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Bachelor thesis

Motivation and Benefits of Employees

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Faculty of Economics and Management

BACHELOR THESIS ASSIGNMENT

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Economics and Management

Thesis title

Motivation and Benefits of Employees

Objectives of thesis

The aim of the thesis is to analyze motivation of Senate the Parlament of the Czech Republic and evaluace its influence on employees.

Methodology

The thesis contains descriptive and comparative methods.

The proposed extent of the thesis

40 – 60 pages

Keywords

Management, motivation, benfit, employee, superior

Recommended information sources

KASPER, H. – MAYRHOFER, W. *Personální management, řízení, organizace.* Praha: Linde, 2005. ISBN 80-86131-57-2.

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VEBER, J. *Management : základy, prosperita, globalizace.* Praha: Management Press, 2000. ISBN 80-7261-029-5.

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Declaration

I declare that I have worked on my bachelor thesis titled „ Motivation and Benefits of Employees" by myself and I have used only the resources mentioned at the end of the thesis.

In Prague on 9. 3. 2015   _____

Eliška Červenková

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Motivation and benefits of Employees

Summary

This Bachelor thesis is dealing with the motivation and benefits of employees. There are defined theoretical bases related to management and functions of managers in the literature overview where it is focused on motivation and benefits.

The practical part is focused on Senate of Chancellery and its employees. The survey is based on questionnaire.

Key words: management, motivation, benefit, employee, superior

Motivace a benefity zaměstnanců

Souhrn

Bakalářská práce se zabývá motivací pracovníků a firemními benefity. V teoretické části jsou definovány pojmy spojené s managementem a funkcemi manažera, kde se zaměřuje především na motivaci a benefity. Praktická část je zaměřena na Kancelář Senátu ČR, kde bylo provedeno dotazníkové šetření.

Klíčová slova: management, motivace, benefity, zaměstnanec, zaměstnavatel

Table of contents

List of Figures

List of Tables

1. Introduction

Motivation is one of the management activities which influence employees to obtain not only the goals of the individual but also the goals of the company. Every manager must create a positive working environment which supports employees to perform the best activity. It is necessary to realize that worker, his knowledge, skills and abilities are very important asset of each organization.

Not every manager has the skills to be a good leader. It depends partly on congenital and acquired properties, as well as on style of directing of manager who must always choose appropriate style to certain situation.

Each person has a different personality and attitude. For some employee the best motivation factor is financial rewards and for someone else it is a feeling of being successful.
It is important for manager to recognize what motivates the certain employee.

2. Objectives and Methodology

2.1 Objectives

The aim of this Bachelor Thesis is to analyze the motivation program of Senate Chancellery and to evaluate the satisfaction of employees. The satisfaction of employees will be evaluated on the basis of a questionnaire.

2.2 Methodology

In the first part of the thesis it dealt with theoretical knowledge in the field of motivation and benefits. The main part of the literature review represented the process of motivation, description of certain motivational theories and application of motivation by managers to employees. This part was created on the basis of studying the professional literature.

In the second part it was based on questionnaire which was provided to employees of Senate Chancellery. It was provided by paper form and every employee could answer anonymously. There were fifteen closed questions related to working team, manager, financial rewards, education, benefits, style of directing of managers and attitude of manager. The results were processed in graphs and they were described.

3. Literature review

3.1 Management

Management is defined as a process of managerial functions which leads to determine and achieve specific goals. The word management comes from Latin words manus (hand) and agere (to act). Management is consisted of managers. Management is used in every company. It is very important to know the structure of the company for managers. Management also describes the relationship between management theory and practice. There are five functions of management as planning, organizing, staffing, directing and controlling. (Bělohlávek et al., 2001)

There are more ways how to define management. It is an environment in which individuals work in groups and they realize their targets. Management is a study of containing of organizational targets. (Bělohlávek, 2001)

3.1.1 Manager

Manager is an employee of a company who is responsible for organization. They use a team of workers, resources and opportunity to achieve goals of company. Function of managers was significantly developed. In the begging of 20th century there was not a big difference between manager and owner of company. Sometimes in a small companies there was interconnection of manager, owner and employee. (Veber, 2000)

However, once their performance decrease, the company gets into difficulties (for example due to old age or illness). Due to this factor the working positions were separated. There was created a new profession called manager who is hired by owner to lead the company. (Kotler P, 2013)

3.1.2 Managerial skills

There are very important managerial skills, which can be further divided into a number of specific categories.

Personal Skills - the ability of manager to lead and work with other employees. It is an ability to make environment where the subordinate works effectively. It can be defined as a power to motivate individual or group and to understand their needs.

Technical Skills - the knowledge how to take advantages of technology, technique and processes.

Conceptual Skills - the ability to visualize the entire organization and to lead the company to get a strategic goal. Manager needs to know all the significant activities though the company. (Weihrich, 1998)

Figure No. 1: Managerial skills
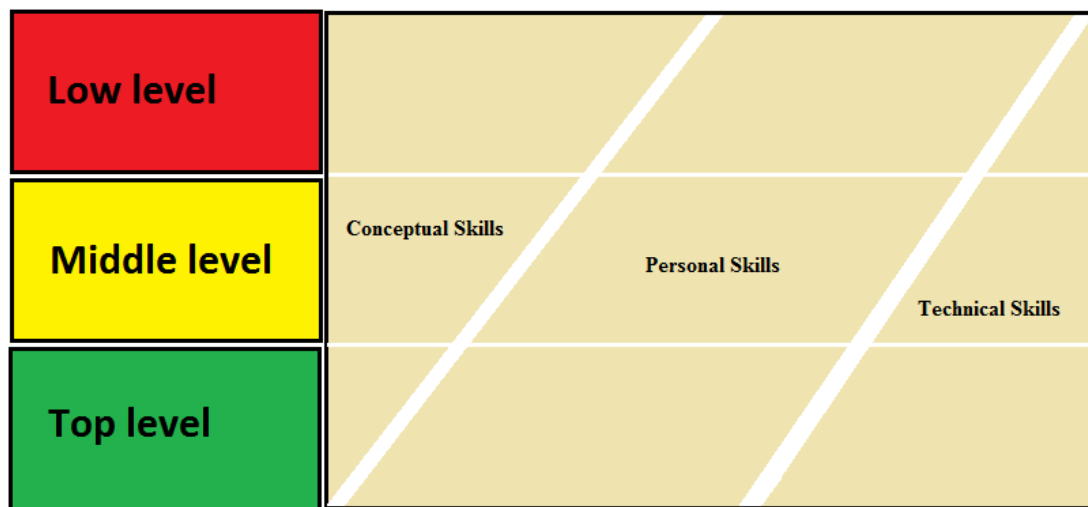
Source: own work

3.1.3 Levels of Management

There is a hierarchy of managers called Levels of Managers. There are three levels: lower level, middle level and top level. Not every manager work in the same level and they need to have all these skills but they do not have the same amount of skills. (Švarová, 2005)

Lower level - the most important skills are technical skills. It can be product manager, logistics manager, marketing manager.

Middle level - the most important skills are personal skills. It can be quality manager, risk manager, safety manager.

Top level – the most important skills are conceptual skills, ability to lead whole organization. It can be director of the company, chief financial officer, chief operating officer. (Truneček, 1995)

Figure No. 2: Levels of Management
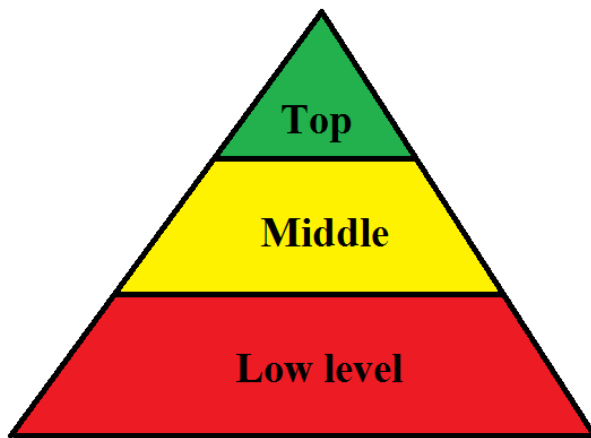
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3.2 Functions of Management

3.2.1 Planning

Planning is one of the most important roles. Managers have to determine the goals of entire company when they make plan. When managers create plans, firstly they determine the goals of the company. The most common targets are profit, buying, marketing, social, and selling, increase product quality etc.

Management has to specify a target of a company, determine a timetable, defines ways how to achieve the goal and after this choose one way and establish a plan. (Veber, 2000)

Types of planning

- Strategic (long-term, more than 5 years)
- Tactical (medium term, 1 - 5 years)
- Operational (short term, less than 1 year) (Veber, 2000)

3.2.2 Organizing

Organizing is one of managerial function. The purpose of organizing is to enhance employee's work which means that every employee clearly understands what his task is and comprehends the task of his colleagues.

