This is again a big strength for the company as hardly any potential employees would be willing to work in an environment full of stress and overworked people. It also suggests that the process of adaptation might get easier in a while.

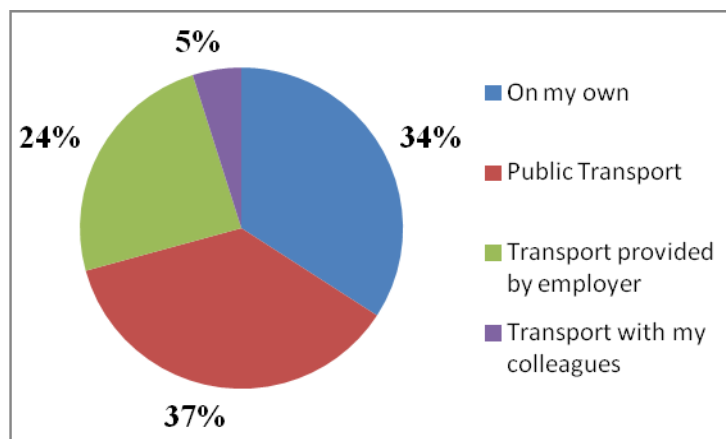*What kind of transport do you prefer?*

Figure 9: Transport to work (own creation)

The most preferred kind of transport is public transport. Therefore, it is covered in the following recommendations. The second is travelling by employee's own car which is quite convenient as there is a parking place right next to the company. Other employees prefer transport provided by the employer which is also covered in the following recommendations.
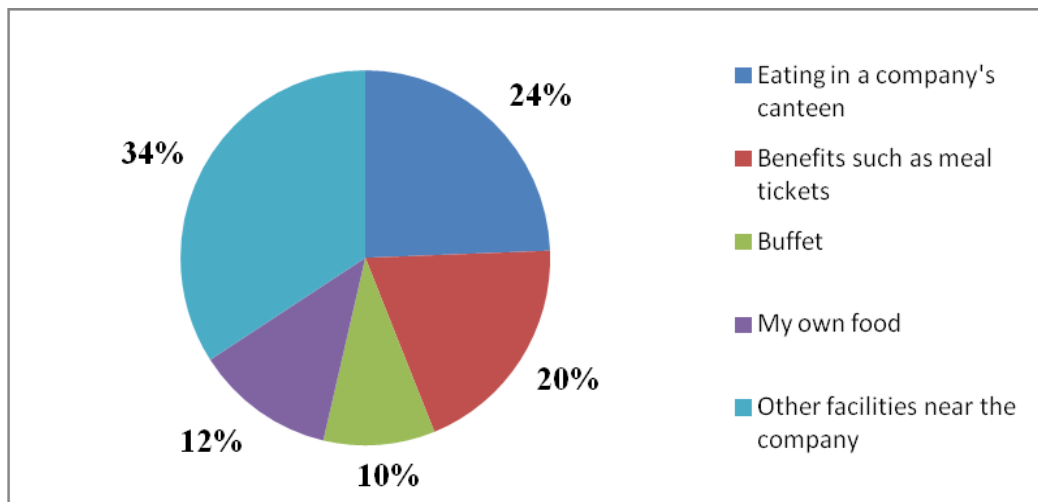
Which type of feeding do you prefer?

Figure 10: Type of feeding (own creation)

The most preferred type of feeding is other facilities near the company. The author supposes this is one of the key factors leading to employee dissatisfaction because there are no facilities near the company or at least in such a distance that employees would manage their lunch during the lunch break in any facility like that. Other employees prefer eating in company's canteen or being given meal tickets as a benefit, which they already are. Next option was a buffet or employee's own food which share similar rates. The possibilities of eating out are quite limited. There are two restaurants approximately two kilometres from the company but these two are rather high-end facilities and not a place an employee of this company would go to during his 30 minute lunch break.

Please indicate the extent to which you are satisfied with the following: Quality of training, The Company Doctor, Possibilities of transport, Employee feeding possibilities
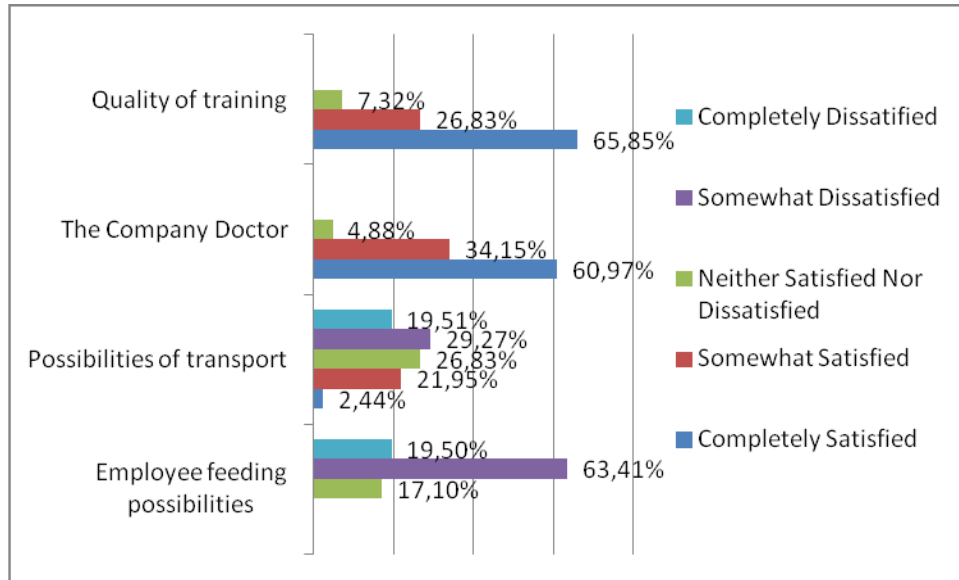

