CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

THE FACULTY OF ECONOMICS AND MANAGEMENT

MANAGEMENT DEPARTMENT

Bachelor thesis

EVALUATION OF MOTIVATION OF EMPLOYEES

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Motivation of Employees

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Motivace zaměstnanců

SUMMARY

Work motivation is a process which increases employees output by satisfying of employees' needs for purpose of satisfying management's needs. This bachelor thesis focuses on the work motivation in a selected organisation. For that purpose was chosen a Municipal Authority Prague 9 where was the research done in the end of year 2011.

This work has function of a feedback for a personal department. The gist is to provide information about functionality of motivational program and altogether employees' satisfaction in work. The target is to find out what is the impact of motivational tools on officials according to their opinion.

KEY WORDS

Motivation, employee, municipal authority, official, Prague, Czech Republic

SOUHRN

Pracovní motivace je proces, který vede ke zvýšení pracovního výkonu zaměstnanců pomocí uspokojování potřeb zaměstnanců, a slouží k uspokojení potřeb managementu. Tato bakalářská práce se zaměřuje na pracovní motivaci ve vybrané společnosti. Pro tyto účely byl vybrán Městský úřad Prahy 9, kde bylo celé šetření provedeno na konci roku 2011.

Tato práce by měla posloužit jako zpětná vazba práce personálního oddělení. Podstatou je zjistit jak funguje nastavený motivační program a uspokojování potřeb zaměstnanců. Cílem je odhalit jaký mají motivační nástroje vliv na zaměstnance na základě vyšetření jejich názorů.

KLÍČOVÁ SLOVA

Motivace, zaměstnanci, městský úřad, úředníci, Praha, Česká Republika

1   INTRODUCTION

Management of municipal authority Prague 9 focuses on modernizing with friendly atmosphere. The quality of service was improved during last year and it is currently one of the best in comparison with other Prague municipal authorities. Managers alleged that this success is mainly thanks to a good motivational program.

A motivational program should be based on the satisfaction of workers' needs. Individuals come to a job with needs they get other situational needs there and then they seek the opportunity to satisfy these needs. Their job takes a large portion of their life time. People domesticate their work environment. They have their slippers there, cups for morning coffee, flowers in flowerpot and pictures of their families on a desktop.

Through motivation, management can creates and fulfils employee's needs and desires, a job should not be only a tool for getting money for the physical needs but it supposed to be also the place where people want to enjoy life and satisfy their mental needs and to fulfil their life. Managers' needs are to have workers perform as high as possible, while satisfying of the needs of the workers. By fulfilling the workers' needs, are the managers' needs are fulfilled. Work motivation is then useful for both sides.

Efficiency and quality of service depends not only on workers' abilities and education, it also relies on their motivation. Motivation is the basis for willingness to work. Research provided by an external party Město pro byznys benchmarked performance of workers of the municipal authority and concluded based on client's evaluation that the workers' performances were exceeding expectation.

There is an extensive motivational program for Municipal Authority Prague 9 which appropriately influences the willingness of most of their employees. The physical work infrastructure and exostructure are all new and modern. Specialized external firms secure entire services for keeping everything working such as cafeteria staff, janitorial services, security and information technology management. The management of this

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organization feels that it is very important to build a friendly and respectful atmosphere by using an extensive system of incentives and rewards to provide all possible comforts for employees; so they could not feel any frustration in their work.

The focus of this document concentrates on the problem of setting up motivational programs which will increase worker motivation by fulfilment of their needs. Workers' willingness towards high performance is increased by the correct motivational program. Because the performance has increased and workers' ability is unchanged; it is expected the officials' needs are appropriately fulfilled.

This performance is going to be measured by feedback from the superiors. Subjective appraisals from officials are going to be classified according to theories and then used for setting recommendations of what should be currently improved in the motivational program.

2 *AIM AND METHODOLOGY OF THESIS*

2.1   *Aim of thesis*

The main aim is to examine motivation of employees at public service. A municipal office of Prague 9 is chosen because its personal department has focussed on improving the motivational program in last two years according to modern management practices which are managers educated to. The research focuses on impact of motivation factors on workers needs satisfaction. Some of the motivational factors are typical for municipal authorities' management some are not. The target is to find out what is the impact of motivational tools on officials according to their opinion.

2.2   *Methodology*

For the first part of this work, the theoretic one, is used a bibliographic research of primary and secondary literature. The theoretical part is made up for purpose of acquaint with the targeted problem and with tools of work motivation.

The collected data in first part are relevant to the second empirical part. The empirical part focuses on identification of motivation program in the observe corporation by human resources department survey and by getting other relevant information from available data sources. Subsequent research by questionnaire method among employees was used to confirm researcher's hypotheses about function of given motivational program.

Research comes out of theoretical system and by own empirical result comes back to theoretical system which is more or less modified. For this research was used questionnaire method because it allows research a lot of people in short time period which was found as advantage. Questionnaire method allows considering answers which might be disadvantage for subjective biased (auto-censoring) because some people attempt reaching a social desirability. For repressing this biased is emphasizing an importance of improve worker's situation thanks to personal opinion.

According to Kohoutek (2010) recommendation, responds rate of questionnaires in group of one hundred and more of respondents is minimum responds rate fifty percent and the recommend responds rate is more than seventy five percent.

This quantitative method of survey is special designed to get as much unbiased answers from respondents as possible in the shortest possible time. Basely on characteristic of the questions is picked type of questionnaire format. People have to have information what exactly is needed to know from them. For verification of usability and questions' clearance it in practice are used some experimental respondents (e.g. friends and relatives). This verification was used for finding out an impression of questionnaire, such as the understandability of questions, transparency and design. These factors can influence respondents' desire to fill it out. Comprehensibility is checked by respondents thinking about meaning, adding question or misunderstanding.

By 'manager' and 'head of department' is meant an employee in a managing position. Employees who have no managing role are called 'officials'.

Human resource's head gave information to managers and let spread the papers by them. It was distributed to workers personally by their managers and that expressed the importance of filling it out. Workers threw their complete sheets in to special box for securing an anonymous collection to provide security of anonymity. The duration of this survey was during two working days. Answers were then transferred in to Excel as numbers and counted percentages of answers.

From 184 employees was selected a group of 130 people (according to time availability of employees). From this group were 87 questionnaires returned. 67% of return can be already a representative sample for this purpose.

Questionnaire was made to be as short as it can be. In the first place was a transparency of all questions and answer easiness so respondents are motivated to spend little time with it. For this reason are used only 22 questions.

3 THEORETICAL PART

3.1 DEFINITION

3.1.1 Motive

Motive is an incentive, a reason or a point to certain behaving. As Cowling & col. (1988) wrote the motive *"is concerned with tending to initiate movement; it is what induces a person to act."* It tends to be a need.

The human's action is influenced by several motives at the same time. These motives are divided among the main, part-motive and it is the moving force for motivation. An intensity of motivation decreases when motive is reached. Current motives are, according to Plamínek (2001) influenced by coincident of three factors, they are individuality, environment and situation. Kressler (2003) enumerates some of the motives: expectation, hope, fear, obligation, reward, ambition, helpfulness, determination, habit, ritual, need and other.

3.1.2 Motivation

Motivation comes from Latin word "movere" which means "to move". Motivation is very interdisciplinary word which base comes out from interrelationshipship of human beings.

 Motivation is the driving force by which people achieve their goals. The driving force is derived from intro-psychological process in progress of motivated person. Nakonečný (1996) said motivation is an energy force with a selective function.

Kondalkar (2009) writes that motivation can be defined as inner burning, a desire caused by the need, wants which propels an individual to exert his physical and mental energy to achieve the desired objectives.

The most relevant motivation comes from individuality itself. It is the motivation disposition of each person. It is the core of all motivation in life which is given in genes

and is only hardly modify during the life. It is the base of reactions for sudden situation where is not learn reaction yet.

Semi-relevant motive is cause by environment which is the motivation position. It is a learned pattern which human embraces in dependence on experienced situations. It's mostly dependent on level of fulfillment of life needs.

The last motivation factor is motivational mood. Motivational mood is underestimated by many managers because it can be as fast as new situations come every single minute. For purpose of avoiding a negative influence of situation, are thought special techniques. By avoiding it workers will have a good mood and then also customers will be more satisfied by workers' services. Even the workers motivational mood increases company's profit then.

As Cowling & col. (1988) wrote: *"Motivation consists of the identification of need the establishment of a goal, which will satisfy that need and determination of the required action."* This process might be illustrated by chain of motivation. It comes out from needs of human and their satisfaction, which is the main moving force, a goal of human activity. Then the illustration of motivation chain can look like this:

Illustration 1: Motivation Chain

Need ➡ *Wish* ➡ *Tension* ➡ *Activity* ➡ *Satisfaction*
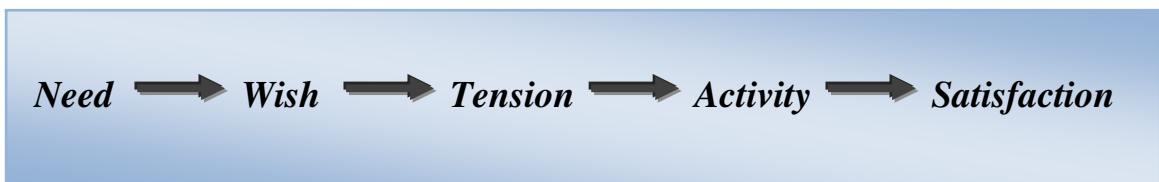
Source: Pletka, 2007

Motivation has two possible sources. Internal needs and external objects activate latent needs.

Intrinsic motivation

Intrinsic motivation at work is mostly the work itself for its interesting or pleasant character. The work is the immediate need of satisfaction. The reward is based in behaving of person himself/herself and is more independent on modification of external conditions. Person can be intrinsic motivated when he/she manages a simple assign task, Deiblová said

(2005). This kind should be more effective and stable and is suitable for non-routine works.