The organization can be defined as a purposeful activity. The goal of organizing is to organize the elements in a system as activities, coordination, and monitoring to achieve the established company´s goals.

Ernest Dale also formulated content of organization which is called OSCAR which includes:

a) O - Objectives – determination of goals

b) S - Specialization – specialism of workers

c) C - Coordination – the activities and processes must be interconnected

d) A – Authority – correct setting of powers

e) R – Responsibility – correct setting of responsibility that at each position is clear what kind of responsibility it requires (Zlámal et al., 2011)

The managers identify all activities which are necessary to accomplish the goal. It is needed to sort out certain categories and criterions. The categories are assigned to the appropriate department within the organization. The manager decides how many people are needed to carry out the certain goal.

There is also organizational structure. Due to organizational structure employees know who perform certain activity. Basic types of organizational structure are line, staff, line and staff organizational structure. (Truneček, 1995)

Line organizational structure

Line organizational structure is composed of elements and bonds. The idea is that every worker is directly subordinate to only one supervisor and fulfills his orders. Each supervisor performs all management functions, and has full responsibility for the actions of their subordinates. (Truneček, 1995)

Figure No. 3: Line organizational structure
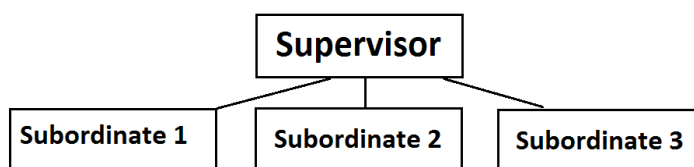
Source: own work

Staff organizational structure

It is also called functional organizational structure. It is characterized by specialized managers, multilateral bonds and specialized competence and responsibility. Organization is grouped into different organizational groups, which are linked to each other and each has its own manager. The organizational structure gains in efficiency of work and specialization. But it is difficult to precisely define the powers of executives. (Truneček, 1995)

Figure No. 4: Staff organizational structure
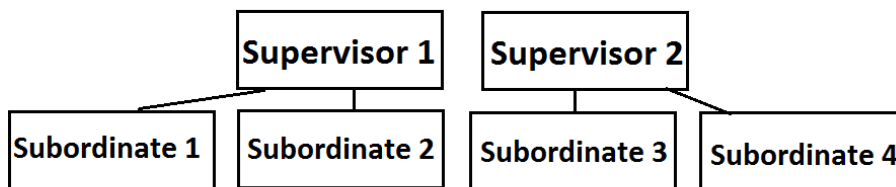
Source: own work

Line and staff organizational structure

Linearly staff organizational structure consists of two basic components – line and staff. It takes advantages of line and staff organizational structures. It takes lucidity and simplicity from line organizational structure and it takes specialization of supervisors from staff organizational structures. It is widened by the staff departments that provide support to management activities for different hierarchical levels and the functioning of the organization. (Truneček, 1995)

Figure No. 5: Line and staff organizational structure
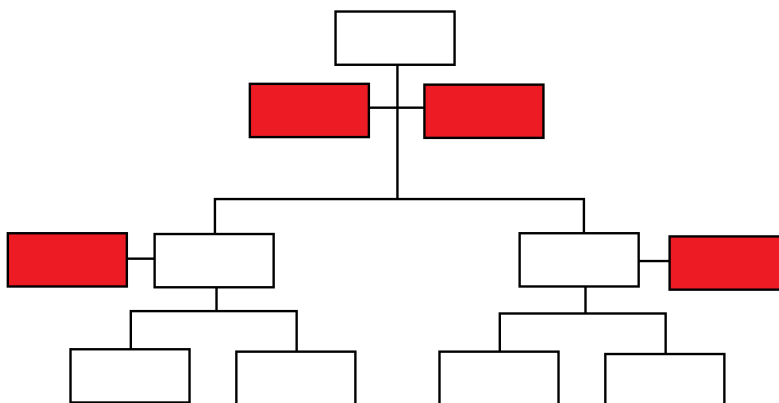
Source: own work

3.2.3 Human Resource Management (Staffing)

Human resource management is the process of influencing subordinates to achieve the established goals of the organization. In other words it is a psychological influence to gain the abilities of subordinate.

If the manager does not motivate subordinates, all the management activities (planning, organizing) lose sense. Therefore it is one of the main prerequisite for achieving business success. (Kašper et. al., 2005)

Organizations cannot achieve the established goal without effective labor. There is personnel department (human resources management) almost in every organization which affects the mutual relation between employees and organizations. (Kasper, 2005)

Main functions of personnel department

Recruitment and selection **-** Recruitment methods are divided into internal and external. It means that the company chooses the employee itself or hand over the selection to external recruitment agency. Recruitment is provided by many methods as recommendation of employee or advertising. The most convenient candidate is selected.

Safety **-** Safety is a summary of the regulations which avoids risks and dangers in the work process. In other words the employee has an obligation to provide a safe environment for employees. The employee also provides safety training. (Armstrong, 2005)

Training and Development **-** Company invests in training of their employees which runs to efficiency of subordinates. The most common training is training course. It is necessary to inform a new employee about the situations in the company. It is filled out with reaction based on employee´s work. (Kocianova, 2010)

Evaluation of employee **-** The aim of this function is to examine and then determine whether the right staff in the right place in organization. Every organization has its own method how to evaluate employee. Most common method is questioning for a manager to answer. The evaluation of workers is divided into qualitative **-** carried out mainly in organizations where there is direct contact with the customer and performance (Kašper et. al., 2005)

Compensation and benefits -The remuneration of employee is based on evaluation. It is related with motivation and also with the financial situation in the organization. System of remuneration is divided into tangible (direct and indirect) and intangible. The manager must be also a good psychologist to estimate the amount of remuneration and penalty. (Urban, 2005)

Employee relations - It is important to take care about the relations in the work place because the environment contributes to efficiency of employee. (Mládková, 2003)

3. 2. 4 Directing

The manager must manage and regulate relations between employees, which are produced in company. There are relations of superiority, subordination and cooperation. Manager must be able to lead, stimulate and motivate employees. Role of manager is associated with formal authority.

Leadership style

Leadership style is a way how the leader conducts and behaves. There are many different styles of leadership and emphasizes that there is no one absolutely correct leadership style. There are three main leadership styles: autocratic, democratic and liberal.

Autocratic leadership style - All decisions in the company are carried out from one place, a place of manager. The style is based on the orders and commands that executive delegates to his subordinates. The decisions are made from accurate regulations and do not permit any discussion about his decisions. Subordinates cannot express their views and ideas which could run to increase in production efficiency.

Democratic leadership style - Managers and members of the group members respect each other and have an overview of the activities and objectives of the goals. All of them collaborate on decisions and participate in it. The manager gives less of orders and let the workers initiate their own ideas and accept them.

Liberal leadership style - Liberal leadership style indicates the position of superior only as a representative. Manager provides full liberty for employee there are no rules.

Managers do not solve problems. The use of this style is usually effective only in high qualified team and responsible employees. (Němec V, 1998)

3.2.5 Controlling

Controlling is an important part of management functions. Controlling is related to planning. Controlling can be defined as a process of monitoring activities to ensure that they are carried out according to plan and if it is needed, they will be corrected.

Process of controlling is defined by phases:

- Specify goal of controlling
- Specify criterion
- Analysis of processes
- Making conclusion

There are external and internal audit. External audit is carried out by external institution and it is focused on economic and finance. Internal audit is carried out by internal auditor which helps evaluation, recommendation and consultancy. (Drucker, 2000)

3.2.6 Decision making

Process of decision making is a choosing of one option. The manager influences the future of the company by making a decision.

Processes of decision making:

- Assumption
- Identification of options
- Evaluation of options
- Choosing the option (Joan, 2004)

3.3 Motivation

3.3.1 Motivation

The word motivation comes from Latin word movere, which means move. It is one of the basic psychological processes. Motivation reflects needs, wishes, efforts, dreams and actions. Motivation can be explained as one's direction to behavior. A motive decides the person to act in certain way. Motivation can be activated by various stimuli (stimulus and motivating factors). Motivation is closely related to human performance.

Motivation reflects the fact that the human psyche has specific driving forces – the motives, motives. Motivation can be positive or negative which means it is system of remuneration or punishment. It can happen that the motivation is underestimated or overestimated which is not a good way how to motivate an employee. (Dell, 1989)

3.3.2 Motive

Generally it can be defined as a reason for doing something. It is focused one exact fact. Motive usually lasts as long as its goal is fulfilled and satisfied. Motive is divided into biological, (oxygen, food, water) social, (achievement, aggressive, power motive) and personal motive (force of habits, goals of life, levels of aspirations). (Heller, 2001)

3.3.3 Types of motivation

There are two types of motivation, intrinsic and extrinsic motivation. Intrinsic motivation is understood as a condition that makes individuals to do something or to learn something for its own satisfaction. Intrinsic motivation is more important for studying than extrinsic motivation because it comes from the person and therefore it is more interesting for him and has more patience. Extrinsic motivation means that the individual learns not from self-interest, but because of the influence of external motivators (Dell, 1989)

3.3.4 Theory of motivation

The theory of motivation aids to discern how employees act in different way of motivation.

