

Czech University of Life Sciences Prague

Faculty of Economics and Management

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Diploma thesis

**Factors influencing satisfaction of workers in KPMG
S.r.o.**

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

Bc. Tereza Čermáková

Economics and Management

Thesis title

Factors influencing satisfaction of workers in KPMG s.r.o.

Objectives of thesis

The main target of the diploma thesis is an evaluation of employee satisfaction in KPMG, through an analysis of the results of a standardized questionnaire. This questionnaire will be conducted in KPMG, a firm specialized in audit and advisory services. The same questionnaire is evaluated in two different departments of the firm – there is also a comparative analysis of these two departments. Partial goal is the characteristics of basic factors of satisfaction and happiness, and factors creating motivation of employees. Equally important is an evaluation of data and graphs arising from a standardized questionnaire type of research. Sub goal of the theoretical part is a clarification of basic terms and situation about workers happiness, care and their motivation and its development to the reader and consequently a literature review conduction.

Methodology

Information and data in the theoretical part of the diploma thesis will be drawn from professional book publications, documents and business materials. For employee research there is used a questionnaire, specifically a standardized questionnaire of around 80 workers in two different departments.

The proposed extent of the thesis

Approx 60-70 pages

Keywords

Happiness, work satisfaction, factors, work, KPMG, coaching, motivation at work

Recommended information sources

BOWLES, D. – COOPER, C L. *Employee morale : driving performance in challenging times*. New York: Palgrave Macmillan, 2009. ISBN 9780230579422.

NAYAR, V.: *Employees first, customers second*: Harvard Business Review Press (2010); ISBN 978-1-4221-3906-6

SELIGMAN, M E P. *Flourish : a new understanding of happiness and well-being – and how to achieve them*. London: Nicolas Brealey Publishing, 2011. ISBN 1439190763.

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Declaration

I hereby declare that the diploma thesis entitled "Factors influencing satisfaction of workers in KPMG s. r. o." is my own original work and has not been submitted before to any institution for assessment purposes. As the author of the diploma thesis I declare that it does not infringe copyrights of any other person. Further, I have acknowledged all sources used and have cited these in the reference section.

Prague, November 15, 2017

Bc. Tereza Čermáková

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Factors influencing satisfaction of workers in KPMG S.r.o.

Abstract

The overall satisfaction of employees with their jobs is nowadays becoming an ever more important topic for companies. They begin to perceive that human work has a key impact on production and as a consequence their main objective becomes the retention of employees for the longest possible time. Sufficient motivation influences the results of carried out work and therefore the company's performance as a whole. On the contrary, lack of motivation can lead to dissatisfaction and fluctuation of employees which is a rather unfavourable phenomenon for the company.

The main aim of the diploma thesis is to describe and analyse the factors influencing satisfaction of workers in two different departments of KPMG s. r. o. enterprise. The departments in question are Management Consulting and Risk Consulting. Another objective is the assessment of the level of satisfaction within these departments with the use of a questionnaire and the subsequent evaluation of the results. Both departments are compared in terms of satisfaction with different aspects of the work. A part of the diploma thesis is dedicated to the suggestion of further possible improvements and recommendations in this area which could lead to a greater degree of employee satisfaction.

The theoretical part, supported by the study of specialised literature, consists of the introduction of basic concepts and knowledge we currently hold on the issue at hand. The practical part is divided in two segments. The first part is based on a structured interview with a KPMG manager who explains how the company works in terms of motivation, benefits and departments with a particular focus on the Management Consulting, the Risk Consulting and the HR departments. The second part is based on a questionnaire answered by 80 employees from two different departments of the company. The results clarify what are the KPMG workers most satisfied with and on the contrary what they find dissatisfying. Further, it demonstrates which of the two departments is more satisfied overall.

Keywords:

Satisfaction, work, factors, KPMG, coaching, motivation, dissatisfaction, human resources, wage, satisfaction measurement, remuneration, Management Consulting, Risk Consulting

Faktory ovlivňující spokojenost zaměstnanců ve firmě KPMG s.r.o.

Abstrakt

Celková spokojenost zaměstnanců s jejich prací se v dnešní době stává pro firmy stále důležitějším tématem. Začínají si všimnout, že lidská práce je nejdůležitějším výrobním faktorem, a jejich hlavním záměrem je udržet si zaměstnance co nejdéle. Různé druhy pozitivní motivace mají velký vliv na výsledky práce a tím i na celkový úspěch společnosti. Naopak špatná motivace v práci může způsobit nespokojenost a fluktuaci zaměstnanců, což je pro společnost velice nepříznivý jev.

Hlavním cílem diplomové práce je popsat a analyzovat faktory ovlivňující spokojenost pracovníků ve dvou různých odděleních společnosti KPMG, s.r.o. Tato dvě oddělení jsou Management Consulting a Risk Consulting. Je také důležité posoudit úroveň spokojenosti zaměstnanců prostřednictvím dotazníku a vyhodnotit výsledky. Oba útvary jsou srovnávány z hlediska spokojenosti s různými oblastmi. Součástí práce je také navržení možných zlepšení nebo doporučení reformy současné situace, která pomůže k vyšší úrovni spokojenosti zaměstnanců.

Teoretická část vysvětluje základní pojmy a poznatky z dané problematiky, které jsou založeny na studiu vědecké literatury. První část praktické části vychází ze strukturovaného rozhovoru s manažerem. Ten dává čtenáři představu o tom, jak to v současné době ve firmě vypadá, pokud jde o jednotlivá oddělení včetně personálního, motivaci a výhody. Druhá část je založena na dotazníku, na který odpovídá 80 zaměstnanců ze dvou firemních oddělení. Zjistila jsem, s čím jsou zaměstnanci společnosti KPMG, s.r.o., nejvíce spokojeni a s čím naopak nespokojeni. Ukázalo se také, které ze dvou oddělení je spokojenější.

Klíčová slova:

Spokojenost, práce, faktory, KPMG, koučing, motivace, nespokojenost, lidské zdroje, mzda, měření spokojenosti, odměny, Management Consulting, Risk Consulting

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1 Introduction

Work satisfaction is nowadays a highly discussed topic because it affects efficiency of performance and it also impacts the motivation of workers and their fluctuation tendencies. We live in an age of high demands on both a personal and professional level which places work satisfaction on the forefront of our values scale. It is, however, impossible to treat every employee in the same way because each individual represents a separate entity with different needs and goals. For this reason, the attitude adopted towards individual employees should be always based on subjective evaluation.

There exists a number of factors that may, to some extent, influence job satisfaction. Every business management should seek to reduce the negative and strengthen the positive aspects of the particular job. If successful, the result should be a satisfied employee who gets motivated more easily and his/her performance increases.

To achieve such a goal, a good motivation together with the worker's sufficient capability is imperative. If an individual has all the necessary skills but lacks motivation or he/she is not satisfied at work, he/she will never achieve optimal results. Similarly, if the employee is sufficiently motivated but does not possess the required skills or has not been properly trained, his/her performance will be poor. Motivation must be unconditionally underpinned by the capabilities of employees. With appropriate guidance, both factors can be influenced.

A company should strive to keep the capable, satisfied and motivated people in the establishment. Work satisfaction of employees is conditioned by factors such as interpersonal relationships in the company, both with colleagues and superiors, meaningfulness or higher purpose of the job, work environment, motivation, salary and personal development courses or pastime activities that the company has on offer.

It is also crucial for the workers to be reassured by their employers that they will be kept in the business. Work satisfaction is also dependent on the individual recognition for producing good results and on the space given to self-realisation and improvement. At the same time, the employee should meet the obligations of his/her job and as a result feel satisfied.

As previously stated, job satisfaction is a very important variable in the life of a working individual. Due to its contingency on environmental factors, the creation of a suitable working environment should become a priority. It is also very important to asses

subjectively each employee and be aware of their individual needs and interests because each of us is unique and has different personal desires. If the management follows the above, the company should gain motivated and satisfied workers who will, in return, carry out their tasks with better results and will also stay in the company for a longer period of time. Unfortunately, some companies still do not take into account the importance of work satisfaction and take their employees for granted.

2 Objectives and Methodology

2.1 Objectives

The main objective of the diploma thesis is to determine the level of satisfaction among employees of KPMG s. r. o. in two chosen sections: the Management Consulting and the Risk Consulting departments. Equally important is to characterise different areas and factors influencing employee satisfaction in KPMG s. r. o. and to evaluate which of them are well-managed and which need an improvement. Another aim is to analyse in depth and subsequently assess the company's weaknesses in managing and motivating its employees and to continue with suggesting a suitable solution for the situation which could improve the company's results and reduce the high fluctuation of the staff. No less important is to compare different areas of employee satisfaction in both departments and to find out which one copes with the task better. A collateral objective is to familiarise the reader with basic terms and specific situations of employee satisfaction and motivation.

2.2 Methodology

All the information and data used in the theoretical part of the diploma thesis have been drawn from specialised books, documents and business materials and assembled by the method of literary research.

In order to better understand the internal workings of the KPMG s. r. o. company, a structured interview has been conducted with one of its managers. He provided detailed insights into the structure of the company, the individual departments and its directives, the Human Resources Management department, motivation factors and the motivation strategy of the company and other benefits that KPMG s. r. o. offers to its employees.

Furthermore, a questionnaire of 43 questions has been created using Google Forms. First 4 questions focused on general personal information about the respondents, including gender, age, the total length of their employment at the company and their department. The remaining 39 questions were divided into 6 main areas of factors influencing employee satisfaction: relationship with colleagues, opinion on supervisor/manager, sense of meaningfulness and overall identification with the company, sources of motivation and evaluation, pastime activities offered by the company and work environment comfortability. Each area had a different amount of questions. All questions in the survey

were close-ended and, besides the first 4 questions, each with five possible responses: strongly agree, agree, neutral, disagree and strongly disagree. The respondents could only choose one answer for each question. The questionnaire template is included in the appendix of the diploma thesis. Initially, a pilot survey was given to 5 random respondents to test its comprehensibility. Afterwards, the survey was sent in an electronic form to the 150 employees of the Management Consulting and the Risk Consulting departments. Within two weeks 40 anonymously completed forms were received from the Management Consulting department and equal amount from the Risk Consulting department. The total number of respondents amounted to 80 which was more than a half of the people questioned. Subsequently, the data extracted from the questionnaires was evaluated with the use of pivot tables, mean computations, pie charts, and clustered column charts created in Microsoft Excel.

3 Literature Review

3.1 The importance of human resources/human capital

The basic prerequisite for the right operating of any organization are essential material, financial, informational and human (re)sources. (Koubek, 2001).

"People's abilities are combined with financial and material resources to develop what is called basic competence, capability or ability of an organization. "(Veber et al., 2006, p. 166).

More and more the strategic importance of human resources capital is emphasized, as a decisive factor for the organization's success. (Veber et al., 2006). According to Dvořáková, human resources term have begun to be used with the intent to emphasize growing the scarcity of employees and point to the need to pay more attention to them than to capital or material resources. (Dvořáková et al., 2007)

Grant (1991 in Armstrong, 2007) highlights the following strategic meanings of workers:

- educated and experienced workers influence skills the company has
- employee adaptability affects the company's strategic flexibility
- devotion and loyalty of employees affect the company's ability to retain a competitive advantage

Bontis et al. defined human capital as follows: *"Human capital represents a human factor in an organization, it is a combination of intelligence, skills, experience and all that gives the organization its special character. The human components of an organization are those that are able to learn, change, innovate and develop a creative effort, if properly motivated - ensures the long-term survival of the organization. "(Bontis et al., 1999 in Armstrong, 2007, p. 28).* From information above it is clear, that the quality of human resources has a decisive influence on functioning of the organization. Mostly knowledge, adaptability and loyalty are considered to be the greatest assets of an organization that ensures its

competitiveness. It is also worth noting the argumentation of some authors, dealing with definition differences between human resources and human capital.

For example, Mayo (2001 in Armstrong, 2007) defines human resources as costs, while human capital as wealth.

Kearns (2005 in Armstrong 2007) confirms, that in managing of human capital people are those who add value, while in human resource management people are directed as important costs.

Unlike the two previous claims, Armstrong (2007) considers both components in the process of managing people important for life. In his opinion, the concept of human capital management does not replace the concept of human resources management, but instead complements and strengthens it.

3.2 The form of human resources management/human capital

The transition from manufactories to services went hand in hand with changes in the approach to employees. This development has had an impact on employee management.

Classical management, represented primarily by so-called Taylorism, emphasized an effective use of all resources, through technology and discipline with the aim to increase productivity. People in this approach were considered as manufacturing source like everyone else.

Since the 1940s psychological and sociological factors of people have been taken into account in staff management considerations, which means feelings and interests of employees. Employees are seen as human capital.

In the context of taking into account the personal needs and attitudes of employees, it is possible in the professional literature to find two different approaches to managing human resources - so-called hard and soft form of Human Resource Management. (Veber et al., 2000).

The hard form of human resource management is based on classical management and claims that human resource has the same meaning as any other resource. Employee influencing is impersonal through formal and binding rules. (Armstrong, 2007) This approach assumes that competitive advantage can be achieved by increasing productivity. In my opinion this is very primitive and narrow form of thinking. Advantage of the hard

form of control is the accuracy and standardization of processes. The downside is suppression of employee personal impacts on the overall result.

The soft form of human resource management is based on the so-called School of Human Welfare. It looks to human capital as to a highly valued asset, from which dedication, commitment and quality results bring a competitive advantage among other firms. (Armstrong, 2007)

Emphasis is placed on informal standards and on importance of employee identifying with the company. The disadvantage of this approach is difficulty to measure the evaluation processes. (Veber et al., 2000)

3.3 The term satisfaction

Satisfaction is a subjective feeling that cannot be unambiguously understood. One of the satisfaction type is satisfaction at work. Work satisfaction can be taken as a positive assessment of work and working conditions or as an effective source of workforce. Employees express their satisfaction with their attitudes. These are either partial, when worker takes a specific attitude towards the individual conditions or it is an overall attitude of a worker whose orientation is influenced by partial factors. Satisfaction is ultimately determined by both the objective conditions and the personality of the employee (Pauknerová, 2006).

Milan Půček et al. (2005) have described several definitions of satisfaction at work in their work, which are related to the satisfaction of different groups, such as citizens, customers and employees. "Employee satisfaction is the perception of employees about the degree of fulfillment of their expectations and demands for working conditions, their performances or tasks, the management of the office, etc." (Půček et al., 2005, p.)

They also state that satisfaction belongs among so-called soft indicators that express subjective feelings of people. On the other hand, so-called hard indicators express the objective facts for which concrete numbers are characteristic. In real life, however, there are cases where so-called hard indicators show worse values, but satisfaction with quality of life may be higher. Therefore, Milan Půček et al. they indicate satisfaction as relative (Půček et al., 2005).

3.4 Factors influencing job satisfaction

There are number of factors affecting work satisfaction. However, as stated above, job satisfaction is individual and very much depended on the individual worker in terms of what factors will affect him / her and to what extent.

One of the main factors influencing worker satisfaction mentions Irena Wagnerová (2008). Among these factors she mentions content of the work, the way in which working groups are managed, the working group itself and the physical conditions of the job. The job content increases work satisfaction in case it is an interesting job that is not monotonous, it provides different social opportunities to employee and at the same time provides feedback in the form of results. The higher capability a person has, the higher is the ability to work with greater prestige. The second factor is leadership style. In general interest in the work of the manager contributes to satisfaction of employees. Employees also need a degree of autonomy, they want to be able to comment on the goals of the group and be able to influence work. Satisfaction further raises with a friendly approach of the manager, his/her feedback and support. Relationships within the group itself such as friendship but also conflicts are also essential. The last mentioned factor is workplace, that may contribute to dissatisfaction of the employee if it does not meet his/her needs and expectations. These include for example noise, lighting, temperature, number of people in the workplace, etc. (Wagnerová, 2008).

Michael Armstrong in his book *Human Resources Management: Latest Trends and Procedures* (Armstrong, 2007) divides factors influencing external and internal satisfaction. He also states that job satisfaction is also affected by employee's success in the company, collegial relationships and leadership. From experiment of Purcella et al. it has emerged that the main factors affecting the satisfaction of employee include the possibility to influence their career and work and as well as certain degree of work intensity (Armstrong, 2007).

With satisfaction factors is also concerned Patrick Forsyth in his book "How to motivate your team" (Forsyth, 2009). Among motivators he includes success, recognition, award in the form of reward, job content, responsibility, promotion and possibility of growth. Forsyth says that the most powerful motivation factor is success. When a person achieves some success, it always increases his/her satisfaction. It also states that the more (even

smaller) achievements a person achieves, the better. "If there are no such points, then you need to find them. Jobs that do not give people a sense of well-done work will always be less satisfying. "(Forsyth, 2009, p. 31).

The success is followed with recognition, which is a very important point for the worker and will increase his/her satisfaction. However, the organization's management must be aware that work has to be well-organized and people must know what to do, because it is then very difficult to find a way to express their appreciation. Appraisal with the reward is connected with recognition. If an individual performs well and he deserves appreciation, it is always worth it to consider reward as well. Types of rewards include corporate cars, commissions, financial assistance, retirement, reimbursement of expenses, profit share, bonuses, vacation and flexible working hours. Another factor is the content of work that is a motivator itself. If one enjoys it and it is interesting and fun for him/her. But even boring work can be attractive.

This can be achieved through for example by the already mentioned recognition or a program that welcomes new ideas. Among things that can make work more fun belong equipment and its functionality, comfort, time saving, environment and more. Responsibility is another motivator. A person who is responsible for something increases his/her quality of work and at the same time it brings him/her a sense of importance. The possibility of promotion is a typical motivator, because nobody wants to be in the same place throughout their lives. People are moving upward in their career and the possibility to choose is a good motive. The latter factor is the growth possibility. A person who stays in one team for a long time creates the impression that he/she has only medium ability and could not find a better place. Forsyth also states that good motivation causes leaving of employees. However, motivators do not act separately but together, which is an important result of all motivational factors (Forsyth, 2009).