"Intrinsic motivation is not simply additive to the motivation induced by prices (extrinsic incentives)" Osterloh and Frey (2000) and it is hard for managers to control or analyze this kind of motivation. Intrinsically motivated employees do not always follow the business goals and so their work could be disserviceable. In some cases management makes unwanted outcome with intrinsic motivated employees what is costly then. Intrinsically motivated employees are required for creative job and independently solved tasks.

Extrinsic motivation (Stimulation)

The efficiency is dependent on external conditions and objects. It can be positive such as a financial reward or promotion; or the negative would be an avoiding of punishment and sanctions. Extrinsic motivated workers depend on consequences. For that reason such motivated employees supposed to work under almost constant supervision. Extrinsic motivation is proper for stereotyped repetition jobs, Deiblová (2005) wrote.

According to Everesta's course is extrinsic motivation of non-routine workers out-of-date method and for companies cursed by financial crises is even inapplicable.

Stimulus

Stimulus is an incentive which can be used for influencing people's motives. It is something external that leads to human activity. Because stimulation is coming from external it is mostly shallow and short-term character and so stimulus cannot last longer than motivation. For purpose of extent Nakonečný (1996) recommends to use stimulation together with motivation.

Stimulation can be positive which makes stronger suitable behaviour or negative to prevent improper behaviour. Stimulus can be divided in to two basic groups of moral and material.

Material stimulus is tangible and they are mostly represented by financial rewards but it might be also other material rewards such as company car or mobile phone.

Moral stimulus is intangible and positive moral stimulus might be oral reward by manager and the negative one is a critique of employee.

3.1.3 Work Motivation

Managers are interested in motivation to work since it was find out the workers performance is influenced by motivation it started to be one of the key roles in business success. As the Kressler (2003) said the motivation to work together with qualification determines workers performance. Kondalkar (2009) described that in same way. He wrote that the efficiency of a person depends on performance; and put it in formula of performance which can be expressed as:

Performance = Ability × Motivation

Motivation is the need satisfaction which might be influenced by setting of motivational factors. Through the job should be workers' needs satisfied but it does not mean that job satisfaction is the motivation. Job satisfaction influences workers performance and workers performance influences job satisfaction.

3.1.4 Amotivation

Is the opposite pole to motivation and is caused by frustration which is a form of motivation. Kassner (2003) in his book said *"amotivation promotes inaction, avoidance and refusal."*

3.1.5 Motivational Program

Motivational program is management setting of conditions which should fulfil workers' needs and so increase their willingness to work. The program pays attention to suppress factors which cause frustration and make a space for employee's self-actualization. Motivational program should come from workers' needs by using a motivational tool.

3.1.6 Motivational Tools

Motivator is the coefficient of motivation. Nakonečný (2005) says about motivators that they are the possible motivational influences upon employees by using the external

motivation factors. Motivational tools can be divided into two groups the first one is material and the second one is morel or it can be also said monetary and non-monetary.

MONETARY INCENTIVES:

Salary or wage:

It is consider salaries or wages are one of the most important motivational factors. But in time of financial crises it is not possible to use it as it is needed for many times. Very important is the way how salaries and wages are given to employees. Firstly they have to be paid. Commonplace should be to pay it on time and the fixing salaries should be high enough for covering the employee's costs of living.

Bonus:

Bonus represents some extra payment to employee over and above salary. It is given as an incentive. The rate of bonus should be adequate.

Incentive:

The organization may also provide additional incentives such as medical allowance, educational allowance or other service for its employees.

Special individual incentive:

The company may provide special incentives for individuals. Special individual incentives are given to deserving employees for giving valuable suggestions or other contribution of the person to the business.

NON MONETARY INCENTIVES

Promotion:

Promotion is provided with higher status and prestige as well as evaluation of workers ability. There is also given a higher demand and responsibility with promotion. In Everesta course was told that each person has the limit level for possible job position because of its adequate higher responsibility. Promotion motivates employee until the limit is reached then it demotivates him/her.

Appreciation and recognition:

It is important to appreciate employee's service and loyalty for company. The praise should come from manager but also from higher authorities than manager is.

Working conditions:

Workers should get proper working conditions. They should get good working tools, air-conditioned rooms, proper sanitation, equipment, machines etc. Proper background motivates the employees.

Job security:

Some guarantee of job security means to provide a guarantee against a job dismissal. Undisturbed people can work without stress and it can also be a good way to motivate the employees. Employees who are in stress because of job instability for a long time may be frustrated and may leave the organization.
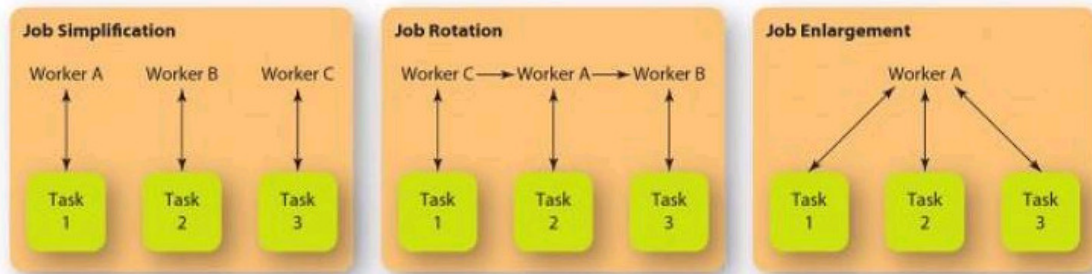
Job design:

By using a job design can be work adapted to individual's needs. There can be used one of three possible job designs: simplification, job-rotation and job-enlargement.

Simplification was very typical for industrialization and in some companies is still applied. This working method is used mostly in fabrics but also in administration position where is some routine given. It is established that *"people dislike routine and boring jobs and react in a number of negative ways, including sabotage, absenteeism and unionisation"* from Daft, Marcic (2009). Such non pressing job mostly causes a loss of bored employee.

"Employees might find the new job interesting at first, the novelty soon wears off as the repetitive work is mastered." (Daft, Marcic, 2009). However, this system trains employees to higher flexibility, which can be required later e.g. when reducing of number of employees is unavoidable. Job rotation therefore helps the company be more competitive.

Job variety and a greater challenge is cause by series of tasks given in broader job.

Illustration 2: Job Design

Source: Daft, Marcic, 2009

Enlarging of job offers to employee to make a job in his/her own time management. It makes a pressure on workers and provides more responsibility. This job design gives to administrative workers participation on management by own managing.

Proper job placements:

Plamínek (2010) writes about problem when tasks do not fit to worker. Motivating situation is when management adapts a task to worker's ability; not reversely.

Deiblová (2005) says that all people are able to do a good job only when they are not overload with too many tasks and on the contrary people need to be load. If they are not load enough they can be bored which is one of the stress factors as well as the overloading. Medium difficulty then means to be under mild press.

Workers participation:

Inviting the employee to management during consultation problems relevant to employee or his/her work. Workers participation expresses manager's appreciation and favour. The management decision-making has to remain on manager.

Cordial relationships:

Manager should focuses on making good and healthy relationships. Personal relationships have mostly very high value for people.

Good superiors:

Manager should be intelligent, experienced, matured, and having a good personality. The special knowledge and skills make him/her the superior. Nakonečný (2005) wrote that higher ethical code of manager leads to higher management power and higher employees' motivation. Employees can trust and follow the superior and so the very presence of superior can already motivate the employees.

Communication:

People are very sensitive on the way how is communicated with them. Already a form of assigning a task is very relevant to future motivation. Manager has to choose felicitous words, proper voice's tone and good body language also. Style of communication is very important for humans because they can get the unit of seriousness.

Proper performance feedback:

Employee should get proper feedback, motivated can be also correctly provided critique. The constructive critique is motivating, because employee gets useful information and feels good because it was not critique of his/her own but of the work.

Flexible working hours:

Everybody has a specific physiological daytime rhythm. Human brain works in cycles. The curve of brain performance reaches a peak at 10 am and 6 pm, on an average. The rapid drop is between 12 am and 2 pm wrote Deiblova (2005).

People are able to work whenever, regardless on the rhythm, but more energy is needed for and workers are tired much faster. Caused tiredness demotivates then.

3.2   *THEORIES OF MOTIVATION*

One of the first theories of motivation was theory of 'carrot and stick'. This says that people move in way where the reward is and they avoid to punishment.

There exist many theories about motivation and also many ways how to divide them. Traditional theories are divided according to their concentration. They can be divided in to two basic categories: theories focusing on content and processional theories (Graham, 1990).

Herzberg's and Maslow's theories are categorized as theories focusing on the content. A base of these theories is theory of needs which come out from presumption that each of human behaviour is motivated by unsatisfied needs.

The processional theory, is a cognitive theory which focuses on psychological processes or forces, e.g. Adam's and Vroom's theories. These processes influence the human motivation. It is the way how people apprehend an environment in which they live and work. It is the way how people understand and interpret the environment. Visible are only the behaving and subsequent outcomes but the process itself the thinking, emotions, attitudes and feelings is covered in the person.

3.2.1 *Maslow's hierarchy theory of human needs*

Human being according to this theory is 'a perpetually wanting animal'. Maslow found out in his research that nearly all individuals are motivated by the desire to satisfy certain specific needs. There is an order of priority in which these needs become important to us. Hierarchy of needs says that the primitive physiological needs have to be satisfied first for achieving the higher secondary needs which are more civilized and mature. When the lower needs, at least some of them, are satisfied then they stop keeping motivating and new target become a higher level of needs.

