

**Czech university of Life Sciences Prague
Faculty of Economics and Management
Department of Management**



Diploma Thesis

Motivation System of Employees in ABI

Author: Alexander Sizov

Supervisor: Richard Selby, Ph.D

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Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

Aleksandr Sizov

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Thesis title

Motivation System of Employees in ABI

Objectives of thesis

The main goal of this work is to evaluate the motivational system of a chosen company and to propose solutions that could lead to increase its job performance. For the realization of the main objective it is necessary to theoretically interpret basic concepts and the definition of important effects that can lead to an increased employee performance. The objective of the theoretical part is to select and describe motivational theories and tools that can bring desired behavior of workers.

Methodology

This thesis includes two parts, theoretical and practical. In theoretical part I will talk about management and its functions, describe stimulation and inspiration patterns, characterize different management strategies and theories that increases motivation.

In the second part of the work, concentration will be on the company specification and survey that was carried out in the company in February 2016. Questionnaire will consist 15 closed questions and its following processing motivational factors were supervised by the importance for workers and compared with the system of incentives in chosen company.

The proposed extent of the thesis
Organic food distribution management

Keywords

Company, motivation, human resource management, job satisfaction, motivational programs, problems, evaluation of work satisfaction

Recommended information sources

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The Diploma Thesis Supervisor
Ing. Richard Selby, Ph.D.

Supervising department
Department of Management

Electronic approval: 21. 3. 2016
prof. Ing. Ivana Tichá, Ph.D.
Head of department

Electronic approval: 23. 3. 2016
Ing. Martin Pelikán, Ph.D.
Dean

Prague on 31. 03. 2016

Declaration

I declare that I have worked on my diploma thesis titled “Motivation System of Employees in ABI” by myself and I have used only the sources mentioned in the end of the thesis.

In Prague 29th of March

Alexander Sizov

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I would like to thank Ph.D. Richard Selby for his advices and support during my work on diploma thesis

Motivation System of Employees in ABI

Summary

This diploma thesis is focused on different motivation techniques of employees at Anheuser-Busch Inbev Prague. Main objective of this thesis is to determine motivators that play main role in employee's preservation at ABI Prague.

Given diploma consist two parts, theoretical and practical. Theoretical overview explains the concept and factors of motivation, explains why is it significant to establish effective communication with employees and successful management process. This overview will include different clarifications of motivational theories from various authors. In the second part there are results from statistical analysis, in particular Cross tables and Chi-square test that represents relation between different social factors and motivation methods provided by ABI Prague to their employees. All the tests was created with help of statistical software IBM SPSS. The results of analysis helps to determine what social factors influence employees motivation.

Key words

Company, motivation, social factors, job satisfaction, human resource management, organization, employee

System motivace zaměstnanců v společnosti ABI

Souhrn

Tato diplomová práce se zabývá otázkou motivace ve firmě Anheuser-Busch InBev. Práce se zabývá motivací jako jednu z možností, jak efektivně vést lidi a dosáhnout postup. Tato práce obsahuje dvě části, teoretickou a praktickou. V teoretické části se budu mluvit o vedení a jeho funkce, popsat stimulační a inspirační vzory, charakterizovat různé strategie řízení a teorie, která zvyšuje motivaci. Ve druhé části práce bude soustředění se na specifikaci firmy a průzkumu, který byl proveden v společnosti v únoru 2016. Dotazník se bude skládat z 11 uzavřených otázek, a její pozdější zpracování motivační faktory byly pod dohledem významu pro pracovníky a ve srovnání se systémem pobídek ve vybrané společnosti.

Klíčová slova

Firma, motivace, sociální faktory, uspokojení z práce, řízení lidských zdrojů, organizace, zaměstnanec

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1. Introduction

Motivational aspects are becoming increasingly important in modern management. Motivation is a key aspect of ensuring optimal usage of resources, mobilization of available human resources potential and to become profitable and wealthy company. Certain companies take this fact into account and reach highest positions in market, especially highly competitive, while their opponents focus on other factors.

The main objective of motivational process – is to get maximum output from available human resources, which improves overall performance and profitability of enterprise. As a feature of personnel management in the transition to a market is growing role of the individual employee. Change in the ratio intensifies, which may rely on motivational system. Motivation nowadays uses both financial (salary increase, bonuses) and non-financial factors (benefits from the company, boss recognition, involvement in goal settings). It depends on different social factors of employees and manager should take it into account.

Motivation term is closely connected with human behavior in general and came from psychological process. This diploma thesis examines the most important motivational theories and concludes which of them plays main role in successful management in the leading global brewer and one of the world's top 5 consumer product companies as ABI.

This diploma thesis includes research of motivational process in ABI Prague and identifies if ABI what social factors influence motivation of personnel.

2. Aims and Objectives

The aim of the given diploma thesis is to identify relationship between social factors and motivational methods provided by Anheuser Busch InBev.

In order to achieve this goal, the following objectives must be reached:

- To make an attentive study of various motivational techniques
- To classify main social factors that can influence motivation
- To build a research model and to create survey model
- To spread survey among company employees through internal e-mail
- To transfer survey results into a coding matrix
- To analyze coding matrices with statistical program SPSS
- To test relationship between social factors and motivation techniques provided by company
- To analyze the outcome

3. Methodology

Given diploma consist two parts, theoretical and practical. Theoretical overview explains the concept and factors of motivation, explains why is it significant to establish effective communication with employees and successful management process. This overview will include different clarifications of motivational theories from various authors. In the second part there are results from statistical analysis, in

particular Cross tables and Chi-square test that represents relation between different social factors and motivation methods provided by ABI Prague to their employees. All the tests was created with help of statistical software IBM SPSS. The results of analysis helps to determine what social factors influence employees motivation.

In the practical part of given diploma thesis several methodological tools were used:

- Research model
- Questionnaire
- Data coding
- Chi-square test, using the statistical program SPSS

The first methodological tool is a research model. The research model was build to make up the main theory of the given diploma thesis, and to make up phenomena, that is necessary for the survey creation. Model consist 2 phenomena, A and B. Phenomena A responsible for social factors, such as: marital status, gender, level of education, age group, education, religion. Phenomena B contains different motivation techniques, such as: Salary bonus, local and global targets, extra hours of work (day off or double salary), social activity within company.

The second methodological tool of given diploma thesis is a survey in a form of questionnaire that was spread among employees of ABI. There are 11 questions, which was created according to the variables and indicators from research model. Questionnaire consists of 5 multiple-choice questions, 1 open question and 9 scale questions. The questionnaire was distributed among four hundred respondents by internal e-mail. All of the respondents are employees of Anheuser Busch Inbev Prague.

The third methodological tool is data coding. This method contains the conversion of received data from survey into a form of coding matrix. These coding matrices

are necessary for the statistical analysis in SPSS software. This software helps to analyze similarities and differences in data and makes survey results more clear and understandable.

Last but not least methodological tool is statistical analysis of the gained data using statistical software IBM SPSS, particularly Chi-square tests. The goal of this tool is to identify the relationship between the variety of motivation techniques and social factors. Crosstabs shows in a very clear way answer of respondents and Chi-square tests characterizes two variables relate to each other. Every Chi-square has null hypothesis (Ho) that define no relationship between variables and alternative hypothesis (Ha) that implies relation between variables. Only one hypothesis can be confirmed, the second one will be rejected. The presence of relation defines by P-value and significance level. Level of significance is equal to 0.05 and if P-value less than this level there is a relation between two variables, and vice versa.

4. Literature Review

4.1 Concept of motivation.

4.1.1 Motivation and its role in the modern world.

A highly motivated personnel is the key to the success of an organization. Company can't succeed without the attitude of employee to work with high impact, without a high level of commitment of the staff, without interest of members of the company in final results and without their commitment to contribute into achievement of the goals.

Talking about exact meaning of motivation it is necessary to take into consideration the most valued points of view of diverse authors and academics.

It is obvious that modern business environment some of the thought and definitions are not as significant as before, but in the same time some of them still the basis for understanding the principle of motivation

Motivation was defined as a force that stimulates behavior, induces behavior in a certain way and gives a striving to persist. In order to achieve dedication from employees they should be stimulated and motivated, and should have a willing to be focused on giving goals and its achievement.(Mullins, 2005)

There was a theory proposed by Donnelly, Gibson and Ivancevich in 1987 that motivation is inner condition of the employee, which has an aspiration and can be called as wants, desires and drives.