Employee satisfaction is closely related to their identification with work. Renata Kociánová (2010) mentions in her book that one is easier to live with the work he/she enjoys with pleasure and enthusiasm. This enhances his/her satisfaction and improves person's performance. For organization, however, it is important not only that person identifies with work but also with the organization itself. Organization can do so by caring about its subordinates (Kociánová, 2010).

3.5 Motivation and stimulation

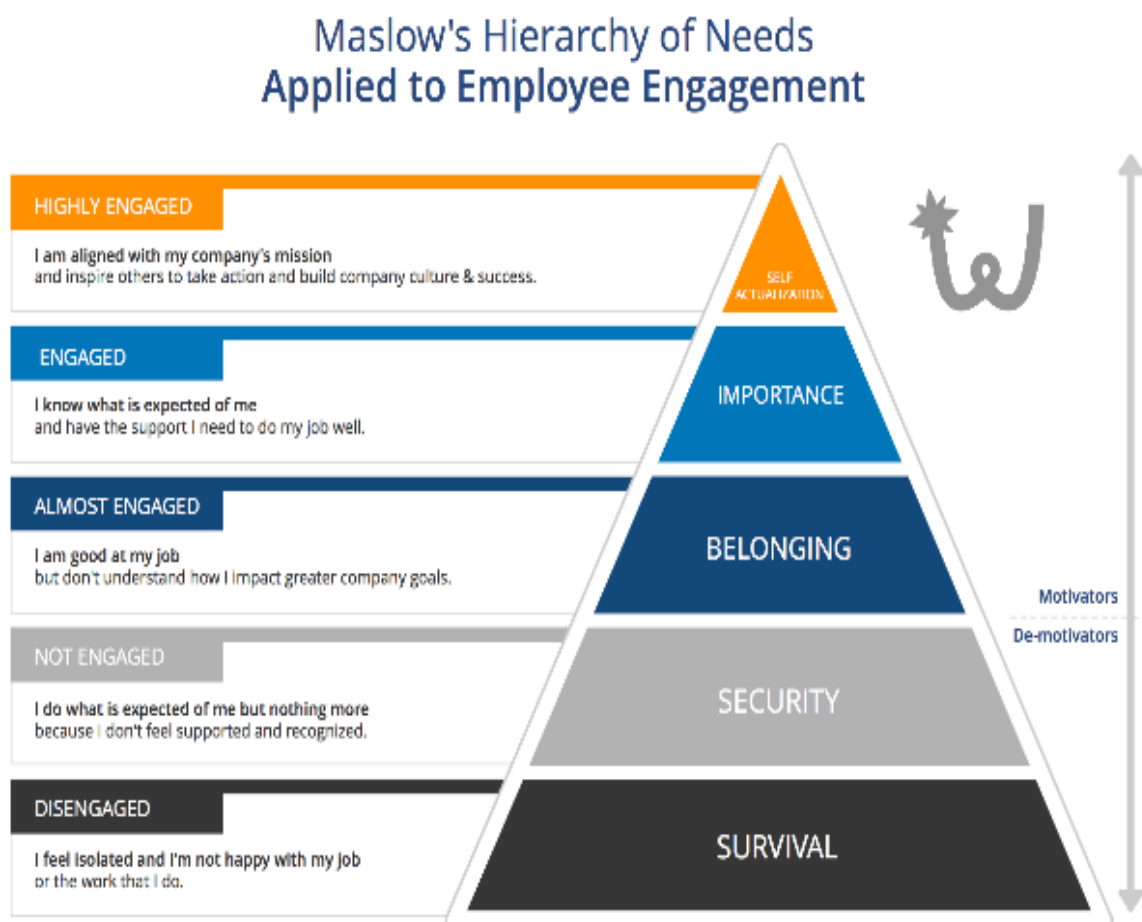
Motivation is a set of different factors, emerging as the inner driving forces, that lead human activities. The basic concept of motivation is a motive. Daniela Pauknerová et al. (2006) understands by a motive the internal motivation and agrees with the definition of Eva Bedrn's motif (2007). "The motif represents a certain inner psychic power - impulse, motivation. It can be understood as a psychological cause or reason of a certain behavior or acting of person. It individualizes person's experience and it gives his/her activity a psychological sense." (Bedrnová, 2007, p. 363).

Daniela Pauknerová et al. (2006) follow the definition of Eva Bedrnová (2007). They claim that these internal forces manifest themselves in the form of motivated behavior. They also state that motivation is primarily important in an enterprise due to performance of employee. Employee performance is limited by both work ability and work motivation. The performance motivation of a person is a relatively permanent feature of the personality, manifested by the desire to succeed and to avoid failure (Pauknerová et al., 2006).

Irena Wagnerová (2008) motives are characterized as internal sources of human behavior, which are relatively unchanging. Among such motives belongs autonomy and responsibility. Among external stimuli she mentions rewards, awards, praise but also punishments. These are incentives related, for example, to the change in the position of the individual (Wagnerová, 2008). Max Eggert (2005) deals with the motivation of workers according to personality type. He divides people into four groups, each group is characterized by different features and motivated by a different set of factors. The first set consists of helping people who emphasize valuable things, want to be asked for help, enjoy idealistic challenges and personality development is very important for them. The second group consists of directive people. Among the best motivators of this group belong challenges, responsibilities, power, functions and opportunities. The third group includes fastening people. These staff are motivated by different approaches, practicalities, analysis, numbers and last but not least, they like to see the tangible results of their work. The last group are adaptive people. These people are very adaptable, which is related to their motivators. This group is motivated by changes, opportunities both at work and in personal growth and others (Eggert, 2005).

Different motivators that are characteristic for different groups of people are related to needs of these people. For example psychologist Abraham Harold Maslow explained those needs. He divides the human necessity into a 5-degree pyramid. The base of this pyramid are the most primitive necessities - physiological needs. The degree above is occupied by the need for security, the middle one by the need for belonging, the second stage includes the need for respect, prestige, and success and the summit is filled with the need for self-realization. Maslow's pyramid of needs can be transferred to work motivation - the individual grades are then formed by wages, working security, social group acceptance, titles and work self-realization (Wagnerová, 2008).

Figure 1: Maslow's Hierarchy of Needs Applied to Work Environment



Source: Wespire

Urban (2013) also deals with motivational tools, which he divides into external (tangible) and internal (intangible). External motivation involves interest in financial rewards and other valuable appraisal. For people with prevailing external motives it is convenient

to set expectations given by them, to inform them about rewards for the results achieved and to introduce non-monetary rewards that can motivate this type of people. He also mentions the existence of highly delighted employees, although they have no special prizes and no bonuses. Such people do not seek financial rewards, but recognition, respect, maintaining friendly relationships, etc. These people act on the basis of internal factors (Urban, 2013).

Another concept that is related to satisfaction is stimulation. It is an external influence on the behavior of an individual that affects his/her motivation. Stimulation may be both positive (eg, stimulation by compliment) and negative (eg, stimulation by punishment). However, the desired effect can only have stimulation that is in line with the person's motivation. "Stimulating people to work means deliberate and purposeful influence on the work motivation of employees, influencing their willingness to work" (Pauknerová, 2006, p. 224). Work motivation is the most favorable when the employee's interests are consistent with the interests of the enterprise. The two basic goals of stimulation are to stimulate the positive attitude of employees towards the work and personal development of the worker (Pauknerová, 2006).

Zdeněk Dytrt and Michaela Stříteská (2009) in their book argue that the level of motivation depends on the level of stimulation. This implies that if the employee is not motivated enough, his manager has not been able to stimulate his loyalty and creativity. This may be the case when the management of an organization is primarily focused on quantity rather than on ethical responsibility. It also states that successful leadership is based on a balanced relationship between stimulation and motivation and results in the minimization of unwanted fluctuations of workers (Dytrt, Stříteská, 2009).

3.6 Satisfaction and motivation relationship

Urban's book Human Resource Management (Urban, 2013) describes the relationship between satisfaction and motivation. He claims that satisfaction and motivation are closely related because it is much easier to motivate employees who are generally satisfied with their work. The most common cause of worker's dissatisfaction is behavior of their immediate managers and unfair appraisal, which may be both financial or verbal. Other demotivators include mistrust in the ability of employees.

Urban further states that it does not matter whether the unfair assessment was real or whether the employee misinterpreted it, because the results are ultimately the same. If a worker is unfairly valued, his work efforts will be reduced because he does not see the reason for trying further. However, there are also cases where a worker loses his certainty he used to have at work or he even begins to think about leaving the job. In the majority of cases it is also true that even unjustly given minor financial or verbal ratings have a greater impact on employees than their total salary. Reasons for unfair or biased evaluation can be many. It can be an effort to evaluate employees too much equally, moderately or on the contrary very strictly. Further there may be excessive subjectivity or fears of conflicts with employees. Another mentioned demotivator is a mistrust of superiors towards their employees. One of the tasks of the managers is to control the work of their subordinates. However, this check should be done regarding the worker's experiences. Excessive and insensitive employee control, who has a lot of experiences with work, can act as a manifestation of mistrust that motivates employees to decline (Urban, 2013).

The relationship between motivation and job satisfaction was also described in book from Michael Armstrong (2007), who states that many factors such as wages, fair rewards, work interactions, diversity of work tasks, working methods and other may have a big influence on job satisfaction of employee. He also notes that it mainly depends on the specific needs and expectations of the individual, which should be taken into account when motivating (Armstrong, 2007).

3.7 Wage as an motivational factor

Ladislav Blažek (2014) is also concerned with motivational factors and he considers wages to be the main motive for work. Other wage components, such as rewards, bonuses, etc., are referred as monetary incentives, which are among the main motivators. Wages are further mentioned in relation to needs that can be satisfied by means of the wage received. He emphasizes that by money one does not only satisfies basic physiological needs, but can also satisfy higher needs, for example needs of belonging (eg travel, club membership, etc.). Money can buy things that emphasize employee's position. On the contrary, it is also possible to raise self-respect with money, if the individual contributes to charitable purposes for example. He also states that wages are not the only instrument of reward. Valuation can also be moral or expressed in non-monetary form (Blažek, 2014).

Irena Wagnerová also deals with the topic of motivation factors in her book *Assessment and Performance Management* (Wagnerová, 2008). She claims that money is a great motivation factor, because people want money in most cases. However, she points out that although money is a strong motivation factor, it does not have a long-lasting effect. Its deficiency causes employee dissatisfaction, and its increase will increase satisfaction only for a short period of time, because the individual will take it for granted. She also emphasizes that money influence each of us differently, and it cannot be expected that the introduction of a certain style of financial appreciation will motivate all to perform miraculous performances (Wagnerová, 2008).

3.8 Other motivational factors

Motivation for work performance can have many forms. These include, for example, a good collegial relationships, the possibility of personal development and a sense of satisfaction, a suitable working environment and, last but not least, a financial evaluation.

Daniela Pauknerová et al. (2006) present among the stimulus factors a material reward, the job, manager, relationships in the working group and the working conditions. Material reward is a tool to help each individual life needs. Daniela Pauknerová et al. also state that the manager should be able to influence the evaluation of workers. She things that a stronger incentive effect than fixed wage is attributed to above-standard components. Content of the work is another stimulus factor. The worker will mainly appreciate responsibility, degree of autonomy, creativity, power, etc. It is therefore important to enrich and expand the job itself. Another important factor is the manager, who significantly influences the atmosphere in the workplace by his/her style of management. Ability to make a decision, righteousness and difficultness are attributes of the manager, that contribute to general satisfaction. On the contrary, as his/her negative characteristics and thus factors that contribute to dissatisfaction, we include indecision, unfairness, autocratic conduction, incoherence and others. Relationships on the workplace also have a very powerful role. It is the openness of relationships, communication and behavior of the manager. The last point are working conditions. Their improvement and the possibility of adjusting the work regime reinforces relationship between worker and organization. Other

incentives include image of the firm, economic situation or personal problems of an individual (Pauknerová et al., 2006).

Nowadays, the term "employee voice" appears more and more. This term means that people have the right to express their opinion on the problem or situation that affects them in the organization. For employee this is the ability to influence management decisions and to improve future of the organization. The "employee voice" is different for every company. There are two extremes on the imaginary scale – the first one is when workers have no right to speak at all or cannot participate in decision-making, and the second is when employees have major control in their hands (but this is not very often the case). Majority of companies are between the two extremes where workers can have a greater or lesser choice of decision-making. Based on the research conducted by Marchington et al., here are employers' reasons of why they give their employees the opportunity to express and participate in decision-making: awareness and education, enhancing the added value of workers, managing conflicts at work and increasing stability and it is a mechanism for addressing concerns and workers' doubts (Armstrong, 2007).

3.9 Methods of job satisfaction measurement

In following two chapters there are procedures for finding level of job satisfaction, as well as specific surveys that addressed the issue of job satisfaction.

Questionnaires as the method for determining the level of satisfaction, are also addressed in the book *Human Resources Management: Latest Methods and Procedures* (Armstrong, 2007). Questionnaires are also divided in parts, depending on who they are intended for - it is decided here whether the questionnaires will be sent to all employees or just to a selected group of them. They can be either standardized, which were already proven in practice and results can be compared to the relevant standards or specifically prepared for a particular firm. The second way to find employees satisfaction is to talk about everything and getting open and honest in responds. However, the interviews are time consuming and costly. In this case, it is more worthwhile to interview with a larger number of respondents, but not everyone is willing to express their opinion to the public. The third option is the combination of the first two methods. Here both, the larger number of questions answered from the questionnaire and the quality of the interview are combined in one. This method is considered as very appropriate. The fourth and last mentioned way is the use of

discussion groups, characterized by structure, awareness, constructiveness and confidentiality (Armstrong, 2007).

However, questionnaires are not the only way of finding job satisfaction of employees. Daniela Pauknerová et al. (2006) introduce Job Description Index (JDI), which includes wages, promotion possibility, type of manager, job description and co-workers. Another way is a parallel observation of individual factors importance and satisfaction with them. Monitored factors are directly related to the job description and this way you can find critical parts of the company (Pauknerová et al., 2006).

The most common method, used to measure satisfaction, is a questionnaire survey. It was described in the article "Employee Satisfaction Survey" by Ing. Ivo Bělonohý. He writes that questionnaires should be anonymous, because people are then more willing to fill in the questionnaire and they are generally more open. The result is more objective information that management can work with. Further he notes that organizations must familiarize employees with the purpose of the investigation and assure them of anonymity, without which the information could be misused. Before the investigation itself starts, the organization must decide whether to include all the staff or only selected groups of employees into the research. Selection of groups is quite wide. Employees can be divided according to years they have been working in the company, by age, by job position, etc. Thanks to such division, requirements of each group of employees can be determined. The next step is to ask questions in the questionnaire. Their number must be proportionate and at the same time questions must be given so that the organization can get as much information as possible. Answers to questions must be verifiable on a numerical scale so there is a possibility of comparison and after the survey is completed, results should be permanently accessible to all employees (Bělonohý, 2013).

3.10 Practical examples of job satisfaction measurement

The above mentioned procedures have been used to measure job satisfaction and this chapter deals with specific cases where work satisfaction has been measured. Bart Victor and John B. Cullen (1987, 1988) discovered a typology of ethical climate. This typology consists of 9 types - personal interest, company profit, efficiency, friendship, group interest, social responsibility, personal morale, company/organization rules and practices and professional codes. Based on this typology an empirical study was conducted to

investigate the impact of these 9 types on employees' job satisfaction. There were selected 62 Turkish telecommunication companies with a group of employees and manager. Results from 1174 usable questionnaires confirm the existence of 9 types of ethical climates. Regarding the impact of ethical climatic factors on employee job satisfaction they found out that negative impact on job satisfaction has personal interest, while group interest, social responsibility and law with professional codes have been found to have positive effects on satisfaction (Elci, Alpan, 2009).

Next research has been conducted in Pakistan, as discussed in *WORK-A JOURNAL OF PREVENTION ASSESSMENT & REHABILITATION* (2015). The paper deals with a study that was carried out in a manufacturing business in Pakistan. Some research has so far been carried out in healthcare facilities, banks, universities and also in IT sector. However, public sector organizations have not been studied yet. The aim of this research was to analyze the various demographic, financial and non-financial factors that affect the level of employee satisfaction and to study the effects of these factors across different types of working groups. Workers were divided into 10 homogeneous groups, according to their departments. Information about job, connected to factors influencing satisfaction were collected from the sub-samples of each group using questionnaire. Of 1100 employees a total of 250 people were selected. Before the research there were conducted tests for reliability: Cronbach alpha and Kolmogorov's Smirnon test. Findings of the research revealed important factors, that affect the level of employee satisfaction. Existing differences between groups are based on age, work experience, salary and job position of the worker. Work satisfaction was also positively and significantly associated with factors such as salary, promotion, relationship with other employees, relationship with the manager, stress at work and work safety (Rukh, Choudhary, Abbasi, 2015).

Satisfaction was also investigated in the Czech Republic, as discussed in the article of *International Journal of Nursing Practice*. The aim of this study was to find out the relationship between areas of work satisfaction and the subjective feeling of well-being of nurses. An appropriate group of nurses was recruited from 6 hospitals in the Czech Republic. Data were gathered using questionnaires that included McCloskey/Muller's satisfaction scale, positive scale effect, negative scale effect, and index of personal well-being. The study confirmed a weak relationship between work satisfaction and the subjective feeling of nurses. Satisfaction with external rewards, co-workers, and the

balance between family and work formed only a small percentage of the cognitive dispersion of subjective well-being. Positive influence was predicted by interaction of options and planning of activities. The negative influence was predicted by the interaction of possibilities, planning and by intention to leave the current job. A low percentage of variance suggests that subjective well-being is not strongly influenced by work satisfaction.

