

Czech university of Life Sciences Prague
Faculty of Economics and Management
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Diploma Thesis

**Motivation system of employees - case study of an American company in the Czech
Republic**

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DIPLOMA THESIS ASSIGNMENT

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Economics and Management

Thesis title

Motivation system of employees – case study of an American company in the Czech Republic

Objectives of thesis

The goal of this thesis is to analyze the motivation system of the chosen company. Identify disadvantages and suggest ways to address them, which can lead to increasing efficiency. In order to achieve the required task, it is important to know theoretical concepts and basic definitions of the motivation that explain how to improve efficiency of work.

Methodology

Given thesis will consist of two main parts theoretical and practical. The theoretical part will include the basic theories of the motivation, functions of the management, description of the different stimulation patterns, various management strategies to increase motivation.

The practical part will be focused on the analysis of the company motivation system and the survey analysis, which will be distributed among the company.

The proposed extent of the thesis

Approx 60 pages

Keywords

motivation system, American company, human resource management, job satisfaction, motivation tools.

Recommended information sources

ARMSTRONG, M. *Armstrong's essential human resource management practice : a guide to people management*. London: Kogan Page, 2010. ISBN 978-0-7494-5989-5.

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

MULLINS, L J. *Management and organisational behaviour*. Harlow: Financial Times Prentice Hall, 2007. ISBN 978-0-273-70888-9.

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Declaration

I declare that I have worked on my diploma thesis titled “Motivation system of employees - case study of an American company in the Czech Republic” by myself and I have used only the sources mentioned at the end of the thesis.

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Acknowledgment

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

Summary

The topic of this Diploma Thesis is Motivation system of employees. The thesis focuses on the meaning and purpose of the motivation in the chosen company. Given thesis consists of two main parts: theoretical and practical parts. The theoretical part includes basic definitions, tools, and theories of motivation. In the first part of the thesis, the author with the help of the specialized literature describes the importance and significance of the appropriate motivation system. The practical part divided into two main parts. The first part consists of the overview of the company. In the second part, the author analyzes the results of statistical analysis. The results of the analysis help to determine what social factors influence the satisfaction level of the employees from the chosen company. And based on this results and interview with the team leader from the HR department of the selected company the author proposes the recommendations for the motivation system improvement.

Key words: motivation system, international company, human resource management, job satisfaction, motivation, motivation tools.

Souhrn.

Tématem této diplomové práce je motivační systém zaměstnanců. Práce se zaměřuje na význam a účel motivace ve vybrané společnosti. Vzhledem k tomu se práce skládá ze dvou hlavních částí: teoretické a praktické části. Teoretická část obsahuje základní definice, nástroje a teorie motivace. V první části práce autor s pomocí odborné literatury popisuje důležitost a význam příslušného motivačního systému. Praktická část je rozdělena do dvou hlavních částí. První část tvoří přehled společnosti. Ve druhé části autorka analyzuje výsledky statistické analýzy. Výsledky analýzy pomáhají určit, jaké sociální faktory ovlivňují úroveň spokojenosti zaměstnanců vybrané společnosti. Na základě těchto výsledků a rozhovoru s vedoucím týmu z oddělení lidských zdrojů vybrané společnosti, navrhuje autor doporučení pro zlepšení motivačního systému.

Klíčová slova: motivační systém, mezinárodní společnost, řízení lidských zdrojů, spokojenost práce, motivace, motivační nástroje.

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1. Introduction

The fast-moving development of market relations requires a new solution for economic problems, among which one of the most important is to increase labor productivity and efficiency of use labor potential of workers. Managers are interested in attracting highly qualified and educated workers to the fulfillment of tasks aimed at achieving strategic goals and tactical objectives of the organization. In this regard, the manager should organize the work of subordinates, coordinate their work, provide the necessary material and financial resources, build an adequate system of motivation, using the basic principles and applying the best practices. While creating a personnel motivation system, the most common mistake is to find and implement in the organization some universal system or scheme that was used in another company. It is essential to understand that each company is unique. It is necessary to take into account the unique corporate values of each company and that for one - an ideal system, then for another one it can be a negative factor.

The motivation of human behavior is dual; it contains both emotional and rational principles. From the point of view of rational, pragmatic management, it is preferable for a person to act as an "intelligent machine" - without failures and mistakes, most expediently and efficiently. But each person has his own emotions, passions, aspirations. Therefore, when motivating his actions and in the actions themselves, he is guided by logic, feelings, common sense, and emotions.

Motivation can be internal and external. Achievement of inner motives of people is made using their qualities: their relation to business, moral obligations, etc. The levers of external motivation are the incentives that provide human behavior by expanding or limiting its ability to satisfy needs.

The given diploma thesis includes analysis of the motivation system of the employees from the chosen company.

2. Aims and methodology

2.1 Aims

The main aim of the given diploma thesis is to analyze the motivation system of the chosen company. Identify disadvantages and suggest ways to address them, which can lead to increased efficiency. In order to achieve the required task, it is essential to know theoretical concepts and basic definitions of the motivation that explain how to improve the efficiency of work.

Following objectives must be achieved:

- Make the company overview
- Analyze the job satisfaction level of the employees
- Build the research model; create the questionnaire
- Transfer questionnaire into coding matrix
- Analyze coding matrix using the SPSS program
- Compare the importance of different motivational factors provided by the company
- Conduct the interview with the companies' manager
- Based on the interview propose recommendations

2.2 Methodology

The diploma thesis consists of two main parts theoretical and practical. The first part includes the fundamental theories of the motivation, functions of the management, description of the different stimulation patterns, various management strategies to increase motivation.

Qualitative analysis's tools for the theoretical part are:

- Literature analysis (serves to analyze specified literature and collected data, to highlight the components of the subject);
- Collected data analysis (examine data with a subsequent interpretation).

The practical part focused on the analysis of the company motivation system.

The main aim of the second part to analyze the collected data. Quantitative and qualitative methods are used for gathering the needful information. The questionnaire was distributed via email and in the paper version. Also, the pivot survey was provided and

tested to avoid problems like a misunderstanding. For deep investigation, the author of the given diploma thesis decided to make an interview with the team leader from the HR department from the chosen company.

For hypothesis testing the statistical program, IBM SPSS was used, mainly Chi-square test. The aim of this tool is to identify are their relationships between social factors and job level satisfaction. Each Chi-square has a null hypothesis (H_0) - no relationship between variables and the alternative hypothesis (H_a) – the existence of the relationship between variables. Only one hypothesis can be confirmed. The presence of relation defines by P-value and significance level. Also with the help of the survey data was created the scale of the importance of different motivation factors provided by the company.

Summing up all primary and secondary data the conclusion is consist of discussion and recommendations suggested by the author of the given diploma thesis.

3. Literature review.

3.1 Motivation of labor: evolution of views and modern approaches.

The dynamic development of market relations requires a new solution of the economic problems, among which one of the most important is the increase the productivity and efficiency of use labor potential of workers. This problem has always been one of the most urgent and difficult to resolve. (Bowles, 2009)

In the current economic situation, the leaders of enterprises in different industries face the challenge of motivating subordinates to work more effectively, with greater dedication. Leaders are interested in attracting highly qualified and educated workers to accomplish tasks aimed at achieving strategic and tactical goals of the organization.

In this regard, the head must organize the work of subordinates, coordinate it, provide the necessary material and financial resources, build an adequate system of motivation, using the basic principles and applying the best practices techniques. (Bowles, 2009)

The key factors for the successful and effective motivation are: consistency, fairness, authenticity, flexibility and variability of the system, acceptance by staff and support by management.

The variety of needs motivate divers individuals. Some workers crave power, while others want just money. Some employees desire to be alone; others are looking for constant praise. It's critical moment for managers to figure out what can become a motivation for each employee. (Petri,2013)

Motivation is identified as psychological force that determines the following:

-The direction of person's behavior: this refers to the many possible behaviors in which an employer could engage.

-Level of human effort: Effort concern how hard people work. Some employers are making great efforts to provide excellent customer service.

-The level of persistence of people in the face of obstacle. Persistence refers to whether, when people encounter with roadblocks, they continue to try or give up. (Petri,2013)

3.2 Importance of motivation

Quite often there are such statements as "with self-motivation you will achieve high results". This is the meaning of luck in any business that has been started. A well-known Australian motivational consultant, Matt Church, mentioned that motivating the surrounding people in the organization is one of the essential ways for any leader to take responsibility for solving complex problems and thereby achieve the set goals.(Church,2013)

Further the role and importance of staff motivation for the company, focusing on theoretical foundations.

In management, motivation is defined as "the process of stimulating oneself and others for activities aimed at achieving individual and common goals of the organization". The definition of motivation through incentives is very common among management experts. Often the incentive is identified with pay, which is not a true understanding.

In a broad sense, the stimulus is such an impact by one person on another, which induces him to the directed action needed initiator of the impact. If the impact does not cause a motivation for action, then such an incentive can be considered as ineffective. (Wong,2013)

Motivation is an inner impulse; a set of incentives that inspire people to certain actions and forcing them to perform these actions for a certain time. Since all people have variety of motives and needs, it is necessary, working in the same team to create a favorable atmosphere for each person. The working environment should be such that needs and desires of the individual went in the same direction with the goals and policies of the company. (Steers,1975)

Modern companies require more than just executing orders from their superiors. They expect that the staff will independently set new goals and seek ways to implement them, offer creative ideas, and take part in assessing the effectiveness of their work. And this requires not only simple submission, but also a sincere commitment to the company. (Church,2013)

The main advantages that the company receives:

- HR Management.

The company can achieve the desired result, only if all the financial, material and human resources that it has at the moment are harmoniously involved in the work process. Thanks to the resources used, workers must be fully motivated to fulfill their duties. Encouraging employees to achieve their results and motivating them to further results. Motivation contributes to the achievement of personal goals and self-development of the individual. After the employee has personally reached set goal, he will feel the relationship between effort and result, and this will subsequently enable him to carry out tasks at a higher level.

- Greater employee satisfaction.

Employee satisfaction meaningful for any company as this factor can lead to both progress, and to regress. In the absence of an incentive plan, employees do not will be ready to fulfill the obligations by 100%. Thus, managers should strive to expand opportunities for career advancement of employees, using material and non-material incentives.

- Harmony in the team.

The correct working environment in the organization is extremely important for the success of the organization. Little is that it brings stability and profit to the companies, but also employees can quickly and cohesively adapt to various changes.

- Loyalty of staff.

Employees work for a long time in one company only if they feel that the company, in particular, the management, needs them. And if the high turnover of staff is absent, then the company has a positive image on the market.

The importance of these benefits is very high, both for the company as a whole and for management in particular, so lately more time has been devoted to developing motivational approaches to personnel management. (Wong,2013)

Management, involving in the work and motivating the staff more, gets the following advantages:

- High productivity;
- Ability to make discretionary decisions;
- The ability to quickly enter the market;
- Greater customer satisfaction;
- Introduction of innovations;

Low staff turnover;
Readiness for change;
And, of course, the growing profit .

