

An Analysis of Employee Motivation in a Selected Company

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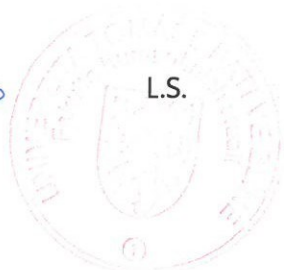
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ABSTRAKT

Motivovaní zaměstnanci jsou jedním z klíčů úspěchů firmy. Cílem této práce je zjistit, jaká je motivace právě ve vybrané společnosti a na základě poznatků navrhnout taková doporučení, ze kterých by mohla firma profitovat.

Tato práce je rozdělena do dvou částí – teoretickou a analytickou. V teoretické části je pozornost věnována pracovní motivaci, vysvětlení rozdílu mezi motivem a stimulem. Dále jsou představeny motivační teorie, motivační program podniku, stimulace zaměstnanců a také jejich angažovanost. Praktická část se zaměřuje na vybranou společnost. Zaměstnancům společnosti byly rozdány dotazníky, které byly zaměřeny na odhalení jejich motivace. Byl proveden rozhovor s ředitelem společnosti, aby bylo zjištěno, co vše firma dělá pro motivaci svých zaměstnanců a jak tuto problematiku vnímá sám pan ředitel. Analytická část byla zakončena návrhy, které by měly přispět ke zlepšení celkového stavu motivace ve společnosti.

Klíčová slova: motivace, stimulace, spokojenost, zaměstnanec, ředitel, rozhovor, dotazník

ABSTRACT

Motivated employees are the key to success of every company. The aim of the thesis is to analyse current motivation in the Selected company and based on analytical findings suggest recommendations from which the company would benefit.

This thesis is divided into two parts – theoretical and analytical part. In theory the attention is paid to work motivation and explaining the difference between motive and stimulus. The author introduces motivation theories, motivation program of the company, employee stimulation and also their engagement. Analytical part is focused solely on the Selected company. The questionnaire was given to employees in order to detect their motivation. Another method was the interview with the company's CEO in order to detect what the company does in order to motivate their employees in particular and also to find out how the whole situation is seen by the CEO himself. Analytical part was ended by suggested recommendations that should improve current state of motivation in the company.

Key words: motivation, stimulation, satisfaction, employee, CEO, interview, questionnaire

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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.

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INTRODUCTION

Work motivation is said to be one of the most important thing that managers have to deal with. Insufficiently motivated and stimulated employees will not deliver good working results which has a direct impact on the company. Therefore, the company must use various kinds of stimulatory tools in order to keep the staff motivated. The employees are the most valuable assets that the company possesses. Therefore, the managers need to learn how to properly value their people in order to keep them.

The author chose this particular company because it was the company's wish to analyse the motivation in their organization. This bachelor thesis will be focused on motivation of the employees in a selected company. However, it was the selected company's wish not to reveal their true name. The company is afraid that their competitor might get information that the company would not like to reveal. The author respects the company's wish and will not reveal the true name. Nevertheless, all data and information are of true origin. The aim of this thesis is to analyse the current state of motivation of employees and recommend improvements based on the results.

The bachelor thesis will be divided into the theoretical part and the practical part. In the theoretical part basic terms connected to motivation and work motivation will be explained. The author will introduce motivation theories and their usage in practise. The topics that will be discussed are stimulatory tools, motivation program and employee engagement. The analysis of the current state of employee motivation will be done in two steps. Firstly, the author will give the questionnaire to the employees of the company to find out what level of motivation, stimulation and overall satisfaction there is in the workplace. Secondly, the author will interview the selected company's CEO in order to find out more information what the company does in order to motivate their employees. What is more, if the author will need more precise information that will be needed for deeper analysis, the company offered to the author to ask particular employees for further information. Based on results, the author will suggest recommendations.

I. THEORY

1 MOTIVATION

The term “motivation” comes from the Latin word “movere”. This word can be translated as movement (Adair 2004, 14). The motivation itself can be described and explained variously because there is no universal definition (Arnold and Randall 2010, 309). One possible definition by Armstrong and Taylor could be: “Motivation is the strength and direction of behaviour and the factors that influence people to behave in certain ways.” (Armstrong and Taylor 2014, 170). A motive is a reason that people naturally possess in order to do something (Armstrong and Taylor 2014, 170). However, both terms, either motive or motivation indicates, that something keeps pushing people forward. It can be either emotion, need or desire that makes people act in a certain way (Adair 2004, 14).

Motivation is composed by three main components:

1. Effort – indicates how much a person is trying to do, in other words it can be referred to the intensity (Arnold and Randall 2010, 310).
2. Persistence – indicates the duration of time of a person’s effort
3. Direction – indicates what a person wants to do (Arnold and Randall 2010, 309), in other words it can be called a choice (Armstrong 2015, 60).

Motive

Laurentiu Hauser explain a motive as a “cause, reason for action, impulse that causes or determines action” (Hauser 2014, 240). It is an inner force that forces us to act in a certain way and therefore satisfy our needs. Motives can represent a psychological cause or reason of a person’s behaviour. Motives are closely linked with goals. The goal of each motive is to achieve a certain mental state – a feeling of satiation. In the majority of cases, it is the inner satisfaction that the person feels when the goal has been successfully attained. However, duration of the motive lasts till its goal is reached, then another motive arises (Bedrnová and Nový 2007, 363-364).

The majority of managers tend to think that the most motivating thing is money. Even though money is undoubtedly very important, it is vital to know that various employees have various motives. In practise, people can have a large number of motives that can have different persistence or intensity (Bedrnová and Nový 2007, 363-364).

Stimulus and stimulation

Stimulus can be understood as an external force that influences human’s motivation. People are led by external incentives (Bedrnová and Nový 2007, 364). Therefore, managers use stimulatory tools in order to motivate employees towards work and that is the process

of stimulation. Through these stimulatory tools (such as salary, benefits, praise, moral appreciation) they influence employees' persistence, intensity, satisfaction etc.

1.1 Types of Motivation

Intrinsic Motivation

Intrinsic motivation emerges when people find their work important, demanding and challenging at the same time and provide them a certain degree of autonomy which in other words means a freedom to act (Armstrong 2015, 61). It is the satisfaction what a person feels during performing an action (Daft 2014, 529). The term is closely linked with engagement. It is said what keeps people pushing forward is not always the pay or the recognition, but the meaningful work itself because employees feel that the work becomes a part of who they are (Armstrong and Taylor 2014, 196). In other words, their motivation is not created by external incentives but by the internal ones that are inherent in work and in people (Armstrong and Taylor 2014, 170). It is believed that intrinsic motivation tends to have a longer duration as it comes from the human internal incentives (Armstrong 2015, 61).

Extrinsic motivation

Extrinsic motivation happens when certain things are done in order to motivate people. These extrinsic motivators include praise, rewards, promotion, pay salary and also punishment such as disciplinary action or criticism (Armstrong and Taylor 2014, 170). These types of motivators work immediately with a powerful effect. However, they do not have a long-term effect (Armstrong 2015, 61).

1.2 Work motivation

Motivation of employees is said to be one of the most critical issues that the management has to deal with and it is their responsibility to assure appropriate level of it. The reason to do so is rather simple. Employees who are sufficiently motivated in their job tend to work harder and are less likely to make mistakes. In other words, not only better working results are achieved, but also it requires less control from the management (Urban 2017, 12). Moreover, motivated employees who work consistently and energetically in order to attain company's goal are the key to the company's success (Denhardt, Denhardt and Aristiguera 2013, 159). The term work motivation means attitude of the employee towards their job and the willingness to work. It deals with the employees' need to work or their approach to the work itself. The choice of the type of work is included too (Tureckiová 2004, 57).

Motivation is said to be a reciprocal and psychological process. Therefore, it is the result of interaction between employees and their working environment. In order to understand and influence the employee behaviour, it is important to take into consideration the environment as well as the person (Latham 2007, 180).

2 MOTIVATION THEORIES

During the nineteenth and twentieth centuries, psychologists studied human motivation and it resulted in motivation theories focused on what motivates people in particular. These theories can be a useful tool for managers, helping them to understand motivation in theoretical terms. Therefore, it is easier for managers to apply tools of motivation and to combine them according to the needs of employees as well as the company itself (Hauser 2014, 244-245).

However, there exist many motivation theories and due to this fact, the author decided to write only about these particular ones that the author considers to be the most useful in practise.

2.1 Content theories

The notion of need theories lies in belief that human behaviour is influenced by psychological needs that are most likely of biological origin (Arnold and Randall 2010, 312). Theories are focused on the content of motivation in terms of needs. It is believed that unsatisfied needs tend to create a tension and therefore a subsequent state of equilibrium. Therefore, it can be stated that human's behaviour tend to be influenced by unsatisfied needs (Armstrong 2015, 63).

2.1.1 Maslow's hierarchy of needs

Abraham Maslow was convinced that people are not motivated by things such as punishment and reward but rather by inner needs (Adair 2004, 29). He believed that people are actually motivated by five levels of needs. Therefore, they behave in ways to satisfy the particular ones (Denhardt, Denhardt and Aristiguera 2013, 159). Maslow distinguishes: psychological, security, social, esteem and self-actualization needs (Dyck and Neubert 2010, 418). According to Maslow: "Man is a wanting animal" which in other words means that only the unsatisfied need becomes the motivator and the need which is dominant will be the major motivator of a person's behaviour (Armstrong 2015, 63).

Psychological needs – reflects basic biological needs such as food, water, air, shelter, clothing (Adair 2004, 29). According to Maslow, other needs are put into background until the psychological ones are met (Latham 2007, 33). Within the company it means to have a minimum salary to ensure survival and to be in pleasant surroundings. (Daft 2014, 529)

Safety needs – once the basic biological needs are satisfied, the safety ones will emerge. Safety needs reflect the need for security and protection from physical and

emotional harm (Dyck and Neubert 2010, 418). Within the company structure it can be understood as a job security, safe job and benefits (Daft 2014, 529).

Social needs – once the psychological and safety needs are partially satisfied, the desire for belongingness, acceptance and love will emerge (Denhardt, Denhardt and Aristiguera 2013, 159). In the company it has an influence on the good relationship with peers, supervisors, and participation in project groups (Daft 2014, 530).

Esteem needs – in esteem needs people desire recognition, respect and attention from others (Denhardt, Denhardt and Aristiguera 2013, 159). In an organization, it means to be recognized by supervisors, high status and substantial responsibility (Daft 2014, 530). Based on achievement, the majority of people have a desire for evaluation that leads to respect from other co-workers (Latham 2007, 34).

Self-actualization – it is a need where it is required to fulfil and develop one's potential (Arnold and Randall 2010, 312). Within an organization, it means to be given opportunities to grow and to be creative (Daft 2014, 530).

2.1.2 Herzberg's two factors model

Herzberg's two factors model is focused on satisfaction and dissatisfactions of employees in the work. Job satisfaction can be described as a particular feelings and attitudes that the employees have about the work and the positive attitudes are understood as a cause of job satisfaction. On the other hand, the negative attitudes and feeling about the work can be described as a job dissatisfaction. It can be influenced by various things. It can be influenced by intrinsic motivating factors. Under this term it can be understood the job content, providing the feedback on the work, skill variety and identity and lastly task significance and autonomy. The employee job satisfaction is also influenced by success. Due to the success the employee become more satisfied and it can be also understood as a drive force that keep employees to work even harder and therefore achieve even better results. Another influencing factor is the quality of supervision (Armstrong and Taylor 2017, 202).

Herzberg developed a theory of motivation by interviewing employees at work by asking them about situations when they felt motivated and satisfied in contrary to situations when they felt rather unmotivated and dissatisfied (Dyck and Neubert 2010, 418). Herzberg in his research found out that work characteristics connected to dissatisfaction vary from those that concern satisfaction. This discovery led to the notion

that there are two factors that influence work motivation and attitudes (Daft 2014, p. 532). Herzberg distinguishes between hygiene and motivator factors:

Hygiene factors – are related to the job context (Armstrong 2015, 64). The term “hygiene” is used to refer to the medical usage, meaning environmental and preventive (Armstrong and Taylor 2014, 173). These factors indicate the absence or presence of dissatisfiers at work environment such as pay, working conditions, company policies and interpersonal relationships. When the hygiene factors are not favourable, the work begins to be dissatisfying for a worker (Daft 2014, p. 532). However, favourable ones only remove or prevent dissatisfaction, thus they themselves do not have any effect on motivating people at work and causing satisfaction (Dyck and Neubert 2010, 418). In other words, hygiene factors themselves neither motivate nor satisfy and are mainly used to prevent job dissatisfaction (Armstrong 2015, 64). Herzberg assumed that pay cannot be considered a satisfier but when it is not equitable and adequate it can be a source of dissatisfaction (Armstrong and Taylor 2014, 173).

Motivators – the so-called “satisfiers” are related to job content. They are intrinsic motivators and they comprise: opportunities for advancement, responsibilities at work, personal interest of the work and desire for achievement (Armstrong 2015, 64). Motivators indicate absence or presence of satisfaction at the work environment such as responsibility, work autonomy, possibility to grow, sense of achievement and interesting work itself (Dyck and Neubert 2010, 419). Herzberg assumed that when the motivator factors are present, workers become satisfied and motivated whereas when they are absent, workers tend to have a neutral approach towards work (Daft 2014, p. 533).

Herzberg concluded that motivators and hygiene factors represent two various factors influencing a worker’s motivation. Only hygiene factors can be applied to the area of dissatisfaction (Daft 2014, p. 533).

Herzberg’s two-factor model in practise assumes that managers have to realize that for the majority of people, salary and working conditions are not motivating enough because different people are motivated by different things. The manager has to set up goals that are demanding to reach but at the same time not impossible because attaining the goal can result in a feeling of pride and accomplishment. Communication plays an important role too. The employee must feel their innovative ideas are welcomed and appreciated. Even though money and working conditions are not considered to be motivators, it is not equitable and sufficient; it can demotivate employees. Therefore, it is advised to use

benchmarking in order to level it with similar companies or competition (McGrath and Bates 2015, 84-85).

2.2 Process theories

When it comes to process theories, here the emphasis is put on psychological processes that have a certain effect on motivation and basic needs (Armstrong 2015, 65). The purpose of these theories is to explain why people behave in a certain way in order to meet their needs and find out whether they made successful choices (Daft 2014, 535). Process theories are also known as “cognitive theory” as it deals with the employee’s perception of the working environment and how they understand it. These theories can be useful for managers in practise as it provides guidance on motivation techniques (Armstrong 2015, 65).