3.11 Remuneration of employees

Employee remuneration is one of the most important components of human resources management. "Its job is to attract and retain high-quality employees, to contribute to growth in their performance or productivity, while at the same time ensuring the cost competitiveness of the company (...)" (Urban, 2013, s. 77). Rewarding at the same time positively affects employee satisfaction. An important requirement is the differentiation of wages so that wages correspond to the complexity of the work performed as well as to the personal results of individual workers. Rewarding tools are used to ensure this differentiation. This includes basic wages, a wage component linked to the employee's personal capability, motivation (performance) component, wage bonuses and employee benefits. Basic wage is the financial valuation of a worker, within a specified range, depending on the type of job and the value of the work for organization. The wage component, attached to an employee's personal capabilities is a above standard element that can be calculated as a share of the basic wage, may represent a specific amount or it may be a personal evaluation. This wage component is based on longer-term results and aims to motivate its employees. The motivation (power) component is a moving pay portion that is based on the performance of an individual or his workgroup. It stimulates employees to improve their performance and performance across the organization. Payroll bonuses are those bonuses for employees, who are more involved in increased demands in terms of working conditions or positions. The latter mentioned tool are employee benefits. These include services, price incentives or financial contributions to increase employee satisfaction and enhance identification with the organization. Employee benefits do not usually relate to employee results. They are provided to employees for example on the basis of the demandingness of work or the length of work in the organization. Organization provides them for its employees in order to maintain high-quality staff and to allow them

the possibility of personal relaxation. Urban's employee benefits are divided into 3 large groups. The first group consists of benefits that only concern work – catering supplies, refreshments at the workplace or the development and training of a worker. The second group are benefits, that the employee can use both at work and in personal life - personal car, mobile phone, notebook and others. The third group includes benefits that the employee will use only in his/her personal life - extraordinary health care, sports and recreational activities, financial assistance, gifts and gift checks and others. Employee benefits also have their defects. Employees often understand them as a sure thing and not as a benefit, so it does not have a direct motivational significance. Furthermore, these benefits do not suit everyone equally, as the younger age group has different needs and concepts of benefits than older workers. The third problem is the mechanical rendition of benefits where more and more benefits are provided but without increasing motivation (Urban, 2013).

Josef Koubek (2015), as well as Jan Urban (2013), describes in his book the rendition of employee benefits. They are characterized by the fact that they are not provided to employees depending on their performance, but for example on their merits or on the number of years worked in the company, etc. "If the organization wants employee benefits to have a positive impact on employees motivation, their satisfaction but also on stability and good relations with trade unions, they should be interested in topic of which benefits employees prefer." (Koubek, 2015, pp. 320-321). Some benefits are not very interesting for workers - these are mainly cases where employees automatically pay extra for benefits. (Koubek, 2015).

However, if there is a situation where the employee performs better, remuneration should come. Michael Armstrong's book mentions an overall reward, that consists of material and internal rewards, which are taken into account as a whole. Total material reward consists of basic wages, merit bonuses and employee benefits, while non-monetary rewards include education and development and work experience. The overall reward makes sure that not only one way is used when rewarding, but that all possible remuneration procedures are linked (Armstrong, 2007).

3.12 How is satisfaction and working behavior connected?

Working motivation thus drives the employee to better performance. However, if the goal is to find out if employees are satisfied with their job position and content, it cannot be determined by their performance and outcomes. Logically it could be assumed that a dissatisfied employee will have a lower level of performance and satisfied individual higher. However, studies did not prove this. Even a disgruntled employee can show better results than a person who is happy with his job. In order to determine the satisfaction or dissatisfaction of employees in the company, the absence and fluctuation need to be monitored. If the individual is not satisfied, he/she shows a higher fluctuation and desire to leave the company (Wagner, 2008).

Zdeněk Dytrt and Michael Stříteská (2009), who have presented fluctuations from the other side, also expressed their views on fluctuation. In their book they describe how fluctuation impacts the economy, the state budget and the business environment. They also explain that some workers may be trying to get a higher wage by suggesting leaving the job. By employee departure, he/she increases the cost of both the original organization (O1) and also the one he/she wants to newly enter (O2). O1 has invested costs to employee incorporation and training and it will lose those costs with the leave of the employee. O2 again has to cover the costs of training for a new worker. At this time, the worker does not perform optimally. This version comes when a worker has an immediate opportunity to take up a new job. If he does not, he ends up in the Labor Office, receives financial support and can undergo a retraining course, which means additional costs. This case is a sample of unwanted fluctuations. Costs associated with it are not monitored in the Czech Republic, but taking into account the amount of unemployment benefits paid and the costs of retraining courses, it can be estimated that these are tens of billions of CZK. They further note that fluctuation may be desirable as well. These are intentional redistribution of workers based on their focus and expertise (Dytrt, Stříteská, 2009).

A specific example of fluctuation has been summed up in Leigh Branham's book, who mentioned the survey of 1998. He states that 75% of managers have confirmed that one of their greatest priorities is to keep employees. However, the plan to reduce fluctuation was only prepared by 15% of them. Therefore, it has been proven that most managers take fluctuation as an acceptable cost. However, managers of these companies fought for their

employees with other firms that take fluctuation as a problem to be addressed (Branham, 2009).

3.13 Work dissatisfaction

Employee dissatisfaction can be caused by various factors that affect them. These may be factors acting on the inside of an individual, as a lack of internal motivation or they may be factors from the outer environment, as poor working environment, noise and others (Adair, 2004).

The cause of work discontent is in most cases non-professional management behavior and action where, for example, one worker is given preference over others, unnecessary distrust, etc.

Urban (2006) states that long-term job dissatisfaction is very serious. Long-term job discontent is source of the syndrome, which is reflected in a decline in work effort, loss of interest at work, growth of absence and also the fact that the worker has tendency to destroy name of the company in public, to disclose important information about the company and by that he/she helps to create generally bad name of the company. Based on this, various job satisfaction surveys are being conducted sources of potential dissatisfaction at work, and based on these surveys are addressed possible measures to eliminate work dissatisfaction.

3.14 Summary of the theoretical basis of the thesis

The previous chapters devoted to theoretical knowledge on job satisfaction. Many concepts have been explained about this issue. The term "work satisfaction" has been explained, which is an individual feeling that is shaped by an individual's personality as well as by objective factors. The factors influencing satisfaction were mentioned, and the difference between motivation and stimulation was explained. Motivational/stimulating factors were also presented in other subchapters and they have a considerable impact on the satisfaction of the employee. Among these factors were assumed collegiate relationships, job content, salary, the ability to influence own work, working conditions and many others.

Satisfaction is also related to its measurement, which makes management aware of what employees want and what they don't want. The most common methods of satisfaction

measurement are questionnaires and interviews, which are used as a supplement to the questionnaire survey. In addition there were 3 examples of satisfaction surveys, namely the survey from Turkey, Pakistan and the Czech Republic, where a questionnaire survey was used and it has identified the most affected factors by the satisfaction rate.

Also there were described methods of remuneration of employees, in which employees are payed bonuses, based on their performance, number of years worked in the organization and other criteria outside the basic wages. For example an executive component, wage bonuses or employee benefits.

The last point, which has been described in the theoretical sources more abundantly, is the relationship of (non)satisfaction and working behavior. This subchapter describes problems the organization must face in the case of employee dissatisfaction. In particular, the subchapter is focused on undesirable behavior, such as fluctuation and absenteeism.

Based on the acquisition of these theoretical knowledge, it is possible to identify research questions, based on the aim of this work. The main research question is: "Are employees generally satisfied with the company they work for?" From this question there can be drawn more related issues – eg. whether the employees are satisfied with the job, whether they are satisfied with the work team and the management of the company, or whether subjects of the dissatisfaction of subordinates and managers are different. These are basic research questions that will be answered through the questionnaire survey.

4 Practical part

4.1 Company KPMG

KPMG s.r.o. is a company, providing audit and financial services for clients. Company was founded in 1987. It is one of the very prestigious Big Four firms, together with Deloitte, Ernst and Young and PwC.

Its headquarters is seated in the Netherlands and nowadays it is widespread almost everywhere worldwide, exactly in 155 countries all over the world. KPMG is a corporation, employing 189 0000 people. It is not only focused on audit (40%), but also on taxes (22%) and advisory (38%) to firms. The name KPMG (Klynveld Peat Marwick Goerdeler) is a shortcut of names Klynveld Main Goerdeler and Peat Marwick.

4.2 Company KPMG CZ, s.r.o.

Since 1990, KPMG in the Czech Republic has been supporting the growth of major companies and thus the entire Czech economy. KPMG provides audit, tax, advisory and law services for hundreds of companies across a wide range of industries, particularly from the financial, energetic and real estate markets. In the Czech Republic the firm employs over 900 professionals and they are among the largest consultancy providers in the country. They help clients to moderate risks and grasp business opportunities, not only in the Czech Republic, but also abroad. As part of a global network of consulting companies, KPMG Czech Republic can rely on the knowledge and experience of over 174,000 experts, working in 155 countries around the world. People at KPMG have created a unique corporate culture that stands at solid values. They try to be environmentally friendly and they help a number of organizations within our CSR projects. KPMG Czech Republic has offices in Prague, Brno, České Budějovice and Ostrava. In Prague the building is situated among other big corporations on Florenc.

4.2.1 Company structure

Headed by the main managing partner, followed by another 35 partners below him. There are four main departments in the company. These departments are: consulting, audit, taxes, administration. Each of the 4 departments has its own managing partner. Consulting department is further divided into Management Consulting, Risk Consulting and TNR transactions and restructuring. The administration department is further divided into: marketing, IT, accounting, backoffice and HR department. Taxes department is next divided into tax and legal. Each of those smaller departments has again its own managing partner to monitor his part. In total there are 850 employees in all departments of the firm, so it is classed as a large enterprise.

As it has been already said, there is one managing partner in each department, then there are partners of subgroups, in some departments there are directors, followed by classics managers and below managers there are employees.

4.2.2 Individual departments

For this thesis there are important two departments, which were given the final questionnaire in terms of employee satisfaction. Those are: Management Consulting department and Risk Consulting department. Each of these departments has around 80 employees. These departments are one of the most engaged ones in terms of work.

Management Consulting is the practice of helping organizations to improve their performance, operating primarily through the analysis of existing organizational problems and the development of plans for improvement. Organizations may draw upon the services of management consultants for a number of reasons, including gaining external (and presumably objective) advice and access to the consultants' specialized expertise.

As a result of their exposure to, and relationships with numerous organizations, consulting firms are typically aware of industry best practises. However, the specific nature of situations under consideration may limit the ability to transfer such practices from one organization to another.

Consultancies may also provide organizational change management assistance, development of coaching skills, process analysis, technology implementation, strategy development, or operational improvement services. It is often connected with IT skills.

Management consultants often bring their own proprietary methodologies or frameworks to guide the identification of problems, and to serve as the basis for recommendations for more effective or efficient ways of performing work tasks. In Management Consulting there is higher fluctuation than in Risk Consulting. In average, employee stick with one position only for 1,5 year.

Risk Consulting refers to the provision of information, analysis and associated services in the field of international politics and economics, with the aim of providing a better understanding of the risks and opportunities facing businesses, governments and other groups. This department also for example calculates the risks in insurance companies and generally quantifies risks to companies.

In contrast to Management Consulting, which primarily concerns internal organization and performance, risk and strategic consulting aims to provide clients with an improved understanding of the political and economic climate in which they operate. Most such consultancy is focused on those developing countries and emerging markets in which political and business risks may be greater, harder to manage, or harder to assess. Risk and strategic consulting is sometimes carried out alongside other activities such as corporate investigation, forensic accounting, employee screening or vetting, and the provision of security systems, training or procedures. It is very connected with financial services, audit. In average, employee stick with one position in Risk Consulting twice more than in Management Consulting, for 3 years.

TNR transactions department helps with the emergence of new markets, access to the stock market, the purchase and sale of companies. Audit department deals with a check of annual reports, accounting. Taxes have another 5 subdivisions, generally they count taxes. IT department takes care of IT security of company, corporate servers and its databases, websites, computers, corporate network. Marketing department is important for growing revenue, increasing market share and contributing to company growth and profitability.

4.2.3 Human Resources Management department

Since KPMG s.r.o. is considered as a large business, there is a separate HR department. It has about 20 employees. In human resources department there are people who make up the workforce of an organization, business sector, or economy.

A human-resources department of an organization performs human resource management, overseeing various aspects of employment, such as compliance with labour law and employment standards, administration of employee benefits, and some aspects of recruitment and dismissal. In addition to the HR department, there are about 13 managers in the company, who have been paid coaching courses and become internal coaches. Every employee has an opportunity to find them and talk with them in work and / or personal matters.

4.2.4 Motivation program of the company

The basic incentive tool for every employee is the wage, that forms the basis of the employee evaluation. In addition, an employee can get a personal valuation. The level of it is decided by direct superior, on the basis of quarterly evaluation results (quarterly targets). Personal evaluation, as mentioned above, is based on an individual employee interview with his direct superior, which takes place every three months. Part of this interview is an analysis of fulfillment of setted goals, evaluation of achieved results. They communicate advantages and weaknesses of the employee and methods for their improvement. There is also considered an integration of worker into firm society. At the end, new goals and suggestions for performance improvement are defined. Part of the session may also be the assignment for personal development of the employee.

4.2.5 Other motivation factors and benefits

Other benefits and motivation factors are also very important for employees. In KPMG company, employees have many different benefit components. Those are meal tickets, which can be used in their canteen with very high quality, situated in Hilton hotel, paid phone for private use, 2000 CZK every month for cafeteria expenditures, possibility of homeoffice, free coffee.

Every year there is Christmas party, summer party and teambuilding outside of Prague. Usually Christmas party is in some nice restaurant or pub, summer party is held in some open air concert and teambuilding in Krkonoše mountains, where employees explore nature or fly with a small helicopter.

Company supports fair trade idea and has some of those food for sell. Every month there is a nonprofit cinema with various films on different topics, usually current global situation. Employees have also an opportunity to learn English, German language or visit some other courses in their working hours, all paid by the company. In consulting departments, employees are often send around the world, which can be also beneficial for people with an adventurous nature.

4.2.6 About sample of respondents

The questionnaire survey was conducted in KPMG s.r.o., in two different departments of the firm. Respondents were employees working in the company on full time. The research was realized in department of Management Consulting and department of Risk Consulting. Altogether, 80 respondents participated in the survey. 40 % from the Management Consulting department and 40 % from the department of Risk Consulting.

4.2.7 Composition of respondents by gender, age and lenght of work with the current employer.

The research group of respondents is made up of 47,5 % of women, 52,5 % of men. The most of respondents are young adults, between 20 and 30 years old, this is 82,5 % of them.

10% is older, between 30 and 40 years old, 5% between 40 and 50 and only 2,5 % of them (2 respondents) are older than 50 years.

The average length of time worked in the company is very equally distributed in our sample. 38,7 % of respondents (31 employees) are in the firm between 1 and 3 years, 31,3 % (25 employees) are in the firm only very shortly, for less than one year and 30 % (24 employees of them is in the firm more than 3 years.

4.1 years, which is, given the average 6.4 years for purely Czech companies established after 2000, slightly below average. (HR Monitor®, © 2013) Nevertheless, as mentioned above, there is a fluctuation from the management of the company perceived as favorable.

4.3 Evaluation of job satisfaction

The following chapter offers a detailed analysis of particular areas of work satisfaction, which respondents assessed with regard to their subjective perceptions and attitudes. Each area will be supported by graphical evaluation of the satisfaction of individual aspects and will be followed by a comment. A total of 43 questions were answered by respondents on the scale 1 to 5, where 1 was definitely agree and 5 definitely disagree. Below are shown the summary results, divided into certain categories.

The following categories were investigated in the questionnaire survey:

1. Relationships with colleagues
2. Leader/manager
3. Work comfort
4. Feeling of sense and identification
5. Evaluation and motivation
6. Entertainment
7. Leave
8. Overall satisfaction

Relationship with colleagues

Quality of relationships among colleagues at workplace and positive perception of the work environment, including trust and the feeling of admission has a direct impact on employee satisfaction, behavior and performance. Statements or questions from the questionnaire have shown that the level of satisfaction is the highest one in this category: relationship with colleagues, as it is depicted in table below. That means employees in KPMG s.r.o. are the most satisfied with their co-workers and mutual relationships with them.

Value 1,7375 was achieved by computing averages from responses. The most positive way was answered question number 14. if colleagues are willing to help. 72 employees from 80 has responded extremely agree or agree and only 2 people answered negatively. Atmosphere among colleagues was also considered as very friendly.