3.3 Motivation methods, tools and techniques.

Methods of motivating staff can be very diverse and depend on the elaboration of the incentive system at the enterprise, the general management system and the specifics of the enterprise itself. Depending on the orientation of the impact on particular needs management methods are divided into :

- Economic management methods, due to economic incentives. They presuppose a material motivation, that is, an orientation toward the fulfillment of certain indicators or tasks, and the implementation after their implementation of economic compensation for the results of work. The use of economic methods is associated with the formation of a work plan, control over its implementation, as well as economic incentives for labor, that is, with a rational wage system, encouraging for a certain quantity and quality of labor and applying sanctions for inadequate quantity and poor quality. (Bowles, 2009):
- Organizational and administrative methods are based on a power motivation based on obedience to the law, the rule of law, senior in office, etc., and based on the possibility of coercion. They cover organizational planning, organizational rationing, coaching, management, control. In governance, powerful motivation plays a very significant role: it involves not only unconditional observance of laws and regulations adopted at the state level, but also a clear definition of the rights and duties of managers and subordinates, in which the execution of a management order is mandatory for subordinates. Powerful motivation creates the necessary conditions for organization and interaction, and the organizational and administrative methods themselves are called upon to ensure the effective operation of management of any level on the basis of its scientific organization;
- Socio-psychological methods used to increase the social activity of employees. With the help of these methods, they primarily influence the

consciousness of workers, social, aesthetic, religious and other interests of people and carry out social stimulation of labor activity. This group of methods includes a diverse arsenal of methods and techniques developed by sociology, psychology and other sciences that study man. These methods include questionnaires, testing, interviews, interviews, and the etc. (Wong,2013)

In the practice of management, as a rule, various methods and their combinations are used simultaneously. For effective management of motivation, it is necessary to use in the management of the enterprise all three groups of methods. Thus, the use of only power and material motivations does not allow mobilizing the creative activity of personnel to achieve the organization's goals. (Rogozhin,2005)

The growth of the role of economic management methods is primarily connected with the formation and improvement of the market economic system. Under the conditions of the market, economic management methods will inevitably be further developed, the effectiveness and effectiveness of economic incentives will be increased, which will allow each worker and collective to be put in such economic conditions that it becomes possible to most fully combine personal interests with working goals. However, focusing on economic incentive methods often leads to a decrease in attention to the socio-psychological aspects of motivation, which determines the internal motivation of the staff.

The resulted scheme of classification of methods of stimulation is classical. In modern management, other groups of methods of motivation are used. (Bowles, 2009):

All the stimulation methods can be grouped together in the following four ways:

1. Economic incentives of all types (wages in all its varieties, including contractual, bonuses, benefits, insurance, interest-free loans, etc.). The success of their impact is determined by the extent to which the collective understands the principles of the system, recognizes them as fair, to what extent the inevitability of the promotion (punishment) and the results of work is observed, their close connection in time.
2. Management by objectives. This system provides for the establishment of a person or group of goals that contribute to the solution of the main task of the organization (the achievement of certain quantitative or qualitative levels, staff development, etc.). Achieving each goal automatically means raising the salary level or other form of promotion.

3. Enrichment of labor - this system is more related to non-economic methods and means giving people more meaningful, promising work, considerable independence in determining the mode of work, using resources. In many cases, this is accompanied by a rise in wages, not to mention the social status.

4. The system of participation currently exists in diverse forms: from broad involvement of the collective to making decisions on the most important problems of production and management, before taking ownership of property by acquiring shares of its own enterprise on preferential terms.

Within these groups of methods currently being developed separate methods and systems of personnel incentives. (Wong,2013)

Methods of material and non-material incentives for staff.

The motivation of the personnel of the enterprise at the present time is based on a flexible combination of material and non-material incentives. The latter, in turn, provides for selective and prudent application of methods of persuasion and coercion, encouragement and punishment. The measures of material and non-material incentives available to the enterprise basically correspond to the purposes and tasks of its development. (Bowles,2009)

Material incentives include all types of cash payments that are applied in the organization and all forms of material non-monetary incentives. Cash payments are considered as the most powerful incentive, since, by spending them, the employee meets his physiological needs and protection needs

The material monetary incentives include:

Wages;

Bonuses, bonuses;

Participation in the share capital;

Loans

The material non-monetary incentives include:

Provision of personal vehicle / mobile phone / a personal laptop computer;

Payment of transportation costs, phone calls;

Valuable gifts for significant dates;

Subscription to the sports club;

Payment for training, advanced training;

Provision of an apartment (place of residence);
Preferential food;
Organization of rest, both for the employee and for his family;
Non-state pension provision

Non-financial incentives is any kind of reward or promotion that can not be measured in monetary ratio. Non-financial incentives introduced in order to meet the higher needs of the employee (Wong,2013)

Such incentives include remuneration based on attitudes towards to the immediate individual, the remuneration must necessarily be related to the working environment (improvement of working conditions, interesting professional assignments, balance between work and the personal life of the employee), recognition, joint work with the management of the firm, as well as personal development and training. (Armstrong,2010).

Non-financial incentives include:

The status and authority of the employee. What can everyone do in their workplace? How independent is the employee making decisions?

Participation of the employee in planning the strategy and objectives of the organization. Participation in the key plans of the company is confirmation of the high status of the leader, and, consequently, the motivating force;

The possibility of employee development in the company. Acquiring new experience, new knowledge at your workplace is a powerful motivation for working in this enterprise.

Remuneration System must be planned and controlled so as to have been involved, both material and non-material incentives in personnel management.

The purpose of employees' remuneration is that the individual understands how important his skills, qualifications and competence for achieving goals enterprises. (Wong,2013)

3.4 Theories of motivation.

In the organization, the system of motivation and incentives are aimed at ensuring the achievement of the objectives of this enterprise. For this purpose, the selection of qualified personnel is made. Then, the staff is given certain incentives to have a desire to work. Different theories of incentives and motivation usually complement each other, contradicting only minor points. (Heinzmann, 2014)

There are two basic approaches of studying motivation.

The first approach is based on the study of the content side of motivation. The theories included in it are based on the study of human needs, which are the main motives for their conduct, and consequently, their activities.

The second approach focused on the explaining the process of choosing behavior that can lead to the desired results. Processed theories explain how a person distributes effort to achieve different goals and how to choose a particular type of behavior. (Adair,2009)

3.4.1 Content theories of motivation.

Classical theory of motivation

Classical theory of motivation by F.Taylor, determines that the main motive of work is a high earnings, based on higher results. Therefore, the main managerial decision should be the decision to let people earn more by producing more. Premium payment by piecework work; the setting before the employees of clearly defined tasks and an accurate measurement of the result obtained. In the classical theory of motivation it is assumed that money is the best incentive. It is based on the idea that people come to work for the sake of earnings and deliberately choose a strategy for their work behavior that is financially more profitable for them. F.Taylor's theory of labor behavior and motivation allowed to use effectively the simplest and most obvious incentive for conveyor industrial labor - bonus-piece labor payment. (Wong,2013)

Content theories of motivation are presented in works of Abraham Maslow, Clayton P. Alderfer, David McClelland and Frederick Herzberg.

Maslow's hierarchy of needs.

Maslow was one of the first who began to study the positive side of human behavior. His studies of self-actualizing personalities allowed us to formulate a positive, humanistic view of human nature. If before psychology, especially psychoanalysis, studied people with various mental disorders and on the basis of this formulated the theory of personality, Maslow took as samples of healthy and realized people, as a consequence, he received new data on the nature of man. (Rogozhin,2005)

The essence of the hierarchy of needs, according to Abraham Maslow, come down to the study of human needs. According to A. Maslow, all human needs can be classified according to hierarchical levels. He identified the following levels of needs, widely known today as Maslow's pyramid of needs.

Figure 1: Maslow's hierarchy of needs



Source: Simply psychology [Online] Available at: <https://www.simplypsychology.org/maslow.html>

The first two groups of needs are primary, the rest are secondary. According to the Maslow theory, all these needs can be arranged in a strict hierarchical sequence in the form of a pyramid, at the base of which there are primary needs, and the vertex is secondary.

Physiological needs include food, water, air, shelter, etc., i.e. needs that a person must satisfy in order to survive. People who are dominated by these needs have little interest in the content of the work. Their attention is focused on payment, working conditions.

The security needs associated with people's desire are in stable and safe condition. People experiencing such needs, seek to avoid risk, internally oppose changes, transformations. For them, guarantees of work are important, pension provision, medical care.

Social needs of belonging and involvement. The person who has this need is the leader, looks at his work, firstly, as belonging to the collective, secondly, as an opportunity to establish good and friendly relations.

Needs for respect: recognition and self-respect. For people who are dominated by these needs, a high desire to look competent, self-confident, and they want that others recognize them as such. They aspire to leadership, to the position of recognized authority.

Needs for self-expression, self-realization. These needs express the desire of man to the fullest use of his abilities, knowledge, skills and abilities. These needs are more individualized

The sense of such a hierarchical construction is that for a person the priorities of lower levels are priority, and this affects his motivation. The higher need - the need for self-expression and the growth of a human as a person - can never be fully satisfied, therefore, the process of motivating a person through needs is infinite.

A. Maslow believed that people's behavior is motivated by unmet needs of different levels, it is influenced by the conditions of professional life, as well as social, economic and psychological problems.

A. Maslow, studying the behavior of people, identified not only the needs that drive the person, but also the principles: the principle of deficiency and the principle of priority. (Adair, 2009)

ERG motivation theory Alderfer.

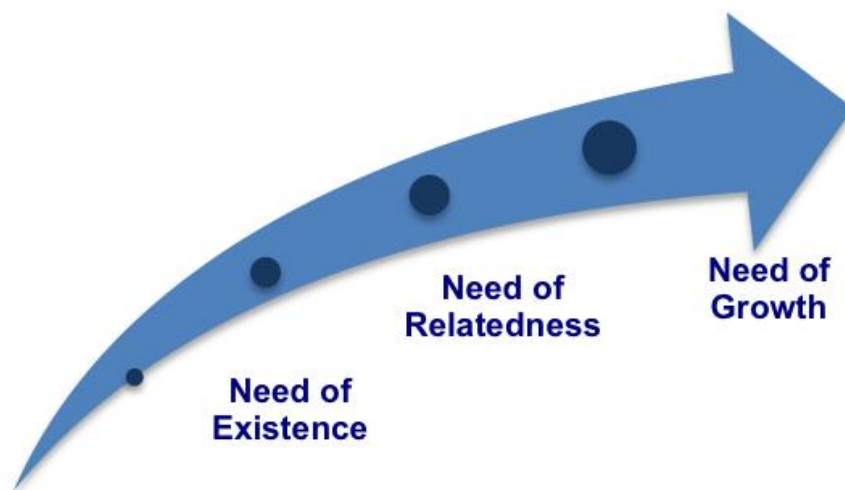
The theory of K. Alderfer arose as a reaction to the criticism of A. Maslow's model. He believed that individual needs and specificity of the situation influenced the actualization of needs, and also identified three types of needs (ERG):

- existence needs - food, air, water, wages, working conditions - physiological and security needs;

- relationships needs - important social and interpersonal relationships, include the desire to obtain the support, recognition, approval of others;
- the needs of growth - the individual's creative or production contribution, induce a person to realize their abilities for self-affirmation, self-expression, etc.

Alderfer believed that in addition to Maslow's progressive process of satisfying the needs, the regressive process associated with disappointment is also important for a person: growth (personal, creative or production contribution of an individual), kinship (meaningful social and interpersonal relationships), existence food, air, water, wages, working conditions).