Managers in practice have to find out in which level the employees' needs are. After its setting they might develop relevant motivational plan where is choose suitable tool of motivation. Manager should also steadily check filling of new level of needs and should be prepared for giving another new motivational plan when it is fulfilled. It is also needed to take in consideration that levels of needs might partly mingle.

Maslow's hierarchy system is based on five levels arrange according to their importance:

- **Physiological needs** are essential for survival and other basic needs. Survival needs include hunger, thirst and sleep and other basic need is human sexuality for reproduction. In the work environment, the fundamental purpose of a wage or salary is to provide the means of satisfying basic needs.
- **Security or safety needs** focus on existence in relatively stable and threat-free environment. At work it is a wish for stable job with stable income for securing their existence.
- **Belonging or affection needs** are based on affectionate relationships with others. Humans want to belong to somewhere; they need to be members of any social group.
- **Esteem or ego needs** are desires for high evaluation of ourselves, self respect, self-esteem, prestige, importance, attention
- **The need for self-actualization** is need for self-fulfilment which leads to one's full potential for doing or creating things.

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3.2.2 Herzberg's Two-Factors Motivation

Herzberg theory includes work motivation in to practical management. The needs should be implemented in management so people can enjoy a meaningful existence. Frederich W. Herzberg focused on sources of motivation which seemed pertinent to work and work accomplishment. He divided Maslow's hierarchy of needs and point, that there is upper level needs which are motivators and lower level needs which are dissatisfies.

Motivating Factors (Satisfiers):

These factors represent satisfaction aspects of work**.** Motivating factors are also called intrinsic motivators because the reward is their fulfillment itself and nothing else. They trigger the satisfaction when they are fulfilled. When they are not fulfilled they cause only no-satisfaction but not dissatisfaction. They are used for motivation of employees for higher effort and higher performance. It is closely tied to satisfaction of job content and it influences human feelings.

Herzberg's motivational factors causing motivation in job:

- **Work itself** is the executive work or some part of it.
- **Responsibility** is the inevitable power for doing the work.
- **Achievements** are the specific achievements from finished work, solved problems, confirmation of correctness or other outcome of work.
- **Appreciation** is any kind of non-material rewards such as praise or positive remark.
- **Advancement** is the change of work position which would improve the work status.
- **Growth** means the changes in the work when is provide professional growth. There are new perspectives and professional skills.

Hygiene or Maintenance Factors (Dissatisfiers):

Absence of these factors causes dissatisfaction or frustration. Presence of them prevents dissatisfaction but is not motivating by itself and cannot compensate a lack of motivators. It has a prevention function before feeling of dissatisfaction and eliminates unpleasantness of work. Adair (2004) also says that hygiene is not used for rectification

but is used for prevention. This group can be also called an extrinsic motivation because its fulfillment leads to get a material reward or other external reward.

Herzberg's hygiene factors causing dissatisfaction in job:

- **Organization policy and administration** is clearly defined strategies of company. Very important are the ones which relate to employees.
- **Supervision** means to have a qualified and fair supervisor in the group of workers.
- **Interpersonal relationships** with superiors, subordinates, and peers should provide a quality of job social life.
- **Salary** is not only the financial salary but also other rewards such as company car and other benefits.
- **Status** or position of individuals in job is symbolized by title, parking space, office space or furniture.
- **Job security** should provide some higher security level against loss of position or job.
- **Personal life** should not be negatively influenced by job. Such as stress, many overtimes or moving have impact on worker's family and other social life.
- **Working conditions** are the physiological conditions where people work. It is the amount of work, equipment and tools, air condition, space, noise and other aspects.

3.2.3 Douglas' theory – theory X and Y

Douglas McGregor's bipolar theory is about supposed approach of average worker to work.

- **Theory X** says that job is a necessary evil. Worker does not enjoy his/her job and tries to avoid it. It is only tool for living. Because of this dislike of job has to be worker constantly supervised and regulated.
- **Theory Y** worker wants to put his/her knowledge into effect. He/she is able to regulate himself/herself, take a responsibility, wants to have a personal development.

3.2.4 Alderfer's ERG Theory

- **Existence needs** are approximately equivalent to Maslow's physiological and security needs.
- **Relatedness needs** including affection needs and that part of esteem needs which is concerned with personal relationshipships.
- **Growth needs** including self-actualization needs and that part of esteem needs which is concerned with individual effort.

3.2.5 McCleland's Need Theory

David McClelland said that human has some needs that are learned and socially acquired through interaction with the environment, from Montana, Charnov (2008). One of three motives – achievement, power, affiliation – will tend to be more characteristic of the individual than the other two.

- **Achievement** to participate on decision making, creative activity, initiate changes and to have responsibility
- **Power** is tendency to influence other people, dominant position, to critique and organize
- **Affiliation** is focusing on friend relationshipships, to have a pleasure from popularity, feeling of understanding and support

3.2.6 Adam's theory of Equity

Equity theory as Kressler (2003) writes is about need of subjective evaluation and comparison among many possible incomes (effort) and outcomes (utility). This itself has no evidence value for people and so they compare evaluation of their incomes and outcomes with their evaluation of incomes and outcomes of other people. Then the evaluator is trying to be equal and it has direct influence on motivation.

- **Equity** is worker's interest to hold the situation same for the future. He/she is going to have constant effort for same utility.
- **Positive Inequity** happened when worker thinks he/she has higher utility than his/her effort is. It effects future effort which going to be higher.

- **Negative Inequity** is opposite to positive inequity. There is utility evaluated in lower range than the effort is. Worker going to decrease the effort in future.

Inequity leads to tension and dispute among the employees. For suppress is suitable to make a transparent and equal system of rewards.

3.2.7 Vroom's Expectancy Theory

Kressler (2003) said that expectancy theory is one of the most successful theories. Vroom comes out of fact that human is rational and makes presumptions of future possibilities and according to it regulates his/her behaviour. Strength of motivation depends on the measurement of expected utility what is going to get. The effort and performance is multiplied by the measure of expected utility. Worker use the kind of behaviour which thinks it will bring the most likely the greatest utility.

3.3   MUNICIPAL AUTHORITIES

3.3.1 Character

The municipal authorities have a functional structure where employees are grouped according to the similarity of tasks, skills or activities (social issues, registry, trade and others). Leštinská describes the character of municipal authorities. Career of municipal officials is clear their work is excessively organized and strictly divided. Strategic decisions are made only in top management; cooperation of staffs is within the department, but not between them. Conditions for innovation are bad and responsibility of work outcomes is not obvious. In authorities are preferred caught on procedures and all the system is called a bureaucracy. Style of management is typical for its lengthiness and inelasticity in decision making. New management strategies are set up only with big effort the management is stuck to stereotype.

3.3.2 Organizational Culture

Every business has its own organizational culture which is in many cases not known or purposely made. Also each of municipal authorities has its own organizational culture. In this culture is shown the style of management and individuals' approach. It is the indicator that shows organizational internal relationships which influence also behaving and communication of employees with customers. Leštinská (2006) says that there exists a typical organisation culture in municipal authorities.

Leštinská also asserts that by the improving of organization culture might be in authorities improved a professional approach, performance, environment for development of individuals and stimulation. She recommends to municipal authorities to focus more on improving the culture quality because that is the way how can be the missing motivation factors improved.

3.3.3 Bureaucratic Management

A bureaucratic management how Mises (1944) said is a tool of democracy.

Law delimits the power of authority for protection of citizens against arbitrariness of municipal officials. Duty of official has to work according to set of rules and laws. His/her opinion and will are suppressed by law which was made by public elected deputies.

This type of management is unavoidable and is needed to suppress personal initiative and to substitute it by governmental order. Democratic state has to have bureaucratic authorities to provide democratic executive power.

3.3.4 Motivational Program of Municipal Authorities

The municipal authorities have state-wide set of recommended motivational program. It depend on management of each municipal authority whether they use the recommended ones or will create their own motivational program.

3.3.5 Performance of Municipal Officials

The performance cannot be measured as a quantitative outcome of officials. The performance covers more elements. One element is officials' behaviour such as his/her initiative and activity in knowledge development. It is the quality of work when official only according to law seeks new solutions. He/she is precise, rigorous and work independently.

Another element is the officials' social behaviour in relationship to other employees and to public. Public is the official's clients. The approach to clients is about understanding to client's task, quick reaction on and very important is the making a professional, friendly and congenial atmosphere for client.

A loyalty and team co-working is also important performance of officials. It makes the kind, work atmosphere among workers - officials and managers.

4 EMPIRICAL PART

4.1 DESCRIPTION OF MUNICIPAL AUTHORITY PRAGUE 9

4.1.1 The basic information

Address:

Městská část Praha 9

Sokolovská 324/14

180 49 PRAHA 9

Office Hours:

Monday, Wednesday: 8 am - 6 pm

4.1.2 Characteristic

For purpose of this bachelor thesis was chosen a municipal authority Prague 9. It has a human resources department, which is still not a common part in some municipal authorities. This municipal authority employs 184 people (officials and managers). It has a seat in one building which has connected two parts the old and new one.

4.1.3 Management hierarchy

There are three levels of management in this municipal authority. The top management is represented by secretary who is under city management. This position is political and the person should have a conceptual thinking and ability of team managing. Currently is the secretary Ing. Jan Jarolím. The top management of this municipal authority is represented by Czech politics from parties ODS and TOP 09.

Medium managers are heads of departments and they have an expert knowledge and organization ability. Almost all departments have three section heads. They are the lower managers and they should have very good communication skills because they are mostly in touch with officials. Management hierarchy is represented in appendix number 1.

4.1.4 Remuneration

Salary

All people working in public administration are paid in accord with wage tariff tables. These wage tariff tables are publicly accessible but it is only the ground of real amount of someone's payroll. Newly is allowed to use own wage tariff tables but it is not commonly use because the well-established tariff tables are measured out quite well. Management of municipal authority Prague 9 uses the well-established ones.