2.2.1 Goal theory

It is generally believed that goals give a purpose to people’s life. It is a driving force that makes people be persistent and encouraged when attaining the goal (Reece 2014, 146). The goal is required to be specific and challenging in order to increase performance. It has to be clearly defined what a worker is supposed to do (Denhardt, Denhardt and Aristiguera 2013, 159). It was found out that employees who had to obtain a specific goal were more motivated to attain it, which in other words led to higher performance in contrary to those employees who were just said to do their best while performing the task (Latham 2007, 195). The worker needs to make an effort to attain the goal, that is why the goal needs to be challenging enough to keep the worker motivated but not impossible to reach. If the goal is considered to be easy to attain, it is not a sufficient motivator (Reece 2014, 147).

It has been stated that setting a goal improves an employee’s performance by about 90% of the time. However, employees need to be devoted to the set goal to be effective (Denhardt, Denhardt and Aristiguera 2013, 159).

It is important to provide feedback. The idea behind providing feedback is to monitor employee progress and performance. Feedback can lead to improvement in performance (Latham 2007, 210). Setting goals is vital when the worker possesses a self-efficacy. It is defined as a personal belief that the task can be done successfully – workers are aware of their own skills and capabilities (Dyck 2010, 421). People who tend to have a high self-efficacy have higher personal goals which lead to better performance (Denhardt, Denhardt and Aristiguera 2013, 159).

2.2.2 Equity theory

Equity theory is linked with J. Stacey Adams and it deals with the worker's perception of how fairly and advantageously he/she is treated in comparison with others (Daft 2014, 536). Adams assumed that a person's perception about what is equitable and fair is learned through the process of socialization and also through comparison with others. It is generally believed that workers who contribute to the company's well-being more are required to receive more reward than those whose contribution is lower (Denhardt, Denhardt and Aristiguera 2013, 159). In many cases people tend to evaluate equity and fairness by inputs and outcomes. By inputs we mean the ability to perform a task, education or experience. By outcomes we mean recognition, pay, promotions and benefits. On the other hand, a state of inequity can occur, too. It happens when the worker has the feeling that he/she either makes less money than e.g. a new worker who just started a job or takes the same salary, in contrary with someone who has a higher education (Daft 2014, 538). This can result in the employees' effort to change either what they do or what they think. There have been suggested six ways of how to get rid of this kind of tension and therefore balance the state of equity. It can be done by altering outcomes and effort, by changing the perception of employees' view on the outcomes and effort, by leaving the job, trying to influence outcomes and effort of others and by changing the standard of comparison (Denhardt, Denhardt and Aristiguera 2013, 159).

Equity theory in practise suggests that managers should notice whether their employees are satisfied or not simply by observation. Through this, the managers can notice if there is tension between two or more employees, if there are any negative comments, or simple to observe facial expressions. Managers should understand that in the majority of cases it is all connected to emotions and not logic. Every employee is a unique human being and therefore perceives things in different manners. Some of them can assume that their work is not important even though it is not true. In this case, it is the manager's job to assure the employees that their work and presence is vital for the company. On the other hand, if employees overestimate themselves, it is important to tell them to which extent the company values their work and presence. It is absolutely important to tell the truth (McGrath and Bates 2013, 87).

3 STIMULATORY TOOLS

Until now, theory about motivation and various motivational theories connected to the topic have been mentioned. The question is, how to use these theories in practice. These theories are a handy tool for a manager from which they can gain knowledge about motivation and it can serve as an inspiration for practical purposes. However, when it comes to business administration, it can be claimed that human behaviour is insofar complex that theories do not offer one definite answer which can be applied to the issue. Therefore, managers use stimulatory tools in order to motivate employees towards work. It is necessary to effectively combine stimulatory tools with regard to company's current situation, theoretical principles and inner motivation of employees (Blažek 2011, 166 – 167).

A vast majority of employees try to behave rationally, which means they act in a way to get a reward and avoid sanction. Therefore, remuneration and sanction are basic stimulatory tools that managers possess. It is said that the basic rule of work motivation is that people behave in a way for what they are rewarded or disciplined. Their behaviour is based on their experiences with the company's policy (Urban 2017, 26). Nevertheless, it is important that the company uses poised variations of stimulatory tools in order to achieve the most effective motivation (Blažek 2011, 172).

3.1 Employee remuneration

When remunerating an employee, a company has a wide range of possibilities how to do so. Nowadays remuneration does not only include a salary or other forms of fiscal appreciation but also promotion, moral appreciation or it can be in the form of various benefits (Koubek 1997, 236). It is important that managers clearly define rules, stimulatory tools and approaches that will be used when remunerating employees. The system of rewards is a complex system and therefore requires to be designed to each company uniquely (Koubek 1997, 238).

The reward system is required to:

- reward employees based on their skills, work, loyalty, effort and experiences
- be accepted among employees
- be used as an incentive for improving abilities and qualifications of employees
- attract qualified job seekers
- be adequate to the possibilities of the company and needs of other personal functions

- be a positive motivator to employees that would lead and allow them to do their best while performing (Koubek 1997, 238-239).

3.1.1 Intangible remuneration

It is said that the majority of employees rather prefer intangible tools because their effect is of the long-term character, it is more varied, and it is linked with the personal life of each individual. In order to sufficiently motivate employees intangibly, it is necessary to know their needs, goals, visions and values. The problem may occur when the employee's values and visions are low. Then it can have a negative effect on their work (Porvazník 2014, 325).

Here is a list of the most frequently used forms of intangible remuneration:

- Safe working environment which includes working tools
- Non-conflict and effective communication
- Good relationships among co-workers and managers
- Possibility of promotion
- Possibility of further education
- Appreciation and praise
- Suitable location of the company
- Free health care
- Increase in qualification and access to lifelong learning
- Taking care of new employees (Porvazník 2014, 327).

It is no exaggeration that **moral appreciation** plays an important role when motivating employees. It can be done in various forms such as official awards or honours but also informal appreciation (Blažek 2011, 168).

Informal appreciation can have an effect on the emotional and rational side of each individual. When it comes to the rational side, it is more about providing feedback to employees. It is the job of each manager to provide clear information whether the employee's performance is done according to a set objective or not. It is said that the most effective feedback is done during the performance or right after its end. It is essential that managers provide it to a particular person (Brdnová, Jarošová, and Nový 2012, 262).

When it comes to the emotional side, it is necessary that the employee feels that what he/she does matters. That the employee and their performance is vital and important for the company and that the managers value it. If the employee is aware of that fact, it has a

positive consequence on the performance as self-confidence raises. It also supports an employee's belief to get even better while performing (Brdnová, Jarošová, and Nový 2012, 262).

Praise is claimed to be one of the strongest intangible remuneration of stimulatory tools. The purpose of praise is to inform the employee that the company values the work that has been done properly and successfully. There are six ways how a manager can give a motivational praise: (Bělohávek 2008, 49)

- 1) It is necessary that the praise is addressed to a particular person.
- 2) Praise should be given to an employee based on concrete work. The employee has to know for what he/she is praised for.
- 3) The praise should be provided right after the work as it has a stronger effect than the moral appreciation which is usually done after some time.
- 4) The manager should give praise to a particular employee in public as it has an even stronger motivational effect as other co-workers are present. It is vital to know what exactly is expected from employees.
- 5) The praise should not be too formal because if it is, the employee can have a feeling that it is not honest.
- 6) Managers should notice even little things that employees do right and be ready to give praise for that. Because in many cases, the employees do their work according to set objectives and managers do not see it (Bělohávek 2008, 49)

3.1.2 Tangible remuneration

Tangible remuneration is considered to be one of the main stimulation tools as it is a source of satisfying people's basic needs and needs in general. In exchange for the work employees receive remuneration in the form of either money or other forms such as salary or benefits and through that they are able to spend it on things they need (Brdnová, Jarošová, and Nový 2012, 260).

Here is a list of the mostly used forms of tangible remuneration:

- The basic wage/salary and personal evaluation
- Benefits connected to travelling to work, food, culture, health care, holiday, pension insurance
- Profit share
- Regular increase in salary
- Employee shares

- Providing a company's car for personal purposes
- Thirteenth and fourteenth salary
- Providing payment cost connected to employee's requalification
- Providing payment cost connected to working clothing (Porvazník 2014, 324).

Salary is considered to be one of the most motivating incentive that the managers have. And as it was mentioned before, it has an important value for the employee because thanks to the salary, it is possible to satisfy particular needs not only of the employees themselves but also of their relatives (Brdnová, Jarošová, and Nový 2012, 260). In order for money to serve as a good motivator, it is necessary to have a well-designed pay system otherwise the salary can demotivate (Armstrong and Taylor 2014, 180). As the author of the work has already mentioned, in Herzberg's motivational theory, the salary can change from a motivating factor to a demotivating one if it is not used efficiently (Blažek 2011, 172). As a result, the money reward system has to be designed fairly and equitably according to work position, level of responsibility and effort. Therefore, in the right circumstances money can be a good motivator as people at the same time need and want it, but mainly because money represents a tangible means of one's recognition (Armstrong and Taylor 2014, 180). However, money motivation changes from person to person. Therefore, it can be stated that the salary represents a subjective value that can differ in each individual. It depends on the employee's social values, income level and also on personal traits (Urban 2017, 17).

Another mostly used stimulatory tool is benefits. **Benefit** is a non-wage compensation that is additionally provided to the employee along with the salary. Benefits have a positive effect on reproduction of workforce which in other words means that it influences a good working environment. In exchange for benefits, the company expects the employee's reciprocity and commitment to the organization. It should result in increase in satisfaction and loyalty. An essential part of providing benefits to employees is that it is addressed to a particular employee. As a consequence, the personal value of the benefit can outbalance the value of money that is given in the form of a salary (Blažek 2011, 170).

In general, the more tangible and intangible stimulatory tools the company uses, the better motivated the employees will be (Porvazník 2014, 325).

3.2 Sanctions

Sanctions can be regarded as a stimulatory tool even though it is rather a motivation that has a negative connotation. Sanction, as well as remuneration, can be both tangible and

intangible. It is based on a threat of a certain punishment. It is significant that the sanction is unpleasant for the employee. In many cases, sanction in practise means that a reward is either not given to an employee or it is decreased. That is an example of a tangible sanction. A criticism addressed to an employee can be an example of an intangible sanction (Urban 2017, 25).

The positive motivation is said to be more effective. However, in the majority of cases, managers simply have to use sanctions (negative motivation) in order to prevent unfavourable behaviour. If the employee's performance is decreased intentionally, then it is advisable to use sanction in order to increase it. However, if there is a lack of an employee's abilities to perform the task well, then the sanction would only result in a negative motivation without any positive effect (Urban 2017, 25-26).

3.3 Working conditions

When it comes to stimulatory tools of managers, working conditions are just as important as other tools e.g. remuneration (Blažek 2011, 169). It is in the company's interest to ensure suitable working conditions. As a consequence, it can have a double effect on the performance. Firstly, it can result in an improvement of performance. Secondly, it can result in the improvement of relationship between employees and managers as the company shows interest in the employees' well-being and what value their work has to them (Brdnová, Jarošová, and Nový 2012, 264).

Working conditions can be distinguished between social and material. Social working conditions: relationships among people within the organizational structure can be mentioned as an example. Material working conditions: for instance, equipment of working environment (Blažek 2011, 169).

Working conditions can be linked together with particular categories of the Maslow pyramid. Conditions that are related to the physical and emotional state of a person are linked with satisfying psychological needs. In the same way, the conditions related to the equipment of the environments such as usage of a company car or the equipment of the office can be linked with satisfying esteem needs (Blažek 2011, 169).

3.4 Working in teams

Working groups tend to create their own rules and patterns of behaviours based on their activities and grouping of particular people. However, the manager can influence the behaviour of the groups by the formal and informal authority. It is based on mutual trust.

The mutual trust occurs when all members of the group are accepted and respected equally. In terms of collective, employees compare their performances. If the result of the performance occurs to be positive, it can result in empowerment of confidence. If the result is rather negative, it can result in the desire to improve performance (Brdnová, Jarošová, and Nový 2012, 262-263).

Working collective includes more people and that means various ideas and different energies. This is extremely vital for the company where employees are grouped into teams. Teams are generally able to do much more work than just a single person, what is more, various people have various opinions about issues which can result in different alternatives (Maxwell 2015, 15-16). The likelihood of success gets higher if the team is well-coordinated (Mears and Voehl 2000, 3).

In order to have well-coordinated people who get along well, the company sometimes needs to take certain steps. One of the possible solutions is teambuilding thanks to which people learn through various games and techniques more about other co-workers and how to communicate with them. It will help them to understand their team better and it will help them to get along with each other better (Catalyst n.d.).

4 MOTIVATION PROGRAM

The purpose of a motivation program is to influence the behaviour of employees, their working activities, create a positive relationship among them or to improve the employee's loyalty towards the company. Basically, it can be stated that the motivation program is an interdepartmental manual how to effectively use theories, tools and methods of motivation in practise and therefore set and reach the company's objectives. Before creating the motivation program, the company has to make a deep analysis of the employees' willingness to work on themselves, satisfaction and their opinions (Porvazník 2014, 327).

It is necessary to find out whether employees are satisfied or not and what their personal and working motivation is. It is absolutely vital for the company to know what has an impact on motivation of each individual employee. In order to create an effective motivation program, it is important to know the motives and personality of every single one of them (Porvazník 2014, 328). In other words, it is necessary that the management of the company does everything that is in their powers to assure appropriate level of personal and working motivation (Bedrnová and Nový 2007, 411).

It is required to make analysis targeted on critical points where the company might have problems and then gather and analyse economic and social information such as:

- Working environment and working equipment that are crucial for work
- Company's system of evaluating and rewarding employees
- Company's system of management of employees
- Technical, technological and organizational working conditions
- Employee's relationship towards work, satisfaction, opinions about company's policy (Bedrnová and Nový 2007, 411-412).

Every company has to make an individual motivation program suitable for their economic situation and employees. However, the motivation program can be divided into these steps: (Porvazník 2014, 329)

- Analysis of motivation of employees in the company – the goal is to find out whether employees are satisfied with overall working conditions and stimulatory tools that the company uses in order to motivate them
- The company has to specify several areas on which the motivation program will be applied
- The company has to explore current employees' productivity in order to compare it with the desirable one (Porvazník 2014, 329).

To conclude, one of the strongest rule of motivation is that every human being is motivated by something else. However, it can be generally stated that the majority of employees are motivated by a rather simple thing – and that is when the work is meaningful and is done in order to achieve a certain goal of value. The employees need to be acquainted with the purpose of their work otherwise they lose interest and they become indifferent towards the work (Porvazník 2014, 329).

