

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Diploma Thesis

The factors influencing employee motivation in the chosen company

Author: Lika Berulava

Supervisor: Richard Selby, Ph. D

© 2020 CZU Prague

DIPLOMA THESIS ASSIGNMENT

Lika Berulava

Economics and Management
Economics and Management

Thesis title

The factors influencing employee motivation in the chosen company

Objectives of thesis

The aim of this diploma thesis is to identify and analyze social factors that motivate employees in the chosen company – Zoom international (Czech Republic).

Methodology

This diploma thesis includes two main parts: theoretical and practical. The first part will be based on a review of literature and consists of the main motivational theories, determining of tools, methods and techniques which are necessary for increasing the motivation of employees in companies.

The practical part will comprise a number of appropriate hypotheses following which a survey will be constructed and distributed amongst employees of the chosen company.

The data obtained will be extensively analysed with the aid of SPSS. The scale of the importance of different motivation factors provided by the company will be quantified, and possible problem areas identified. If any found, this thesis will conclude with suggestions how to address them in order to increase efficiency in this company.

The proposed extent of the thesis

Approx 60 – 80 pages

Keywords

Motivation system, human resource management, social factors, job satisfaction, motivation, motivation tools, Czech Republic, Russian Federation

Recommended information sources

Armstrong, M. (2010), Armstrong's essential human resource management practice : a guide to people management. London UK.: Kogan Page, 432pp. ISBN 978-0-7494-5989-5

Bowles D., Cooper C.L. (2010) Employee morale : driving performance in challenging times. New York: Palgrave Macmillan, 432pp. ISBN 9780230579422.

Lewis R.D., (2006), When cultures collide. Boston MA. USA.: Nicholas Brealey International, 624pp., ISBN 978-1-904838-02-9

Mullins L.J. (2007), Management and organisational behaviour, 8th edition. Harlow UK.: Financial Times Prentice Hall, 872pp., ISBN 978-0-273-70888-9.

Expected date of thesis defence

2019/20 SS – FEM

The Diploma Thesis Supervisor

Ing. Richard Selby, Ph.D.

Supervising department

Department of Management

Electronic approval: 30. 3. 2020

prof. Ing. Ivana Tichá, Ph.D.

Head of department

Electronic approval: 30. 3. 2020

Ing. Martin Pelikán, Ph.D.

Dean

Prague on 02. 04. 2020

Declaration

I declare that I have worked on my diploma thesis titled "The factors influencing employee motivation in the chosen company " by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on 2.04.2020

Lika Berulava

Acknowledgement

I would like to thank Ph. D. Richard Selby for his advices and support during my work on this Diploma Thesis.

The factors influencing employee motivation in the chosen company

Abstract

The topic of this Diploma Thesis is The factors influencing employee motivation in the chosen company. The thesis focuses on the distinguishing various social factors that can impact on the level of employee job satisfaction and motivation. Given thesis includes two parts: theoretical and practical parts. The theoretical part of the thesis includes basic terms and definitions, theories and various motivation tools. Based on the used scientific literature and resources, the author described the importance of employee motivation in companies. In the practical part of the Diploma Thesis is described and overviewed the chosen company, its structure and corporate culture with the following research of statistical data that influence the motivation in the connection with social Factors. The results of the analysis help to distinguish social factors that impact on the level of job satisfaction and employee motivation in the chosen company. Based on received results and an interview with one of the manager from the HR department of the selected company the author proposes the recommendations and suggestions for the improvement of the motivation system.

Keywords: motivation, motivation system, job satisfaction, international company

Faktory ovlivňující motivace zaměstnanců ve vybraném podniku

Abstrakt

Tématem této diplomové práce jsou Faktory ovlivňující motivace zaměstnanců ve vybraném podniku. Diplomová práce se zaměřuje na rozlišování různých sociálních faktorů, které mohou mít dopad na úroveň spokojenosti a motivace zaměstnanců při práci. Vzhledem k tomu, práce obsahuje dvě části: teoretickou a praktickou část. Teoretická část práce obsahuje základní pojmy a definice, teorie a různé motivační nástroje. Na základě použité vědecké literatury a zdrojů, autor popsal význam motivace zaměstnanců ve firmách. V praktické části diplomové práce je popsána a probrána vybraná společnost, její struktura a firemní kultura s následným výzkumem statistických údajů, které ovlivňují motivaci v souvislosti se sociálními faktory. Výsledky analýzy pomáhají rozlišovat faktory, které mají vliv na míru spokojenosti zaměstnanců v práci a jejich motivace ve vybrané společnosti. Na základě získaných výsledků a pohovoru se manažerem z oddělení lidských zdrojů společnosti autor navrhuje metody a doporučení na zlepšení motivačního systému v rámci firmy.

Klíčová slova: motivace, motivační systém, pracovní spokojenost, mezinárodní společnost

Table of Contents

1. Introduction.....	9
2. Aims and Methodology.....	10
2.1 Aims and Objectives	10
2.3 Methodology	10
3 Literature review	12
3.1 Motivation of employees: definition and main types.....	12
3.2 Motivation theories	14
3.3 Motivation types, methods and factors, affecting it	22
3.4 The influence of the organizational culture.....	25
4 Practical part.....	28
4.1 Overview of chosen companies	28
4.2 Hypothesis testing	31
4.3 Relationship testing between job satisfaction level and social factors	32
4.4 Results of the testing analysis	56
4.5 Output from the interview	57
5. Recommendations and discussions.....	60
6. Conclusion.....	63
7. References	64
8. Appendix.....	65

1.Introduction

For years lots of managers and scientists have been focusing in just the tip of the iceberg of what would be the understanding of factors which could influence employee motivation. It is not a secret that people are the key to the success and are the central core for every company. In modern management aspects of motivation are becoming more and more important. In order to ensure optimal usage of necessary resources, mobilization of human resources potential and to become more profitable and successful, companies apply all kinds of rewards which are based on multitude of motivation factors. To attract and retain employees, companies have to work out the issues of effective motivation and reward systems. It is proved that employees who are highly motivated, fairly rewarded and satisfied with their job, possess higher productivity, contribute better company outcomes and amplify its competitiveness.

It is known that employees can be motivated not only with financial rewards, but also with a large number of various tools, but however each employee needs personal approach. The reward system should be set so that it is comprehensible, fair and motivating. Motivation of employees and job satisfaction are key aspect of the work which may influence not only on efficiency of employees but also on their mental and physical health.

The given diploma thesis includes analysis of the motivation systems of the employees from the chosen companies and determining the main factors influencing employee motivation in them.

5. 2. Aims and Methodology

2.1 Aims and Objectives

The aim of this diploma thesis is to identify and analyze social factors that motivate employees in the chosen company – Zoom International (Czech Republic). By distinguishing main factors, influencing motivation of employees in this company, detect possible disadvantages and suggest ways to address them in order to increase efficiency in this company. With an eye to achieve the required aim, it is necessary to possess knowledge about theoretical concepts and basic definitions of the motivation to explain how to improve the efficiency of work in companies. Following objectives must be achieved in this diploma thesis:

- Prepare overview of the chosen company;
- Analyze the job satisfaction level of employees in the chosen company;
- Establish the model of research; create the questionnaire;
- Transfer questionnaire into coding matrix;
- Using the SPSS program analyze the coding matrix;
- Identify and compare different motivation factors influencing employee motivation in the chosen company;
- Conduct the interviews with managers of the chosen company;
- According to the interviews propose recommendations and suggestions.

2.3 Methodology

This diploma thesis includes two main parts: theoretical and practical. The first part consists of the main motivational theories, determining of tools, methods and techniques which are necessary for increasing the motivation of employees in companies.

Qualitative analysis's tools for the theoretical part includes:

- Literature analysis (summarizing and providing a critical analysis of the research arguments, distinguishing main components and importance of the subject);
- Collected data analysis (analyze data with a subsequent exegesis).

The practical part of the thesis is based on the analysis of motivation systems in the chosen company.

The primary aim of the second part is to analyze the collected data. For gathering the necessary information there are used quantitative and qualitative methods. The questionnaire was distributed via email and also in the paper version. To avoid any misunderstandings among employees, the questionnaire was provided in English and Czech languages. For comprehensive analysis there was taken a decision to conduct interviews with managers from the chosen company.

For testing the hypothesis there was used the statistical program IBM SPSS (Chi-square test). The main aim of this tool is to determine if there are any relationships between social factors and the level of job satisfaction. Each Chi-square test possess a null hypothesis (H_0) – that means that there is no relationship between variables; and the alternative hypothesis (H_a)- it shows the presence of relationship between chosen variables. There can be confirmed only one hypothesis during the test. The existence of the relationship can be designated by significance level and P-value results.

The final part of the diploma thesis includes recommendations and suggestions provided by the author for the chosen company in order to increase the level of job satisfaction and motivation of employees.

3 Literature review

3.1 Motivation of employees: definition and main types

The issue of employee motivation is largely discussed nowadays. The category of employee motivation can be considered as one of the most general from those categories which are used to describe mechanisms of human's psyche. It generalizes all those mental phenomena which are involved in preparation of the implementation of relatively complex forms of human activity, including activities in organizations.

Motivation is considered to be mainly a psychological concept. Many scientists assume that people are motivated for a particular behavior all the time. Due to this opinion it can be supposed that all actions of people have their purposes and reasons. All behaviors have their directions, duration and power – and these aspects are determined by motivation.

As it was already mentioned before, the concept of motivation is very complex and it would be better to start explaining it using the easiest definitions. The original term of motivation comes from the latin word *movere* which in translation means “to move” (Baron, Henley, McGibbon, & McCarthy, 2002). Over the years various definitions and issues connected with motivation were developed.

According to Halepota (2005, p 16) the term of motivation can be described as “a person's active participation and commitment to achieve the prescribed results. Also, Halepota considers that the concept of motivation is abstract as different strategies produces different results at different times and there is no single strategy that can produce guaranteed favorable results all the times.

Greenberg and Baron (2000 p 190) suggest that the explanation of motivation can be splitted into three main parts. The first part presents the arousal that deals with the drive, or energy behind each individual's action. People are guided by their interests in making positive impression on other people, doing interesting work and being successful in things they do. The second part is connected to the choices which people make and the direction their behavior takes. And the last part refers to defining how long people have to persist at attempting to meet their goals and aims.

Higgins (1994), Linder (1998, p 3) and Kreitner (1995) describe the process of motivation as “the psychological process that gives behavior purpose and direction, a

predisposition to behave in a purpose manner to achieve specific unmet needs, an unsatisfied need, and the will to achieve, respectively”.