Figure 11: Satisfaction with training, company doctor, transport and feeding (own creation)

According to the data, these four factors can be divided into two groups: one the employees are satisfied with and the other one they are not that satisfied with. Employees are very satisfied with the quality of training the company secures and they are also content with the company doctor. However, opinions about possibilities of transportation differ. Some employees are completely satisfied and it can be deduced that these employees live near the company or commute by their own car in a short time, live nearer the company or simply do not mind commuting for a longer time. Those who are somewhat satisfied might be the same as the previous case, but the distance might be longer. There are also employees who are somewhat or even completely dissatisfied with the commuting and it can be estimated that these people are those who want to leave the company, because the new location is far from the place they live in and their commuting possibilities are not convenient. Employee feeding possibilities has rather negative outcome as well. Employees were used to eat out and now they do not have this opportunity anymore.

8.2.4 Results of Satisfaction with Financial Evaluation
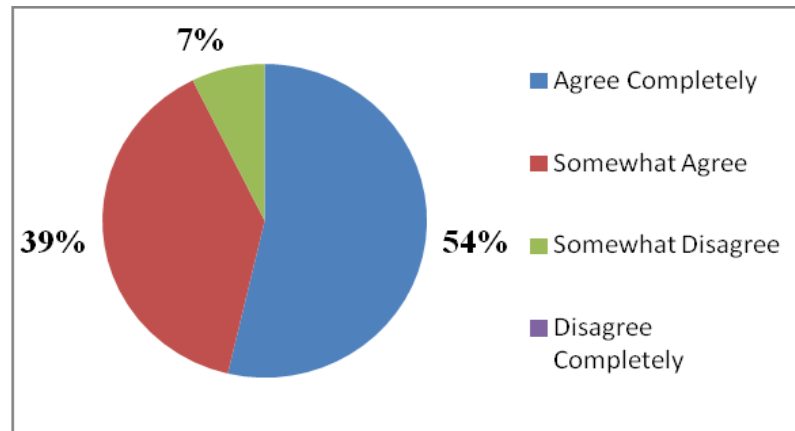
I feel adequately paid for the job I do.

Figure 12: Satisfaction with pay (own creation)

In the Czech Republic, an average pay for a printer is 24900 CZK for women and 28386 CZK for men. (Kupnisila.cz) An average pay for other positions such as printing adjustment or binding is 23820 CZK. (Kupnisila.cz) The management did not state employee's pay for privacy reasons, but according to this chart, employees are satisfied with their pay and it can be deduced that their pay might be above the average.

8.2.5 Results of Overall Satisfaction

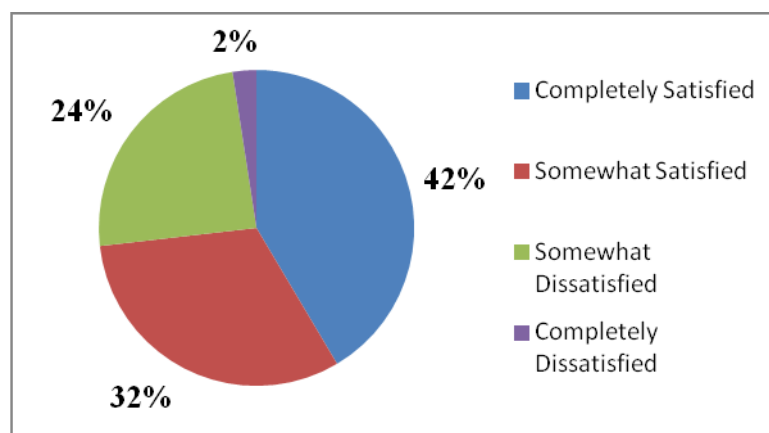*Overall, how satisfied are you working for the company?*

Figure 13: Overall satisfaction of employees (own creation)

The chart above represents employee overall satisfaction with working for the company. It can be deduced, that employees of this company do not have a common opinion and do not feel the same about working for the company. However, the ratio of dissatisfied employees

is quite high and might be surprising to the management of the company. It might be obvious where this dissatisfaction comes from the following charts.