The concept of motivation deals with the question of exact human behavior in actual situation. It is necessary to consider, that individuality of every person states different needs and expectations. Employee's unsatisfied needs bring to motivational process in general. When employee has needs that are not satisfied at work, tension appear within this employee and therefore he or she cannot perform effectively (Donnelly, Gibson, Ivancevich, 1987).

4.1.2 Motivation importance and its variety.

Employee Motivation - the main stage in the work of every manager.

For any leader, there are two main tasks on which it should focus on a daily basis:

- Strive to collect on their team the best specialists, true professionals in their field.
- Inspire and motivate them to new achievements and maximum results at work.

It can be said that the leader in the business as a coach in the sport - is constantly looking for the best athletes in your team and after each day trains them to lead to victory.

How to form a team of "stars" - is an important issue that needs to be considered separately. First of all manager need to constantly evaluate their employees.

Evaluation should be without sympathy and exceptions.

As a manager It is very important to ask yourself following two questions:

- What is the level of professionalism of my staff?
- Does each of my employee best in their field or another person should replace him/her?

Over the time you will be able to create a real star team. But even when there are only professionals in your team you cannot ignore their motivation

Company success is highly dependent on the work of subordinates. It doesn't matter if it is small company with a staff of several dozen people or an international corporation with billions in turnover. If there is no effective system in the field of employees motivation – business is not going to grow.

Company will succeed only if employees are truly passionate and interested in results of their work and work with dedication and responsibility to their duties. To reach this goal you need to built motivation system. It is very important to remember that not every person in your team will be motivated with same technique. There should be various of motivation methods in a company and attention should be given every day otherwise the effect of it will last for a few weeks, maximum 1-2 month

4.1.3 Motivation types

Money motivation.

Wage itself and its rise. This motivation type can be classified as core value why majority of people want to work. It affects almost all basic human needs. Seidman and Clinton (2011) considered the most usual worker's goals. The first one is Equity, which means that employees are expecting fair treatment in order to payment, benefits and job security.

Award and its deprivation. Additional means of income is an effective weapon in motivation management, especially in big enterprises.

Percent. It is a good way to motivate staff in the trading activity. Realization of entrepreneurial spirit among employees.

Traveling expenses.

Motivation for career growth.

Status. Formation of own category of values and privileges. As an example we can think about Army. Manager should create special conditions under which soldier dreams to become a general.

Interpersonal competition. Using the natural desire of employees - be better (higher) than others. Contests for the vacant and prestigious places.

Education and training.

One of the basic human needs is a desire for knowledge. Sometimes the desire to know more or get special knowledge can be a strong encouragement to work than monetary rewards.

Gender motivation.

This motivation type is based on the natural desire of human to show off to the opposite gender.

Contests, competitions and leaderboards.

That motivation technique is based on social needs of employees, such as friendship, fellowship needs, desire to show their personality from the other side etc.

Gifts. Social package. Paid holidays.

Probably this is not kind of motivators for work but the way to attract new employees and retain existing on their workplace. It is also very important point is to implement social security low of employee

4.1.4 Factors of motivation

Dauten (1974) determined that money could be used to influence employees behavior and it is the main financial drive. This group calls extrinsic motivation. Donnelly, Gibson and Ivancevich (1987) considered that extrinsic factors are such as external rewards, which play a key role after the work done by worker or even not at the workplace. Simply stated, extrinsic motivation it's when employee's boss wants her or him to do a job. It is connected to the source of motivation. In this case the source of motivation comes from outside the employee, it means that employee is motivated for not to fail the duty for example and because of the fear, there appear a high motivation to do the job well and not to get punished (Burden, 2000).

The second group of motivators is included into the working process, it appears during the employee's performance, it calls intrinsic rewards. Rudolph and Kleiner (1989) asserted that intrinsic motivation includes such rewards as boss recognition and appreciation, job enlargement and psychological impetus. In this kind of rewards, the source of motivation comes from inside an employee. It means that employee should be interested in his or her responsibilities, not just motivated by avoiding possible punishment (Deci, Ryan, 1985).

4.2 Motivation theories.

Motivation theories describe the structure of needs, their content and how these needs related to human motivation to work. Following theories attempt to answer the question "What derives human to action".

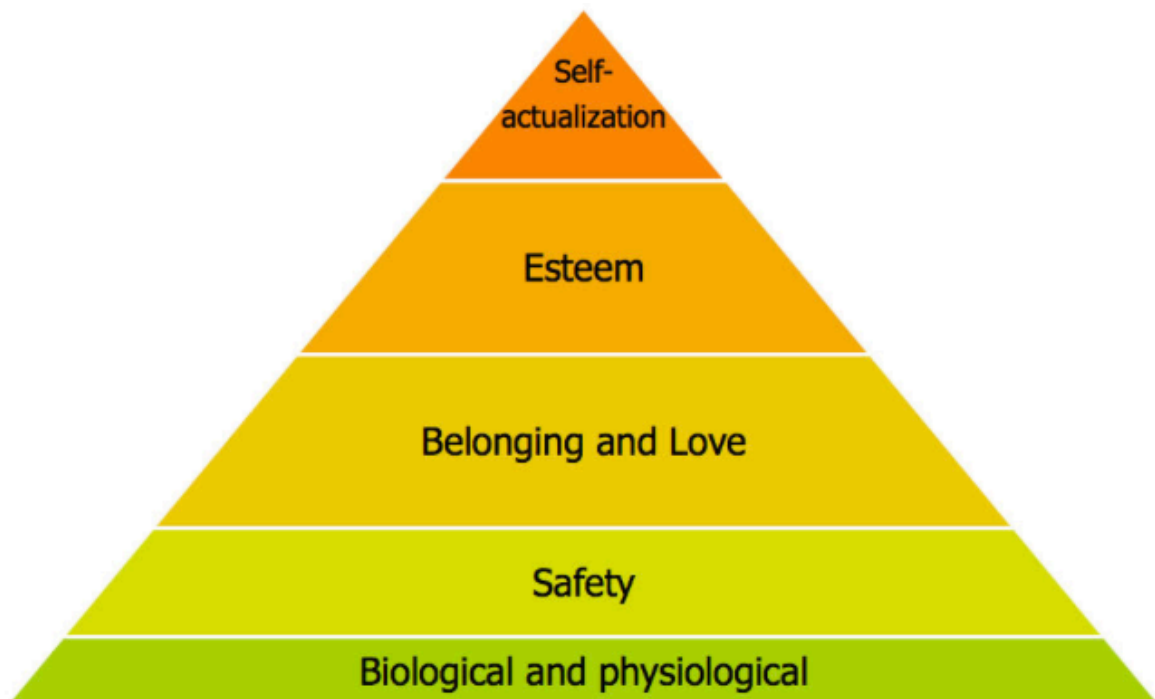
Best known theories of this group are: Maslow's hierarchy of needs by Abraham Maslow, ERG (Existence, Relatedness and Growth) theory proposed by psychologist Clayton Alderfer, Three Needs Theory proposed by psychologist David McClelland and theory of two factors by Frederick Herzberg. Following chapter will represent above-mentioned theories in details. (Deci, 1985)

4.2.1 Hierarchy of needs, A. Maslow

According to Maslow's theory all needs can be divided and arranged in strict hierarchy (pyramid).

He divided all human needs into five groups: Biological and psychological needs, safety needs, social needs, esteem needs and self-actualization.

Figure 1: Maslow's hierarchy of needs



Source: Revising Maslow's Hierarchy for a Socially-Networked World Psychology 21c, [Online] Available at: <http://psychology21c.org/2015/10/revising-maslows-hierarchy-socially-networked-World>

According to this pyramid Abraham Maslow wanted to show that primary needs(lower level) need to be satisfied, therefore they affect behavior of person before higher levels of needs will affect motivation. At any given point in time person will seek to meet that need, which will be more important or powerful for him. As a matter of fact with human development as a person expand its potential, so need for self-actualization will never be fully satisfied.

