

Czech University of Life Sciences Prague

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Diploma Thesis

Motivation System of Employees in Google

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DIPLOMA THESIS ASSIGNMENT

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Economics and Management

Thesis title

MOTIVATION SYSTEM OF EMPLOYEES IN GOOGLE

Objectives of thesis

The main goals of this diploma thesis are:

I. To analyze the staff motivation systems in Google.

II. To discover which motivational factors play the key roles in successful motivation of employees.

III. Measure the importance of employee motivation in a competitive company, in terms of employee turnover.

Methodology

The theoretical part of this diploma thesis will specify the meaning of employee motivation, and its importance in the modern business environment. Elaboration of data found in academic books and Internet articles will be used during the whole work.

According to the key goal of the diploma thesis, quantitative method was chosen as the main research method. It was decided that questionnaire is the most suitable instrument for this research, because it is cheap, it does not require so much effort from the questioner, and is a frequently-used method of standardized scientific research. A questionnaire consists of a series of questions, which helps to gather information from respondents. The main goal of the questionnaire analysis is to find out required information from the questioner, analyze it and make a faithful representation of the investigated topic.

Using different types of communication the author will get in touch with leaders of Google who are responsible for motivation process, and will summarise obtained data and analyze which motivation factors actually motivate employees in this company.

The proposed extent of the thesis

approx 60 – 70 pages

Keywords

Motivation to work, Satisfied employee, Motivational factors, Management

Recommended information sources

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Declaration

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

In Prague on 30th March, 2015

.....

Daria Bykova

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System motivace zaměstnanců v společnosti Google

Souhrn

Tato diplomová práce se zabývá systémem motivace zaměstnanců ve společnosti Google. Hlavním cílem této diplomové práce je zjistit, které faktory hrají hlavní roly v motivačním procesu zaměstnanců Googlu v Praze.

Teoretická část popisuje koncepty a faktory motivace a ukazuje jejich důležitost v manažerském procesu. Zároveň jsou zde popsány motivační teorie od různých autorů a jejich souvislost s obměnou zaměstnanců ve společnosti.

Praktická část se zabývá výzkumem motivačních faktorů u zaměstnanců společnosti Google v Praze. Výsledky analýzy ukazují, zdali zaměstnanci jsou spokojeni s jejich prací nebo ne, popisují motivační faktory které motivují zaměstnance Googlu a také možnými důvody pro odchod ze společnosti. V závěru jsou na základě analýzy navržena doporučená řešení.

Klíčova slova: motivace zaměstnanců, Google, spokojený zaměstnanec, motivační faktory, obměna zaměstnanců, management

Motivation System of Employees in Google

Summary

This diploma thesis is dedicated to the study of key motivators for employees at Google. The main goal of the diploma thesis is to discover which motivation factors play a key role in employees retention at Google Prague.

The theoretical overview explains the concept and factors of motivation, underlines why it is important in successful management process. The overview clarifies motivational theories of different authors and describes the relationship between motivation of employees and turnover within an organization.

The practical part examines the research on key motivators for employees at Google Prague. The results of analysis show whether Googlers are satisfied with their job or not, describe what factors motivate employees and uncover possible reasons why they leave the company. Finally, the recommendations are offered based on the analysis.

Keywords: motivation of employees, Google, satisfied employee, motivational factors, and management, employee turnover

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1. INTRODUCTION

Successful management operation is extremely important in nowadays business. There are many different aspects that help to sustain profit and achieve company's goals. Motivation of employees is one of the main steps on the way to become profitable and prosperous company. Some companies understand that and take up the highest positions in competitive market, while others focus on distractive factors.

Usually employees are motivated by different factors, such as salary, rewards, corporate culture, boss recognition, involvement in goal setting etc. It depends on personality of employee and obviously manager should take it into consideration.

A term of motivation is closely connected with human behavior in general and came from physiological process. Author of this Diploma thesis has investigated the most important motivational theories and concluded which motivation factors play a key role in successful management in such famous and productive company as Google.

This Diploma thesis is dealing with the research of motivational process in Google in Prague and recognise whether Googelers (the name used for employees) are highly satisfied with their job and wouldn't leave their work places or not. The author focuses on measurement of importance of employee motivation in terms of employee turnover in Google. In order to collect needed data and provide the results, a questionnaire helps to understand how an employee feels on a work place from within.

Many writers and researchers has analysed why people behave in a certain way and what inspire them to do things they do. Motivated staff is one of the main assets of any company and maintaining stable level of motivation brings to a company growth and stability. This Diploma thesis proves that.

2. OBJECTIVES, METODOLOGY AND HYPOTHESIS

2.1 Objectives of the work

The main goal of the Diploma thesis is to analyze motivation system in such prosperous company as Google, to discover which motivation factors play a key role in successful motivation process of employees in chosen company and measure the importance of employee motivation in Google, in terms of employee turnover.

2.2 Methodology

The theoretical part of Diploma thesis will specify the meaning of employee motivation, and its importance in the modern business environment. Elaboration of data found in academic books and Internet articles are used during the whole work.

According to the key goal of the Diploma thesis, it was decided that questionnaire is the most suitable instrument for this research, because it does not require so much effort from the questioner, and is a frequently used method of standardized scientific research. A questionnaire was created with online survey application Kwiksurveys.com. A link with questionnaire was enclosed to official letter (see Appendix 1.), which was sent to Google office in Prague by regular post. To get valuable results, the answers were processed by the same application and presented in further chapter in terms of graphs, figures, tables and author's discussion. A questionnaire consists of series of questions, which helps to gather information from respondents (about 100 employees). All questions are divided into three groups and results are presented with regard to these groups. The main goal of the questionnaire analysis is to find out required information from the questioner, analyze it and make a faithful representation of the investigated topic.

The questionnaire consists of two types of questions:

- Multiple choice questions
- Scale questions

Using different types of communication (Skype, e-mail, mobile phone, post) the author will get in touch with leaders of Google who are responsible for motivation process and will collect data for analysis, and will summaries obtained data and analyze which motivation factors actually motivate employees in this company.

2.3 Hypotheses

H1 Motivation by benefits and perks takes one of three top places for employees in Google (Prague).

H2 There is a low level of employee turnover in Google, because of highly motivated staff.

3. LITERATURE OVERVIEW

3.1 Concept of motivation

3.1.1 What is motivation?

Talking about the term of motivation and what exactly the meaning of it, it is necessary to take into consideration the most valuable points of view of many researchers and authors. Of course, in nowadays modern and progressive business environment, some of them are not as considerable as before, but some of them still serve as the basis for understanding a core of motivation.

As Anne M. Mulcahy said: “Employees are a company’s greatest asset”. Managers should encourage, stimulate and treat their employees and make them feel involved into working process. In accordance to such importance of staff in any company, it is necessary to look at employee’s needs and expectations.

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

Bartol and Martin (1997) defined motivation as the force that stimulates behavior, induce behavior to perform in a certain way, gives a striving to persist. Simply stated, employees (individuals) have to be motivated and stimulated, focused on given goal and its achievement. Generally talking about motivation, it can be understood as direction and persistence of action (Mullins, 2005). It is about the question of the reason for particular behavior of employees in a certain situation, which sometimes can be continued with long time period even when the situation changes cardinally.

Donnelly, Gibson and Ivancevich (1987) considered that motivation is inner condition of employee, which has an aspiration and can be called as wants, desires and drives.

Moreover, staff motivation is strongly related toward important company's goals and that is why it is a significant topic for any businessman.

Luthans' statement (2005) was not so different, but still underlined the main point, that through the motivation process, when workers are satisfied with their job, a company would achieve its goals and sustain more profit.

Other words, motivation is such a driving force for individuals, in terms of existing needs and expectations, which activate not only working potential and help to achieve common goals, but also bring to personal satisfaction of employee.

3.1.2 What is a motive?

Firstly, according to investigation of the term "motivation", it is important to go through the meaning of this word. Turn over to vocabulary, "motive" from the Latin "motivus", meaning moving. From a psychological view, "motive" can be an explanation of individual's action. From the basic meaning of word "motive", it is obvious that every productive employee should have a motive in order to act more efficiently. Coming back to the process of motivation, a manager should plan and even predict what can be a motive for his or her staff to work hard and gain a company's goal.

3.1.3 Motivation of employees as an important part of the management process or why motivation is so important?

Firstly, when we talk about motivation of employees in a company, it's important to mention that the management process helps to recognize the importance of personnel in the organization and understand how crucial it is to take into consideration human element (staff). For the well-managed organization a human resource, in the name of average employee plays one of the key roles on the way of increasing effectiveness. These companies look forward to inputs in such an important asset of a company as people, mainly because employees are a basic source for company's development (Tella, 2007). Following Figure 1. shows a simple relationship between motivation and high performance. From worker's motivation starts

satisfaction of work, it means a worker would feel more stimulated to do the best, hence productivity of worker would defiantly increase and of course it will positively influence company's performance. It represents the importance of staff motivation in the whole management process.

Figure 1. Simple relation between high motivation and high performance



Source: own elaboration

Secondly, management within an organization faces many problems that can be internal and external. With no doubts, one of the main internal problems from managerial perspective is employee turnover. Lambert, Hogan and Barton (2001) asserted that unsatisfied employees could be a reason for turnover in the company. When workers do not feel committed or manager does not cover their needs, it links to voluntary turnover, which is why motivating employees is very significant for the whole management process.

3.1.4 Shortage of motivation, why it happens?

According to individual needs and expectations of employees, there are different reasons for lack of motivation and not paying attention to which could influence further company's life. Seidman and Clinton (2011) considered the most usual worker's goals. The first one is *Equity*, which means that employees are expecting fair treatment in order to payment, benefits and job security. The second one is *Achievement*, every worker wants to feel boss recognition and to be proud of what he or he has been doing. And the third one is

Camaraderie or another words – team spirit, there should be a friendly atmosphere between employees and boss.

When manager maintains and covers all three goals at the same time period, usually, a happy employee is satisfied with his or her job and would never leave the working place. On the other hand, when manager does not meet all three goals, a lack of motivation appears.

3.1.5 Factors of motivation

Researchers and authors have been studying factors of motivation for many years already. It was important to understand what exactly motivate employees to work, which factors stimulate to act more efficiently at work.

With respect to Laurie J. Mullins (2005) it was considered, that motivational factors could be divided into a few groups according to individual needs and expectations. As McClelland and Burnham (1997) ascertained that successful management should operate in order to reward a company's workers for their high productive performance and loyalty. There exist two groups of such rewards: extrinsic and intrinsic (McClelland and Burnham, 1997).

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

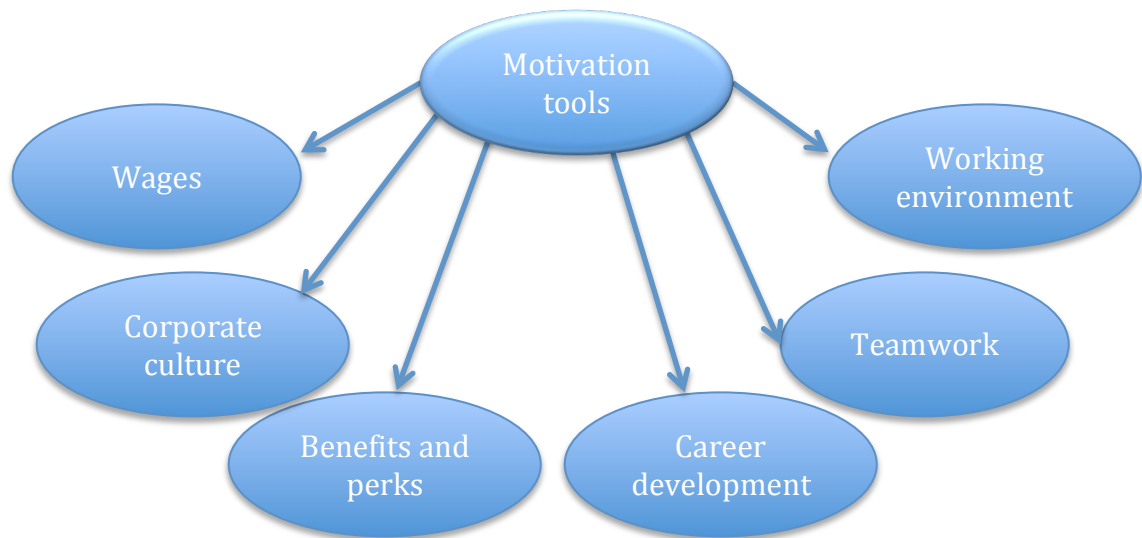
The second group of motivators is included into the working process, it appears during the employee's performance, it calls *intrinsic* rewards. Rudolph and Kleiner (1989) asserted that intrinsic motivation includes such rewards as boss recognition and appreciation, job enlargement and psychological impetus. In this kind of rewards, the source of motivation

comes from inside an employee. It means that employee should be interested in his or her responsibilities, not just motivated by avoiding possible punishment (Deci, Ryan, 1985).