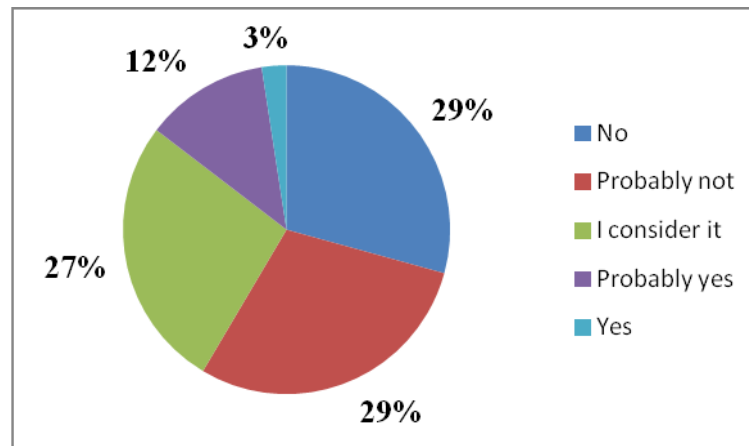*Are you likely to search for a different job?*

Figure 14: Loyalty to the employer (own creation)

This question was a key question to the employer considering the current situation in the firm and the outcome is very negative. Even though the ration of employees who are decided to leave is not that high (3%), there are still many employees that consider this option. It is now crucial for the employer to make the employees stay in the company and persuade them about advantages of working for the company through different meetings or events. A big fluctuation is surely hard to handle with any number of employees in a firm, in the worst scenario, the production might be slowed down or even suspended. That could be devastating for the company.

*On the scale from 1 to 8 please indicate what is the most important (1) and the least important (8) for you. Use each option for just **one** item.*

The respondents were asked to indicate how important the mentioned factors are to them on a scale from 1 (the most important) to 8 (the least important). The numbers 1-8 from the scale where then multiplied by number of respondents who matched the factor with a number. The factor with the lowest number then means it is the most important factor and the factor with the highest number is the least important.

The most important factors for the employees are:

1. Colleagues (96)
2. Content of work (115)
3. Pay (154)

The three most important factors of job are colleagues, content of work and pay. It is obvious from these and following results that that the overall atmosphere at work is very pleasant, employees respect each other and conflicts at the workplace are rather rare. The second most important factor is the actual content of work. As it was also already stated, the employees find their work meaningful and quite enjoyable and this data show that the content is very important to them. As it was estimated at the beginning of the analysis, manual workers prioritize pay over other factors that make them satisfied. It can be deduced from the current results, employees are generally satisfied with all the factors they find the most important at the same time.

Other factors are in the following order:

4. Working conditions (179)
5. Direct supervisors (189)
6. Supervisor's praise (232)
7. Meaningfulness of work (242)
8. Requirements provided clearly by supervisors (261)

8.2.6 Results of Satisfaction with the Content of Work
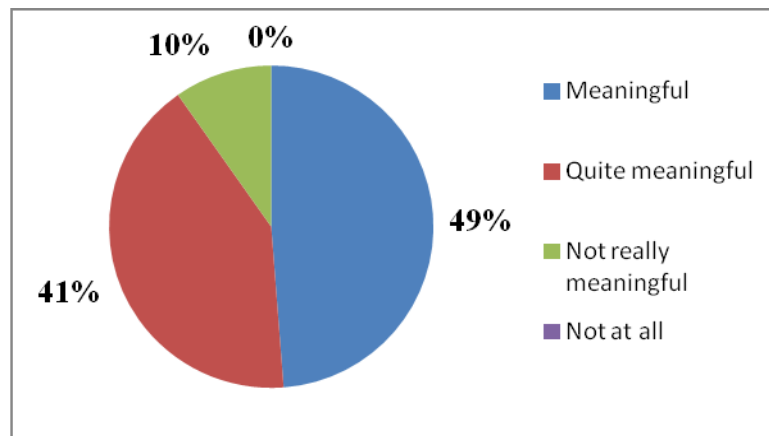
How meaningful is your work?

Figure 15: Meaningfulness of work (own creation)

This chart above shows that employee find their work rather meaningful. It can be supposed that management does quite a good job of reminding its employees about company's values and the meaning of their work. It is particularly important to remind those who perform manual work and might get easily frustrated from repeated operations. It is a big strength of the company that its employees find their work meaningful. However, there is still 10% of employees who do not find their job very meaningful.
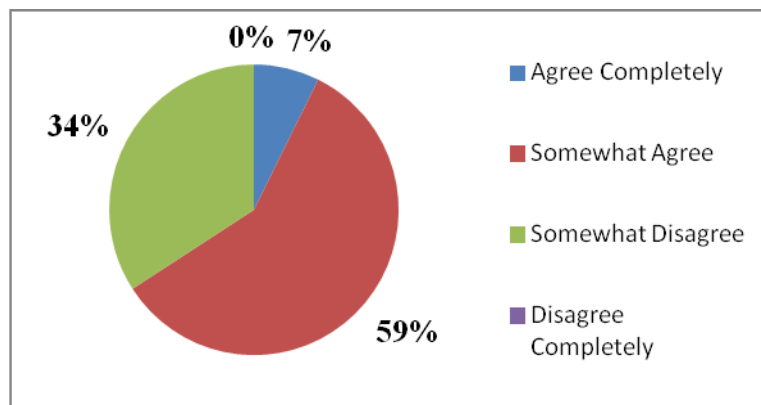
I find my job challenging.