First level of pyramid is psychological needs. It consist of basic, primarily needs of a man. Also known as biological needs such as need for shelter, wage, vacation, pension benefits, favorable working conditions, light, heating and ventilation. In terms of labor motivation, we consider them as material to which the need for a stable wages, as other monetary rewards. Meeting the needs of this group of possible methods of material incentives. (Maslow, 1970)

Security level describes need for security. In the case of the labor motivation involves need for confidence in the future. This is need in protection in physical and psychological dangers from the outside world and the belief that the physiological (material) needs will be met in the future. This confidence is based on the guarantees of pension and social security as well as various types of social insurance (health, pensions, etc.).

Social needs. When satisfaction of physiological needs and security needs achieved a person's attention concentrates on friendship needs, love and belonging. As a "social animals", people have a desire to gratify others and want to meet their social needs in the workplace. This process happens by entering into formal and informal working groups, through cooperation with other workers and through participation in a variety of joint activities. Often, even with insufficient payment of their labor, workers do not leave their work for a better wage because of good satisfaction in social needs, like surrounding by friends for many years in one team. (Maslow, 1970)

Esteem. Needs in recognition (respect) includes self-esteem needs, personal achievements, competence and respect from others. This level needs include two classes. The first consists of desires and aspirations. "Achievement" related to the concept. Man needs a sense of their own power, efficiency, competence, it should be a sense of independence, confidence and freedom. In the second class of the needs we include the need for reputation or prestige, the need for conquest status, attention, recognition, fame. (Maslow, 1970)

Requirements for self-realization and self-expression. When satisfied the needs of the four lower levels, people focus their attention on meeting the needs of self-realization. Trying to achieve this, people try to realize their full potential, increase their abilities, and to be "the best". The need for self-expression is the highest of all human needs. The fact that human needs can be arranged in a hierarchical order, is important. First, lower levels needs to be satisfied first, then only possible to address the needs higher levels. In addition, it is worth considering that the lower levels of needs form the foundation on which the needs of the higher levels are built. Only in the event that a lower-level needs are satisfied, the manager has a chance to succeed, motivating job satisfaction through higher-level needs. Very important is the idea of sufficiency. Man will never experience the feeling of full satisfaction of their needs. Most people want more money, security, friends, respect and self-confidence, no matter how much they have achieved everything. Thus, a person moves up the hierarchy is not the case when he needs are fully satisfied, and when they are sufficiently satisfied. (Luthans, 2005)

Maslow conclusion

Despite the fact that the theory of Maslow gave very useful for various kinds of leaders motivation description of the process, the subsequent experimental studies have confirmed it is far from complete. The main criticism of this theory boils down to the fact that she was able to take into account the individual differences of

people. I do not get the full acknowledgment and the concept of the most important needs. Satisfying any one need not automatically lead to harnessing the next level as a motivator of human activity.

4.2.2 ERG theory by Clayton Alderfer.

K. Alderfer as well as A. like Maslow divided human needs into three groups (figure 2):

1. Requirements of existence ("E" in the acronym ERG) - the physiological and safety needs.
2. Needs relationships ("R") include the desire to obtain the support, recognition, approval of other people.
3. The need for growth ("G") induce a person to realize their capacity for self-assertion, self-expression, etc.

Figure 2. Alderfer's ERG Theory



Source: Alderfer's ERG TheoryWorld, tools 4 management, [Online] Available at: <https://www.tools4management.com/article/alderfers-erg-theory-a-study/>

These groups are comparable with Maslow hierarchy but differ in that they need to move from demand is not only upwards but also in both sides. The movement from a higher level to a lower Alderfer calls frustration, ie disappointment, frustration to satisfaction.

The presence of the two directions of traffic to meet the needs of additional opportunities to motivate people in the organization. For example, if the organization has no capacity to meet the man, then, disappointed, he can switch to the increased interest in the communication need. And in this case, the organization can provide him the opportunity to satisfy this need, thereby increasing its potential to motivate this person.

K. Alderfer theory may be true for quite subjective circumstances associated mainly with poor psychological type of personality of people.

So far, test and put into practice the theory to. Alderfer failed, but the utility of its concept is to enrich the understanding of the process of motivation and prospects for its expanding research effective forms.

4.2.3 Herzberg's Two - Factor Theory.

Herzberg theory was derived from a study in which 200 engineers and accountants were involved. All of them were asked two questions: "Can you describe in detail, when you're feeling exceptionally well at work?" And "Can you describe in detail, when you feel very bad at work?".

Herzberg found in the answers the two clearly distinguishable groups needs.

First he called hygiene factors or support. This group included those factors or conditions in the absence of which the employees did not receive satisfaction from work. These hygiene factors include the company's policy and administration, relations with superiors, working conditions, salary, relationship with colleagues,

personal life, status and safety. These factors are of value only if after the completion of the employee gets more and more reward. (Herzberg,1959)

The second group of factors called Herzberg motivators or satisfactorily. These are the working conditions under which achieved a high level of motivation of employees and job satisfaction. In the absence of these conditions it is impossible to get any effective motivation or satisfaction. Motivators include achievement goals, recognition, work itself, responsibility, promotion and opportunities for personal growth.

So, given the evidence that there are two completely different types of factors that may cause the desired goal-directed behavior in the work of Herzberg:

1. Hygienic factors, at best, can cause only a satisfactory level of motivation.
2. motivators can also be used to promote a higher level of motivation, if hygiene requirements, in turn, is sufficiently satisfied.(Herzberg,1959)

The main value of the two-factor theory is that managers need to be very careful not to make emphasis on hygiene factors, as major, while satisfying the needs when the lower-level requirements already satisfied. Conversely, managers do not have to spend time and money by offering its employees a variety of motivators before they are satisfied with the hygiene requirements.

Perhaps the most surprising and unexpected discovery, obtained as a result of research conducted by Herzberg, was the fact that the money had been clearly attributed to the category of hygiene factors rather than motivators. Money is essential for the majority of employees, both because of their purchasing power, and because of the status that is their owner. However, managers have for themselves and their organizations a disservice when money is perceived as the perfect tool to meet all the needs that may arise from employees.(Luthans, 2005)

Managers who are trying to develop a program of "enrichment work" need to remember the six conditions necessary for the success of their activities:

1. Users should regularly check for positive and negative results of their work.
2. They have to do their work schedule.
3. They need to provide an opportunity for psychological growth.
4. They must bear some financial responsibility.
5. They should be able to open and have lots of fun with the authorities at all levels.
6. They must be accountable for performance at the site, which they control.

Motivation for Herzberg, should be taken as a random process. What motivates this person in a particular situation, can not have any effect on it at another time or on another person in a similar situation. Therefore Herzberg's theory does not account for the many variables that determine the situation related to the motivation of labor activity. In order to explain the mechanism of motivation necessary to consider many aspects of human behavior in the normal course of business and environmental parameters. The implementation of this approach led to the creation of procedural theories of motivation.(Kristie, 2012)

4.2.4 McClelland's Human Three Needs Theory.

In his theory of D. McClelland argues that any organization offers a person the opportunity to meet the three high-level requirements: the need for power, in success and in accessories. His most popular idea is that the need for the success of a positive effect not only on the work of employees, but also on the work of managers at all levels of management. (Luthans, 2005)

The need for success lies in Maslow's hierarchy of needs somewhere between respect and self-expression. Man-oriented success, usually tolerate a fairly high level of risk, wants to know about the specific results of its work, he wants to be responsible for the decision of any problems, and tends to setting realistic goals. In addition, it has serious skills in terms of organization and planning. Managers who seek to understand, manage, and create a motivational environment for subordinates with a pronounced need for success, should be aware that the latter receive

satisfaction mainly from the operation of the process, from start to finish, and to a lesser extent - on the award, which is prepared for a job well done.

The need for power is also located between the need for respect and self-expression

Maslow. This requirement is an expression of man's desire to influence other people.

McClelland saw this need as a positive and are closely connected with its desire to achieve a leadership position. He argued that there are several stages in the development of an individual's perception of the government, and that managers could be persuaded to give up the idea that a person should not try to influence others.

On the contrary, an effective leader and manager should be selfless altruist, faithful objectives of the organization and try to instill a sense of loyalty to the organization of his subordinates. (McClelland 1977)

What McClelland called the need for accessories, very similar to what Maslow said. This requirement reflects the human desire to have close, friendly relations with other people.

People with acute need for accessories most often succeed in work that requires a high level of social interaction, where interpersonal relations are particularly important.