To gather all the opinions above, the term of motivation can be defined as more or less mainly preoccupation with factors or events that drive, lead and stimulate certain human actions or inactions for a certain period of time taking into account prevailing conditions. Possessing a motivated work force and creating an environment in which high levels of motivation can be achieved remains a challenge for nowadays management.

Bassett-Jones & Lloyd (2005, p 931) considers that two views of human nature can be a base of early research into the process of employee motivation. The first view is connected to Taylorism, which saw people as basically lazy and work-shy, and thus held that this type of employees can be stimulated only by external stimulation. The second view refers to Hawthorn findings, which showed that employees are motivated to work well for “its own sake” as well as social and material benefits, this type of employees in accordance with this schools was motivated internally.

Motivation is an integral part of any work activity. Proper incentive for employees by senior managers fully allows everyone to realize their abilities and fulfill set work plans. Naturally, each leader knows that there are different types of motivation as well as an external and internal incentive to work, but not all managers know exactly how to correctly introduce motivation into their companies.

People working in modern organizations are usually much more educated and ambitious than in the past, so the motives for their work are more complex and difficult to influence. There is no single recipe for developing a mechanism for the effective motivation of employees to work. The effectiveness of motivation, like other problems in managerial activity, is always associated with a specific situation.

In management, motivation is seen as the process of activating employees motives (internal motivation) and creating incentives (external motivation) to inspire them to work effectively. In this regard, terms stimulation and motivation are usually understood as synonyms. The purpose of motivation is the formation of a set of conditions which encourage an employee to take actions aimed at achieving the goal with maximum effect. (Steers, 1975, p.176).

The process of employee motivation is very important for any company because of the following benefits it provides:

- Puts human resources into action;

- Improves level of efficiency of employees;
- Leads to achievement of organizational aims and goals;
- Build friendly relationships inside the company;
- Leads to stability of work force.

3.2 Motivation theories

Motivation theories are expressed in specific models of motivation to perform certain actions. The main theories of motivation are described in detail in modern monographs devoted to clarifying the nature of human behavior in organizations and groups and devoting methods for influencing the motives of activity. There can be distinguished three main categories of employee motivation, namely content theories, process theories and contemporary theories. (Saif, Nawaz, Jan & Khan, 2012, p.79).

Hierarchy of needs, Abraham Maslow

The most famous motivation theory today is the hierarchy of needs of A. Maslow. According to this theory, all human needs can be divided into five groups: biological and psychological needs, safety needs, social needs, esteem needs and self-actualization.

The first stage – Physiological needs includes biological requirements which are important for human survival, e.g. food, air, drink, shelter, sleep and etc. Maslow considered physiological needs the most important as if these needs are not met, the human body can not function optimally.

The second stage – Safety needs – is based on protection from elements, security, order, stability, freedom from fear.

The third stage of the pyramid – Love and Belongingness needs – includes social needs (friendship, trust and acceptance, receiving and giving affection and love, affiliating, being a part of a social group).

The fourth stage – Esteem needs – was divided by Maslow into two categories:

- Esteem for oneself (mastery, independence, dignity, achievement);
- The desire for reputation or respect from others (prestige, social status).

And the last stage – Self – actualization needs – includes realizing personal potential, self-fulfillment, seeking personal growth and peak experiences. Is based on a desire “to become everything one is capable of becoming”. (Maslow, 1987).

Figure 1 Maslow's hierarchy of needs



Source: Revising Maslow's Hierarchy for a Socially-Networked World Psychology 21 c, [Online]
Available at: <https://www.simplypsychology.org/maslow.html>

Despite the fact that Maslow's theory provided a very useful characteristics of process of motivation for various managers, subsequent experimental studies have confirmed that it is far from excellence. The main criticism of this theory is that it was not able to take into account individual singularities of people.

Contrary to Maslow's views, the short answer seems to appear that for most people money is clearly meaningful and a strong motivator. But to what extent is money a significant motivator and how important it is depends on their individual circumstances and the other happiness they get from work. The point, of course, is how much money motivates people to work to the limit of their abilities. Despite the fact that pay may still compose people tick, there are now a various number of other significant influences on motivation. For a lot of people, the feeling of being recognized and valued appears more important than money in motivating them to keep on in a particular job. (Laurie 2007, 255)

Clayton Alderfer's ERG theory

Alderfer agrees with Maslow in the point that individual needs can be placed in a hierarchy. However, the proposed hierarchy includes only three categories of needs and is named ERG after the initial letters of the following categories:

- Existence – needs met by such factors as food, air, water, salary and working conditions;
- Relatedness – needs met by meaningful social and interpersonal relationships;
- Growth – needs that are met by the individual's personal creative or productive contribution.

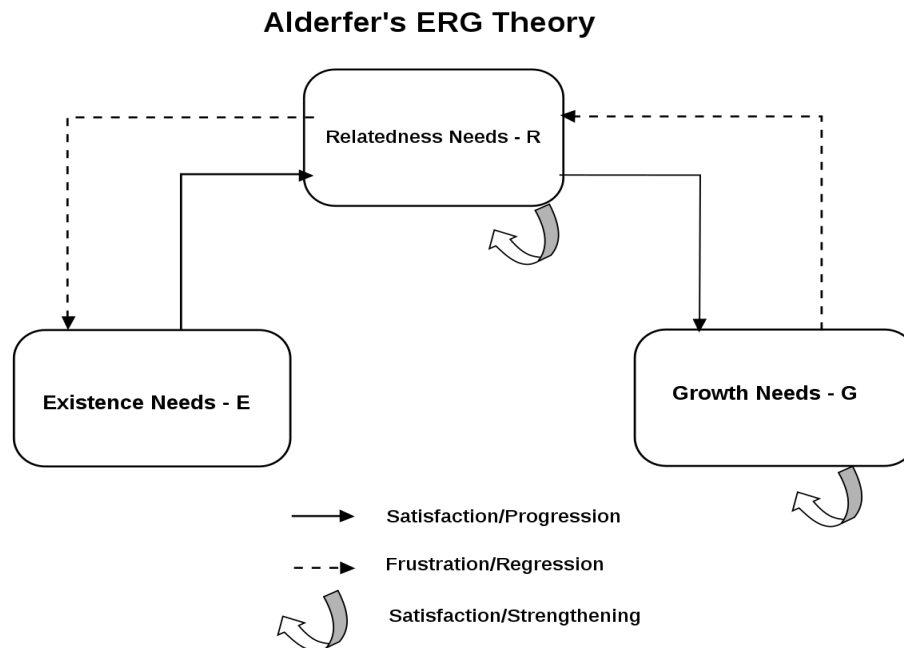
Alderfer's theory correspond to Maslow's physiological needs for protection and security; needs for relatedness correspond to social needs and personal belonging; needs for growth correspond to respect and self-expression.

However, Alderfer's ERG theory of motivation differs from Maslow's theory not only in the number of categories, but also in the way people move from one level to another. Maslow assumed that satisfied needs are dominant and that each higher level of needs is not activated until lower ones are not met. In contrast, the ERG theory states that in addition to Maslow's progressive ascent, there is also a regressive process associated with the collapse of plans and the unavailability of goals. This means that if the individual constantly fails his attempt to meet the needs of growth, than again there is a need for relatedness as the main motivating factor, forcing the individual to redefine the direction of their efforts to achieve the needs of a next category.

Alderfer's theory contains an interesting suggestion to managers about employees' behavior. If the subordinate's higher needs (for example, growth) are not met, perhaps because of companies policies or lack of resources, it is in the manager's interests to try to redefine the employee's efforts to achieve relatedness or existence needs.

ERG theory suggests that individuals tend to focus their behavior on achieving one of three levels of needs. Based on the ERG theory, the hierarchy reflects the ascent from more specific needs to the less specific ones. Alderfer believed that whenever a need is not met, the person's attention switches to meeting a more specific need. And it is the downward movement that causes the movement from the top to the bottom. In Alderfer's theory, an upward movement along the steps of hierarchy is called a satisfaction of needs, and a downward movement is defined as a process of frustration, i.e., a person's failure to satisfy a need.

Figure 2 – Alderfer's ERG Theory of Motivation



Source: Alderfer's ERG Theory, tools 4 management, [Online]
Available at: <https://www.managementstudyguide.com/erg-theory-motivation.htm>

Since the ERG theory appeared relatively recently (in 1972), it does not have enough practical evidence to support its correctness. But, despite of this, knowledge of this theory and its main provisions opens new horizons and prospects for managers in the search for the most effective methods of motivation. It should also be noted that due to its simple formulations, Alderfer's theory has been recognized by the scientific community. But in many ways, it coincides with Maslow's pyramid of needs. In both systems there are different categories of needs and it is assumed that there is a relationship that can be applied to develop specific programs to motivate and encourage people's behavior in organizations.

It is also interesting that Alderfer himself does not define needs within a single hierarchic system – the scientist says that each of the needs can be active any time. And some of them, for example, the need for growth, in general may increase if they are met by a person.

Herzberg's Two – Factor Theory

Hertzberg's two-factor theory of motivation was developed in 1959 and the main goal of his work was to identify main reasons for employees' satisfaction and

dissatisfaction at work, as well to find out the reasons for increasing and decreasing productivity. To achieve this aim, Herzberg and his colleagues conducted a survey of two hundred engineers and employees in a large organization. Participants had to describe situations where their attitude to work was positive and they had a desire to work, and the situation where the attitude to work, on the contrary, was negative and there was dissatisfaction and no desire to work at all.

The results of the study allowed Herzberg to conclude that job satisfaction of employees depends on its internal and content characteristics, and dissatisfaction depends on the external characteristics of the job and its context. As a result, he found out that all the factors that affect human productivity can be divided into hygienic and motivating ones.

Hygiene factors, also called health factors, are related to the environment in which the work itself takes place. The term “hygienic” was borrowed by Herzberg from medical terminology, in which it refers to factors which help to maintain health but necessarily to improve it.

Among the most important hygiene factors are the following ones:

- Company and administration policy;
- Labor safety;
- Comfortable working conditions;
- Acceptable lighting, good heating and etc.
- Work schedule;
- Paid holidays;
- Sick and maternity leave;
- Implementation of social security, health care and other social programs;
- Relations with colleagues and management.

Hygienic factors almost never cause a complete sense of satisfaction and do not have an activating effect on human activity. However, their presence can prevent feelings of dissatisfaction, if they are not present, it can cause feelings of dissatisfaction, discontent and irritation among employees of the organization.

According to Herzberg, those employers who seek to increase the motivation of their employees by increasing salaries will eventually be disappointed, because after employees have already got used to the new level of the salary, they are likely to consider it as a hygienic factor. And from the moment when increased payments become a regular

part of the salary, it will immediately stop motivating people. Human psychology is such that it is more motivated by the desire to have something than the fact that it is something the person already has.