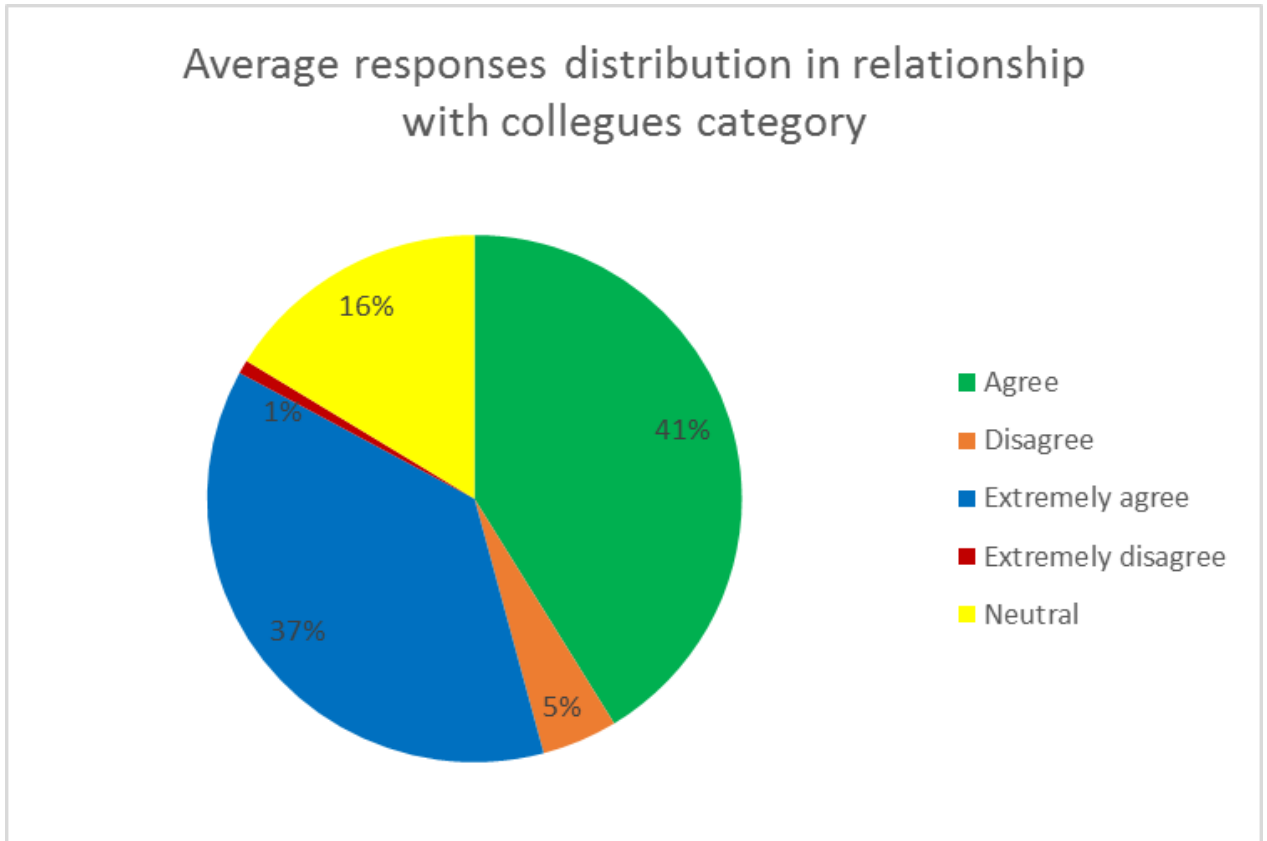
Table 1: Relationship with colleagues

Q	Relationship with colleagues	Average
13.	Atmosphere among colleagues is friendly.	1,7375
14.	My colleagues are willing to help me if they can.	1,25
16.	My colleagues can appreciate if I do a good job.	2,225
		1,7375

Source: Own source

As it is displayed through pie chart below, in overall 41% of employees responded extremely agree, 37% agree, 16% were neutral, 5% disagreed and only 1% extremely disagreed in topic of relationship with colleagues.

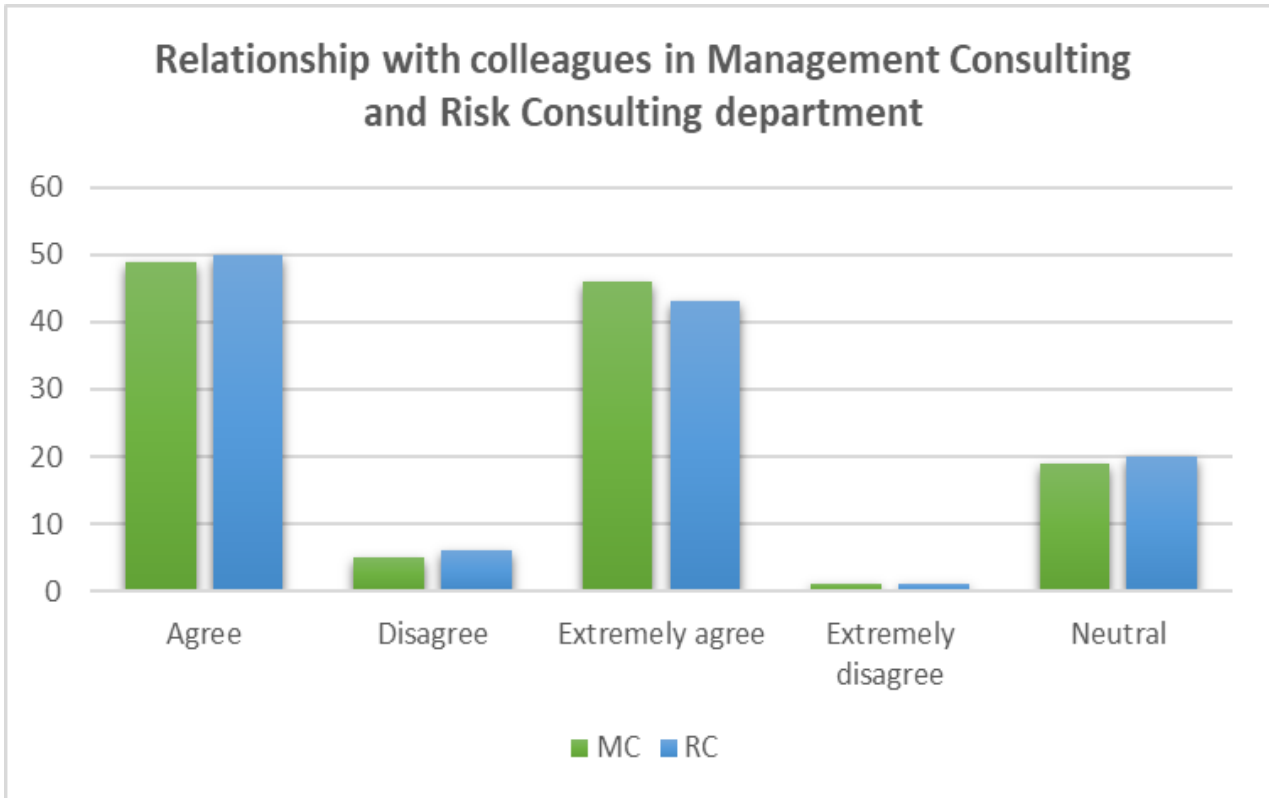
Figure 2: Average responses distribution in relationship with colleagues category



Source: Own source

Pivot chart shows differences in responses in two examined departments: Management Consulting department and Risk Consulting department. Atmosphere among colleagues is very similar in both departments, but in Management Consulting employees answered more with neutral responses, in Risk Consulting department they more disagreed. Colleagues are more willing to help each other if they can in Management Consulting, but there was only 1 employee difference among two departments. In Management Consulting department colleagues appreciate each other little bit more than in Risk Consulting. There are not huge differences between departments, but Management Consulting employees were more positive in terms of answering questions on topic of relationship with colleagues.

Figure 3: Relationship with colleagues comparison in Management Consulting and Risk Consulting department



Source: Own source

Supervisor/manager

Mutual trust and respect in relationship among employee and his supervisor is one of the hardest things at workplace. Good manager has to have authority and respect but in the same time he should be assertive and fair to his employees and this harmony is often very hard to maintain. This relationship is a very important aspect of the social environment quality and long-term factor of job satisfaction.

Statements or questions from the questionnaire have proved that the level of satisfaction is also very high in category opinion on supervisor, as it is depicted in table below. That means employees in KPMG s.r.o. are very satisfied with their managers and they have good mutual relationships with them.

Value 2,155 was achieved by computing averages from responses. It occupies the second place from different areas, influencing employee satisfaction. The most positive way were answered questions number 9. and 12. My supervisor gives me the support I need to maintain good results and I think my supervisor is dealing fairly with the staff. 60 people out of 80 think that their supervisor gives them adequate support and similarly around 60

employees from KPMG s.r.o. think that supervisor is dealing fairly with the staff. The most negative answers are on the topic of appropriate appreciations of efforts and results by supervisor. Only 10 employees out of 80 don't think so, but 20 more were somewhere in the middle, answering neutrally.

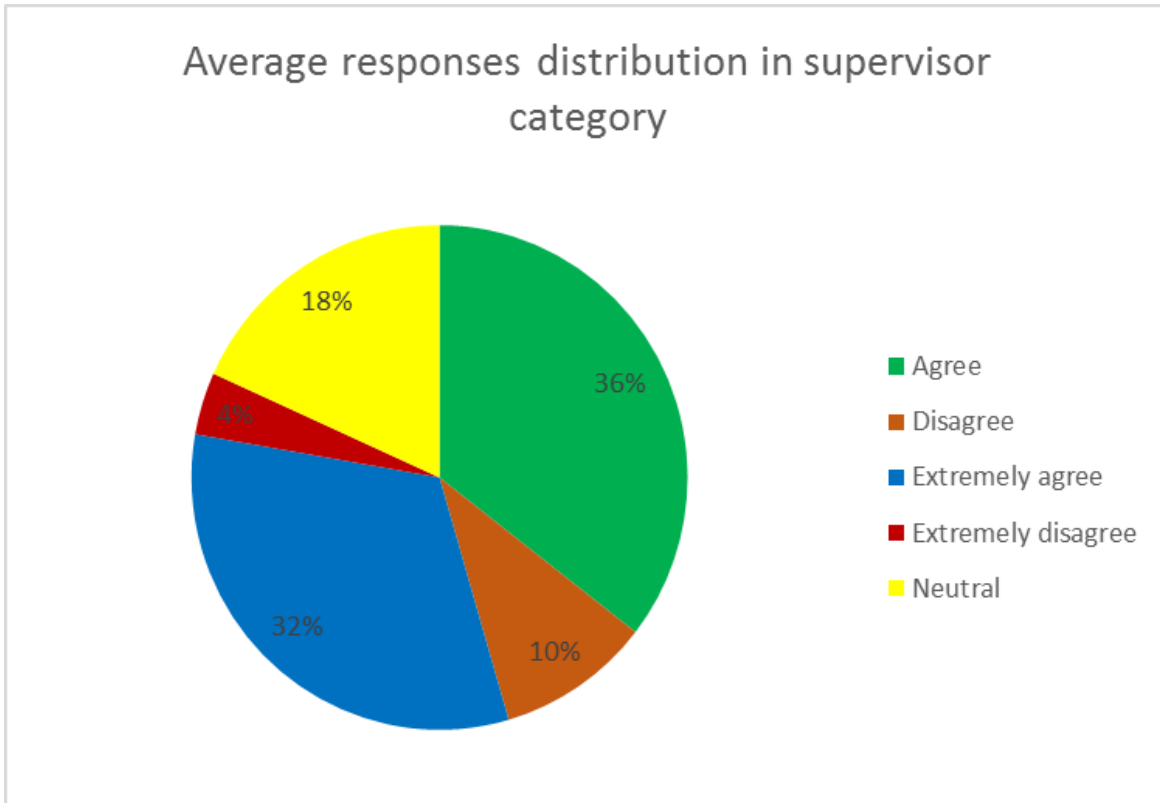
Table 2: Supervisor/manager

Q	Supervisor/manager	Average
9.	My supervisor gives me the support I need to maintain good results.	2,0875
10.	My supervisor has sufficient authority to effectively manage our group.	2,1875
11.	My supervisor is interested in me as a human (and not just as a workforce) and there is trust between us.	2,1875
12.	I think my supervisor is dealing fairly with the staff.	2,0875
15.	My supervisor appropriately appreciates my efforts and results.	2,225
		2,155

Source: Own source

As it is displayed through pie chart below, in overall 32% of employees responded extremely agree, 36% agree, 18% were neutral, 10% disagreed and only 4% extremely disagreed in topic of relationship with colleagues.

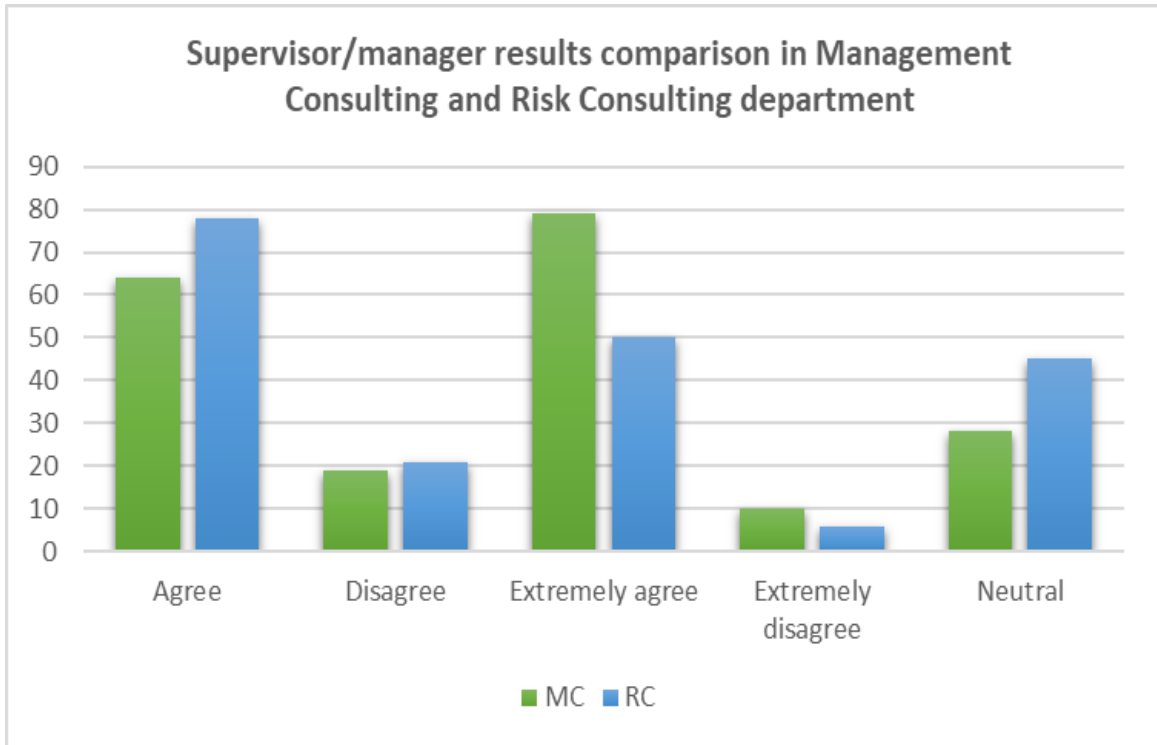
Figure 4: Average responses distribution in supervisor category



Source: Own source

Pivot chart shows differences in responses in two examined departments: Management Consulting department and Risk Consulting department. As well as in the first area, in terms of relationship and opinion on supervisor, Management Consulting department is more satisfied with their direct managers. Their supervisors give them better support to maintain good results, employees think their managers have a sufficient authority, they are interested in them as humans and they provide them with better appreciation. Differences are not very big again, but four of five questions speaks for Management Consulting supervisors. Only in question number 12., Risk Consulting department is more satisfied with their supervisor, how fairly he/she deals with the staff. Management Consulting employees were more positive in terms of answering questions on topic of opinion on their supervisor.

Figure 5: Supervisor/manager comparison in Management Consulting and Risk Consulting department



Source: Own source

Work comfort

For employee it is very important whether their job is comfortable, in terms of combining it with their personal lives, if they don't suffer under too high stress level or if they can influence layout of working hours, maybe take a home-office. These all affect how comfortable employee feels every day at work, together with comfort of the environment itself.

Statements or questions from the questionnaire have proved that the level of satisfaction is third highest in category work comfort, as it is depicted in table below. That means employees in KPMG s.r.o. have good combination of work environment, stress level, layout of working hours, they are somehow able to combine their work with family life and requirements for their job positions are adequate.

Value 2,23125 was achieved by computing averages from responses. As it has been already mentioned, this category occupies the third place from different areas, influencing employee satisfaction. In the most positive way were answered questions number 25. and 28. 67 employees out of 80 have a possibility to influence their working hours layout and

regulate their arrivals, departures and home offices. 76 responses also show that employees of KPMG s.r.o. are satisfied with their office space, equipment, light etc. The most negative answers are on the topic of stress at work, 19 people claim that the stress level they have to often overcome is not very moderate or adequate and 12 employees are neutral in responses on this topic. Other half of respondents think that the stress level is reasonable.