One more significant point of view about motivational factors was proposed by Herzberg (1959). He developed a list of factors, which includes two sets. One set of factors represents good feelings of the worker about his or her job and the other lists unhappy reasons or bad impression about the job. This Two Factors Theory by Herzberg will be discussed more in details in further chapter of this Diploma thesis.

Undoubtedly motivation factors were created according to needs of employee and every employee is motivated by certain factor that plays a valuable role for him or her. It does not even mean that an employee might know what motivates him or her to do their best, possibly it comes from physiological needs. For example, sometimes for older employees the main motivator could be high a wage, as for young graduated employees career development is very important. In compliance with Klupsas F. and Vasiliauskaite I. (2009) motivation tool scheme was created to show a wide range of motivational factors and how they influence employees in a good way. Following Figure 2., which is named “Motivation tools scheme”, demonstrates it.

Figure 2. Motivation tools scheme



Source: KLUPSAS, Feliksas, VASILIAUSKAITE, Inga. Development and evaluation of company staff motivation scheme: meat processing company case study. Economics and Rural Development Journal, 2009, 1 (5), p. 15-23, ISSN 1822-3346

As it is well known, salary or simply said money or tangible factor plays the most important role for most of the employees, it stays the most popular motivation factor for a long time. This is not surprise, because money is the most important physiological need. But on the other hand, wages are not the only one important factor and there are many other factors, which stimulate employee to work.

Another valuable factor is corporate culture. It helps employee to feel involved in working process and be a part of something big. This motivational factor includes different entertainment outside the office.

Benefits and perks are implemented in special cases for those employees who work individually or in a group and have achieved extra goals. For some employees who work in a company not for a long time and stays at the begging of the career, career development as a motivator is also very significant. It is connected with individual goals and a goal of the company, it helps to see the future view of possible positions and responsibilities. Teamwork helps to increase efficiency of working process, because it achieves a company's goal and solves problems from another point of view. Working environment is usually means safety and hygiene on a workplace, but also in some company this motivational factor is on the higher level, for example possibility to get foodstuff, some medicine or even car repair without leaving the working place (Klupsas, Vasiliauskaite, 2009).

From the listed motivational factors, it is clear that there are many various reasons whether to be motivated by high salary or corporate culture for example and every employee is motivated by different factors in accordance to individual and current needs. Many other factors of motivation are represented in motivation theories, which are represented in following chapters.

3.2 Different theories of motivation

Many researchers and authors investigated motivation theories. In general motivation theories are used to make a clear understanding of a certain behavior of individuals in a certain situation (Donnelly, Gibson, Ivancevich, 1987).

According to Laurie J. Mullins (2005) theories on motivation can be only partially true and implemented to find out the reason of a certain behavior of employees. It is very difficult to summarize the common theory that would be useful for many kinds of organizations, hence all these theories have their advantages and disadvantages. Some theories were successful, while others were not even taken into consideration. That is why manager at first should evaluate the significance of different theories and then choose needed implementation on a precise situation. However, manager should be familiar with the main theories.

3.2.1 Content theories of motivation

This kind of theories is used to explain *what* exactly motivates worker to perform more effectively. The main characteristic of content theories is identification of individual's needs and what exactly stimulating employee to sustain behavior on the way to achieve a company's goal (Campbell, Dunnette, Lawler, Weick, 1970). Following chapter represents such content theories as: Maslow's hierarchy of needs model, Herzberg's two-factor theory and McClelland's achievement motivation theory.

3.2.1.1 Maslow's Hierarchy of Needs

The most well-known motivation theory is Maslow's Hierarchy of Needs. Abraham Maslow introduced the model of five levels of human's needs in 1943. This model is proposed hierarchy of individual's needs from physiological to self-actualization (Mullins, 2005).

Figure 3 Maslow's Hierarchy of Needs



Source: KREMER, William, HAMMOND, Claudia. *Abraham Maslow and the pyramid that beguiled business*, BBC News Magazine, 2013, [Online] Available at: <http://www.bbc.com/news/magazine-23902918>

Physiological Needs are the first set of needs of the whole model. It includes human's primary needs, for example, food, water and love. As Maslow supposed, physiological needs are the most dominant and when a person is short of food or safety, he or she would hunger for food more than for anything else (Maslow, 1970).

When a person is satisfied with physiological needs, the next level of Maslow's model counts Safety Needs. It includes protection from physical harm, health protection, security, dependency and freedom from fear.

Social Need, also usually named the belongingness and love needs. It includes social activities, because the sense of these needs is related to social nature of person. If these needs are not satisfied, it causes a bad effect on mental health of a person (Donnelly, Gibson, Ivancevich, 1987).

According to Maslow, all people are looking for self-respect and respect for others, which is why the next level of a model is Esteem Needs. As Maslow stated, these needs are classified into two sets, the first one consists of desire for strength, achievement, independence and freedom. The second is about recognition, reputation and prestige.

The last, but defiantly not the least level of the model is Self-actualisation. When all previous needs are satisfied it is possible to come to self-actualisation. This kind of needs is connected to self-expression, advancement and creativity of individual in his or her own way.

Maslow's theory is widely used in management process even nowadays. Implementing this model of needs helps to provide a system of evaluation of motivation at work (Mullins, 2005).

From the following table 1. Maslow's pyramid is presented in accordance to explain how every level of needs could be useful within an organisation and what manager actually can do to increase employee motivation to work. For example, manager maintains stable payment, pleasant working conditions, job security, friendly atmosphere, social recognition and provides opportunity to achieve some creative goals, there will be more chance to have motivated employee, hence high performance at work.

Table 1. Applying Maslow's Need Hierarchy

Needs levels	General rewards	Organisational factors
1. Physiological	Food, water, sleep	Pay, pleasant working conditions, cafeteria
2. Safety	Safety, security, protection	Safe working conditions, company benefits, job security
3. Social	Love, belongingness	Cohesive work group, friendly supervision, professional associations
4. Esteem	Self-respect, prestige	Social recognition, job title, high status job, feedback from the job itself
5. Self-actualisation	Growth, advancement, creativity	Challenging job, opportunities for creativity, achievement to work, advancement in organisation

Source: Steers, R. M. and Porter, L. W. *Motivation and Work Behavior, Fifth edition, McGraw-Hill, 1991*

3.2.1.2 Herzberg's Two - Factor Theory

The next content theory of motivation was created by Frederick Herzberg in 1959. His research was based on results of need satisfaction of employees. He noted that there are two possible conditions when employees feel satisfied with their job and vice versa (Herzberg, Mausner, Snyderman, 1959).

- ✓ There are some conditions at work, which can dissatisfy employee when they do not appear during the working process. But on the other hand, these conditions do not provide great motivation when they present. Herzberg called them *maintenance or*

hygiene factors. There are interpersonal relation with person supervisor, salary, work conditions (Donnelly, Gibson, Ivancevich, 1987).

- ✓ The second condition is when employees are satisfied with these factors, it brings to increase of employee's performance at work, while when they absent it does not influence at great dissatisfaction. Herzberg called them *motivators or growth factors* (Mullins, 2005).

Concluding Herzberg's two-factor theory, manager should care more about motivators or growth factors, because it helps to increase strong motivation of employees, but it does not mean that hygiene factors are not important at all, they also help to sustain proper treatment at work.

3.2.1.3 McClelland's Theory of Learned Needs

McClelland's theory represents three types of motives and satisfaction of which could show performance of highly motivated staff. There are achievement motive, power motive, affiliative motive (McClelland, 1962).

From McClelland's theory, the most important, from productivity of a company, is achievement motivation. Employees are characterized in four different ways according to high achievement motives. First of all, it is preference for moderate task difficulty. When the task for employee is too easy, it won't bring to high satisfaction afterwards, when the task is too difficult, it brings to not getting satisfaction and hardly bringing to success. Second group calls personal responsibility for performance, it means that employees prefer working on his or her own rather than working in team. Another group of people has need for clear and unambiguous feedback, it says employees want to know how they are performing to evaluate success. And the last group of people with high achievement needs seems more innovative. These employees are tended to do some new and unknown task.

3.2.2 Process Theories

As distinguished from content theories, process theories of motivation work better for explaining of *how* the behavior of employee is stimulated and moved to a certain action. For

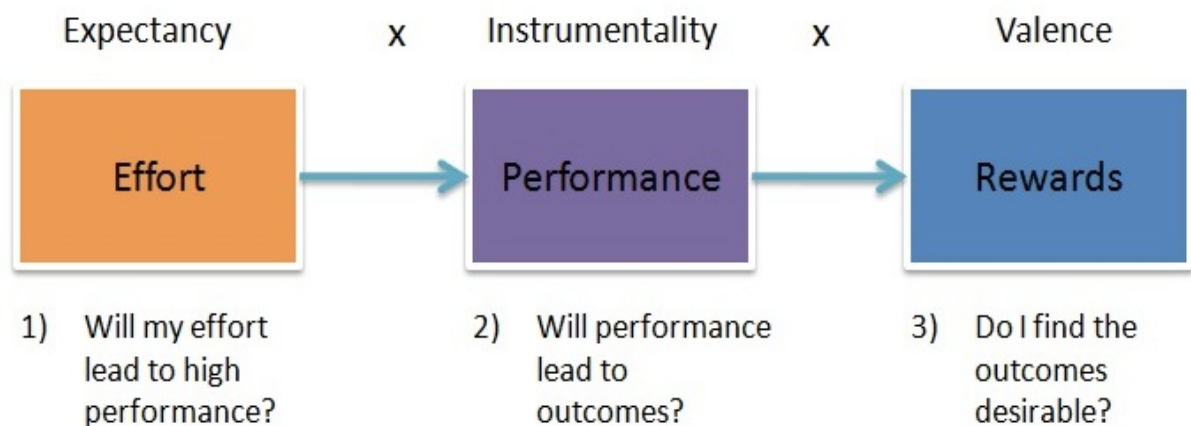
better understanding process theories, the following chapter introduce expectancy, reinforcement theory and goal setting theory.

3.2.2.1 Expectancy Theory

Expectancy theory was introduced by Vroom in 1964. It consists of three elements: valence, instrumentality and expectancy. The main idea is that employees expect certain outcome from chosen behavior (Vroom, 1994).

Valence is also called preferences or values. It is such situation, when a person is expecting satisfaction from an outcome. *Instrumentality* summarizes that employee believes that high outcomes related to high performance. For example, if the worker performs perfectly, he or she will get good outcome. *Expectancy* means that a worker thinks about high performance through the effort (Mullins, 2005). Following Figure 4. demonstrates these three elements.