Figure 2: ERG Theory



Source: Free Management Book [Online] Available at: <http://www.free-management-ebooks.com>

The movement from need to necessity occurs not only from the bottom up, but also in both directions, and the unmet need for a higher level strengthens the action of the need of a lower level. Moving from a higher level to a lower level is a regressive process associated with the disappointment that K. Alderfer calls the collapse of hope for satisfaction. (Adair, 2009)

Three needs theory by David McClelland.

The following theory of the model of motivation by David McClelland, emphasizing the higher level needs. He believed that people experience three kinds of needs: the need for power, success and involvement.

The need for power is expressed as a desire to influence others. In the hierarchy of Maslow, this need is somewhere between the needs for respect and self-realization. But people who are motivated by the need for power do not necessarily "rush to power" in a negative sense. McClelland points out: People who are in need of power, but who are not inclined toward adventurism or tyranny, and who are striving to achieve influence primarily through means of social interaction, should be prepared in advance for higher management positions. (Adair,2009)

The need for success also lies somewhere between the need for respect and the need for self-realization according to Maslow. It is satisfied in a process of achieving it. People who are in great need of success tend to avoid risk, prefer to personally answer for problems and strive for clear feedback on the results of their effectiveness. McClelland points out: "No matter how strong the individual's need for success, he will not be able to satisfy it without having the opportunity to do so, if the organization will restrain his initiative and will not reward for achievements."

Motivation based on social needs in the McClelland theory practically does not differ from the Maslow theory. People who have strong needs for involvement tend to communicate, have a friendly relationship and want to help others. They are attracted by work that provides great opportunities for social interaction.

McClelland suggested that most people have a mixed motivation, but some are strongly influenced by any one of the needs. The primacy of a particular need gives rise to the emergence of different types of workers. For example, a person motivated by the need for supplies is well suited for teamwork. McClelland was particularly interested in the first type of need-in achievement, and he conducted extensive studies of people who were highly in need of this particular need. Initially, scientists thought that the people of this type have to prove himself as good leaders and managers, but over time he changed his position. Further studies of the types of needs that are characteristic of successful managers have shown that, although the need for achievement matters, the need for power is also key: it motivates and inspires people no less than the desire to achieve something. (Rogozhin, 2005)

The two-factor theory by Herzberg

In the late 1950s, Frederic Herzberg developed another motivation model based on the needs. Two hundred engineers and accountants from one large firm took part in the study. They described situations where their work brought them satisfaction and when they did not like it. Based on the results of the survey, Herzberg concludes that the motivation of a person to work more effectively is affected not so much by satisfaction of needs as by satisfaction with the results of his own work. He does not reject Maslow's theory of need satisfaction but somewhat supplement it. Herzberg came to the conclusion that all the answers received from research can be divided into two general categories, which so-called hygienic factors and motivators. (Adair,2009)

Hygienic factors are associated with the environment in which work is performed, and motivators - with the nature and essence of the work itself. According to the theory of Herzberg, the absence or lack of hygiene factors leads to dissatisfaction of the person with his work. But, if they are presented in sufficient volume, by themselves they do not cause satisfaction and are not able to motivate a person to the necessary actions. Unlike them, the deficiency or lack of motivators does not lead to dissatisfaction of people with work, however their presence in an appropriate degree causes satisfaction and motivates employees to increase efficiency. (Herzberg,1993)

On the basis of the theory of two factors, Herzberg developed the theory of enrichment of labor, aimed at increasing the content of work. The theory of enrichment of labor recommends that in each work there should be at least 6 factors that jointly ensure its attractiveness:

- Employee responsibility for productivity;
- the employee's awareness of the importance and necessity of the work performed;
- the possibility of self-allocation of resources in the process of work, control over resources;
- availability of feedback, the possibility of obtaining information on the results of work;
- the possibility of professional growth, the acquisition of new experience, advanced training (work should not be routine);
- the possibility of employee influence on working conditions.

The further development of Herzberg's theory is the theory of the characteristics of work. The theory of the characteristics of works says: the probability of a positive psychological state in an individual is increased when there are 5 essential aspects of work: diversity, completeness, significance, independence, feedback. In the United States, methods have been developed for detecting the worker's reaction to various components of work using self-report methods, labor facility analysis. Based on the assessment of the characteristics of the work of the employee and other experts, the indicator of the motivational potential is calculated, the value of which is higher the more attractive the work, the more satisfaction it brings to the employee. Low values of this indicator indicate the need to redesign the work. (Herzberg,1993)

These things, in fact, are within the competence of each leader, they are associated with a literate, humanistic, individualized work organization.

If it is necessary to carry out routine work that does not contain all the necessary elements of attractiveness or that does not correspond to professionalism, inclinations, or makings of an employee, the requirement to apply the theory of motivation considered above is the first place.

Summing up the presentation of the content theories of motivation, it should be noted the following. (Rogozhin,2005)

First, the data of the theory are based on solid empirical studies, have long been used in practice, and therefore have the right to exist, and these theories, as a minimum, should be well-known.

Secondly, we see that all the theories considered focus on the analysis of the factors underlying the motivation, the analysis of needs, while at the same time, do not pay much attention to the analysis of the process of motivation, that is, the dynamics of the relationship between the leader and the subordinate. (Herzberg,1993)

3.4.2 Process theories.

According to the process theories of motivation, a person's behavior is determined not only by his needs, but also by his perceptions and expectations. Process theories of motivation provide that human behavior is determined by the goals that he sets for himself. Process theories explore the cognitive prerequisites of human motivation. Process theories

talk about how the process of motivation is built and how to motivate people to achieve the desired results. (Bowles, 2009)

These include the expectancy theory by Victor Vroom, the theory of setting goals by Locke , Equity theory of motivation by Stacy Adams.

Vroom's expectancy theory.

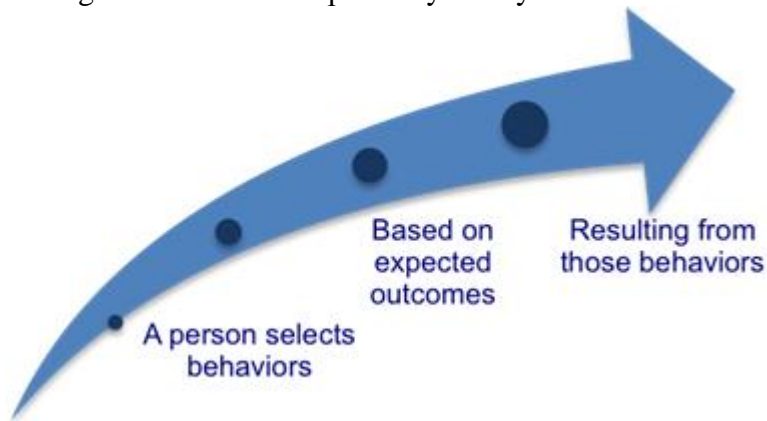
According to Vroom, the actual need of an employee of an organization does not yet motivate him to work effectively to meet his needs and achieve the organization's goals. (Vroom,1994)

The main motivation is the expectation that the chosen model of the employee's behavior will bring him the desired result (satisfaction of actual needs).The Vroom defines the expectation as the determination by the individual of the probability of occurrence of a particular event. For instance, most of the working people expect that if they will work hard, they can get a promotion or an increase in wages. According to V. Vroom, the key motivation for work is the three interrelated factors and they all lie in the field of the worker's psychological expectations:

- the employee's expectation that his labor efforts will produce results
- the expectation that the result achieved will entail remuneration
- the expected value of remuneration for the results of labor.

Vroom emphasizes that if the employee of the organization does not see the connection between the result of his work and the desired reward, then his motivation for effective work will become weak. Vroom concludes that all three factors are equally important for employees motivation. (Vroom,1994)

Figure 3: Vroom's expectancy theory



Source: Free Management Book [Online] Available at: <http://www.free-management-ebooks.com>

Advantages of the theory of motivation by Vroom:

1. Individual approach to the motivation of different employees of the organization. Managers and HR managers must compare the proposed remuneration with the actual needs of their employees and bring them into line.
2. Wide possibilities of practical application. (Vroom,1994)

Locke's Goal Setting Theory

Locke proceeds from the premise that setting hard-to-reach goals leads to high performance, because to solve a complex problem, employees mobilize maximum efforts. The more difficult the goal is the higher the productivity. However, an extremely significant factor is the acceptance by employees of the set goals. A certain guarantee that the set goals will be accepted by employees is the involvement of subordinates in the development of targets and plans. If the goal is set by management without direct involvement of subordinates it leads to the reduction of the efficiency. Locke believed that individual performance increases as the complexity of the target. The productivity of the individuals, who are not committed to difficult goals, is reduced or not high. Thus, the four characteristics of the goal affect the person's willingness to make efforts to achieve the goals: complexity, specificity, acceptability, adherence to them. Thus, on the willingness of a person to make an efforts to achieve the settled goals, four characteristics of aim are affected: complexity, specificity, acceptability, adherence to them. (Rogozhin,2005)

Figure 4: Locke's Goal Setting Theory



Source: Free Management Book [Online] Available at: <http://www.free-management-ebooks.com>

Important in the process of setting goals and objectives is the proportionality of the expected results of labor and opportunities of the employees. Thus, inadequate goals demotivate employees. In accordance with the socio-cognitive theory, the motivation of employees depends on their own assessment of the work performed. Thus, a reassessment of the potential of employees can lead to dissatisfaction with intermediate results, which will be at variance with the planned indicators, which will negatively affect motivation. A person will not exert extra effort if they seem to him more and more useless. Confidence in their own abilities reveals the potential of the employees' abilities which are necessary to achieve their goals. (Mullins, 2007)

Equity theory of motivation by Adams.

Adams showed that the motivation of an organization's employee for effective work is strongly influenced by the fairness of the evaluation of his activities and the results achieved by the leaders of the organization. Fairness is determined by the ratio of costs and incomes of an employee of the organization, a comparison of the current assessment of his work with previous estimates, as well as with estimates of costs and incomes of other employees of the organization. (Mullins, 2007)

Adams emphasizes that each employee, consciously or not, always estimates the ratio of his income and costs to the ratio of income and costs of other employees. In this case, the norm is an approximate equality of the ratio of their incomes and costs and the ratio of income and costs to other employees of the organization. The criterion for evaluation is that the employee has an idea of moral and legal justice. If the result of this comparison and assessment concludes that there are no violations of justice, then he continues to work actively. In the case where the violation of justice exists, an employee begins to recover it using one or more of the following ways:

1. Reducing energy consumption in their own work.
2. Attempts to increase remuneration for their work.
3. Reevaluation of their capabilities (reduction of self-confidence).
4. Attempts to influence the management of the organization in order to change the pay or working load of other employees.
5. Choose another object for comparison.
6. Attempts to switch to another unit or another organization. (Heinzmann, 2014)

Advantages of Adams's theory of justice are the important conclusions that follow from it for the practice of managing people in organizations:

Heads of the organization and personnel managers must necessarily take into account the psychology of the employees of the organization, in particular their notions of justice.

For effective motivation of employees, it is very important to ensure a clear pay system.

The management of the organization should periodically investigate the question of how much the employees of the organization consider fair remuneration of their labor.