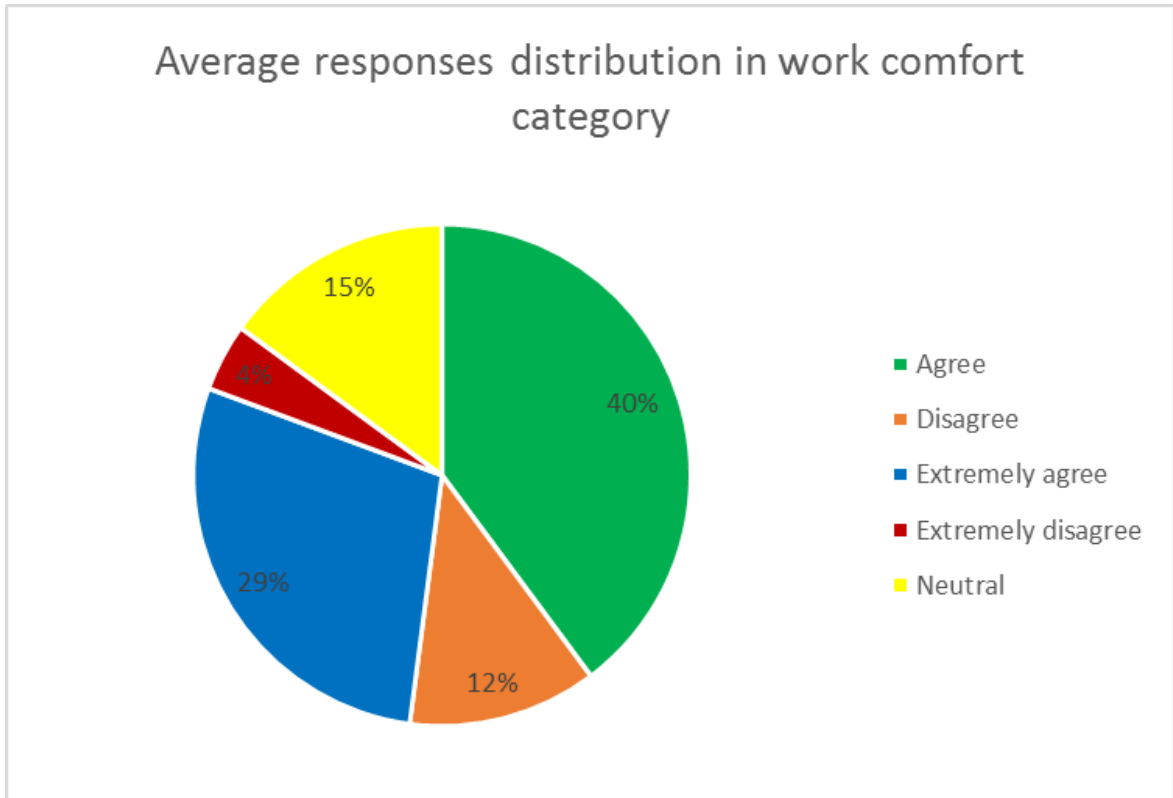
Table 3: Work comfort

Q	Work comfort	Average
25.	I have the possibility to influence the layout of my working hours (arrivals, departures, breaks).	1,925
26.	Stress level associated with the performance of my work is mild/reasonable.	2,6125
27.	Job requirements for a position are reasonable.	2,3625
28.	Physical conditions for performing my work are favorable (space, light, aids, equipment).	1,8125
29.	I feel good in the company environment (interior, greenery, cleanliness, number of workers, noise reduction).	2,375
43.	My work is consistent with private (family) life.	2,3
		2,23125

Source: Own source

As it is displayed through pie chart below, in overall 29% of employees responded extremely agree, 40% agree, 15% were neutral, 12% disagreed and only 4% extremely disagreed in topic of comfort at work.

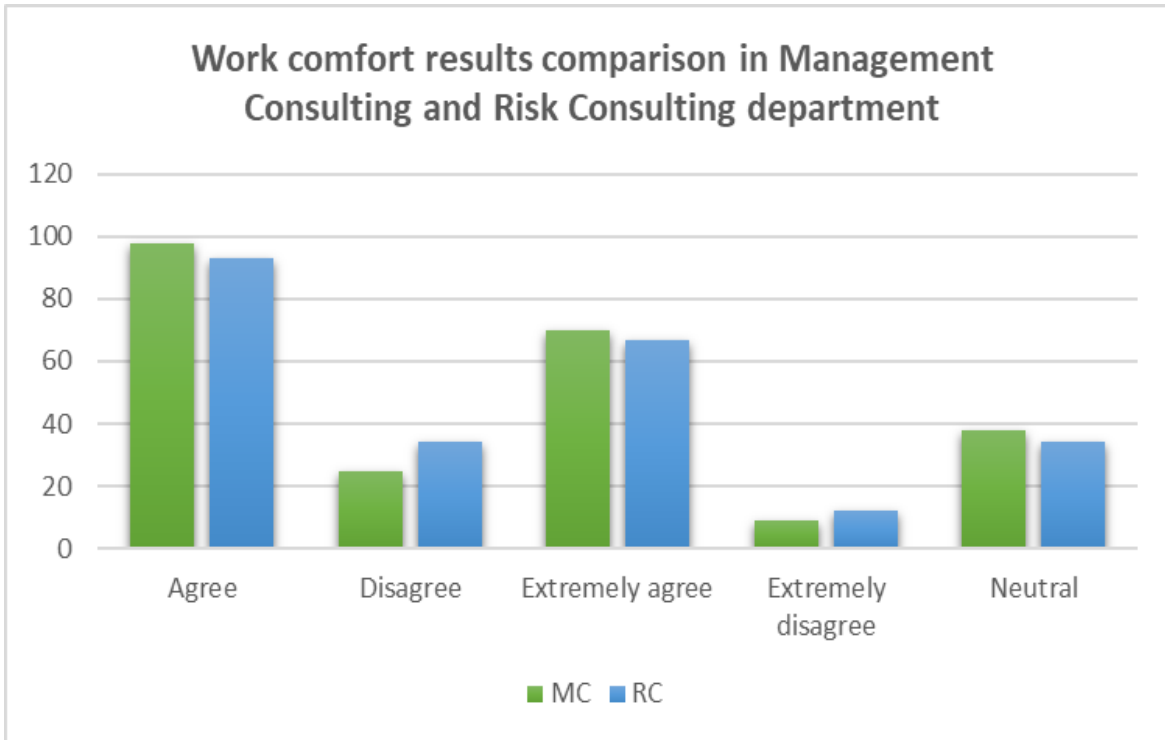
Figure 6: Average responses distribution in work comfort category



Source: Own source

Pivot chart shows differences in responses in two examined departments: Management Consulting department and Risk Consulting department. As well as in the first and second area, in terms of overall work comfort, Management Consulting department is more satisfied one. In Management Consulting employees are more able to adjust their working hours (arrivals, departures and breaks) – these were very positive answers in the questionnaire. But on the other hand stress level is also higher in Management Consulting, because this department is much more dynamic and things change very quickly there. People in Management Consulting think they have reasonable job requirements as well as equipment, space, light or aids. Management Consulting employees are also more satisfied with environment of the firm, even though both departments have very similar environment, which could mean that Management Consulting sample is little bit more positive in answering questionnaire. Both departments are very similar in answering how well goes their job together with family life. But in general Management Consulting is more demanding on employee free time, their employees also travel more.

Figure 7: Work comfort results comparison in Management Consulting and Risk Consulting department



Source: Own source

Feeling of sense and identification

Satisfaction with meaningful and stimulating work is the driving force of workers and is considered as the strongest motivator of all. If the potential of employee is utilized well and they are given possibilities for its application, there is no need for any incentives or application motivational tools. Employees rated interests and impulses to work, possibility to apply their skills and abilities during the performance of the task as well as whether the work is sufficient for independent decision making.

Internal identification with the organization, its goals and values ensure loyalty and devotion of employees. Identity with the company is influenced by an internal motivation that goes beyond external motivation.

Statements or questions from the questionnaire have proved that the level of satisfaction is fourth highest in category about sense and identification at work, as it is depicted in table below.

Value 2,34107 was achieved by computing averages from responses. As it has been already mentioned, this category occupies the fourth place from different areas, not very

different from results of work comfort category. In the most positive way was answered question number 8. 60 employees out of 80 have possibility to make independent and individual decisions, which is very positive and it makes people care about their jobs more. Employees also often gain new experiences and knowledge at work. The most negative answers are on the topic of education and development of skills free of charge, which is damage, because employees are willing to form more and they don't get an opportunity to do that. Only 34 employees from given sample (less than half) answered they have opportunity to educate or develop at work, 32 people claim they don't. The rest were neutral.

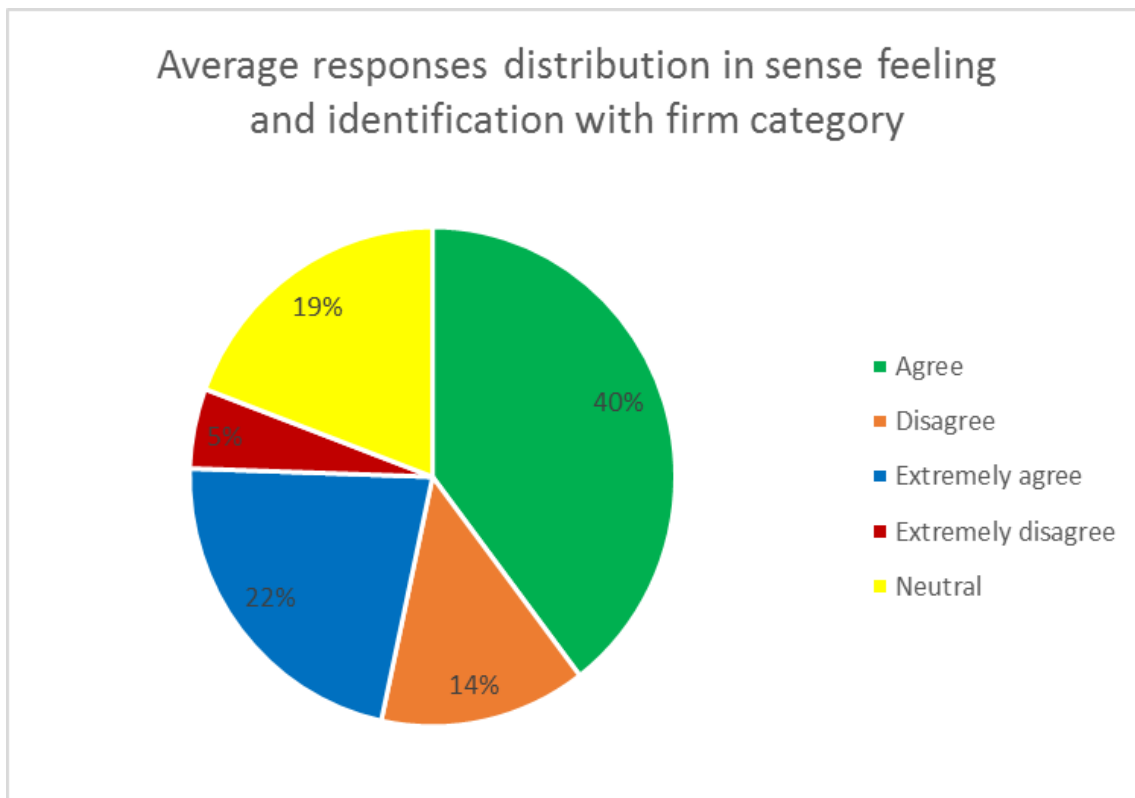
Table 4: Sense feeling and identification with firm

Q	Sense feeling and identification with firm	Average
7.	My work makes sense to me and gives me satisfaction.	2,4
8.	I have the opportunity to make independent decisions during my work.	1,675
20.	I still gain new experience and knowledge at work	2,1875
21.	Our company allows education and development of skills free of charge even outside the working hours.	3,0375
30.	I identify with the company's goals.	2,3
31.	Business values are in line with my personal values.	2,575
32.	I am proud of being part of this business.	2,2125
		2,34107

Source: Own source

As it is displayed through pie chart below, in overall 22% of employees responded extremely agree, 40% agree, 19% were neutral, 14% disagreed and only 5% extremely disagreed in topic of sense feeling and identification with the company.

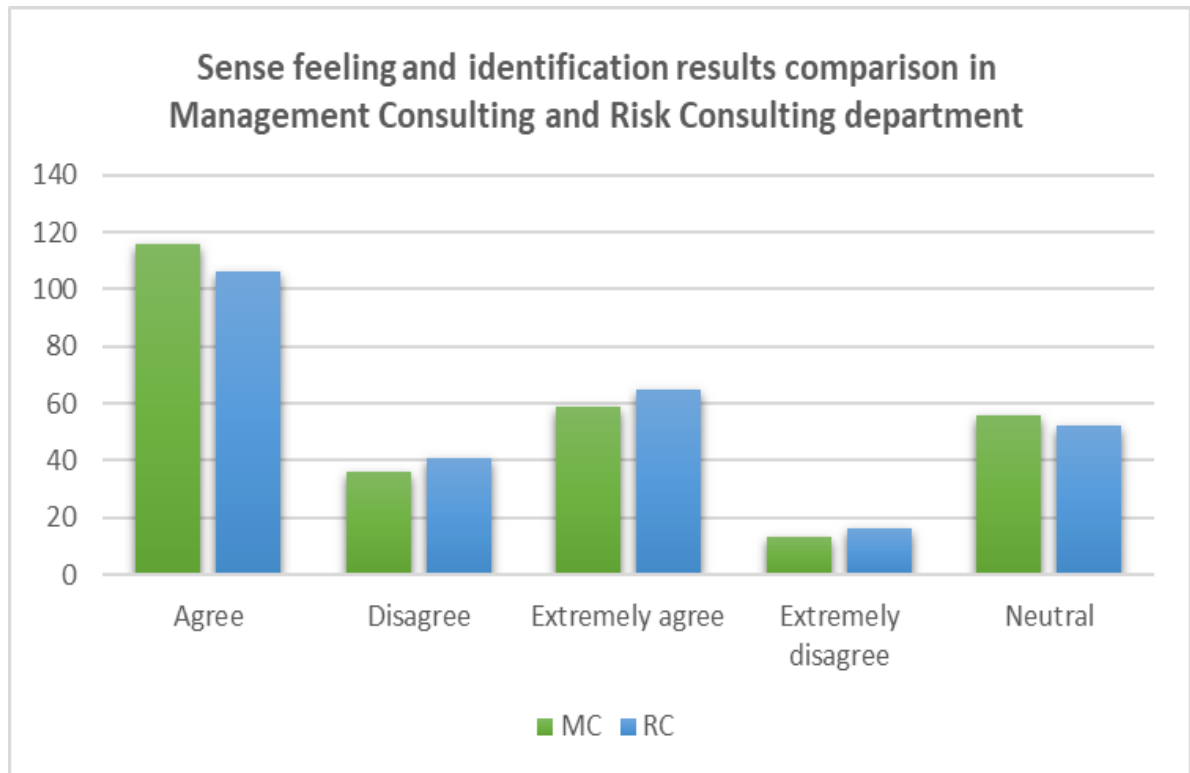
Figure 8: Average responses distribution in sense feeling and identification with firm category



Source: Own source

Pivot chart shows differences in responses in two examined departments: Management Consulting department and Risk Consulting department. As well as in previous areas, in terms of sense feeling and identification with the company, Management Consulting department is more satisfied one but in this category for the first time similarities were very high, so the conclusion would better be that both departments have similar sense feeling and their employees are identified with company culture and ideas in a similar way. Management Consulting employees answered more positively that their work makes sense to them and brings them satisfaction, they have opportunities to educate themselves and gain knowledge at work (but this one is very bad anyway) and they think that firm values are more in line with their personal values than Risk Consulting. Both departments have similar values of responses in question about pride of being part of the company. Risk Consulting department workers still gain new experiences and knowledge at work and they identify more with company's goals way more than Management Consulting. This area of research was much more balanced than previous ones.

Figure 9: Sense feeling and identification results comparison in Management Consulting and Risk Consulting department



Source: Own source

Evaluation and motivation

Evaluation and motivation of employees is a highly discussed topic on both sides - supervisor and employee. Applied pay system shows how company values its employees. Through employee wage it evaluates employee performance. It measures whether the wage received is fair in comparison with others. In the theoretical part it was mentioned that it is not only about material value but also about sense of employee own value. Both the two characteristics are involved in motivating employees.

Statements or questions from the questionnaire have proved that the level of satisfaction is the fifth highest in category about evaluation and motivation of employees at work, as it is depicted in table below.

Value 2,375 was achieved by computing averages from responses. As it has been already mentioned, this category occupies the fifth place from different areas, not very different from results of sense feeling and identification category. In the most positive way was

answered question number 18. 44 employees out of 80 think they are evaluated fairly compared to their colleagues and 27 of them are neutral in this answer. More negatively was answered question number 17. 43 employees think that their financial evaluation is reasonable in view of their efforts and performance and the other half is negative or neutral.

Table 5: Evaluation

Q	Evaluation	Average
17.	Financial evaluation is reasonable in view of my efforts and performance.	2,6625
18.	I am rewarded fairly compared to my colleagues.	2,0875
		2,375

Source: Own source

Value 2,725 was also achieved by computing averages from responses. In the most positive way was answered question number 24. and 38. 52 employees out of 80 have clear goals at work and 60 employees from our sample understand what is their wage depended on. The most negative answers are on the topic of if the business clearly states what has to be done to be promoted, which is result of bad communication among managers and workers. Only 14 answers were positive, 42 negative and 24 neutral.

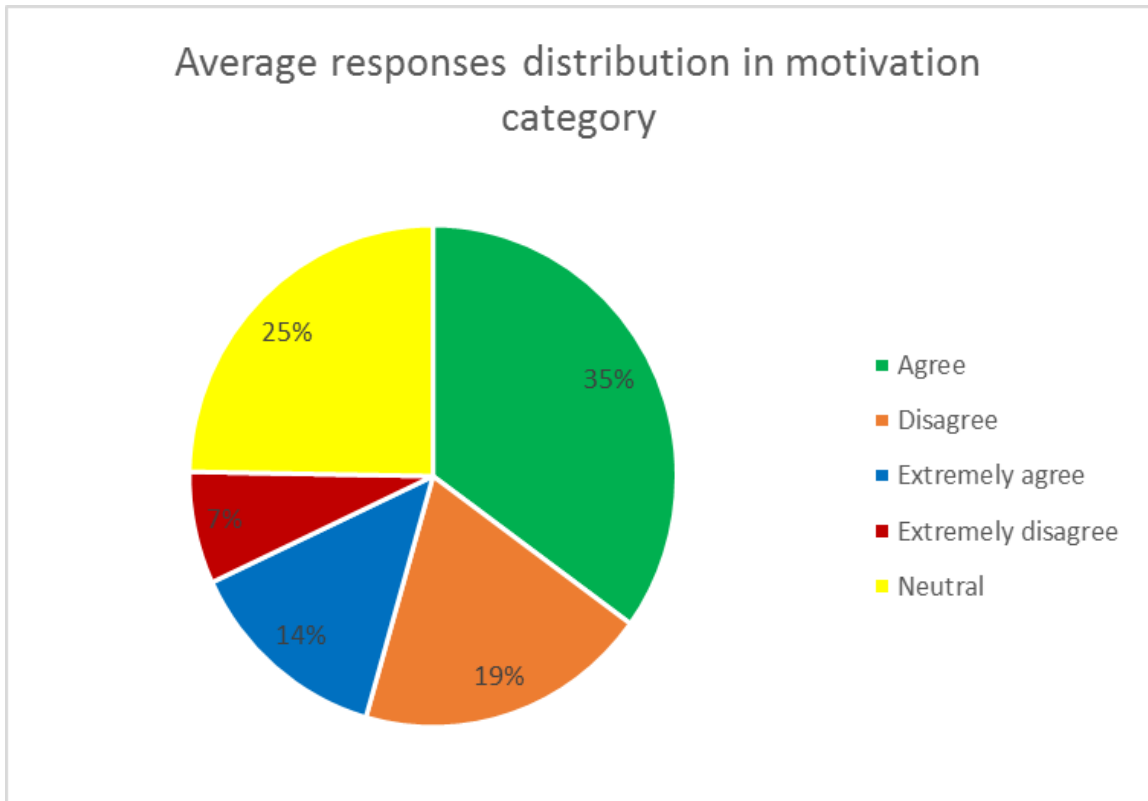
Table 6: Motivation

Q	Motivation	Average
19.	Benefits and advantages match to what I wish.	2,825
22.	Promotion opportunities in the company are in line with my requirements.	3,1
23.	The business clearly states what has to be done to be promoted.	3,5125
24.	I have clear goals at work.	2,35
36.	I get enough feedback to help improve my work performance.	2,7875
37.	I have enough information for complete my work in quality way.	2,475
38.	I understand what is my wage depended on.	2,025
		2,725

Source: Own source

As it is displayed through pie chart below, in overall 14% of employees responded extremely agree, 35% agree, 25% were neutral, 19% disagreed and only 7% extremely disagreed in topic of evaluation and motivation in the company.