Although all members of an organization in some way feel the need for success, power and accessories, McClelland used the results of its study to determine the three typical types of managers:

1. The so-called institutional managers who are in great need for power than of belonging, and a high level of self-control.
2. Managers who have the need for power is stronger than the need for belonging, but are more open and socially active than institutional managers.
3. Managers who have a need for stronger affiliation needs in power and who are open and socially active.

The study showed that the first two types managers better manage their departments, mainly due to its need for power

McClelland's work showed that the demand for success can be developed in a person, and as a result get a better job. Managers should set for themselves and their subordinates challenging but achievable goals and objectives. In addition, it should be remembered that people are focused on the success of the most successful and achieve, but the organization can benefit from the combination of all three types of managers described

McClelland.(McClelland 1977)

4..3 Process theories

Unlike content theories of motivation, which based on the needs of people and related factors that determine their behavior, procedural theories consider motivation in a different plane. They analyzed how people allocate effort to achieve their goals, and what specific type of behavior he chooses. Procedural theory does not challenge the existence of needs, but they believe that not only they determine human behavior. According to these theories, the behavior of the person is also a function of perception and expectations associated with the situation, and the possible consequences of the selected personality type of behavior.

4.3.1 Expectancy motivation theory by V. Vroom

Most of the modern procedural theories of motivation considering the motivation as the choice of the management process. This definition of the motivation for the first time was given by Victor Vroom. He argued that people are constantly in a state of motivation. Thus, according to Vroom, in order to be a successful manager, you need to show subordination that the direction of their efforts to achieve stated goals will lead to the early achievement of their personal goals. According to the expectations theory by Vroom, employees work more efficiently when they are sure that their expectations are met in three areas(Vroom ,1997):

1. The ratio between the input of efforts and results.
 - When a man asks himself: "To what extent can I expect that my efforts will lead to a qualitative and quantitative results to be my manager?", The answer is expressed by the term "expectations for" labor costs - results »»»
2. Expectations of a certain reward or encouragement in response to the current level of results.
 - After employee will clarity that he can perform this job successfully, he asks himself the question: "If I properly do the job, what can I expect a reward, whether

it corresponds to the remuneration which I want to get?". Uncertainty arises when the worker is forced to rely on others in the distribution of the promised benefits. Worker confidence become stronger manager promised to pay them a reward, the greater the likelihood that the workers will work hard to fulfill the task given to them by the manager.

3. Valence

- Even if employees believe that they can do the job, which of them is waiting for the manager, and that they will get promised them a reward, they still ask themselves, perhaps the most difficult question: "If I get the reward that I want to get whether it will be sufficiently valuable to me, and if I can use it to meet their basic needs? ". According to the expectations theory, the answer to this question is to measure the value of compensation.(Vroom, 1997)

4.3.2'Theory X' and 'Theory Y' by Douglas McGregor

This theory is somewhat isolated from other procedural theories of motivation due to the fact that it describes the types and behavior of heads of organizations, so its management is often referred to as the theory of power and leadership. (McGregor, 1968)

Douglas McGregor analyzed the activity of the Executive in the workplace and found that the manager can control the following parameters that define the actions of the Executive:

- Tasks that receives a subordinate;
- The quality of the job;
- While getting the job;
- The expected lead time;
- Funds available to complete the task;
- A team in which the work of subordinates;

- Instructions received by subordinates;
- Subordinate conviction affordability problem;
- Subordinate belief in reward for good performance;
- Remuneration for their work;
- The level of involvement in the slave range of problems associated with the work.

All of these factors depend on the head and, at the same time, in one way or another affect the employee, determine the quality and the intensity of his work. Douglas McGregor came to the conclusion that on the basis of these factors may apply two different approaches to management, which he called "Theory X» and «Theory Y». (McGregor 1968)

"Theory X» embodies a purely authoritarian management style is characterized by a significant centralization of power, strict control on the factors listed above.

According to this theory:

- People are inherently lazy, do not like to work and avoids it;
- A person is not ambition, he avoids responsibility, preferring that they led;
- Effective work can only be achieved by coercion and threats of punishment.

"Theory Y» corresponds to a democratic style of management and involves the delegation of authority, improving the relationship in the team, taking into account the respective artists motivation and their psychological needs, enriching the content of the work. According to this theory:

- Work for a person - a natural process;
- In the right conditions a person is committed to responsibility and self-control;
- It is capable of creative solutions, but implementing these abilities only partially.

Such people and a management style most appropriate to achieve the effective motivation under market conditions.(Laser, 1980)

Both theories have an equal right to exist, but, by virtue of their polarity, in its pure form, in practice, do not occur. Typically, in real life it is a combination of different styles of management.

These theories have had a strong influence on the development of management theory as a whole. References to them can now be found in many practical benefits for the management personnel of the enterprise, motivation of subordinates.

Theories McGregor have been developed in relation to the individual. Further improvement of management approaches was associated with the development of the organization as an open system, as well as the human work has been reviewed in the team. (McGregor ,1968)

5. About Anheuser-Busch InBev

Anheuser-Busch InBev SA/NV is a multinational beverage and brewing company headquartered in Leuven, Belgium.^[3] It is the world's largest brewer and has a 25 percent global market share.

AB InBev was formed through successive mergers of three international brewing groups: Interbrew from Belgium, AmBev from Brazil, and Anheuser-Busch from the United States. Total revenue for all 200 AB InBev brands in 2014 was over 47 billion USD.

The company employs over 155,000 people in 25 countries. In Prague there is a branch of Business Service Center which and has more than four hundred employees. Prague office is expanding and become one of the biggest offices in the Europe. (Official web)

6. Own input

The practical part of given diploma thesis contain several steps. The first step of the given diploma thesis is a construction model, which is the most crucial step for the creation of research hypothesis and creation of a questionnaire. This research is dedicated to the employees motivation in the company and social factors. As motivational techniques are influenced by different social factors and people characteristics, this research also identifies the relationship between preferences in motivational techniques and the variety of social factors such as age group, gender, marital status, level of education, number of kids, nationality and religion. The next steps of the given research research are data collection and the data transformation into coding matrix. The questionnaire was distributed among employees of AB-Inbev company by e-mail. The next step is statistical analysis, particularly Chi-square tests and crosstabs which was provided with the usage of special statistical software SPSS. Cross tabs and Chi-square tests are aimed to identify the relationship between social factors and employees choice in motivation techniques provided by company. The last step of the given research is the evaluation of results of statistical test, which can show whether there is a relationship between the variety of social factors and preferences in motivation techniques or where there is no relationship between those variables.

6.1 Construction of research model

The model is created in order to make up the main hypothesis of the given diploma **thesis and to make up two phenomena, which are necessary for questionnaire** creation.

Main hypothesis: Different motivational techniques provided by ABI are highly affected by the variety of social factors.

After the data collection from all respondents of the questionnaire it will be possible to create auxiliary hypotheses, to test the relationship between social factors and motivation methods provided by ABI.

The main goal of the research is to identify whether employees of ABI company are have preferences in motivation methods types and to find out if there is a relationship between social factors and motivational techniques.

Phenomenon A

Social factors

Phenomenon B

Motivation methods provided by Aheuser Busch Inbev

Variables and indicators of phenomenon A

Age group

18-25, 25-29, 30-39, 40-49, 50-59

Kids

0,1-2,3+

Gender

Male, female

Marital status

Single, married, widowed, divorced, domestic partnership

Education

High school degree, bachelor's degree, master's degree, doctoral degree

Not possible to work without degree

Nationality

Open question

Region:

Atheist, Orthodox, Protestants, Catholics, Muslims, Different

Variables and indicators of phenomenon B

- Career growth.
- Possibility to change extra hours to double salary or day off
- Benefits from social activity such as trips abroad, sport events, etc.
- Global and local targets completion allows employee to get a bonus 2 times a year in the amount of moth salary.

6.2 Data collection

The data was collected by internal company e-mail and spread among four hundred employees. Three hundred and three respondents have completed the survey and this amount of qualitative data get reliable outcome of the research.