The main conclusion of the theory of equity for the practical motivation of the work activity of employees of organizations is that until people start to believe that they receive a fair reward, they will strive to reduce the intensity of labor. At the same time, it should be noted that the perception and assessment of fairness by employees is relative, not absolute. People compare themselves with other employees of the same organization or with employees of other organizations performing similar work. Since the labor productivity of employees evaluating their remuneration as unfair (due to the fact that another person

doing similar work gets more) will fall, one must objectively explain to them why there is such a difference. For instance, it should be explained to the employee that his more highly paid colleague gets more, because he has a lot of experience that allows him to make his work more productive. If the difference in remuneration is due to the efficiency of work, then employees receiving less reward should explain that when their effectiveness reaches the level of their colleagues, they will receive the same increased reward. (Heinzmann, 2014)

4. Practical part.

4.1 Company overview.

American company created by the merger of two IT companies in the year 2017.

Today, the strategic combination of these two complementary businesses creates the world's leading independent, end-to-end IT services company. The researched company has 170,000 employees in more than 70 countries, serving some 6,000 clients.

Finance & HR Shared Service Center in Prague supporting over 15 000 employees in 40 countries. Prague's office consists of 500 employees and 25 specialized teams.

In the Czech Republic is a Shared Services Center (SSC) of the represented Company.

What does the Shared Service Center mean?

It is a center for shared services in an organization. The entity is responsible for the execution and the handling of specific operational tasks, such as Accounting, Human Resources, Payroll, IT, Compliance, Purchasing. Shared services are cost-efficient because they centralize back-office operations that are used by multiple divisions of the same company and eliminate redundancy. The goal of a shared services delivery model is to allow each business division to focus its resources on activities that support the division's business goals. Such kind of centers are always cost sensitive. The companies which establishing the SSC are often trying to allocate it in countries with plenty of the professionals on the labor market, the location itself should be good to avoid additional expenses on the logistics and distribution. Nowadays, there is a tendency to reallocate the operational tasks to cut the costs. The transition is going from the Western countries to the East part of Europe as the labor costs are cheaper, the professional qualification is on the relevant level, logistic costs are much lower.

Benefits and culture.

At the moment companies are taking care of their employees, trying to expand the variety and the quality of the benefits provided, they are offering additional bonuses and above standard services. Today is quite hard to get the title "Employer of the year."

The competitive salary, meal vouchers, and laptop - it is not enough. The range of the benefits is enormous. Companies offer above standard medical care, sick days, pension and life insurance contribution, extra vacation days, ability to work from home, the very

last edition of mobile phones and tariffs, amazing business trips, own wellness centers directly on the spot, corporate events, etc. The list varies from country to country, from the employer to employer. People have fantastic opportunity to compare, evaluate and choose the right employer he/she is willing to bring the value.

The company chosen for the Diploma Thesis is not the exception. The employer is continuously improving and expanding the bunch of the benefits and bonuses to be competitive on the market.

Modern society seeks to be independent, spend more time on leisure activities, to be flexible to spend their time in a way and places there are willing to be. Such kind of tendency means that companies have to adjust their working hours to be up to date and attract more people. The chosen company has its system of working hours. Basically, the working day is divided into two parts: core hours (within this certain period of time the employee is obligatory to be in work mode, only in the urgent cases and with the managers' permission the person can be off work) and flexible hours (within this period the person can set up their work schedule and the workload). "Flexible hours" means that today you can work out additional few hours and then you can spend it. Or you can be off work a little bit earlier today, which means then you will have to compensate missing hours.

The core hours start at 9:30 and end at 15:30.

Last few years on the "Benefits market" occurs the ability of distance work, which means that people can work from home. The total amount of such days differs. In the chosen company the number is three days minimum; the total number depends on the work stream and team, on the ability to sit space and the workload. In case of sickness, an employee can stay at home till the complete recovery and work remotely; of course, there should be an agreement between the subordinate and manager.

In Czech Republic, according to the Czech Labor Law §213, the minimum number of vacation days is four weeks or 20 days. Most of the companies existing on the market are offering 5 weeks - 25 vacation days¹.

¹ The Article about the Czech Labor Code-Vacation Days <https://www.penize.cz/pracovni-pomer/323292-nova-pravidla-dovolonych-snazsi-prevedeni-do-dalsiho-roku-a-spravedlivejsi-vypocet>

Corporations motivate people to take care of their physical and mental health. The motivation is reflexing in the additional bonuses:

- Cafeteria system- the system uses the special card. Each month employee gets 3 % of gross monthly salary which can be spent for culture, sport, training, pharmacy, etc. With this card, you can buy trips, concert or theater tickets, medical staff, etc.
- Educational Bonus- can be used for professional education. Chosen Company proposes wide range of the educational courses, such as language courses, Excel training, Personal Coaching, Driving School, etc.
- Multisport card is one of the most popular benefits, being recognized by the employees for its ease of use and cover of the place where it can be implemented. For a certain amount of money, the amount differs from company to company. Brilliant motivation to support your health.

Bringing new employee to the company is not an easy question. Corporations are seeking to build the network of people who like each other and smoothly cooperate. That is why a lot of the companies are applying for the referral program. The employee who brings new joiner will get a certain amount of money after six months. People have an opportunity to work with people they know, and like, this creates a good atmosphere by that motivates people to stay longer in a friendly and collaborative environment.

Quite the standard on the Labor Market is a "Meal vouchers." It is a particular type of the coupon provided by the employer, the total amount differs (55 up to 100 korunas per one voucher). The vouchers can be used in restaurants, canteens, grocery with the purpose of buying food or meals. This type of benefit is useful for both sides- as for the employee so for the employer as vouchers are not taxed.

The chosen company has its University Site with hundreds of e-learning training. E-learning is very cost effective, you can study remotely, 24/7 and it is discreet. The employee has access to the portal containing thousands of books, articles, presentation, and exercises.

Continuing professional growth is significant for the ego of almost each human being. Learning courses, study portals, internal training are useful, but sometimes people would like to acquire knowledge about the neighborhood department or team, wants to try their selves into another role. The company gives an opportunity by offering the Internal Mobility and Rotation Programs. Internal Mobility program allows an internal transfer of the employee to the other team or workstream. Of course, the person should meet all the required criteria to start working with the other team. Rotation Program is not permanent; it is set up for the certain period (usually few weeks). It is about the exchange; if you are curious about what the other team/department is doing, you can get some training. Rotation Program helps to build the interaction between the employees, teams.

The chosen company provides employees with the internal training. There are as specific; professional training focuses on the specific examples connected to the job and role itself. So, there are general soft skills training, such as Time management skills, Business Ethics, and the others.

Speaking about non-educational benefits could be mentioned Health Insurance. Despite the necessary insurance which each employer must provide to the employee, additionally, an accident insurance travel health insurance all over the world is offered. It is a good advantage, if employees are going to travel, no matter if it is a business trip or personal traveling, they can get it for free.

Leisure time:

Prague's offices equipped with relaxing rooms and amenities.

Quite often the managers of each teams organizing team buildings

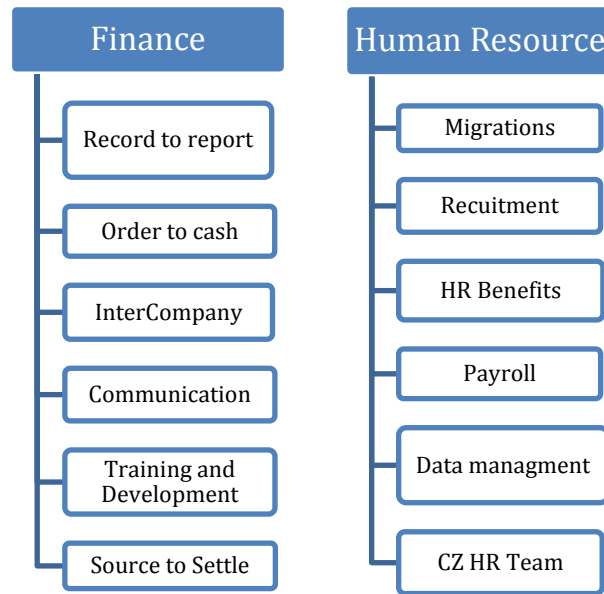
MultiSport Card can be purchased via the company

Other benefits:

Fruit and refreshment at the workplace

T-Mobile special tariff offer

Figure 5: Structure of the Shared Service center of the company.



Source: Self-made scheme

4.2 Hypothesis testing

The leading hypothesis for the research analysis: different social factors influence the job level of satisfaction.

The goal of this part of the research is to define whether employees of the chosen company have any preferences in job level of satisfaction as well as to figure out is there a relationship between social factors and job level satisfaction.

For constriction the model two phenomena were stated:

Variables and indicators for phenomenon A:

- Age

18 to 25, 26-29,30-39,40-49,more than 50

- Gender

Male, Female

- Level of education

High school degree, Bachelor's degree, Master's degree, Doctoral degree

- Nationality

Open question

- Marital status

Single, Married, Divorced, Domestic partnership, Different

- Number of children

1, 2-3, 3+

- The number of years working in the company

Less than a year, 1-2 years, 2-4 years, more than 4 years.

Variables and indicators for phenomenon B:

- Content of work
- Work conditions
- Tasks variety
- HR Management organization
- Communication between teams

The primary data was collected with the help of the survey. The survey was sent by e-mail and distributed among 500 employees. The collected answers equal to the amount of two hundred seventy-eight employees and this amount can give the reliable outcome of the research.

4.2.1 Relationship testing between social factors and job satisfaction level.

1. Relationship testing between age and satisfaction level of content of the work.

Table 1.1 Cross table of the satisfaction level of content of the work							
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Age</i>	18 to 25	1	12	13	15	2	43
	26-29	8	25	39	65	0	137
	30-39	2	11	28	10	2	53
	40-49	0	6	22	12	2	42
	more than 50	0	1	0	2	0	3
Total		11	55	102	104	104	278

Source: Self-made table

Table 1.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	32.955 ^a	16	.007
Likelihood Ratio	38.051	16	.001
Linear-by-Linear Association	0.032	1	.858
N of Valid Cases	278		
a. 12 cells (48,0%) have expected count less than 5. The minimum expected count is ,06.			

Source: Self-made table

H0: There is no relationship between age and the satisfaction level of content of the work.

H1: There is a relationship between age and the satisfaction level of content of the work.

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

2. Relationship testing between gender and the satisfaction level of content of the work.

2.1 Cross table of the satisfaction level of content of the work							
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Gender</i>	Male	6	19	47	53	4	129
	Female	5	36	55	51	2	149
Total		11	55	102	104	6	278

Source: Self-made table

2.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	5.266 ^a	4	.261
Likelihood Ratio	5.339	4	.254
Linear-by-Linear Association	2.562	1	.109
N of Valid Cases	278		
a. 2 cells (20,0%) have expected count less than 5. The minimum expected count is 2,78.			

Source: Self-made table

H0: There is no relationship between gender and the satisfaction level of content of the work.

H1: There is a relationship between gender and the satisfaction level of content of the work.

At the level of $\alpha=0.05$. P-value =.261, that is more than the level of significance. H0 is accepted. There is no relationship between above-mentioned variables.