Instrumentality theory

This theory comes from the time of Taylorism in the second half of 19th century. The theory is based on assertion that the person is motivated to work only when the remuneration and punishment are interconnected with efficiency of its work.

The remuneration and punishments should guarantee the desired behavior and actions of employees. The theory of instrumentality is based on effect from outside and very often does not respect human needs. (Heller, 2001)

The content theory

The content theory is focused on needs which affect human behavior. According to this theory human behavior is motivated by unmet needs. Not all needs are equally important for humans, so an effort to satisfy the need is not always same.

The difference between needs can be caused by environment, education, current situation, etc. (Heller, 2001)

Maslow's hierarchy of needs

Maslow's hierarchy of needs is a hierarchy of human needs defined by psychologist Abraham Harold Maslow in 1943. It is one of most famous theories. There are five categories of needs (from lowest to highest) and it is figured as a pyramid. All categories are same for everyone. The categorized needs are: physiological, safety, love and belonging, esteem, self-actualization.

Physiological needs - It is determined as basic needs of person organism: breathing, drinking, eating, sex and excretion. It could be wage policy in organization.

Safety - If the physiological needs are satisfied people yearns for safety. Safety means need of job security, property, safety, health or insurance. It could be social and medical insurance in organization.

Love and belonging - Person needs to be loved, to be a member of social group, to make a friendship, etc. It could be a social communication or team work in organization.

Esteem – People desire to be successful and admired. It is need of honor, respect and recognition. It could be high-quality evaluation system of labor and kinds of benefits.

Self-actualization – It is the highest category. It is the instinctive need to fulfill its abilities and efforts to be the best man.

Maslow's hierarchy of needs means that people cannot be satisfied by higher need before they are satisfied by all the lower needs. The highest need, the need for self-actualization can never be filled for hundred percents. (Dell, 1989)

Figure No. 6: Maslow's hierarchy of needs
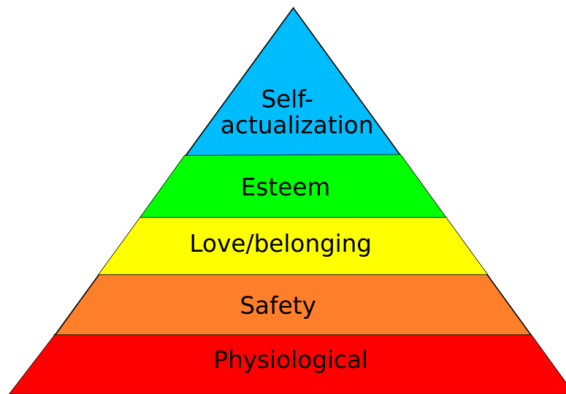
Source: own work

The process theory

The process theory is focused on how people perceive the work environment. Theory of process explains and describes the process of how the behavior is caused, controlled, maintained and terminated.

The processes of the process theory:

- Expectancy theory
- Goal setting
- Equity theory (Truneček, 1995)

Expectancy theory

Expectancy theory is proposed by Victor Vroom of the Yale School of Management. It is based on the fact that human motivation affects its internal expectations in three elements:

- Valence **-** belief in attractiveness goals
- Instrumentality **-** belief in the availability of rewards
- Expectancy **-** belief in resulting in attainment of desired performance goals

It means that the worker believes not only in the target itself or in the ability to achieve it but also in rewarding for achieved goal. (Truneček, 1995)

Goal setting

The goal setting was created by Latham and Locke in 1979. It is based on the assumption that motivation and achieved productivity of workers is higher when they have specific targets.

- Goals are difficult but acceptable
- Feedback on the performance
- Participate in establishing and approving the goal (Kotler P, 2013)

Equity theory

The essence of this is that the worker as a member of team compares himself with other workers. The worker compares his effort and awards with effort and awards of his colleagues. The result of this comparison may be a feeling of justice or injustice. If the worker thinks that he is less rewarded than his colleagues it results decreasing of his productivity. The feeling of injustice influences worker´s productivity and relationship with his colleagues. (Weihrich, 1998)

Another theory of motivation

Two - factor theory

Two - factor theory is created by Frederick Herzberg in 1957. There are two factors which show satisfaction of workers.

- Hygiene factors (Factors that cause job satisfaction in job - working conditions, interpersonal relationships, salary conditions, job security, etc.)
- Motivators (Factors that helps to motivate satisfaction (appreciation, career advancement, responsibility, etc.)

Herzberg's two - factor theory is used to put together and understand the motivational factors in the organization. Non – fulfillment of Hygiene factors cause dissatisfaction but fulfillment does not cause satisfaction. The worker takes satisfaction for granted. The example is unpaid salary which makes the worker angry, but if it is paid it is not direct motivation.

Compared to motivators, fulfillment is necessary for motivation to get the highest productivity. The effect is long-term. Non – fulfillment does not mean dissatisfaction. The example is commendation.

The managers should provide Hygiene factors and add motivators that will drive the productivity of workers. Hygiene factors and Motivators can be different for every profession. (Pauknerová, 2006)

Theory X and Y

Theory X and Y is a theory of human behavior and motivation in organization which were published in 1960 by Douglas McGregor. This theory divides workers and managers into two groups according to attitude to work, behavior of workers and influencing the productivity.

Character of employee in Theory X:

- Employee does not like working
- Employee motivation is based on coercive factors using external stimuli (punishment, remuneration).
- Employee needs to be controlled
- Employee avoids the responsibility
- Employee does not like changes
- Employee does just the most important task

Characters of employee in Theory Y are natural activity, inventiveness, creativity, willingness to accept responsibility and industrious. This type of individual is influenced by remuneration and creating opportunities for its personal growth. (Zlámal et al., 2011)

3.3.5 Motivation in the workplace

There are two main motivation ways as workplace environment and methods of remuneration.

Workplace environment

The main factors which influence motivation of employee in workplace environment are:

Attention to success – Positive motivation leads to higher satisfaction of employee and to higher productivity of employee.

Trust and respect with employee´s ability – Manager should trust in employees and support them. If the manager enables subordinates to participate on process of decision making, he will get new ideas.

Limitation of failures – Manager should not punish employees for every mistake.

Open communication – Managers should let the subordinates to have their own idea which is useful to be opened in communication.

Development of employee – It is one of the most effective motivation factor. It provides knowledge for employees. (Weihrich, 1998)

Methods of remuneration

Remuneration for employee´s productivity is one of the oldest and the most important activity of Human Resource Department. Remuneration is more effective than punishment. System of remuneration works for every employee, no matter abilities and skills. The basic motive for employee is money. Employee is motivated to earn enough money to satisfy his physiological needs. There are also nonfinancial remunerations.

Nonfinancial tools of motivation

- Dedicate to employees
- Support to the highest productivity employee
- Thanks to employee for well done task
- Support for new ideas, thoughts and initiatives
- Willingness to lend an ear to employee
- Providing information about the plans and strategies in company
- Celebration of the success of the company
- Encourage employee to get new abilities (Němec V, 1998)

Financial remuneration of employee in public administration

Manager remunerates employee according to Government regulation n. 564/2006Sb. The amount of remuneration is determined by salary range and salary level due to number of years in work, qualification, measure of difficulty, measure of treat of life.

Every employee belongs to salary ranges which are categories in public administration. There are sixteen salary ranges. The classification is determined by List of careers which contains basic work activities. If the profession is not in the List of careers the employer decide in which salary range the profession will be.

The employee can belong to different salary range if he is older than fifty and if it is proved that he is qualified to do certain profession with long term practice.

Individual ranges are divided into salary levels, by highest level of education and time spend in certain department. It is possible to include time when the employee worked in different department but the condition is that the work content is at least of two-third same as usability in new work. (Kotler P, 2013)

3.4 Employee benefits

Employee gets benefits which are not included in the salary. There are financial and nonfinancial benefits. Employee´s benefits are fixed and flexible. Fixed benefits are enshrined in regulations of company and it applies for every employee. Flexible benefits mean that employer provides packet of benefits where each benefit is valued by points. The employee gets certain amount of points to employee which can use. Benefits are divided into three groups: facilities, improvement of work conditions and individual benefit.

There are the most common benefits of employee: reimbursement of travel expenses, company´s car, phone, subscription for meal ticket, subscription for holidays, coupon for goods and services, subscription for sport and cultural activities, influenza vaccine, gifts for life anniversary, discounts for employees, subscription for pension scheme, company´s nursery, life insurance, temporary work and home office. (Veber, 2000)

4. Results

4.1 Characteristics of organization

Name: The Senate of the Parliament of the Czech Republic **-** Senate Chancellery

Logo:

Establishment of Senate Chancellery: The Senate Chancellery has been created by the Law on the Seat of the Parliament of the Czech Republic to provide professional, organizational and technical service for the activities of the Senate, its bodies, senators and caucuses.