6.3 Relationship testing between motivation techniques provided by ABI and social factors

1. Relationship testing between social activities and age

Count		Benefits from social activities				Total
		Strongly agree	Agree	Disagree	Strongly disagree	
Age	18-24	91	0	0	0	91
	25-29	69	41	0	0	110
	30-39	0	10	52	0	62
	40-49	0	0	24	0	24
	50-59	0	0	5	11	16
Total		160	51	81	11	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	58.750 ^a	12	.000
Likelihood Ratio	45.821	12	.000
Linear-by-Linear Association	.828	1	.000
N of Valid Cases	303		

a. 8 cells (40.0%) have expected count less than 5. The minimum expected count is .58.

Source: Self-made table

H₀: There is no relationship between social activities benefits motivational method and age of the employee.

H₁: There is a relationship between social activities benefits motivational method and age of the employee.

Test at 0.05 level of significance. P-value equal to .000 that is less than the level of significance. H₀ is not accepted. There is a relationship between above-mentioned variables

2. Relationship testing between social activities and gender

Count		Benefits from social activities				Total
		Strongly agree	Agree	Disagree	Strongly disagree	
Gender	Male	37	33	12	5	107
	Female	28	92	56	20	196
Total		65	125	68	25	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.190 ^a	3	.132
Likelihood Ratio	7.628	3	.102
Linear-by-Linear Association	0.372	1	.542
N of Valid Cases	303		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.26.

Source: Self-made table

H₀: There is no relationship between social activities benefits motivational method and gender of the employee.

H₁: There is a relationship between social activities benefits motivational method and gender of the employee.

Test at 0.05 level of significance. P-value equal to .132 that is more than the level of significance. H₀ is accepted. There is no relationship between above-mentioned variables.

3. Relationship testing between social activities and marital status.

Count		Benefits from social activities				Total
		Strongly agree	Agree	Disagree	Strongly disagree	
Marital status	Single	7	43	34	19	10
	Married	9	35	39	17	10
	Widowed	3	5	7	1	1
	Divorced	7	20	5	2	3
	Domestic partnership	5	19	15	11	5
Total		160	51	81	11	30

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	32.728 ^a	9	.082
Likelihood Ratio	41.789	9	.012
Linear-by-Linear Association	3.929	1	.099
N of Valid Cases	303		

a. 4 cells (25.0%) have expected count less than 5. The minimum expected count is 2.25.

Source: Self-made table

H₀: There is no relationship between social activities benefits motivational method and marital status of the employee.

H₁: There is a relationship between social activities benefits motivational method and marital status of the employee.

Test at 0.05 level of significance. P-value equal to .082 that is more than the level of significance. H₀ is accepted. There is no relationship between above-mentioned variables.

4. Relationship testing between social activities and education level

Count		Benefits from social activities				Total
		Strongly agree	Agree	Disagree	Strongly disagree	
Education level	High school	22	27	41	16	106
	Bachelor's degree	41	11	25	13	90
	Master's degree	10	43	29	10	92
	Doctoral degree	4	7	2	2	15
Total		77	88	97	41	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	22.668 ^a	9	.231
Likelihood Ratio	29.076	9	.090
Linear-by-Linear Association	1.369	1	.812
N of Valid Cases	303		

a. 5 cells (31.3%) have expected count less than 5. The minimum expected count is .65.

Source: Self-made table

H₀: There is no relationship between social activities benefits motivational method and education level of the employee.

H₁: There is a relationship between social activities benefits motivational method and education level of the employee.

Test at 0.05 level of significance. P-value equal to .231 that is more than the level of significance. H₀ is accepted. There is no relationship between above-mentioned variables.

5. Relationship testing between social activities and nationality

Count						
		Benefits from social activities				Total
		Strongly agree	Agree	Disagree	Strongly disagree	
Nationality	Czech	105	38	15	0	158
	Dutch	2	6	1	0	9
	Brazilian	6	3	0	0	9
	Slovak	2	5	3	0	10
	Mexican	4	14	2	0	20
	Ukraine	3	2	6	4	15
	Spain	0	1	9	4	15
	French	0	1	8	1	10
	Belgian	0	2	7	1	10
	Germany	0	3	10	2	15
	Russian	8	3	3	3	17
	Greece	0	0	4	2	6
Hungary	0	0	0	9	9	
Total		130	78	68	26	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	63.824 ^a	36	.451
Likelihood Ratio	81.497	36	.028
Linear-by-Linear Association	2.563	1	.753
N of Valid Cases	303		

a. 39 cells (75.0%) have expected count less than 5. The minimum expected count is .22.

Source: Self-made table

H₀: There is no relationship between social activities benefits motivational method and nationality of the employee.

H₁: There is a relationship between social activities benefits motivational method and nationality of the employee.

Test at 0.05 level of significance. P-value equal to .451 that is more than the level of significance. H₀ is accepted. There is no relationship between above-mentioned variables.

6. Relationship testing between social activities and religion

Count		Benefits from social activities				Total
Religion		Strongly agree	Agree	Disagree	Strongly disagree	
	Christian	40	20	15	15	90
	Muslims	14	6	7	3	30
	Orthodox	14	6	7	3	30
	Atheist	10	51	59	0	120
	Other	0	8	18	7	33
Total		78	91	106	28	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	25.792 ^a	12	.271
Likelihood Ratio	32.005	12	.093
Linear-by-Linear Association	1.769	1	.540
N of Valid Cases	303		

a. 5 cells (25.0%) have expected count less than 5. The minimum expected count is 1.09.

Source: Self-made table

H₀: There is no relationship between social activities benefits motivational method and religion of the employee.

H₁: There is a relationship between social activities benefits motivational method and religion of the employee.

Test at 0.05 level of significance. P-value equal to .451 that is more than the level of significance. H₀ is accepted. There is no relationship between above-mentioned variables.

7. Relationship testing between social activities and number of kids

Count		Benefits from social activities				Total
		Strongly agree	Agree	Disagree	Strongly disagree	
Number of kids	0	160	22	0	0	182
	1-2	0	29	62	0	91
	3+	0	0	19	11	30
Total		160	51	81	11	303

Source: *Self-made table*

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	34.209 ^a	6	.000
Likelihood Ratio	35.231	6	.000
Linear-by-Linear Association	2.093	1	.000
N of Valid Cases	303		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 1.09.

Source: *Self-made table*

H₀: There is no relationship between social activities benefits motivational method and age of the employee.

H₁: There is a relationship between social activities benefits motivational method and age of the employee.

Test at 0.05 level of significance. P-value equal to .000 that is less than the level of significance. H₀ is not accepted. There is a relationship between above-mentioned variables

8. Relationship testing between extra hours and age

Count		Extra hours hours					Total
		Strongly agree	Agree	Disagree	Strongly disagree	Unable to rate	
Age	18-24	50	41	0	0	0	91
	25-29	14	15	58	21	2	110
	30-39	0	0	31	31	0	62
	40-49	5	4	7	8	0	24
	50-59	4	6	3	2	1	16
Total		73	66	99	62	3	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.077 ^a	16	.003
Likelihood Ratio	27.747	16	.000
Linear-by-Linear Association	.531	1	.000
N of Valid Cases	303		

a. 9 cells (36.0%) have expected count less than 5. The minimum expected count is .16.

Source: Self-made table

H₀: There is no relationship between extra hours motivational method and age of the employee.

H₁: There is a relationship between extra hours motivational method and age of the employee.

Test at 0.05 level of significance. P-value equal to .003 that is less than the level of significance. H₀ is not accepted. There is a relationship between above-mentioned variables

9. Relationship testing between extra hours and gender

Count		Extra hours					Total
		Strongly agree	Agree	Disagree	Strongly disagree	Unable to rate	
Gender	Male	50	35	35	25	0	145
	Female	13	16	64	62	3	158
Total		73	66	99	62	3	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.935 ^a	4	.927
Likelihood Ratio	.961	4	.941
Linear-by-Linear Association	.267	1	.761
N of Valid Cases	303		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 1.44.

Source: Self-made table

H₀: There is no relationship between extra hours motivational method and gender of the employee.

H₁: There is a relationship between extra hours motivational method and gender of the employee.