3. Relationship testing between level of education and the satisfaction level of content of the work.

3.1 Cross table of the satisfaction level of content of the work							
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Highest level of education</i>	High school degree	2	13	13	14	2	44
	Bachelor's degree	7	22	53	45	4	131
	Master's degree	2	20	34	44	0	100
	Doctoral degree	0	0	2	1	0	3
Total		11	55	102	104	6	278

Source: Self-made table

3.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.860 ^a	12	.379
Likelihood Ratio	15.213	12	.23
Linear-by-Linear Association	1.331	1	.249
N of Valid Cases	278		
a. 10 cells (50,0%) have expected count less than 5. The minimum expected count is ,06.			

Source: Self-made table

H0: There is no relationship between level of education and the satisfaction level of content of the work .

H1: There is a relationship between level of education and the satisfaction level of content of the work.

At the level of $\alpha = 0.05$. P-value = .379, that is more than the level of significance. H0 is accepted. There is no relationship between above-mentioned variables.

4. Relationship testing between nationality and the satisfaction level of content of the work.

		4.1 Cross table of the satisfaction level of content of the work					
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Nationality</i>	Czech	6	9	26	54	2	97
	Slovak	2	11	6	9	1	29
	Russian	1	7	8	7	0	23
	Czech	6	9	26	54	2	97
	Slovak	2	11	6	9	1	29
	Russian	1	7	8	7	0	23
	Belorussian	1	1	2	4	0	8
	Macedonian	0	2	3	1	0	6
	Georgian	0	0	3	2	0	5
	Ukrainian	0	2	6	1	0	9
	Spanish	0	1	8	3	0	12
	British	0	4	4	5	0	13
	German	0	1	5	4	0	10
	American	0	0	5	3	0	8
	Croat	0	2	2	0	0	4
	Italian	0	8	1	3	0	12
	Kazakh	0	1	6	3	0	10
	Greek	0	1	5	1	0	7
	Armenian	0	2	2	0	0	4
	Finn	0	1	0	0	1	2
Polish	1	0	3	2	2	8	
French	0	2	7	2	0	11	
Total		11	55	102	104	6	278

Source: Self-made table

4.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	132.407 ^a	72	.281
Likelihood Ratio	110.69	72	.002
Linear-by-Linear Association	2.099	1	.147
N of Valid Cases	278		
a. 87 cels (91,6%) have expected count less than 5. The minimum expected count is ,04.			

Source: Self-made table

H0: There is no relationship between nationality and the satisfaction level of content of the work

H1: There is a relationship between nationality and the satisfaction level of content of the work

At the level of $\alpha=0.05$. P-value = .281, that is more than the level of significance. H0 is accepted. There is no relationship between above-mentioned variables.

5. Relationship testing between marital status and the satisfaction level of content of the work.

5.1 Cross table of the satisfaction level of content of the work							
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Current marital status</i>	Single	5	20	31	51	2	109
	Married	5	16	31	27	0	79
	Divorced	0	2	8	9	2	21
	Domestic partnership	1	17	29	12	2	61
	Other	0	0	3	5	0	8
Total		11	55	102	104	6	278

Source: self-made table

5.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	29.169 ^a	16	.023
Likelihood Ratio	32.058	16	.01
Linear-by-Linear Association	0.497	1	.481
N of Valid Cases	278		

a. 14 cells (56,0%) have expected count less than 5. The minimum expected count is ,17.

Source: self-made table

H0: There is no relationship between marital status and the content of work

H1: There is a relationship between marital status and the content of work.

At the level of $\alpha=0,05$. P-value = .023, that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

6. Relationship testing between number of children and the satisfaction level of content of the work.

6.1 Cross table of the satisfaction level of content of the work							
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Number of children</i>	0	7	26	47	80	4	164
	1-2	4	26	50	20	2	102
	3+	0	3	5	4	0	12
Total		11	55	102	104	6	278

Source:Self-made table

6.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	25.529 ^a	8	.361
Likelihood Ratio	27.364	8	.001
Linear-by-Linear Association	8.874	1	.103
N of Valid Cases	278		
a. 8 cells (53,3%) have expected count less than 5. The minimum expected count is ,26.			

Source:Self-made table

H0: There is no relationship between number of children and the satisfaction level of content of the work

H1: There is a relationship between number of children and the satisfaction level of content of the work

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

7. Relationship testing between the amount of years working in the company and the satisfaction level of content of the work.

		7.1 Cross table of the satisfaction level of content of the work					
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>The amount of years working in the company</i>	less than year	1	27	32	27	2	89
	1-2 years	9	18	30	59	0	116
	2-4 years	1	6	29	10	3	49
	more than 4 years	0	4	11	8	1	24
Total		11	55	102	104	6	278

Source:Self-made table

7.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	43.291 ^a	12	.000
Likelihood Ratio	44.53	12	.000
Linear-by-Linear Association	1.524	1	.217
N of Valid Cases	278		

a. 9 cells (45,0%) have expected count less than 5. The minimum expected count is ,52.

Source:Self-made table

H0: There is no relationship between the amount of years working in the company and the satisfaction level of content of the work.

H1: There is a relationship between the amount of years working in the company and the satisfaction level of content of the work.

At the level of $\alpha=0,05$. P-value = .000, that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables

8. Relationship testing between age and the satisfaction level of the work conditions.

		8.1 Cross table of the satisfaction level of the work conditions					
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Age</i>	18 to 25	2	12	15	12	2	43
	26-29	8	16	41	72	0	137
	30-39	8	14	19	10	2	53
	40-49	3	13	14	12	0	42
	more than 50	0	0	2	1	0	3
Total		21	55	91	107	4	278

Source:Self-made table

8.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	39.647 ^a	16	.001
Likelihood Ratio	41.155	16	.001
Linear-by-Linear Association	4.761	1	.029
N of Valid Cases	278		

a. 12 cells (48,0%) have expected count less than 5. The minimum expected count is ,04.

Source:Self-made table

H0: There is no relationship between age and the satisfaction level of the work conditions

H1: There is a relationship between age and the satisfaction level of the work conditions

At the level of $\alpha=0,05$. P-value = .001, that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

9. Relationship testing between gender and the satisfaction level of the work conditions.

		9.1 Cross table of the satisfaction level of the work conditions					
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Gender</i>	Male	4	23	38	62	2	129
	Female	17	32	53	45	2	149
Total		21	55	91	107	4	278

Source:Self-made table

9.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.324 ^a	4	.010
Likelihood Ratio	13.897	4	.008
Linear-by-Linear Association	10.907	1	.001
N of Valid Cases	278		

a. 2 cells (20,0%) have expected count less than 5. The minimum expected count is 1,86.

Source:Self-made table

H0: There is no relationship between gender and the satisfaction level of the work conditions.

H1: There is a relationship between gender and the satisfaction level of the work conditions.

At the level of $\alpha=0,05$. P-value = .010, that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

10. Relationship testing between level of education and the satisfaction level of the work conditions.

		10.1 Cross table of the satisfaction level of the work conditions					
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Highest level of education</i>	High school degree	3	11	16	12	2	44
	Bachelor's degree	12	16	48	53	2	131
	Master's degree	5	26	27	42	0	100
	Doctoral degree	1	2	0	0	0	3
Total		21	55	91	107	4	278

Source:Self-made table

10.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.927 ^a	12	.021
Likelihood Ratio	24.618	12	.017
Linear-by-Linear Association	0.188	1	.665
N of Valid Cases	278		
a. 9 cells (45,0%) have expected count less than 5. The minimum expected count is ,04.			

Source:Self-made table

H0: There is no relationship between level of education and the satisfaction level of the work conditions.

H1: There is a relationship between level of education and the satisfaction level of the work conditions.

At the level of $\alpha=0,05$. P-value = .021, that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

11. Relationship testing between nationality and the satisfaction level of the work conditions.

11.1 Cross table of the satisfaction level of the work conditions							
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Nationality</i>	Czech	6	6	24	61	0	97
	Slovak	0	10	12	7	0	29
	Russian	3	5	9	6	0	23
	Belorussian	0	0	8	0	0	8
	Macedonian	0	2	2	2	0	6
	Georgian	0	1	2	2	0	5
	Ukrainian	2	2	3	2	0	9
	Spanish	0	6	3	3	0	12
	British	1	1	7	2	2	13
	German	1	2	3	4	0	10
	American	0	0	4	4	0	8
	Croat	1	2	0	1	0	4
	Italian	1	5	6	0	0	12
	Kazakh	0	6	2	2	0	10
	Greek	3	2	2	0	0	7
	Armenian	1	2	0	1	0	4
	Finn	0	0	1	1	0	2
Polish	1	2	0	3	2	8	
French	1	1	3	6	0	11	
Total		21	55	91	107	4	278

Source:Self-made table

11.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	172.888 ^a	72	.102
Likelihood Ratio	149.672	72	.001
Linear-by-Linear Association	9.301	1	.102
N of Valid Cases	278		

a. 85 cells (89,5%) have expected count less than 5. The minimum expected count is ,03.

Source:Self-made table

H0: There is no relationship between nationality and the satisfaction level of the work conditions

H1: There is a relationship between nationality and the satisfaction level of the work conditions

At the level of $\alpha=0,05$. P-value =.102 ,that is more than the level of significance. H0 is accepted. There is no relationship between above-mentioned variables.

12. Relationship testing between marital status and the satisfaction level of the work conditions.

		12.1 Cross table of the satisfaction level of the work conditions					
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Current marital status</i>	Single	6	14	39	46	4	109
	Married	7	17	20	35	0	79
	Divorced	0	4	6	11	0	21
	Domestic partnership	8	20	21	12	0	61
	Other	0	0	5	3	0	8
Total		21	55	91	107	4	278

Source:Self-made table

12.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	32.967 ^a	16	.290
Likelihood Ratio	37.867	16	.221
Linear-by-Linear Association	9.949	1	.106
N of Valid Cases	278		

a. 12 cells (48,0%) have expected count less than 5. The minimum expected count is ,12.

Source:Self-made table

H0: There is no relationship between marital status and the satisfaction level of the work conditions.

H1: There is a relationship between marital status and the satisfaction level of the work conditions.

At the level of $\alpha=0,05$. P-value = .290, that is more than the level of significance. H0 is accepted. There is no relationship between above-mentioned variables.

13. Relationship testing between number of children and the satisfaction level of the work conditions.

13.1 Cross table of the satisfaction level of the work conditions							
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Number of children</i>	0	9	22	51	78	4	164
	1-2	10	28	39	25	0	102
	3+	2	5	1	4	0	12
Total		21	55	91	107	4	278

Source:Self-made table

13.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	27.036 ^a	8	.211
Likelihood Ratio	28.993	8	.002
Linear-by-Linear Association	19.366	1	.100
N of Valid Cases	278		
a. 7 cells (46,7%) have expected count less than 5. The minimum expected count is ,17.			

Source:Self-made table

H0: There is no relationship between number of children and the satisfaction level of the work conditions.

H1: There is a relationship between number of children and the satisfaction level of the work conditions .

At the level of $\alpha=0,05$. P-value = .211, that is more than the level of significance. H0 is accepted. There is no relationship between above-mentioned variables.

14. Relationship testing between the amount of years working in the company and the satisfaction level of the work conditions.