Figure 16: Finding the job challenging (own creation)

This data show that employees do not have a common opinion. This can be linked to the meaningfulness of work, which results were rather positive. Whereas the employees find their job meaningful and they know why and who for they do it, they do not seem to find it challenging. It might not be that surprising regarding that employees perform a manual work and the work does not often change. Manual workers perform repeated actions and it might be hard to challenge them.
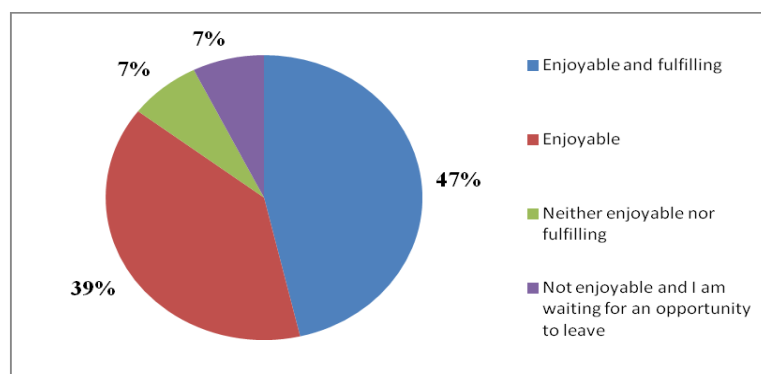
My job is:

Figure 17: Finding the job enjoyable and fulfilling (own creation)

The chart above shows that employees find their job very enjoyable and fulfilling. Regarding the current data, the employees did not find their job very challenging, but it might be the overall atmosphere and relationships among co-workers that make the work enjoyable. Some employees also stated that they are waiting for the opportunity to leave, which is linked to the current fluctuation that the company faces.

How often do your tasks help you develop in your professional life?
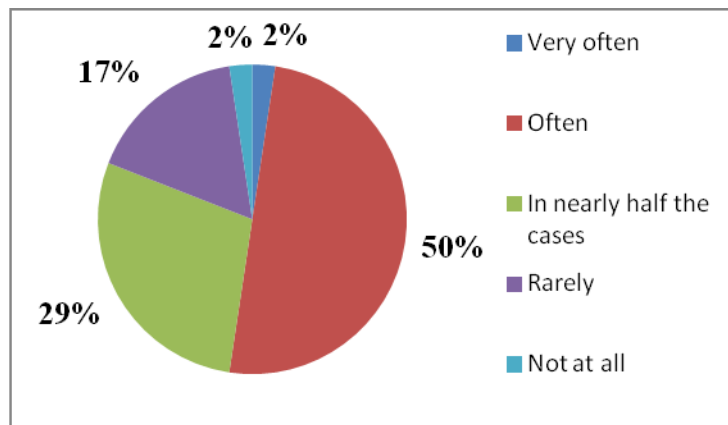
Figure 18: Skills development (own creation)

This data show a possible development in one's professional life according to the tasks they are given at work. It has a rather postitive results as a half of the respondents stated that the tasks often help them develop in their professional life and another big ratio stated it helps them develop in nearly half the cases.

8.2.7 Employees' Own Suggestions

The last question was open-ended and the employees had an opportunity to express their own ideas and comments. 29 employees took this opportunity and expressed their opinions. The most frequently expressed requests were:

- a bus stop nearer the company
- gastronomic facility
- transportation benefits

These requests actually reflect the reasons of employee's dissatisfaction.

8.3 Resume of Analytical Findings

In this chapter, the results of the survey will be summed up and the author will also point out the strengths and weaknesses following from the analysis.

The strengths are the following:
- satisfaction with pay
- good relationships among co-workers
- overall pleasant atmosphere at the workplace
- satisfaction with the direct supervisor
- employees do not feel overworked or stressed very often

During the analysis, some strengths of employee satisfaction were found. The data show that at least the majority of employees feel committed and engaged to the company because they are satisfied and do not want to leave. The employees find their job enjoyable, meaningful and are generally satisfied with the content of work they do. Some of the employees find their job challenging. Employees also mostly feel adequately paid which is a huge advantage for people performing manual work. The most positive result is that employees like their employer and do not carry any negative attitudes towards it even though some of them might consider leaving the company for any reasons they find decisive.

According to the data employees have good relationships, value each other's opinions and conflicts appear quite rarely. This is a sign of a strong and healthy working environment the company can profit from. According to the results, the superior does a good job and the expectations are realistic which is beneficial to the employees who do not have to feel stressed or frustrated from poor supervision. Employees generally like their employer and some of them are very loyal to the company. All of this, however, does not reflect overall satisfaction of every employee. Number of employees is dissatisfied and considers leaving.