Figure 4 Three elements of Vroom's Expectancy Theory



Source: VROOM, Victor. *Work and Motivation*, 1st edition, Jossey-Bass, 1994, 397 p., ISBN 978- 0787900304

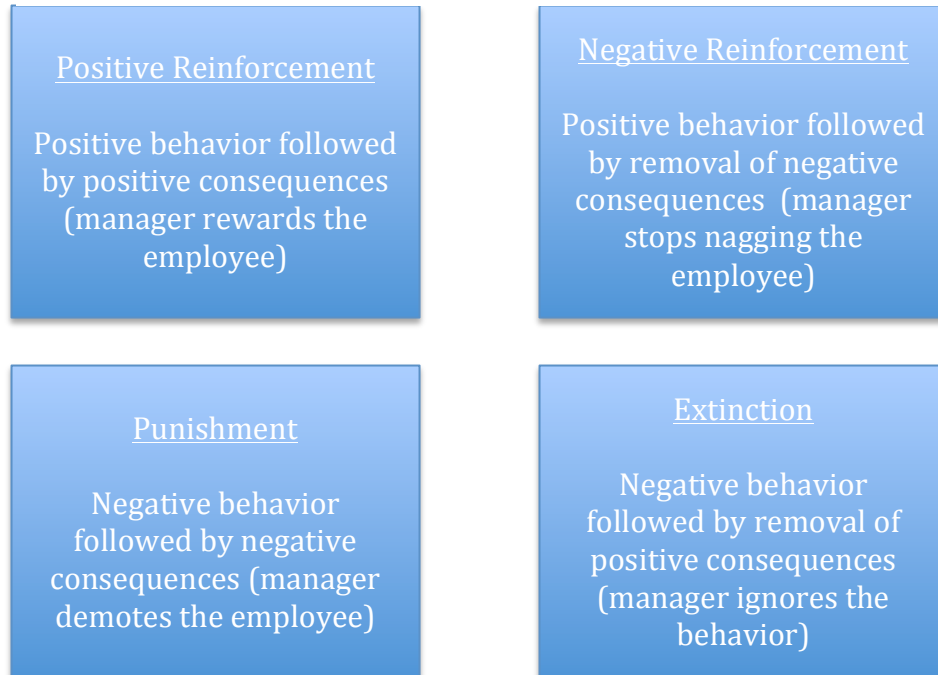
Obviously, the expectancy theory determines three main points and manager might come to three main questions, what an employee thinks about working hard, hence to get a high performance, what an employee imagines about different outcome from a certain performance, how much values involved into outcome by a worker. Only one author couldn't

determine expectancy theory in general, also a view of Porter and Lawler should be considered (Donnelly, Gibson, Ivancevich, 1987).

3.2.2.2 Reinforcement Theory

Another process theory is Reinforcement theory. The main idea is that this theory consists of positive and negative reinforces, which motivates employees. For better understanding this theory, following Figure 5. explains it more in details.

Figure 5. Reinforcement theory elements



Sources: Bauer, T., Organizational Behavior, Flat World Knowledge, Inc. (2009). ISBN-10: 0982043066, own elaboration

From the Figure 5. it is considered that there are four methods, which have different characteristics. For instance, positive reinforcement means when the employee gets positive result from the work done, especially gets some rewards and praise from employer, he or she would be motivated to repeat that behavior. The second one is negative reinforcement surprisingly brings also to significant increase of behavior. For example, employer is asking

forcibly to do the work and all the time pressuring the employee. The disadvantage of this kind of reinforcement is that employee can get tired of it, consequently avoiding the manager's tasks. The third element of reinforcement theory is extinctions, it helps to decrease negative behavior of employees by reducing rewards for unwanted behavior (for example ignoring such behavior), so employees would not repeat it again. The last element is punishment. It is such situation when employee behaves in a bad way at work, manager would punish these actions in this case (Bauer, 2009).

3.2.2.3 Equity Theory

Adam's equity theory was introduced to understand why employees sometimes are treated differently, why some workers are treated fairly well, while others get unfair payment for example. Exchange theory plays a key role as a basis for equity theory. It means that every employee expects a fair outcome from a certain input. There are two possible situations: equity and inequity. Obviously, when the employee gets equal outcome according to his or her valuable input, it calls equity. And when there is unequal comparison of outcome and input, there is inequity. Adam asserts that there is an increase of inequity even in case, when the employee is treated greater than others. Usually it brings to decrease of high performance of employees, because of overpayment (Mullins, 2005).

3.2.2.4 Goal - Setting Theory

Goal- Setting Theory is one of the main tools of motivation. Implication of goal-setting tool is described in Management By Objectives (MBO). Professors Edwin Locke and Latham introduced this theory. They considered that goal-setting process is significant in order to perform great (Mullins, 2005).

There is a special description of goals. The main idea is that goals have to be specific with certain deadline, the more clearly goals are stated, the more productive performance is. The next important point is that goals could be difficult, but possible to achieve. Group - setting of goals is also valuable, because many companies work in groups nowadays. Moreover, goal-setting theory has a close relation to productive performance of a company.

One more point should be considered, that goal- setting theory stays one of the most effective theories of motivation (Lunenburg, 2011).

3.2 Conclusion on motivation theories

Concluding all mentioned motivation theories, it is obvious that there is no single theory, which can be applied in organization. Many authors explained basically what might motivate employees to work harder and feel satisfied at the same time. From managerial perspective, motivation theories stand as a strong beginning of high productivity and successful management. Each theory has its own advantages and disadvantages as it was described previously. But taking into account each of them and applying the most suitable one will help not only sustain high performance of a company, but also will help to decrease turnover rate. About relation between motivation of employees and a company's turnover rate, the author will explain in further chapter.

3.3 Methods of evaluation the motivation system (in terms of employee turnover)

Motivation of employees is very important, as it was mentioned before it helps to sustain company's profit and remain successful management within the company. Motivated employees are satisfied with their needs and expectations hence their personal goals and a company goals match, otherwise when there is a low staff motivation or at all absence of staff motivation, turnover appear within the company.

Many researchers have examined the relationship between satisfaction of employees and turnover. According to Mobley (1982) 'relationship between job satisfaction and turnover, although not particularly strong, is consistent'. Laser (1980) asserts that three major causes of turnover are improper personnel selection techniques, inadequate employee orientation and training, personnel management problems within the organization.

As it is described in further research, there is a close connection between tenure and employees turnover and such author as Mangione (1973) proves that. Based on his study, employee tenure is one of the main predictors of turnover. One more important predictor is

satisfaction of employees. For example Campbell, Dunnette, Lawler, Weick (1970) determined that employees who left their working places show a greater mismatch between their expectations and real job experience, than those employees who remained on the job. Hence, motivation system is with no doubts important for managing turnover within the company.

One more point should be considered, that evaluation of employees is very important in any company. According to Deitchman (2013) evaluation of employees could be motivational tool. It is a great opportunity to clarify long-term goals of workers and suggest additional trainings or promotion to other positions, in terms of avoidance of employee turnover.

4. STUDY CASE GOOGLE

4.1 Characteristics of Google

Google was founded in 1998 by Larry Page and Sergey Brin and it is one of the most popular search engine in the world. Nowadays, the term “googling” sounds like it can solve any problem out. Google is used every day by numerous numbers of people whether to find any website, needed document or search for books, news, videos and maps. The headquarters are located in California, USA.

Besides the fact, that Google became one of the most recognized brands according to Best Global Brands, it takes second place after Apple and has value of more than \$100 billion, but also according to Fortune’s 100 best companies to work for, Google takes the first place during 6 years and according to Best Global Brands. Apparently, this is not a surprise that Google has 53,600 employees (report filing 31st December 2014) working in more than 40 countries around the world. With no doubts, Google is one of the most attractive employers worldwide. It is all because of special attitude for employees. Google treats its employees very unusual.

As a prosperous company, Google operates with strong goals and mission. The company’s mission is to organize the world’s information and make it universally accessible and useful (Google home pages, 2015).

As it is known, Google is one of the best companies to work for, it is necessary to determine hiring process in this company. According to Levy (2011) Google is always looking for new innovative, smart brains. Google does not want to hire someone who is not smart enough, because hiring really suitable and smart people could be the main influential feature for building right workplace. Obviously, when people are excited about what they’re doing, they’re more engaged with work and act more productive.

According to statistical analysis of Todd Carlisle, Google’s director of staffing, the optimal number of interviews is four or five (Poundstone, 2012). Hence it says how important the hiring philosophy is, but one day you become a member of a team, you will never regret it.

Google differs from other companies by many characteristics and the following Table 2. Principles of Google, which is based on Google website, explains the main principles of a company, which are used in every day working life.

Table 2. Principles of Google

Principle	Description
Focus on the user and all else will follow	Since the beginning, we've focused on providing the best user experience possible
It's the best to do one thing really, really well	We do search. With one of the world's largest research groups focused exclusively on solving search problems, we know what we do well, and how we could do it better
Fast is better than slow	We know your time is valuable, so when you're seeking an answer on the web you want it right away—and we aim to please. We may be the only people in the world who can say our goal is to have people leave our website as quickly as possible
Democracy on the web works	Google search works because it relies on the millions of individuals posting links on websites to help determine which other sites offer content of value
You don't need to be at your desk to need an answer	The world is increasingly mobile: people want access to information wherever they are, whenever they need it
You can make money without doing evil	Google is a business. The revenue we generate is derived from offering search technology to companies and from the sale of advertising displayed on our site and on other sites across the web
There's always more information out there	Once we'd indexed more of the HTML pages on the Internet than any other search service, our engineers turned their attention to information that was not as readily accessible
The need for information crosses all borders	Our company was founded in California, but our mission is to facilitate access to information for the entire world, and in every language
You can be serious without a suit	Our founders built Google around the idea that work should be challenging, and the challenge should be fun
Great just isn't good enough	We see being great at something as a starting point, not an endpoint. We set ourselves goals we know we can't reach yet, because we know that by stretching to meet them we can get further than we expected

Source: <https://www.google.cz/intl/en/about/company/philosophy/>, own elaboration

Concluding these principles, Google asserts that managing people is about leading the company. As Google CEO Eric Schmidt said in interview for Washington Post's "On Leadership" series, 'Google is run by its culture, not by me'. Talking about leadership in a company, it is important to determine that every employee feels involved and feel actually their own leaders. It means that Google's leaders really functions as leaders, they do not give orders.

According to Manimala, Wasadani (2013) there is a rule about allocation of time in Google, which calls "70-20-10". It means that 70 % of working time should be dedicated to Google's core business of search and advertising. 20 % goes to off-budget projects related to core-business and 10 % can be devoted to innovative ideas, which are based on employees interests. It is evaluated that about 50 % of Google's new products are engendered during free time.

Another rule or informal slogan in Google is "Don't be evil". This slogan was created by two Googlers in order to promote corporate culture that put long-term gains and users satisfaction above short-term profits. Larry Page and Sergey Brin, Google executives liked this slogan and presented a few clauses within the company's corporate culture and named it "Don't be Evil Manifesto" (Manimala, Wasdani, 2013).

4.2 Google's Organizational Culture

The research of this Diploma thesis is referred to motivation of employees in Google in Prague, but generally, talking about Google, author means "Googleplex", which is located on the Mountain View in California, USA. There is a huge territory, where employees can find many cafes with healthy food, break rooms with a verity of snacks and beverages and many other benefits with free of charge, which are described later on.

Definitely Google has its unique and special organizational culture, that also work in Google offices in other countries. Generally, organizational culture in Google is very open with continuous interaction between employees. There is such working environment, where employees share their ideas and feel free to ask CEO and directors any questions. See Report

to US Government (annual) 31/12/2014, page 5, and also on Google's home pages at: <https://www.google.com/about/company/facts/culture/>.

Also decision-making process is not usual, not just senior managers make all the decisions. Employees can influence each problem and feel that they put some impact on the situation. So, decisions are made in teams. It is important to mention, that there is almost no separate offices, usually Googelers share a huddle rooms, it helps to identify a big idea and work together on it.

Organizational structure of Google is divisional. There are such divisions as: YouTube and Video, Ads and Commerce, Android, Chrome and Apps, Google Infrastructure and Social. It is difficult to stay in status of "company" because Google has many shareholders and that is why Page and Brin, owners of a company, created a dual-class voting structure for public ownership of the company. That gives to Page and Brin a big opportunity to have their company under control, no matter how many stockholders are there (Kristie, 2012).