Figure 10: Average responses distribution in motivation category

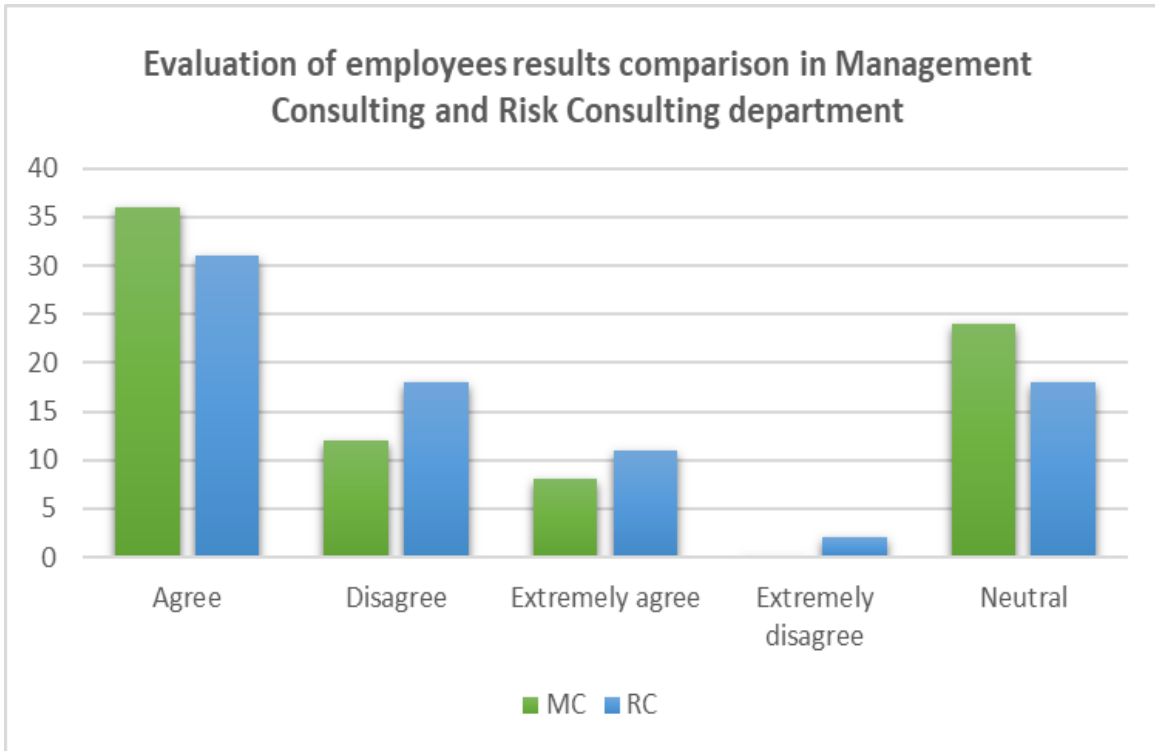


Source: Own source

Pivot chart shows differences in responses in two examined departments: Management Consulting department and Risk Consulting department.

Management Consulting sees financial evaluation of their department as much more reasonable in view of efforts and performance than Risk Consulting, but on the other hand Risk Consulting departmentmen think they are rewarded more fairly compared to their colleagues, with more positive result.

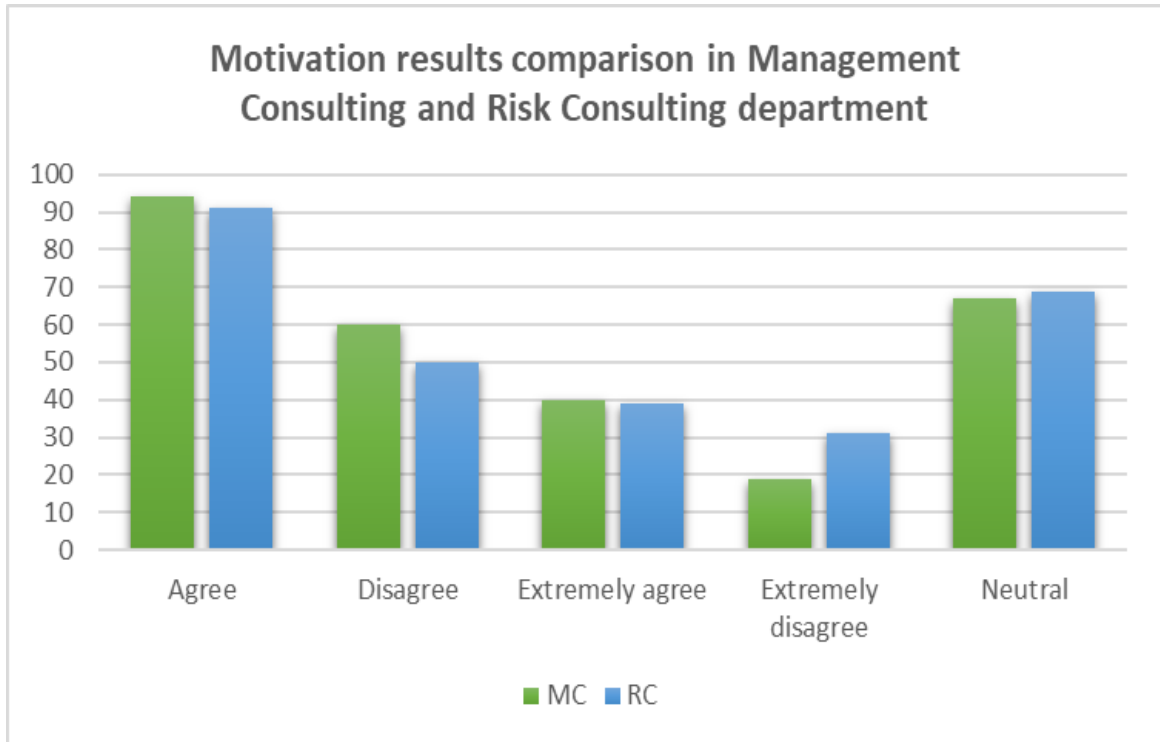
Figure 11: Evaluation of employees results comparison in Management Consulting and Risk Consulting department



Source: Own source

Management Consulting is much more satisfied with benefits and advantages than the other department, but according to average it could still be better. Management Consulting has also better promotion opportunities in line with their requests. Their managers state in more clear way what has to be done to be promoted, but so far this one is the most negative response of all, mainly in Risk Consulting. Risk Consulting employees have more clear goals at work than Management Consulting, but in management consulting they have little bit better feedback from supervisors so they could improve their work performance but almost the same as Risk Consulting department. Management Consulting has more information for quality way of work than the other department. In risk con. department employees agreed on they can better understand what is their wage depended on than in management con. In total in this area of questions, Management Consulting seems to be more satisfied department from these two.

Figure 12: Motivation of employees results comparison in Management Consulting and Risk Consulting department



Source: Own source

Entertainment

It is very important that job is entertaining and interesting for employee and that he/she can use his/her talent, skills abilities. But it is not all only about work itself. The satisfaction of employees is very much depended on different company events, teambuildings, activities, hobbies and all these extras. A good employer should take it into consideration and make his employees feel entertained at work and not bored.

Statements or questions from the questionnaire have proved that the level of satisfaction is the sixth highest in category about entertainment at work, as it is depicted in table below.

Value 2,175 is connected to question number 5.: My work is entertaining. 50 employees claim it is, 20 of them are neutral. It is very nice result.

Value 1,8875 is result of question number 6., which asks if employees can use their skills and abilities at work. 65 employees out of 80 agree and 8 are neutral, which shows that workers are satisfied in this field.

Value 2,7625 was achieved by computing averages from responses. In the most positive way was answered question number 40. Almost 50 employees out of 80 like different

events and team buildings and almost 20 is neutral, so just 10 people don't like it. But on the other hand respondents were very negative in answering question number 42., which asks them if they would spend in the company more time, if it would offer them more entertaining activities (sports, clubs, relaxation, meditation, art activities). This means it would have to take place during working hours, which is rather disadvantageous for the company. With this question only 27 people agree and 36 disagree, which is most of them.

Table 7: Entertainment

Q	Entertainment	Average
5.	My work is entertaining.	2,175

In Management Consulting employees use more of their skills and abilities.

Table 8: Skills and abilities

6.	I can use my skills and abilities at work.	1,8875
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Source: Own source

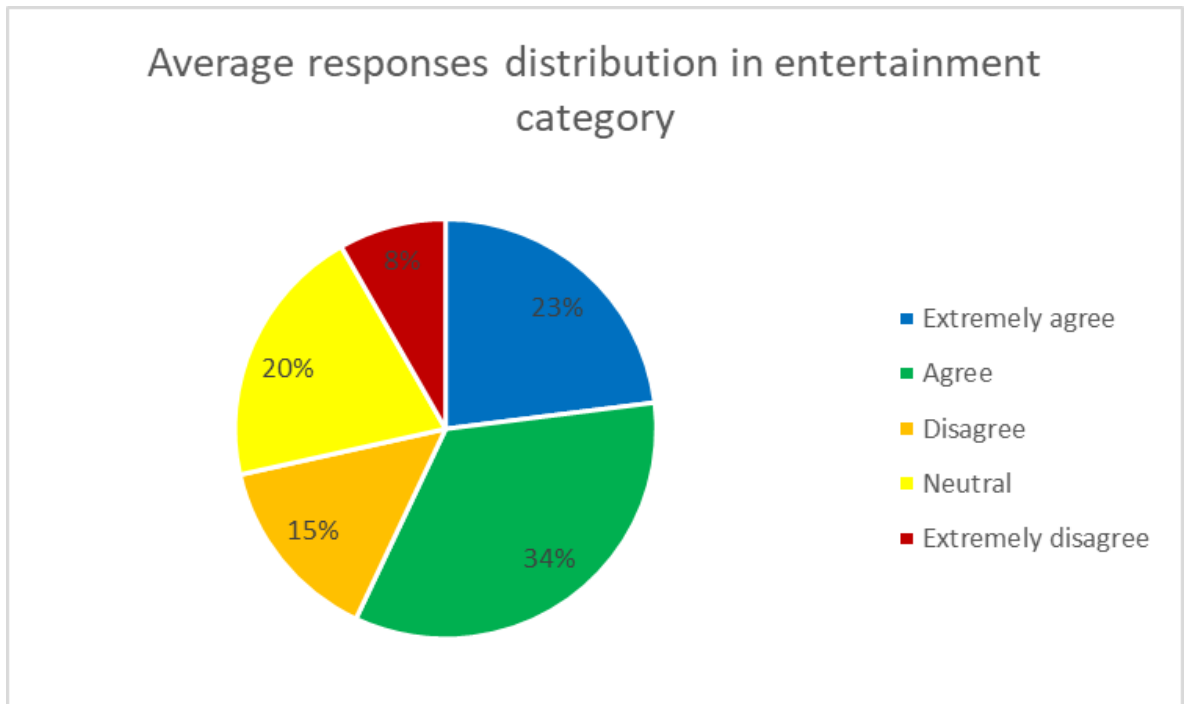
Table 9: Free time activities in the company

Q	Free time activities in the company	Average
40.	I like different team events, teambuildings.	2,35
41.	I would like the company to allow its employees more entertaining activities (sports, clubs, relaxation, meditation, art activities).	2,75
42.	If this happens, I would spend more time in the company.	3,1875
		2,7625

Source: Own source

As it is displayed through pie chart below, in overall 23% of employees responded extremely agree, 34% agree, 20% were neutral, 15% disagreed and only 8% extremely disagreed in topic of entertainment in the company.

Figure 13: Average responses distribution in entertainment category

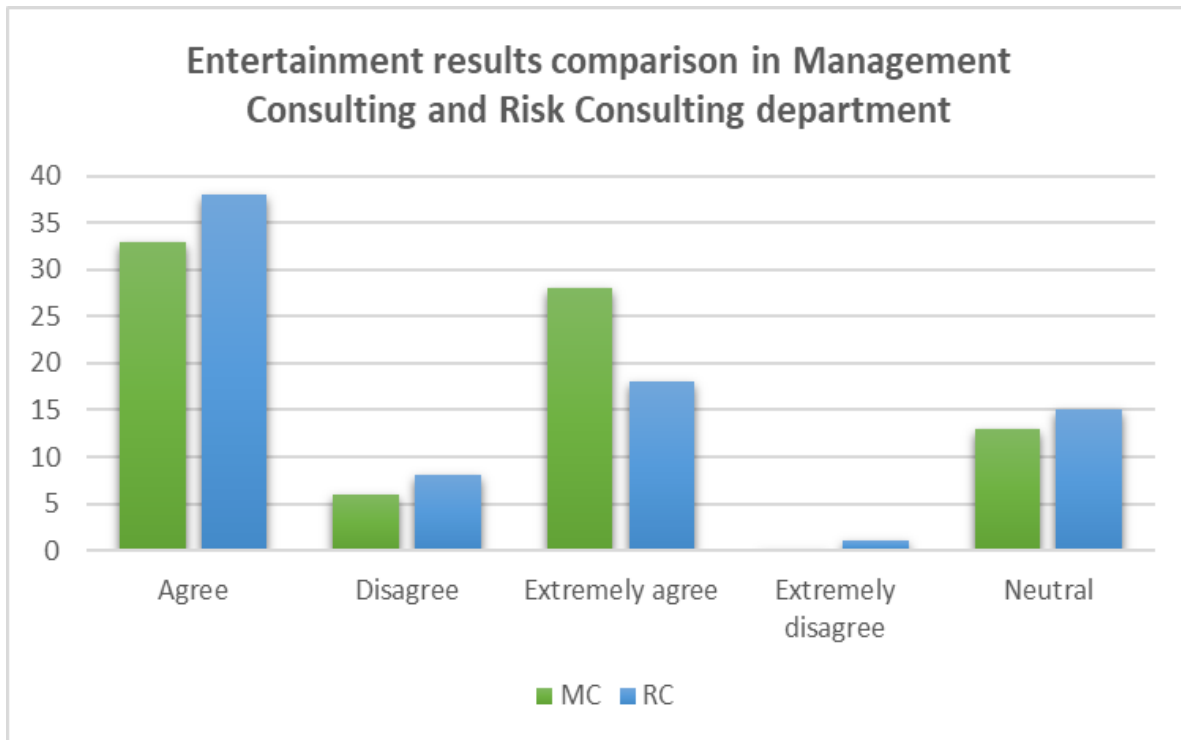


Source: Own source

Pivot chart shows differences in responses in two examined departments: Management Consulting department and Risk Consulting department.

Management Consulting department think their work is more entertaining than Risk Consulting. That is very reasonable, if we know how the job looks like.