Extra pay for managing

Heads of departments and sections are paid out an extra pay for managing. For head of department it is 15 – 40 % of his/her salary and section head gets 5 – 30 %.

Personal Assessment

Personal assessment is counted in view of the fact that some of the people have percentage more duties than the others. Personal assessment is changed by increasing or decreasing of job duties. The amount can be up to fifty percent of worker's salary and from the tenth payment assessment in the wage tariff tables it can be up to one hundred percent of the salary.

Special Assessment

Is paid out when official is under a special neuropsychiatric burden, risk of life or health.

Reward

Rewards are money divided from the budget of office. Money from this budget is mostly subjectively assigned to officials. There is no exact method for calculating it.

Benefit

These are the tax free gives for all public administration workers. They are given annually as an individual account in total amount of 5,000 CZK for one employee. They can be used for education, sport, recreation, health care or culture.

Another benefit is through a luncheon voucher. It is a special currency only for food or meal. It is providing to employees working at least 5 hours a day. In municipal authority Prague 9 is used voucher in 80 CZK value. Employer pays one half of it, employee pays 18 CZK and the rest is paid by employees' fund.

Other benefits are for employees' kids. It is a financial help with payment of school trip once a year for one child in amount of 900 CZK or 1,200 CZK for one-parent family.

Incentives

It is again for all public administration workers but only some of them take advantage of it.

Municipal authorities bought ten of season tickets in to new, luxurious **fitness centre** neighboring with municipal authorities' building. This service for securing a better health condition of employees, takes advantage about seventy percent of all workers.

For better language skills this municipal authorities secures free **language courses.** In this kind of service signed about twenty percent of all workers and they are taught English or German languages.

Municipal authority Prague 9 owns two locations with **recreation facility** which is offered to all employees just for price of costs. Officials use this for short vacations with their families and because of non-use to full capacity during the year it is offering to citizens of city part.

Special Individual Incentives

Special incentives are for employees who celebrate a special occasion. These occasions are birthdays in age of fifty, fifty-five and sixty and they receive from 1,000 to 3,000 CZK.

Employees get every 5 years of labour relationship 1,000 CZK. The amount increases about 1,000 CZK with every 5 years. 2,000 CZK is for employee who goes into retirement.

4.1.5 Career

Promotion is not typical in municipal authorities. A competitive tendering does not allowed assigning head place to somebody without relevant practice. That is why officials are hardly ever promotion they can move only in one section, from one to another department only if they have a certificate about a special qualification for that place. But mostly officials move from one municipal authorities to another.

4.1.6 Communication

Communication in one section is mostly personal but e-mails and telephony are used too. Paper correspondence is used only for short notes which are needed to add to a case.

In municipal authorities are not tasks as in regular business. Officials work mostly independently on heads because the job is defined in regulations. Officials are tasked by citizens and everything has to be pursuant to the law. Tasks from heads are about elaborating a standpoint when there is a problem or complain from citizens. Another kind of task is given in Trust department where officials elaborate a given case and after head's analysis they get the task what to do then with the case. Job of municipal official is in base routine work but it is also about communication with people which is non-routine.

For this municipal authority where is research doing is well known for homely atmosphere. Workers know each other very well even among departments. Heads have very human approach to officials.

4.1.7 Tasks

Complicatedness of tasks compensate by rewards. If the task is too complicated and even the heads cannot help, then external adviser is called. If the official for some reason is not able to deal with problems then depend on his head but mostly can be find easer job for him. So job is adaptable to workers possibilities.

Evaluation of officials is mostly during consultations of sections. Commendation and animadversion is not very common and it is more about official complete or not any task. Next the consultations, where are all employees of the section, is also an evaluation discussion. This discussion is made by head of section with one official. If the head really

wants to praise a commendation for some special or extra job he mostly uses the financial as reward. An oral way is mostly typical for animadversion. Number of commendations and animadversions should distinct department from department because of very different requests for the officials.

4.1.8 Working time

Working hours are flexible but employees have to be in their offices during fixed basic working hours which are given same for all workers. The maximum total amount is given for 12 working hours per day (more in § 85 labour code). Registration of working time is done through an electronic attendance terminal and chip card. (more in § 96 labour code). Fixed working time is time when the workers have to be on their places. Monday and Wednesday are the office days and customers can visit officials without having an appointment. Officials work on solving the tasks other three working days. Detailed flexible and fixed working time is in table below.

Table 1: Working Hours

	Beginning of flexible working time: AM	Beginning of fixed working time: AM	The end of fixed working time: PM	The end of flexible working time: PM
Monday	07:00	09:00	04:00	07:00
Tuesday	07:00	09:00	02:00	07:00
Wednesday	07:00	09:00	04:00	07:00
Thursday	07:00	09:00	02:00	07:00
Friday	07:00	08:00	01:00	05:00

Source: Collective agreement, 2009

4.2 OBSERVATION

4.2.1 First Part of Questionnaire

Orientation characteristic of respondents

Orientation characteristic was measured in first part of questionnaire by using three questions.

Respondents younger 30 years: are only 7 women. Not even one of them nourishes children. Respondents between 30 - 60 years: 70 people (i.e. 80% of all respondents), altogether 51 women (i.e. 73% of this group) and 22 women and 11 men nourish children (i.e. 65%). Respondents older 60 years: there are 7 respondents in this group; 3 women and 4 men. Only one man from this group nourishes children.

Graph 1: Orientation Characteristic of Respondents

	Respondents younger 30 years	Respondents 30 - 60 years	Respondents older than 60 years
men	0	19	4
women	7	51	3
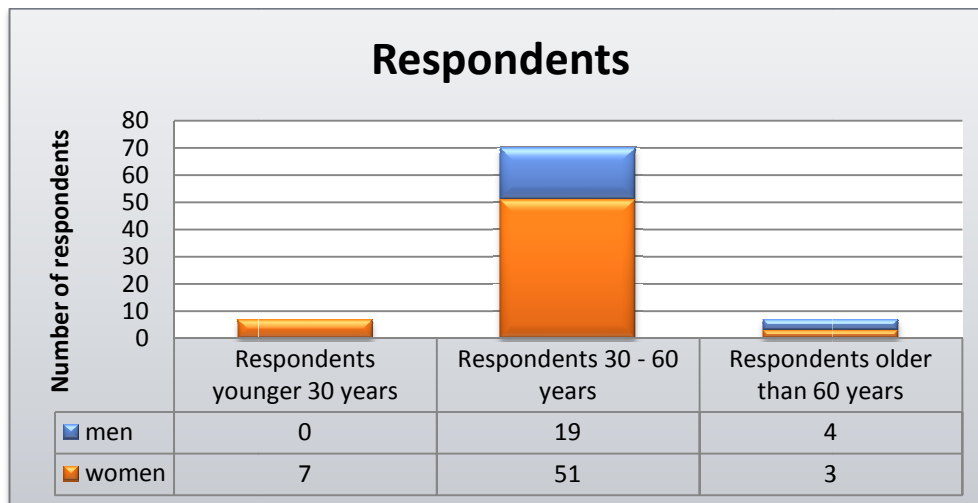
Source: Own output

4.3 DESCRIPTION AND ANALYSIS

4.3.1 Second Part of Questionnaire

Activity of internal motivation was measured in second part of questionnaire by using of 6 questions. In this part research focuses on employees' notification how effects them the factors which should influence the internal working motivation. The most important in this section are the positive responds, which reflects a satisfaction with needs relevant for internal motivation.

Respondents had four possibilities for answering. Almost 80% of all answers were positive: 42% of respondents answered yes and 36% answered rather yes. Negative answers were in minority it was 22% of all answers. 7% of 'no' answers and 15% of respondents answered 'rather no'.

These answers provide information about what kind of higher human needs are filled. In case these questions are answered negatively it does not necessary mean they demotivate respondents. Questions answered positively mean the needs influencing intrinsic motivation are filled.

Graph 2: Average of the Second Part of Questionaire
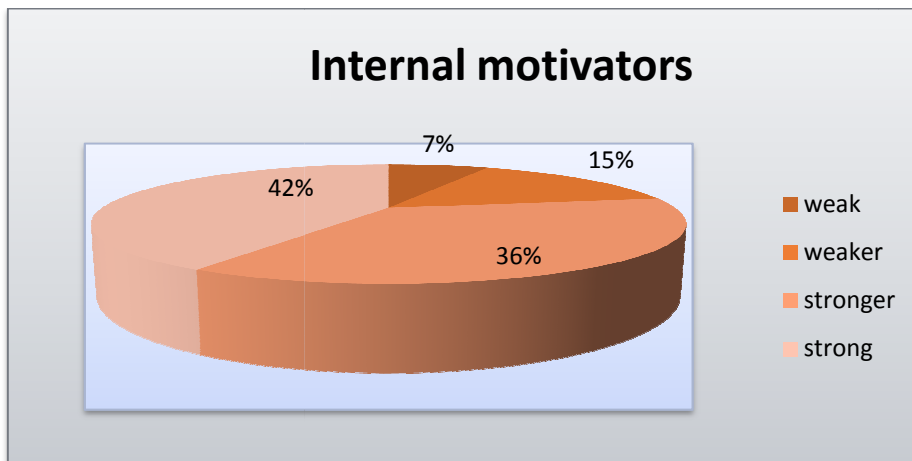
Source: Own output

Graphs for Single Questions of Second Part :

Graph 3: First Question of Second Part
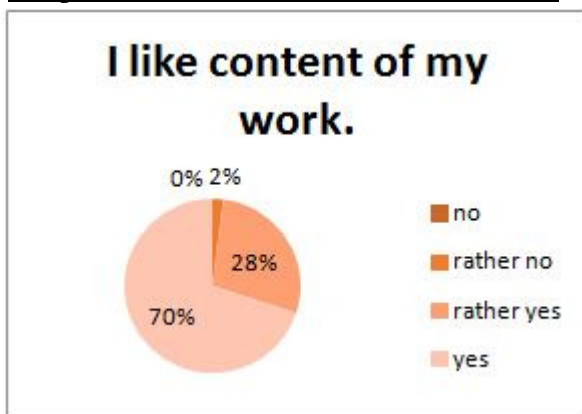
Nobody answered 'no' for question whether he/she likes a content of his/her job. Only 2% of respondents answered 'rather no' and all the rest of employees answered positively. There were 28% of 'rather yes' and 70% of 'yes' responds makes on the whole 98% of positive responds.