Despite the fact that quite a large number of managers are of the opinion that a well-thought-out system of rewarding employees' work is a motivator, in fact, it turns out that any such system will be taken for granted: it will, of course, maintain a sense of satisfaction, but it will not create it at all. (Hertzberg, 1959)

Motivating factors, also called motivators, are directly related to the nature of the activity itself and its nature. They contribute to increasing job satisfaction and are considered as independent group of needs, which, generalizing, can be called growth needs.

The main motivators are:

- Success;
- Public recognition;
- Interesting activity content;
- Having the opportunity to grow professionally;
- Extent of responsibility;
- Official position.

Public recognition gives a person a sense of self-respect and self-esteem, which should tell the manager about the need to give feedback to the employee about a well-done job. Another significant factor is the employee's activity itself. It should be borne in mind that monotonous work does not bring satisfaction, and creative and diverse activities, on the contrary, stimulate growth, prevent tardiness, absenteeism, etc. In addition, for many people, career growth and the presence of additional responsibility is an excellent motivator. (Hertzberg, 1959)

McClelland's Need theory

Among a large number of different motivation theories, the theory of American psychologist David McClelland stands out. He divided all needs into three large groups: needs for power, success and participation.

1. Needs for power. These needs are considered to be priority needs. They are caused by a person's training and life experience and consist in the fact that a person tends to control the actions of other people as a way to have a significant impact on them. People

with a predominant need for power, in turn, can be divided into two types. The first includes people who seek power for the sake of power itself. They are attracted to the ability to command and influence other people. The interest of a society or organization are of secondary importance to them. The second type includes people who seek power for the sake of solving collective social tasks. As soon as these people achieve the appropriate authority, they set certain tasks for a group of people and already participate with them in the process of achieving any group goals. At the same time, they are looking for the best way to motivate people to achieve them. The need for power for this category of people is not a desire for self-assertion to satisfy vanity but a desire to perform the responsible work of managing other people, aimed at solving organizational or social problems.

2. The need for success. These needs are met only when started work has been successfully completed. People who strive for success set themselves tasks of increased complexity and want to get feedback about their work and their activities in general. For example, a manager's desire to achieve success may manifest itself in an initiative, a desire for justified risk. If he is afraid of failure, he will try not to take part in such activities, where he needs to be proactive and take responsibility. Such a person will seek to minimize the likelihood that their image will be damaged. The need for success as a motivator for achievement is inherent in the vast majority for each person. However, this level will determine the effectiveness of a person's activities and their professional success in any field. It is impossible not to mention the contribution of the American psychologist John Atkinson to McClelland's theory. According to him, the need for success must be considered in conjunction with the need to avoid failure. Atkinson found that people with a predominant motivation for achievement tend to strive for success while people with a low motivation for achievement tend to avoid failure. This addition, made by Atkinson, later became the basis for the theory of subjectively preferred risk developed by McClelland and him.

3. The need for affiliation. These needs are also called participative needs and they can be expressed in the desire for cultural, intelligent and friendly relations with people around them. But people with predominant needs for affiliation often seek not only to establish good relationships with other people but also to find support and approval in the eyes of people who are important and authoritative for them.

Process theories

Process theories of motivation determine not only needs, but also come from the perception and expectations of a person associated with a given situation, and the possible consequences of the chosen type of behavior. In contrast to content motivation theories, they consider the issue from a completely different point of view. While content theories focus on analyzing the needs that underline motivation, process theories focus on how a person makes an effort to achieve goals and what type of behavior they choose.

Vroom's Expectancy Theory

The meaning of Vroom's theory of motivation is that through it the author shows not the mechanism of motivation or its structure but the process that drives it into action, i.e., how in certain life circumstances a person makes decisions that affect his further behavior (Wagner and Hollenburg, 2007). This theory explains that motivation, performance and effort are within a person's motivation and variables such as valence, instrumentality and expectancy verify this. He considered that the higher effort in work relates to better performance.

Vroom defined motivation as the product of the following variables:

- Expectations that the effort will produce the desired results;
- The expectation that the results achieved will be followed by a reward;
- Valence (the expected value of the reward).

McGregor's X and Y Theories

McGregor's theory of X and Y is a theory of behavior in the management structure and motivation of subordinates to work conditions. In management this theory refers to the theories of leadership and power, to process motivation where the degree of control over employees is highlighted as well as the behavior of the manager and his actions.

According to the theory X:

- Employees are inert by nature, they are lazy and try to avoid working;
- Lack of ambition in an employee, they try to get rid of responsibilities;
- The main principle of the employee is his security;
- Control, pressure and the threat of punishment make an employee work more efficiently.

The assumptions of Theory Y have the opposite point of view: the mental and physical inputs spent in the workplace are equal to those inputs which are expanded on reaction or play. External factors or any threats from outside can not be the only factor of influence for the application of efforts. Employees may exercise caution and discipline to achieve their goals but the hunger for their desire to devote themselves to goals depends on how large the rewards assigned for such achievements are. Under normal circumstances employees can adapt to the search for responsibility, not just accept it.

Porter-Lawler Model

This theory can be considered as a comprehensive and more complete theory of motivation which is inclusive of diverse aspects. The essence of the theory of these two scientists is a direct relationship between the effort made, the employee's remuneration and his satisfaction. According to the researchers, the employee applies forces corresponding to the expected salary to fulfill the goal. The material reward achieved is followed by moral satisfaction, a sense of personal significance and self-respect. The connection between the spent forces and the inner feeling of a person is traces. The model's deductions suggest that an individual's behavior is influenced by both internal and external factors, makes rational and independent choices about their behavior, and has different goals, desires and needs. Finally, people choose between alternative behaviors (Wagner and Hollenburg, 2007).

3.3 Motivation types, methods and factors, affecting it

Motivation types

Motivation of employees in a company is a process of continuous maintenance of high labor productivity. The set of measures that forms this system is not a dogma – it is constantly updated, adapted to the conditions of the labor market and specific production. There are two main types of motivation: intrinsic and extrinsic motivation.

Intrinsic motivation

Intrinsic motivation involves participating in a behavior because it's personally rewarding. Essentially, carrying out an activity for its own sake, and not wanting some

external reward. In fact, behavior in itself is its own reward. Techniques of intrinsic motivation include:

Challenges – there are some employees who feel motivated in challenging tasks;

Autonomy – some employees can complete their tasks only if they have enough freedom;

Opportunity of advancement – providing more and more opportunities to employees who seek to achieve their goals;

Learning – developing skills and increasing knowledge of employees;

Job and role desire – intrinsic motivation can be enhanced by job or role desire.

Extrinsic motivation

Extrinsic motivation occurs when employees are motivated to perform a behavior or engage in an activity to earn a reward or avoid punishment. The impact of extrinsic motivation's tools have a high, but short lasting effect. Tools of extrinsic motivation include:

Rewards – the most effective tool of extrinsic motivation. Includes money, incentives, gifts and bonuses;

Increased pay – increased salary has a powerful impact on the employee's performance;

Promotion – career advancement can be connected with intrinsic motivation and can be considered as a very effective tool;

Disciplinary action – indirect motivation which controls behavior of the employee and gives him or her a stimulus to work better;

Criticism – employees are working hard to avoid criticism from managers.

Factors, affecting employee's motivation

The task of work motivation is to encourage employees to perform work more effectively in accordance with their delegated rights and responsibilities. The function of employee motivation is performed by the manager who must be able to determine the needs of employees and create conditions that allow to meet these needs when the work is successfully completed; at the same time, factors that do not always depend on the manager impact on the employees motivation.

All factors which can impact on the employee motivation can be divided into four main groups:

- Economic (factors that contribute to the satisfaction of various kinds of material needs, without which a person can not survive physically);
- Social (meeting social needs - self-expression, recognition, approval, participation);
- Organizational (factors for meeting the needs of the content of work);
- Psychological (factors of satisfaction of personal and aesthetic needs and individual, inherent in a particular person).

According to Herzberg (1959) there can be distinguished factors which lead to satisfaction (motivators) and dissatisfaction (hygienes). Factors which bring about job satisfaction can be generally called satisfiers and were found from the study found that they are related to the nature of the job itself and the reward which is resulting the implementation of this work. The most important of these include characteristics that contribute to a person's needs for self-realization and self-fulfillment in their work. These factors are essentially related to the content of the work which means that they are inherent in the work itself. Herzberg analyzed and classified the factors of job content as follows:

- Achievement;
- Recognition;
- Work itself;
- Responsibility;
- Advancement;
- Growth.

According to Herzberg (1959) these factors affect employee motivation most of all and are important for every employee. In other sources there is a tendency to divide motivation factors according to motivation types: extrinsic and intrinsic.

Extrinsic motivation is connected to all tangible rewards such as supervision, salary, fringe benefits, co-work environment, personal life, job conditions and work security. These factors cannot be satisfied by the work process itself. According to Chaudhary (2012) individual employee attitude can be created by the affect of received benefits and values which are attached to an action. So, rewards are considered to be useful instruments which encourage employees to perform as is desirable and it also can be

presented in monetary form. It can also take a form of different incentives such as increased salary, for example, or job promotion and security.

Intrinsic motivation refers to motivation that is enhanced by commitment to work, personal pleasure, and interests, according to Ryan and Deci (2000). Internal motivation can be defined as the performance of an activity for its internal satisfaction, and not for any particular consequence. Being internally motivated, an employee is encouraged to act for pleasure or challenge not because of external products, pressure or rewards. In his opinion if there is an internal motivation, the individual will seek to satisfy three innate psychological needs, namely: autonomy, competence and kinship. Chaudhary (2012) develops the definition of Ryan and Deci, defining intrinsic motivation as the motivation to engage in an activity for its own sake, out of interest or for the pleasure and satisfaction derived from the experience.

3.4 The influence of the organizational culture

Organizational culture is a complex composition of the organization's philosophy, its norms, rules, beliefs and values that are accepted by all employees without evidence. As evidenced by the analysis of practice, the organizational culture is formed in companies from five years, and its direct carriers are all employees of the organization: staff and management. (Edgar H. Schein, 1992) Organizational culture has an impact on the employee motivation at the following levels:

- Creating of the employee loyalty towards the organization;
- Development of indicators of organizational team cohesion;
- Selection of methods and ways to motivate employees of the organization;
- Prevention of the stress and conflicts provoked by the development of subcultures and countercultures in the organization.

According to Edgar Schein, organizational culture is one of the most powerful tools for motivating employees due to the fact that:

- it is a key source of formation of the socio-psychological climate of the organization, the organizational atmosphere in which direct work is carried out;
- it serves as the basis for the formation of staff loyalty to the organization, as well as the development of team cohesion through the creation of a single "corporate spirit";

- creates conditions for ensuring that the values of the management and staff of the organization correspond, which allows all participants in the organizational process to understand each other's expectations and requirements and communicate in the "same language";
- establishes opportunities and restrictions for demonstrating the work behavior of members of the organization by means of normalizing all forms and appearances of business interaction.