Test at 0.05 level of significance. P-value equal to .927 that is higher than the level of significance. H₁ is not accepted. There is no relationship between above-mentioned variables

10. Relationship testing between extra hours and marital status

Table 10.1 Cross table of Marital status and Extra hours

Count		Extra hours					Total
		Strongly agree	Agree	Disagree	Strongly disagree	Unable to rate	
Marital status	Single	39	32	0	0	0	71
	Married	25	24	38	2	1	90
	Divorced	0	0	31	30	1	62
	Domestic partnership	9	10	30	30	1	80
Total		73	66	99	62	3	303

Source: Self-made table

Table 10.2 Chi-Square Tests of Marital status and Extra hours

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	18.407 ^a	12	.000
Likelihood Ratio	23.744	12	.000
Linear-by-Linear Association	1.143	1	.000
N of Valid Cases	303		

a. 4 cells (20.0%) have expected count less than 5. The minimum expected count is .61.

Source: Self-made table

H₀: There is no relationship between extra hours motivational method and marital status of the employee.

H₁: There is a relationship between extra hours motivational method and marital status of the employee.

Test at 0.05 level of significance. P-value equal to .000 that is lower than the level of significance. H₁ is not accepted. There is a relationship between above-mentioned variables

11. Relationship testing between extra hours and education level

Count		Extra hours					Total
		Strongly agree	Agree	Disagree	Strongly disagree	Unable to rate	
Education level	High school	17	13	0	0	0	30
	Bachelor's degree	32	28	0	0	0	60
	Master's degree	19	18	96	60	2	195
	Doctoral degree	5	7	3	2	1	18
Total		73	66	99	62	3	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	60,419 ^a	12	,713
Likelihood Ratio	69,495	12	,718
Linear-by-Linear Association	,702	1	,452
N of Valid Cases	303		

a. 7 cells (35,0%) have expected count less than 5. The minimum expected count is ,18.

Source: Self-made table

H₀: There is no relationship between extra hours motivational method and education level of the employee.

H₁: There is a relationship between extra hours motivational method and education level of the employee.

Test at 0.05 level of significance. P-value equal to .713 that is lower than the level of significance. H₀ is accepted. There is no relationship between above-mentioned variables.

12. Relationship testing between extra hours and Nationality

Table 12.1 Cross table of Nationality and Extra hours

Count		Extra hours hours					Total
		Strongly agree	Agree	Disagree	Strongly disagree	Unable to rate	
Nationality	Czech	63	55	38	2	0	158
	Dutch	1	1	3	2	2	9
	Brazilian	0	0	4	5	0	9
	Slovak	0	0	5	5	0	10
	Mexican	0	0	10	10	0	20
	Ukraine	0	0	8	7	0	15
	Spain	0	0	7	8	0	15
	French	0	0	5	5	0	10
	Belgian	0	0	5	5	0	10
	Ger.	0	0	8	7	0	15
	Russian	5	5	3	4	0	17
	Greece	2	3	1	0	0	6
	Hungary	2	2	2	2	1	9
Total		73	66	99	62	3	303

Source: Self-made table

12.2 Chi-Square Tests of Nationality and Extra hours			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	,419 ^a	12	,090
Likelihood Ratio	,495	12	,015
Linear-by-Linear Association	,702	1	,000
N of Valid Cases	303		
a. 7 cells (35,0%) have expected count less than 5. The minimum expected count is ,18.			

Source: Self-made table

H₀: There is no relationship between extra hours motivational method and nationality of the employee.

H₁: There is a relationship between extra hours motivational method and nationality of the employee.

Test at 0.05 level of significance. P-value equal to .090 that is higher than the level of significance. H₁ is accepted. There is a relationship between above-mentioned variables.

13. Relationship testing between extra hours and Religion

Count		Extra hours					Total
		Strongly agree	Agree	Disagree	Strongly disagree	Unable to rate	
Religion	Christian	49	41	0	0	0	90
	Muslims	11	9	10	0	0	30
	Orthodox	2	2	26	0	0	30
	Atheist	2	4	56	56	2	120
	Other	9	10	7	6	1	33
Total		73	66	99	62	3	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	25,802 ^a	16	,341
Likelihood Ratio	38,906	16	,315
Linear-by-Linear Association	2,384	1	,756
N of Valid Cases	303		

a. 5 cells (20,0%) have expected count less than 5. The minimum expected count is ,30.

Source: Self-made table

H₀: There is no relationship between extra hours motivational method and religion of the employee.

H₁: There is a relationship between extra hours motivational method and religion of the employee.

Test at 0.05 level of significance. P-value equal to .341 that is higher than the level of significance. H₀ is accepted. There is no relationship between above-mentioned variables.

14. Relationship testing between extra hours and Number of kids

Count		Owerworked hours					Total
		Strongly agree	Agree	Disagree	Strongly disagree	Unable to rate	
Number of kids	0	64	56	48	12	2	182
	1-2	0	0	46	45	0	91
	3+	9	10	5	5	1	30
Total		73	66	99	62	3	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10,768 ^a	8	,025
Likelihood Ratio	15,431	8	,020
Linear-by-Linear Association	,202	1	,101
N of Valid Cases	303		

a. 3 cells (20,0%) have expected count less than 5. The minimum expected count is ,30.

Source: Self-made table

H₀: There is no relationship between extra hours motivational method and number of kids of the employee.

H₁: There is a relationship between extra hours motivational method and number of kids of the employee.

Test at 0.05 level of significance. P-value equal to .025 that is lower than the level of significance. H₁ is accepted. There is no relationship between above-mentioned variables.

15. Relationship testing between target completion and age

Table 15.1 Cross table of targets completion and age						
Count						
		Benefits from Target completion				Total
		Strongly agree	Agree	Disagree	Strongly disagree	
Age	18-24	91	0	0	0	91
	25-29	69	41	0	0	110
	30-39	0	10	52	0	62
	40-49	0	0	24	0	24
	50-59	0	0	5	11	16
Total		160	51	81	11	303

Source: Self-made table

Table 15.2 Chi-Square tests of targets completion and age			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	58.750 ^a	12	.000
Likelihood Ratio	45.821	12	.000
Linear-by-Linear Association	.828	1	.000
N of Valid Cases	303		

a. 8 cells (40.0%) have expected count less than 5. The minimum expected count is .58.

Source: Self-made table

H₀: There is no relationship between target completion and age of the employee.

H₁: There is a relationship between social target completion and age of the employee.

Test at 0.05 level of significance. P-value equal to .000 that is less than the level of significance. H₀ is not accepted. There is a relationship between above-mentioned variables

16. Relationship testing between target completion and gender

Count		Benefits from Target completion				Total
		Strongly agree	Agree	Disagree	Strongly disagree	
Gender	Male	37	33	12	5	107
	Female	28	92	56	20	196
Total		65	125	68	25	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.190 ^a	3	.145
Likelihood Ratio	7.628	3	.102
Linear-by-Linear Association	0.372	1	.542
N of Valid Cases	303		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.26.

Source: Self-made table

H₀: There is no relationship between target completion and gender of the employee.

H₁: There is a relationship between target completion and gender of the employee.

Test at 0.05 level of significance. P-value equal to .145 that is more than the level of significance. H₀ is accepted. There is no relationship between above-mentioned variables.

17. Relationship testing between target completion and marital status.

Count		Benefits from Target completion				Total
		Strongly agree	Agree	Disagree	Strongly disagree	
Marital status	Single	7	43	34	19	103
	Married	9	35	39	17	100
	Widowed	3	5	7	1	16
	Divorced	7	20	5	2	34
	Domestic partnership	5	19	15	11	50
Total		160	51	81	11	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	32.728 ^a	9	.088
Likelihood Ratio	41.789	9	.012
Linear-by-Linear Association	3.929	1	.099
N of Valid Cases	303		

a. 4 cells (25.0%) have expected count less than 5. The minimum expected count is 2.25.

Source: Self-made table

H₀: There is no relationship between target completion and marital status of the employee.

H₁: There is a relationship between target completion and marital status of the employee.

Test at 0.05 level of significance. P-value equal to .088 that is more than the level of significance. H₀ is accepted. There is no relationship between above-mentioned variables.

18. Relationship testing between target completion and education level

Count		Benefits from Target completion				Total
		Strongly agree	Agree	Disagree	Strongly disagree	
Education level	High school	22	27	41	16	106
	Bachelor's degree	41	11	25	13	90
	Master's degree	10	43	29	10	92
	Doctoral degree	4	7	2	2	15
Total		77	88	97	41	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	22.668 ^a	9	.231
Likelihood Ratio	29.076	9	.090
Linear-by-Linear Association	1.369	1	.812
N of Valid Cases	303		

a. 5 cells (31.3%) have expected count less than 5. The minimum expected count is .65.