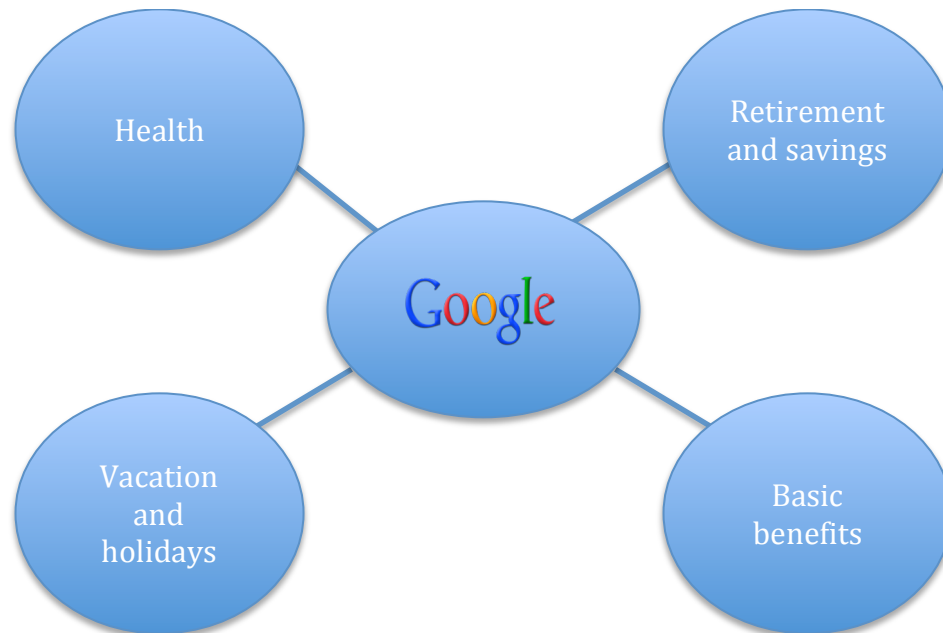
4.3 Analysis of motivation factors in Google

As it was mentioned before, Google has very specific organizational culture, hence there are nontypical motivation factors, which stimulate and influence employees to work harder and show better results. The following Figure 6. Google's Perks and Benefits, which is based on Google's web site, demonstrates the most valuable points, which stimulate Googelers.

More in details, "**Health**" includes medical, dental, business travel insurances for employees, so Googlers could feel protected by their employer in any cases.

"**Retirement and saving**", according to Google report to US government (annual), 31st December 2014 (page 77) Google's 401k Plan 'employees may contribute up to 60% and receive a Google match of up to the greater of 100% of your contribution up to \$3,000 or 50% of your contribution up to \$8,250 per year with no vesting schedule'.

Figure 6. Google's Perks and Benefits



Source: Google home pages, 2015, own elaboration

“Vacation and holidays” means how many days off are given to employees by the company. In Google employees, who work for the first year have 15 days of vacation, for the 6th year employees have 25 days of vacation. Googlers also have 12 days for holidays and sick days. Google has great maternity benefits, 12 weeks off at 100% pay and if employee works more than 1 year, there is a possibility to extend maternity leave for 6 month more. Also new moms and dads have take-out benefit, which means they might expense up to 500\$ for take-out meals for the first 3 month of newborn.

“Basic benefits” are very wide range benefits and include many pleasant benefits, such as: tuition reimbursement (even if Googlers need to advance the degree, Google helps with payment), childcare (employees can bring their children to work), free meals during the whole working day, on-site services such as free laundry and dry-cleaning, gym, car wash service, massage, hair stylist. All these benefits are created and implemented in Google in order to focus only on work and not distracting on such basic problems.

4.4 SWOT analysis of Google

Author of this Diploma thesis decided to demonstrate SWOT analysis of Google in order to understand what strengths, weaknesses, opportunities and threats the company has. SWOT analysis is based on work by Bhatia, Deep, and Sachdeva, to which this author has added her own elaboration.

Table 3. Google's SWOT analysis

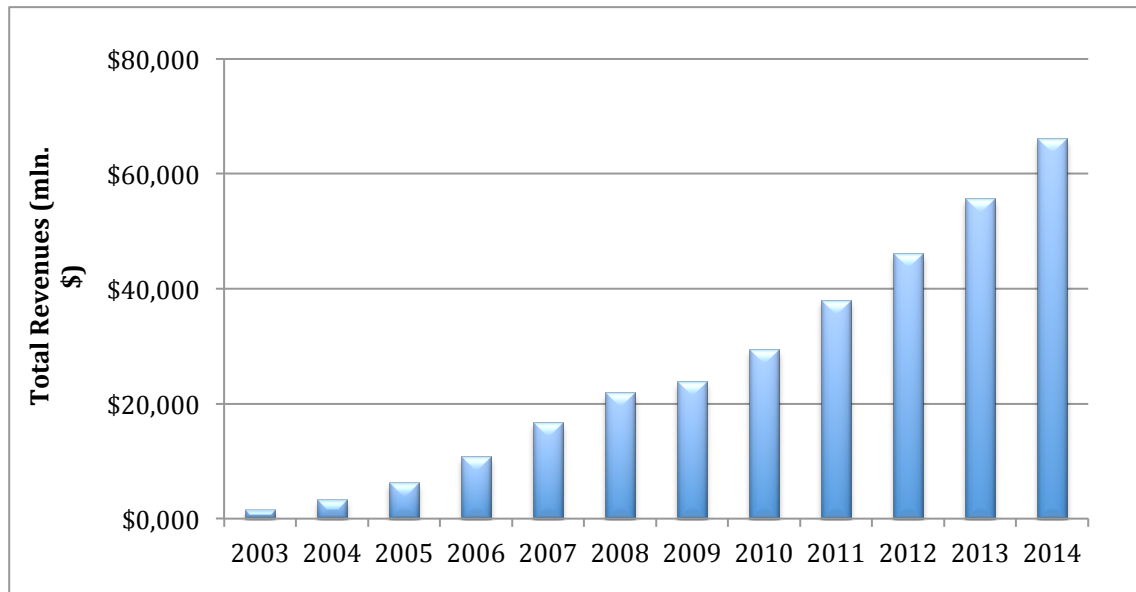
<i>Strengths</i>	<i>Opportunities</i>
<ul style="list-style-type: none"> • Strong financial position • Search engine • News • Communication, education, communities, entertainment • Access to the widest group of internet users worldwide • Innovations 	<ul style="list-style-type: none"> • Growing into electronics industry • Integration of companies • Growing number of mobile internet users
<i>Weaknesses</i>	<i>Threats</i>
<ul style="list-style-type: none"> • Lack of income diversification • Unprofitable products • Patent litigations 	<ul style="list-style-type: none"> • Competitors • Unprofitable products • Merging of Microsoft and Yahoo

Sources: Bhatia A., Deep G., Sachdeva A. (2012). Strategic Analysis of Search Engine Giant. International Journal of Computing & Business Research and author's own elaboration

From Table 3. Google's SWOT analysis, it is necessary to describe every point to make a clear view of all strengths, weaknesses, opportunities and threats.

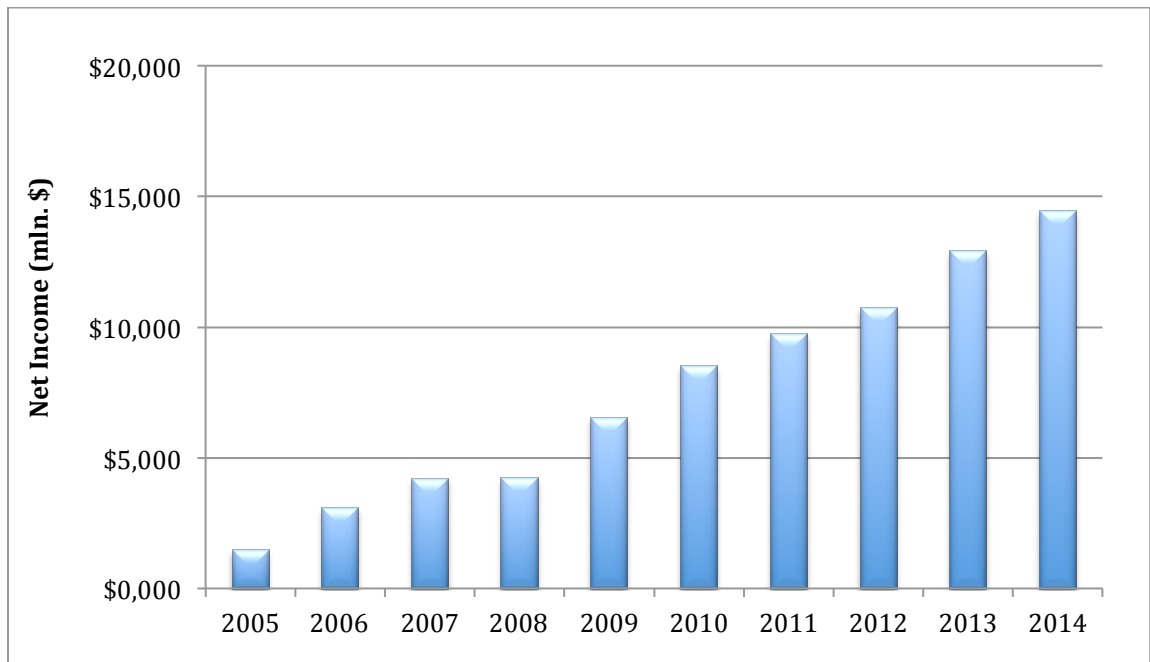
There are a few valuable **strengths** in Google. The most obvious and predictable is strong financial position of a company. Google is one of the most profitable companies nowadays. According to financial tables on Google website, total revenue in 2014 was about \$60 millions dollars with net income about \$10 million dollars. Following Graph 1. and Graph 2. prove that.

Graph 1. Google's Total Revenue



Source: <https://investor.google.com/financial/tables.html>, own elaboration

Graph 2. Google's Net Income



Source: <https://investor.google.com/financial/tables.html>, own elaboration

Another powerful strength of a company is search engine. According to Google home webpage, the main Google's goal is 'to organize the world's information and make it universally accessible and useful' every user may easily find what they are looking for, it

might be images search, news, map, academic data and other useful information for free of charge.

There is a great communication service that can be used for free, for example G-mail. Google calendar is also popular and help not to miss important event. Google books and news help to education process, you tube is one the main video entertainment services. Google always brings innovation and attract more and more users. Other words, all these services built strong strengths.

Otherwise, Google has some **weaknesses**. The most obvious one is that 90 % of revenue comes from advertisement and there is no diversification of income. Another weakness is that Google has some unprofitable products that bring only losses to the company. Patent litigations involve Google in such cases as intellectual property. Unfortunately, these litigations are costly and time consuming and might decrease a firm performance.

Analyzing possible **opportunities**, author found out that Google has already produced a few tablets and smartphones, but these models were mostly for introduction, for example Google driverless car is still in development process, while Chromebook by Google has already entered mass market. Google's opportunity is to enter new electronic industry and reduce a lack of income diversification. Another opportunity for Google is to buy companies and represents them in their portfolio, for example Google has already bought Motorola Mobility.

The main **threat** for Google is high competition in this industry. For example TV ads, newspaper ads, new comparable search engine appearance. Possible merger of such companies as Yahoo and Microsoft might have influence on Google in a bad way, but nobody knows if they really want to integrate or just scaring Google (Bhatia, Deep, Sachdeva, 2012). As it was said before, Google has unprofitable products and if a company continues to produce such products, it will loose profit.

4.5 Employee turnover in Google

According to hypothesis 2, author of the Diploma thesis tries to analyze whether the employee turnover rate is low in Google, because of highly motivated staff or not. To test

supposed hypothesis, author was going to analyze employee turnover in Google in Prague. Unfortunately, needed data was not collected, because of privacy policy of Google office in Prague that is why it was decided to analyze provided data on Internet about employee turnover of the main Google office.

As it has mentioned before Google has wide range of perks and benefits, starting from health insurance and ending with free massage service, also according to Bershidsky's report (2013) Google has 84% of satisfaction rate. Despite on it, according to PayScale.com, Google is one of the top companies with high employee turnover. Following Table 4. Companies with the Least Loyal Employees shows that Google is on the fourth place and there is median employee tenure is approximately one year.