5 EMPLOYEE ENGAGEMENT

Employee engagement indicates that workers are satisfied with the working conditions, enjoy the work itself and at the same time feel the commitment to the company and the sense of belonging. What is more, fully engaged employees care for the organizational well-being (Daft 2014, 548). In other words, it is a psychological state related to the work that is experienced by the company's workers. Employee engagement is said to have a positive impact on the company as it results in taking actions, incentives and wanting to develop actions with company's needs. It can result in various organizational benefits such as: better productivity, attendance, improved safety and also it can contribute to lower staff turnover as workers who are engaged are said to be less likely to leave the job (Armstrong 2015, 75). Disengaged employees, on the other hand, are physically present in the workplace but absent mentally. It results in speaking negatively about the company and feeling unhappy. These employees are adverse for the company (Macauley 2015, 298). There is a relationship between engagement and performance. Employees who are highly engaged tend to do a better job than those disengaged. What is more, engaged employees tend to help co-workers, they are more creative and take initiative (Reijseger 2017, 118).

However, to some extent it is the managers' job to ensure that the employees feel fully engaged to the company and its values and visions. Managers can create engagement through these three elements: meaningfulness, connectedness and learning/growth. (Daft 2014, 548)

Meaningfulness: it means that what people do matters, and they are aware of that fact. When the employee is given a chance to accomplish a goal of importance and at the same time the goal has a value, it results in a feeling of meaningfulness. Competent managers should help them to understand the purpose of the work and that it is sufficiently appreciated. That would result in the feeling of pride (Daft 2014, p.548).

Connectedness: it means that people feel the connection to their co-workers, managers and the company itself. It is believed that employees feel engaged to the company based on the relationship and behaviour of their managers. This plays a significant role in engagement. Managers can promote and raise employee engagement by helping them develop relationships between each other and by listening and caring about their concerns (Daft 2014, 548).

Learning/Growth: in order to feel engaged, the employee should be given the possibility to learn and expand his/her potential. Employees should understand that the

manager is aware of their capabilities, unique talents, needs and skills and according to that put them into right places and position within the organizational structure where they can do their best and therefore receive intrinsic rewards. It is the job of managers to ensure that their people have what they need in order to perform well. What is crucial about the feeling of engagement is, that employees have to feel competent to carry out the task that were set by managers (Daft 2014, 548).

5.1 Job design methods

Companies can use job design methods in order to make the work more diverse or to delegate powers to subordinates to see their true potential (Porvazník 2014, 322). In author's point of view, these methods can be effective in practice and at the same time can be a source of enlivening the job routine. The author thinks that thanks to these methods the motivation as well as the employee engagement might be improved.

5.1.1 Job enrichment

Job enrichment includes job recognition, responsibility, opportunities for growth and achievement (Daft 2014, 553). It means that managers can delegate powers and responsibilities to subordinates workers. However, it is crucial for managers to estimate in which situation it is possible. If a manager increases the power and responsibilities of a worker, it is an indicator of what the worker is capable of achieving in the work or, on the contrary, what he is not capable of achieving. It allows the manager to see which worker can handle the given responsibilities and which cannot (Porvazník 2014, 322).

5.1.2 Job rotation

Job rotation – means rotation of employees from various job positions and functions within the company. Job rotation can be either done horizontally or vertically. Horizontal job rotation happens when a worker who for example works in a marketing department is moved to the department of technology production. The purpose of this rotation is to be aware of the products and everything that is connected to it. When the marketer is familiar with the product, production process and knows every detail of it, only then can he become best in the company's field. Vertical job rotation is based on the idea that people are moved in a company's structure vertically – which, in other words means that an employee who works in the management department is moved to a lower position. Its purpose is to be closer to the customer's needs and expectations, opinions and therefore get the needed information in order to evaluate the current market situation (Porvazník 2014, 323). In

general, the purpose of job rotation is to avoid routine work, to reduce labour cost and to be more aware of how the company works (Daft 2014, 552).

5.1.3 Job enlargement

Job enlargement lies in broadening the responsibilities of workers. So therefore a worker is no longer responsible for only one task but for more tasks. Job enlargement is suitable for those job activities that are constantly repetitive. Monotonous work is said to increase worker's fatigue and subsequently decrease attention and perception. Therefore, managers should enlarge variety of worker's job – so instead one job activity, the workers will be responsible at least for two activities (Porvazník 2014, 322). Job enlargement is a source of job variety and challenge (Daft 2014, 552).

6 SUMMARY OF THEORETICAL PART

At the beginning of the theoretical part, it was important to distinguish between motive and stimulus. Motive is the inner force thanks to which a human being acts in a certain way whereas the stimulus represents the external force thanks to which people act. Work motivation represents employees' attitude towards their work.

Several motivation theories have been mentioned. The author of this thesis mainly focused on content (need) theories and process theories. The theories are a useful tool for managers because it helps them to learn about motivation and understand it more deeply. It has also been suggested how to use these theories in practise in order for them to be useful for the company.

Stimulus can be understood as an external force that makes the employee act in a certain way. Therefore, the managers possess stimulatory tools in order to motivate people. The manager can use either tangible or intangible forms of stimulation. The most used tool of intangible remuneration are praise or moral appreciation. The most used tangible remuneration is salary, wage or benefits. The managers have to understand that employees are unique human beings and therefore what motivates a particular employee does not necessarily have to motivate the other. Some people are rather motivated by tangible remuneration whilst others could be rather motivated by intangible remuneration. In order to have sufficiently motivated employees, the company needs to use a balanced amount of stimulatory tools.

The company has to provide their employees suitable working conditions. That includes a pleasant working environment, working equipment etc. The employees need to feel comfortable and safe in order to deliver good working results.

Having a good working collective is extremely important for the company. Some positions require to work in teams where cooperation is crucial. Therefore, the manager has to assure that the right employees have been chosen to create a good team. Otherwise work is not beneficial for the company as well as for the employees. In order to create a good working relationship among employees and superiors, the company has options how to do so. One of the most used option is teambuilding or to arrange a company's event in order to improve relationships.

The employee's engagement is said to be crucial because it has a direct impact on motivation. To some extent, it is the company's job to assure that the employees have a positive feeling about the company and that their work gives them a sense of fulfilment

and meaning. It can be assured through connectedness, meaningfulness and learning/growth. The company should assure education and qualification to their employees. If the employee is qualified and educated in a particular field of industry, it becomes more valuable for the company.

Lastly mentioned were motivation trends that the company may use in practise. The widely known trends are especially job rotation, job enrichment and job enlargement. Thanks to job rotation the employee has a unique possibility to try to work in a different department of the company and subsequently extend their knowledge. Job enrichment is useful when the manager would like to see what the employees are capable of when they are given more responsibilities. It can show to the company who has a potential and who does not have. Job enlargement is used in order to prevent monotonous work and fatigue.

II. ANALYSIS

7 BASIC INFORMATION ABOUT THE SELECTED COMPANY

The selected company, about which is this analysis aimed at, is a real company that consists of 39 employees. It was selected company's wish not to reveal the true name as they have concerns that the competition might get some information from this bachelor thesis that the company does not want to reveal. However, all the collected data and information have a true origin.

The selected company's existence is dated since 2000 when it was signed up to business register as a company that is focused on wiring up to 35kv, assembly and supply of public lighting and telecommunication of signalling devices. From that time on, it gained various professional concession that allow them to do commissioned work for enterprises such as ČEZ a.s., SŽDC a.s., Road and Motorway Directorate and etc. Thanks to expert knowledge and good-quality job, the company became a main supplier for regional stakeholders, but also for companies such as STRABAG a.s., EUROVIA c.s., AŽD Praha s.r.o, etc. The selected company became a contract partner of ČEZ a.s in 2007 (The Selected company website n.d.).

Selected company's scope of business:

- Assembly, repairs and revise of electrical equipment
- Taking care of solarium panels, maintenance included
- Production, installation, and repairs of electrical devices and telecommunication equipment
- Restaurant services
- Landscaping, ground works
- Running of sport complex
- Specialized retail trade (The Selected company website n.d.).

The selected company is a holder of ISO certificates – to be concrete the 9001.2001 and 14 001 type. In June 2009, the system ČNS 18 001 was introduced which means that the company takes a consistent approach towards the quality of the work, protection of the environment and also work safety (The Selected company website n.d.).

The company does not have the financial statement from the year 2017 and thanks to this fact the author would like to write about the financial situation of the company from the year 2016. The company's revenues were 70 666 000 Czech Crowns and the profit was 873 000 Czech Crowns. Income from operation after tax was 768 000 Czech Crowns.

Net turnover for the accounting period was 71 831 000 Czech Crowns (Accountant e-mail message to author, April 18, 2018).

7.1 Company's policy and plans

The selected company has its own policy that should reflect important things and rules according to which the company abide by. The company's policy is:

- The selected company respects and appreciate educated and experienced employees and give them a possibility to develop professional qualifications through education and training
- The company does what is in their power to ensure employees a safe working environment and suitable working conditions.
- The company informs employees about the current situation, goals and vision so that the fluctuation of the workforce is minimised and the company employs long-term employees
- The company is trying to minimalize costs and at the same time emphasizes the efficiency of the production process
- The system of the company is focused on quality of the products, safe working environment and the protection of the environment
- The company tries to attract new customers and to keep the current ones by effective, reliable and well-done job that is in accordance with legislation
- The selected company takes care about customer's satisfaction and based on their requirements the company improves
- The company periodically evaluate if the set goals and policies were met in line with needs and expectations of employees, customers or other interested parties
- The products are purchased from verified suppliers and the company emphasizes that all the products are environmentally friendly (The Selected company website n.d.).

One of the most important plan for the year 2018 is to increase the qualification of employees. The company plans to train their employees twice a year to operate with heavy machinery and working equipment. They also plan to ensure distance learning for electricians. The estimated cost is around 35 000 Czech Crowns. For the white-collar workers the company would like to ensure training courses connected to topics such as communication, stress control and work in the team. Lastly, they would also like to train

new welders. The estimated cost for this training is 15 000 Czech Crowns (Assistant, e-mail message to author, February 15, 2018).

Because the company was forced to change the location due to inadequate size, they would like to invest 50 000 Czech Crowns in external and internal modifications of the building. Thanks to bigger building, the company plans to establish training rooms. The estimated cost is 50 000 Czech Crowns (Assistant, e-mail message to author, February 15, 2018).

7.2 Company's structure

The company consists of 39 employees. The company can be differentiated into 12 white-collar workers and 27 blue-collar workers in general. It is owned by two owners who discuss important things related to the company's business on general meetings (HR/Quality manager 2018).

The company's Chief executive officer is given a power of attorney and is the direct chief of five other people and that is Budget Expert, Sales Manager, Accountant, HR/Quality manager and Chief production officer (HR/Quality manager 2018).

The Chief production officer is a direct chief of four people in total and that is Chief Site Manager, Assistant, Safety officer and Planning engineer. However, the safety officer works in the company externally (HR/Quality manager 2018).

The Chief site manager is the direct boss of the site managers. There used to be two chief site managers but from 1.3. 2018 there are currently three chief sites managers. There are seven site managers in total who are superior to workers and electrical fitters. Each site manager works with the team made of blue-collar workers and electrical fitters. The teams are usually made of two or three people (HR/Quality manager 2018).

The sales manager is the direct boss of the drivers, machinist and the groundskeeper. The groundskeeper's position is quite new as it has been in existence since the beginning of the year 2017 (HR/Quality manager 2018).

However, it is important to mention that the author will further differentiate between 11 white-collar workers, 7 site managers and 20 blue-collar workers due to amount of given salary that was differentiated by the CEO during the interview.

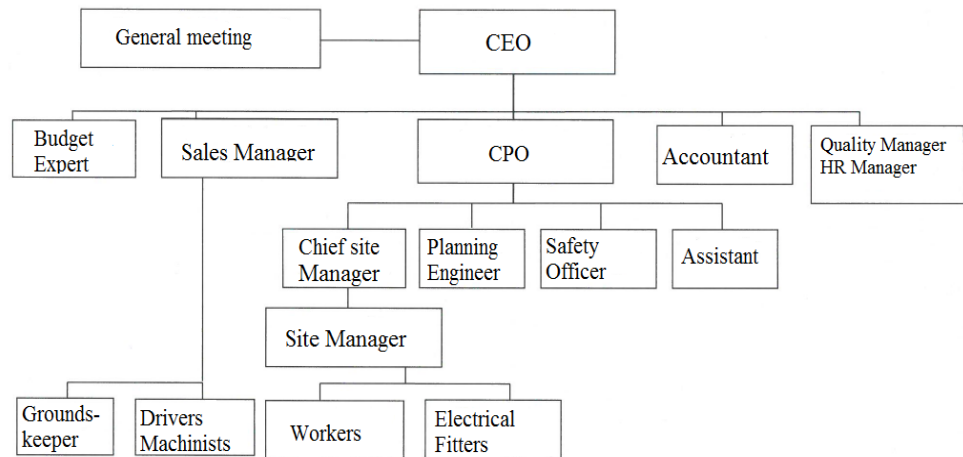


Figure 1 Company’s structure (HR/Quality manager, e-mail message to author, February 15, 2018)

The company mostly employs 25 employees who work for the company more than 6 years. 5 employees work for the selected company for 3-6 years, 4 employees for 1-3 years and lastly 4 employees who work there for 0-1 year. As a result of this fact, the company does not have to deal with high fluctuation and therefore does not have a problem with retention of employees (HR/Quality manager 2018).

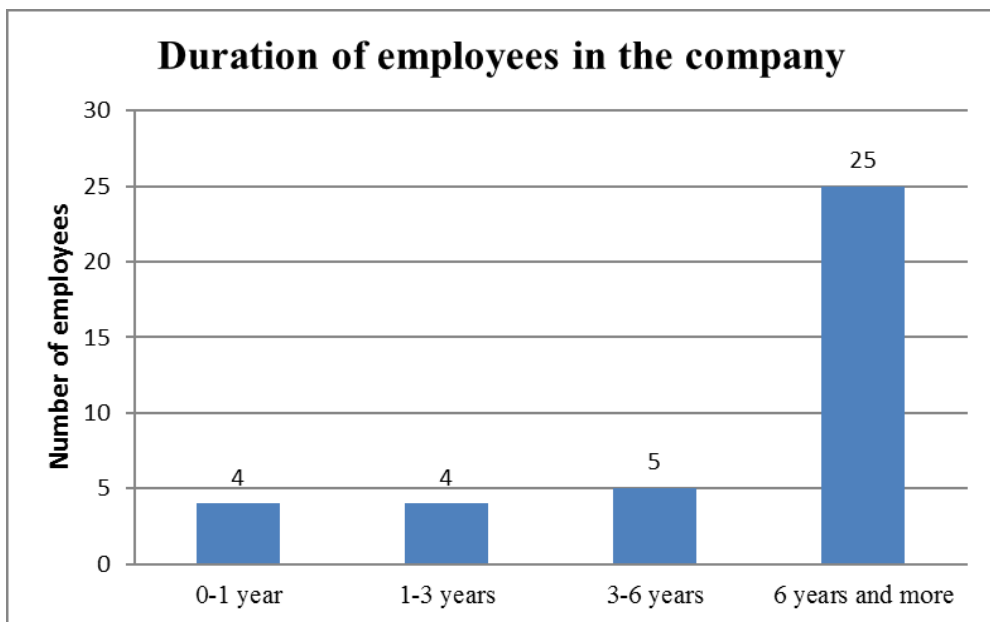


Figure 2 Duration of employees in the company (HR/Quality manager 2018)

In majority of cases, the company employs the blue-collar workers who intended the vocational school as well as the high school. The white-collar workers are not required to have university education, however three people have the university degree. Nevertheless, the white-collar workers intended either high school or vocational school ended by school-leaving exam (Assistant, e-mail message to author, April 3, 2018).