		14.1 Cross table of the satisfaction level of the work conditions					
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>The amount of years working in the company</i>	less than year	7	20	39	21	2	89
	1-2 years	9	14	31	62	0	116
	2-4 years	2	15	14	16	2	49
	more than 4 years	3	6	7	8	0	24
Total		21	55	91	107	4	278

Source:Self-made table

14.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	30.870 ^a	12	.002
Likelihood Ratio	32.071	12	.001
Linear-by-Linear Association	0.01	1	.092
N of Valid Cases	278		

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

Source:Self-made table

H0: There is no relationship between the amount of years working in the company and the satisfaction level of the work conditions.

H1: There is a relationship between the amount of years working in the company and the satisfaction level of the work conditions.

At the level of $\alpha=0,05$. P-value = .002, that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

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

15.1 Cross table of the satisfaction level of the tasks variety						
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	Total
<i>Age</i>	18 to 25	2	12	13	16	43
	26-29	2	30	38	67	137
	30-39	5	18	23	7	53
	40-49	0	8	22	12	42
	more than 50	0	2	1	0	3
Total		9	70	97	102	278

Source:Self-made table

15.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	36.815 ^a	12	.000
Likelihood Ratio	38.547	12	.000
Linear-by-Linear Association	3.092	1	.079
N of Valid Cases	278		
a. 8 cells (40,0%) have expected count less than 5. The minimum expected count is ,10.			

Source:Self-made table

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

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

At the level of $\alpha=0,05$. P-value =.000,that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

16. Relationship testing between gender and the satisfaction level of the tasks variety.

16.1 Cross table of the satisfaction level of the tasks variety						
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	Total
<i>Gender</i>	Male	0	31	47	51	129
	Female	9	39	50	51	149
Total		9	70	97	102	278

Source:Self-made table

16.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8,613 ^a	3	.055
Likelihood Ratio	12.046	3	.017
Linear-by-Linear Association	3.524	1	.106
N of Valid Cases	278		
a. 2 cells (25,0%) have expected count less than 5. The minimum expected count is 4,18.			

Source:Self-made table

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

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

At the level of $\alpha=0,05$. P-value = .055, that is more than the level of significance. H0 is accepted. There is no relationship between above-mentioned variables.

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

17.1 Cross table of the satisfaction level of the tasks variety						
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	Total
<i>Highest level of education</i>	High school degree	4	13	12	15	44
	Bachelor's degree	5	27	40	59	131
	Master's degree	0	30	43	27	100
	Doctoral degree	0	0	2	1	3
Total		9	70	97	102	278

Source:Self-made table

17.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20.559 ^a	9	.015
Likelihood Ratio	22.964	9	.006
Linear-by-Linear Association	0.033	1	.856
N of Valid Cases	278		
a. 7 cells (43,8%) have expected count less than 5. The minimum expected count is ,10.			

Source:Self-made table

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

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

At the level of $\alpha=0,05$. P-value = .015, that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

18. Relationship testing between nationality and the satisfaction level of the tasks variety.

18.1 Cross table of the satisfaction level of the tasks variety						
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	Total
<i>Nationality</i>	Czech	2	14	28	53	97
	Slovak	1	12	11	5	29
	Russian	1	10	4	8	23
	Belorussian	0	3	1	4	8
	Macedonian	0	3	2	1	6
	Georgian	0	1	2	2	5
	Ukrainian	0	2	5	2	9
	Spanish	0	0	9	3	12
	British	1	4	7	1	13
	German	1	0	6	3	10
	American	0	1	3	4	8
	Croat	0	2	2	0	4
	Italian	0	8	2	2	12
	Kazakh	0	2	4	4	10
	Greek	1	0	6	0	7
	Armenian	1	2	0	1	4
	Finn	0	1	0	1	2
	Polish	1	2	1	4	8
French	0	3	4	4	11	
Total		9	70	97	102	278

Source:Self-made table

18.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	94.502 ^a	54	.060
Likelihood Ratio	100.348	54	.001
Linear-by-Linear Association	5.243	1	.022
N of Valid Cases	278		
a. 67 cells (88,2%) have expected count less than 5. The minimum expected count is ,06.			

Source:Self-made table

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

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

At the level of $\alpha=0,05$. P-value = .060, that is more than the level of significance. H0 is accepted . There is no relationship between above-mentioned variables.

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

19.1 Cross table of the satisfaction level of the tasks variety						
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	Total
<i>Current marital status</i>	Single	2	25	30	52	109
	Married	2	20	26	31	79
	Divorced	0	2	14	5	21
	Domestic partnership	5	22	23	11	61
	Other	0	1	4	3	8
Total		9	70	97	102	278

Source:Self-made table

19.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	31.008 ^a	12	.221
Likelihood Ratio	31.052	12	.002
Linear-by-Linear Association	10.692	1	.101
N of Valid Cases	278		

a. 8 cells (40,0%) have expected count less than 5. The minimum expected count is ,26.

Source:Self-made table

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

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

At the level of $\alpha=0.05$. P-value = .221, that is more than the level of significance. H0 is accepted. There is no relationship between above-mentioned variables.

20. Relationship testing between number of children and the satisfaction level of the tasks variety.

20.1 Cross table of the satisfaction level of the tasks variety						
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	Total
<i>Number of children</i>	0	5	33	47	79	164
	1-2	4	34	45	19	102
	3+	0	3	5	4	12
Total		9	70	97	102	278

Source:Self-made table

20.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	24.384 ^a	6	.234
Likelihood Ratio	26.039	6	.001
Linear-by-Linear Association	10.757	1	.101
N of Valid Cases	278		
a. 5 cells (41,7%) have expected count less than 5. The minimum expected count is ,39.			

Source:Self-made table

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

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

At the level of $\alpha=0,05$. P-value = .234, that is more than the level of significance. H0 is accepted. There is no relationship between above-mentioned variables.

21. Relationship testing between the amount of years working in the company and the satisfaction level of the tasks variety.

21.1 Cross table of the satisfaction level of the tasks variety						
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	Total
<i>The amount of years working in the company</i>	less than year	7	30	23	29	89
	1-2 years	2	23	39	52	116
	2-4 years	0	10	25	14	49
	more than 4 years	0	7	10	7	24
Total		9	70	97	102	278

Source:Self-made table

21.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.420 ^a	9	.005
Likelihood Ratio	23.844	9	.005
Linear-by-Linear Association	1.977	1	.160
N of Valid Cases	278		
a. 4 cells (25,0%) have expected count less than 5. The minimum expected count is ,78.			

Source:Self-made table

H0: There is no relationship between the amount of years working in the company and the satisfaction level of the tasks variety.

H1: There is a relationship between the amount of years working in the company and the satisfaction level of the tasks variety.

At the level of $\alpha=0,05$. P-value = .005, that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables

22. Relationship testing between age and the satisfaction level of the HR Management organization

		22.1 Cross table of the satisfaction level of the HR Management organization					
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Age</i>	18 to 25	4	11	17	11	0	43
	26-29	4	12	60	59	2	137
	30-39	4	15	20	10	4	53
	40-49	0	13	17	8	4	42
	more than 50	0	3	0	0	0	3
Total		12	54	114	88	10	278

Source:Self-made table

22.1 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	53.613 ^a	16	.000
Likelihood Ratio	53.821	16	.000
Linear-by-Linear Association	0.597	1	.440
N of Valid Cases	278		
a. 12 cells (48,0%) have expected count less than 5. The minimum expected count is ,11.			

Source:Self-made table

H0: There is no relationship between age and the satisfaction level of the HR Management organization

H1: There is a relationship between age and the satisfaction level of the HR Management organization

At the level of $\alpha=0,05$. P-value = .000, that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

23. Relationship testing between gender and the satisfaction level of the HR Management organization.

23.1 Cross table of the satisfaction level of the HR Management organization							
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Gender</i>	Male	2	25	46	51	5	129
	Female	10	29	68	37	5	149
Total		12	54	114	88	10	278

Source:Self-made table

23.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10.719 ^a	4	.030
Likelihood Ratio	11.188	4	.025
Linear-by-Linear Association	5.775	1	.016
N of Valid Cases	278		
a. 1 cells (10,0%) have expected count less than 5. The minimum expected count is 4,64.			

Source:Self-made table

H0: There is no relationship between gender and the satisfaction level of the HR Management organization.

H1: There is a relationship between gender and the satisfaction level of the HR Management organization.

At the level of $\alpha=0,05$. P-value equal to .030, that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

24. Relationship testing between level of education and the satisfaction level of the HR Management organization.

		24.1 Cross table of the satisfaction level of the HR Management organization					
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Highest level of education</i>	High school degree	5	13	16	10	0	44
	Bachelor's degree	5	23	50	49	4	131
	Master's degree	2	17	48	28	5	100
	Doctoral degree	0	1	0	1	1	3
Total		12	54	114	88	10	278

Source: Self-made table

24.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	25.092 ^a	12	.114
Likelihood Ratio	21.668	12	.041
Linear-by-Linear Association	6.408	1	.011
N of Valid Cases	278		

a. 10 cells (50,0%) have expected count less than 5. The minimum expected count is ,11.

Source: Self-made table

H0: There is no relationship between level of education and the satisfaction level of the HR Management organization.

H1: There is a relationship between level of education and the satisfaction level of the HR Management organization.

At the level of $\alpha=0,05$. P-value =.114, that is more than the level of significance. H0 is accepted. There is no relationship between above-mentioned variables.

25. Relationship testing between nationality and the satisfaction level of the HR Management organization.

25.1 Cross table of the satisfaction level of the HR Management organization							
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Nationality</i>	Czech	2	8	35	48	4	97
	Slovak	1	10	10	5	3	29
	Russian	2	6	9	6	0	23
	Belorussian	1	2	3	2	0	8
	Macedonian	0	0	3	2	1	6
	Georgian	0	2	1	2	0	5
	Ukrainian	0	3	4	2	0	9
	Spanish	0	4	7	1	0	12
	British	2	3	5	3	0	13
	German	1	1	7	1	0	10
	American	0	3	5	0	0	8
	Croat	0	1	2	1	0	4
	Italian	0	3	5	4	0	12
	Kazakh	0	3	4	3	0	10
	Greek	1	1	5	0	0	7
	Armenian	1	1	2	0	0	4
	Finn	0	1	0	1	0	2
	Polish	1	2	1	4	0	8
French	0	0	6	3	2	11	
Total		12	54	114	88	10	278

Source:Self-made table

25.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	90.316 ^a	72	.071
Likelihood Ratio	97.576	72	.024
Linear-by-Linear Association	5.614	1	.018
N of Valid Cases	278		

a. 86 cells (90,5%) have expected count less than 5. The minimum expected count is ,07.

Source:Self-made table

H0: There is no relationship between nationality and the satisfaction level of the HR Management organization

H1: There is a relationship between nationality and the satisfaction level of the HR Management organization

At the level of $\alpha=0.05$. P-value = .071, that is more than the level of significance. H0 is accepted. There is no relationship between above-mentioned variables.