Table 4. Companies with the Least Loyal Employees

Rank	Employer Name	Median Age of Employees	Median Employee Tenure	Median Pay
1	Massachusetts Mutual Life Insurance Company	38	0.8	\$60,000
2 - tie	Amazon.com Inc	32	1.0	\$93,200
2 - tie	American Family Life Assurance Company of Columbus (AFLAC)	38	1.0	\$38,000
4 - tie	Google, Inc.	29	1.1	\$107,000
4 - tie	Mosaic	37	1.1	\$69,900
6 - tie	Chesapeake Energy Corporation	31	1.2	\$60,500
6 - tie	Group 1 Automotive, Inc.	32	1.2	\$33,200
6 - tie	Ross Stores, Inc	29	1.2	\$23,800
6 - tie	Wellcare Health Plans, Inc.	38	1.2	\$49,900
10 - tie	Amerigroup Corporation	39	1.3	\$54,800
10 - tie	Brightpoint North America, Inc.	45	1.3	\$42,100
10 - tie	Devon Energy Corporation	31	1.3	\$63,200
10 - tie	Family Dollar Stores Inc	38	1.3	\$23,400
10 - tie	Freeport-McMoRan Copper & Gold Inc	36	1.3	\$62,900
10 - tie	Paccar Corporation	33	1.3	\$62,200
16	New York Life Insurance Company	33	1.4	\$53,800
17 - tie	Berkshire Hathaway Inc	41	1.5	\$53,600
17 - tie	Tenneco Inc	40	1.5	\$69,900
19	The Northwestern Mutual Life Insurance Company	30	1.6	\$42,000
20	Capital One Financial Corp	32	1.7	\$61,700

Source: PayScale.com

The most difficult question is why Googlers leave their places in period of one year, what is the reason for such brief tenure. Katie Bardaro, PayScale economist pointed out that ‘there is a high turnover in technology and workers became more job hopping, it means that the industry is hot and the economy is improving’.

Bershidsky’s (2013) considers in his article for Bloombergview.com, that Google hires the smartest minds and as soon as they get bored they would jump to another challenging offer.

5. OWN RESEARCH

5.1 Introduction to the research

As it was mentioned at the beginning of the Diploma thesis, for analysis of investigated topic author used questionnaire and two hypotheses were introduced. The research is referred to Google office in Prague. Questionnaire was created with online survey application Kwiksurveys.com. A link with questionnaire was enclosed to official letter (see Appendix 1.), which was sent to Google office in Prague by regular post. To get valuable results, the answers were processed by the same application and presented in further chapter in terms of graphs, figures, tables and author's discussion.

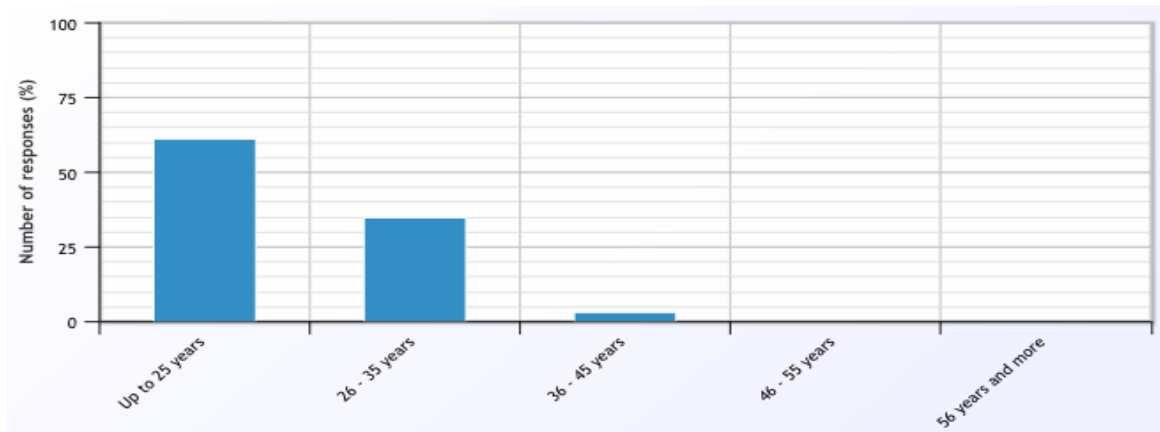
The questionnaire consists of two types of questions: multiple-choice questions and scale questions. *The first part* of multiple-choice questions helped to collect general data about respondents, such as age, gender, level of education, for how long and what position a respondent has at Google. *The second part* has more precise questions, which are aimed at understanding whether Googlers are satisfied with their job or not. Also this part of questions tries to predict if employees would like to leave the company and why. All questions are related to stated hypotheses. *The third part* of questionnaire consists of scale questions, which are aimed to recognize importance and satisfaction of motivation factors in Google in Prague. Results of scale questions helped to analyze what motivation factors mostly motivate employees in Google.

5.2 Evaluation of the results

In this chapter, author evaluates results of questionnaire (see Appendix 2. Questionnaire). All gathered data was analyzed and described. In terms of stated hypotheses, results of questionnaire were significantly important. Following chapter is divided into several parts according to groups of questions. For instance, 1st group is general information about respondents, 2nd group of results is analyzing satisfaction of employees and related questions to that, and 3rd group represents the results of questions on motivation factors of employees.

It is necessary to start with **1st group of results**, which is personal data analysis, to understand who the respondents are. Following Graph 3. demonstrates what is the age of employees in Google in Prague.

Graph 3. Age

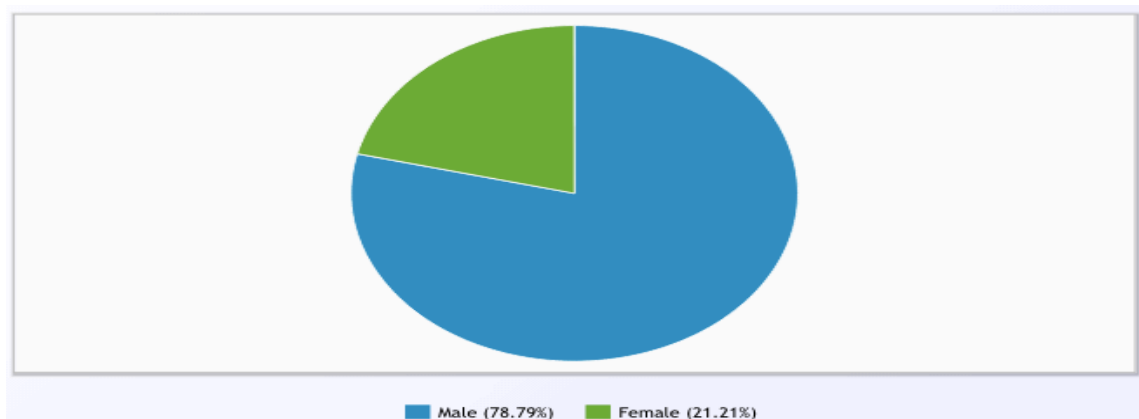


Source: own elaboration bases on research

It should be considered that majority of respondents are up to 25 years old, it is 62 % of responses, the second most frequent answer is from 25 to 35 years, it is 35 %. Only 3 % of respondents chose the third option, which is from 36 to 45 years. The last two options, which include age from 46 to 55 and 56 +, have no responses at all. It can be concluded that mostly in Google in Prague employees are young.

After analyzing age of respondents, it is obvious to analyze how many men and women work in Google. Following Graph 4. provides such information.

Graph 4. Gender of respondents

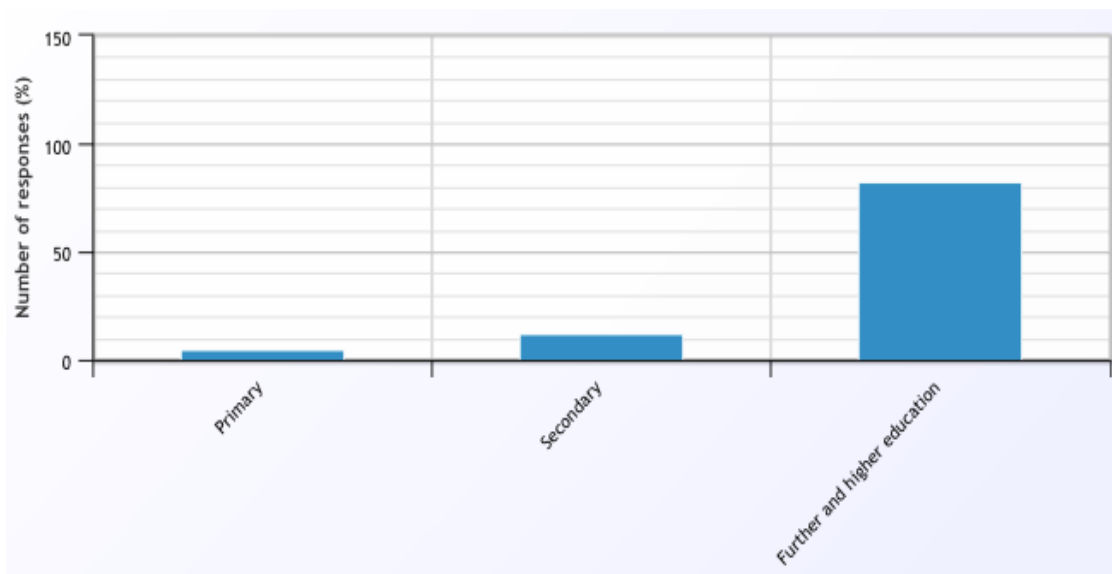


Source: own elaboration based on research

Obviously in Google in Prague, there are more male employees than female. About 78.8 % are men and 21.2% women. Gender differences take place in many professional spheres and technology is not an exception.

As it has described in Chapter 4. Google Case Study, Google hires very smart and well educated persons, that is why it is important to analyze level of education to find out whether employees in Google in Prague are highly educated or not. Following Graph 5. Level of education helps to see it more demonstrably.

Graph 5. Level of education

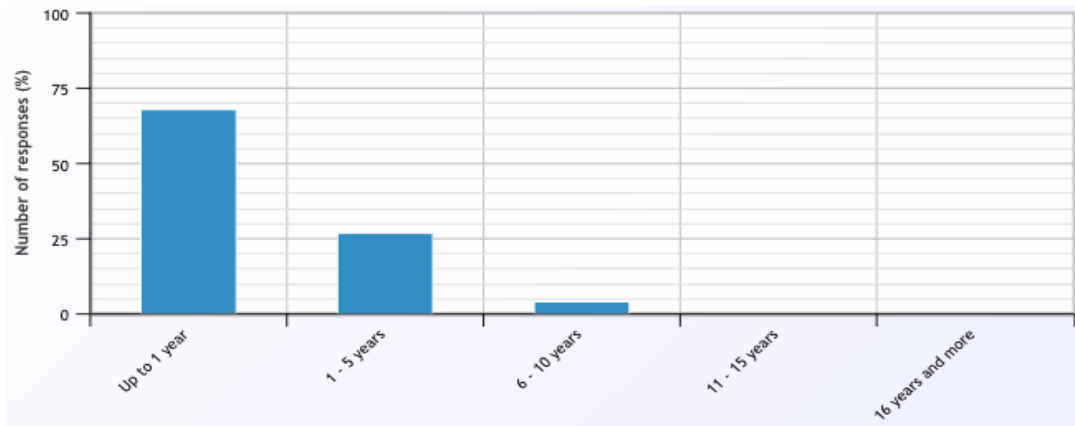


Source: own elaboration based on research

From the Graph 5. Level of education, it is necessary to mention that 83 % of respondents have further and higher education, for example Bachelor, Master, Professional, Doctorate Degrees. Secondary education has 12 % of respondents and only 5 % has answered primary education. It means that employees in Google in Prague are highly educated, which could be expected from Googlers.

The next significant information about Googlers is working duration period. The following Graph 6. demonstrates how long employees, which were asked to fill up the questionnaire, have been working at Google.