Table 1 Education of employees (Assistant, e-mail message to author, April 3, 2018)

Age	Vocational school	High school	Vocational school (school-leaving exam)	University education
21-30	5	2	4	1
31-40	6	0	1	1
41-50	3	4	4	1
51-60	3	2	0	0
61-70	1	0	0	0

8 AN ANALYSIS OF EMPLOYEE MOTIVATION IN A SELECTED COMPANY

8.1 A goal of the analysis

The goal of the analysis is to analyse the current state of motivation in the selected company. The analysis will be done from the point of view of the CEO as well as from the point of view of the employees. Therefore, the analysis will be done in two steps. The author will make an interview with the company's CEO and then the questionnaire with the employees. The purpose of the interview is to find out what in particular the company does in order to stimulate their employees and keep them motivated. The purpose of the questionnaire is to detect the current employee motivation. Based on results, the author will make analytical findings, where all weaknesses as well as strengths will be discussed. Thanks to analytical findings, the author will be able to make recommendation in order to improve a current state of employee motivation. The purpose is to make such improvements that are suitable for the company's problems and from which the company can benefit.

8.2 Methods of data collection

The author of the thesis chose these particular data of collection:

- interview with the CEO of the company
- questionnaire
- interview or e-mail communication with the assistant, the accountant of the company and the HR/Quality manager

The author chose two main methods of data collection. Firstly, the author did an interview with the company's CEO. The purpose of the interview was to detect what the company does in order to stimulate employees toward their work and on what level is the employee motivation in general according to CEO himself. What is more, if the author missed some information that were needed for deeper analysis, the company offered to the author to ask particular employees for further information.

Secondly, the author asked the employees to fill out the questionnaire. The questionnaire was given to 38 employees that comprise of 11 white-collar workers, 7 chief site managers and 7 blue-collar workers. In majority of cases, questions in the questionnaire were grouped according to particular theme (e.g. employee engagement or relationship on the workplace). To be more specific, the author asked several questions

related to one theme in order to get more precise information. The questionnaire was given to 38 employees in total and 38 employees answered. However, even though all employees filled out the questionnaire, some answers were unanswered. Either it was caused by the employee ignorance to fill some questions or by that fact that some employees work there less than one year. It means that some question is hard to judge from their point of view. Nevertheless, the author assumes that all employees' opinions matter no matter the duration of their employment and based on this assumption the questionnaire was given to all employees.

The company did not wish to provide directly to the author directives of the company. Due to this fact, the author gathered important information by either interview with the assistant, the accountant or with the HR/Quality manager of the company, or they provided to author information via e-mail.

The author respects the company's wish and will not discuss things that the company does not want reveal or deal with. The author is grateful that the company devoted their time and effort to make this analysis possible.

8.3 Analytical findings

8.3.1 The interview with the company's CEO

The author of this thesis asked the CEO several questions related to the current state of employee motivation from his point of view and what in particular the company does in order to stimulate them and keep them motivated.

The company's blue-collar workers are rewarded by a wage that starts on 100 and ends on 130 Czech Crowns per hour. Regularly the blue-collar worker works around 167 hours per month. The gross salary is on average 20 240 Czech Crowns. The range of hour wage is based on the worker's working performance which is evaluated by his direct superior. That means that the blue-collar workers' wage can be raised if the job includes higher responsibilities. Nevertheless, the site manager has to consult his decision with the chief site manager and then finally with the CEO who confirms that. During April until December it is the company's main building season. During these times the workers work on average about 270 hours per month. As a direct result of this fact, the workers earn more money as all hours and overtimes are paid. The CEO claims that overtime is taken for granted. As a matter of fact, the CEO is aware of the fact that working overtime is a voluntary and therefore employees are fairly rewarded. The company's site managers have

a gross salary that is on average 22 880 Czech Crowns if they work on average 167 hour per month.

The company's white-collar workers have a gross fixed salary that is on average 30 231 Czech Crowns per month. Every employee has in the labour agreement specified what amount of premium can get. However, the premium is on average 0% to 150% of the fixed salary. The percentage of premium depends on financial state of the company.

Nevertheless, the author made an analysis of the average salary for blue-collar workers, site managers as well as for white-collar workers in Moravian-Silesian region for the year 2017. The average salary for blue-collar worker in this particular field is 24 567 Czech crowns. The average salary for site managers of this particular field is 28 864 and the average salary for white collar workers is 29 389 Czech crowns. (MPSV n.d.) From this finding it can be concluded, that the blue collar workers and site managers get less money in contrary to employees in the same field and region.

The company provides to their employees several benefits. The company provides to the white-collar workers cars for personal purposes that includes weekends and holidays. The blue-collar workers use the company's car for the personal purposes too (traveling from home to work and vice versa) but they are not allowed to use it on weekends and holidays. During the weekends the company's cars stay at the workplace. Another benefit that is highly appreciated is a thirteenth salary that is given to every employee at the end of December. The amount of received money depends on how the year was successful for the company. However, every employee gets around 20 000 Czech Crowns. The blue collar workers have the possibility to use working equipment for personal purposes that is highly used among them.

The CEO claims, that intangible form of motivation is just as important as the tangible one. According to CEO, the praise is a part of company's culture and should be done by all superiors. However, The CEO claims that he is aware of that fact that the praise is not effective way of rewarding that is suitable for everyone. Therefore, the company rewards employees intangibly individually.

From that statement is it visible that the company does not emphasize the power of the praise even though it should be a part of the company's culture. Because if the CEO himself does not sufficiently praise his employees he gives them a feeling that the praise is not the company's priority. As a direct result, the superiors do not feel the urge to praise their people for the well done job because their own superior does not do that the way he should.

According to the CEO, an advantage of the current system of rewarding and stimulating blue collar workers is that every superior has the possibility to evaluate employees monthly based on their real work performance. Based on this evaluation, the superior can immediately express either satisfaction or dissatisfaction with the employees' work and subsequently suggest what amount of hour wage they will receive. Another advantage can be seen with the thirteenth salary. The CEO assumes that it is powerful mainly due to the fact that it is given at the time, when the employees appreciate the money the most. And that is the time during Christmas. The CEO sees the disadvantage in the superiors' reluctance to monthly evaluate employees.

Due to the fact, that there is a lack of qualified workers (blue-collar workers) on the job market, the company tries to educate their people as future site managers. That means that the majority of employees have the possibility of being promoted. The company puts emphasis on the knowledge of how to organize the work and its understanding.

The CEO claims that a new system of remunerating employees has not been applied recently due to the fact that the company did not manage to find any suitable one. The CEO believes, that in their particular field does not exist a fair system that would reward employees equitably. The CEO explains why is it so. He cannot be sure that the working performance matches with the worked hours and that the work could have been done quicker and more effectively. Due to this fact, one of the main company's goal for the year 2018 is to monitor workers on the workplace. The purpose is to cut production process and subsequent worked hours and the saved resources divide between workers.

8.3.2 Questionnaire findings

Overall motivation

The author asked employees whether they feel to be motivated or not. This question was asked intentionally at the beginning of the questionnaire to understand the overall motivation of the employees. This particular question can be a sign for the company, that one third of employees do not feel motivated to do their work and therefore certain steps need to be done in order to improve this situation.

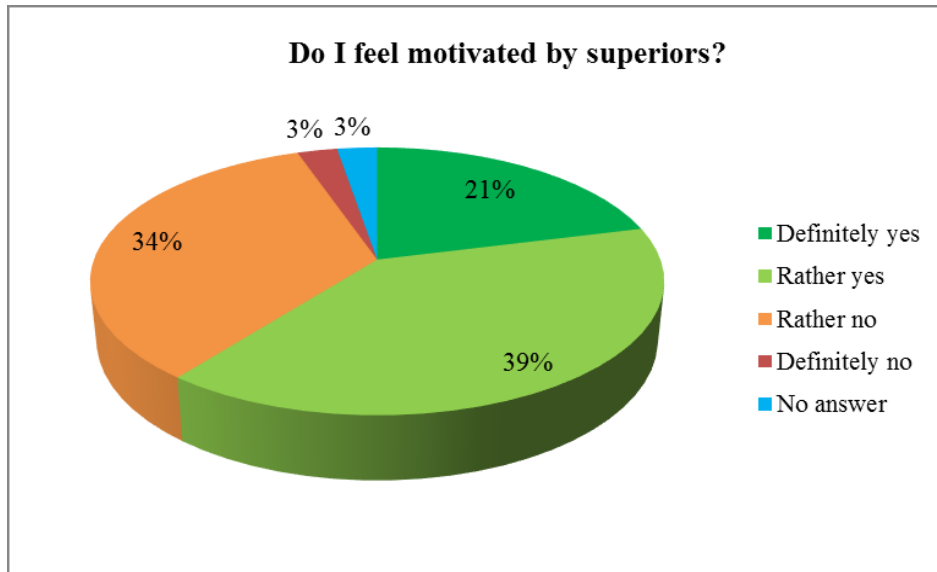


Figure 3 Overall motivation by superiors (Author’s creation)

The praise

These questions were focused on intangible remuneration, to be more specific on the praise. In most cases, people do not necessarily have to be motivated only by the money, but also by simple things such as the praise is. Unfortunately, many managers still do not understand its power that basically cost them nothing.

For great majority of people the praise is important whereas only small amount of people stated that the praise is rather not important.

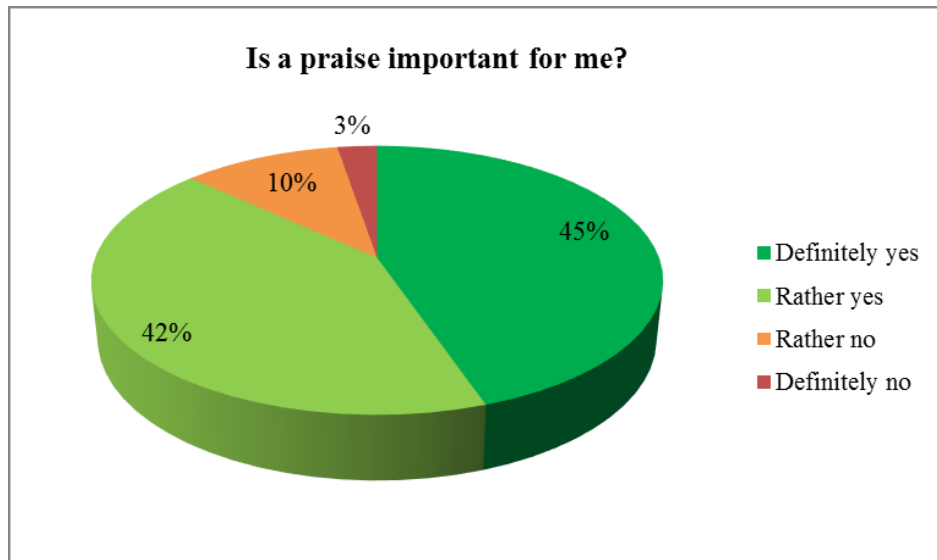


Figure 4 Importance of praise (Author’s creation)

Even though for majority of employees the praise is the important intangible remuneration, 47% of employees said that their superior does not praise them. On the other hand, 50% of employees said that their superior praise them as it is visible in appendix P III, chart number 1.

It can be concluded that for the majority of employees the praise plays a significant role. However more than half of them has a feeling that their superior do not praise them. To some extent, it can be linked with the perception of the praise by the CEO himself. The CEO admitted that the praise is not effective way of rewarding employees that is suitable for everyone. However, the praise seems to be the important mean of intangible remuneration for almost everyone.

The salary

The author asked respondents if they are satisfied with their current salary. As it is visible from appendix P III, chart number 2., 42% of employees stated that they are satisfied with their salary whereas 55% stated that they are not satisfied.

The author also asked if employees are willing to do more in order to get a higher salary. The answers were surprisingly positive because 87% of employees answered positively.

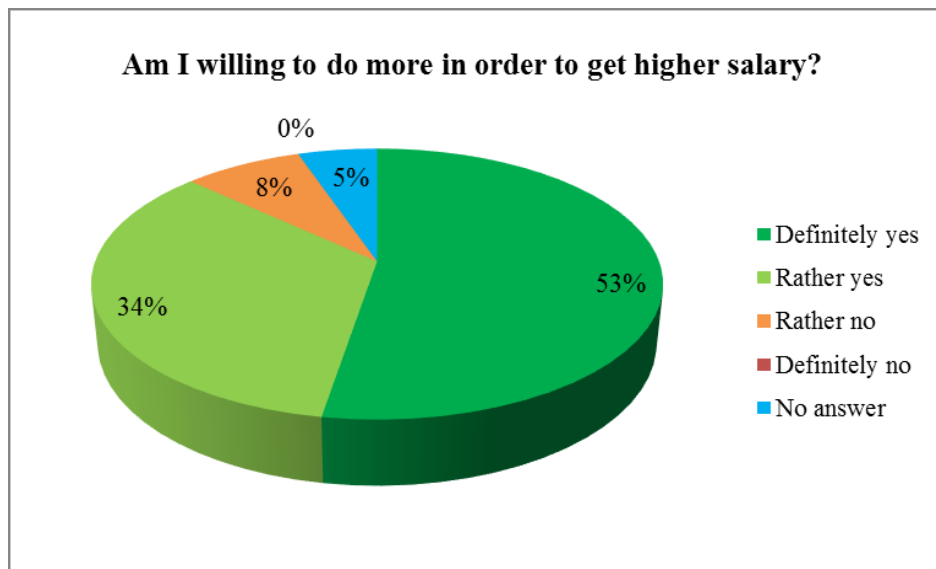


Figure 5 Willingness to do more in order to get higher salary (Author's creation)

The author of the thesis thinks, that it is a good sign that employees are willing to try harder and therefore achieve a better salary. That indicates that employees are not indifferent towards their work and do not expect a higher salary without any effort. Nevertheless, according to the company's CEO the salary is adequate and there is no need to change it. The CEO assumes, that during the main building season the workers are able to earn a higher salary because they work more hours. Due to this fact, the CEO does not wish to raise the hourly wage. When it comes to white-collar workers, the CEO claims that the salary is adequate to their working positions and does not wish to change that either.