It is important to note that the employee's motivation is always determined by their involvement and willingness to give themselves in the course of solving professional tasks. In turn, the employee's commitment to the organization is proportional to the level of their loyalty, which is determined by the development of organizational culture:

- *Employee loyalty expressed at the standard level.* This is a level of staff loyalty, when employees are ready to realize their capabilities, share their competence exactly to the extent that it is regulated within the organization. For example, an employee is ready to stay at the workplace at the end of the regulated working time for as long as it will be compensated by the employer. In this case, employee loyalty is determined by elementary calculations and profitability indicators, i.e. economic factors that influence labor motivation;

- *Employee loyalty expressed at the level of beliefs.* In this case, it is advisable to consider the employee's readiness to use their labor potential in the name of a common idea, team, leader, etc. At this level of employee loyalty that the norms and values of organizational culture are of paramount importance.

It is clear that employee motivation will be higher in organizations where the loyalty of staff at the level of beliefs prevails, in contrast to companies where the employee's willingness to give depends on external incentives. At the same time, it is important to note the following pattern: if the management policy changes, the risk of demotivation of personnel, the speed of its spread, as well as an increase in the level of organizational and interpersonal conflicts will be higher in those organizations where a relatively long time has been observed a unified corporate spirit and employee loyalty at the level of beliefs. In organizations where administrative norms, rules, and regulations are the basis of employees' work, changes in management strategy and policy are more relaxed. Organizational and interpersonal conflicts, as a rule, are not spontaneous, are characterized by manageability.

Organizational culture has a strong influence on the formation of team cohesion, which affects the motivation of employees, their need for business interaction and cooperation. Under the unity of the team, it is necessary to understand the attraction of group members to belonging to this group, to the implementation of professional activities in a particular team. (Gerald Hofstede, 1983) Interesting are the observations from the experience of human resource management, which demonstrate, in particular:

- *The women's team has a higher level of cohesion than the men's.* This is due to the fact that women have more developed collectivism, mutual support and mutual assistance. Men are more prone to individualized work, and not collective activity. In this regard, it is easier for a male employee to change the team and organization, if as a result of such changes, he can meet his needs. A woman will strive to find opportunities to meet her needs in the team and in the organization where she carries out her professional activities for a long time. As a rule, a man is ready to change the organization for the sake of satisfying needs, and a woman is ready to transform her needs (consciously or subconsciously) for the sake of preserving herself in the organization, the team;

- *The smaller is the age range of employees in an organization, the higher is the level of team cohesion.* This is because in a team where the average age of employees does not exceed the difference of 20 years, there are similar values and needs of employees. For example, it is known that young employees whose age does not exceed 30-35 years, the main needs are earning and creating their professional status. An employee over 40 years of age has more relevant needs for freedom, time, respect, etc.

- *The lower is the power distance between the organization's management and staff, the higher is the level of team cohesion.* Power distance refers to the accessibility of the organization 's management to employees. In a situation where an employee has a sufficient number of barriers that make it difficult to access the manager, there is a decrease in corporate spirit and, as a result, a decrease in motivation to work. In organizations where management demonstrates openness and accessibility to staff, employee motivation to achieve organizational goals is characterized by positive dynamics.

So, to sum up, it can be said that organizational culture and the process of employee motivation are inextricably linked, since the components of culture form the needs, motives and organizational attitudes of employees' behavior.

4 Practical part

4.1 Overview of chosen companies

Company in Czech Republic – Zoom International

ZOOM International a. s was founded by three leading information technology engineers in the Czech Republic in Prague. Initially, the company's sphere of influence was extended only to the Czech market. The offered service meant a regular offer, namely a platform for recording telephone conversations of operators in the call centers of ministries, banks and other large and medium-sized enterprises. At the initial stages, the name of the company CallRec was simple and clear in nature, which in translation from English Call Recording – recording conversations. Over time, when the company began to gain momentum and reached the world level, marketers came up with a new course of advertising, which showed customers the full scale of the company's development, changing the name to Zoom International, which makes sense – an Increase on a global level.

In the early stages of development, the company offered software as a recording application for conversations of adapted telephone instances, and soon the company's developments and innovations provided the function of recording the monitors of agents who directly communicate with customers. From year to year, the CallRec recording system, now known as ZOOM, has gained momentum in the market of modern technologies.

ZOOM International is currently the market leader in software sales. The company has reached the point of the global customer rating indicator (NPS) equal to 92% + the net promoter rating from analysts this year, the bar for evaluating the firm by the client has increased by 92%, and the firm has acquired more than 1,600 clients and more than 300 partners in 90 countries around the world.

ZOOM International software helps contact centers improve their work with clients and agents - by collecting, analyzing, and improving the quality of all interactions - while meeting requirements and meeting back office requirements. ZOOM's clients range from contact centers of 100 people to some of the world's largest companies - Finansbank, Cigna, Rostelecom, IBM, Lego and Saudi Aramco.

Over the course of 19 years, the company has gained momentum both in the development of its own recording application and improved the ability to implement other

contact center systems. Currently, collaboration with SOFTWARE vendors such as Cisco, Finesse, Jabber, Genesys, and Avaya helps the recording system adapt the application to the recording of a wide variety of new companies.

According to DMG consulting LLC's estimates, in 2012 – 2014 ZOOM International was recognized as the best company in optimizing the labor market and products, and in December 2014 IT was recognized as the №1 supplier in providing services to customers and satisfying their desires. One of the company's next achievements between 2012 and 2014 was the recognition of ZOOM International from the global Gartner organization as an astute provider of the magic quadrant for workforce optimization. Already in 2016, ZOOM was recognized as the product of the year on the global market and was also awarded the title of "Elite product".

The fundamental goal of the company is to create an impeccable platform for working with the client to meet the needs of the customer.

ZOOM International adheres to its concept – plan, which literally sounds - "we strive to become the most loved, used and profitable software provider for customers." It is worth noting that over the decades, the company has raised the demand for its product from units to thousands of customers, as well as rooted the company's partner base, which in turn sell and provide technical support to the distributor's application.

Task-the organization's mission is to maintain leadership positions in delivering WFO to meet the needs of the customer, employees and partners, respectively.

The main activities of ZOOM International are software development, its development and implementation of applications for customer needs. The main software modules are:

- Records of telephone conversations in call centers, with the ability to store, archive and correct records.
- Records the screens of call center operators at the time of the agent's conversation with the client, as well as at the end of the dialog.
- Recording video calls in a call center where multiple operators and multiple customers can be parties at once, so-called conferences.
- Speech Analytics of the operator and the client during the dialogue, with the possibility of further analysis of the operator's work and the degree of satisfaction of the individual client and all customers of the company as a whole.

- Analytics of call center operators, a special rating system for conversations, call quality and the quality of the agent's work.

- Maintaining statistics on the dynamics and quality of operators' work, the ability to conduct research and generate curves based on the collected analysis of operators' work.

Based on the characteristics of both companies studied in this research, it should be noted that the type of activity of the companies is directly related to the world of information technology. The companies are able to strengthen themselves in the young world of technology not only because of the development of technologies within the companies, but also through painstaking work with the climate in the companies among the staff.

4.2 Hypothesis testing

The main hypothesis of this diploma thesis: various social factors can affect the level of job satisfaction and employee motivation in companies.

The primary aim of the practical part of this research is to identify if the respondents (employees of chosen companies who agreed to take part into research) are satisfied with their job and if there is any relationship between social factors and job satisfaction in those companies.

As respondents of the survey there were chosen employees from Support departments, Development department and Sales department as they include the most part of employees and they are the core of the chosen company. The surveys were conducted during the period from October 21, 2019 till November 25, 2019.

Indicators and variables of phenomenon A (social factors):

- Age: 18 to 24, 25 to 29, 30 to 39, 40 to 49, 50 and older
- Gender: Male, Female
- Marital status: Single, Married, Domestic partnership, Divorced, Different
- Number of children: No children, 1-2, 3 and more
- Level of education: High school degree, Bachelor's degree, Master's degree, Doctoral degree
- Years of working experience: less than a year, 1-3 years, 3-5 years, 5 years and more.

Indicators and variables for phenomenon B (motivation techniques provided in chosen companies):

- Job position and content of work;
- Organizational culture;
- Variety of tasks;
- Benefits, provided by the company;

The primary data was collected due to the survey of the research. The questionnaire was distributed among employees via e-mail and in the paper version in English and Czech languages to avoid any misunderstandings among employees. The survey was sent to one hundred and seventy employees in general, the collected results are equal to ninety-seven feedbacks.

4.3 Relationship testing between job satisfaction level and social factors

1. Relationship testing between age and level of satisfaction with job position

Table 1.1 Cross table of the level of satisfaction with job position							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Age</i>	18 – 24	1	1	3	6	1	12
	25 – 29	4	7	3	8	5	27
	30 – 39	2	4	9	13	7	35
	40 – 49	0	2	1	9	5	17
	50 and older	0	2	0	1	3	6
Total		7	16	16	37	21	97

Source: Self-made table

Table 1.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	48.750 ^a	14	.007
Likelihood Ratio	35.821	14	.000
Linear-by-Linear Association	.828	1	.000
N of Valid Cases	97		
a. 16 cells (66%) have expected count less than 5. The minimum expected count is ,06			

Source: Self-made table

H0: There is no relationship between age and the satisfaction level of job position.

H1: There is a relationship between age and the satisfaction level of job position.

At the level of $\alpha = 0.05$. P-value = .007, that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

2. Relationship testing between the gender and level of satisfaction with job position

Table 2.1 Cross table of the level of satisfaction with job position							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Gender</i>	Male	6	12	11	25	14	68
	Female	1	4	5	12	7	29
Total		7	16	16	37	21	97

Source: Self-made table

Table 2.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13,834^a	14	.274
Likelihood Ratio	16.53	14	.218
Linear-by-Linear Association	1.283	1	.188
N of Valid Cases	97		
a. 1 cells (10%) have expected count less than 5. The minimum expected count is ,52			

Source: Self-made table

H0: There is no relationship between gender and the level of satisfaction from occupied job position among employees.

H1: There is relationship between gender and the level of satisfaction from occupied job position among employees.

At the level $\alpha = 0,05$ P-value is equal to .274, what is more than the level of significance.

H0 is accepted. There is no relationship between above-mentioned variables.