Graph 6. How long have you been working at Google

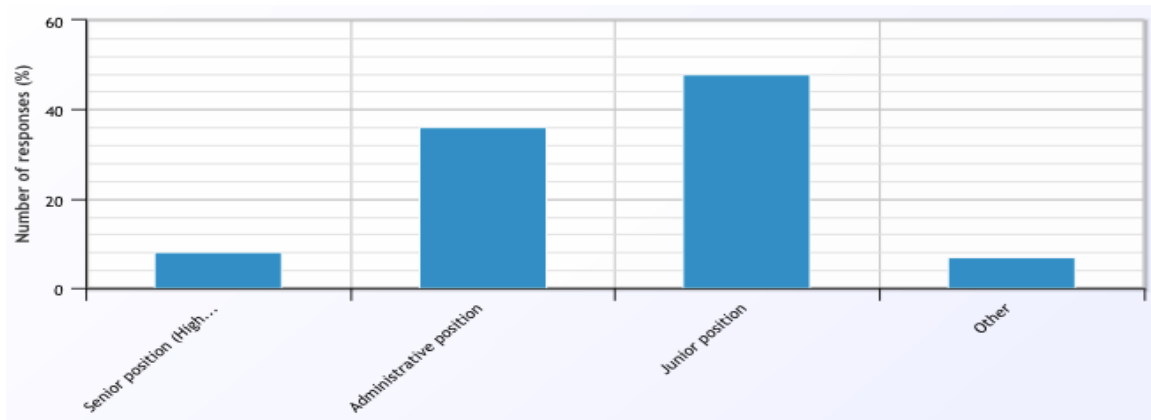


Source: own elaboration based on research

Working duration of respondents is apparently up to one year, 69 % of respondents answered in the same way. 27 % of respondents work in Google from 1 to 5 years and only 4 % of respondents work in Google from 6 to 10 years. As it is obvious, that among gathered answers from Google in Prague there are no respondents who've been working at Google for more that 10 years, because as it is demonstrated in the Graph 6. no respondent have chosen "11-15 years" and "16 and more" option. Hence, it could be assumed that most of the respondents are new in the company and work up to one year.

Another basic information was gathered from respondents was position within the company. Following Graph 7. demonstrates how many employees (respondents) occupy different positions.

Graph 7. Position at the company



Source: own elaboration based on research

As it is demonstrated, author decide to divide job positions into 3 groups, junior, administrative and senior positions. From the results, it is clear that there is a half of respondents who work on junior positions, it is 50 %. Administrative positions have 36 % of respondents. 10 % work on senior positions and just 7 % occupy some other positions. The author would assume that there is a high percentage of junior positions occupied, because as it is obvious from the previous Graph 6. almost 70 % of respondents work only for 1 year at Google and even with the most successful promotion these respondents would not get a senior positions as quick. That is why administrative positions take a second place after junior.

To conclude 1st group of result with general information about the respondents, author determines that chosen respondents in Google in Prague are mostly young males with higher education who work on Junior or Administrative positions for period of one year.

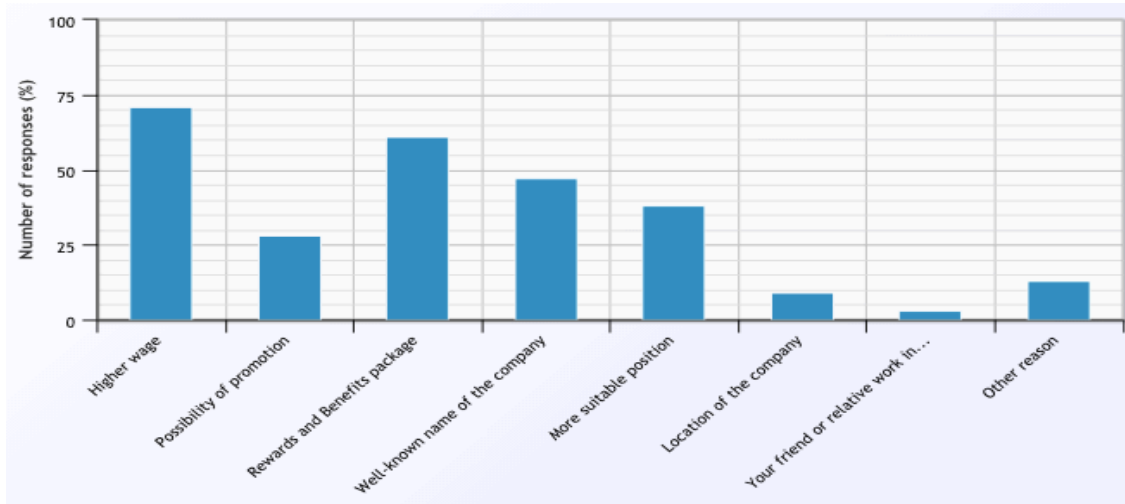
2nd group of results is referred to both hypotheses and tries to explain whether employees (respondents) in Google in Prague are satisfied with their current job or not and determine what exactly make them feel happy about their work. Also demonstrated results help to clarify a reason of possible leaving such prosperous and successful company. Processed results of questionnaire help to provide hard evidence to stated hypotheses.

Before analyzing whether Googlers in Prague office are satisfied with their work or not, it is necessary to understand why they decided to work at Google. That is why following Graph 8. is presented.

With this question, author assumes that the answers are closely connected to motivation factors of employees. Because the following reasons for leaving previous employer could work as motivator for them. There are such reasons as higher wage, possibility of promotion, benefits package, well-known name of the company, more suitable position, location of the company, your friend or relative work at the same company and other reasons. From Graph 8. author underlines that the highest percentage of responses has “higher wage” option, 72 % agreed that higher wage, which is offered in Google, was the main reason for leaving previous employer. The second valuable reason is benefit package, 62 % of respondents answered that benefits package was crucial reason to leave the previous employer and work at Google. 48 % of respondents changed their previous employer, because of well-known name of Google. One more time it proves that Google is popular brand. 38 % of

respondents answered that more suitable position influenced on them and they left previous job. 29 % of respondents think that possibility of promotion is also important when changing employer. 13 % of respondents have other reason for leaving the previous job. Location and found friends and relatives working at the same company do not really influence on decision, these criteria have not significant number of responses.

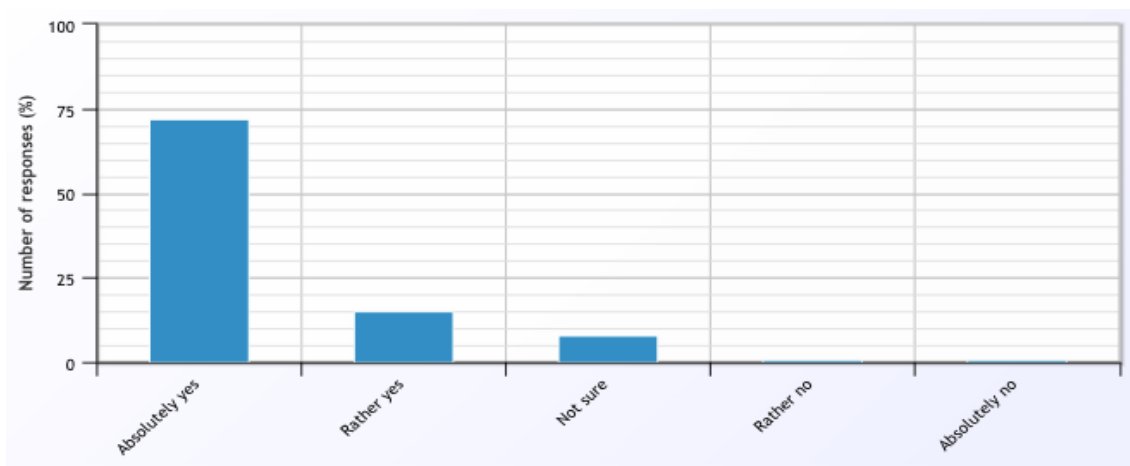
Graph 8. Why have you decided to leave your previous employer and work at Google?



Source: own elaboration based on the research

Moving forward to direct question of analysis, whether Googlers in Prague are satisfied with their job, author decided to ask respondents on the straightaway.

Graph 9. Are you satisfied with your current job?

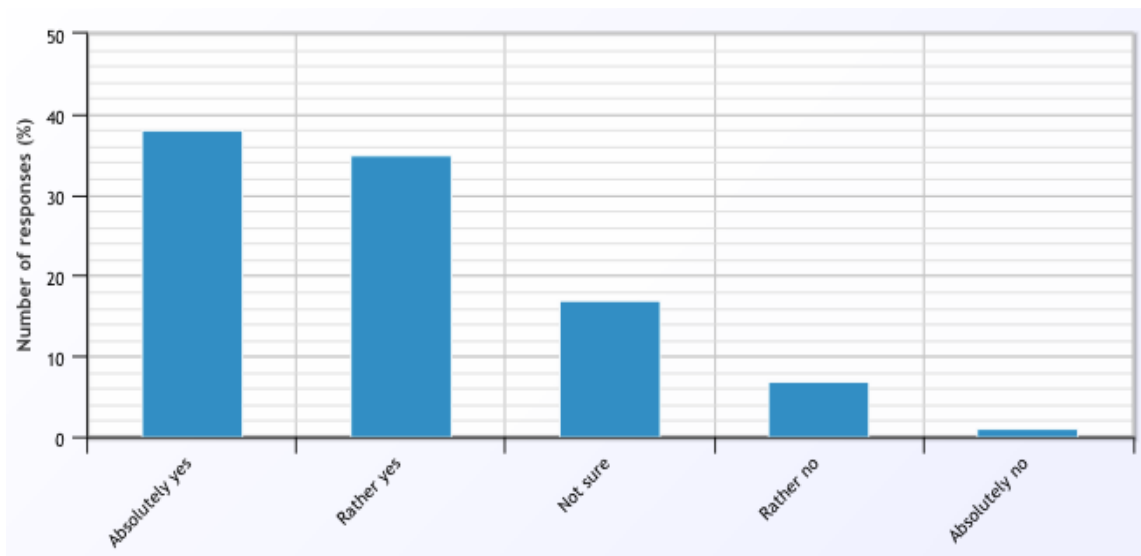


Source: own elaboration based on the research

From Graph 9. it is clear that majority of employees (respondents) are satisfied with their job. 73 % of respondents are absolutely satisfied and 13 % are rather satisfied, hence 86 % of employees are satisfied with current job. Only 8 % are not sure if they are satisfied or not. No one responded that he or she is not satisfied at all. As it was considered in Chapter 4. Google Case Study, satisfaction rate in Google is extremely high and according to the research it is proven.

According to hypothesis 1, author assumes that benefits and perks mostly motivate employees in Google. To analyze whether motivation by benefits in Google is more significant than high salary, following Graph 10. is presented.

Graph 10. Are you motivated by benefits package rather than by high salary?