Working conditions and work safety

It is a managers' job to assure that employees work in a safe working environment and that they are provided with working equipment necessary for their work performance. If that is assured, employees tend to feel safe and subsequently are satisfied with working conditions.

When it comes to feeling safe at work, the appendix P III, chart number 3., shows that 86% of employees answered positively while only 12% negatively. The reason may be that the company is located in the location where the less well off people are centred. Some employees can perceive this location as risky.

The great majority of employees are satisfied with working conditions on the workplace.

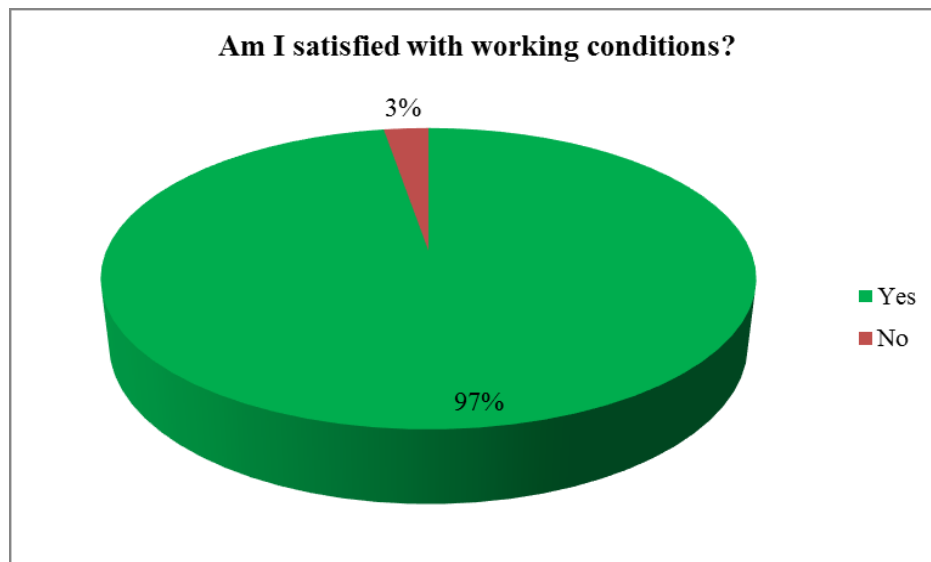


Figure 6 Satisfaction with working conditions (Author's creation)

Results of these questions are positive and therefore it can be stated that the company provides to employees necessary working equipment and tools and therefore working conditions are fully assured. It can contribute to the fact, that the employees do feel safe at the working environment since they are provided with all needed equipments. One of the company's policy rule says that the company puts an effort to assure suitable working conditions and safe working environment. According to positive questions it can be concluded that they really do.

The company is a member of PCO so called "Pult centrální ochrany". It means that all over the company's outdoor as well as indoor area the company installed monitoring devices in order to protect the company against trespassing. As a result, if someone might

want to break in the building, the PCO would immediately come to protect the property (Assistant 2018).

New location of the company

This question is focused on employees' satisfaction with a change of location of the company. In the second half of the year 2017, the company changed the location of the company due to inadequate size. Therefore, the company moved to a bigger and more modern building that is also more representable. As it is visible from appendix P III, chart 4., 74% of employees answered that they view the new location of the company as a positive change whereas 24% of employees stated rather yes.

This question was asked intentionally because it is linked with the working conditions. Part of the working conditions is also to be in a pleasurable working environment. The author herself was interested how the whole change is perceived by the employees because the author supposes that the new building provides a better impression in contrary to the previous one. Moreover, the new location of the company offers bigger warehouses and parking places, new equipment of offices as well as new working equipment for blue-collar workers.

Benefits

This question was focused on satisfaction with the benefits that the company offers to their employees. One half of the employees stated that they are satisfied with the benefits that the company offers while the second half stated that they are not. The author of this thesis asked respondents in the questionnaire that if they chose the option „no“, they should suggest what other benefits they would welcome. Even though 45% of employees circled the answer „no“, only a small amount of people answered. However, 5 respondents out of 38 mentioned an allowance for holiday and 2 mentioned allowance on pension insurance.

The company offers to the white collar-workers cars for personal purposes that include weekends. The blue-collar workers can use cars only for travelling to work and vice versa. The company offers to their employees the possibility to borrow working equipment for personal purposes whenever they want to. If the year was successful, all employees get the thirteenth salary that is given at the end of the year.

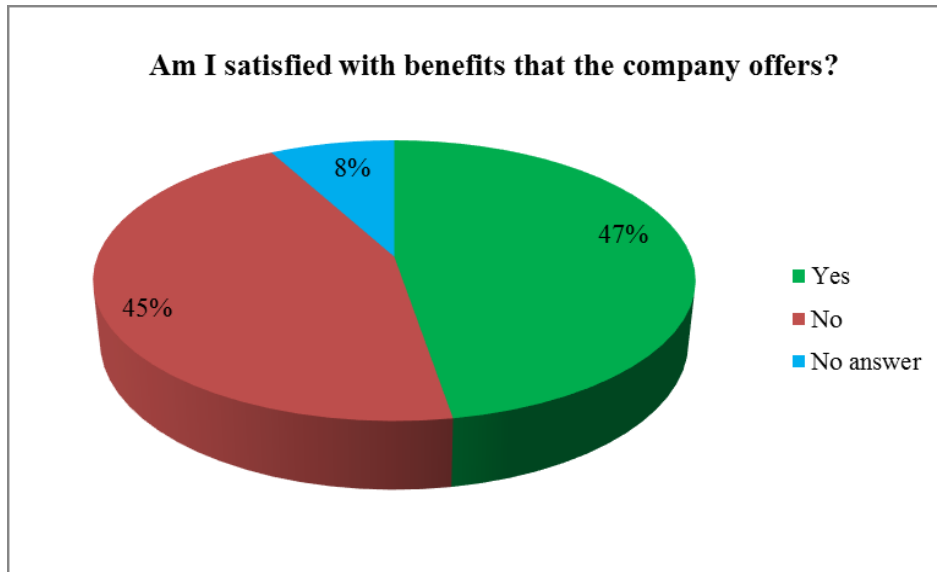


Figure 7 Satisfaction with offered benefits (Author's creation)

Relationships on the workplace

Employees were asked if they have a good relationship among each other. 55% of employees answered positively whereas 42% of employees answered rather negatively. In author's point of view, the relationship among employees is essential. Employee's relationship influences the quality of work, the working atmosphere and overall relationship on the workplace.

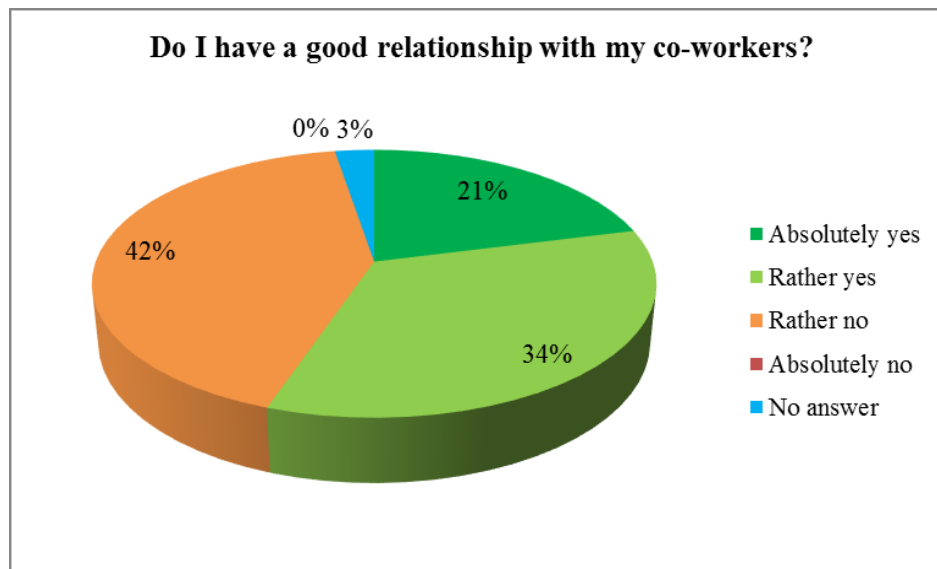


Figure 8 Relationship among employees (Author's creation)

The employees were also asked what their relationship is like with their superior. Even though 63% of employees answered positively, still 34% of the employees answered rather negatively. In the author's point of view, the relationship between employees and superiors

is crucial and important because it influences the working results and it has a direct impact on the work.

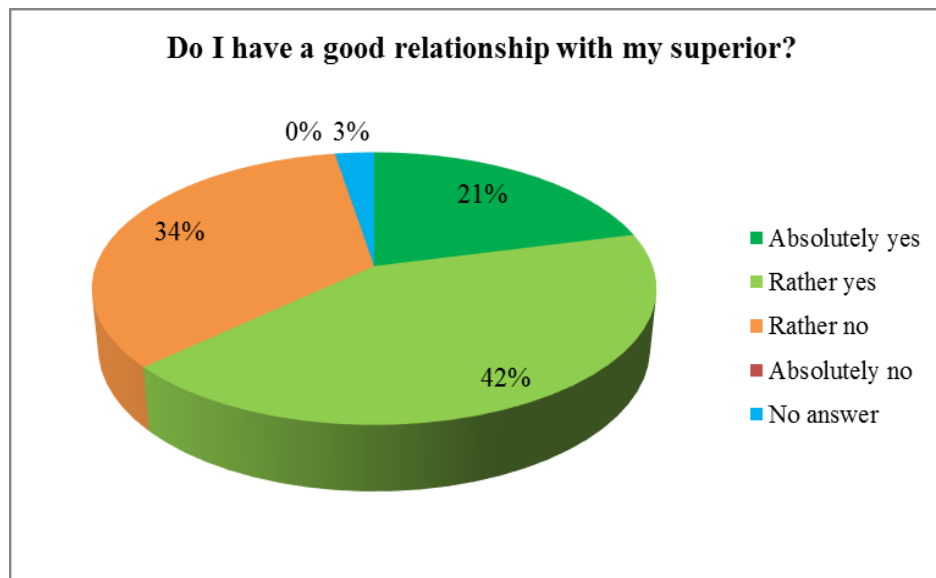


Figure 9 Relationship with superior (Author's creation)

The last question that was asked in connection to the relationship on the workplace was how the overall atmosphere of the company is perceived. Even though 13% of employees stated that they perceived the atmosphere absolutely friendly and 50% of employees rather friendly, still 37% stated the opposite. The graph is visible in appendix P III, chart number 5.

From this result it can be concluded that more than one third of employees are not satisfied with relationships among co-workers as well as with superiors. Therefore, one third of them do not perceive the company's atmosphere as friendly. In the questionnaire, one respondent wrote, that the relationships among white-collar workers are friendly and family-like. However, relationships among blue-collar workers seems to be sometimes unfriendly.

Engagement

The author of the thesis asked questions that deal with employee's engagement. In concrete terms it means if they feel commitment to the company's values and if the work provides them with a feeling of meaningfulness. The appendix P III, chart number 6., 71% of employees stated that they have a feeling that they superior trusts them and 29% stated that they have a feeling that they superior rather do not trust them.

The majority of employees stated that their work gives them a sense of fulfilment whereas only a minority disagreed.

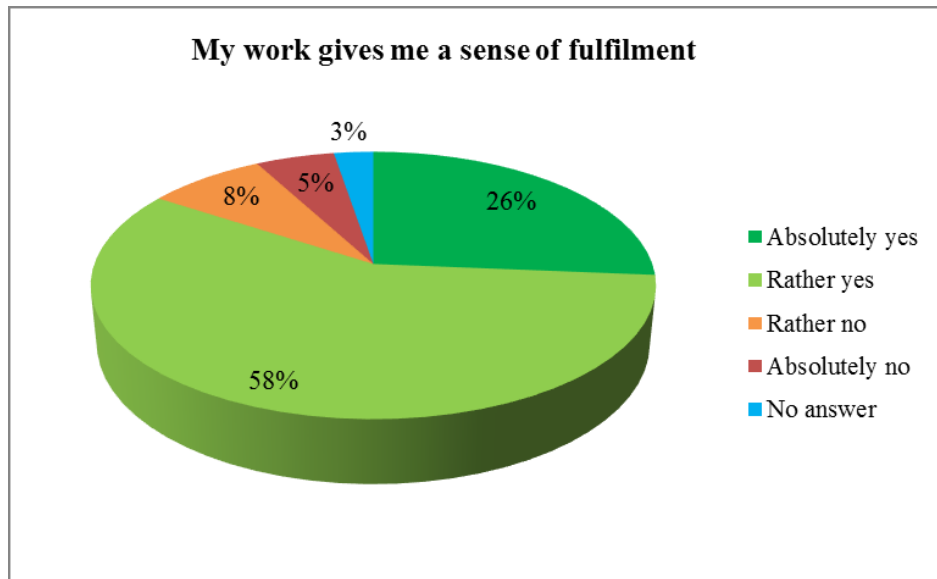


Figure 10 My work gives me a sense of fulfilment (Author’s creation)

Majority of employees have the feeling that their presence is beneficial for the company whereas only 26% of employees have the feeling that their presence is not beneficial.