3. Relationship testing between the level of education and level of satisfaction with job position

		Table 3.1 Cross table of the level of satisfaction with job position					
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Level of education</i>	High school degree	1	0	0	1	5	7
	Bachelor's degree	4	15	12	20	7	58
	Master's degree	2	0	3	11	8	24
	PhD	0	1	1	5	1	8
Total		7	16	16	37	21	97

Source: Self-made table

Table 3.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11,860^a	16	.349
Likelihood Ratio	15.215	16	.24
Linear-by-Linear Association	1.231	1	.219
N of Valid Cases	97		
a. 12 cells (48%) have expected count less than 5. The minimum expected count is ,16			

Source: Self-made table

H0: There is no relationship between the level of education and the satisfaction level from the occupied job position.

H1: There is a relationship between the level of education and the satisfaction level from the occupied job position.

At the level $\alpha = 0,05$ P-value is equal to .274, what is more than the level of significance.

H0 is accepted. There is no relationship between above-mentioned variables.

4. Testing of relationship between marital status and level of satisfaction with job position

Table 4.1 Cross table of the level of satisfaction with job position							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Marital status</i>	Single	1	5	9	11	3	29
	Married	3	1	2	9	5	22
	Divorced	2	6	0	1	3	11
	Domestic partnership	1	1	6	13	6	27
	Other	0	1	0	3	4	8
Total		7	16	16	37	21	97

Source: Self-made table

Table 4.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.168^a	16	.023
Likelihood Ratio	31.059	16	.02
Linear-by-Linear Association	0.498	1	.482
N of Valid Cases	97		
a. 15 cells (60%) have expected count less than 5. The minimum expected count is ,16			

Source: Self-made table

H0: There is no relationship between the marital status and the satisfaction level from the occupied job position.

H1: There is a relationship between the marital status and the satisfaction level from the occupied job position.

At the level $\alpha = 0,05$ P-value is equal to .023, what is less than the level of significance. H1 is accepted. There is a relationship between above-mentioned variables.

5. Testing relationship between the number of children and level of satisfaction with job position

Table 5.1 Cross table of the level of satisfaction with job position							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Number of children</i>	0	3	1	5	34	6	49
	1-2	2	14	9	0	9	35
	3 and more	2	1	2	2	6	13
Total		7	16	16	37	21	97

Source: Self-made table

Table 5.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	25.168 ^a	8	.361
Likelihood Ratio	26.378	8	.002
Linear-by-Linear Association	8.854	1	.103
N of Valid Cases	97		
a. 8 cells (53%) have expected count less than 5. The minimum expected count is ,26			

Source: Self-made table

H0: There is no relationship between the number of children and the satisfaction level from the occupied job position.

H1: There is a relationship between the number of children and the satisfaction level from the occupied job position.

At the level $\alpha = 0,05$ P-value is equal to .361, what is less than the level of significance. H0 is accepted. There is no relationship between above-mentioned variables.

6.Relationship testing between years of working experience and level of satisfaction with job position

Table 6.1 Cross table of the level of satisfaction with job position							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Working Experience</i>	Less than a year	0	11	3	18	9	41
	1-3 years	1	4	12	10	6	33
	3-5 years	2	0	1	7	3	13
	5 years and more	4	1	0	2	3	10
Total		7	16	16	37	21	97

Source: Self-made table

Table 6.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12,860^a	16	.006
Likelihood Ratio	16.215	16	.24
Linear-by-Linear Association	1.231	1	.219
N of Valid Cases	97		
a. 13 cells (65%) have expected count less than 5. The minimum expected count is ,26			

Source: Self-made table

H0: There is no relationship between the level of education and the satisfaction level from the occupied job position.

H1: There is a relationship between the level of education and the satisfaction level from the occupied job position.

At the level $\alpha = 0,05$ P-value is equal to .006, what is less than the level of significance. H1 is accepted. There is a relationship between above-mentioned variables.

7. Relationship testing between age and level of satisfaction with organizational culture

Table 7.1 Cross table of the satisfaction by organizational culture							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Age</i>	18 – 24	0	1	3	4	5	12
	25 – 29	1	3	2	11	9	27
	30 – 39	3	0	5	9	16	35
	40 – 49	5	1	1	3	7	17
	50 and older	0	2	2	0	4	6
Total		9	7	13	27	41	97

Source: Self-made table

Table 7.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	43.750 ^a	12	.000
Likelihood Ratio	45.821	12	.000
Linear-by-Linear Association	1,532	1	.000
N of Valid Cases	97		
a.17 cells (68%) have expected count less than 5. The minimum expected count is ,07			

Source: Self-made table

H0: There is no relationship between age and the satisfaction by organizational culture.

H1: There is a relationship between variables.

At the level of $\alpha = 0.05$. P-value = .000, that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

8. Relationship testing between gender and level of satisfaction with organizational culture

Table 8.1 Cross table of the satisfaction by organizational culture							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Gender</i>	Male	8	3	12	19	23	68
	Female	1	4	1	8	18	29
Total		9	7	13	27	41	97

Source: Self-made table

Table 8.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10,834^a	4	.030
Likelihood Ratio	11.153	4	.025
Linear-by-Linear Association	5.783	1	.016
N of Valid Cases	97		
a.4 cells (30%) have expected count less than 5. The minimum expected count is ,52			

Source: Self-made table

H0: There is no relationship between gender and the satisfaction by organizational culture.

H1: There is relationship between gender and the satisfaction by organizational culture.

At the level $\alpha = 0,05$ P-value is equal to .030, what is more than the level of significance.

H1 is accepted. There is a relationship between above-mentioned variables.

9. Relationship testing between level of education and level of satisfaction with organizational culture

		Table 9.1 Cross table of the satisfaction by organizational culture					
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Level of education</i>	High school degree	1	2	0	1	5	7
	Bachelor's degree	3	1	11	20	21	58
	Master's degree	3	3	1	3	13	24
	PhD	2	1	1	3	2	8
Total		9	7	13	27	41	97

Source: Self-made table

Table 9.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	25,095 ^a	12	.114
Likelihood Ratio	21.215	12	.043
Linear-by-Linear Association	6.201	1	.012
N of Valid Cases	97		
a. 15 cells (80%) have expected count less than 5. The minimum expected count is ,03			

Source: Self-made table

H0: There is no relationship between the level of education and the satisfaction by organizational culture.

H1: There is a relationship between the level of education and the satisfaction by organizational culture.

At the level $\alpha = 0,05$ P-value is equal to .114, what is more than the level of significance.

H0 is accepted. There is no relationship between above-mentioned variables.

10. Relationship testing between level of education and level of satisfaction with organizational culture

Table 10.1 Cross table of the satisfaction by organizational culture							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Marital status</i>	Single	5	2	5	5	12	29
	Married	2	1	4	4	11	22
	Divorced	1	3	1	3	6	11
	Domestic partnership	1	0	3	9	7	27
	Other	0	1	0	2	5	8
Total		9	7	13	27	41	97

Source: Self-made table

Table 10.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	31.187^a	16	.107
Likelihood Ratio	35.249	16	.002
Linear-by-Linear Association	10.228	1	.102
N of Valid Cases	97		
a. 16 cells (65%) have expected count less than 5. The minimum expected count is ,19			

Source: Self-made table

H0: There is no relationship between the marital status and the satisfaction by organizational culture.

H1: There is a relationship between the marital status and the satisfaction by organizational culture.

At the level $\alpha = 0,05$ P-value is equal to .107, what is more than the level of significance.

H0 is accepted. There is no relationship between above-mentioned variables.

11. Relationship testing between the number of children and level of satisfaction with organizational culture

Table 11.1 Cross table of the satisfaction by organizational culture							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Number of children</i>	0	5	5	7	12	20	49
	1-2	3	0	5	10	17	35
	3 and more	1	2	1	5	4	13
Total		9	7	13	27	41	97

Source: Self-made table

Table 11.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.168^a	16	.023
Likelihood Ratio	31.059	16	.02
Linear-by-Linear Association	0.498	1	.482
N of Valid Cases	97		
a.6 cells (60%) have expected count less than 5. The minimum expected count is ,16			

Source: Self-made table

H0: There is no relationship between the number of children and the satisfaction by organizational culture.

H1: There is a relationship between the number of children and the satisfaction by organizational culture.

At the level $\alpha = 0,05$ P-value is equal to .023, what is less than the level of significance. H1 is accepted. There is a relationship between above-mentioned variables.

12. Relationship testing between the working experience and level of satisfaction with organizational culture

Table 12.1 Cross table of the satisfaction level of the job position							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Working Experience</i>	Less than a year	3	2	7	11	18	41
	1-3 years	3	1	5	10	14	33
	3-5 years	2	1	1	4	5	13
	5 years and more	1	3	0	2	4	10
Total		9	7	13	27	41	97

Source: Self-made table

Table 12.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	67,825^a	12	.000
Likelihood Ratio	59.972	12	.000
Linear-by-Linear Association	3.57	1	.059
N of Valid Cases	97		
a. 13 cells (85%) have expected count less than 5. The minimum expected count is ,04			

Source: Self-made table

H0: There is no relationship between the years of working experience and the satisfaction by organizational culture.

H1: There is a relationship between the years of working experience and the satisfaction by organizational culture.

At the level $\alpha = 0,05$ P-value is equal to .00, what is less than the level of significance. H1 is accepted. There is relationship between above-mentioned variables.

13. Relationship testing between age and the level of satisfaction with the variety of tasks

Table 13.1 Cross table of the satisfaction by variety of tasks							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Age</i>	18 – 24	0	3	5	3	1	12
	25 – 29	1	6	11	6	3	27
	30 – 39	4	9	12	7	3	35
	40 – 49	2	2	4	7	2	17
	50 and older	0	1	0	5	0	6
Total		7	21	32	28	9	97

Source: Self-made table

Table 13.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	36.750^a	12	.000
Likelihood Ratio	38.821	12	.000
Linear-by-Linear Association	3.073	1	.069
N of Valid Cases	97		
a.16 cells (66%) have expected count less than 5. The minimum expected count is ,06			

Source: Self-made table

H0: There is no relationship between age and the satisfaction with the variety of tasks.

H1: There is a relationship between age and the satisfaction with the variety of tasks.

At the level of $\alpha = 0.05$. P-value = .000, that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

14. Relationship testing between gender and variety of tasks

Table 14.1 Cross table of the satisfaction by variety of tasks							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Gender</i>	Male	3	16	19	22	8	68
	Female	4	5	13	6	1	29
Total		7	21	32	28	9	97

Source: Self-made table

Table 14.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8,834^a	3	.058
Likelihood Ratio	12.53	3	.019
Linear-by-Linear Association	3.283	1	.108
N of Valid Cases	97		
a. 1 cells (10%) have expected count less than 5. The minimum expected count is ,52			

Source: Self-made table

H0: There is no relationship between gender and the satisfaction with the variety of tasks.