Source: Own output

30

The content of the work is in case of municipal office clear. Everybody has exactly given content of work which might helps when new employees are seeking. Personal can easily conclude if the character of employee fits to the character of tasks.

It is not expected that worker would like all parts of his/her work, and theory says workers should like at least some parts of the content of their work. Very high percentage of positive answers for this question indicates there should be no problem in this area.

Graph 4: Second Question of Second Part

I feel a responsibility for my work.

0% 2% 9%

- No
- Rather no
- Rather yes
- Yes

89%
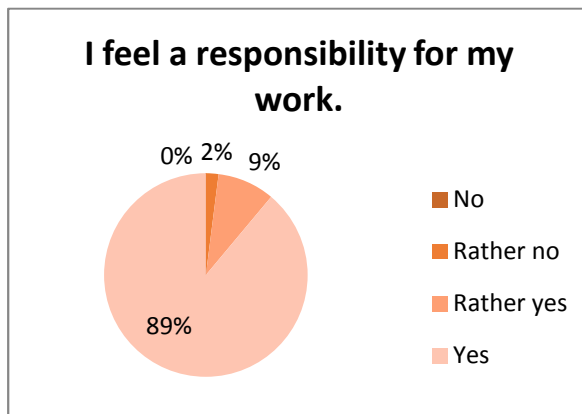
Not even one person answered 'no' for question whether he/she feels a responsibility for it. 2% of the respondents rather do not feel a responsibility for their job and 9% rather feel a responsibility. There is very big majority of respondents, who wrote they feel the responsibility and it was 89% total.

Source: Own output

Responsibility is one of the main job requirements. Officials are working very independently and their responsibility for their work should be on high level. In case there is 2% of lightly negative answers than it might leads management for question how is possible, they think that they 'do not feel'.

Graph 5: Third Question of Second Part

I think I have a possibility to be promoted.

11%

- No
- Rather no
- Rather yes
- Yes

28%

29%

32%
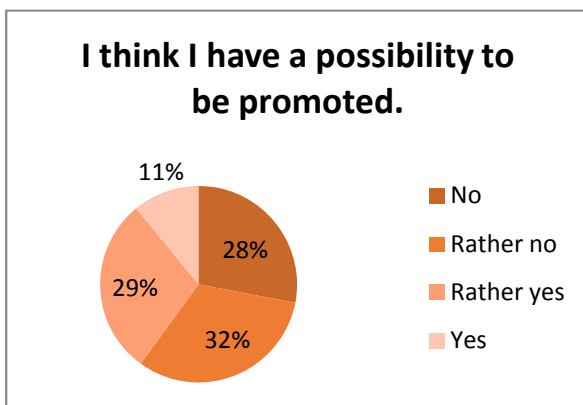
For this question were used all possible answers in almost balanced numbers. That shows how different are opinions of employees in this question. 28% of respondents answered 'no', 32% 'rather no', 29% 'rather yes' and 11% were for 'yes' answer. That means 60% of negative answers and 40% of positive answers.

Source: Own output

The opinion about promotion is not harmonized. In fact there is no promotion possible but still were 40% of positive responds. 40% employees think there is the possibility which is not.

Graph 6: Fourth Question of Second Part

I can develop myself thanks to my job.

2% | 12%
35%
51%

- No
- Rather no
- Rather yes
- Yes
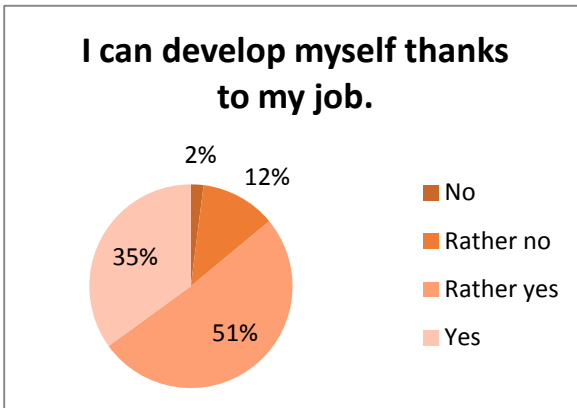
In this part of questioner half of responds were 'rather yes' it was 51%. Answer 'yes' was used in 35%. 12% said 'rather no' and 2% of respondents said they cannot develop themselves thanks to their job.

Source: Own output

For purpose of developing of employees are provided free courses. But according to half answers 'rather yes' and quarter of negative answers can be problem in drawing this possibility or the fact officials' job is repetitive.

Graph 7: Fifth Question of Second Part

I feel to be respected for my job.

12% | 9%
48% | 31%

- No
- Rather no
- Rather yes
- Yes
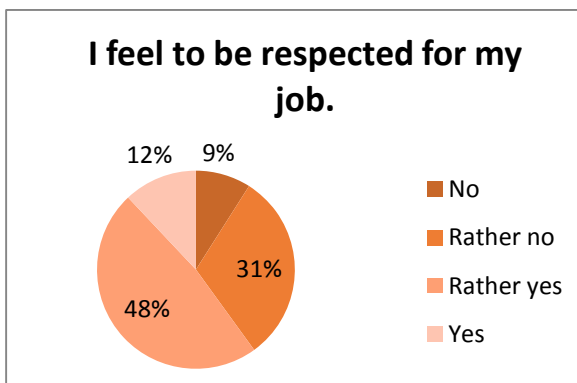
In answering this question answered employee mostly 'rather yes', it was 48%. The second very often answer were 'rather no', 38%. The last 21% were divided among 'yes' (12%) and 'no' (9%) answers.

Source: Own output

Bureaucratic non-market character of municipal authority influences respect for municipal authority workers. Some parts of officials' work are strictly given by bureaucracy and officials just cannot help to their customer. Because of non-market character there is missing a motivation for being nice and kind to customers in municipal

authority. These two typical characteristic of this organization mostly case decreasing of respect and it is also reflected in employees' feelings.

Graph 8: Sixth Question of Second Part
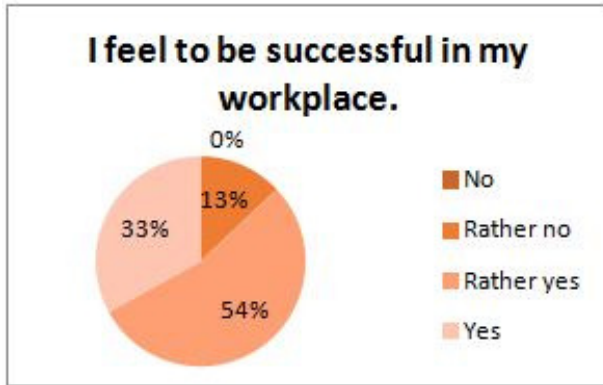
Question "I feel to be successful in my workplace" was answered with none of 'no' but 'rather no' answers was 13%. The most frequent answers were the 'rather yes' ones and 'yes', it was chosen by 33% of respondents.
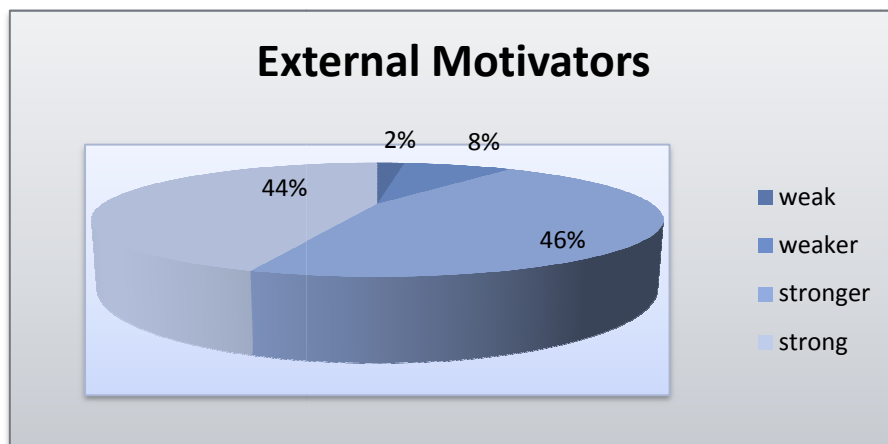
Source: Own output

4.3.2 Third Part of Questionnaire

Fulfilment of human needs does not lead strait to motivation. But by avoiding of dissatisfaction of these elements management provides a no-frustration environment. They are also called hygiene factors because they get automatic component of work standard. They become expected and if they cannot be fulfilled they will demotivate employees.

In average were 10% (2% of 'no' and 8% of 'rather no') of negative answers in this part of questionnaire and 90% of positive answers (44% of 'yes' and 46% of 'rather yes' answers).

Graph 9: Average of the Third Part of Questionnaire

Source: Own output

Graphs of Single Questions of Third Part :

Job benefits and working rules respondents found out as very well influencing the external motive. Nobody for these questions respond 'no' and there were only few of 'rather no' answers.

Graph 10: First Question of Third Part

I am motivated by the system of financial rewards.