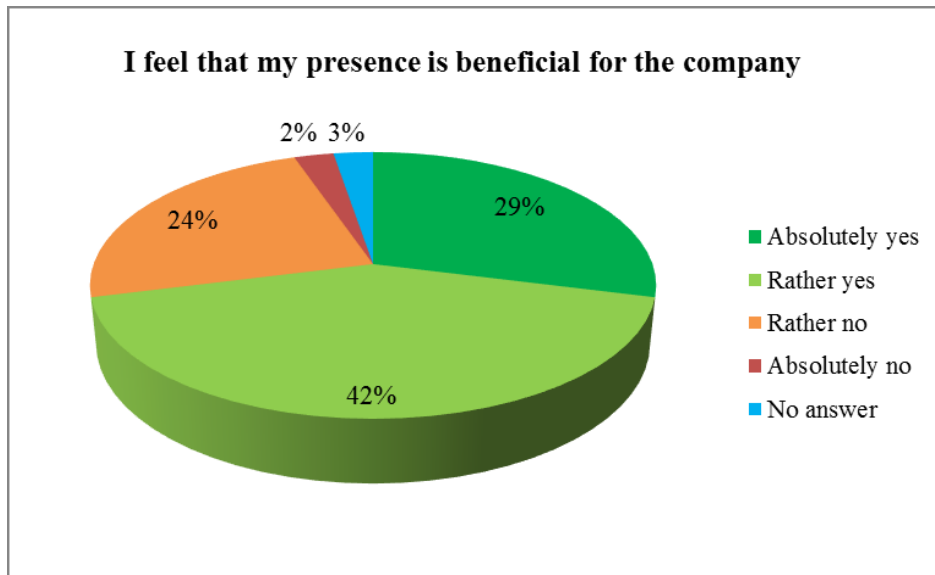


Figure 11 I feel that my presence is beneficial for the company (Author’s creation)

Majority of employees stated that their superior support their ideas whereas only 21% of employees have the opposite opinion.

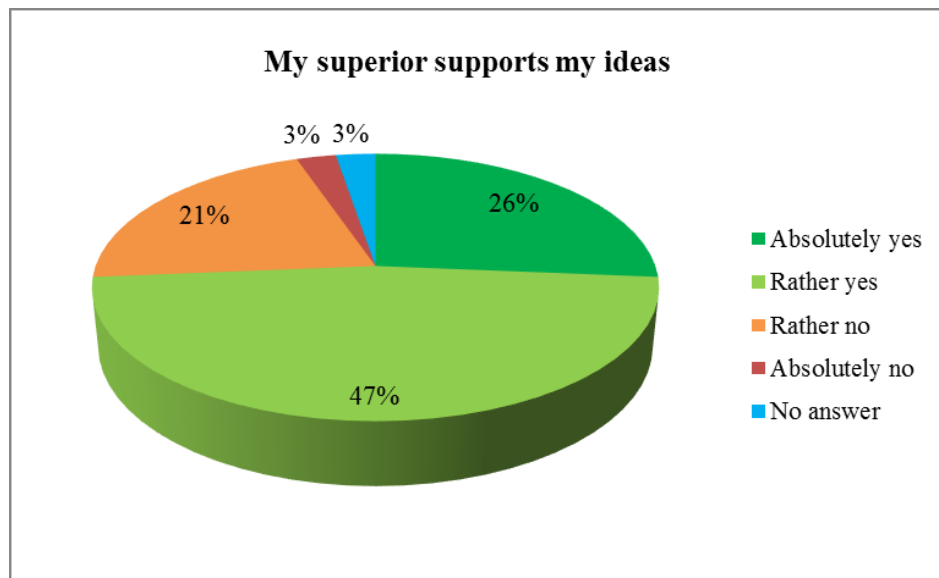


Figure 12 My superior supports my ideas (Author's creation)

It can be concluded that from these questions rather positive answers emerged. The majority of employees said that their superior supports their ideas connected to work. That may contribute to the fact that for the majority of employees their work gives them a sense of fulfilment and therefore they may feel that their work is beneficial for the company.

Awareness of the company's plans

The author asked employees whether they feel to be informed or not about the company's plans. As it is visible from appendix P III, chart number 7., result are very positive as 90% of employees stated yes. Only 5% stated no. It shows that the company puts an effort to inform their employees about important things and plans.

Recommendation of the job

The author asked the employees if they would recommend their job to their family members. This question was asked intentionally in order to find out if employees would recommend the job to their family members. The author assumes that human beings naturally should want only pleasurable and good things for their relatives and based on that assumption was this questioned asked. As it is visible in appendix P III, chart 8., 47% of the employees answered positively to this question and 48% of the employees answered negatively. 5% left no answer due to the fact that they are employed in the company only for several months and it is a relatively short time to evaluate it.

Possibility of promotion

A rather negative result emerged from the question related to the possibility of promotion. As it is visible from appendix P III, chart 9., 72% of employees answered negatively and 25% of employees answered positively. However, the CEO in the interview claimed, that the company educates and trains their employees to become future site managers. Therefore it is visible that the point of view of the CEO and the employees is dissimilar.

Possibility to change anything

At the end of the questionnaire the author asked an open question. The employees were asked if there was a possibility to change anything what it would be. Unfortunately, many employees did not answer at all. However, few employees stated that they are not satisfied with their partner in the team and with the superior. Some employees also criticized that the superior often changed their teams. For those employees who are satisfied in the particular team it is inconvenient. Sudden changes in teams have a direct impact on the working performance and the working result.

Three employees also criticized insufficient communication among co-workers. Due to lack of communication the problems arise and it has an impact on the quality of work.

Motivating factors

The purpose of this question was to detect how strong each factor was that the company should use in order to stimulate their employees and what value it has for the workers. Motivating factors are compared to the duration of employment in the work to see how it may change for different time categories. The employees should order from 1 (the most motivating factor) to 5 (the least motivating factor) or to suggest other motivating factors that are missing in the table. The employees were asked to come up with other motivating factors but unfortunately no one responded. Based on the question, the most motivating factor is feedback. The feedback is very important at work because it is a source of information and thanks to it the worker receives an opinion about his work. Getting feedback is beneficial for the company itself as well as for the worker (Latham 2007, 210). The company has a chance to either suggest certain improvements or to praise the employee and subsequently boost their motivation. Surprisingly, the least motivating factor is the salary. However, the intangible remuneration in contrary to the tangible one seems to be more powerful and has a greater value.

Table 2 Motivating factors (Author's creation)

Motivating factors	0-1 year	1-3 years	3-6 years	6 years and more	Total amount
Other					0
Salary	7	8	5	35	55
Praise	14	9	11	69	103
Moral appreciation	11	9	12	71	103
Benefits	12	9	16	69	106
Feedback	16	10	16	97	139

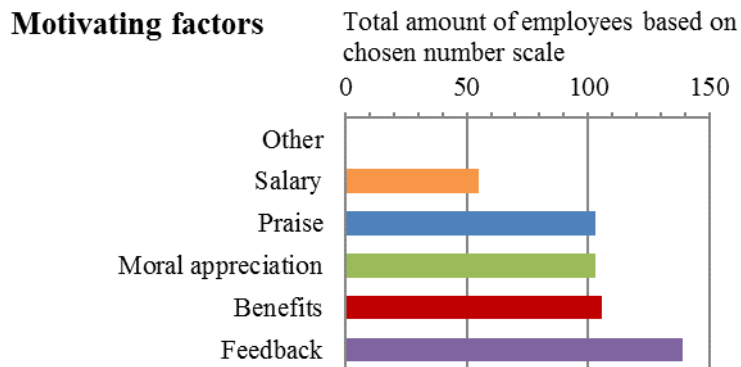


Figure 13 Motivating factors (Author's creation)

Demotivating factors

In contrary to the question related to motivating factors, the purpose of this question was to detect what the most demotivating factors are and the least demotivating factors for the employees. The employees should order their answers from 1 (the most demotivating factor) to 7 (the least demotivating factor) or to suggest other factors that are missing in the table. Demotivating factors are compared to the duration of employment. According to the question, the most demotivating factor are insufficient powers. The employees were asked to come up with other demotivating factors but unfortunately no one responded. In this particular company it means that employees are not given the power to decide in a certain moment or their position does not allow them to act even though they have the ability to do it. The least demotivating factors are low financial rewards.

Table 3 Demotivating factors (Urban 2017, 17)

Demotivating factors	0-1 year	1-3 years	3-6 years	6 years and more	Total amount
Other					0
Low financial rewards	7	11	5	59	82
Unfair evaluation	10	14	11	77	112
Unexplained changes of tasks	16	6	22	72	116
Disinterest in opinions	11	15	19	85	130
Distrust of abilities	16	11	14	91	132
Binding working rules	24	14	21	106	165
Insufficient powers	22	13	20	126	181

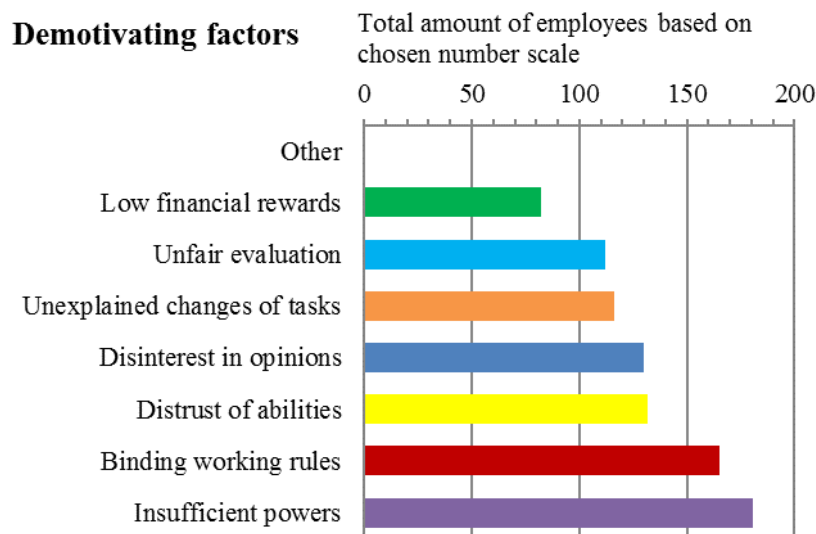


Figure 14 Demotivating factors (Urban 2017, 17)

Questions connected to motivating and demotivating factors should serve as a guidance for the company of what is important for employees and what is rather not. According to these two questions it can be concluded that employees really do care about praise, moral appreciation and feedback and find binding working rules, distrust of abilities and disinterest in opinions as demotivating.

8.4 Summary of analytical findings

Company's weaknesses

Rather negative results emerged from questions related to relationship on the workplace. Vast majority of employees are blue-collar workers. These manual workers work in a teams that are made of 2 or 3 people in general. These teams require close cooperation and mainly communication because they work together on a particular order. However, few employees criticized that the company changes their working teams if they see the evidence of misunderstanding among employees. What is more, 3 employees also

criticized insufficient communication that is a source of poor quality work. The author of the thesis asked the management of the company how the misunderstanding among employees is displayed. If there is a problem between employees who work together in the team it results in an argument. In majority of cases the employees do not speak with each other and are irritated. Of course, that has a direct impact on the quality of work. If the work is not of a good quality, the company may lose a name on the market. When it comes to white-collar workers, the assistant as well as the Quality manager/HR managers both think that the relationship among employees are friendly and no problems occur.

The majority of employees are dissatisfied with the current salary. The blue-collar worker (20 employees in total) receives on average 20 240 Czech crowns if he/she works on average 167 hours per month. However, during the main building season (April – December) the workers work on average 270 hours per month. That result in gaining a greater amount of money. Due to this fact the CEO does not want to change the hour wage even though the employees mentioned that they would be willing to do more in order to get the higher salary. The average salary of site managers (7 employees in total) is 22 880 Czech crowns if they work on average 167 hours per month. When it comes to white-collar workers the CEO claims that the salary is adequate to their position and therefore does not want to change that too.

However, according to the findings that were made by the author, the average salary for blue-collar workers, site managers as well as for white-collar workers in Moravian-Silesian region for the year 2017 differ rapidly in the company. The average salary for blue-collar worker in this particular field is 24 567 Czech crowns. The average salary for site managers of this particular field is 28 864 and the average salary for white collar workers is 29 389 Czech crowns (MPSV n.d.). From this finding it can be concluded that the company's financially reward for blue collar workers and site managers is lower than in other companies in the same region and in the same working field. Even though it is the CEO's wish not to change and analyse the company's salary, it can serve as picture of reality.

For 87% of employees the praise plays an important role in the company. However, it was detected that not all superiors do that. In the interview, the company's CEO mentioned that praise is a part of the company's culture and therefore should be done by all superiors. Nevertheless, then he added that he is aware of the fact that it is not an effective way of remuneration that is suitable for everyone. Notwithstanding, the questionnaire showed very clearly that it is not true. The author of the thesis thinks that the CEO himself is not a good

example for other employees of how to deal with praise. If the CEO does not consider praise as a suitable intangible remuneration for every employee, then it can be concluded that the CEO does not praise everybody. If the CEO himself does not praise his employees for the well-done job the way he should, then it cannot be expected from other superiors.

One half of the employees are not satisfied with the current benefits that the company offers. 5 respondents mentioned that they would welcome a holiday allowance. The author assumes that it is a very good idea because the majority of employees are forced to work outside no matter what the weather is like. Therefore, it would be thoughtful from the company to appreciate the work and provide the allowance for holiday. Because it was the CEO's wish not to change the salary, the author thinks that the provision of the allowance would outbalance the withholding of increase in salary.

The CEO in the interview mentioned that the company tries to educate their workers as future site managers. However, more than a half of the respondents stated that they do not have a possibility of being promoted. From 1.3. 2018 there is a new chief site manager which means that the company currently employs three chief site managers. They are superior to seven site managers and those are superior to workers. The company is really small and it is comprised of 39 employees in total. Therefore, there are not so many possibilities of being promoted simply because the company does not have a capacity to do so.

To conclude, the company's weaknesses are:

- relationship on the workplace
- salary
- intangible remuneration – praise
- benefits

The company's strengths

A very positive result emerged from questions related to working conditions. The majority of employees are satisfied with the company's working conditions and work safety. The company assures the employees with necessary working equipment. An advantage is that the CEO allows employees to borrow equipment for private purposes. Last year the company moved to a bigger and more suitable building. That can have an impact on satisfaction with working conditions too. It is written in the company's policy that they do what is in their powers to ensure safe working environment and suitable working conditions. According to the questionnaire they do a great job.

According to the questionnaire the question related to employee engagement turned out to be surprisingly positive. The author expected that thanks to the problems on the workplace connected to relationship and communication the results would turn out to be slightly different. However, from this we can conclude, the relationship may have only a slight impact on the employee if the work itself gives them a sense of fulfilment. Well, all the asked questions from the topic related to engagement go hand in hand. If the superior supports an employees' ideas, it gives them the feeling that they are trusted. If they are trusted and their ideas are supported, they have a feeling that their presence is beneficial for the company and it may result in the feeling that the work gives them a sense of fulfilment.

One of the company's policy is that the company informs their people about the current situation, plans and goals so that the fluctuation is minimized and the company employs long-term employees. The questionnaire clearly showed that a majority of employees are informed about important information related to the company. It may contribute to the fact that 66% of the employees are employed in the selected company for more than six years. That means that the company does not have to deal with high fluctuation.