Source: Self-made table

H₀: There is no relationship between Target completion benefits motivational method and education level of the employee.

H₁: There is a relationship between Target completion benefits motivational method and education level of the employee.

Test at 0.05 level of significance. P-value equal to .231 that is more than the level of significance. H₀ is accepted. There is no relationship between above-mentioned variables.

19. Relationship testing between Target completion and nationality

Table 19.1 Cross table if target completion and nationality							
Count							
		Targets and bands					Total
		Strongly agree	Agree	Disagree	Strongly disagree	Unable to rate	
Nationality	Czech	48	41	35	21	13	158
	Dutch	6	0	0	0	3	9
	Brazilian	9	0	0	0	0	9
	Slovak	10	0	0	0	0	10
	Mexican	20	0	0	0	0	20
	Ukraine	15	0	0	0	0	15
	Spain	15	0	0	0	0	15
	French	10	0	0	0	0	10
	Belgian	10	0	0	0	0	10
	Germany	15	0	0	0	0	15
	Russian	17	0	0	0	0	17
	Greece	6	0	0	0	0	6
	Hungary	9	0	0	0	0	9
Total		190	41	35	21	16	303

Source: Self-made table

Table 19.2 Chi-Square Tests of target completion and nationality			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	18,890 ^a	48	,455
Likelihood Ratio	27,327	48	,000
Linear-by-Linear Association	7,761	1	,765
N of Valid Cases	303		
a. 49 cells (75,4%) have expected count less than 5. The minimum expected count is ,32.			

Source: Self-made table

H₀: There is no relationship between Target completion benefits motivational method and nationality of the employee.

H₁: There is a relationship between Target completion benefits motivational method and nationality of the employee.

Test at 0.05 level of significance. P-value equal to .455 that is more than the level of significance. H₀ is accepted. There is no relationship between above-mentioned variables.

20. Relationship testing between target completion and religion

Count		Benefits from Target completion				Total
		Strongly agree	Agree	Disagree	Strongly disagree	
Religion	Christian	40	20	15	15	90
	Muslims	14	6	7	3	30
	Orthodox	14	6	7	3	30
	Atheist	10	51	59	0	120
	Other	0	8	18	7	33
Total		78	91	106	28	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	5.792 ^a	12	.473
Likelihood Ratio	9.005	12	.157
Linear-by-Linear Association	1.769	1	.471
N of Valid Cases	303		

a. 5 cells (25.0%) have expected count less than 5. The minimum expected count is 1.09.

Source: Self-made table

H₀: There is no relationship between Target completion motivational method and religion of the employee.

H₁: There is a relationship between Target completion motivational method and religion of the employee.

Test at 0.05 level of significance. P-value equal to .473 that is more than the level of significance. H₀ is accepted. There is no relationship between above-mentioned variables.

21. Relationship testing between Target completion and number of kids

Count		Benefits from Target completion				Total
		Strongly agree	Agree	Disagree	Strongly disagree	
Number of kids	0	160	22	0	0	182
	1-2	0	29	62	0	91
	3+	0	0	19	11	30
Total		160	51	81	11	303

Source: *Self-made table*

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	34.209 ^a	6	.000
Likelihood Ratio	35.231	6	.000
Linear-by-Linear Association	2.093	1	.000
N of Valid Cases	303		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 1.09.

Source: *Self-made table*

H₀: There is no relationship between Target completion benefits motivational method and age of the employee.

H₁: There is a relationship between Target completion benefits motivational method and age of the employee.

Test at 0.05 level of significance. P-value equal to .000 that is less than the level of significance. H₀ is not accepted. There is a relationship between above-mentioned variables

22. Relationship testing between career growth and age

Count		Career growth hours					Total
		Strongly agree	Agree	Disagree	Strongly disagree	Unable to rate	
Age	18-24	50	41	0	0	0	91
	25-29	14	15	58	21	2	110
	30-39	0	0	31	31	0	62
	40-49	5	4	7	8	0	24
	50-59	4	6	3	2	1	16
Total		73	66	99	62	3	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	22.845	16	.045
Likelihood Ratio	27.792	16	.058
Linear-by-Linear Association	.531	1	.078
N of Valid Cases	303		

a. 9 cells (36.0%) have expected count less than 5. The minimum expected count is .16.

Source: Self-made table

H₀: There is no relationship between career growth and age of the employee.

H₁: There is a relationship between career growth and age of the employee.

Test at 0.05 level of significance. P-value equal to .045 that is lower than the level of significance. H₀ is not accepted. There is a relationship between above-mentioned variables

23. Relationship testing between career growth and gender

Count		Extra hours					Total
		Strongly agree	Agree	Disagree	Strongly disagree	Unable to rate	
Gender	Male	50	35	35	25	0	145
	Female	13	16	64	62	3	158
Total		73	66	99	62	3	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.821	4	.745
Likelihood Ratio	.973	4	.941
Linear-by-Linear Association	.117	1	.761
N of Valid Cases	303		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 1.44.

Source: Self-made table

H₀: There is no relationship between career growth and gender of the employee.

H₁: There is a relationship between career growth and gender of the employee.

Test at 0.05 level of significance. P-value equal to .745 that is higher than the level of significance. H₁ is not accepted. There is no relationship between above-mentioned variables

24. Relationship testing between career growth and marital status

Count		Extra hours					Total
		Strongly agree	Agree	Disagree	Strongly disagree	Unable to rate	
Marital status	Single	39	32	0	0	0	71
	Married	25	24	38	2	1	90
	Divorced	0	0	31	30	1	62
	Domestic partnership	9	10	30	30	1	80
Total		73	66	99	62	3	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8.477 ^a	12	.150
Likelihood Ratio	12.723	12	.232
Linear-by-Linear Association	.743	1	.689
N of Valid Cases	303		

a. 4 cells (20.0%) have expected count less than 5. The minimum expected count is .61.

Source: Self-made table

H₀: There is no relationship between career growth and marital status of the employee.

H₁: There is a relationship between career growth and marital status of the employee.

Test at 0.05 level of significance. P-value equal to .150 that is higher than the level of significance. H₁ is not accepted. There is no relationship between above-mentioned variables

25. Relationship testing between career growth and education level

Count		Extra hours					Total
		Strongly agree	Agree	Disagree	Strongly disagree	Unable to rate	
Education level	High school	17	13	0	0	0	30
	Bachelor's degree	32	28	0	0	0	60
	Master's degree	19	18	96	60	2	195
	Doctoral degree	5	7	3	2	1	18
Total		73	66	99	62	3	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	60,419 ^a	12	,030
Likelihood Ratio	59,495	12	,000
Linear-by-Linear Association	1,702	1	,192
N of Valid Cases	303		

a. 7 cells (35,0%) have expected count less than 5. The minimum expected count is ,18.

Source: Self-made table

H₀: There is no relationship between career growth and education level of the employee.

H₁: There is a relationship between career growth and education level of the employee.

Test at 0.05 level of significance. P-value equal to .030 that is lower than the level of significance. H₀ is rejected. There is a relationship between above-mentioned variables.

26. Relationship testing between career growth and Nationality

Count		Career growth hours					Total
		Strongly agree	Agree	Disagree	Strongly disagree	Unable to rate	
Nationality	Czech	63	55	38	2	0	158
	Dutch	1	1	3	2	2	9
	Brazilian	0	0	4	5	0	9
	Slovak	0	0	5	5	0	10
	Mexican	0	0	10	10	0	20
	Ukraine	0	0	8	7	0	15
	Spain	0	0	7	8	0	15
	French	0	0	5	5	0	10
	Belgian	0	0	5	5	0	10
	Ger.	0	0	8	7	0	15
	Russian	5	5	3	4	0	17
	Greece	2	3	1	0	0	6
Hungary	2	2	2	2	1	9	
Total		73	66	99	62	3	303

Source: Self-made table

Table 26.2 Chi-Square Tests of Nationality and Career growth			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20,419 ^a	12	,125
Likelihood Ratio	24,495	12	,234
Linear-by-Linear Association	,702	1	,000
N of Valid Cases	303		
a. 7 cells (35,0%) have expected count less than 5. The minimum expected count is ,18.			