 The seat of the Senate: Prague 1, Valštejnské nám. 17/4, 118 01.

The Senate of the Parliament of the Czech Republic

The Senate of the Parliament of the Czech Republic is a constitutional institution. It executes the legislative power together with the Chamber of Deputies. It fulfills the powers vested in it by the Constitution of the Czech Republic and other laws.

There are 81 members. Senators are elected for 6 years. Every other year one third of the senators is re-elected. Senators are elected to committees, commissions and delegations. Senator must be a citizen older than forty years. every citizen older than eighteen years has voting rights. The senators are elected in 81 constituencies.

The Senate is a permanent institution that cannot be ended. It executes the legislative power. There are passed all bills which had been approved in Chamber of Deputies of the Parliament of the Czech Republic.

Functions of Senate

- Debating and passing bills which already were passed in Chamber of Deputies of the Parliament of the Czech Republic
- Senators may propose their own bills
- Deployment of armed forces outside the Czech Republic
- Approval of the armed forces of foreign states in the Czech Republic
- The senate has the power to approve or deny an international agreement.
- Proposing of The Public Defender of Rights
- Declaration of state of war
- Appointment of judges of the Constitutional Court
- Bringing charges of Treason upon the President
- Election of Presidents of the Senate of the Czech Republic

Senate Chancellery

Senate Chancellery ensures specialist, technical and organizational activities. It is a budgetary organization. The Senate Chancellery is managed by the secretary general who represents the Chancellery outwards and is responsible for the functioning of the whole institution.

The Senate Chancellery is divided into two sectors - the Senate Sector and the Financial and Administrative Sector. There are organizational, foreign, external relations and services department in Senate Sector. Financial and Administrative Sector is comprised by economical, technological, informational technologies and gastronomical department.

4.2 Motivation program of Senate Chancellery

Motivation program of Senate Chancellery is based on staff training, evaluation system, remuneration of employees and suitable working environment. The Senate Chancellery tries to increase qualification and education of employees who attend various trainings and educational programs, language courses - English and French. The courses are financed by participation of Senate Chancellery and employee. It takes place during working hours. Trainings are provided by supervisor and are paid from the budget of the education of Senate Chancellery.

Employees of Senate Chancellery have 5 weeks of holidays and 5 sick days which allow employees not to attend employment if there are some medicinal problems.

Employees are motivated by financial benefits, called personnel evaluation. They are determined by the manager and the economic department. The Senate Chancellery rewards employees for dealing with complicated tasks and projects by extraordinary rewards. There are refreshments for employees as machines for hot drinks and buffet. The buffet is not a private company so it the prices are really low.

4.3 The fund of cultural and social services (FKSP)

There is a fund of cultural and social services which ensures cultural and social needs for employees. The most common form of proving benefits from FKSP is nonfinancial form.

Employees can use the funds FKSP for recreational stays, rehabilitation stays, tickets for cultural, sporting and fitness events (concerts, theater, cinema and exhibitions) contribution for workers to canteen, pension and life insurance, educational courses, influenza vaccination and vitamin supplements. Employees who reach the age of fifty get the financial present from FKSP.

4.4 Employees of Senate Chancellery

The chart No. 1 represents employees of Senate Chancellery which is classified by sex and age. There are 187 of employees. There are 111 of females (59,36%) and 76 of male employees (40,64%).

The majority of employees is a group in age of 51 – 60 years (19,25%). The least of employees is group in age of 21 – 30 years (6,95%).

Table No. 1. – Classification of employees according to age and sex – 31. 12. 2014

Age		Female	Total	%
Up to 20	0	0	0	0,00
21 – 30 years	4	9	13	6,95
31 – 40 years	13	26	39	20,85
41 – 50 years	19	26	45	24,07
51 – 60 years	21	33	54	28,88
Older than 62	19	17	36	19,25
Celkem	76	111	187	100
%	40,64	59,36	100	X

Resource: Annual report of Senate Chancellery, 2014

The chart No. 2 represents employees of Senate Chancellery which is classified by education. The majority is undergraduate employees (42,78%) than employees who graduated from secondary school (38,50%) than employees with vocational education (16,58%). The same number of employees is in elementary education and collage of higher education (1,07%).

Table No. 2. – Classification of employees according to education – 31. 12. 2014

Education	Total	%
Elementary	2	1,07
Vocational education	31	16,58
Secondary school	72	38,50
Collage of higher education	2	1,07
Undergraduate	80	42,78
Total	187	100

Resource: Annual report of Senate Chancellery, 2014

4.5 Questionnaire

Questionnaire (Appendix 1) contains 15 closed questions. It is focused on team work, attitude of executive to employees, financial evaluation of work, evaluation of work of employees, employee´s training and benefits and identification of respondents. There are also questions which include age, gender and education. The questionnaire was distributed to 170 employees and a total of 122 were returned back. Questionnaires were filled by 82 women and 40 men.

Table No. 3 - **Classification of the respondents according to gender**

Gender	Number	%
Female	82	67,2
Male	40	32,8
Total	122	100

Resource: Author´s questionnaire

Table No. 4 – Classification of the respondents according to age

Age of respondents	Number	%
Up to 30	12	9,83
31 – 45	42	34,44
46 – 55	30	24,59
Older than 56	38	31,14
Celkem	122	100

Resource: Author´s questionnaire

The most respondents were in the group of age 31 **-** 45 years (34,44%). The second largest group was in age of 56 years and older (31,14%). The third largest group was in age of 46 – 55 years (24,59%). The smallest group was in age 30 years and less (24,59%).

Results of the questionnaire

Question No. 1: Does the working group motivate you to be more productive?

Figure No. 7: Motivation of employees by working group
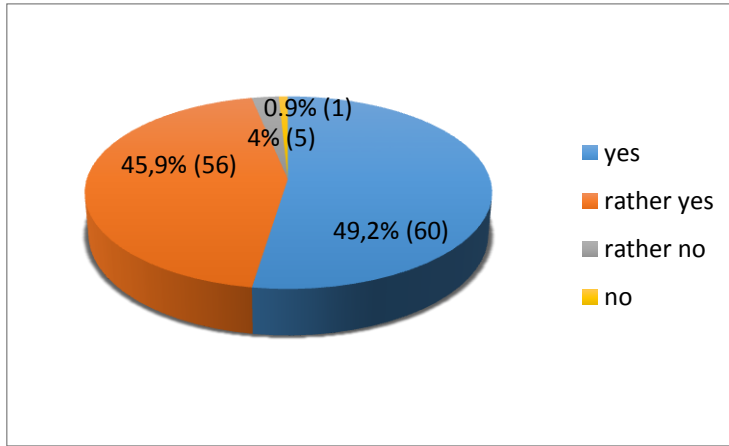
The first question asks if the working team motivates the respondent to be more productive. There are 49,2 % of employees who answered yes, 45,9 % answered rather yes, 4 % answered rather no and just 0,9% answered that the working team does not motivate him at all.
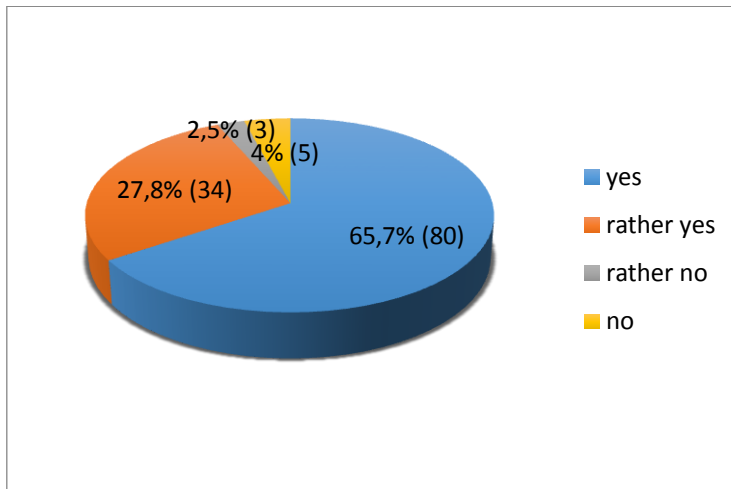
Figure No. 8: Motivation of employees by working group according to age
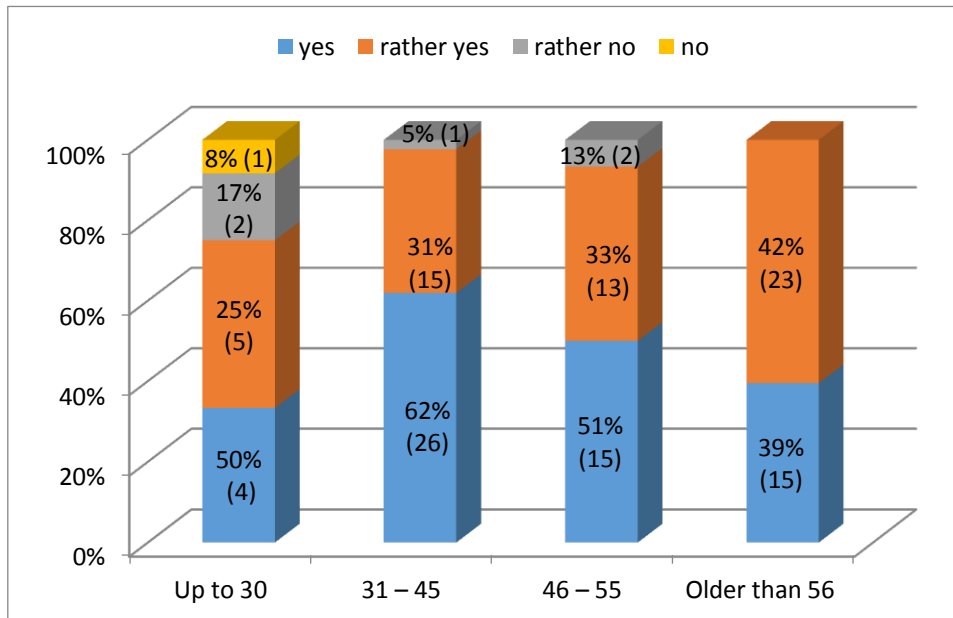
The most motivated employees by working group are employees who are in the age of 31 – 45 years.