- No
- Rather no
- Rather yes
- Yes

4%
14%
25%
57%
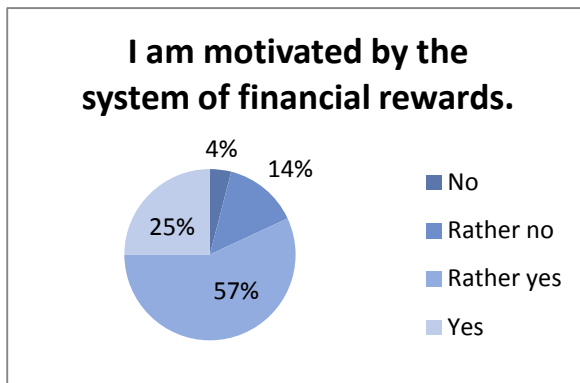
For this question 82% of respondents agreed, that they are motivated by the system of financial rewards. It was 25% of 'yes' and 57% of 'rather yes' answers. The rest of respondents disagreed; 4% of them said 'no' and 14% 'rather no'.

Source: Own output

Graph 11: Second Question of Third Part

The job benefits motivate me.

- No
- Rather no
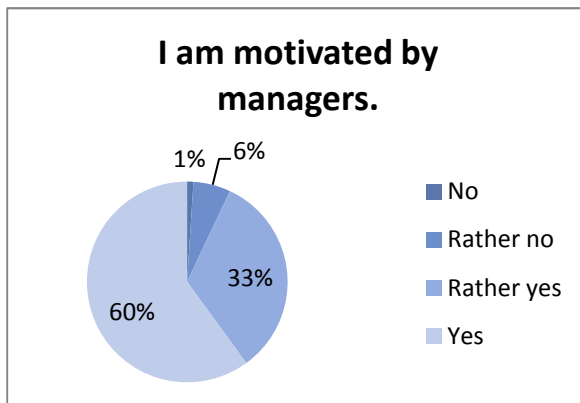- Rather yes
- Yes

0%   4%
40%
56%
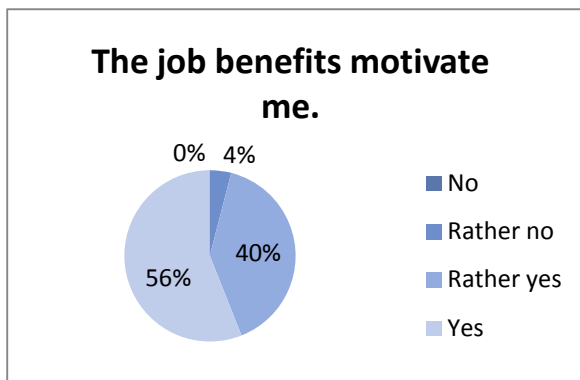
Almost everybody agreed and said that their job benefits motivate them. It was 96% of positive responds (56% for 'yes' and 40% for 'rather yes'). The rest 4 % said 'rather no' for the question.

Source: Own output

Benefit system is quite well set in this municipal authority. Some of the benefits can be rather chosen by younger employees (free fitness or foreign language courses), some of them are useable for employees having kids (kids benefits) and some are beneficial more for older people (low prize of domestic vacation).

34

Graph 12: Third Question of Third Part

I am motivated by managers.

1% — 6%

- No
- Rather no
- Rather yes
- Yes

33%

60%

Source: Own output

Only 1% of respondents answered 'no' for question whether he/she likes a content of his/her job. 6% of respondents answered 'rather no' and all the rest of employees answered positively. There were 33% of 'rather yes' and 60% of 'yes' responds makes on the whole 98% of positive responds.

Graph 13: Fourth Question of Third Part

Working rules are motivating.

0% — 2%

- No
- Rather no
- Rather yes
- Yes

46%

52%
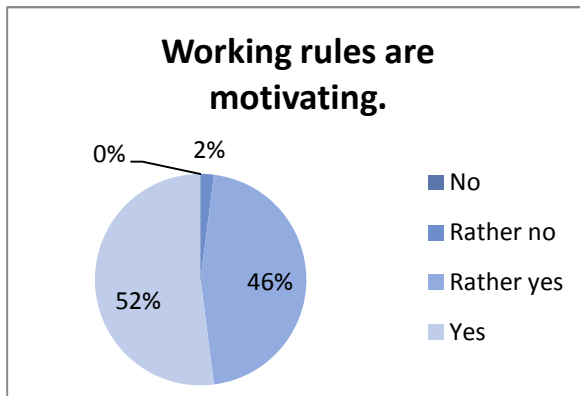
Source: Own output

Nobody really disagreed with question if the working rules are motivating. Only 2% answered 'rather no' and the 98% of rest respondents agreed with it.

Working rules set e.g. working time so it is in some measure flexible and it also contributes to suppress frustration.

Graph 14: Fifth Question of Third Part

I am motivated by relationships in my workplace.

2%

- No
- Rather no
- Rather yes
- Yes

19%

37%

42%
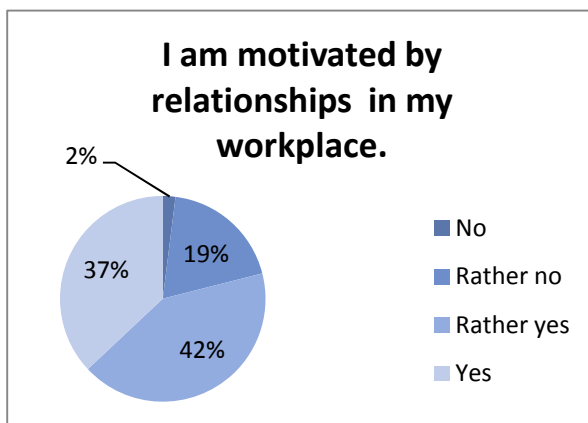
Source: Own output

79% of respondents reacted positively. 2% of answers were 'no' and 19% were 'rather no'. Officials spend most of their waking hours in the office where they sit with other workers. Workers should have a possibility to make good relationshipships and to get an emotional support.

35

Graph 15: Sixth Question of Third Part

I am motivated by a job security.

5% 7%
32%
56%

- No
- Rather no
- Rather yes
- Yes
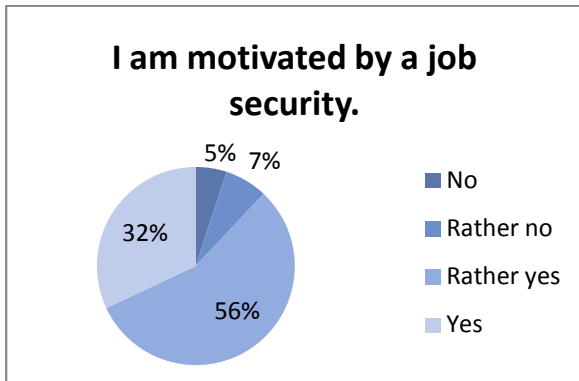
Source: Own output

There were 88% of positive answers in the questionnaire results and only 12% of the negative ones.

Because municipal authority is non-profit-making there is no press about making profit such as in regular business.

Graph 16: Seventh Question of Third Part

I am motivated by a security of salary.

3% 6%
49%
42%

- No
- Rather no
- Rather yes
- Yes
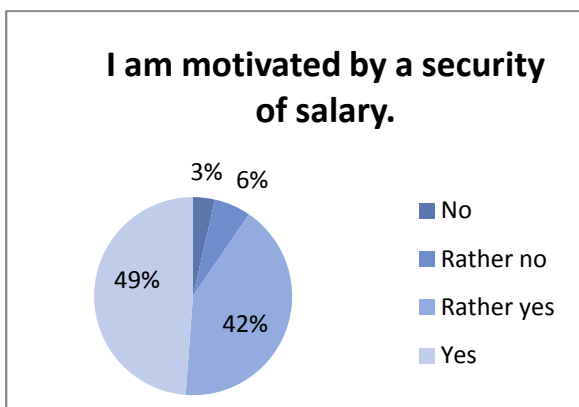
Source: Own output

A half of responds (49%) were 'yes' and 49% were 'rather yes'. Only 9% of answers were negative.

Thanks to wage tariff tables and security of stable state organ can be worker assured he/she will get every month his/her salary.

4.3.3 Fourth Part of Questionnaire

Other external motivators are those which also effect the work motivation. These factors are connected with the physical background. It is the basic environment and should express the needs from the first level of Maslow hierarchy of needs. They are also the hygiene factors so also here are more relevant the negative parts (answers 'no' and 'rather no').

In comparison between this part and the previous one is the difference of frequency distribution of positive answers. In previous 'rather yes' was the main answer in this part is 'yes' the most frequent answer. It is 63% of 'yes', 29% of 'rather yes'. Negative answers decreases from 10% to 8%.

Other external motivators

3% 5%
29%
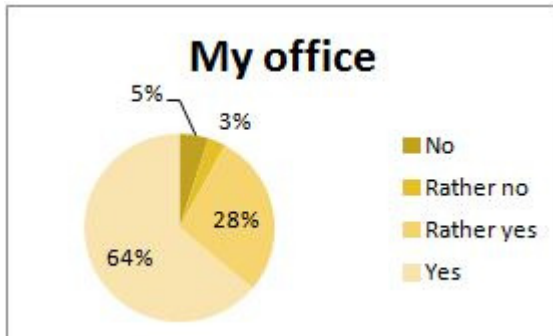63%

- No
- Rather no
- Rather yes
- Yes
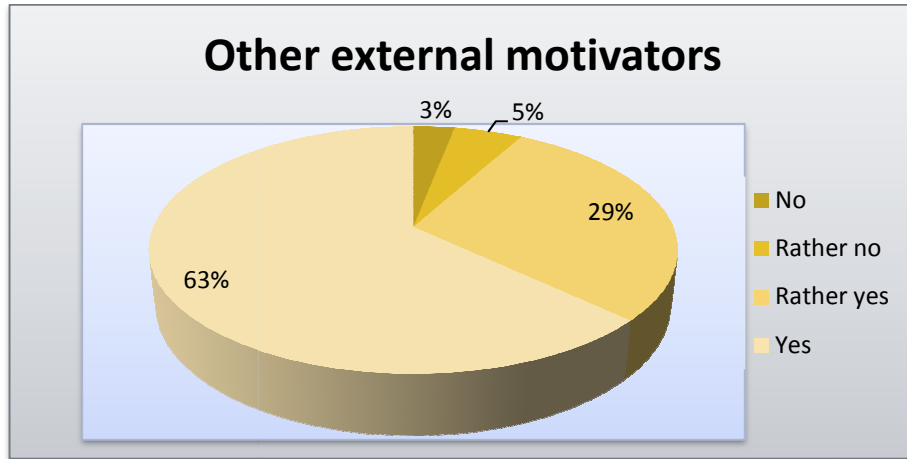
Source: Own output

Graphs of Single Questions of Fourth Part :

Questions in this part focused on satisfactory conditions of working environment.