H1: There is a relationship between gender and the satisfaction with the variety of tasks.

At the level $\alpha = 0,05$ P-value is equal to .058, what is more than the level of significance.

H0 is accepted. There is no relationship between these variables.

15. Relationship testing between the level of education and the level of satisfaction with variety of tasks

Table 15.1 Cross table of the satisfaction by variety of tasks							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Level of education</i>	High school degree	0	0	2	4	1	7
	Bachelor's degree	6	13	21	15	3	58
	Master's degree	1	7	8	6	2	24
	PhD	0	1	1	3	3	8
Total		7	21	32	28	9	97

Source: Self-made table

Table 15.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20,550 ^a	9	.015
Likelihood Ratio	22.961	9	.007
Linear-by-Linear Association	0.033	1	.857
N of Valid Cases	97		
a. 17 cells (85%) have expected count less than 5. The minimum expected count is ,04			

Source: Self-made table

H0: There is no relationship between level of education and the satisfaction with the variety of tasks.

H1: There is a relationship between level of education and the satisfaction with the variety of tasks.

At the level $\alpha = 0,05$ P-value is equal to .015, what is more than the level of significance.

H1 is accepted. There is a relationship between above-mentioned variables.

16. Relationship testing between the marital status and the level of satisfaction with variety of tasks

Table 16.1 Cross table of the satisfaction by variety of tasks							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Marital status</i>	Single	2	5	14	6	2	29
	Married	1	9	3	5	4	22
	Divorced	4	2	1	4	0	11
	Domestic partnership	0	1	12	11	3	27
	Other	0	4	2	2	0	8
Total		7	21	32	28	9	97

Source: Self-made table

Table 16.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	31.008^a	12	.223
Likelihood Ratio	31.059	12	.002
Linear-by-Linear Association	10.498	1	.101
N of Valid Cases	97		
a. 15 cells (60%) have expected count less than 5. The minimum expected count is ,16			

Source: Self-made table

H0: There is no relationship between marital status and the satisfaction with the variety of tasks.

H1: There is a relationship between marital status and the satisfaction with the variety of tasks.

At the level $\alpha = 0,05$ P-value is equal to .223, what is less than the level of significance. H0 is accepted. There is a relationship between variables.

17. Testing relationship between the number of children and the satisfaction level from occupied job position

Table 17.1 Cross table of the satisfaction by variety of tasks							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Number of children</i>	0	3	7	26	8	5	49
	1-2	4	9	4	16	2	35
	3 and more	0	5	2	4	2	13
Total		7	21	32	28	9	97

Source: Self-made table

Table 17.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	24.168^a	6	.235
Likelihood Ratio	26.059	6	.002
Linear-by-Linear Association	10.498	1	.102
N of Valid Cases	97		
a. 15 cells (60%) have expected count less than 5. The minimum expected count is ,16			

Source: Self-made table

H0: There is no relationship between number of children and the satisfaction with the variety of tasks.

H1: There is a relationship between number of children and the satisfaction with the variety of tasks.

At the level $\alpha = 0,05$ P-value is equal to .235, what is more than the level of significance.

H0 is accepted. There is no relationship between above-mentioned variables.

18.Relationship testing between working experience and variety of tasks

		Table 18.1 Cross table of the satisfaction by variety of tasks					
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Working Experience</i>	Less than a year	3	15	4	14	5	41
	1-3 years	4	6	13	8	2	33
	3-5 years	0	0	9	3	1	13
	5 years and more	0	0	6	3	1	10
Total		7	21	32	28	9	97

Source: Self-made table

Table 18.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23,660^a	9	.005
Likelihood Ratio	23.845	9	.00
Linear-by-Linear Association	1.31	1	.160
N of Valid Cases	97		
a.17 cells (85%) have expected count less than 5. The minimum expected count is ,04			

Source: Self-made table

H0: There is no relationship between working experience and the satisfaction with the variety of tasks.

H1: There is a relationship between working experience and the satisfaction with the variety of tasks.

At the level $\alpha = 0,05$ P-value is equal to .005, what is less than the level of significance. H1 is accepted. There is relationship between above-mentioned variables.

19. Relationship testing between age and the level of satisfaction with the benefits of the company

Table 19.1 Cross table of the satisfaction with benefits							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Age</i>	18 – 24	1	3	1	2	5	12
	25 – 29	4	2	5	9	7	27
	30 – 39	1	4	8	12	10	35
	40 – 49	2	3	3	3	6	17
	50 and older	0	1	0	2	3	6
Total		8	13	17	28	31	97

Source: Self-made table

Table 19.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	38.756 ^a	16	.001
Likelihood Ratio	41.821	16	.001
Linear-by-Linear Association	4.867	1	.028
N of Valid Cases	97		
a. 17 cells (66%) have expected count less than 5. The minimum expected count is ,06			

Source: Self-made table

H0: There is no relationship between age and the level of satisfaction with company's benefits.

H1: There is a relationship between age and the level of satisfaction with company's benefits.

At the level of $\alpha = 0.05$. P-value = .007, that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

20. Relationship testing between gender and the level of satisfaction with the benefits of the company

Table 20.1 Cross table of the satisfaction with benefits							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Gender</i>	Male	5	7	10	19	27	68
	Female	3	6	7	9	4	29
Total		8	13	17	28	31	97

Source: Self-made table

Table 20.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13,834^a	4	.010
Likelihood Ratio	13.53	4	.008
Linear-by-Linear Association	10.283	1	.002
N of Valid Cases	97		
a.2 cells (10%) have expected count less than 5. The minimum expected count is ,52			

Source: Self-made table

H0: There is no relationship between gender and the level of satisfaction with company's benefits.

H1: There is a relationship between gender and the level of satisfaction with company's benefits.

At the level $\alpha = 0,05$ P-value is equal to .010, what is less than the level of significance. H1 is accepted. There is relationship between above-mentioned variables.

21. Relationship testing between the level of education and the level of satisfaction with the benefits of the company

		Table 21.1 Cross table of the satisfaction with benefits					
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Level of education</i>	High school degree	0	1	0	4	2	7
	Bachelor's degree	3	10	11	9	25	58
	Master's degree	2	1	5	13	3	24
	PhD	3	1	1	2	1	8
Total		8	13	17	28	31	97

Source: Self-made table

Table 21.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23,953 ^a	12	.022
Likelihood Ratio	24,87	12	.017
Linear-by-Linear Association	0.88	1	.667
N of Valid Cases	97		
a. 15 cells (85%) have expected count less than 5. The minimum expected count is ,04			

Source: Self-made table

H0: There is no relationship between level of education and the level of satisfaction with company's benefits.

H1: There is a relationship between level of education and the level of satisfaction with company's benefits. At the level $\alpha = 0,05$ P-value is equal to .022, what is more than the level of significance. H1 is accepted. There is relationship between variables.

22. Relationship testing between marital status and the level of satisfaction with the benefits of the company

Table 22.1 Cross table of the satisfaction with benefits							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Marital status</i>	Single	0	6	4	6	13	29
	Married	2	1	5	6	8	22
	Divorced	2	3	2	2	2	11
	Domestic partnership	4	2	5	10	6	27
	Other	0	1	1	4	2	8
Total		8	13	17	28	31	97

Source: Self-made table

Table 22.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	32.168^a	16	.239
Likelihood Ratio	37.787	16	.224
Linear-by-Linear Association	9.498	1	.106
N of Valid Cases	97		
a. 16 cells (60%) have expected count less than 5. The minimum expected count is ,16			

Source: Self-made table

H0: There is no relationship between marital status and the level of satisfaction with company's benefits.

H1: There is a relationship between marital status and the level of satisfaction with company's benefits.

At the level $\alpha = 0,05$ P-value is equal to .239, what is more than the level of significance.

H0 is accepted. There is no relationship between above-mentioned variables.

23. Relationship testing between number of children and the level of satisfaction with the benefits of the company

Table 23.1 Cross table of the satisfaction with benefits							
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Number of children</i>	0	4	7	12	13	13	49
	1-2	2	3	4	12	14	35
	3 and more	2	3	1	3	4	13
Total		8	13	17	28	31	97

Source: Self-made table

Table 23.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	27.168^a	8	.212
Likelihood Ratio	28.059	8	.002
Linear-by-Linear Association	19.378	1	.100
N of Valid Cases	97		
a.9 cells (60%) have expected count less than 5. The minimum expected count is ,16			

Source: Self-made table

H0: There is no relationship between the number of children and the satisfaction level from the occupied job position.

H1: There is a relationship between the number of children and the satisfaction level from the occupied job position.

At the level $\alpha = 0,05$ P-value is equal to .212, what is more than the level of significance.

H0 is accepted. There is no relationship between above-mentioned variables.

24. Relationship testing between years of experience and the level of satisfaction with the benefits of the company

		Table 24.1 Cross table of the satisfaction with benefits					
		<i>Strongly disagree</i>	<i>Somewhat disagree</i>	<i>Neither agree or disagree</i>	<i>Somewhat agree</i>	<i>Strongly agree</i>	Total
<i>Working Experience</i>	Less than a year	4	4	7	14	12	41
	1-3 years	3	2	6	7	15	33
	3-5 years	1	3	3	4	2	13
	5 years and more	0	4	1	3	2	10
Total		8	13	17	28	31	97

Source: Self-made table

Table 24.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	30,870^a	12	.002
Likelihood Ratio	32.09	12	.00
Linear-by-Linear Association	0.2	1	.094
N of Valid Cases	97		
a. 13 cells (85%) have expected count less than 5. The minimum expected count is ,04			

Source: Self-made table

H0: There is no relationship between the years of working experience and the satisfaction level from the occupied job position.

H1: There is a relationship between the years of working experience and the satisfaction level from the occupied job position.

At the level $\alpha = 0,05$ P-value is equal to .002, what is less than the level of significance. H1 is accepted. There is relationship between above-mentioned variables.

4.4 Results of the testing analysis

Table 25 – Cross table of received results

Level of satisfaction	Age	Gender	Level of education	Marital status	Number of children	Experience
Job position	.007	.274	.349	.023	.361	.006
Organizational culture	.000	.030	.114	.107	.025	.000
Variety of tasks	.000	.058	.015	.223	.235	.005
Benefits	.001	.010	.022	.239	.212	.002

Source: Self-made table

The Table 25 was created to sum up all received results from hypothesis testing. It consists of P-values which were estimated in the research by Chi-square test with the help of IBM SPSS statistical program.

According to the received results in this paperwork it may be concluded that age and working experience have the highest impact on the employee's satisfaction and motivation. This outcome can be explained by the fact which is showing that at people with different ages can influence different social factors. For example, from the research it is clear that for young people job position in the company and variety of their tasks play a great role, when for older people are more important benefits provided by their company.