Question No. 2: Are you satisfied with teamwork?

Figure No. 9: Satisfaction with teamwork

The second question is based on teamwork which influences satisfaction of employees. 65,7 % of respondent answered yes, 27,8 % answered rather yes, 2,5 % answered rather no, 4 % answered no. There are 93,5 % of yes and rather yes which means that 93,5 % of employees are satisfied in workplace. Teamwork is very important in workplace because it influences atmosphere which impacts.
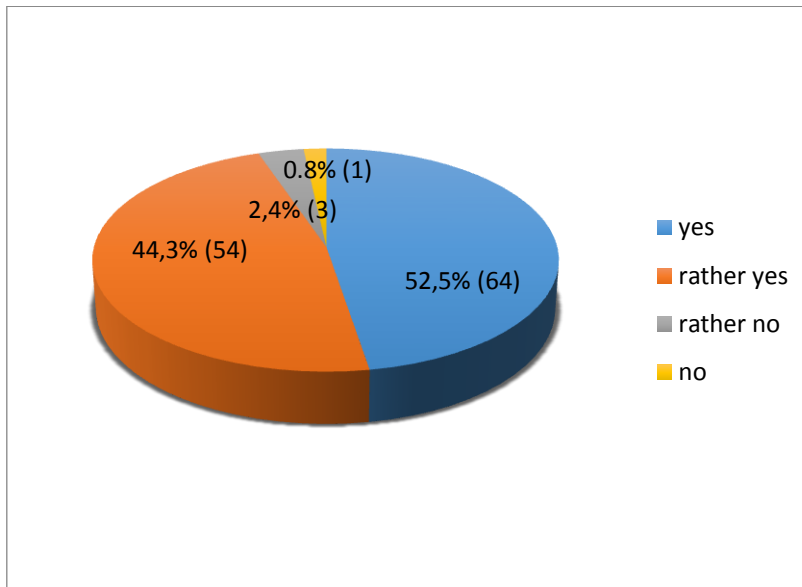
Figure No. 10: Satisfaction with a team work according to age
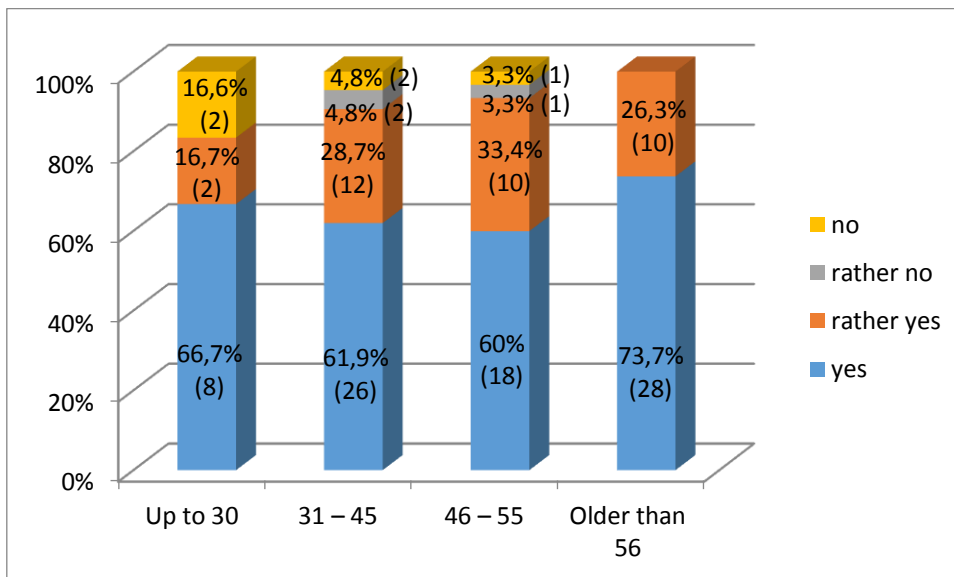
The most satisfied employees with a team work are employees who are 56 or older.

**Question No. 3: Can close colleagues be relied on?**

Figure No. 11: Relying on close colleagues

Third question asks if the respondent can rely on close colleagues. Confidence is really important for colleagues to rely on other members of working group. There are 52,5% of employees who can realy on colleagues, 44,2% who can answered rather yes, 2,4% answered rather no and just 0,8% of respondents can not rely on the collegueses.

**Question No. 4: What style of directing does the supervisor use?**

Figure No. 12: Style of directing of supervisor
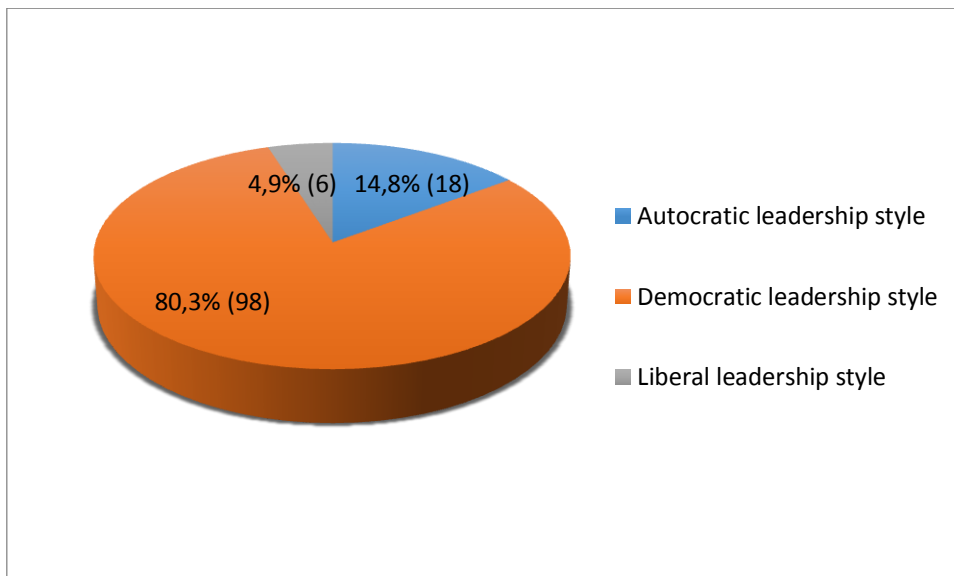
Another question is about style of directing. 80,3% of respondents answered that the supervisor uses Democratic leadership style, 14,8% of respondents answered that the supervisor uses Autocratic leadership style and just 4,9% of respondents answered that the supervisor uses Liberal leadership style.