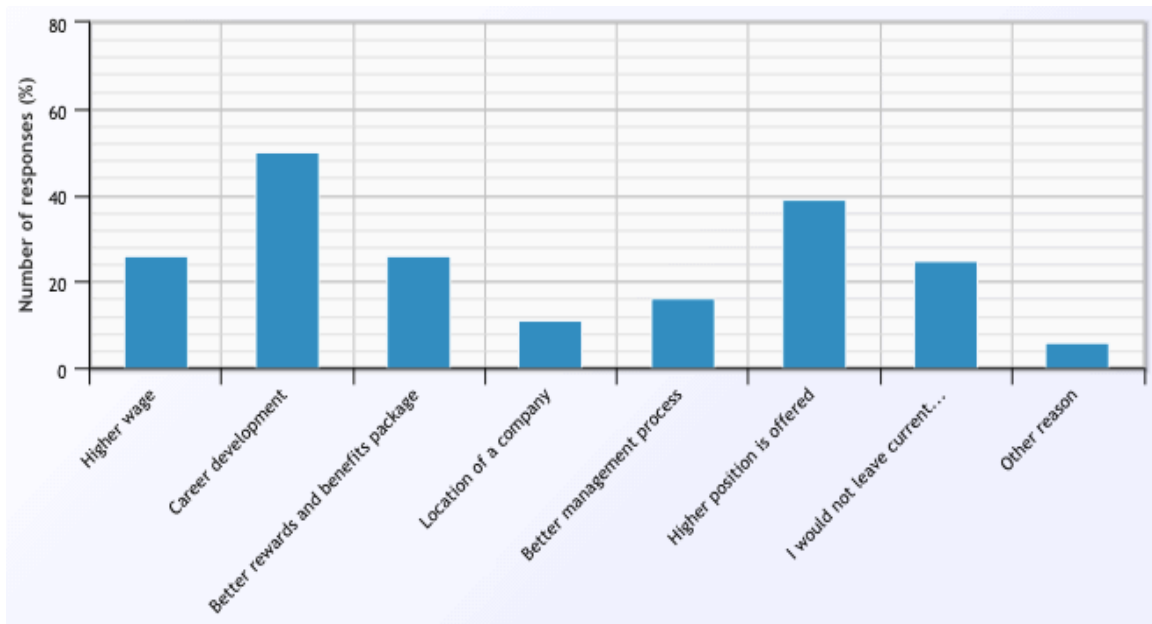


Source: own elaboration based on the research

Based on analyzed results, author can conclude that motivation of employees in Google in Prague is done rather by benefit package than by high salary. It is obvious from the Graph 10. that majority of respondents, 38 % of employees (respondents) are absolutely motivated by benefits package, 36 % of respondents answered that they are rather motivated by benefits package than high salary, in total 74 %. There are also such respondents who were not sure whether they are motivated by benefits or by high salary, it is 17 %. Also only 7 % of respondents think that they rather motivated by high salary whether by benefits.

Analyzing results of questionnaire, author found out possible reason for leaving current employer. Following Graph 11. shows what exactly would influence employees to change such employer as Google. There are many different criteria for leaving current job, for instance higher wage would force employee to jump to another employer or career development. Benefits package plays a key role for some employees. Offer of higher position would lead some employees to quit. Even location of a company might play an important role for some employees. Lack of boss recognition would force employees to leave as well. Graph 11. demonstrates percentage of respondents per every possible reason of leaving Google.

Graph 11. What would be a reason for leaving your current employer?

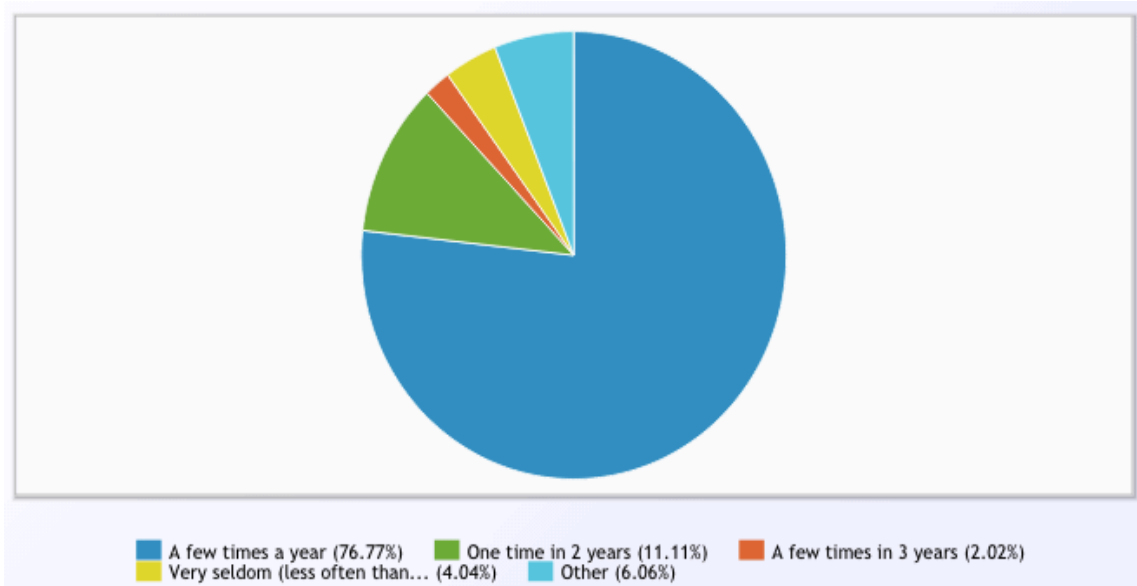


Source: own elaboration based on the research

Based on the research, 51 % of respondents would leave Google because of career development, it has the highest number of responses. The second main reason might be an offer of higher position, this option has 39 %, benefits package and higher wage have the same number of responses 27 %, surprisingly these two criteria are not on the first place. 25 % of respondents think that they would not leave current job in any case. Such reasons as better management process and location of a company would not play a significant role for employees, about 13 % of respondents chose these options. And only 6 % think that some other reasons might influence on employees decision.

Following Graph 12. helps to recognize how often Googlers might see new employees around them, it is very important question for analyzing employee turnover and gathered results give a ground to make clear view.

Graph 12. How often do you meet new employees (colleagues)?



Source: own elaboration

It is shown in Graph 12. respondents meet new employees a few times a year, 76.7% answered the same and it is obviously a majority. 11.1% of responses answered that they meet new employees one time in 2 years. Only 2 % of responses answered that new employees come to Google a few times in 3 years and 4 % see new employees very seldom. The result could be based on this Graph 12. that Google hires new employees permanently, because Googlers in Prague office meet them relatively often. Analyzing this question more deeply, author would assert that if Google hires so often, it means that existing employees, who work at Google for a certain period inevitable leave Google at some point.

To conclude 2nd group of results, author determines that the main reasons for leaving a previous employer and work at Google were higher wage and benefits package. Regarding to level of satisfaction of this motivational factor, 74 % of Googlers are satisfied exactly with benefits and perks. Analyzing possible reason of leaving such prosperous company, it seems that career development and offer of higher position would stimulate employees in Google in Prague to quit.

3rd group of results analyzes importance of motivational factors and satisfaction of motivational factors. From the results it is clear that not all factors that are important to employees bring to total satisfaction. Sometimes employees care about certain motivation factor, but do not get satisfied with it, hence motivation process becomes non-effective. In this group of results, author determines Table 5. and Table 6. with scale answers. There are 15 motivational factors, which are the most frequent. In Table 5. there are scales according to importance and in Table 6. according to satisfaction. Every motivation factor has percentage of responses and average as well. Unfortunately, total number of responses is fluctuating, because some respondents omit some options at all.

Based on Table 5. Importance of motivational factors, author asserts that 68 % of respondents think that **fair payment** is the most important motivation factor for them. Almost 60 % of respondents think that **benefits and perks** are extremely important as motivation factor. **Vacation and holidays** are also one of the main factors employees care about, 56.5 % of respondents chose this option. 54.2 % agree that **friendly atmosphere** is extremely important and that is why **teamwork** has almost 50 % or responses. Google operates in technical sphere that is why **technical equipment** is also extremely important for Googlers, it is about 45.6 %. Author notices one point, as it is shown in the Table 5. approximately 45 % of respondents think that **long-term job contract** is also significant. It should be considered, that **training and self-development** is also extremely important for employees, about 43.4 % of respondents think in this way. About 42 % of respondents think that **corporate culture** and **working hours** are extremely important. Involvement in decision-making process, boss recognition and good management process are very important. From Table 5. it should be mentioned that **non-financial bonuses** and safe **working environment** are almost not important to respondents.

Table 5. Importance of motivational factors

Motivational factors	Not important at all	Almost not important	Very important	Extremely important	Responses	Average
Fair payment	2 (2.13 %)	4 (4.26 %)	24 (25.53 %)	64 (68.09 %)	94	3.60
Benefits and Perks	2 (2.13 %)	4 (4.26 %)	32 (34.04 %)	56 (59.57 %)	94	3.51
Corporate culture	6 (6.28 %)	15 (15.96 %)	34 (36.17 %)	39 (41.49 %)	94	3.13
Teamwork	4 (4.30 %)	14 (15.05 %)	29 (31.18 %)	46 (49.46 %)	93	3.26
Free services at work	6 (6.38 %)	20 (21.28 %)	27 (28.72 %)	41 (43.62 %)	94	3.10
Advanced technical equipment	9 (9.78 %)	18 (19.57 %)	23 (25.00 %)	42 (45.65 %)	92	3.07
Training and self-development	3 (3.26 %)	31 (33.70 %)	18 (19.57 %)	40 (43.48 %)	92	3.03
Safe working environment	9 (9.78 %)	40 (43.48 %)	16 (17.39 %)	27 (29.35 %)	92	2.66
Boss recognition	6 (6.52 %)	29 (31.52 %)	33 (35.87 %)	24 (26.09 %)	92	2.82
Vacation and holidays	3 (3.26 %)	13 (14.13 %)	24 (26.09 %)	52 (56.52 %)	92	3.36
Working hours	7 (7.61 %)	25 (27.17 %)	21 (22.83 %)	39 (42.39 %)	92	3.00
Friendly atmosphere	1 (1.06 %)	14 (14.89 %)	28 (29.79 %)	51 (54.26 %)	94	3.37
Involvement in decision-making process	10 (11.49%)	18 (20.69 %)	40 (45.98 %)	19 (21.84 %)	87	2.78
Good management process	6 (6.59 %)	25 (27.47 %)	32 (35.16 %)	28 (30.77 %)	91	2.90
Non-financial bonuses	20 (21.98%)	27 (29.67 %)	22 (24.18 %)	22 (24.18 %)	91	2.51
Long-term job contract	2 (2.15 %)	21 (22.58 %)	28 (30.11 %)	42 (45.16 %)	93	3.18

Source: own elaboration based on the research

To conclude results about importance of motivational factors author created following Table 6. The list of motivational factors according to their positions in terms of level of importance, to make more precise understanding of the situation. Based on the table below, **fair payment** (3.60 average) takes a first place as the most important motivational factor for

employees, the second place take **benefits and perks** (3.51 average), **friendly atmosphere** is on the third place (3.37), **vacation and holidays** take the fourth place (3.36) and **teamwork** is on the fifth place (3.26 %).

As it was proposed in hypothesis 1, motivation by benefits and perks take the first place for employees in Google in Prague. According to analyzed results of importance of different motivational factors, it can be considered that motivation by benefits and perks is one of the most important factors for Googlers, but it is necessary to analyze satisfaction level of this motivational factor as well as others motivational factors to make a conclusion about hypothesis 1.

Table 6. The list of motivational factors according to their positions in terms of level of importance

Motivational factor	Average	Position of the factor
Fair payment	3.60	1
Benefits and Perks	3.51	2
Friendly atmosphere	3.37	3
Vacation and holidays	3.36	4
Teamwork	3.26	5
Long-term job contract	3.18	6
Free services at work	3.10	7
Advanced technical equipment	3.07	8
Training and self-development	3.03	9
Working hours	3.0	10
Good management process	2.90	11
Boss recognition	2.82	12
Involvement in decision-making process	2.78	13
Safe working environment	2.66	14
Non-financial bonuses	2.51	15

Source: own elaboration based on the research

To analyze satisfaction of motivational factors Table 7. was created. The results help to consider what exactly motivate employees in Google in Prague to work harder and more productively. From the table above it is obvious that there are the same motivational factors as in previous Table. 5., but scales are referred to level of satisfaction.