In case of employees' working experience, it can be mentioned that the longer the employee is working in the company the more important for him are such social factors as job position and various benefits which he or she may get for good performance and high social activity.

Gender has also a great impact on the motivation and satisfaction among employees, and from received results of the survey it can be noticed that factors for men and women can differ. For example, women pay attention to the organizational culture in the company, when for men variety of their every-day tasks play a primary role.

The marital status and the level of education turned out to have almost the same effect on the employee motivation. From the received results it turned out that married people feel more responsibilities and are more loyal to the company than single people, who have high ambitions in promotions and career growth. In case of the level of education, it can be considered that variety of daily tasks and benefits provided by their company as factors play a great role.

During testing relationships between social factors and the number of children of company's employees, it turned out that for workers who have children organizational culture plays a great role as it proved various benefits such as flexible timetable, indoor holidays with families, material bonuses. However, this variable did not turn out to be very influential as the predominant part of employees does not have children.

To conclude the results of the research it can be said that there exist relationships between various social factors and employees' satisfaction and motivation. Due to hypothesis testing there can be distinguished two social factors which can influence the motivation of employees. They are the benefits provided by the company and variety of daily tasks.

4.5 Output from the interview

Another part of the practical part of given Diploma Thesis is an interview with a HR manager from the chosen company. The author asked the employee several questions about the motivation system and different techniques which company is using to increase employee engagement and their motivation.

The main aim of the interview was to determine which motivators the company is using to increase the level of job satisfaction and motivation of people. As a result, the author got the following answers.

1)At ZOOM International, the main motivational levers are:

a) Monetary support for motivation

- Bonuses in the form of cash salary, bonuses based on labor efficiency or additional work volume
- Paid life insurance
- Payment for sick leave, vacations, and financial assistance for women during pregnancy.

- Payment for mobile communication, Internet, sports club membership.
- Payment of additional bonuses for working night shifts
- Transfer to the minimum daily food allowance

b) non-Monetary motivation support

- Career development within the Department or the entire company
- Remote work – every employee has the right to work from home during the week, and long-term work outside the office is not excluded.

- Exchange program in offices in America, Prague, Australia and Asia and in other parts of the world where the company's partner offices are located

- Possibility of switching between departments, with the right to return back if the work of another office did not meet the expected expectations

- The possibility of voluntary dismissal with the prospect of returning to the left workplace (the specificity of work in the company is due to the fact that the platform on which programmers and engineers work mainly is created by the company on an individual scale – you can not learn this product and use it within any educational institution or via the Internet and social networks).

- Holidays, corporate parties, leisure programs and events for family people.

- Planned bonding and team building activities, such as joint trips to the mountains, Canoeing, cook courses, and other activities.

2) To improve the motivation system:

The company recently launched a campaign for the opportunity to win a trip to the country of your choice, the only rule of which is the highest performance indicator calculated by the aggregate of customer ratings and the number of closed applications in the technical support Department. In the development Department, this competition is based on the effectiveness of programmers who are responsible for the stability of the product and its quality through closed internal applications for defects. A similar principle is used to calculate the efficiency of each Department based on the type of activity of employees.

Do not forget about the holidays that are held in the company, starting from national and world holidays, the company also celebrates small and global victories, significant events and "round" dates.

3) Developing skills of each employee plays a great role in the company:

ZOOM International pays great attention not only to established employees, but also to new professionals. Every prospective student who is ready to study has the opportunity to work in the company, both with and without work experience. The company provides a basic internal training course for each new employee with the goal of getting to know the product by everyone. In addition to internal courses, the company provides the opportunity to study both on-line courses and on-site courses, in which the company's employees themselves are interested. Do not forget about the possibility of professional and career growth. One of the most significant and practiced trends in the company is the transfer of employees not only within the Department, but also the company as a whole. This migration of personnel between the company's departments helps the employee to reach their potential in different areas of the company's life.

5. Recommendations and discussions

Speaking about the motivation of employees in ZOOM International, it should be noted that in practice, the already formed motivation system and its ideology are applied well, but it is important not forget that in order to further maintain and develop IT company, it is crucial to work hard to identify new needs of personnel and ways to meet them.

In particular, the areas that need to be paid attention to:

- Information policy and involvement of employees in the company's business.
- The development of strong relationships between departments.
- Insufficient financial incentives.

Planned and well-designed events will increase the company's ability to generate a positive audience perception and attract public attention, which can help attract new qualified personnel to the firm.

The personnel management policy of ZOOM International is based on the company's mission - to maintain a leading position in the supply of WFO to meet the needs of the client, employees, shareholders and partners, respectively. The corporate culture originates from the provisions of the business strategy with all the short - term, medium-term and long-term goals of the company, ways to achieve the goals and key indicators showing the degree of achievement of these goals.

ZOOM International pays attention to the dissemination of information about events and promotions, but there is a place for development. To create an effective and favorable motivation system, it is necessary to solve the problem of lack of information in the team, as well as to solve the problem of material incentives and some problems within the team itself.

The elimination of the problems listed above will lead to the development of the motivation system, its strengthening and improvement for a period of time until new problems are identified. The result of strengthening the motivation system will be an increase in the effectiveness of the organization's activities. The organization's place in the external, social environment depends on the cohesion and satisfaction of the staff.

The main problems that hinder the creation of an effective motivation system at ZOOM International today include:

- 1) Lack of qualified personnel due to the development of the company's activities;
- 2) Not enough appropriate use of the organization's personnel;

3) Insufficient number of activities aimed at strengthening team spirit in the company;

4) Insufficient financial incentives for employees.

The solution of these problems will lead to a positive development, as the internal climate of the company, and to increase competitiveness in the market of goods and services, increase of labor efficiency and the ability to attract new young professionals to the company, increase the level of motivation of employees in the company that will lead to the commitment of company personnel to increase and improve professional skills, improve the relationship in the team and increase loyalty to the leadership, improve the informativeness of employees and the development of innovation.

Based on these positive aspects of strengthening and developing the motivation system of the company, namely, solving problems, the author can draw conclusions and note the importance of strengthening motivation system in the company's performance.

Summing up the results of the analysis, there were developed recommendations which supposed to improve, transform and develop the corporate culture of ZOOM International.

Based on the analysis of problems, some specific measures are proposed to change the motivation system:

- 1) Creation of events for familiarization with the professional activities of the company for the newly arrived team members, in order to quickly adapt to the company. During practical activities, needs, abilities, interests are identified, and employees of other departments are introduced to each other. Thanks to this type of event, a new employee can not only be familiarized with the principle of working in the company, but also increase the efficiency of using the company's personnel – speed up the adaptability of the staff.
- 2) Conducting trainings on familiarization with the company's mission and goals, for a clear understanding of the main tasks of the company by employees. The regularity of courses in the most effective way helps to establish relationships within the team.
- 3) Organization of professional skill competitions, where all employees or most of them will participate in the competition with incentives and bonus remuneration.

- 4) Satisfaction of material needs is a problem cell of the company according to the employees themselves. The company needs to develop a clear staff motivation policy – an effective remuneration system. For example, material bonuses for employees who work for a long time in the company.
- 5) It is also recommended to expand the range of services where the company can provide subscriptions, for example, to the gym or swimming pool. The ability to go to the gym, an important bonus, given the work of the staff in the office, with the improvement of the physical health of the staff, the company also receives an improvement in team spirit, since subscriptions to a certain gym will increase the likelihood of finding staff together in an informal setting.
- 6) Assistance in organizing recreation for employees and their children, organizing joint cultural events – tickets to the theater, cinema, Museum.

These activities will help to increase employee engagement in the company's life and improve the motivation system, introducing the outlines of recreation and pleasure into the routine life of employees.

These recommendations were developed on the basis of collecting information by studying the motivation system of the company, interviewing staff and identifying problematic aspects of the motivation system of ZOOM International.

These recommendations will be given to the management of ZOOM International, which aims to further use them and develop the company's culture.

6. Conclusion

Motivation of employees takes one of the central places in personnel management, since it is the direct cause of its' behavior. Motivation of employees to achieve the goals of the organization is essentially the main task of personnel management. The interests of management in the effective performance of employees are obvious, as it is obvious that the time and money invested in the formation of motivation for employees to work as effectively as possible will be recouped.

From the existing motivation theories, the author considers that content and process theories which were described in the research, can be used in practice. Each theory can be applied individually or as a combination with various motivation theories.

The motive is the reason for the beginning of human actions, which is a psychological factor, but this factor must be provided by the organization's response. The motive and incentive influence employees, encouraging them to perform actions; they can be considered as two sides of one phenomena. Motivation activates professional and personal development for example, a person strives for more than what they have him at the moment. Stimulation activates the work of people within the organization and position, which forces people to act in the interests of the organization.

There were described various techniques and tools in the given Diploma Thesis, which can help to motivate employees and improve company's organizational culture and performance. It is important to mention that despite of this each employee needs an individual approach and it is the main task of the manager to determine which motivators can be used in case of this or that employee.

To conclude this Diploma thesis, the author can mention that aim of this diploma thesis as well as all objectives were reached during the research, and the main hypothesis that states that there are relationships between social factors and motivation tools was also proved. The hypothesis was confirmed due to the fact that there were determined strong relationships between motivation methods provided by the analyzed company and such social factors as age, gender and years of working experience. The results of the research can be implemented into practice and can be useful for improvement of company's motivation system.

It is also important to mention that as the analysis was held only in Prague and ZOOM International is an international company, the results can not be suitable in other branches of the company.

7. References

1. AMSTRONG, M. *Amstrong's essential human resource management practice: a guide to people management*. London:Kogan Page, 2010. ISBN 978-0-7494-59895
2. CHURCH, Matt. *Amplifiers: the power of motivational leadership to inspire and influence*. Milton, Qld.:Wiley, 2013, ISBN 9780730304913
3. HERZBERG, Frederick., Bernard MAUSNER a Barbara Bloch. SNYDERMAN. *The motivation to work*. New Brunswick, N.J., U.S.A.: Transaction Publishers, 1993. ISBN 156000634X.
4. BOWLWS, D. – COOPER, C L. *Employee morale: driving performance in challenging times*. New York: Palgrave Macmillan, 2009. ISBN 9790230579422.
5. LEVY, Steven. *In the Plex: How Google Thinks, Works, and Shapes our lives*. 5th edition, Simon & Schuster, 2011, 432 p., ISBN 978- 1416596585
6. MCGREGOR, Douglas, WARREN, Bennis, SCHEIN, Edgar, MACGREGOR, Caroline. *Leadership and motivation: Essay of Douglas McGregor*. The MIT Press, 1968, 300 p., ISBN 978-0262630153
7. MULLINS, LJ. *Management and organisational behavior*. Harlow: Financial Times Prentice Hall, 2007. ISBN 978-0-273-70888-9.
8. MCCLELLAND, David, BURNHAM, David. Power is a great motivator, Harvard Business Review, 1977, 126 p.
9. PETRI, Helbert L. A John M. GOVERN. *Motivation: theory, research and application*. 6th ed. Australia: Wadsworth Cengage Learning, c 2013. ISBN 978-1-133-52867-8.
10. STEERS, Richard M. a Lyman W. PORTER. *Motivation and work behavior*. New York: McGraw-Hill Book Company, c1975. McGraw-Hill series in management. ISBN 0-07-060940-3.
11. VROOM, Victor. *Work and Motivation*, 1st edition, Jossey-Bass, 1994, 397 p., ISBN 978-0787900304.
12. WONG, Zachary. *Personal effectiveness in project management: tools, tips and strategies to improve your decision-making, influence, motivation, confidence, risk-taking, achievement and self-sustainability*. Newtown Square:Project Management Institute, c2013. ISBN 978-1-62825-029-9.