Question No. 5: Is your supervisor willing to help you if you ask him?
Figure No. 13: Willingness to help to employees
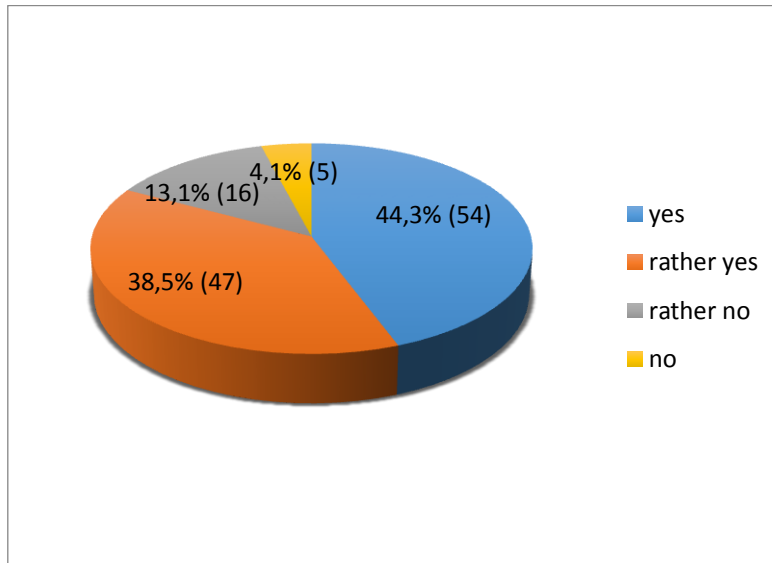
The fifth graph represents willingness of supervisor to employees. There are 44,3 % of respondents who can rely on supervisor. There are 38,5% of employees who answered rather yes, 13,1% of employees answered rather no, 4,2% think that it is not possible to rely on the supervisor.
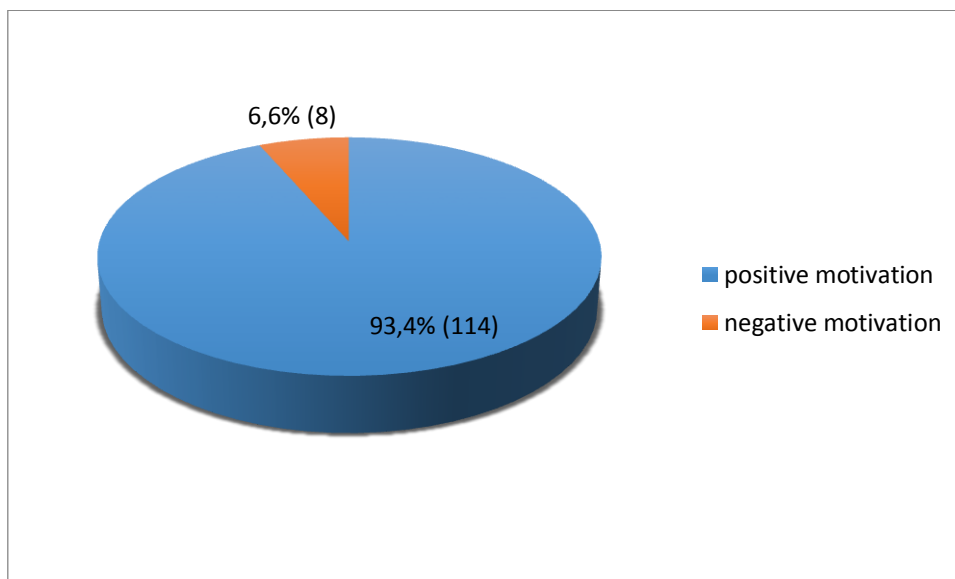
Figure No. 14: Willingness to help of supervisor to employees according to sex
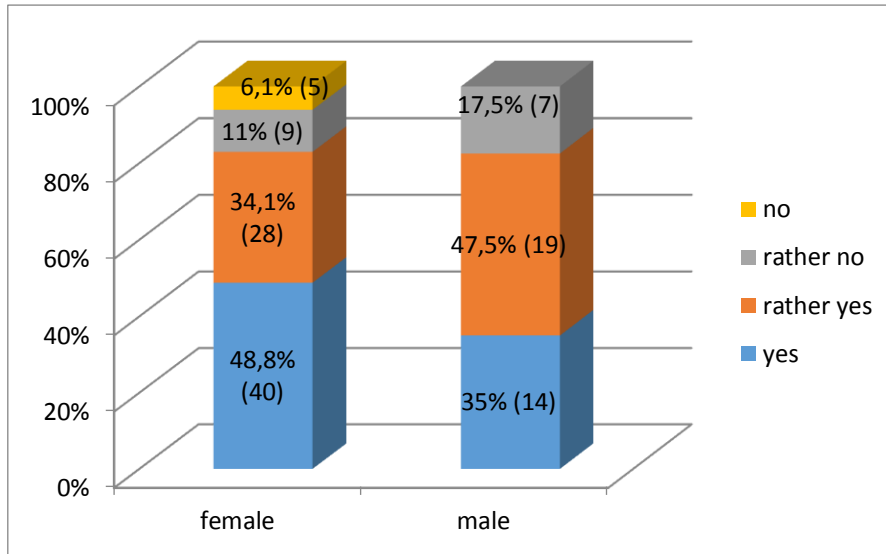
48,8 % of females think that the supervisor is willingness to help them.

Question No. 6: What motivates you more - positive or negative motivation?

Figure No. 15: Positive and negative motivation

It is important to know what motivates the employee for supervisor. It can be positive or negative motivation. There are 93,4% of employees who prefer positive motivation to negative which is 6,6%.

Question No. 7: Would you be more productive if there were any opportunity of career advancement?

Figure No. 16: Motivation of employees by opportunity of career advancement
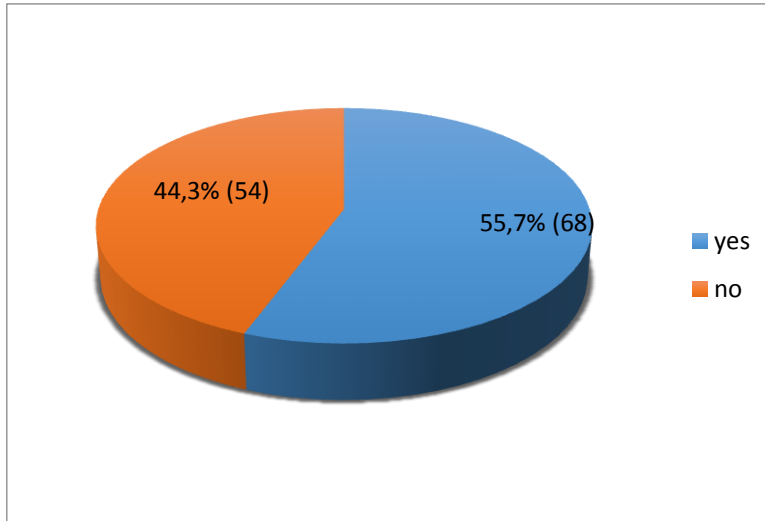
One of the motivation factors is career advancement. There are 55,7% of responders who would be more productive if there were any opportunity of career advancement and there are 44,3% of responders who think they would not be.

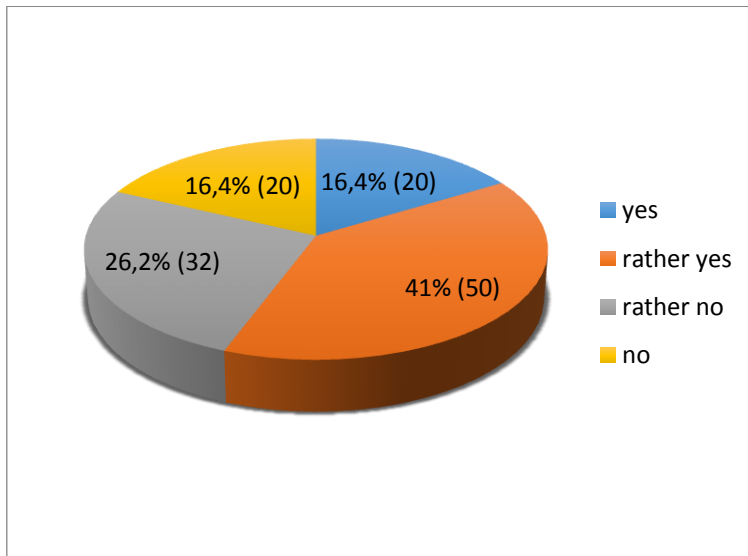**Question No. 8: Is there possibility of career advancement for you?**