The weaknesses are the following:
- a large number of people considering leaving
- dissatisfaction with commuting and feeding

- bad adaptation to the new place
- low loyalty to the employer

The number of employees considering leaving the company is quite alarming and that is the biggest weakness of the company. The reason behind it is quite simple. According to the data, employees are rather satisfied with the work they do and the environment they work in, but what they are missing is some solution of bad commuting. This matter will be discussed in the next chapter. Another big weakness in employee satisfaction is lack of any gastronomic facility. Based on the research, employees did not adapt to the new place well and those who are rather dissatisfied and do not find their job as enjoyable as others consider leaving the company.

9 RECCOMENDATIONS

In this chapter, the author suggests some recommendations to increase employee satisfaction. According to the analysis, employees are rather dissatisfied with their job. According to the interviews, the company currently faces large fluctuation and is in need of increase of employee loyalty. The company can also focus on other factors that might increase company's attractiveness. It can offer other interesting benefits to the current employees and to attract new employees as well. These recommendations are based on the results of the analysis

9.1 Transportation

The most pungent problem of this company is getting used to the new location. Employees are not willing to get to work longer than they used to. In the past, it took about five minutes walk both from the city centre and the main station. Now it is about 15 minutes by tram and then about 7 minutes walk. Employees can choose from two bus stops as the new address of the company is approximately in the middle. However, the employees have to go on a road because there is no sidewalk yet. It can suddenly take up to 45 minutes to those who commute from the opposite side of the city by public transport. It is the main reason why people want to leave the company. Therefore, the first recommendation concerns transportation benefits. The author suggests that the employer contributes 1 CZK per kilometre (the maximum amount would be 30 CZK for an employee a day). For 20 work days it is 600 CZK transportation benefit for every employee every month. The total costs for 61 employees are 36 600 CZK per month and 439 200 per year. For the employer it is a subject to tax according to Act. No. 589/1192 Coll. and employees would have to pay health and social insurance.

Number of employees	Fee	Number of work days	Total per day	Total per month	Total per year
1	1 CZK	1	30 CZK	600 CZK	7 200 CZK
61	61 CZK	20	1830 CZK	36 600 CZK	439 200 CZK

Table 1: Costs of transportation benefits (own creation)

Another option how to solve the poor commuting situation for those who are not local is a request for a new bus stop. A request for a new bus stop is an official document and would have to be submitted to Public Transport Department of the local authority. The first step is to fill in a form and send it to the department.

The author suggests implementing both of these suggestions. Transportation benefits are nowadays quite often provided by an employer and it may raise employee satisfaction. The costs are not that huge and the benefit could be lowered if needed. According to employees' own suggestions, a new bus stop would be welcomed and the author thinks it might make people stay. This move from the employer would show that the employer cares about the employees and want to find a solution.

9.2 Employee feeding

One of the most frequent employees' requests was a company's own eating facility. At this time, employees are given meal tickets in the value of 100 CZK. The employer covers 55 CZK and the remaining 45 CZK are subtracted from the monthly pay. Cooking food at the company's own facility would not be beneficial concerning the number of employees working for the company. However, there is an option to cooperate with a bigger supplier of food to companies. In this case, the company needs only few part-time employees who would only come and work during the lunch time and the food would be heated at the company's own facility. The problem is that there is no company's own facility right now and it would have to be built in the future.

- e.g. two cooks who would heat the food and serve it to employees, from 9 a.m. to 2 p.m. (could be retired people, companies also can cooperate with high school students of gastronomy who can perform the job as their practical training)
- these two cooks would be paid by hourly wage (5 hours multiplied by for example 90 CZK (gross wage) would be 450 CZK per day for one cook, 900 CZK per month for one cook)
- other costs would be the price of the actual food which usually also include the transport fees
- this benefit to the employees is also a subject to tax

Another option is a smaller bakery with all sorts of pastries and cold dishes on offer. In this case, the bakery would pay rent to the company and the company could profit on it while satisfying the employees' needs. Of course, this would require immediate costs of setting up a place.

The third option is to build company's own canteen. The author would not suggest this option at this state right now. The reason is that the costs would be giant and the company might not manage these costs right now as last year a new building was built.

The author would suggest trying the option of renting a place to a bakery or another facility of this kind. Right now, there is a free space in the building of the company that could be used. Employees would have a place to buy food, eat it immediately at that place and it would also give employees a chance to gather and spend lunch time collectively. The author would definitely recommend building a larger space for a company's own canteen in the future so that employees have at least a guarantee of warm lunches in the future.

9.3 Fresh fruits supply at the work place

Another welcomed benefit is to provide the employees with fresh fruits. The employer would show that he cares about his employees' health and well being. Fresh fruits could be purchased in Makro or another wholesale store such as Tesco. Another option is to support a local farmer even though the costs might be higher than in the wholesale store. For example, a cardboard of apples would be enough for the number of employees and the costs are 388,70 CZK without tax. (https://sortiment.makro.cz/cs/jablka-red-chief-75-i-kart-13kg/130062p/) The author would suggest implementing this recommendation as the cost are not high and it would be a nice gesture from the employer.