Source: Self-made table

H₀: There is no relationship between career growth and nationality of the employee.

H₁: There is a relationship between career growth and nationality of the employee.

Test at 0.05 level of significance. P-value equal to .125 that is higher than the level of significance. H₁ is accepted. There is a relationship between above-mentioned variables.

27. Relationship testing between career growth and Religion

Count		Career growth					Total
		Strongly agree	Agree	Disagree	Strongly disagree	Unable to rate	
Religion	Christian	49	41	0	0	0	90
	Muslims	11	9	10	0	0	30
	Orthodox	2	2	26	0	0	30
	Atheist	2	4	56	56	2	120
	Other	9	10	7	6	1	33
Total		73	66	99	62	3	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	25,802 ^a	16	,824
Likelihood Ratio	38,906	16	,315
Linear-by-Linear Association	2,384	1	,719
N of Valid Cases	303		

a. 5 cells (20,0%) have expected count less than 5. The minimum expected count is ,30.

Source: Self-made table

H₀: There is no relationship between career growth and religion of the employee.

H₁: There is a relationship between career growth and religion of the employee.

Test at 0.05 level of significance. P-value equal to .824 that is higher than the level of significance. H₀ is accepted. There is no relationship between above-mentioned variables.

28. Relationship testing between career growth and number of kids

Count		Owerworked hours					Total
		Strongly agree	Agree	Disagree	Strongly disagree	Unable to rate	
Number of kids	0	64	56	48	12	2	182
	1-2	0	0	46	45	0	91
	3+	9	10	5	5	1	30
Total		73	66	99	62	3	303

Source: Self-made table

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10,768 ^a	8	,327
Likelihood Ratio	15,431	8	,201
Linear-by-Linear Association	,202	1	,813
N of Valid Cases	303		

a. 3 cells (20,0%) have expected count less than 5. The minimum expected count is ,30.

Source: Self-made table

H₀: There is no relationship between career growth and number of kids of the employee.

H₁: There is a relationship between career growth and number of kids of the employee.

Test at 0.05 level of significance. P-value equal to .327 that is lower than the level of significance. H₀ is accepted. There is no relationship between above-mentioned variables.

6.4 Analysis of relationship testing result

	Age	Gender	Marital status	Education	Number of kids	Nationality	Religion
Social activities	.000	.132	.082	.231	.000	.451	.271
Extra hours	.003	.927	.000	.713	.025	.090	.341
Targets	.000	.145	.088	.231	.000	.455	.473
Career growth	.045	.745	.150	.030	.327	.125	.824

Table 29: Table of results

Source: Self-made table

In order to make the results of research simpler, table of results was made (Table 29). This table includes all the P-values, which were computed by statistical program SPSS, in particular with Chi-square test and cross tables.

It was found out that age plays significant role in employee's motivation in Anheuser Busch InBev Company. Age plays significant role in social activities benefits, because people in age group after thirty years old and have family preferably will stay with their families and kids, meanwhile younger age group, from 18-29, are more likely would like to participate in different sport events and trips abroad with colleagues. Also this research showed that people from 18-29 and 50-59 age groups prefer to stay at work after working hours to make some extra additional work in order to achieve extra day off or to make more money. Age group from 30-49 years old preferably will leave their workplace right after their mandatory working hours. Furthermore age is a significant factor to career growth motivation and target compliance method. People in age of 18-39 prefer to complete as much as they can in order to establish themselves with a good hand,

while people from 40-59 do not establish goal compliance and career growth as the main priority.

The exact opposite of the age group gender does not play significant role in employee's motivation. Statistical analysis showed that gender does not influence any of motivational methods represented by chosen company.

Statistical analysis showed that marital status doesn't play significant role in motivation of employees. Only one out of four Chi-square tests showed strong relation between marital status and extra hours. The matter of fact that married people prefer not to stay at work after working hours and to spend time with their families can explain this relation. Also ABI is very young company since more than two hundred out of three hundred respondents are in the age group from 18-29.

The research help to find out that 3 out of four motivational technique has no relationship with the education level of employees. Level of education has one significant relation with career growth motivation. This research shows that people with high school and bachelor degrees has less motivation in career growth than people who spent more time to achieve masters and doctoral degree. It can be explained that people with higher level of education would like to finally implement their theoretical thought into practice and to recoup their costs for studying.

Last but not least social factors that has three out of four positive relations with motivational techniques is Number of kids. It plays significant role in social activities, extra hours and personal targets. People who have one and more kids prefer to avoid social activities and personal targets that requires to spend extra hours at work. As mentioned before ABI is a company with average employees age around 28 years old, which means that majority of young families with kids have to spend more time with their child to take care about.

According to the research nationality and religion do not play significant role in relation with motivational methods.

Finalizing results of the research and linking them to the main objective of the given diploma thesis, author identified that there is a relation between different social factors and motivational techniques in Anheuser Busch InBev Company. Most vital social factors that effect on the employee motivation are: Age, Number of kids, marital status and level of education. In addition to that results of the research identified that gender differences as well as nationality and religion has no influence on people motivation in ABI Company.

7. Conclusion and recommendations

The modern science of motivation plays a leading role. There are many different theories and models of motivation, which sometimes contradict each other. Among them are the theories of needs by Abraham Maslow's, ERG theory by Clayton Alderfer theory of expectations Victor Vroom, two factor theory of Frederick Herzberg's and others. However, the heads of the organizations should not look at these papers perfect recipes for the motivation of staff, but based on this theories it is necessary to develop individual motivation program. Each company must have its own specific program, which takes into account all the individualities of the company.

First of all manager should answer most important question to successfully motivate his/her employees: "What this or that person wants to get from working". This can be not only monetary rewards, but also social security, belonging to well-known company, a good working environment, satisfaction of interesting work for him, a high quality of life, the ability to move up the career ladder, etc.

In given diploma thesis author reviewed general issues of personnel motivation strategy. However, in order to develop its program of motivation, organization leaders should find their own package of measures that best fit their team. This is clear that by ignoring the question of motivation in modern business is not possible to succeed. Implementation of labor incentive programs are always costly, but the profit that they can bring much more than expenses. After all, employees are the main resource of any company. The effectiveness of their work determines the result of the organization. There is only one way to achieve the greatest possible dedication from employee, if not only company has benefit from personnel work, but also a personnel itself.

Therefore, for best results, the company must find the motives that drive each employee in his employment, and to create such conditions under which employee has willing to achieve his targets.

To conclude this diploma thesis it is important to mention that aim of this diploma thesis as well as all of the objectives were reached and the main hypothesis, which states that there is a relationship between social factors and motivational methods provided by Anheuser Busch InBev. The hypothesis is confirmed due to the fact that there is a strong relationship between social factors and motivational method preferences of employees, and this statement is proven by the results of the statistical analysis. The research results of given diploma thesis can be fully or partially implement into practice.

Also it is important to mention that during analysis author defined limitations to work. It was decided to analyze motivation methods of Anheuser Busch InBev in Prague, but ABI is international company and it should be considered that results of given research could not be suitable for another branches of the company.

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9. Appendix

Questionnaire

1. What is your age group?
 - 18 to 25
 - 25-29
 - 30-39
 - 40-49
 - 50-59
2. What is your gender?
 - Male
 - Female
3. What is your current marital status?
 - Single
 - Married
 - Divorced
 - Domestic partnership
4. What is your highest level of education?
 - High school degree
 - Bachelor's degree
 - Master's degree
 - Doctoral degree
5. What is your nationality? (Open question)
6. What is your religion?
 - Christian
 - Muslims
 - Orthodox
 - Atheist

- Other

7. Number of kids?

- 0
- 1-2
- 3+

8. Choose the option that most closely matches your opinion on the following statement:

Salary bonus is an important motivational factor

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Unable to define

9. Choose the option that most closely matches your opinion on the following statement:

Targets and bands is an important motivational factor

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Unable to define

10. Choose the option that most closely matches your opinion on the following statement:

Benefits from social activities is an important motivational factor

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Unable to define

11. Choose the option that most closely matches your opinion on the following statement:

Extra hours of work, which allows you to take day off or get double salary is an important motivational factor

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Unable to define

12. Choose the option that most closely matches your opinion on the following statement:

Career growth is an important motivational factor

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Unable to define