Figure No. 17: Career advancement for employee
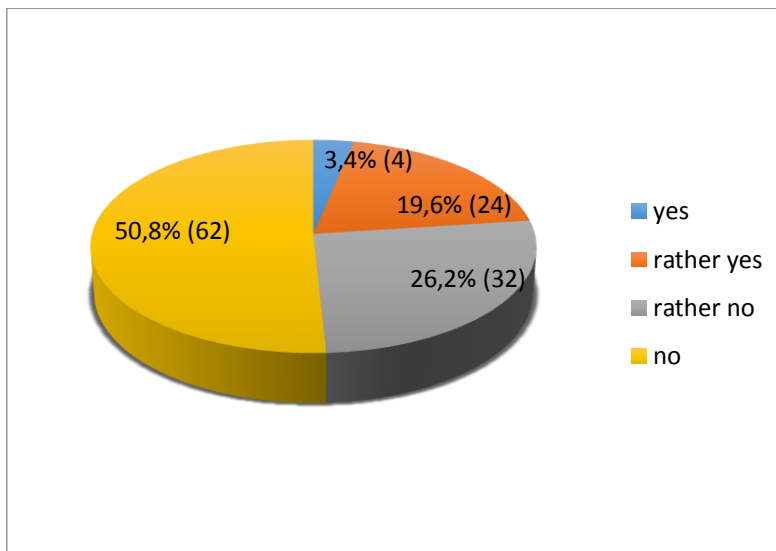
There are 3,4% of respondents who see the possibility of career advancement, 19,6% answered rather yes, 26,2% answered rather no and 50,8% cannot see any career advancement.
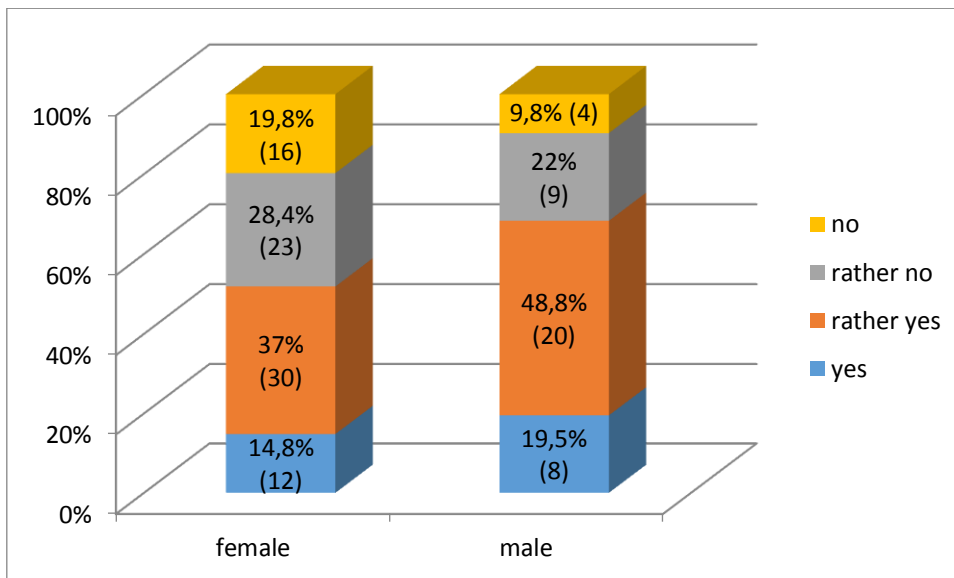
Question No. 9: Do you feel that your pay packet is fair?

Figure No. 18: Fair pay packet

There are 16,4% of respondents who think that there is a justice of pay packet, 41% answered rather yes,26,2% answered rather no and 16, 4% answered there is not justice of pay packet.
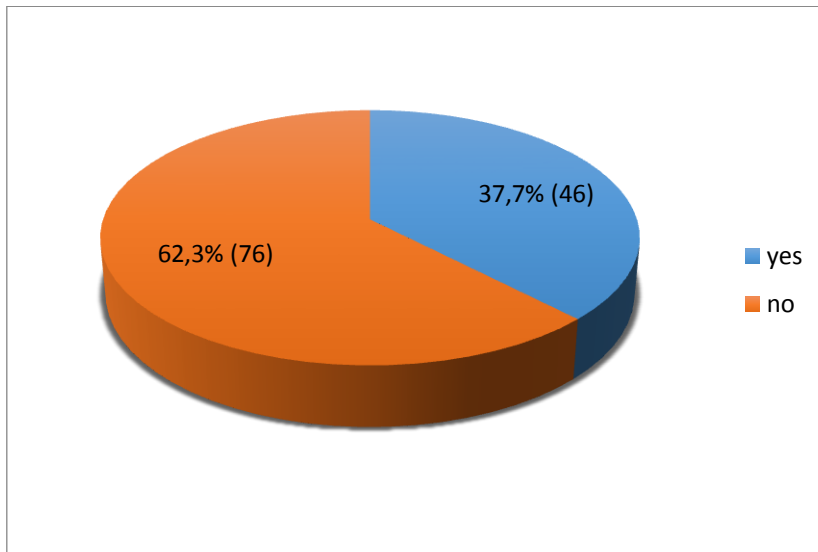
Figure No. 19: Fair pay packet according to sex

There are 19,5% of female employees who think there is a justice of pay packet.

Question No. 10: Do you take extraordinary benefits for granted?
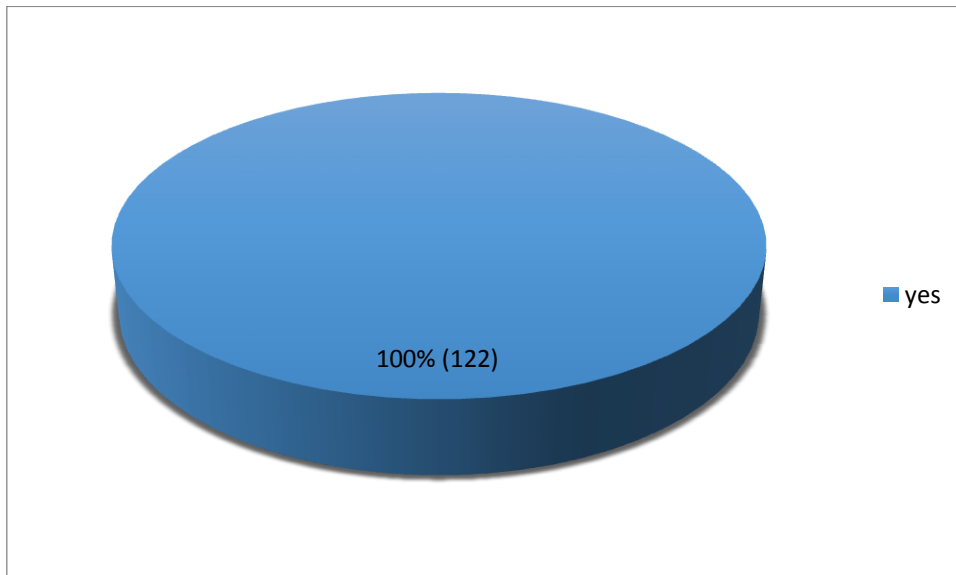
Figure No. 20: Extraordinary benefits as commonplace

There are 37,7% of respondents who take extraordinary benefits for granted and 62,3% of respondents do not take it for granted.

Question No. 11: Do you have good feeling when your supervisor praises you?

Figure No. 21: Good feeling from supervisor´s praise.

There are 100% of respondents who like being praised.

Question No. 12: Are you praised sufficiently?

Figure No. 22: Sufficient praised
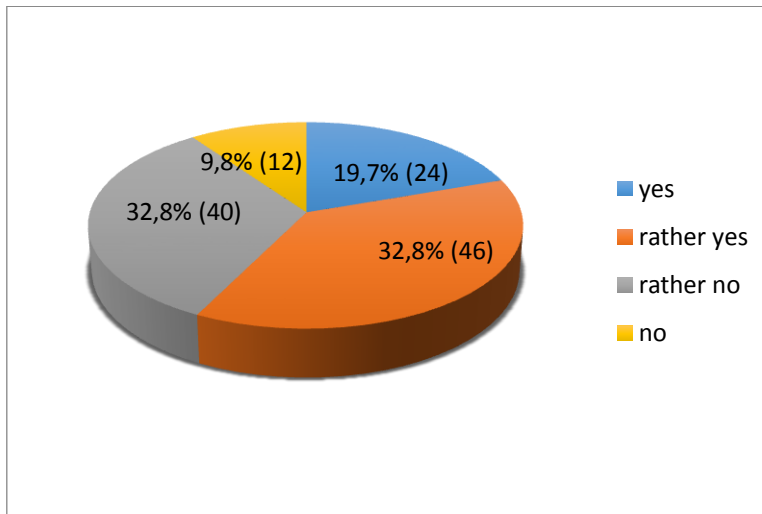
There are 19,7% of respondents who think that they are praised sufficiently, 32,8% answered rather yes, 32,8% answered rather no and 9,8% are not praised sufficiently as they wished.

Question No. 13: Would you prefer more possibilities to educate yourself in work?

Figure No. 23: Possibilities to education yourself
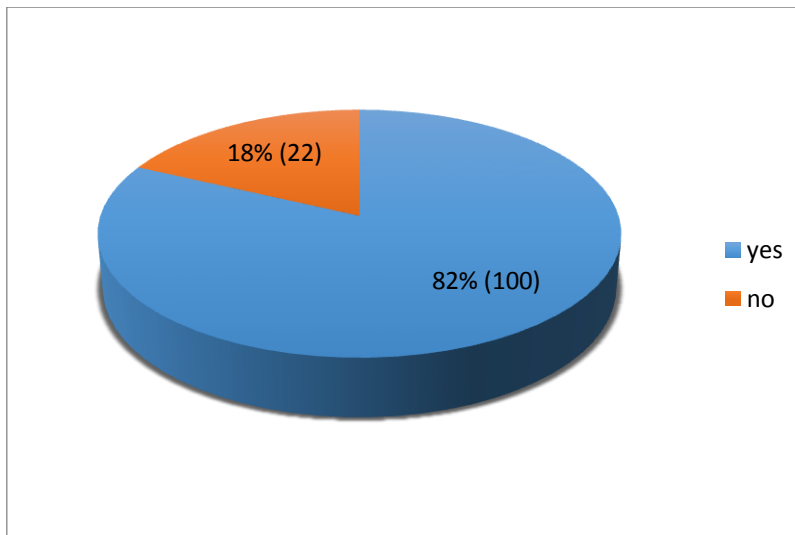
82 % of respondents would like to have more educational programs and 18% of respondents do not want more educational programs.