9.4 Emphasize company values

Employees doing a manual work may not always see the value of it. It is the management's task to emphasize the true values of their employees effort. It is very important to constantly remind for whom they do it and why they do it. These manual workers print and bind mostly user's manuals for various types of machines and electronic devices. These types of documents then help final users to assemble, fix and use a product. Therefore,

these documents are very useful. The author suggests that employees could be reminded of company values on employee meetings. The costs of meetings are minimal. However, the employer would have to pay the employees as if they were at work. Another way how to gather the employees and remind them of company's values is described in the following recommendation.

9.5 Create a good company culture

A company culture is a natural component of every company. It consists of people and their behaviour, values, beliefs and symbols that a company has. It should be every employer's priority to care about this culture, find its weaknesses and look back to what has this culture become regularly. (Craig, 2014) Creating and maintaining a good company culture may help to make the current employees stay and attract the new ones.

As it was already mentioned in the analysis, employees in this company have nice relationships and value each other. This can be considered as a strong base. Another plus is that employees like their employer and are committed. Nevertheless, company culture evolves and may change in time. Therefore, it is very important to maintain the good relationships and constantly improve the culture as such.

The author suggests that the company organizes different events to gather the employees. These events may have a basic representative purpose or they can be connected with a charity performance for example.

Representative events usually take place in order to celebrate an anniversary of years of running the company. To this events, employees and their closest families are invited to gather and celebrate together. This can significantly contribute to the company culture. Event with charity purposes make employees feel not only good about themselves but also help to feel as a unity. Events do not have to cost a lot of money and have a grandiose character, the company culture would also be enriched by celebration of birthdays and anniversaries, e.g. 50th birthday of an employee.

CONCLUSION

The main goal of this bachelor's thesis was to find out the level of employee satisfaction not only because it is very important to keep employees content with the job they do, but also because new circumstances that might influence it appeared. The author contacted the company for cooperation on her bachelor's thesis. The company was currently dealing with a planned change of address and adaptation of employees to the new place. The overall atmosphere at the company was not pleasant and some employees were obviously dissatisfied.

In the theoretical part, the author mentions topics like job satisfaction as such, factors influencing job satisfaction and also measuring job satisfaction. Human resources, engagement and commitment and motivation is also mentioned as it is closely connected to job satisfaction.

The practical part contains a research of employee satisfaction. The main part of this survey is the questionnaire in which the respondents are asked about overall satisfaction, satisfaction with different aspects such as working environment, pay, co-workers, stress, their supervisor, etc. The respondents were also asked to express their own ideas and comments on how the company is doing.

The results were quite positive concerning overall satisfaction and content of work and its meaningfulness. The results also showed that employees like their employer and there are no bad relationships either among co-workers or between employees and the employer. As it can be deduced from the analysis, employees are generally satisfied with the factor they find the most important particularly. However, the assumption of dissatisfaction with commuting and eating was proven. The research showed that this dissatisfaction is also connected to fluctuation in the company.

The company was recommended to focus mainly on employee feeding possibilities as well as transportation to work. The company is suggested to introduce transportation benefits. Other suggestions concerned benefits that can be offered to employees to increase their satisfaction or moderate their dissatisfaction. The last recommendation concerns the

company culture. The company is advised to organise different events to make the employees feel as a part of a community. The company is now still recovering from the loss of employees and new notices handed in. However, the Human Resource Department of the company has accepted the suggestions quite positively and may consider some of them in the future.

I think that I met the objective of this thesis well.

BIBLIOGRAPHY

ARMSTRONG, Michael. 2006. A handbook of human resource management practice. 10th ed.

ARMSTRONG, Michael. 2008. Management a Leadership. Translated by Josef Koubek. Prague: Grada.

ARMSTRONG, Michael. 2010. *Armstrong's Handbook of Reward Management Practice.* 3rd ed.

ARMSTRONG, Michael. 2017. A Handbook of Human Resource Management Practice. London: Kogan Page.

BRADBURN, Norman M., Seymour Sudman, and Brian Wansink. 2004. Asking Questions: The Definitive Guide to Questionnaire Design. San Francisco: Jossey-Bass.

DEIBL, Maria. 2005. Motivace jako nástroj řízení. Linde.

Herzberg, Frederick. 1987. "One More Time: How Do You Motivate Employees?" Harward Business Review.

KASOMO, Daniel W. 2010. Determinants of Job Satisfaction: Meaning, Importance and Implications. Saarbrücken: LAP Lambert Academic Publishing.

KOCIÁNOVÁ, Renata. 2010. Personální činnosti a metody personální práce. Grada

Macey, William, Schneider Benjamin. 2008. "The Meaning of Employee Engagement." Industrial and Organizational Psychology.

PORVAZNÍK, Jan. 2003. Celostní management. 2nd ed. Bratislava: Sprint.