8. Appendix.

Survey.

Please write you answer to the questions.

1. Age

18 – 24	25 – 29	30 – 39	40 – 49	50 +
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Gender: Male Female

3. Years of your working experience in the current company _____

4. Your position in the current company _____

Please select your answer by ticking X in the checkbox in the following questions.

5. In my work, I always find better ways of doing tasks.

Strongly disagree <input type="checkbox"/>	Somewhat disagree <input type="checkbox"/>	Neither Agree nor Disagree <input type="checkbox"/>	Somewhat Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
---	---	--	--	--

6. When specific project or daily routine job complete, I feel personal accomplishment.

Strongly disagree <input type="checkbox"/>	Somewhat disagree <input type="checkbox"/>	Neither Agree nor Disagree <input type="checkbox"/>	Somewhat Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
---	---	--	--	--

7. Whenever I perform tasks, I always define my own goal.

Strongly disagree <input type="checkbox"/>	Somewhat disagree <input type="checkbox"/>	Neither Agree nor Disagree <input type="checkbox"/>	Somewhat Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
---	---	--	--	--

8. I agree that diversity in our organization is important for employee relationships. I always pay respect value of differences in gender, ethics, race, age, education background, even family background etc.

Strongly disagree <input type="checkbox"/>	Somewhat disagree <input type="checkbox"/>	Neither Agree nor Disagree <input type="checkbox"/>	Somewhat Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
---	---	--	--	--

9. I can use my skills and abilities well in this company. That is there is a chance to apply my personal skills.

Strongly disagree <input type="checkbox"/>	Somewhat disagree <input type="checkbox"/>	Neither Agree nor Disagree <input type="checkbox"/>	Somewhat Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
---	---	--	--	--

10. My manager demonstrates a commitment to my performance. He/she always recognizes my performance.

Strongly disagree <input type="checkbox"/>	Somewhat disagree <input type="checkbox"/>	Neither Agree nor Disagree <input type="checkbox"/>	Somewhat Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
---	---	--	--	--

11. According to strong employee relation, all information that I need are provided transparently.

Strongly disagree <input type="checkbox"/>	Somewhat disagree <input type="checkbox"/>	Neither Agree nor Disagree <input type="checkbox"/>	Somewhat Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
---	---	--	--	--

12. There is a job promotion opportunity, once new vacancy appears I receive the offer based on my skills and abilities in my company. I am satisfied with my job opportunities.

Strongly disagree <input type="checkbox"/>	Somewhat disagree <input type="checkbox"/>	Neither Agree nor Disagree <input type="checkbox"/>	Somewhat Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
---	---	--	--	--

13. There are skill and professional trainings in my company. I am satisfied with my personal growth.

Strongly disagree <input type="checkbox"/>	Somewhat disagree <input type="checkbox"/>	Neither Agree nor Disagree <input type="checkbox"/>	Somewhat Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
---	---	--	--	--

14. I am rewarded for my efforts occasionally.

Strongly disagree <input type="checkbox"/>	Somewhat disagree <input type="checkbox"/>	Neither Agree nor Disagree <input type="checkbox"/>	Somewhat Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
---	---	--	--	--

15. My friends and family have the possitive impression about the company.

Strongly disagree <input type="checkbox"/>	Somewhat disagree <input type="checkbox"/>	Neither Agree nor Disagree <input type="checkbox"/>	Somewhat Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
---	---	--	--	--

16. I feel balance between my job responsibilities and my personal life.

Strongly disagree <input type="checkbox"/>	Somewhat disagree <input type="checkbox"/>	Neither Agree nor Disagree <input type="checkbox"/>	Somewhat Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
---	---	--	--	--

17. I am satisfied with company's benefits.

Strongly disagree <input type="checkbox"/>	Somewhat disagree <input type="checkbox"/>	Neither Agree nor Disagree <input type="checkbox"/>	Somewhat Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
---	---	--	--	--

18. I am fairly treated by my manager or supervisor.

Strongly disagree <input type="checkbox"/>	Somewhat disagree <input type="checkbox"/>	Neither Agree nor Disagree <input type="checkbox"/>	Somewhat Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
---	---	--	--	--

19. I am taking a part in my company's flextime program (vacation trip, volunteer to charity) Yes No

Dotazník

Napište své odpovědi na následující otázky

1. Věk

18 – 24	25 – 29	30 – 39	40 – 49	50 +
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Pohlaví: Muž žena

3. Roky vaší pracovní zkušenosti v současné společnosti _____

4. Vaše pozice v současné společnosti? _____

V následujících otázkách vyberte odpověď zaškrtnutím políčka pomoci symbolu X.

5. Ve své práci vždy hledám lepší způsoby, jak dělat úkoly

Naprost nesouhlasím	Spíše nesouhlasím	Nevím	Spíše souhlasím	Naprost souhlasím
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Po dokončení konkrétního projektu nebo každodenní rutinní práce cítím osobní úspěch.

Naprost nesouhlasím	Spíše nesouhlasím	Nevím	Spíše souhlasím	Naprost souhlasím
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Kdykoli provádím úkoly, vždy definuji svůj vlastní cíl.

Naprost nesouhlasím	Spíše nesouhlasím	Nevím	Spíše souhlasím	Naprost souhlasím
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Souhlasím s tím, že rozmanitost v naší organizaci je důležitá pro vztahy se zaměstnanci. Vždy respektuji hodnotu rozdílů v pohlaví, etice, rase, věku, vzdělání, dokonce i rodinném pozadí atd.

Naprost nesouhlasím	Spíše nesouhlasím	Nevím	Spíše souhlasím	Naprost souhlasím
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. V této společnosti mohu dobře využít své dovednosti a schopnosti. To je šance uplatnit mé osobní dovednosti.

Naprost nesouhlasím <input type="checkbox"/>	Spíše nesouhlasím <input type="checkbox"/>	Nevím <input type="checkbox"/>	Spíše souhlasím <input type="checkbox"/>	Naprost souhlasím <input type="checkbox"/>
--	--	-----------------------------------	--	--

10. Můj manažer prokazuje závazek k mému výkonu. Vždy uznává můj výkon.

Naprost nesouhlasím <input type="checkbox"/>	Spíše nesouhlasím <input type="checkbox"/>	Nevím <input type="checkbox"/>	Spíše souhlasím <input type="checkbox"/>	Naprost souhlasím <input type="checkbox"/>
--	--	-----------------------------------	--	--

11. Na zaklade spolupraci zaměstnancu v týmu jsou všechny informace, které potřebuji k dispozici

Naprost nesouhlasím <input type="checkbox"/>	Spíše nesouhlasím <input type="checkbox"/>	Nevím <input type="checkbox"/>	Spíše souhlasím <input type="checkbox"/>	Naprost souhlasím <input type="checkbox"/>
--	--	-----------------------------------	--	--

12. Existuje příležitost k podpoře zaměstnání, jakmile se objeví nové volné pracovní místo, dostanu nabídku na základě mých schopností a znalostí ve společnosti. Jsem spokojen se svými pracovními příležitostmi.

Naprost nesouhlasím <input type="checkbox"/>	Spíše nesouhlasím <input type="checkbox"/>	Nevím <input type="checkbox"/>	Spíše souhlasím <input type="checkbox"/>	Naprost souhlasím <input type="checkbox"/>
--	--	-----------------------------------	--	--

13. V mé společnosti jsou profesionální a znalostní školení. Jsem spokojen se svým osobním růstem

Naprost nesouhlasím <input type="checkbox"/>	Spíše nesouhlasím <input type="checkbox"/>	Nevím <input type="checkbox"/>	Spíše souhlasím <input type="checkbox"/>	Naprost souhlasím <input type="checkbox"/>
--	--	-----------------------------------	--	--

14. Za své úsilí jsem odměněn.

Naprost nesouhlasím <input type="checkbox"/>	Spíše nesouhlasím <input type="checkbox"/>	Nevím <input type="checkbox"/>	Spíše souhlasím <input type="checkbox"/>	Naprost souhlasím <input type="checkbox"/>
--	--	-----------------------------------	--	--

15. Moji přátelé a rodina mají o společnosti pozitivní dojem.

Naprost nesouhlasím <input type="checkbox"/>	Spíše nesouhlasím <input type="checkbox"/>	Nevím <input type="checkbox"/>	Spíše souhlasím <input type="checkbox"/>	Naprost souhlasím <input type="checkbox"/>
--	--	-----------------------------------	--	--

16. Cítím rovnováhu mezi svými pracovními povinnostmi a osobním životem.

Naprosto nesouhlasím <input type="checkbox"/>	Spíše nesouhlasím <input type="checkbox"/>	Nevím <input type="checkbox"/>	Spíše souhlasím <input type="checkbox"/>	Naprosto souhlasím <input type="checkbox"/>
---	--	-----------------------------------	--	---

17. Spokojen jsem s benefity ve společnosti.

Naprosto nesouhlasím <input type="checkbox"/>	Spíše nesouhlasím <input type="checkbox"/>	Nevím <input type="checkbox"/>	Spíše souhlasím <input type="checkbox"/>	Naprosto souhlasím <input type="checkbox"/>
---	--	-----------------------------------	--	---

18. Spravedlivě mě ocenuje můj vedoucí resp. supervisor

Naprosto nesouhlasím <input type="checkbox"/>	Spíše nesouhlasím <input type="checkbox"/>	Nevím <input type="checkbox"/>	Spíše souhlasím <input type="checkbox"/>	Naprosto souhlasím <input type="checkbox"/>
---	--	-----------------------------------	--	---

19. Zúčastňuji se programu flexitime naší společnosti (prázdninový výlet, dobrovolník na charitu) Ano Ne