Graph 18: First Question of Fourth Part

My office

5%
3%
28%
64%

- No
- Rather no
- Rather yes
- Yes

64% of respondents are satisfied with environment of their office and 28% are rather satisfied. 8% of respondents answered negatively. The building of this municipal authority is quite new. Offices are in some cases very small. Employees are allowed to decorate their workplace as they want.

Source: Own output

Graph 19: Second Question of Fourth Part

Canteen

5%
8%
29%
58%

- No
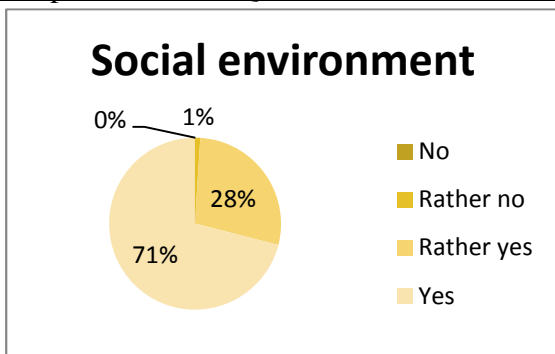- Rather no
- Rather yes
- Yes
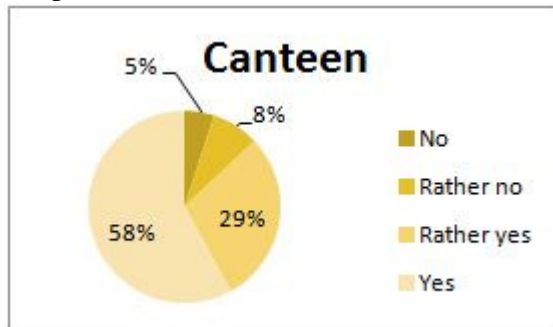
Dissatisfaction with canteen were in 13% of responds. 58% said it is satisfied and 29% that it is rather satisfied.

Source: Own output

Despite every department has its own microwave for heating home food; the canteen is in lunch time very busy and because of a small space it is hard to find a place there. This canteen is placed in the building and it is easy to visit it but cuisine is quite stereotype.

Graph 20: Third Question of Fourth Part

Social environment

0% — 1%

28%

71%

- No
- Rather no
- Rather yes
- Yes

Almost none of negative responds were for question about social environment. 71% of responds said 'yes' and 28% said 'rather yes'.

Only for use of employees are placed on each floor toilets and kitchens.

Source: Own output

Graph 21: Forth Question of Fourth Part
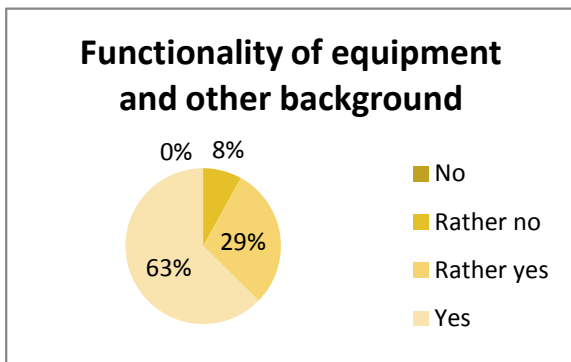
Cleanness

5% 5%

30%

60%

- No
- Rather no
- Rather yes
- Yes
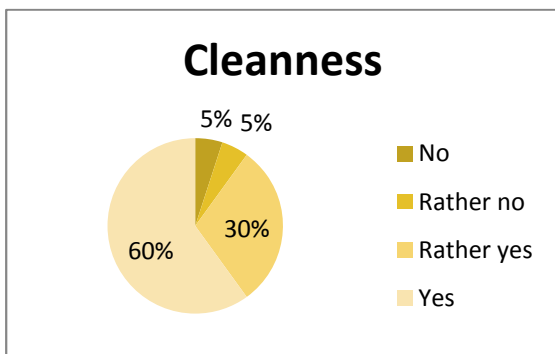
There is 5% of 'no' answers and 5% of 'rather no' answers. The majority of responds are positive where 60% 'yes' and 30% of 'rather yes'.

Municipal authority has for cleaning a special external service company.

Source: Own output

Graph 22: Fifth Question of Fourth Part

Functionality of equipment and other background

0% 8%

29%

63%

- No
- Rather no
- Rather yes
- Yes

Function of equipment and other background got only 8% of 'rather no' answers and no 'no'. 63% of 'yes' and 29% of 'rather yes' answers.

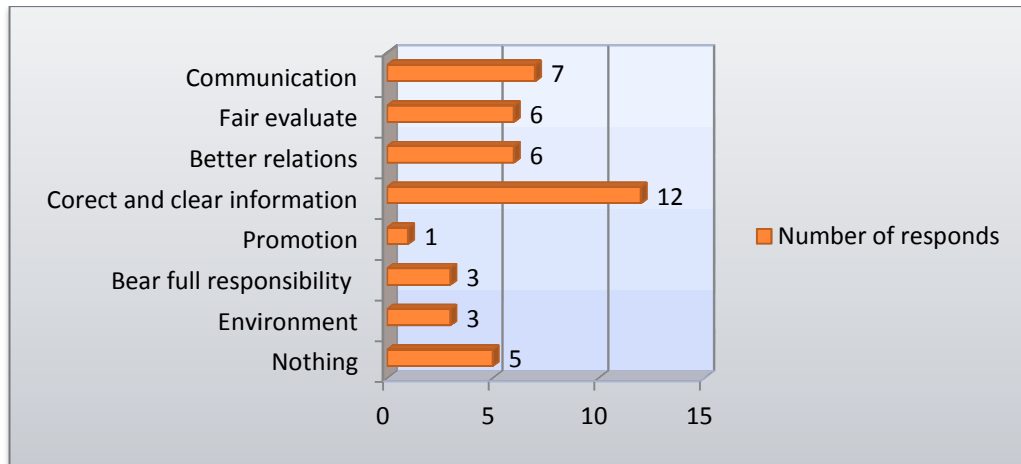Source: Own output

4.3.4 Fifth Part of Questionnaire

Open question 'I wish to change in my work...' where answered by 43 responds. Five times was wrote a wish nothing to be changed. Three times was mentioned problem about environment because of not good-looking furniture or not many lifts.

One respondent wanted to change a possibility of promotion and three respondents point out an opinion that officials should bear full responsibility for their outputs.

Better relationships and fairness were both six times in the answers. Seven times was pointed out a problem about communication and getting correct and clear information, which was written twelve times.

Problem of getting not enough clear and correct information might be caused by often modifying or misunderstanding of law or by wrong telling. In the last resort it might be cause by insufficient or ineffective education.

Graph 23: Answers for open question

Source: Own output

4.4 CONCLUDING INTERPRETATION OF RESEARCH

There is a big dispersion of answers about possibility of promotion measured. This possibility in fact is completely missing in this organization. That shows not unified needs in this place. 40% of respondents answered positively, that they feel the possibility. They feel something what does not exist.

It might be caused by their aversion against promotion. People have usually a limit for a role; there exists the highest role which is acceptable by the individual person because of a risk level. It seems some employees are good about their position in organization and it could be also the cause of high answer range. This is also an effect of bureaucratic type of organization. The working system is relatively effectible, predictable and stable with consistent outcome. A routine work and standard outcome are required. Such character of job is sought by people with lack of ambitions and unwillingness to risk which together with low salary is suitable condition rather for women than men. It causes unwillingness of young men to work in such organization.

Very homogenously (88% of 'yes') is represented the positive response for the feeling of responsibility for the work. That would be in combination with weaker feeling of appreciation (where 40% was 'no') causation of some demotivating feeling.

The highest percentage of negative responds is measured in answering questions about finance and relationships. The portion of negative answers is around 20% which is very relevant in this part of research because each of negative answers can lead to make a frustration. For purpose of increasing motivation is needed to get rid of frustration makers as much as possible.

It is needed to point out the problem of relationships and communication as shown up in answers for the open question. Mainly employees wrote they wish to change relationships, evaluation, information and communication in the work place. These answers are interconnected because all of them are dependent mostly on communication skills of management.

This research found out that the lower needs (the physiological needs and needs of security) from Maslow's hierarchy of needs are filled out. According to the Maslow's theory, the actual needs are for belonging, which is the third level of the hierarchy. Lower levels of need hierarchy (first and second) are tied to external stimulation. For their satisfaction are external factors needed, for that purpose are used monetary rewards and some security of workplace. The external motivation influences mainly the performance of well-done paper work, which is half of needed performance of officials.

The second half of performance is the quality of service for customers such as the congenial atmosphere and helpfulness of officials. It is tied to the third level of Maslow's hierarchy of needs and it is dependent on the internal motivation and not on the external any more. This level is about good relationships; good relationships to customers and also the relationships with co-workers which are related to good communication skills.