Purcell, J, Kinnie, K, Hutchinson, Rayton, B and Swart, J. 2003. „*People and Performance: How people management impacts on organisational performance"*. CIPD, London

Reilly and Brown. 2008. "Reward and Engagement. Employee Engagement: What is the Relationship with Reward Management?" WorldatWork Journal.

Internet sources:

Businessdictionary. 2018. Accessed January 7, 2018.
http://www.businessdictionary.com/definition/human-resources.html

Craig. 2014. "What Is Company Culture, and How Do You Change It?" Accessed March 5, 2018. https://www.forbes.com/sites/williamcraig/2014/10/24/what-is-company-culture-and-how-do-you-change-it/#161c7ca8b308

CZNACE. 2018. http://wwwinfo.mfcr.cz/ares/nace/ares_nace.html.cz

Kupnisila. 2018. "Průměrná mzda podle profesí, pohlaví a regionů." Accessed April 5, 2018. https://kupnisila.cz/prumerna-mzda/

McFarlin, Kate. "The Effects of Low Job Satisfaction." Accessed April 2, 2018.
http://smallbusiness.chron.com/effects-low-job-satisfaction-10721.html

Root, George N. "Job Satisfaction & Motivation Benefits the Workplace." Accessed March 3, 2018. http://smallbusiness.chron.com/job-satisfaction-motivation-benefits-workplace-10205.html

Shetrone, April. 2011. "7 Ways to Improve Employee Satisfaction." Accessed March 18, 2018. https://www.inc.com/guides/201105/7-ways-to-improve-employee-satisfaction.html

LIST OF ABBREVIATIONS

HRM   Human Resource Management

LIST OF FIGURES

LIST OF TABLES

APPENDICES

P I   English version of the questionnaire

P II   Czech version of the questionnaire

APPENDIX P I: English version of the questionnaire

Survey of Employee Satisfaction

My name is Michaela Hermanyová and I am a 3rd year student of Tomas Bata University - English for Business Administration. In my bachelor thesis I perform employee satisfaction analysis. Based on this survey, I want to find out the level of employee satisfaction in this company. The questionnaire is anonymous and your point of view is very important because the results of this survey will be used to suggest possible improvements. Thank you in advance for your time spent filling this questionnaire.

Choose:

sex:
- male
- female

age:
- 25 and less
- 26 – 40
- 41 - 55
- 55 and more

1. Overall, how satisfied are you working for the company?
- Completely Satisfied
- Somewhat Satisfied
- Somewhat Dissatisfied
- Completely Dissatisfied

2. How meaningful is your work?
- Meaningful
- Quite meaningful
- Not really meaningful
- Not at all

3. How often do you feel overworked or stressed during your typical week?
- Not at all
- Not that often

o Sometimes
o Very often

4. I find my job challenging.
o Agree Completely
o Somewhat Agree
o Somewhat Disagree
o Disagree Completely

5. I feel adequately paid for the job I do.
o Agree Completely
o Somewhat Agree
o Somewhat Disagree
o Disagree Completely

6. How do your co-workers value your opinions related to work?
o Very
o More than other's opinions
o Same as other's opinions
o Less than other's opinions
o Not at all

7. How realistic are your superior's expectations?
o Very overestimated
o Slightly overestimated
o Realistic
o Slightly undervalued
o Very undervalued

8. Overall, my supervisor does a good job.
o Agree Completely
o Somewhat Agree
o Somewhat Disagree
o Disagree Completely

9. My job is:
o Enjoyable and fulfilling
o Enjoyable
o Neither enjoyable nor fulfilling
o Not enjoyable and I'm waiting for an opportunity to leave

10. How often do your tasks help you develop in your professional life?
o Very often
o Often

o In nearly half of the cases
o Rarely
o Not at all

11. Do you like your employer?
o Yes
o Rather yes
o I neither like nor dislike him
o Rather no
o Not at all

12. Are you likely to search for a different job?
o No
o Probably not
o I consider it
o Probably yes
o Yes

13. On the scale from 1 to 8 please indicate what is the most important (1) and least important (8) for you. Use each option for just **one** item.

	1	2	3	4	5	6	7	8
Colleagues								
Direct Supervisors								
Content of work								
Supervisor's praise								
Meaningfulness of work								
Working conditions								
Pay								
Requirements provided clearly by supervisors								

14. Please indicate the extent to which you are satisfied with the following:
(1 (Completely Satisfied) – 5 (Completely Dissatified)

	1	2	3	4	5
Employee feeding possibilities					
Possibilities of transport					
The Company Doctor					
Quality of training					

15. What kind of transport do you prefer?
o On my own

o Public Transport
o Transport provided by employer
o Transport with my colleagues

16. Which type of feeding do you prefer?
o Eating in a company's canteen
o Benefits such as meal tickets
o Buffet
o My own food
o Other facilities near the company

17. I'm fully satisfied with working environment I work in.
o Agree Completely
o Somewhat Agree
o Somewhat Disagree
o Disagree Completely

18. There are no conflicts among employees at the workplace.
o Agree Completely
o Somewhat Agree
o Somewhat Disagree
o Disagree Completely