To conclude, the company's strengths are:

- working conditions
- employee engagements
- awareness about the company's plans

9 SUGGESTED RECOMMENDATION

9.1 Teambuilding activity

In order to improve relationships in the company among employees as well as relationship with superiors, the author of the thesis suggests teambuilding activity. The author was in contact with the company that is specialized in arranging teambuilding activities for companies that are interested in their services. The company's name is Catalyst. The author chose this company especially as it has been on the market for 25 years and it has great references (Catalyst, e-mail message to author, March 20, 2018). Their competitive advantage lies in a wide range of offered services, trained moderators, development of knowledge and skills through personal experience, final evaluating and sharing of experience with other participants and lastly international know-how (Catalyst n.d.).

Based on the problem, the activity "Knowing Me Knowing You –Work Styles" was chosen. The goal of this activity is to find out and understand that people have different working styles. At the beginning, the participants are asked to evaluate their working style and according to a particular question (asked by a moderator) they should say how would they solve a certain problem. The purpose is to find people who have a similar working style and therefore their cooperation would be mutually beneficial. The advantage of exploring who has similar working style is that the employees need to talk in order to get to know each other much better. However, it is not only about finding out what someone's working style is and match it with other employee's style, but it is also about explaining that different working styles have their benefits. Once they find a suitable team of people with similar working styles, they play an activity. Later they are asked to join people with different working styles. The purpose is to understand that different styles could be just as beneficial as the same styles and other people can mutually benefit from that too (Catalyst n.d.).

This activity should improve relationships among positions in the company, improve communication, motivation and dynamics of teams. Because employees are asked to find people with similar as well as different working styles, they should understand with whom the work would be mutually beneficial and at the same time understand that the different working styles can offer a lot of advantages too (Catalyst n.d.)

The cost for one person is 420 Czech Crowns (Catalyst, e-mail message to author, March 20, 2018). The company is comprised of 39 employees in total. However, one employee would not be a part of this activity. The safety officer works externally and therefore did

not take part in the questionnaire. Therefore, the estimated cost of this activity for 38 employees is 15 960 Czech Crowns. The company will finance the teambuilding from the profit before tax (Accountant 2018). The whole teambuilding activity lasts around 1-2 hours. The price involves a moderator, a trainer, materials and overall equipment, transportation across the Czech Republic and final evaluation (Catalyst, e-mail message to author, March 20, 2018).

Because the author supposes that the teambuilding activity should be done during the working week, it needs to be calculated how much money it would cost the company if the workers will not work for the two hours however they will be still paid. In other words, the opportunity cost needs to be calculated. The whole activity lasts on average for two hours and the average working hours per month for the year 2018 are on average 167 hours. The cost for 11 white-collar workers if it is taken into consideration their average salary that is 30 231 is 3 983 Czech Crowns. The cost for site managers with average salary 22 880 Czech Crowns is 1 918 Czech Crowns. The cost for 20 blue-collar workers with average salary that is 20 240 it is 4 848 Czech Crowns. Then the total cost is 10 749 Czech Crowns.

Table 4 Opportunity costs (Author's creation)

Amount of employees	Average working hours 2018	Number of hours of team-building activity	Average salary	Result
11 White-collar workers	167 hours	2 hours	CZK 30 231	CZK 3 983
7 Site managers	167 hours	2 hours	CZK 22 880	CZK 1 918
20 Blue-collar workers	167 hours	2 hours	CZK 20 240	CZK 4 848
			The total cost	CZK 10 749

9.2 Training

If the employees show interest in praise as one of the means of intangible remuneration, the company should take steps in order to ensure that. Therefore, the author of the thesis suggests that the company should participate in the training related to intangible stimulation and specifically on praise.

In the region where the company is located there are several agencies that are focused on training related to motivation and stimulation. The cost of these trainings are on average 4 000 Czech Crowns per person. However, the price depends on the training agencies indeed. Nevertheless, in the majority of cases the offer is not of a long-term character which means that the content and the price of the trainings may change over time. It also

depends on the demand. Even though the price is mostly dependent on a single person, some companies can also offer mass discounts which is based on the number of participants. The price offer can be also tailor-made to needs and wishes of a particular company.

The purpose of the training would be to raise awareness of the praise importance and how it influences work performance. Thanks to this training, the employees should understand that the praise and the intangible form of stimulation is crucial and important for many employees. It should result in giving praise to employees if the work is done successfully and according to expectations. This should result in improving of relationship of employees and their superiors and overall atmosphere in the company. In many cases it is just the intangible stimulation that is disregarded by the superiors. Unfortunately, the result of the questionnaire showed that it is also the company's case. Therefore, the author of this thesis thinks that the training focused on the motivation and intangible stimulation would be beneficial for the company.

9.3 Benefit

The company does not provide employees with benefits related to holiday indeed. Because it was the company CEO's wish not to discuss the salary, the author suggests to provide employees with holiday allowance because it could slightly outbalance the fact that they will not receive a higher salary.

Nowadays, the company can provide allowance for holiday of 20 000 Czech Crowns per employee in accordance with paragraph 6 article 9 letter d) of the law of income tax (Business centre n.d.). It is up to the employer what amount of money he/she would like to give to the employees. Assuming that it is a non-tax expense, the amount of money cannot be provided along with the salary or given right to the employee (e.g. send to the bank account). Due to this fact, the employee does not have to pay the health and social insurance. If the employer provides the money in the form of coupons, vouchers or pays for part of the excursion, the employee does not have to pay personal income tax. For the employee it is a great advantage. For the employer it is a non-tax expense and the money would be paid from the net after-tax profit from the previous period (Accountant 2018).

However, if the employee is given the money along with the salary or the money is sent to the bank account, for the employer it would be a tax expense and the employee would get a smaller amount of allowance for holiday because the salary in combination

with the allowance will be a subject to taxation. Therefore, the author suggests that the allowance for holiday will be in the form of a non-tax expense (Accountant 2018).

Due to the organization structure of the company the author of the thesis suggests to differentiate between particular positions. There are 11 white-collar workers. Because of the level of responsibility and education (some employees have a university degree) the author suggests to give them the allowance for holiday of 8 000 Czech Crowns. The cost for 11 employees is 88 000 Czech Crowns.

The company employs 7 site managers. Because of their level of responsibility that includes supervising the teams and working plans and evaluating workers, the author suggests to give them the allowance for holiday of 6 000 Czech Crowns. The cost for 7 employees is 42 000 Czech Crowns.

Lastly mentioned are the blue-collar workers. The author suggests to give them the allowance of 4 000 Czech Crowns. The cost for 20 workers is 80 000 Czech Crowns. In total, the company would have to spend 210 000 Czech Crowns.

Table 5 Suggested benefit costs in Czech Crowns as the non-tax expense (Author's creation)

Amount of employees	Suggested allowance	Result
11 White-collar workers	8 000	88 000
7 Site managers	6 000	42 000
20 Blue-collar workers	4 000	80 000
	The total cost	210 000

Nevertheless, the author would like to prove that the allowance given to employees as non-tax expense is financially better for them in contrary to the tax expense. If the money was provided along with the salary, the employee would get a smaller amount of allowance for holiday because the salary in combination with the allowance will be a subject to taxation. The employee pays the health insurance that is 4,5% and social insurance that is 6,5% (Accountant 2018). As a result, the white collar worker would get CZK 5 515 instead of CZK 8 000. The site manager would get CZK 4 140 instead of CZK 6 000 and lastly the blue-collar worker would get CZK 2 765 instead of CZK 4 000. Therefore, the author suggests providing the allowance for holiday as non-tax expense.

Table 6 Suggested benefit costs in Czech Crowns as the tax expense (Author's creation)

	White-collar worker	Site manager	Blue-collar worker
Gross wage	30 231	22 880	20 240
Net wage	22 884	17 827	16 003
Gross wage + benefit	38 231	28 880	24 240
Net wage + benefit	28 399	21 967	18 768
Health insurance	1 721	1 300	1 091
Social insurance	2 486	1 878	1 576
Tax allowance	2 070	2 070	2 070
<u>Total amount of money</u>	<u>5 515</u>	<u>4 140</u>	<u>2 765</u>

Nevertheless, the author suggests to give this type of benefits only to those employees that manage to fulfil their working plans well and according to set objectives. That could result in higher motivation because employees will have to work efficiently and that includes their effort in order to get this type of allowance. In charge of this decision will be their direct superiors. However, if the employee breaks the rules that are in concordance with the law, the CEO will decide if the particular employee gets the allowance for holiday or not at all.

CONCLUSION

This thesis was focused on the analysis of motivation in a selected company. It was the company's wish not to reveal their true name. However, all data and information are of true origin. The aim of the analysis was to analyse the current state of employee motivation in the company and based on findings recommend improvements from which the company would benefit.

In the theoretical part, the author studied books and sources that deal with work motivation and motivation in general. The author also mentioned motivation program of the company. Lastly, the attention was paid to motivation theories, employee stimulation and engagement.

The analytical part was focused on current state of motivation in the selected company. The author chose two main data collections. The interview with the company's CEO was made in order to analyse the current state of motivation from the CEO's point of view. Then the questionnaire was given to all employees in order to analyse the current state of motivation from the employees' point of view. What is more, if the author needed more precise information that were needed for deeper analysis, the company offered to the author to ask particular employees for further information.

Based on the result of the interview and the questionnaire, the author had a possibility to analyse the current state of motivation as well as to recommend improvements. From the analysis the author found out that the company has several strengths as well as weaknesses. The weaknesses of the company are relationship on the workplace, intangible remuneration – praise, benefits and salary. The company's strengths are working conditions, employee engagement and lastly awareness of the company's plans.

The author suggested that the company should participate in teambuilding activities. The questionnaire showed that employees rather do not have a good relationship among each other or with their superiors. Based on this finding a particular activity was chosen in order to improve the situation on the workplace. Another suggested recommendation was to participate in a training programme focused on intangible remuneration, to be specific on praise. Last recommendation is connected to benefits. The author suggested to provide employees with an allowance for holiday. The range of the given allowance differs in position within the company structure.

The author of this thesis truly hopes that the bachelor thesis was helpful for the selected company. The author also believes that the suggested recommendations helped to raise motivation and in general to improve the situation on the workplace.

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LIST OF ABBREVIATIONS

- CEO Chief executive officer
CPO Chief production officer
e.g. For example
Etc. Et cetera

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APPENDICES

The appendices include the following documents:

- P I The questionnaire – Czech language
- P II The questionnaire – English language
- P III The results of the questionnaire

APPENDIX P I – THE QUESTIONNAIRE – CZECH LANGUAGE

Dotazník pro zaměstnance společnosti

Dobrý den, jmenuji se Kateřina Benišová a jsem studentkou 3. ročníku Univerzity Tomáše Bati ve Zlíně. Má práce se zabývá motivací zaměstnanců firmy. Tímto bych Vás chtěla poprosit o jeho pravdivé vyplnění, jelikož mi to pomůže poodhalit Vaši osobní motivaci v různých oblastech.

*Dotazník je **anonymní**. Slouží pouze pro účely týkající se mé bakalářské práce, jejíž finální znění bude v Anglickém jazyce. Předem Vám děkuji za Vaši ochotu a čas, který věnujete vyplnění dotazníku.*

1. Cítím se být motivován ze strany mého nadřízeného?

- Rozhodně ano • Spíše ano • Spíše ne • Rozhodně ne

2. Jsem spokojen s pracovními podmínkami:

• Ano

• Ne – pokud ne, jaký je důvod?.....

.....

.....

3. Chválí mě nadřízený?

• Ano

• Ne

4. Je pro mě slovní pochvala důležitá?

- Rozhodně ano • Spíše ano • Spíše ne • Rozhodně ne

5. Jsem spokojen s výší platu?

• Ano

• Ne

6. Byl bych ochotný vyvinout větší úsilí k dosažení vyššího finančního ohodnocení?

- Rozhodně ano • Spíše ano • Spíše ne • Rozhodně ne

7. Mám možnost kariérního růstu (povýšení):

- Rozhodně ano • Spíše ano • Spíše ne • Rozhodně ne

8. Domnívám se, že mi společnost poskytuje přiměřené zaměstnanecké výhody (benefity)? (např. stravenky, penzijní připojištění, na dovolenou, na dopravu do zaměstnání)

• Ano

• Ne – pokud ne, jaké benefity například postrádáte?

.....
.....
.....

9. Cítím se v práci bezpečně?

• Rozhodně ano

• Spíše ano

• Spíše ne

• Rozhodně ne

10. Můj nadřízený mě podporuje, pokud přijdu s novými nápady:

• Rozhodně ano

• Spíše ano

• Spíše ne

• Rozhodně ne

11. Moje práce mi dává pocit naplnění:

• Rozhodně ano

• Spíše ano

• Spíše ne

• Rozhodně ne

12. Cítím, že jsem pro firmu přínosem:

• Rozhodně ano

• Spíše ano

• Spíše ne

• Rozhodně ne

13. Vycházím se svými spolupracovníky:

• Rozhodně ano

• Spíše ano

• Spíše ne

• Rozhodně ne

14. Vycházím se svými nadřízenými:

• Rozhodně ano

• Spíše ano

• Spíše ne

• Rozhodně ne

15. Mám pocit, že mi nadřízený důvěřuje:

• Rozhodně ano

• Spíše ano

• Spíše ne

• Rozhodně ne

16. Atmosféra v podniku mi přijde přátelská:

• Rozhodně ano

• Spíše ano

• Spíše ne

• Rozhodně ne

17. Cítím se být dostatečně informován/-a ohledně dění ve firmě:

• Ano

• Ne – pokud ne, jaké informace bych ocenil/-a?

.....

18. Cítím, že nové pracoviště (sídlo společnosti) přineslo pozitivní změnu:

- Rozhodně ano • Spíše ano • Spíše ne • Rozhodně ne

19. Doporučil/-a bych práci rodinnému příslušníkovi?

- Rozhodně ano • Spíše ano • Spíše ne • Rozhodně ne

20. Co mě v práci motivuje – seřad'te podle důležitosti 1 (nejvíce mě motivuje) až 5 (nejméně mě motivuje)

- Slovní pochvala
- Uznání
- Peněžní ocenění
- Benefity
- Poskytnutí zpětné vazby

Jiné:

.....
.....

21. Co mě v práci naopak demotivuje - seřad'te podle důležitosti 1 (nejvíce mě demotivuje) až 7 (nejméně mě demotivuje)

- Nedostatečné pravomoci
- Nespravedlivé hodnocení
- Nezáměr o názory
- Svazující pravidla práce
- Nevysvětlené změny úkolů
- Nedůvěra ke schopnostem
- Nízké finanční hodnocení (Urban 2017, 17)

Jiné:.....
.....