Question No. 14: Do you make use of FKSP benefit? (Fund of cultural and social services)

Figure No. 24: Use of FKSP
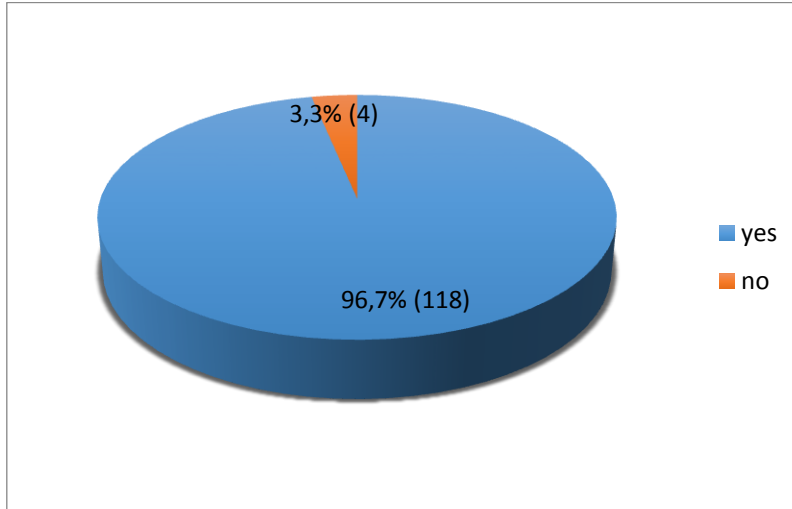
96,7% of responders use Fund of cultural and social services, just 3,3% do not use it.

Question No. 15: Are you satisfied with contribution from FKSP?

Figure No. 25: Satisfaction with contribution from FKSP

There are 73,8% of respondents who are satisfied with the contribution from FKSP and 26,2% who are not satisfied.

4.6 Evaluation of results and recommendation

Employees are one of the basic elements of a successful and well-functioning organization. Employees must be happy at work to perform high-quality work.

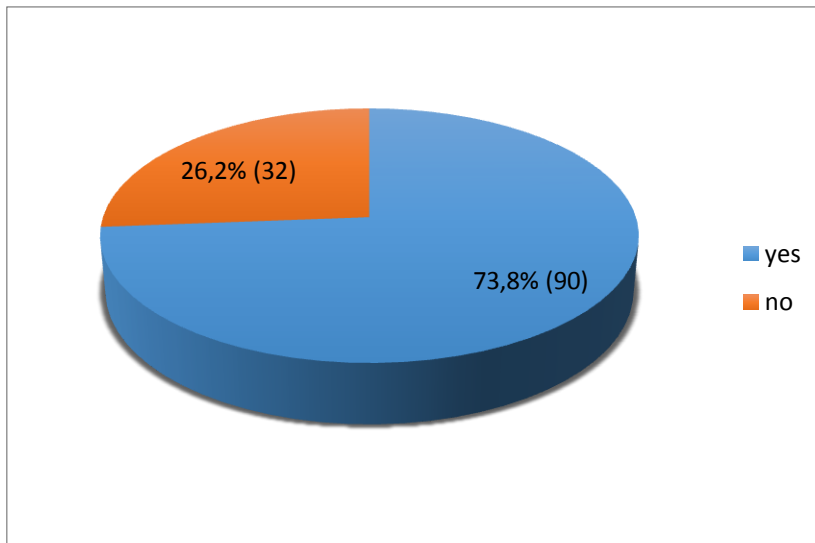Almost all employees are satisfied with working team and they are a motivated by working team. Employees of Senate Chancellery are generally happy with their supervisors if they need to help with some problem. Despite this, there are employees who are not satisfied with their attitudes.

Employees are more negative in terms of employee´s satisfaction with financial rewards. The employees should know the reason of specific amount of financial rewarding that he gets and they should know possibilities to achieve higher financial evaluation.

The questionnaire also showed that not all of subordinates enough praise employees even the employees are motivated by praising. Oral praising as motivational factor is zero cost for employers. Therefore the employees should use praising more which make employees satisfied.

The Senate Chancellery has the Fund of cultural and social needs which the employee can use means for private purposes. Almost hundred percent use this fund but they are not such satisfied with the content of it. They are happy with using for catering, language courses and relaxation. They would appreciate means for air ticket, travelling, etc.

The better communication would benefit the overall situation in Senate Chancellery. Employees should be more active in cases of dissatisfaction. The supervisors should always try to find a solution if there is any problem. Supervisors should better know the needs of their employees and more appreciate their work.

5. Conclusion

The aim of the thesis was to evaluate the motivation program which motivates employees of Senate Chancellery, system of evaluation and to find out how the employees are satisfied with the motivation factors and benefits.

The motivation program in the Senate of Chancellery is mainly focused on the Fund of cultural and social service when the employees get the financial rewards, languages courses and work environment.

There is also the questionnaire which was applied to employees of Senate Chancellery. One part of the questionnaire is based on an attitude of the supervisor and a team work. The most of the employees are satisfied with both of the issues. It is also known from the questionnaire that if the there is a good team work it motivates employees to be more productive. In another part there is mentioned the reliability on the colleagues which is very important in the process collaborating.

There are also questions about financial rewards. Less than a half (41%) of employees think that the pay packet is fair. One-third of employees take benefits for granted. If they do not get it they think it is not fear. The questionnaire also found out that the praise is very important for employees and it really motivates them. Employees also wish to have more training to improve their knowledge.

As it is already mentioned employees can use the Fund of cultural and social services. They can obtain money for education, sport, culture, etc. Almost everyone uses the fund but there is still 26,2% of employees who are not satisfied with getting this kind of benefit.

The Senate Chancellery is a public administration that´s why the amount of the salary is limited which is one of the best motivation factors.

Owning to the limitation of the salary the most recommendation factor is to improve communication between managers and employees. Improving of communication will help managers to better understand the needs of employees and they will be happier and more motivated to be more productive.

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7. Appendix

Appendix No. 1

Motivation and Benefits of Employees – Questionnaire

Dear Sir or Madam,

My name is Eliška Červenková and I am in the third year of Czech University of Life Sciences Prague. I am working on my bachelor thesis called "Motivation and benefits of employees" I am doing a questionnaire in the Senate of Chancellery. Thank you for agreeing to take part in this survey. The survey should only take 4 – minutes to complete. Be assured that all answers you provide will be kept in strictest anonymity.

Thank you.

Eliška Červenková

Gender:

- o Female
- o Male

Age:

- o Up to 30 years
- o 31 – 45 years
- o 46 – 55 years
- o 56 and older

Education:

- o Elementary
- o Vocational education
- o Secondary school
- o Collage of higher education
- o Undergraduate

Question No. 1: Does the working group motivate you to be more productive?

- o Yes
- o Rather yes
- o Rather no
- o No

Question No. 2: Are you satisfied with teamwork?

o   Yes

o   Rather yes

o   Rather no

o   No

Question No. 3: Can close colleagues be relied on?

o   Yes

o   Rather yes

o   Rather no

o   No

Question No. 4: What style of directing does the supervisor use?

o   Autocratic leadership style

o   Democratic leadership style

o   Liberal leadership style

Question No. 5: Is your supervisor willing to help you if you ask him?

o   Yes

o   Rather yes

o   Rather no

o   No

Question No. 6: What motivates you more - positive or negative motivation?

o   Positive motivation

o   Negative motivation

Question No. 7: Would you be more productive if there were any opportunity of career advancement?

o   Yes

o   No

Question No. 8: Is there possibility of career advancement for you?

o Yes

o Rather yes

o Rather no

o No

Question No. 9: Do you feel that your pay packet is fair?

o Yes

o Rather yes

o Rather no

o No

Question No. 10: Do you take extraordinary benefits for granted?

o Yes

o No

Question No. 11: Do you have good feeling when your supervisor praises you?

o Yes

o No

Question No. 12: Are you praised sufficiently?

o Yes

o Rather yes

o Rather no

o No

Question No. 13: Would you prefer more possibilities to educate yourself in work?

o Yes

o No

Question No. 14: Do you make use of FKSP benefit? (Fund of cultural and social services)

o   Yes

o   No

Question No. 15: Are you satisfied with contribution from FKSP?

o   Yes

o   No