Table 7. Satisfaction of motivational factors

Motivational factors	Not satisfied at all	Rarely satisfied	Rather satisfied	100% satisfied	Responses	Average
Fair payment	2 (2.15 %)	5 (5.38 %)	28 (30.11 %)	58 (62.37 %)	93	3.53
Benefits and Perks	1 (1.09 %)	12 (13.04 %)	27 (29.35 %)	59 (63.44%)	92	3.47
Corporate culture	4 (4.49 %)	13 (14.61 %)	23 (25.84 %)	49 (55.06 %)	89	3.31
Teamwork	5 (5.56 %)	10 (11.11 %)	33 (36.67 %)	42 (46.67 %)	90	3.24
Free services at work	3 (3.23 %)	11 (11.83 %)	20 (21.51 %)	52 (56.52 %)	93	3.41
Advanced technical equipment	2 (2.35 %)	14 (16.47 %)	35 (41.18 %)	34 (40.00 %)	85	3.19
Training and self-development	3 (3.53 %)	21 (24.71 %)	32 (37.65 %)	29 (34.12 %)	85	3.02
Safe working environment	1 (1.18 %)	21 (24.71 %)	39 (45.88 %)	24 (28.24 %)	85	3.01
Boss recognition	5 (5.81 %)	23 (26.74 %)	34 (39.53 %)	24 (27.91 %)	86	2.90
Vacation and holidays	1 (1.10 %)	15 (16.48 %)	33 (36.26 %)	42 (46.15 %)	91	3.27
Working hours	1 (1.14 %)	22 (25.00 %)	37 (42.05 %)	28 (31.82 %)	88	3.05
Friendly atmosphere	0 (0.00 %)	8 (8.89 %)	32 (35.56 %)	50 (55.6 %)	90	3,45
Involvement in decision-making process	7 (8.14 %)	16 (18.60 %)	37 (43.02 %)	26 (30.23 %)	86	2.95
Good management process	5 (5.88 %)	16 (18.82 %)	38 (44.71 %)	26 (30.59 %)	85	3.00
Non-financial bonuses	11 (12.64 %)	30 (34.48 %)	27 (31.03 %)	19 (21.84 %)	87	2.62
Long-term job contract	39 (42.39 %)	23 (25.00 %)	16 (17.39 %)	14 (15.22 %)	92	2.05

Source: own elaboration based on the research

From Table 7. following results should be considered: 62.3 % of Googlers in Prague are 100% satisfied with **fair payment**, it is majority of responses. 63.4 % of respondents are absolutely satisfied with **benefits and perks**, which means importance of these two motivational factors and satisfaction are equally significant for employees (respondents). It is no surprise that **free services at work** in Google in Prague bring to satisfaction of employees and results of questionnaire proves that 56.5 % or respondents are 100% satisfied with free

services at work. Respondents are absolutely satisfied with **corporate culture** and **friendly atmosphere**, approximately 55 % of respondents are agreed. Googlers are 100 % satisfied with **teamwork** as well, 46.6 % of respondents answered the same. By other motivational factors, such as advanced technical equipment, training and self-development, safe working environment, boss recognition, working hours, good management process and involvement in decision-making process seem to have approximately the same results from respondents, they are rather satisfied with listed motivational factors (approximately 40 % of responses). Author pointed out, that respondents (employees) not satisfied with long-term job contract, 42.4 % answered that they are not satisfied with it at all. This unexpected result helps to analyze possible reason for leaving the company.

Following Table 8. helps to analyze more clearly the results of the previous table. According to stated hypothesis 1, it is very important to analyze whether benefits and perks are on the first place as a motivational factor or not.

Table 8. The list of motivational factors according to their positions in terms of level of satisfaction

Motivational factor	Average	Position of the factor
Fair payment	3.53	1
Benefits and Perks	3.47	2
Friendly atmosphere	3.45	3
Free services at work	3.41	4
Vacation and holidays	3.27	5
Teamwork	3.24	6
Advanced technical equipment	3.19	7
Working hours	3.05	8
Training and self-development	3.02	9
Safe working environment	3.01	10
Good management process	3.00	11
Involvement in decision-making process	2.95	12
Boss recognition	2.90	13
Non-financial bonuses	2.62	14
Long-term job contract	2.05	15

Source: own elaboration based on the research

Based on Table 8. The list of motivational factors according to their positions in terms of level of satisfaction, the first place takes **fair payment**, its average is the highest (3.53),

author emphasizes that fair salary is the most important motivational factor according to Table 6., hence expectations of Googlers are satisfied. **Benefits and Perks** are on the second place (3.47 average). With very little difference, **friendly atmosphere** takes the third place with average 3.45. **Free services at work** as well as **vacation and holidays** are connected to benefits in Google and these motivational factors have high satisfaction (average 3.41 and 3.27).

Concluding 3rd group of results, which have been discovered before, author analyzed whether importance of motivation and satisfaction of motivation match. Author determines that fair payment, benefits and perks and friendly atmosphere are without any doubts the most important and the main motivational factors employees most satisfied with. According to Table 7. and Table 8. it should be summarized that fair payment and benefits and perks are on the top three. The 4th and 5th places vary in terms of the most important motivational factors and the most satisfied with. However hypothesis 1, which asserts that motivation by benefits and perks are one of the top three motivators, can be approved by this fact that benefits and perks is on the second place in terms of level of satisfaction in Google.

6. CONCLUSION AND RECOMMENDATIONS

Motivation system of employees is one of the most difficult questions in successful business operation. Many managers lose hundreds of valuable employees, because of incompetent management processes. Motivation of employees, as one of the main components of management in general, might help to avoid such situation. Motivation of employees is very important, because it helps to achieve a certain goal and increase a company's performance. When employees are satisfied and happy, they are more engaged in their work, hence, more productive.

Chapter 3 of the Diploma thesis discusses many different theories of motivation, which have developed during last centuries, but no one can predict which one is right or wrong. Employees needs and expectations continuously change within the time and other influential factors and implementation of the most suitable theory would raise a company's success.

According to the main goals of this Diploma thesis, motivation system in Google was analyzed and Chapter 4 describes it more in details. To analyze particular motivational factors that motivate its employees in Google, questionnaire was distributed to Google in Prague.

In accordance with the results of questionnaire, author asserts that the most important motivational factors for Googlers are fair payment, benefits and perks, friendly atmosphere, vacation and holidays and teamwork. Contrariwise, according to satisfaction level of motivational factors, fair payment, benefits and perks, friendly atmosphere and vacation and holidays are on the top as well. The list of motivational factors in terms of importance and satisfaction level varies in further places. For instance, importance level of long-term job contract is very high, this motivation factors is on the 6th place. But on the other hand, satisfaction of this factor is the lowest one. Author determines, that employees in Google in Prague are not satisfied with long-term job contract, probably this is one of possible reasons for leaving the company.

It was proposed in Hypothesis 1, motivation by benefits and perks plays one of the key roles for employees in Google. **1st hypothesis should be accepted** by virtue of the fact that

majority of respondents answered that they are rather motivated by benefits and perks than by high salary (see Graph 10.).

Another goal of the Diploma thesis was to measure the importance of employee motivation in Google, in terms of employee turnover. Unfortunately, the study about Google's turnover rate does not offer sufficient evidence of support, for example annual turnover rate. That is why this goal of the Diploma thesis was not reached. According to this goal, 2nd hypothesis was created, which assumes that there is a low turnover rate in Google, because of highly motivated staff. During analysis author found out some interesting points. Firstly, from the questionnaire it was considered that 77% of respondents meet new employees in the company a few times a year, which means Google in Prague hires new workers constantly.

Secondly, based on study found on Internet (Payscale's employee turnover report), median tenure in Google worldwide is only about one year. As it was mentioned before, level of satisfaction in Google is very high, it is 84%, but in spite of it, Googlers leave their working places. Author summarizes from questionnaire, that almost 50 % of respondents would leave the company, because of career development and almost 40 % because of offer of higher position. Median age of employees in Google worldwide is 29 and employees in Google in Prague even younger, author supposes that young staff is more job hopping and especially the smartest Googlers, which are ready for more challenging job would rather jump to another place than staying in Google. As it was mentioned before, Googlers in Prague are not satisfied with long-term job contract, it could be one more valuable reason. Hence, author concludes that there is a high turnover in Google and **2nd hypothesis should be rejected**. But analyzing more deeply the reasons of this phenomenon, new research should be done.

In general, the research shows that level of satisfaction of employees in Google in Prague is very high as well as in Google worldwide. Googlers in Prague are mostly motivated by high salary, benefits and perks, free services at work, vacation and holidays and friendly atmosphere within the company. Otherwise, they would leave the company, if some other motivational factors, as long-job contract, promotion or career development are appear. Deep analysis of investigated topic helped to understand more clearly, what is behind great staff motivation system in Google.

According to analyzed results, author proposes some **recommendations**. The recommendations are related to rejected hypothesis. Many managers discuss the problem of employees turnover and how to avoid such situation and author proposes to reframe the recruitment process. Google's hiring process is very long and meticulous, but does not mean effective. As it was mentioned before, Google hires not only the smartest recruits, but also very nice and positive people with full of energy. Such employees might not express themselves in expected way, because of their superfluous active commitment, they would not act as productively, as it was expected. Hence, more precise and **better recruitment** would help to avoid such situation when inappropriate candidate is hired and dismissed after short period.

During analysis author determined some **limitations** to work. At the very beginning of the Diploma thesis it was decided to chose Google and analyze motivation system within the company, but Google as an international company has offices in different countries and in this Diploma thesis Google in USA and Google in Prague were analyzed. It should be considered that nationality of employees plays a significant role and future research on this question whether, for example the reasons for American employee turnover and Czech employee turnover in Google are the same or not, should be considered. Another limitations to work were found during data collection for case study about Google. For instance, Google's annual chart of employee turnover was not found neither on Internet, nor in official reports. Hence, not all goals of this Diploma thesis were reached.

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9. APPENDICES

Appendix 1. Official letter to Google (Prague)

MOTIVATION OF EMPLOYEES

Dear Sir/ Madame,

I am a second year Master's degree student at Czech University of Life Sciences in Prague, Faculty of Economics and Management. I am currently collecting data for the research of motivation of employees in Google (Prague).

I would like to ask you to help me with analysis of motivational factors in Google. Could you be so kind to complete a short survey, it would help me a lot to analyze the topic of the Diploma thesis. All the questions are anonymous and all collected data will be used only for this Diploma thesis. I would love to share the further results of the survey with you.

<http://kwiksurveys.com/s.asp?sid=b7823s30u2sg8yc500388>

Thank you for your willingness and spend time to fill up the questionnaire.

Best regards,

Daria Bykova

Appendix 2. Questionnaire

Part 1

Please, choose only one variant

1) What is your age?

Up to 25

26 – 35

36 – 45

46 – 55

56 +

2) Gender

Male Female

3) What education do you have?

Associate degree

Bachelor's degree

Master's degree

Professional degree

Doctorate degree

4) How long have you been working at Google?

Up to 1 year

1 – 5 years

6 – 10 years

11 – 15 years

16 years and more

5) *What is your position in the company?*

- C-level
- Managerial
- Administrative
- Other

Part 2

Please, choose one or more variants if needed

1) *Why have you decided to leave your previous employer and work at Google?*

- Higher wage
- Possibility of promotion
- Benefit package
- Well-known name of the company
- More suitable position
- Location of the company
- Your friend or relative works at the same company
- Different reason: _____

2) *Are you satisfied with your current job?*

- Absolutely yes
- Rather yes
- Not sure
- Rather no
- Absolutely no

3) *Are you motivated by rewards and benefits package rather than by high salary?*

- Absolutely yes
- Rather yes
- Not sure
- Rather no
- Absolutely no

4) *What would be a reason for leaving your current employer?*

- Higher wage
- Career development
- Better rewards and benefits package
- Location of a company
- Better management process
- Higher position is offered
- I would not leave current employer in any case
- Different reason: _____

5) *How often do you meet new employees (colleagues)?*

- A few times a year
- One time in 2 years
- A few times in 3 years
- Very seldom (less often than every 3 years)
- Other variant: _____

Part 3

Please, evaluate following motivation factors, choose only one scale from 1 to 4 (1 - not important at all, 2- almost not important, 3-rather important, 4-extremely important).

Level of importance	Motivation factors	Level of satisfaction
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Fair payment	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Benefits and Perks	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Corporate culture	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Teamwork	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Free services at work (meals, laundry, carwash, gym)	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Advanced technical equipment for work	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Training and self-development	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Safe working environment	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Boss recognition	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Vacation and holidays	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Friendly atmosphere	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Involvement in decision-making process	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Working hours	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Good management process	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Non-financial bonuses	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Long-term job contract	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4