26. Relationship testing between marital status and the satisfaction level of the HR Management organization.

		26.1 Cross table of the satisfaction level of the HR Management organization					
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Current marital status</i>	Single	2	14	53	37	3	109
	Married	5	12	24	35	3	79
	Divorced	0	5	10	6	0	21
	Domestic partnership	5	20	24	9	3	61
	Other	0	3	3	1	1	8
Total		12	54	114	88	10	278

Source:Self-made table

26.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	33.710 ^a	16	.106
Likelihood Ratio	35.343	16	.004
Linear-by-Linear Association	10.223	1	.101
N of Valid Cases	278		

a. 14 cells (56,0%) have expected count less than 5. The minimum expected count is ,29.

Source:Self-made table

H0: There is no relationship between marital status and the satisfaction level of the HR Management organization

H1: There is a relationship between marital status and the satisfaction level of the HR Management organization

At the level of $\alpha=0.05$. P-value = .106,that is more than the level of significance. H0 is accepted. There is no relationship between above-mentioned variables.

27. Relationship testing between number of children and the satisfaction level of the HR Management organization.

27.1 Cross table of the satisfaction level of the HR Management organization							
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Number of children</i>	0	7	17	68	66	6	164
	1-2	5	32	44	21	0	102
	3+	0	5	2	1	4	12
Total		12	54	114	88	10	278

Source:Self-made table

27.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	62.935 ^a	8	.301
Likelihood Ratio	49.403	8	.001
Linear-by-Linear Association	9.302	1	.102
N of Valid Cases	278		
a. 7 cells (46,7%) have expected count less than 5. The minimum expected count is ,43.			

Source:Self-made table

H0: There is no relationship between number of children and the satisfaction level of the HR Management organization

H1: There is a relationship between number of children and the satisfaction level of the HR Management organization

At the level of $\alpha=0,05$. P-value = .301 that is more than the level of significance. H0 is accepted. There is no relationship between above-mentioned variables.

28. Relationship testing between the amount of years working in the company and the satisfaction level of the HR Management organization

		28.1 Cross table of the satisfaction level of the HR Management organization					
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>The amount of years working in the company</i>	less than year	10	19	39	21	0	89
	1-2 years	2	14	45	55	0	116
	2-4 years	0	12	21	7	9	49
	more than 4 years	0	9	9	5	1	24
Total		12	54	114	88	10	278

Source:Self-made table

28.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	76.935 ^a	12	.000
Likelihood Ratio	69.973	12	.000
Linear-by-Linear Association	3.57	1	.059
N of Valid Cases	278		
a. 8 cells (40,0%) have expected count less than 5. The minimum expected count is ,86.			

Source:Self-made table

H0: There is no relationship between the amount of years working in the company and the satisfaction level of the HR Management organization.

H1: There is a relationship between the amount of years working in the company and the satisfaction level of the HR Management organization.

At the level of $\alpha=0,05$. P-value = .000 that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables

29. Relationship testing between age and the satisfaction level of the communication between teams

29.1 Cross table of the satisfaction level of the communication between teams							
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Age</i>	18 to 25	0	18	14	11	0	43
	26-29	5	33	35	64	0	137
	30-39	6	16	20	9	2	53
	40-49	1	12	13	14	2	42
	more than 50	0	3	0	0	0	3
Total		12	82	82	98	4	278

Source:Self-made table

29.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	40.407 ^a	16	.001
Likelihood Ratio	41.963	16	.000
Linear-by-Linear Association	0.364	1	.546
N of Valid Cases	278		

a. 12 cells (48,0%) have expected count less than 5. The minimum expected count is ,04.

Source:Self-made table

H0: There is no relationship between age and the satisfaction level of the communication between teams.

H1: There is a relationship between age and the satisfaction level of the communication between teams.

At the level of $\alpha=0.05$. P-value =.001,that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

30. Relationship testing between gender and the satisfaction level of the communication between teams

30.1 Cross table of the satisfaction level of the communication between teams							
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Gender</i>	Male	3	30	35	61	0	129
	Female	9	52	47	37	4	149
Total		12	82	82	98	4	278

Source:Self-made table

30.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	19.197 ^a	4	.001
Likelihood Ratio	20.92	4	.000
Linear-by-Linear Association	10.262	1	.001
N of Valid Cases	278		

a. 2 cells (20,0%) have expected count less than 5. The minimum expected count is 1,86.

Source:Self-made table

H0: There is no relationship between gender and the satisfaction level of the communication between teams

H1: There is a relationship between gender and the satisfaction level of the communication between teams

At the level of $\alpha=0.05$. P-value = .001 that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

31. Relationship testing between level of education and the satisfaction level of the communication between teams.

31.1 Cross table of the satisfaction level of the communication between teams							
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Highest level of education</i>	High school degree	4	14	13	13	0	44
	Bachelor's degree	3	39	29	58	2	131
	Master's degree	5	29	38	27	1	100
	Doctoral degree	0	0	2	0	1	3
Total		12	82	82	98	4	278

Source:Self-made table

31.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	39.451 ^a	12	.075
Likelihood Ratio	24.635	12	.017
Linear-by-Linear Association	0.072	1	.789
N of Valid Cases	278		

a. 10 cells (50,0%) have expected count less than 5. The minimum expected count is ,04.

Source:Self-made table

H0: There is no relationship between level of education and the satisfaction level of the communication between teams

H1: There is a relationship between level of education and the satisfaction level of the communication between teams

At the level of $\alpha=0.05$. P-value = .075 that is more than the level of significance. H0 is accepted. There is no relationship between above-mentioned variables.

32. Relationship testing between nationality and the satisfaction level of the communication between teams.

		32.1 Cross table of the satisfaction level of the communication between teams					
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Nationality</i>	Czech	0	10	31	53	3	97
	Slovak	1	11	12	5	0	29
	Russian	2	10	7	4	0	23
	Belorussian	1	0	2	5	0	8
	Macedonian	0	3	0	2	1	6
	Georgian	0	2	1	2	0	5
	Ukrainian	0	6	3	0	0	9
	Spanish	0	5	5	2	0	12
	British	1	7	3	2	0	13
	German	1	1	6	2	0	10
	American	0	2	3	3	0	8
	Croat	1	2	0	1	0	4
	Italian	0	8	1	3	0	12
	Kazakh	2	2	2	4	0	10
	Greek	1	5	1	0	0	7
	Armenian	0	2	2	0	0	4
	Finn	0	1	0	1	0	2
Polish	1	3	0	4	0	8	
French	1	2	3	5	0	11	
Total		12	82	82	98	4	278

Source:Self-made table

32.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	119.683 ^a	72	.000
Likelihood Ratio	129.701	72	.000
Linear-by-Linear Association	17.058	1	.000
N of Valid Cases	278		

a. 86 cells (90,5%) have expected count less than 5. The minimum expected count is ,03.

Source:Self-made table

H0: There is no relationship between nationality and the satisfaction level of the communication between teams.

H1: There is a relationship between nationality and the satisfaction level of the communication between teams.

At the level of $\alpha=0,05$. P-value = .000 that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

33. Relationship testing between marital status and the satisfaction level of the communication between teams.

33.1 Cross table of the satisfaction level of the communication between teams							
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Current marital status</i>	Single	1	28	37	41	2	109
	Married	3	22	18	34	2	79
	Divorced	0	3	10	8	0	21
	Domestic partnership	7	28	12	14	0	61
	Other	1	1	5	1	0	8
Total		12	82	82	98	4	278

Source:Self-made table

33.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	37.630 ^a	16	.002
Likelihood Ratio	38.117	16	.001
Linear-by-Linear Association	13.563	1	.000
N of Valid Cases	278		
a. 13 cells (52,0%) have expected count less than 5. The minimum expected count is ,12.			

Source:Self-made table

H0: There is no relationship between marital status and the satisfaction level of the communication between teams.

H1: There is a relationship between marital status and the satisfaction level of the communication between teams.

At the level of $\alpha=0.05$. P-value = .002, that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables.

34. Relationship testing between number of children and the satisfaction level of the communication between teams.

34.1 Cross table of the satisfaction level of the communication between teams							
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>Number of children</i>	0	4	39	48	71	2	164
	1-2	8	40	29	25	0	102
	3+	0	3	5	2	2	12
Total		12	82	82	98	4	278

Source:Self-made table

34.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	38.991 ^a	8	.061
Likelihood Ratio	27.699	8	.001
Linear-by-Linear Association	7.638	1	.106
N of Valid Cases	278		
a. 8 cells (53,3%) have expected count less than 5. The minimum expected count is ,17.			

Source:Self-made table

H0: There is no relationship between number of children and the satisfaction level of the communication between teams.

H1: There is a relationship between number of children and the satisfaction level of the communication between teams.

At the level of $\alpha=0,05$. P-value = .061 that is more than the level of significance. H0 is accepted. There is no relationship between above-mentioned variables.

35. Relationship testing between the amount of years working in the company and the satisfaction level of the communication between teams.

35.1 Cross table of the satisfaction level of the communication between teams							
		<i>Completely dissatisfied</i>	<i>Rather not</i>	<i>Quite satisfied</i>	<i>Rather yes</i>	<i>Difficult to answer</i>	Total
<i>The amount of years working in the company</i>	less than year	7	25	33	22	2	89
	1-2 years	4	28	26	58	0	116
	2-4 years	1	20	14	13	1	49
	more than 4 years	0	9	9	5	1	24
Total		12	82	82	98	4	278

Source:Self-made table

35.2 Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.373 ^a	12	.005
Likelihood Ratio	29.883	12	.003
Linear-by-Linear Association	0.019	1	.889
N of Valid Cases	278		
a. 7 cells (35,0%) have expected count less than 5. The minimum expected count is ,35.			

Source:Self-made table

H0: There is no relationship between the amount of years working in the company and the satisfaction level of the communication between teams.

H1: There is a relationship between the amount of years working in the company and the satisfaction level of the communication between teams.

At the level of $\alpha=0.05$. P-value =.005, that is less than the level of significance. H0 is rejected. There is a relationship between above-mentioned variables

4.2.2 Results of the test analysis.

Table 36 Cross table of results.

	Age	Gender	Level of education	Nationality	Marital status	Number of children	The amount of years working in the company
Satisfaction level of the							
<i>content of work</i>	.007	.261	.379	.281	.023	.361	.000
<i>work conditions</i>	.001	.010	.021	.102	.290	.211	.002
<i>tasks variety</i>	.000	.055	.015	.060	.221	.234	.005
HR Management organization							
<i>communication between teams</i>	.000	.030	.114	.071	.106	.301	.000
<i>communication between teams</i>	.001	.001	.075	.000	.002	.061	.005

Source: Self-made table

To sum up the results of the hypothesis testing, Table 36 was created. It includes p-values that were estimated by the Chi-square test with the help of the statistical program SPSS.

According to the results, such social variables as age and working years have the most influence on the job satisfaction. This outcome can be explained by the fact that people from different age groups are satisfied by various factors. For instance, younger employees pay more attention to the content of work, tasks variety, and communication between and within teams; while older ones highlight other factors such as work conditions and HR management.

Regarding the number of years working in the company, it is important to mention that people are more likely to work longer in an organization with a friendly environment which is directly affected by the communication between teams, working place conditions and HR management. The employees that have just started their working careers in the company focus mostly on the tasks differentiation and the content of work.

Along with the two above mentioned factors, gender can be called an influential attribute as well. This can be explained by the way that sometimes men and women

experience the same situations differently: women pay bigger attention to the team relationships while men are likely to emphasize the importance of the structure.