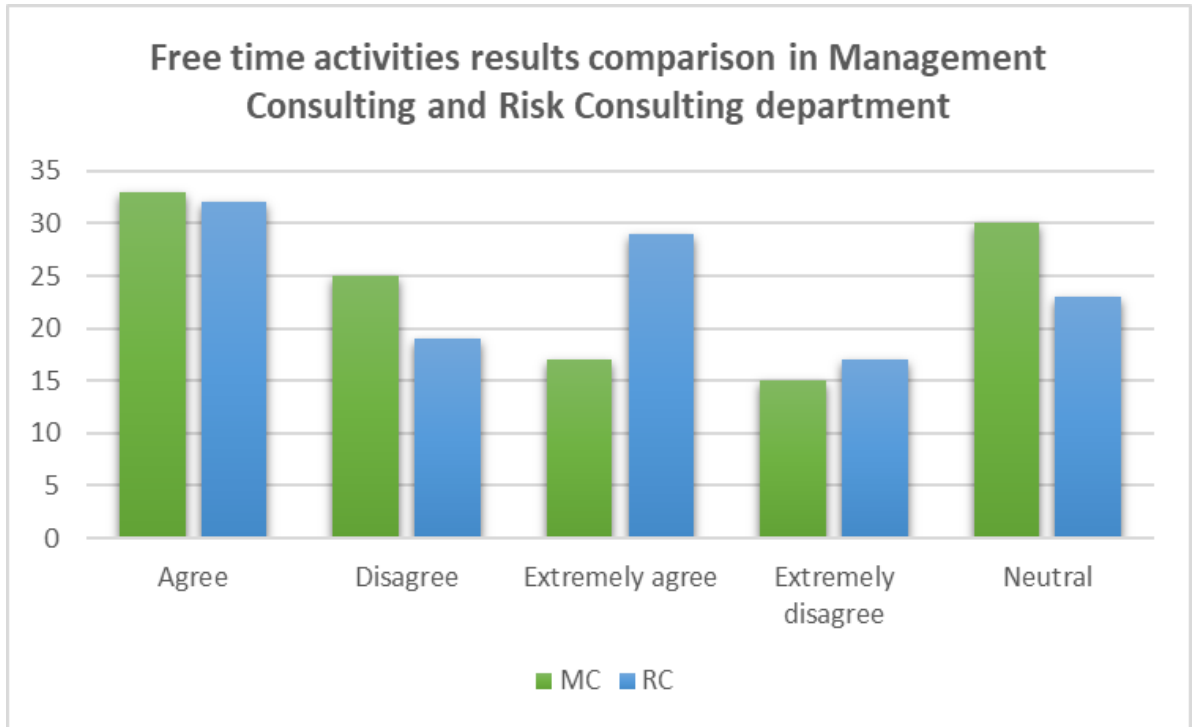
Figure 14: Entertainment results comparison in Management Consulting and Risk Consulting department



Source: Own source

Management Consulting employees like better different team events, teambuildings than Risk Consulting workers. Risk Consulting employees would like to have more entertaining activities at work (sports, clubs, relaxation, meditation, art activities), which may be given by the fact that their work is not so entertaining and live as Management Consulting. Risk Consulting department would spend more time in the company if there are new different entertaining activities at work. Again this is because their job is more stable so they could use some entertainment compared to Management Consulting employees, that would like more rest.

Figure 15: Free time activities results comparison in Management Consulting and Risk Consulting department



Source: Own source

Leave

In this single question it was anonymously examined, how much KPMG employees think about leaving the company. Nowadays fluctuation is very normal and mainly in these two departments of Management Consulting and Risk Consulting it is problem, because both jobs are very demanding, hard and take lot of energy.

Value 2,55 was achieved by computing averages from responses.

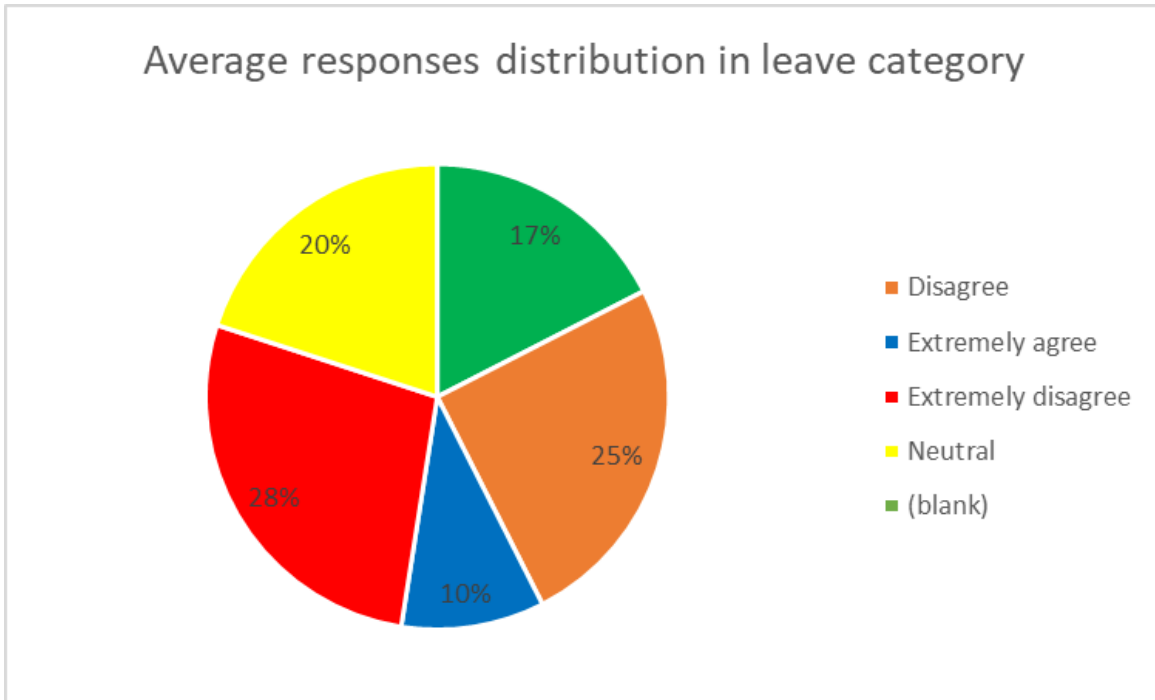
Table 10: Leave

Q	Leave	Average
35.	I'm thinking about leaving the company.	2,55

Source: Own source

As it is displayed through pie chart below, in overall 10%(8) of employees responded extremely agree, 17%(14) agree, 20%(17) were neutral, 25%(19) disagreed and only 28%(22) extremely disagreed in topic of thinking about leaving the company.

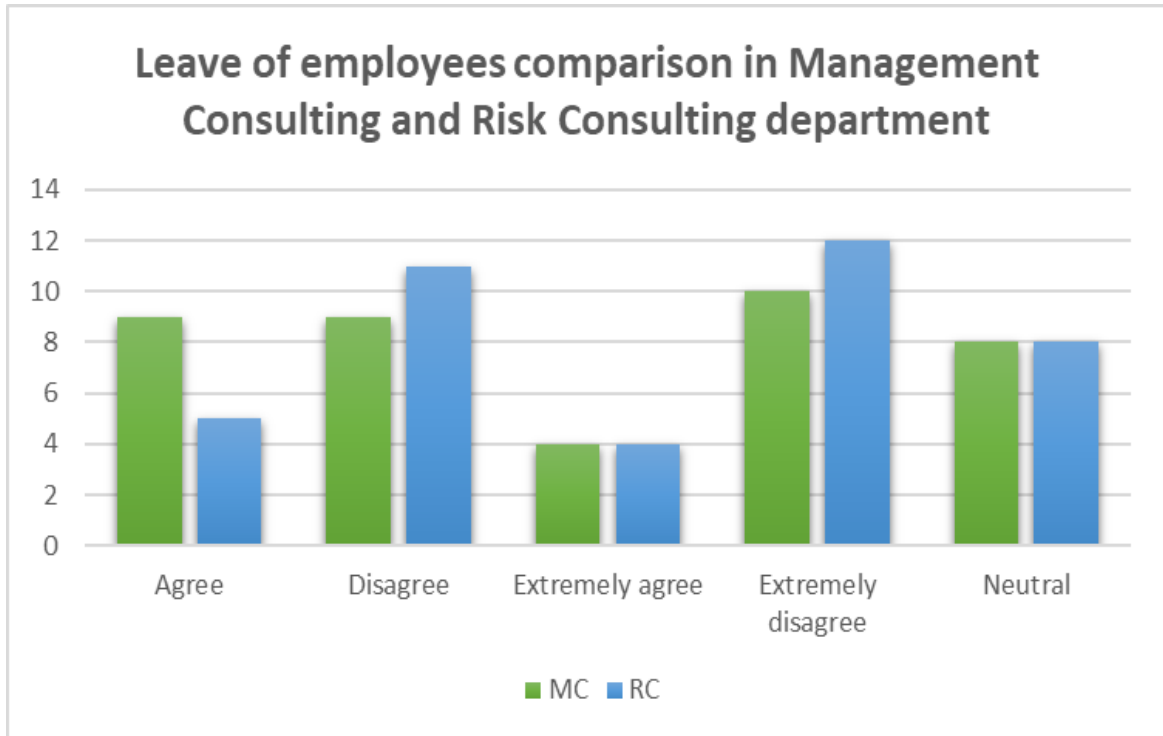
Figure 16: Average responses distribution in leave category



Source: Own source

Pivot chart shows differences in responses in two examined departments: Management Consulting department and Risk Consulting department. Management Consulting employees think more about leaving the company than Risk Consulting. Again this answer ratio is very reasonable, because normally people in Management Consulting stay around 1,5 years in the firm and people in Risk Consulting around 3 years, that means longer, because their work is a little less demanding.

Figure 17: Leave of employees results comparison in Management Consulting and Risk Consulting department



Source: Own source

Overall satisfaction

In this area of two questions, it was asked directly about satisfaction of employees with their job. The result is pretty positive. Value 2,29375 was achieved by computing averages from two responses. Employees from both departments are willing to recommend KPMG firm to their friends if they are looking for a job. 50 employees out of 80 is satisfied or extremely satisfied with working as they are, 16 of them are neutral and only 14 is dissatisfied, which is not so bad.

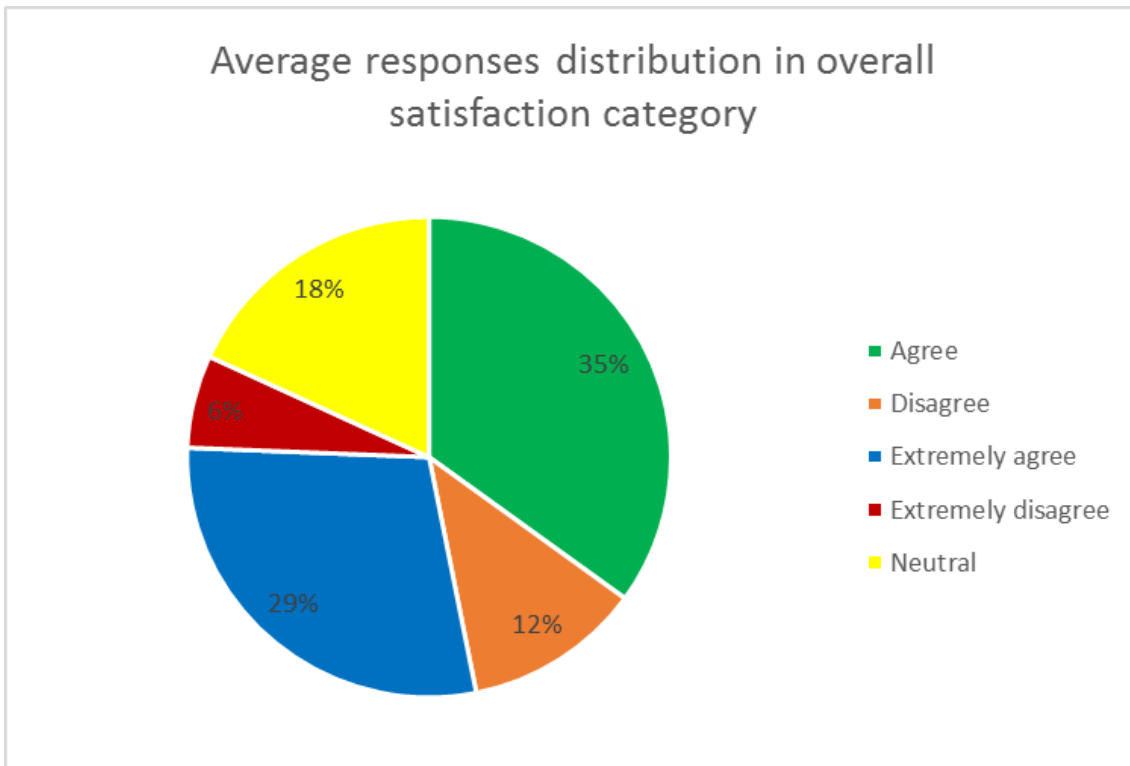
Table 11: Overall satisfaction

Q	Overall satisfaction	Average
33.	Overally I am satisfied with the job in our company.	2,2875
34.	If any of my friends were looking for a job, I would recommend our company.	2,3
		2,29375

Source: Own source

As it is displayed through pie chart below, in overall 29% of employees responded extremely agree, 35% agree, 18% were neutral, 12% disagreed and only 6% extremely disagreed in topic of overall satisfaction.

Figure 18: Average responses distribution in overall satisfaction category

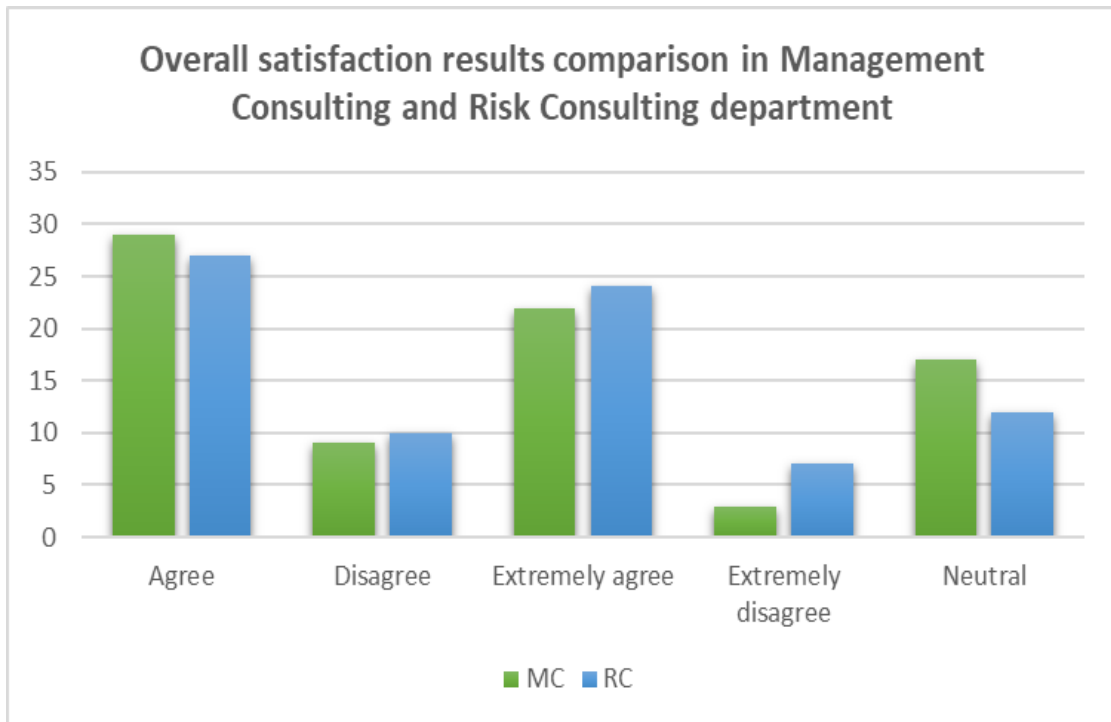


Source: Own source

Pivot chart shows differences in responses in two examined departments: Management Consulting department and Risk Consulting department.

Management Consulting department employees are overall more satisfied with the job, even though their job is harder and more demanding, but also way more interesting and changing. Both departments are exactly equal in responses if they would recommend company to friends.

Figure 19: Overall satisfaction results comparison in Management Consulting and Risk Consulting department



Source: Own source

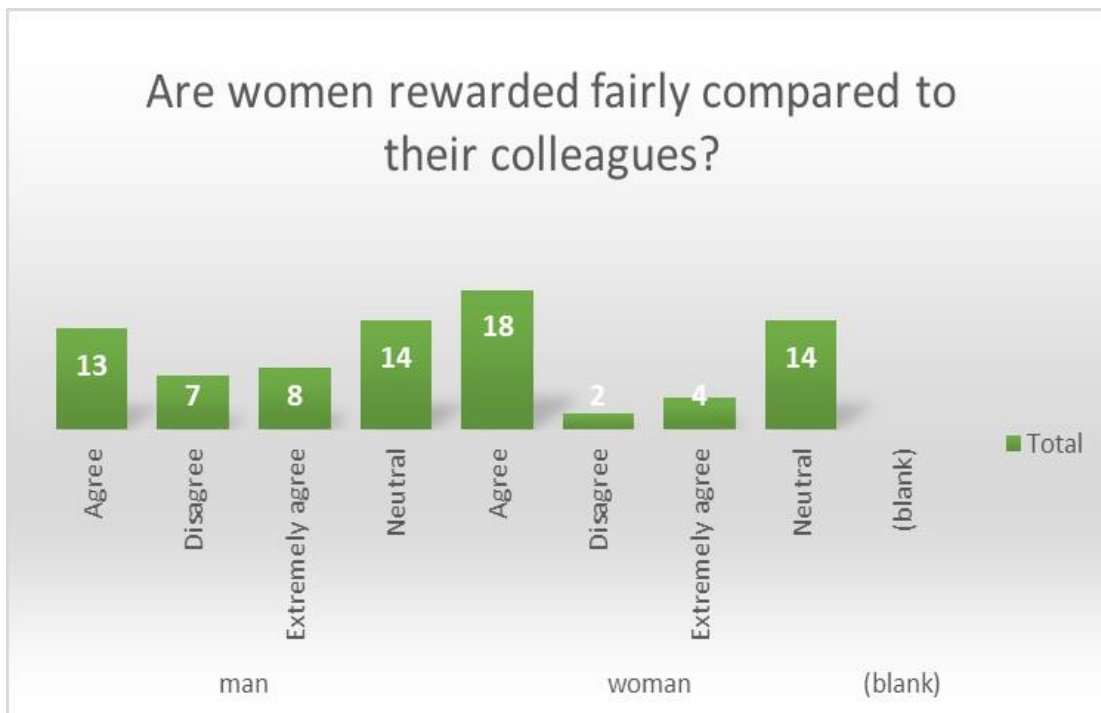
4.4 Deeper analysis

In further chapter there are analysed 2 interesting questions from the questionnaire together with information about employee gender and length of working in KPMG s.r.o. with use of pivot charts.

The first question is if women think they are rewarded fairly, compared to their colleagues. Because in general many women don't think they are evaluated fairly compared to men, let's have a look how is the situation in our case study.

From the graph below we can see that in this case women answered more positively to the answer: "I am rewarded fairly compared to my colleagues" than men. That means in the case of Management Consulting and Risk Consulting department employees, it is not true that women would have worse financial evaluation than men.