22. Kdybych měl/-a možnost cokoliv na své práci změnit, co by to bylo?

.....
.....

Tímto bych Vám chtěla poděkovat za strávený čas a ochotu při vyplňování dotazníku.

APPENDIX P II – THE QUESTIONNAIRE - ENGLISH LANGUAGE

The questionnaire for the company's employees

Let me introduce myself, my name is Kateřina Benišová and I currently study my 3rd year at Thomas Bata University in Zlín. My bachelor thesis is focused on motivation of employee in your company. I would like to ask you to fill out the questionnaire truthfully, because it could help me to reveal your personal motivation in various areas.

*This questionnaire is **anonymous**. It serves only for purposes related to my bachelor thesis and its final form will be in English language. I would like to thank you for your time and willingness to fill out this questionnaire.*

1. Do I feel motivated by superiors?

- Absolutely yes • Rather yes • Rather no • Absolutely no

2. Am I satisfied with working conditions?

- Yes
• No

3. Does my superior praises me?

- Yes
• No

4. Is the praise important for me?

- Absolutely yes • Rather yes • Rather no • Absolutely no

5. Am I satisfied with my salary?

- Yes
• No

6. Am I willing to do something more in order to get higher salary?

- Absolutely yes • Rather yes • Rather no • Absolutely no

7. Do I have a possibility of being promoted?

- Absolutely yes • Rather yes • Rather no • Absolutely no

8. Am I satisfied with benefits that the company offers? (e.g. food stamps, pension plan, allowance for holiday, allowance for commuting....)

- Yes
• No – if not, what other benefits would you welcome?

.....
.....

9. Do I feel safe at work?

- Absolutely yes • Rather yes • Rather no • Absolutely no

10. My superior supports my ideas:

- Absolutely yes
- Rather yes
- Rather no
- Absolutely no

11. My work gives me a sense of fulfilment:

- Absolutely yes
- Rather yes
- Rather no
- Absolutely no

12. I feel that my presence is beneficial for the company

- Absolutely yes
- Rather yes
- Rather no
- Absolutely no

13. Do I have a good relationship with my co-workers?

- Absolutely yes
- Rather yes
- Rather no
- Absolutely no

14. Do I have a good relationship with my superior?

- Absolutely yes
- Rather yes
- Rather no
- Absolutely no

15. I have a feeling that my superior trusts me:

- Absolutely yes
- Rather yes
- Rather no
- Absolutely no

16. Is the company's atmosphere friendly?

- Absolutely yes
- Rather yes
- Rather no
- Absolutely no

17. Am I informed about the company's activities and plans?

- Yes
- No – if not, what other information would you welcome?.....

18. I view a new location of the company as a positive change:

- Absolutely yes
- Rather yes
- Rather no
- Absolutely no

19. Would you recommend working in this company to your family member?

- Absolutely yes
- Rather yes
- Rather no
- Absolutely no

20. What factors motivates me – order according to importance from 1 (the most motivating factor) to 5 (the least motivating factor)

- Salary
- Praise
- Moral appreciation
- Benefits
- Feedback

Other:.....
.....

21. What factors demotivates me – order according to importance from 1 (the most demotivating factor) to 7 (the least demotivating factor)

- Insufficient powers
- Unfair evaluation
- Disinterest in opinions
- Binding working rules
- Unexplained changes of tasks
- Distrust in abilities
- Low financial rewards

Other.....
.....

22. If I had the possibility to change anything on my work, what would it be?

.....
.....

Thank you for your time and willingness to fill out this questionnaire.

APPENDIX P III – RESULTS OF QUESTIONNAIRE

Chart number 1.

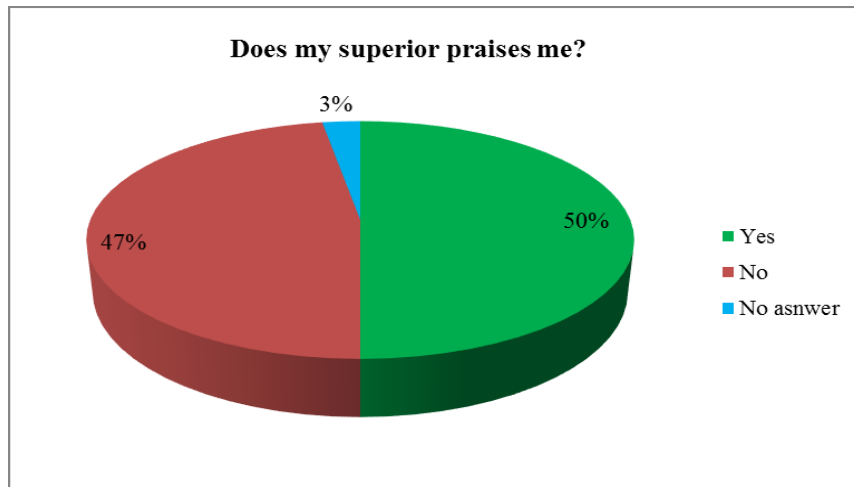


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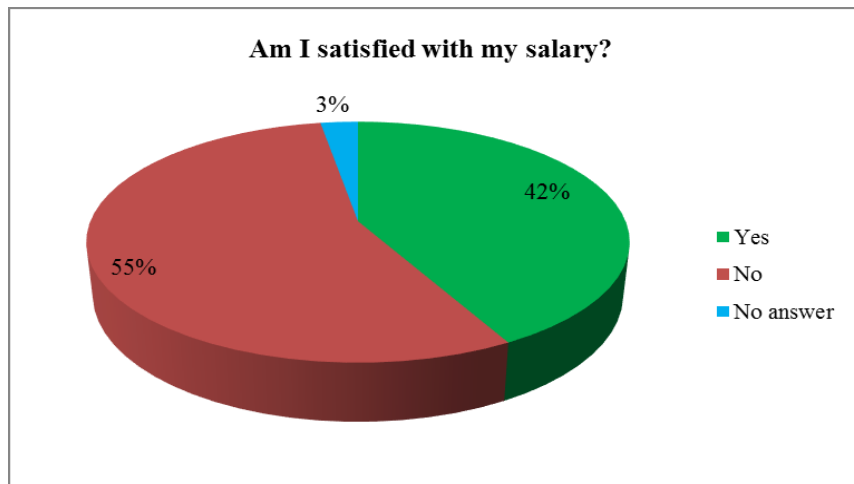


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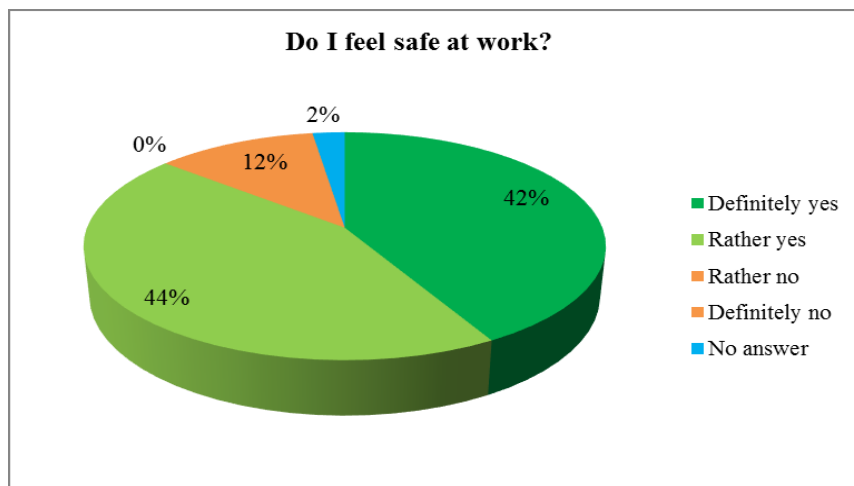


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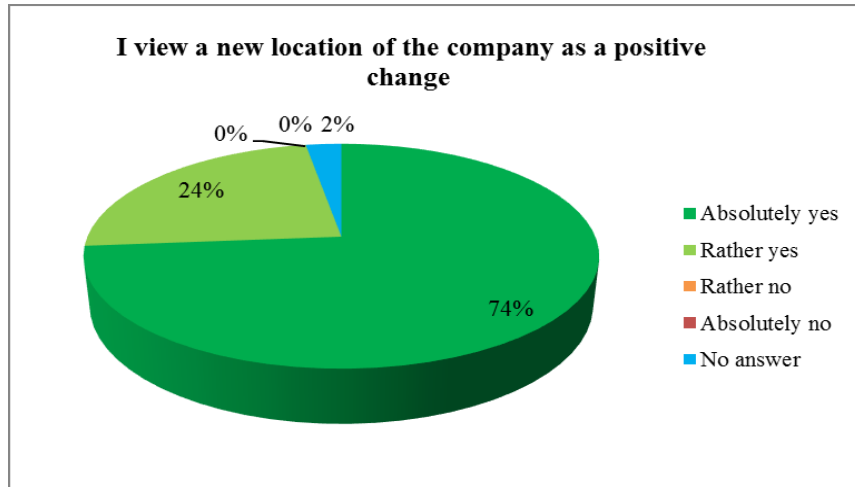


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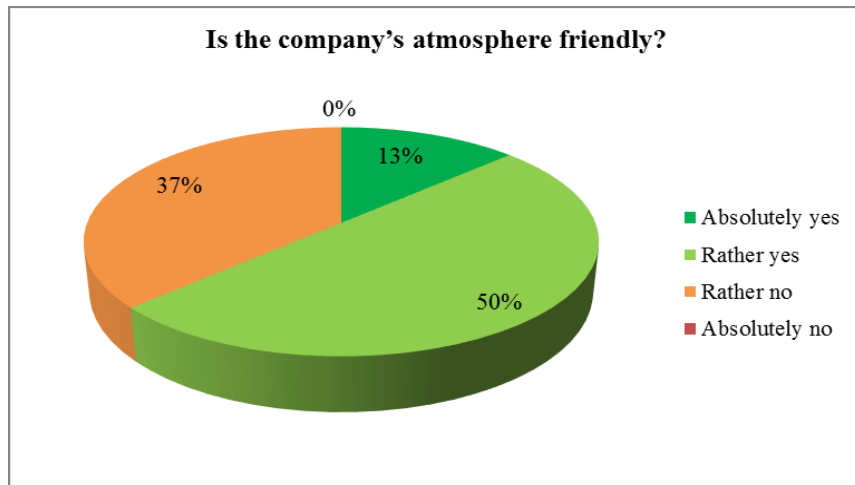


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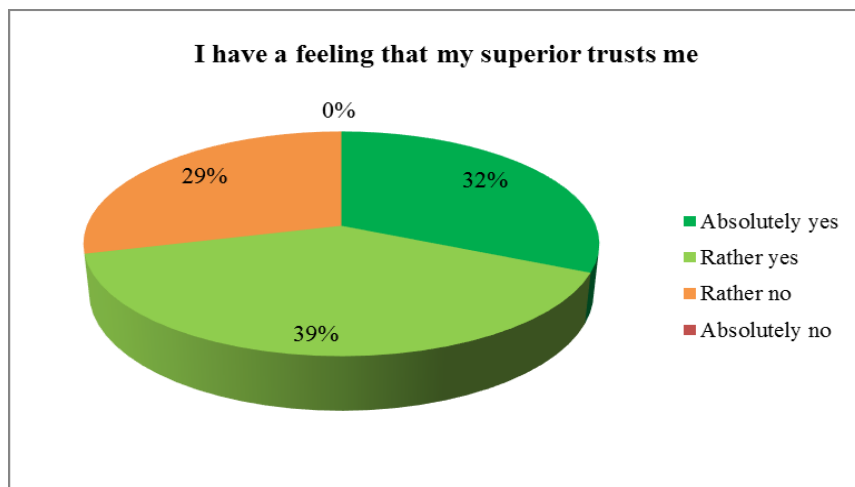


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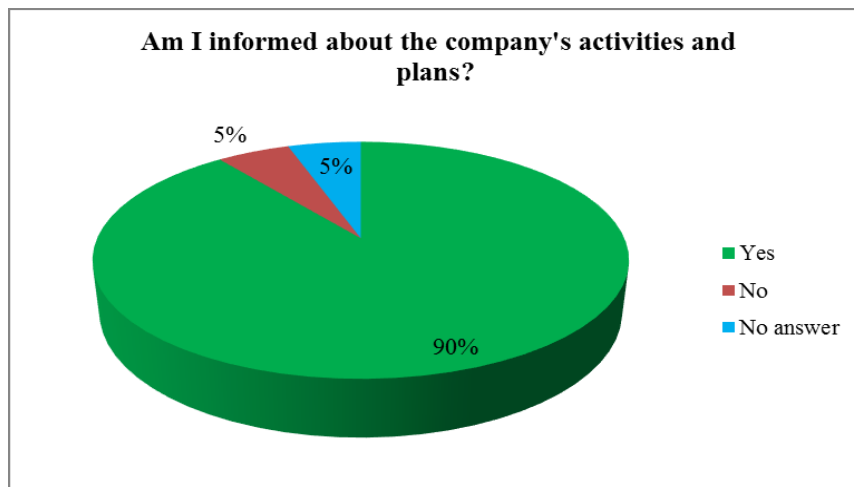


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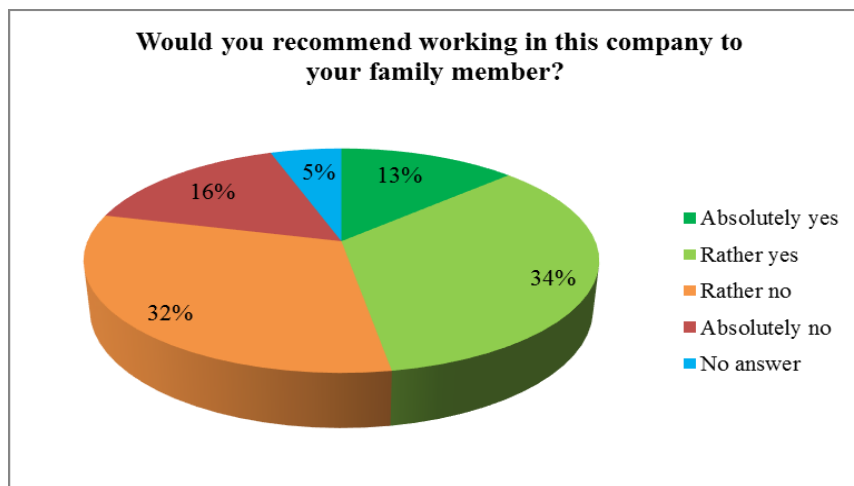


Chart number 9.