Marital status and level of education are factors which have weight in some scales of the job satisfaction. In case of marital status, the reason for that is a that people in a relationship prioritize the content of work more and do not pay as much attention to the team's interaction as single people. For the level of education, the author considers that the result shows that higher educated people are more likely to stress the significance of tasks variety and conditions under which they perform.

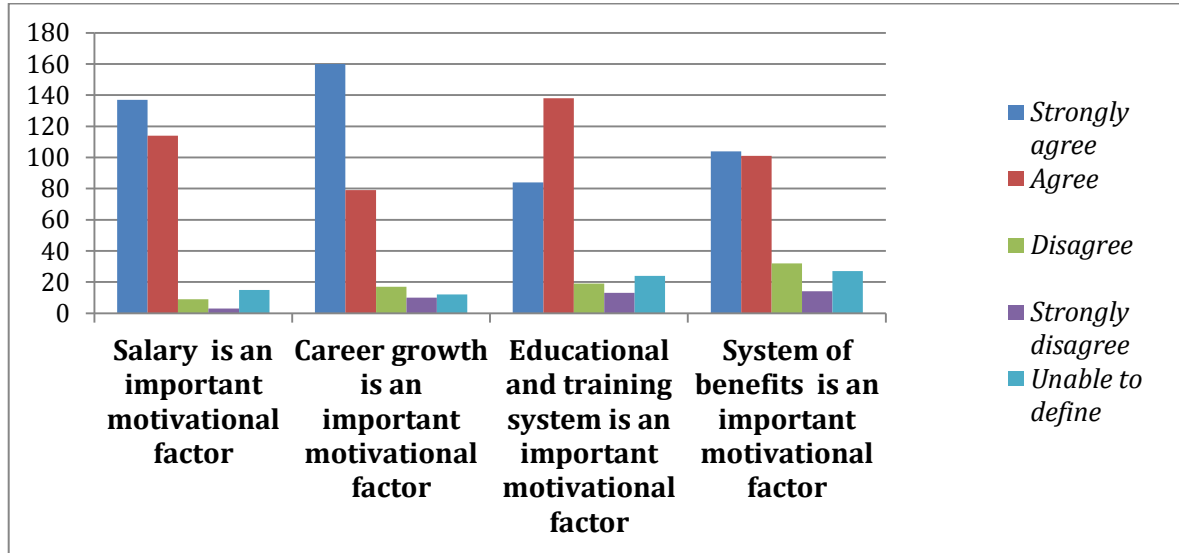
In pursuance of results of the hypothesis testing nationality is one of the less influential factors of the job satisfaction level. Nationality may influence the level of satisfaction from the communication between teams. The reasons for that could be the differences between mentalities or maybe political issues.

The number of kids turned out not to be influential. The reason for the above-shown outcome could be that a significant part of employees don't have children.

To conclude the research, it can be said that there is a relationship between social factors and satisfaction from the job. The result of the hypothesis testing highlights two elements that have the highest level of significance between job satisfaction level and social factors. These factors in the chosen company are work conditions and communication between teams.

4.3 Output from the second part of the survey.

Table 37. Scale of the importance of different motivation factors provided by the company .



Source: Self-made table

The output of the analysis of the different motivational factors proposed by the company and their importance shows the following facts:

- Career growth and salary are the most important motivational factors.
- Educational and training system occupies a significant place in the role of motivation.
- System of benefits is less critical than other factors but still influences the motivation quite strongly.

Results show that to motivate employees managers should cover all the mentioned factors in the same way.

5. Recommendations and discussion

This part of the given diploma thesis consists of the analysis of the interview with the team leader from the HR department and authors' recommendations.

The team leader highlights three main incentives as factors of motivation: salary, corporate culture and career growth. These factors relate to both junior and senior employees.

According to the previous analysis, the chosen company employs people from various age groups. Senior employees are more interested in the decision-making process while junior employees want to be a part of the team and different corporate events. Besides that, the manager emphasizes that junior employees are more willing to take part in education and training. It is important to say that motivating young workers within the framework of personnel management plays the significant role and has its peculiarities. Therefore, it is essential to use a particular approach to the interaction with and between young people and the use of methods of motivating junior professionals.

Approaches to motivate young workers depend on the generation to which the particular employee belongs. There is a theory of generations known thanks to two American researchers: William Strauss and Neil Hove. The essence of this theory is that the values of different generations are very different. W. Strauss and N. Hove studied and described these differences, as well as what caused them. This theory could be an excellent tool to find the approach to each employee.

The feature of the international company is cultural diversity, which means the variety of mentality, political views, and cultural characteristics. The managers of the multinational companies have to understand and consider of such contrast. They should continuously refresh their approaches and adjust already existed by attending specialized training or courses.

Communication between workers and manager plays the significant role and could not be avoided. The company provides an opportunity for the employees to share their ideas and thoughts. Employees want to be involved and contribute to the company's improvement.

The company's culture includes interaction between managers and workers. They support different programs that develop team spirit for instance teambuilding.

The chosen company pay high attention to maintaining a friendly and united culture in the organization by proposing their employees to take part in charity events or breakfast to raise money for animal shelters. Thanks to charitable activities, a business can increase its local visibility, while improving the morale of employees. By involving employees in the process, companies can also increase retention of employees, which can save a lot of money each year. Local charities are likely to be more than happy to work with large companies.

The team leader of the company points out two non-monetary incentives multisport cards and flexible working hours system, which shows that the company takes care of the health and well-being of their workers. It is important to mention that work-life balance is one of the critical aspects of managers' attitude towards workers. Managers have to look after the well-being of their employees by helping them to sustain a healthy balance between work and personal life.

6. Conclusion

From the presented theories of motivation, the author concludes that both content and process theories can be used in practice. Processed theories are an evolutionary continuation of the content theories, the former study the behaviour of people, exploring the cognitive prerequisites. The essence of the content theories is to determine the needs of people that are pushing them to action, especially when defining the scope of work. Each theory of motivation can act both independently as well as in combination with other theories.

There are many approaches to constructing an appropriate system of motivation, but no theory gives an exact indication that it will provide the best results under specific conditions and circumstances. Managers need to determine for themselves which tools and methods should be critical to a motivation system in a particular enterprise. Thus, the success of motivation is predetermined by an integrated approach to it, based on a thorough and comprehensive study of the state of affairs in the organization and the motivational structure of the behavior of its personnel. The construction of a motivation system for the chosen company involves four main points:

- Material motivation factors
- Attention to the corporate culture of the organization.
- Content of work and tasks variety
- Development in different fields

The actions of manager towards motivation should include activities aimed at enriching the content of work and creating conditions for the manifestation of the creative potential of workers and their self-development. In carrying out this function, managers must constantly influence the factors of productive employee's work. They primarily include the diversity of content, the growth, and expansion of the professional skills of the

employees, satisfaction with the results obtained, the possibility of manifesting an initiative and exercising self-control.

In conclusion, the author could emphasize that the main aim and objectives were reached. Hypothesis testing validates the existence of the relationship between social factors and job satisfaction level. Also, the obtained results show that to maintain employees' motivation on the high-level managers of the company have to take into account various motivational factors from salary to benefits. The results of the research can be used to improve the motivation system of the chosen company.

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Online resources:

1. Free Management Book [Online] Available at: <http://www.free-management-ebooks.com> (accessed 15.03.2018)
2. How Do You Motivate Employees? [online] Available at: <https://pdfs.semanticscholar.org/ca2a/a2ae02ac5b738b55b12b7324fac59571b1c1.pdf> (accessed 18.01.2018)
3. Simply psychology [Online] Available at <https://www.simplypsychology.org/maslow.html> (accessed 15.03.2018)

4. The Article about the Czech Labor Code-Vacation Days [Online] Available at <https://www.penize.cz/pracovni-pomer/323292-nova-pravidla-dovolenych-snazzi-prevedeni-do-dalsiho-roku-a-spravedlivejsi-vypocet> (accessed 15.03.2018)

8. Appendix.

Survey.

1. What is your age?

18 to 25

26-29

30-39

40-49

more than 50

2. What is your gender?

Male

Female

3. What is your highest level of education?

High school

Bachelor's degree

Master's degree

Doctoral degree

4. What is your nationality?

Open question

5. What is your current marital status?

Single

Married

Divorced

Domestic partnership

Other

6. Number of children?

0

1-2

3+

7. How long have you been working in this company?

less than 1

year1 - 2 years

2- 4 years

more than 4 years

8. Choose the option which suits you the best

1-Strongly agree 2-Agree 3-Disagree 4-Strongly disagree 5-Unable to define

Salary bonus is an important motivational factor

Career growth is an important motivational factor

Educational and trainings system is an important motivational factor
 System of benefits is an important motivational factor

9. Choose the option which suits you the best

Are you satisfied with	Completely dissatisfied	Rather not	Difficult to answer	Rather yes	Quite satisfied
The content of the work					
Work conditions					
Tasks variety					
HR Management organization					
communication between teams					

Interview.

1. What are the main motivation factors for junior and for senior employees?

For both Senior and Junior employees one of the greatest incentives is corporate culture. It is important to feel involved, valued, being a part of the collective vision. Almost everyone wants to contribute to the common good. It is important as well to know you can achieve a career growth, having a career perspective makes an employee loyal to the company, because they know their effort is appreciated. Of course salary plays essential role.

2. What is difference between motivation of junior employee and senior?

Senior employees want to be involved in decision making processes. Whereas junior employees more motivated by the working environment, their team, corporate events. Junior employees logically are more interested in education and trainings.

3. Are there any motivational differences between gender, age /other features?

It does not depend on gender or age but mostly on the stage of life. For some people family programs are more appealing than leisure activity benefits.

4. How often did you get feedback from the employees? (about working environment, team work)

Sometimes we are getting emails with interesting ideas, good proposals and improvements. When the person is leaving the company, he/she provides us with a feedback. We are collecting the answers, process the data and trying to change and improve.

5. Do you evaluation the level of job satisfaction among workers?

Well, actually each manager has his/her own way of such evaluation. Almost each of our managers follows the open door policy where employee can come any time when they are facing an issue or have an idea. This is why it's a common practice to have one to one conversation. Every manager decides how often it should be. But overall it creates the sense of friendly environment. I would like to add that managers provide the evaluation at

the end of the fiscal year; they gather the information which then serves for the improvement purposes, professional goals setting and performance review.

6. In your opinion what are the main purpose of teambuilding's? How important are they?

The benefits of social engineering have a direct impact on company's result. Of course it is about the networking, uniting of the team members and strengthening the team spirit. When people know each other they feel comfortable working together. It influences the information flow, overall performance.

7. How popular educational programs are among your employees?

Our employees are eager to learn and actively use internal educational portal as well as class room trainings. The company seeks to motivate people to self-education via different channels, for example one of the benefits provided is bonus points that can be spent on courses.

8. What are the key non-monetary incentives in organization you can highlight?

From time to time we provide the opportunity to take part in charity events, for example giving presents for the kids from orphanage or collecting cloth and food for the homeless people. Last time we had a breakfast to raise money for animal shelters. These events unite employees by giving them a chance to be involved in doing good. Company cares about employees' health and well-being by offering a multisport card. Flexible working hours and ability to work remotely encourage vital work-life balance.

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