According to Adams' theory of Equity has everybody a need for subjective judgement between his/her proportion of effort and utility (income and outcome) and its comparison with proportions how they are seen by other people. This is done automatically and unintentionally. After this evaluation people compare it with proportion between income and outcome of other people. People use this very subjective comparing method for founding out if their rewards are fair or whether they are unfavourable or favourable unfair.

Because rewards cannot be transparent, employees have no possibility to compare with others and can a tension arises in a collective and sometimes disputes too. Because transparency influences relationships and the main problems of employees are the relationships and communication it might be suitable to make managing, communicating and solving problems make more transparent.

5 CONCLUSION

Motivation is a driving force which leads every human up to satisfying of his or her needs with self-actualization being the top priority.

Of all the motivational theories, the most prominent one is Maslow's theory of Hierarchy of needs. This theory divides human needs according their levels of importance. Another important theory in history focused on work motivation. It is called the Herzberg theory of motivation and hygiene. This theory focuses on motivational factors which support work satisfaction and hygiene upkeep preventing employees from being dissatisfied. Today there are already known tools which are used specifically for influencing workers' motivation and their performance.

The main method of influencing employees of municipal authorities is setting up proper stimulating motivational tools. Stimulating by external influences on workers is the prerequisite for their performance.

For purpose of this document, motivational tools were divided into monetary and nonmonetary sections. The monetary ones used the money reserves for motivation and the nonmonetary use other nonfinancial devices.

Even though motivational tools of municipal authorities are settled and limited by rule of law, the organisations can still manage it to a certain extent. The settled motivators are salary, extra pay for managing and personal assessment. Optional are grants for feeding and recreation of employees and other rewards.

An important element in preparation of motivational program should be a feedback from employees. Motivation should react on employees' needs. If management does not have information about the impact of a motivational program on employees then they can hardly react on the rise of new needs.

Management of the chosen municipal authority paid attention to make the motivational program more effective in last two years. They were extended the optional motivational tools and the system of rewards along with special training. After all these changes had been made, the officials' performances measured and found to be higher as of last year.

The purpose of this research was made primarily for use and direction for management. It gives feedback from employees of the organisation and the result will be used for setting up future motivation programs.

The gist of the research was to pick a relevant subjective opinion of employees about the given components of the motivation program. Officials had a possibility to contribute to improving the next motivational program

Research found out that many employees face to problem with unsatisfied relationships and communication in work place. Coincidentally, it is not external motivation, but rather internal motivation that is the highest priority for employees and the motivation program should reflect that.

It is recommended to management to concentrate first of all on fulfilment of the social needs. This problem could be solved by increasing internal motivation. Quality of relations can be improved by using more transparent and effective communication. Because officers work mostly independently, they should have good tools for communicating, which is conveying information. Managers of their departments should focus on solving problems collectively in regular department meetings. Managers should have good communication skills where both sides would get feedback; clear and correct information and only constructed criticism should be conveyed. If employees get the feeling of transparency in the system, fairness and assurance they will get the space for internal motivation and can focus on higher needs such as self-esteem, respect and finally self-actualization.

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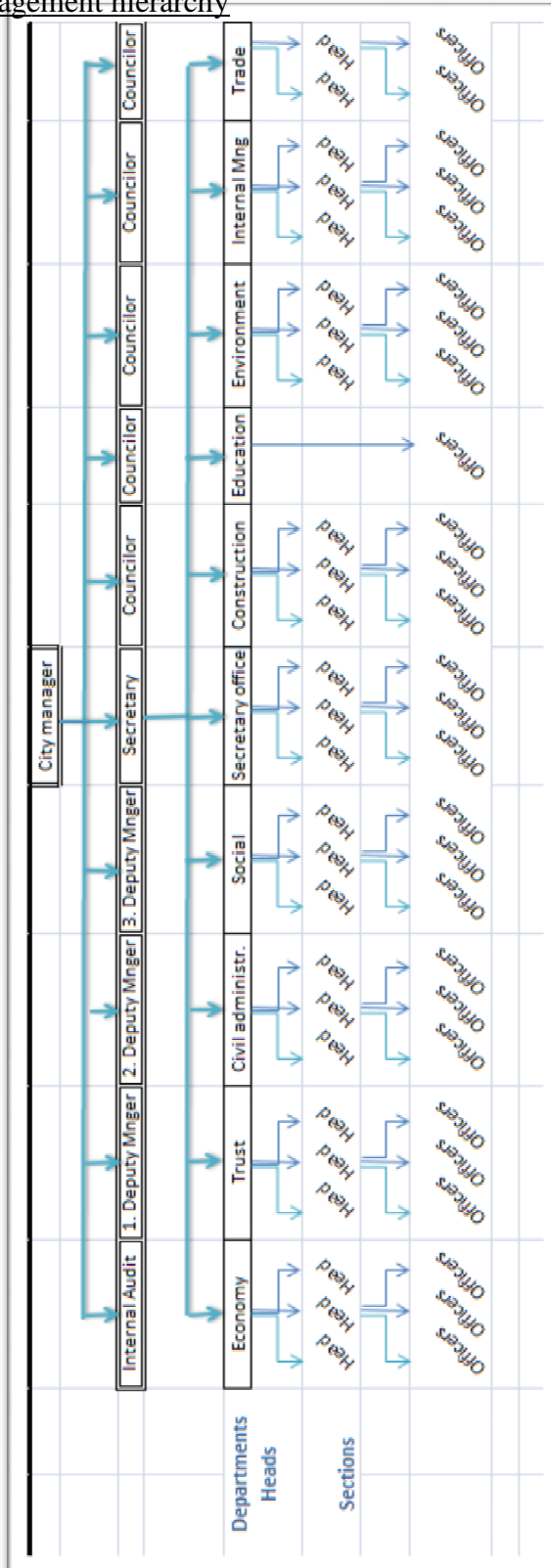
7   *APPENDIXES*

Appendix 1: Management hierarchy
Appendix 2: Used Questionnaire
Appendix 3: Translation of Questionnaire
Appendix 4: Used Motivational Letter
Appendix 5: Translation of Motivational Letter

Appendix 1: Management hierarchy

Appendix 2: Used Questionnaire

Orientační charakteristika respondenta:

Je mi	☐ pod 30 let	☐ 30 - 60 let	☐ 60 a více
Jsem	☐ ŽENA	☐ MUŽ	
Vyživuji děti	☐ ANO	☐ NE	

	ANO	SPÍŠE ANO	SPÍŠE NE	NE
Náplň mé práce mě baví				
Za moji práci se cítím být zodpovědná/ý				
Cítím možnost kariérního růstu				
Díky mé práci mám možnost se rozvíjet				
Cítim se na mé pracovní pozici úspěšně				
Díky své pracovní pozici se cítím být uznávaná/ý*				

* Mé pracovní postavení je prestižní mezi koleky či ve společností.

Motivuje mě…	ANO	SPÍŠE ANO	SPÍŠE NE	NE
… celkové finanční ohodnocení				
… pracovní výhody a benefity				
… vedoucí				
… pracovním řád				
… mezilidské vztahy na pracovišti				
Mám pocit jistoty pracovního místa				
Mám jistotu trvalého příjmu				

Uspokojují mě vhodné pracovní podmínky?	ANO	SPÍŠE ANO	SPÍŠE NE	NE
Kancelář				
Stravování				
Sociální zázemí				
Čistota na pracovišti				
Funkčnost technických zařízení budovy				

Přál bych si v mé práci změnit:

Source: Own output

Appendix 3: Translation of Questionnaire

The orientation characeristic of respondent.

My age is	☐ < 30	☐ 30 - 60	☐ 60 <
I am	☐ woman	☐ man	
I feed a child	☐ yes	☐ no	

	YES	RATHER YES	RATHER NO	NO
I like content of my work.				
I feel responsibility for my work.				
I think I have a possibility to be promoted.				
I can develop myself thanks to my job.				
I feel to be successful in my workplace.				
I feel to be respected for my job.*				

* My working status is prestige among colleagues or in society.

I am motivated by..	YES	RATHER YES	RATHER NO	NO
... system of financial rewards				
... job benefits				
... manager				
...working rules				
... relationshipships in my workplace				
... job security				
... security of salary				

Satisfactory conditions of working environment:	YES	RATHER YES	RATHER NO	NO
My office				
Feeding in canteen				
Social environment				
Cleanness				
Functionality of equipment				

I wish to change in my work:

Source: Own output

Dobrý den,

Předně Vám moc děkuji za poskytnutí Vašeho času pro vyplnění této krátké dotazníkové tabulky. Vyplněním potvrzujete, že Vám není lhostejné co se kolem Vás děje a máte k věci svůj vlastní názor.

Dotazník je sestaven tak, aby zjistil Vaše individuální pracovní potřeby. Výsledek tohoto šetření bude použit k zajištění lepších pracovních podmínek.

Způsob sběru a zpracování dat bude maximálně zajišťovat Vaši anonymitu. Sběr dotazníků proběhne vhozením papíru do urny, která je umístěna u dveří personálního oddělení. Zpracování dotazníků zajistí externí osoba, nikoliv zaměstnanec úřadu!

Děkuji Vám tedy ještě jednou za poskytnutí Vašich lidských pocitů na stav Vašeho pracoviště a Vašich pracovních potřeb.

Eliška Jirsíková

Source: Own output

Appendix 5: Translation of Motivational Letter

Good afternoon,

First of all I would like to thank you for your time to fill the questionnaire out. By answering the questions you confirm that you care about what is going on around you and that you have your own opinion.

The questionnaire should find out what are your individual work needs and it will be used for providing better work conditions.

Pickup and processing of data should provide your anonymity. Through you paper in to ballot box by the door of human resources department. Processing is going to be done by external person.

Thank you one more for providing me the information about your feelings and needs.

Eliška Jirsíková

Source: Own output