Figure 20: Are women rewarded fairly compared to their colleagues?

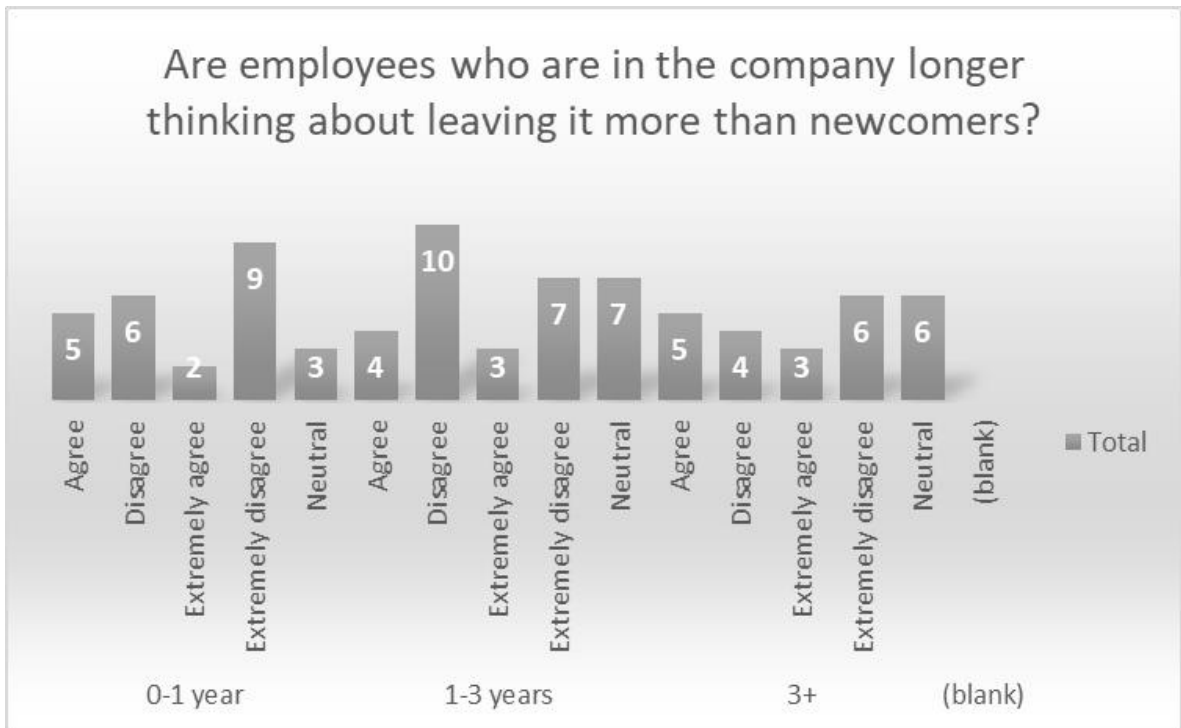


Source: Own source

The second question is if employees who are in the company for a longer period of time think more about leaving it than newcomers. Because nowadays fluctuation from one company to another is very often, it is interesting to find out if employees who are in the company longer than 3 years want to change the job.

From the graph below we can see that it is true also in our case study of Management Consulting and Risk Consulting department. Employees who are in the company 3 and more years want to leave the most. On the second place there are newcomers, only less than one year in the company. They probably still think if it was a good idea to go to a new company and they have very unstable situation. The category less willing to leave the company are employees between 1 and 3 years. These have already relatively stable relationships, they know all information and they are not bored at work yet. This category is also assumed to be the most productive at work.

Figure 21: Are employees who are in the company for a longer time thinking about leaving it more than newcomers?



Source: Own source

5 Results and Discussion

Using the information obtained from the questionnaire survey, non-standardized interview with an employee and a study of the materials is followed by a part that evaluates the overall satisfaction in the monitored company and suggests possible solutions in areas reporting working dissatisfaction.

It would be interesting to analyze some category of responses based on age of employees, as it was processed with gender and length of being in the company, but unfortunately more than 80 % of respondents were between 20 and 30 years old, so the result would not be significant.

5.1 Synthesis of results in particular factors of employee satisfaction

Employees showed the greatest satisfaction in relationships with colleagues category. Employees value the atmosphere in KPMG as friendly and the most positive answers of all were on the question if colleagues would help each other with some kind of problem if they know how. In this area, employees are very certain in affirmative responses and there doesn't have to be done much in terms of improvements.

Relationship with a direct supervisor is based on trust and fairness access to all members of the department. Employees in KPMG s.r.o. (management and Risk Consulting department) think their supervisors give them the support they need to maintain good results and they think their supervisor is dealing fairly with the staff, which is very important. The company pays attention to the quality of the superior-subordinate relationship. Because of the fact that the manager must be also in the role of personnel, he/she is in a very close relationship with each of his subordinates. Through the regular assessment interview, employee's effort is evaluated, new goals are defined and workers are given space for feedback. Employees found their superiors as professionals, capable of motivating their team and being fair to each one of them. Satisfaction with these aspects resulted in overall satisfaction with managers.

It was found out that employees are also very satisfied with work comfort. They love having the possibility to influence the layout of my working hours (arrivals, departures,

breaks), because that gives them feeling of flexibility of their job according to their physical condition, travelling. They are also very satisfied with physical conditions for performing their work, such as space, light, aids and mainly their company equipment. One of the most positively responded questions was also if employees have an opportunity to make independent decisions during their work. That means they feel they are responsible of something big, which motivates them to perform well. Respondents of both departments also agreed on the fact that they can use their skills and abilities at work, that means they have enough space to show their talent, creativity, passion or other abilities, which is a really nice feeling.

5.2 Synthesis of results in particular factors of employee dissatisfaction

The questionnaire survey revealed aspects that show employees' dissatisfaction not only from the Risk Consulting department but both departments. Generally known reason for employee dissatisfaction is salary. In the case of the investigated company, this is little bit different. Respondents answered that financial evaluation of their performance is acceptable but they were not very satisfied with amount of benefits and other advantages from the company, compared to how demanding their job is and they are also confused what next they have to do to be promoted or get higher financial evaluation or gain more benefits. This is not clear to them. Employees are also not satisfied with feedback they get, so they know better what to improve in their performance. Apart from their salary they are regularly getting a personal evaluation, based on the decision of a direct superior who evaluates their performance every three months during quarterly evaluation interviews. Moreover, if employees meet company's goals, they receive half-year rewards. Periodic quarterly evaluation interviews are effective due to their regularity. Employees realize that their three months efforts have a direct impact on their financial performance evaluation in the following period and this greatly affects their motivation. But researched staff mentioned inadequate feedback on their work. Probably evaluating interviews are not enough or they are not so opened and clear as they should be. Author therefore recommends to focus more on these interviews with employees, deepen them and lengthen duration. Talk about what every employee wants, needs and what are his/her ambitions and

desires. So far it is usually more about the firm, that sets goals for employee for the next three months. During these quarterly evaluations, there should be given 50% of time for company's prompts and requirements and the same 50% of time for employee's opinions, desires and adjustments. If this doesn't change, employee with currently challenging work can be more and more dissatisfied with motivation, benefits, feedback and promotion opportunity, which could cause their leave.

Because the research has also showed that employees are inadequately educated and they could use more personal development, variety of benefits could be offered through specialized seminars or language courses paid fully by company. These courses would have to be during working hours, because consulting department employees have already lot of overtimes. Another option is to conduct another research on the topic of which benefits employees would like to have and under what conditions. Surprisingly employees of Management Consulting department and Risk Consulting department do not need much more entertaining activities (sports, clubs, relaxation, meditation, art activities) in the company and if they have more possibilities to attend sport, relaxation, meditation or art activities at work, they wouldn't spend more time in the company. This is again caused by the fact that working hours are already longer than 8 hours, so employees don't want to spend in the firm even more time than they do now.

5.3 Comparison of satisfaction level in Management Consulting and Risk Consulting departments

In general, Management Consulting department employees were more satisfied in all six examined categories. They have better relationships with colleagues, more positive view on their leader/manager, they have better work comfort, they feel more sense in their work and they have higher level of identification with company goals and culture. They consider their evaluation and motivation as more positive than Risk Consulting department employees, they think the job is more entertaining and they are more satisfied with their job in overall. Risk Consulting employees had more positive answers than Risk Consulting only in 8 answers out of 39. They have lower stress level, they are less willing to leave company - they are more stable. They think their manager deals more fairly with stuff and that they all are evaluated more fairly than in Management Consulting department. They have more clear goals in fulfilling their jobs and they have better idea what is their wage

depended on. Risk Consulting would also be more welcoming for different kinds of entertaining activities, such as sports, clubs, relaxation, meditation, art activities....if the company would take care about that and they would also be willing to spend more time in the firm if there are such things above standard.

6 Conclusion

Work satisfaction is subject to many factors. Firstly, the basic needs of an employee, such as sufficient wage, appropriate working conditions, enough information or friendly social climate, must be fulfilled. If these conditions are met, the employee usually does not feel particularly satisfied because he/she takes them for granted. On the contrary, if these premises are in an unfavourable state, the employee experiences dissatisfaction which is directly linked to his/her lowered performance and worsened work ethic.

Besides these basic needs each person has the so-called higher needs which are primarily related to the need for self-realisation, personal development and growth and the need to feel fulfilment from the executed work. Such needs cannot be satisfied on a one-off basis, they need to be nurtured throughout life time. It depends on every enterprise if they seek balance between their own needs and the needs of their employees and try to create a pleasant environment. Work satisfaction reflects the emotional state that results from the employee's evaluation of his/her work experience. The overall satisfaction depends on the degree to which are the individual areas of job satisfaction important for a particular employee.

It was discovered that employees of Management Consulting are more satisfied at work than employees of Risk Consulting in overall. This may be caused by several factors. Management Consulting job is not for everyone and is very demanding, so there is high fluctuation of employees as well, but at the same time it may be more entertaining, alert and they probably have better supervisors than Risk Consulting department according to our results. Probably employees of Management Consulting also feel higher sense feeling, which is very important factor in terms of employee satisfaction. But differences between both departments were not so extreme.

In the case of KPMG s. r. o. the research has shown a partial dissatisfaction with the reward system and with the space given to professional development and career growth which are factors that significantly affect the overall level of job satisfaction. Both of these factors are linked to the non-fulfilment of basic needs. The author, therefore, proposes to put more focus on the benefit program and to seek to give the workers an above-standard valuation through which their needs for education and training can also be fulfilled. Further improvement strategy suggests the conduction of a detailed questionnaire or interview to

identify other forms of benefits that the employees of the Management Consulting and the Risk Consulting departments would find most rewarding. It would be also reasonable to improve the structure of the quarterly employee evaluation report and make it more employee and less company oriented.

7 References

7.1 Book references

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7.3 Other resources

Internal information about KPMG s.r.o.

Interview with manager

Questionnaire

8 Appendix

In appendix there is inserted a questionnaire that was given to employees of Management Consulting and Risk Consulting department. The questionnaire was sent and filled in Czech language and for the purpose of this thesis translated to English language below.

Dotazník na spokojenost zaměstnanců

Ahoj,

ve své diplomové práci budu zkoumat spokojenost zaměstnanců ve firmě KPMG, hlavně potom rozdíl ve 2 různých odděleních, v Management Consultingu a Risk Consultingu. K uskutečnění tohoto výzkumu budu potřebovat, aby co nejvíce respondentů vyplnilo tento dotazník. Proto bych vás chtěla moc poprosit, abyste se také zapojili a zúčastnili se této krátké pilotní studie. Zabere to maximálně 10 minut. V dotazníku nejsou krom prvních informačních otázek žádné správné ani špatné odpovědi, ty jsou subjektivní a přímo na vás. Vaše účast je dobrovolná a dotazník je anonymní. Se všemi informacemi bude nakládáno důvěrně a budou použity pouze pro účely mého výzkumu.

Moc vám děkuji, velice mi tím pomůžete!

1. Jste muž nebo žena?
2. Kolik vám je let?
3. Jak dlouho ve firmě pracujete?
4. Pro jaké oddělení firmy pracujete?
5. Moje práce je zajímavá a zábavná.
6. Při své práci mohu využít své schopnosti a dovednosti.
7. Moje práce mě naplňuje a dává mi smysl.
8. Mám příležitost k samostatnému rozhodování v průběhu práce.
9. Můj nadřízený mi poskytuje podporu, kterou potřebuji, abych odváděl/a dobré výsledky.
10. Můj nadřízený má dostatečnou autoritu k efektivnímu vedení naší skupiny.

11. Můj nadřízený se o mě zajímá i jako o člověka (a ne jen jako o pracovní sílu) a je mezi námi důvěra.
12. Domnívám se, že můj nadřízený jedná se zaměstnanci spravedlivě.
13. Atmosféra mezi kolegy je přátelská.
14. V případě potřeby mi kolegové ochotně pomáhají.
15. Můj nadřízený patřičně oceňuje mou snahu a výsledky.
16. Moji kolegové umí ocenit pokud dobře odvedu práci.
17. Finanční ohodnocení je přiměřené s ohledem na mé úsilí a výkon.
18. V porovnání s jinými kolegy jsem odměňován/a spravedlivě.
19. Benefity a jiné výhody odpovídají tomu co bych si přál/a.
20. Při výkonu mé práce stále získávám nové zkušenosti a znalosti.
21. Naše firma umožňuje vzdělání a rozvoj dovedností zdarma i mimo pracovní dobu.
22. Možnosti povýšení ve firmě jsou v souladu s mými požadavky.
23. Ve firmě je jasně stanovené co udělat pro to, abych byl/a povýšen/a.
24. Mám jasně stanovené cíle práce.
25. Mám možnost ovlivnit rozložení své pracovní doby (příchody, odchody, přestávky).
26. Stres spojený s výkonem mé práce je mírný/přiměřený.
27. Pracovní nároky na pozici jsou přiměřené.
28. Fyzické podmínky pro výkon mé práce jsou příznivé (prostor, světlo, pomůcky, vybavení).
29. V prostředí firmy se cítím dobře (interiér, zeleň, čistota, počet pracovníků, odhlučnění).
30. S cíli firmy se ztotožňuji.
31. Hodnoty mé firmy jsou v souladu s mými osobními hodnotami.
32. Jsem hrdý/á na to, že jsem součástí této firmy.
33. Celkově jsem spokojen/a se zaměstnáním v naší firmě.
34. Kdyby někdo z mých přátel hledal práci, doporučila bych naši firmu.
35. Uvažuji o odchodu z firmy.
36. Dostávám dostatečnou zpětnou vazbu, abych mohl/a zlepšovat svůj pracovní výkon.
37. Mám dostatek informací pro kvalitní výkon mé práce.
38. Rozumím tomu, na čem je závislá má mzda.

39. Nemám pocit, že bych někdy dělal(a) zbytečnou práci
40. Mám rád/a různé týmové akce, teambuildingy.
41. Chtěl/a bych, aby firma umožňovala více zábavných aktivit (sporty, kroužky, relaxace, meditace, výtvarná činnost).
42. Pokud by se tak dělo, trávil/a bych ve firmě rád/a více času.
43. Moje práce je v souladu se soukromým (rodinným) životem.

Employee satisfaction questionnaire

Hi,

in my diploma thesis I will examine the satisfaction of employees in KPMG company, especially the differences in two different departments: Management Consulting and Risk Consulting. To accomplish this research I will need as many respondents as possible to fill out this questionnaire. Would you please be so kind and also participate in this short pilot study? It will take maximally 10 minutes. There are not any right or bad answers in the questionnaire, all are subjective and according to you. Your participation is voluntary and the questionnaire is anonymous. All information will be treated confidentially and will only be used for research purposes.

Thank you very much for your help!

1. Are you man or a woman?
2. How old are you?
3. How long do you work in the company?
4. Which department do you work for?
5. My work is entertaining.
6. I can use my skills and abilities at work.
7. My work makes sense to me and gives me satisfaction.
8. I have the opportunity to make independent decisions during my work.
9. My supervisor gives me the support I need to maintain good results.
10. My supervisor has sufficient authority to effectively manage our group.
11. My supervisor is interested in me as a human (and not just as a workforce) and there is trust between us.

12. I think my supervisor is dealing fairly with the staff.
13. Atmosphere among colleagues is friendly.
14. My colleagues are willing to help me if they can.
15. My supervisor appropriately appreciates my efforts and results.
16. My colleagues can appreciate if I do a good job.
17. Financial evaluation is reasonable in view of my efforts and performance.
18. I am rewarded fairly compared to my colleagues.
19. Benefits and advantages match to what I wish.
20. I still gain new experience and knowledge at work.
21. Our company allows education and development of skills free of charge even outside the working hours.
22. Promotion opportunities in the company are in line with my requirements.
23. The business clearly states what has to be done to be promoted.
24. I have clear goals at work.
25. I have the possibility to influence the layout of my working hours (arrivals, departures, breaks).
26. Stress level associated with the performance of my work is mild/reasonable.
27. Job requirements for a position are reasonable.
28. Physical conditions for performing my work are favorable (space, light, aids, equipment).
29. I feel good in the company environment (interior, greenery, cleanliness, number of workers, noise reduction).
30. I identify with the company's goals.
31. Business values are in line with my personal values.
32. I am proud of being part of this business.
33. Overall I am satisfied with the job in our company.
34. If any of my friends were looking for a job, I would recommend our company.
35. I'm thinking about leaving the company.
36. I get enough feedback to help improve my work performance.
37. I have enough information for complete my work in quality way.
38. I understand what is my wage depended on.
39. I do not feel like I have ever done any unnecessary work.
40. I like different team events, teambuildings.

41. I would like the company to allow its employees more entertaining activities (sports, clubs, relaxation, meditation, art activities).
42. If this happens, I would spend more time in the company.
43. My work is consistent with private (family) life.