19. If you have any suggestions for changes in the current system of benefits or any other suggestions to make your job more efficient, please describe them:

APPENDIX P II: Czech version of the questionnaire

Průzkum spokojenosti zaměstnanců

Jmenuji se Michaela Hermanyová a jsem studentkou 3. ročníku Univerzity Tomáše Bati oboru Anglický jazyk pro manažerskou praxi. V rámci své bakalářské práce provádím analýzu spokojenosti zaměstnanců. Na základě tohoto průzkumu chci zjistit míru spokojenosti zaměstnanců v této společnosti. Dotazník je anonymní a Váš názor je velmi důležitý, jelikož výsledky tohoto průzkumu budou použity pro návrhy možných zlepšení. Předem děkuji za Váš čas strávený vyplněním tohoto dotazníku.

Vyberte prosím:

pohlaví:

- o muž
- o žena

věk:

- o 25 a méně
- o 26 – 40
- o 41 - 55
- o 55 a více

1. Jste celkově spokojen/a se svým zaměstnáním?
- o Ano, velmi
- o Spíše ano
- o Spíše ne
- o Ne, vůbec

2. Jak smysluplná je Vaše práce?
- o Smysluplná
- o Spíše smysluplná
- o Nepříliš smysluplná
- o Vůbec není smysluplná

3. Jak často se během svého typického týdne cítíte přepracovaný/á nebo ve stresu?
- o Vůbec
- o Nijak zvlášť často

o Občas
o Velmi často

4. Je pro Vás Vaše práce výzvou?
o Ano
o Spíše ano
o Spíše ne
o Ne, vůbec

5. Cítíte se být za Vámi odvedenou práci adekvátně platově ohodnocen/a?
o Ano
o Spíše ano
o Spíše ne
o Ne

6. Do jaké míry si Vaši spolupracovníci váží Vašich pracovních názorů?
o Velmi
o Více než názorů ostatních
o Zhruba stejně jako názorů ostatních
o Méně než názorů ostatních
o Vůbec

7. Jak realistická jsou očekávání Vašeho nadřízeného?
o Velmi nadhodnocená
o Lehce nadhodnocená
o Realistická
o Lehce podhodnocená
o Velmi podhodnocená

8. Jsem spokojen/a s dohledem nade mnou.
o Naprosto souhlasím
o Spíše souhlasím
o Spíše nesouhlasím
o Naprosto nesouhlasím

9. Moje práce mě:
o Baví a zcela naplňuje
o Baví
o Nebaví ani nenaplňuje
o Nebaví a čekám na příležitost k odchodu

10. Jak často Vám pomáhají zadané úkoly rozvíjet se po profesionální stránce?
o Velmi často
o Často

- o Zhruba v polovině případů
- o Zřídka
- o Vůbec

11. Máte rád/a svého zaměstnavatele?
- o Ano
- o Spíše ano
- o Nemám k němu vztah
- o Spíše ne
- o Vůbec

12. Je pravděpodobné, že budete hledat jiné zaměstnání mimo naši společnost?
- o Určitě ne
- o Pravděpodobně ne
- o Uvažuji o tom
- o Pravděpodobně ano
- o Určitě ano

13. Na stupnici od 1 do 8 prosím ohodnoťte, co je pro Vás nejvíce důležité (1) a nejméně důležité (8). V jednom sloupci je možné označit pouze **jednu** odpověď.

	1	2	3	4	5	6	7	8
Kolegové								
Přímí nadřízení								
Náplň práce								
Pochvala od nadřízených								
Smysluplnost práce								
Pracovní podmínky								
Plat								
Jasně stanovené požadavky nadřízenými								

14. Vyhodnoťte prosím úroveň Vaší spokojenosti s:
(Ohodnoťte prosím následovně: 1 (naprosto spokojen/a) – 5 (nejméně spokojen/a)

	1	2	3	4	5
Možnosti stravování					
Možnosti dopravy do firmy					
Firemní lékař					
Úroveň školení					

15. Jaký způsob dopravy do zaměstnání preferujete?
o Vlastní doprava
o MHD
o Zajištění dopravy zaměstnavatelem
o Doprava společně s kolegy

16. Jakou možnost stravování preferujete?
o Stravování ve vlastním zařízení společnosti (jídelna)
o Příspěvek na stravování v podobě stravenek
o Bufet
o Vlastní strava
o Jiné zařízení v blízkosti firmy

17. Jsem plně spokojen/a s pracovním prostředím, ve kterém pracuji.
o Naprosto souhlasím
o Spíše souhlasím
o Spíše nesouhlasím
o Naprosto nesouhlasím

18. Na pracovišti nejsou mezi zaměstnanci žádné konflikty.
o Naprosto souhlasím
o Spíše souhlasím
o Spíše nesouhlasím
o Naprosto nesouhlasím

19. Máte-li nějaké návrhy na změny v současném systému výhod, či jiné návrhy, aby se Vám pracovalo lépe, popište je prosím: