

Czech University of Life Sciences Prague

Faculty of Economics and Management

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Bachelor Thesis

Methods of motivating employees

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BACHELOR THESIS ASSIGNMENT

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Thesis title

Methods of motivating employees

Objectives of thesis

The objective of this Bachelor Thesis is to analyse the motivation program of the chosen company and to evaluate the satisfaction of workers. The motivation and satisfaction of employees will be assessed on the basis of a questionnaire.

Methodology

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

In the second part it was based on questionnaire which was provided to employees of the chosen company. It was provided by paper form and every worker could respond anonymously. There were closed and opened questions which showed the employees' satisfaction with motivational factors in the workplace.

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

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Declaration

I declare that I have worked on my bachelor thesis titled "Methods of motivating employees" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on March 14, 2017

Aneta Vrátilová

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Způsoby motivování zaměstnanců

Methods of motivating employees

Způsoby motivování zaměstnanců

Abstrakt

Bakalářská práce je rozdělena do dvou částí. První část se zaměřuje na shrnutí základních teoretických poznatků z oblasti motivace a spokojenosti ve společnosti. Ve druhé části práce je provedena analýza motivaci a spokojenosti ve vybrané společnosti, jejímž cílem je zjistit úroveň motivace zaměstnanců, identifikovat určité faktory spokojenosti/nespokojenosti a na základě obdržných dat doporučit možná řešení problematických oblastí. K provedení analýzy byla využita metoda dotazníkového šetření. Pracovníci odpovídali na otázky týkající se oblasti pracovních podmínek, vedení zaměstnanců, finančního ohodnocení a vztahů na pracovišti. Velký důraz byl kladen na zjištění důležitosti a spokojenosti s konkrétními motivačními faktory.

Klíčová slova: Management, Manažer, Manažerské funkce, Motivace, Motivační faktory, Teorie motivace

Methods of motivating employees

Abstract

The bachelor thesis is split into two parts. First part concentrates on summarizing the basic theoretical knowledge in the field of motivation and job satisfaction. In second analyses of motivation and satisfaction in the selected company is made. The target is to identify the level of worker motivation and satisfaction. It determines factors of dissatisfaction and proposes possible solutions to problem areas on the foundation of the data. Survey methodology to research this area was based on questionnaire survey. The respondents replied questions about common matters, labor conditions and financial rewards, working conditions, environment, relationships and the management in the workplace. The questionnaire was focused on importance and satisfaction with specific motivational factors.

Keywords: Management, Manager, Managerial function, Motivation, Motivational factor, Theories of motivation

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1 Introduction

Nowadays, companies put more emphasis on motivating and leading employees as they perceive that employees are the power which results the business success. Therefore, input in a human capital has a big economic return. When employees are considered as individuals, business surely prosper from their differences.

Each person has a unique profile, different attitude and personality and for that reason it is impossible to motivate all workers the same way. In other words, there is not a given access which would suit to everyone. Thus, it is significant ability for all managers to identify what motivates the certain worker.

Motivation provides employees a reason of accomplishing their tasks and also the understanding why they should perform with their best. One of the most relevant motivational element is the atmosphere and relations in the workplace which significantly affects work performance.

Accordingly, the task of each firm should be building a high-quality and stable work team which will be pleased to work with in order to achieve common goals of the company and creating a positive working environment which supports workers to undertake the best activity.

2 Objectives and Methodology

2.1 Objectives

The objective of this Bachelor Thesis is to analyse the motivation program of the chosen company and to evaluate the satisfaction of workers. The motivation and satisfaction of employees will be assessed on the basis of a questionnaire.

2.2 Methodology

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

In the second part it was based on a questionnaire which was provided to employees of the chosen company. It was provided by paper form and every worker could respond anonymously. There were closed and open questions which showed the employees' satisfaction with motivational factors in the workplace.

3 Theoretical Part

3.1 Management

Management is the art of getting things done through and with the people in formally organized groups (Koontz, 1961).

Management is a purposive activity. It is something that directs group efforts towards the accomplishment of certain pre-determined objectives. It is the process of working with and through others to effectively reach the targets of the organization, by efficiently using limited resources in the changing world.

It is the activity of getting things done with the aid of people and other resources (Boody, 2008).

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

3.1.1 Manager

The term manager can be used in relation to all the various levels of management in the company. Most of the time, the term describes someone who supervises others.

Managers must be able to motivate their workers and determine their needs to make them effectively participate in achieving target goals.

In the beginning of 20th century there was not a big difference between manager and owner of company. Sometimes in a small company there was interconnection of manager, owner and employee (Veber, 2000).

Nevertheless, once their performance decrease, the corporation gets into difficulties. A consequence of this factor the working positions were separated. There was created a new profession called manager who is hired by owner to lead the company (Kotler P, 2013).

3.1.2 Hierarchy of managers

Not every manager work in the same level and they need to have all these skills but they do not have the same amount of skills. (Švarová, 2005)

Therefore, managers are divided into three levels of hierarchy according to their position in the organization:

- **First-Level Managers**

Sometimes called lower-level managers are at the bottom level of hierarchy and their tasks are directly responsible for everyday work of operating employees.

- **Mid-Level Managers**

Middle managers are managers who serve as intermediaries between lower-level managers and the highest level within the management hierarchy. These managers may still be in and are directly responsible for the work of first-line managers or are involved in the daily company operations, which often depends on the input of first-level managers.

- **Top-Level Managers**

Top managers are managers placed at the very top level of hierarchy. They represent the smallest group that is responsible for developing the organization's vision and making the executive decisions that affect the organization's future.

3.1.3 Leader

The leadership can be process of directing and influencing others to achieve group goals. Leaders are usually people who have a lot of influence over others.

3.1.4 Manager vs. Leader

- The manager maintains; the leader develops.
- The manager focuses on systems and structure; the leader focuses on people.
- The manager administers; the leader innovates.
- The manager asks how and when; the leader asks what and why.
- The manager has a short-range view; the leader has a long-range perspective.

Managing people effectively in extension programs is a skill that requires constant planning and development. An extension program manager can be defined as the person who is vested with formal authority over an organization or one of its sub units.

Manager has status that leads to various interpersonal relations, and from this comes access to information. Information, in turn, enables the manager to devise strategies, make decisions, and implement action (Mintzberg, 1989).

3.1.5 Managerial skills

Managerial skills are ability and the knowledge of the individuals in a managerial position to accomplish some unique managerial tasks or activities.

- **Personal Skills**

The ability and knowledge of manager to work and lead other employees. It is skill to make environment where subordinates work effectively. These abilities can be defined as a strength to motivate group or individual and to understand their needs.

- **Technical Skills**

Give the managers ability and the knowledge how to take advantages of technology, technique and processes to achieve what they want to achieve.

- **Conceptual Skills**

Present the ability and knowledge of a manager for more abstract thinking and to visualize the entire company and to lead the organization to get a strategic target.

The most crucial skills are conceptual skills, capability to lead whole company. It can be director of the company, chief financial officer, chief operating officer (Truneček, 1995).

3.2 Management function

According to Koontz (1993) the most important functions of a managerial position include planning, organizing, staffing, leading (coordinating) and controlling. The functions differentiate according to the level of management and the organization.

- **Planning**

The initial function, which determinates what should be done in future. It consists of selecting targets, objectives, policies, activities and procedures and procedures, and other plans needed to achieve the purposes of the organization. (Koontz, 1993).

According to Henri Fayol, drawing up a good plan of action is the hardest of the five functions of management.

- **Organizing**

In any organizing effort, managers must choose an appropriate structure to determine which tasks must be performed. These tasks have to be designed to correspond abilities and motivations of available workers. The organization structure is represented primarily

by an organization chart. The main of that structure is to support the creation of human performance

It can be explain as distributing, defining, arranging and setting-up work among members of the work group to accomplish the organization's goals. (Hron 2006)

- **Staffing**

This function consists of recruiting, selecting, training, developing and promoting employees. In many organisations, these activities related to staffing are handled by the Human Resource Management.

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

- **Leading**

Principally, this term includes the ability to regulate, lead, stimulate and motivate fellow workers to meet their targets (Hron, 2006).

- **Controlling**

The very last function goes through all cycles to ensure their effectiveness. Controlling is required to detect and make corrections as necessary before they become serious.

The concept of controlling is a process of monitoring, analysing, accepting conclusions in connection to deviation between the plan and its implementation (Hron, 2006).

Figure 1: The Management function - cycle



Source: <http://www.toolshero.com/management/five-functions-of-management/>

3.3 Motivation

The word motivation comes from the Latin word, "mover" - to move. It is a general symbol for all the internal stimuli which lead to certain activity or specific action (Bedrnová a Nový, 2002).

Sarmiento, Beale and Knowles 2007 show that there is a positive and significant association between job satisfaction and performance.

Describes the level of desire employees feel to perform, regardless of the level of happiness. One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities. It is what gives meaning and energy to our actions and needs and also the driving engine which leading us to our goals, whatever the goals may be.

Derives from the word 'motive' and according to Webster's New Collegiate Dictionary, it is "something, a need or desire, that causes a person to act." Motivate, in turn, means "to provide with a motive", and motivation is defined as "the act of process of motivating."

There is no single universally accepted definition of motivation. Nevertheless, the word itself gives us some clues (Arnold, 2005).

3.3.1 Types of motivation

- **Internal**

Or intrinsic factors of motivation mean inside yourself. People create these factors by themselves; they affect people either act in a specific way or to move in the specific direction. Provided by and enjoyable workplace or of the type of the activity. For example:

- Needs, instincts
- Interests
- Emotions
- Current mental status of the individual
- Self-regulatory properties
- Habits
- Attitudes, values
- Life goals, plans, ideals

- **External**

Or extrinsic factors of motivation mean outside of the performer. Extrinsic motivation refers to our tendency to perform activities for known external rewards, whether they be tangible (e.g., money) or psychological (e.g., praise) in nature.

So-called incentives these are natural external incentives that turns to activate certain motive (e.g. appreciation for well done work or advancement in career) (Bedrnová & Nový, 2002).

- Money (the most obvious example)
- Praise and recognition
- Penalties (reprimand, fines, ...)
- Commands
- Prayers, wishes, expectations
- Offers

3.3.2 Motivational factors

- **Recognition**

For employees it means much more than just the "appreciation" for a job well done. It gives the feeling of importance of their employer. This concept of Appreciation has more forms. It may be either expressed verbally or it can also have tangible form such as a variety of bonuses, promotion and the salary increase.

As an individual as well as any working groups may await for appreciation it only depends on the job done and the task.

- **Success**

For any human, who was successful in completing something is natural to feel any kind of pleasure. We should set such tasks to employees, which they are able to handle so the accomplishment comes forward.

The activity is less satisfying to do when it does not give employees feeling of a job well done. In most cases the success is the strongest non-financial motivator.

- **Relationship at workplace**

Represents one of the strong non-financial motivational factors. It is required to have colleagues at the workplace who you can talk to, discuss and share experiences. It is really not possible to work in isolation.

Not allowing workers to reciprocate with co-workers leads to frustration and stress at workplace and in the company.

- **Working conditions**

Employees should get decent working conditions. They should get good working devices, proper sanitation, air-conditioned rooms, machines, equipment, etc.

Proper conditions motivate employees the right way.

- **Job security**

Some guarantee of job security means to provide a warranty versus a job dismissal. Untouched people can work without stress and it can also be a good way to motivate the workers.

Employees who are in stress because of job instability for a long time may be unsatisfied and may leave the organization.

- **Professional growth**

The best portion about providing chance for professional growth is that it is each other beneficial for employees get to feel more capable, and employers get to have more qualified employees. Organization should take benefit of this arrangement by offering ways for employees to sharpen their skills and knowledge, such as conferences, mentoring programs, online courses, or even tuition reimbursement.

- **Good managers**

Supervisors should be experienced, intelligent, matured and having a good personality. The special skills and knowledge make person the right superior.

Nakonečný (2005) wrote that higher ethical code of manager leads to higher management power and higher employees' motivation. Employees can trust and follow the supervisors and so the very presence of manager can already motivate the workers.

- **Financial rewards**

Financial rewards are received in return for job well done or given in reward for good behavior. Employees who gain enough earnings to meet their essential needs and also some additional will be less likely to think about changing their job. Almost every individual works to secure accommodation, diet, clothes and fun for themselves and their whole family. Working let people live.

Some employees will devote more time and effort in order to get bonuses, promotions or salary increases. Vice versa others may be glad for their "uncompetitive" pay replaced with doing an enjoyable work.

- **Salary**

Salaries are considered as one of the most important motivational factors. But in time of financial crises it is impossible to use it as it is required many times.

Very relevant is the way how the salaries are given to employees. Firstly, they have to be paid. Obviousness should be to pay it on time and the fixing salaries should be high enough for covering the employees' costs of living.

- **Bonus**

Bonus represents some extra remittance to worker over and above salary. It is given as motivation. The rate of bonus should be appropriate.

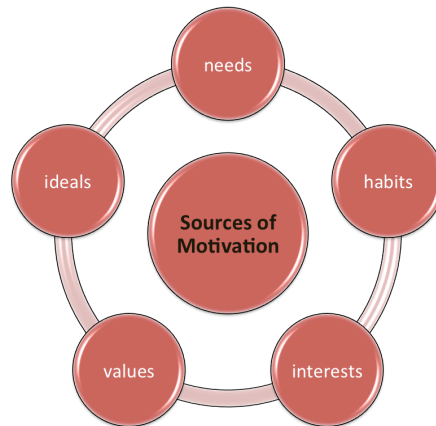
- **Incentives**

The company may also grant additional incentives such as educational allowance, medical allowance, or other service for its workers.

3.3.3 Sources of motivation

Where does the motivation come from? It is widely recognized five partial resources that as a whole form an individual person who has specific motivational claims. You can see which five factors are involved in this process in figure 2.

Figure 2: Sources of motivation



Source: Own input

- **Needs**

If there is any feeling inside us something is missing, try to resolve the situation so the lack is removed. Determine what is the goal of its needs and try to achieve it. Ceases to work towards it until its needs are met. It is the strongest human desire, which is the main driving force of all human activities. In addition, each person considers important something completely different. What is necessary for one, the second might not even take into consideration.

Needs can be divided into two groups: Primary and Secondary:

- Primary needs can be also called physiological or biological. Human being is born with these needs and they are required for surviving. The most fundamental as eating food, drinking water, need for air etc.
- Secondary needs are called social. Human as a social and cultural being requires love and tenderness, security, domination etc.

- **Habits**

Introduces any regularly repeated behaviour that requires little or no thought and is learned rather than innate. So throughout our lives, there are actions that can be repeated more often and due to the regularity they become our stereotypes.

According to Duhigg (2012) habits consist of three elements: cue, routine and reward. By creating a neurological pathway between the cue and the reward habits create intrinsic motives that are usually not even controlled or allowed by the individual.

Habits can emerge both from nurture as well as one's formative activities.

- **Interests**

We are realizing interests throughout our all life. This is satisfying needs which we enjoy. We perform activities through them that enrich and develop us.

- **Values**

Basically it can be anything that reflects what people appreciate and what is important to them. As well as most of the secondary needs are different for everyone the same as values. Despite this we all have general values that may include for instance health, family, relationship, health, work, education, love, truth, honesty, etc.

Values can be divided into a few groups: theoretical, economic, aesthetic, social, political, religious.

Over the life each person creates own system of values which affects the human behaviour to himself and the outside world. It also affects the job performance as well as the actual attitude to work and its tasks.

- **Ideals**

Last source of motivation can be expressed as a high, noble personal goal, which is very tricky to achieve and sometimes even unachievable. The ideals is understood as a direction people desire to go, the way how they desire to live or what they desire to reach in future. Although we are all aware it is going to be tough journey.

If it is identified and understood what is the target, we can create a far more efficient process of motivation, which is then far more complicated than most people can even assume.

This set of sources is a fundamental determinant of the fact that the person tends to a specific target, tries to get something or desires something (Provazník, 2004).

3.3.4 Theories of motivation

It seeks to explain why employees are motivated by and satisfied with one type of work than another.

There exist many motivation theories, which are used by companies and managers to help them with driving their workers to reach their goals. In this research, these theories

are being discussed and used in practical analysis:

- Needs-Based Theories of Motivation
 - Maslow's Hierarchy of Needs
 - Herzberg's two-factor theory
 - Alderfer's ERG theory
- Management Theories of Motivation (the approach to motivation is driven by aspects of management)
 - McGregor Theory X and Theory Y
- Extrinsic Factor Theories of Motivation (another access of insight motivation is the concentration on external factors and their role in understanding worker's motivation)
 - Reinforcement Theory
- Intrinsic Factor Theories of Motivation (theories which focus on internal thought procedures and understanding motivation)
 - Vroom's Expectancy Theory
 - Adam's Equity Theory

Maslow's Hierarchy of Needs

Abraham Maslow sought to explain why people are driven by particular needs at particular times.

His answer is that major human needs are arranged into five categories in a hierarchal manner from most to least pressing – physiological needs, safety needs, social needs, esteem needs, and self-actualization needs.

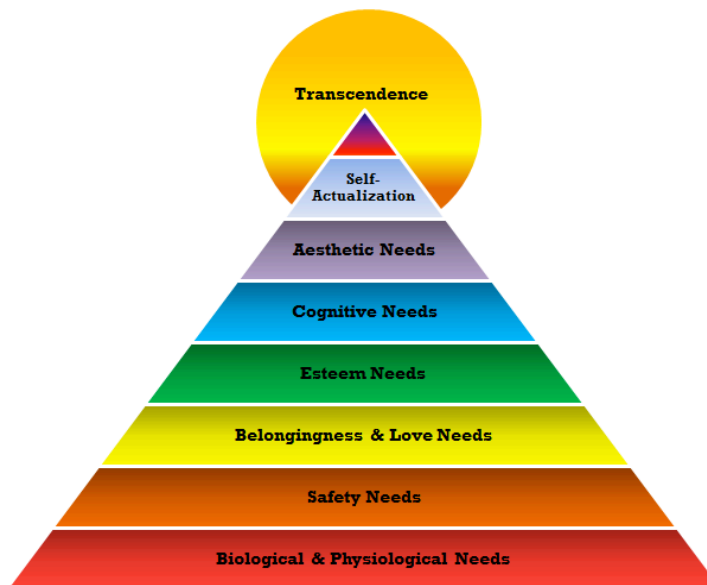
According to Maslow, people tend to satisfy these organized needs in some specific order which means that the lower level need is fulfilled first then the next upper level need is considered.

The story of the human race is the story of men and women selling themselves short (Abraham Maslow).

The more we learn about man's natural tendencies, the easier it will be to tell him how

to be good, how to be happy, how to be fruitful, how to respect himself, how to love, how to fulfil his highest potentialities. The thing to do seems to be to find out what one is really like inside; deep down, as a member of the human species and as a particular individual. (Abraham Maslow).

Figure 3: Maslow's Hierarchy



Maslow's Hierarchy Of Needs Pyramid

Source:<https://sites.google.com/a/cms.k12.nc.us/ap-psych-2b/emma-moten---maslow-s-hierarchy-of-needs>

Transcendence – refers to one's spirituality and relation to the universe and others. This need is specifically concerned with the act of helping others to self-actualize.

- Growth Needs

Needs at the higher levels of the hierarchy, which expand and evolve as individuals have experience with them.

- Self-Actualization - this stage can only be met once all other needs are satisfied. Though any person can achieve self-actualization, not all people will, since progress may be halted by life's challenges.

Maslow see this as What humans can be, they must be or becoming everything that one is capable of becoming (Mullins, 2005).

- Aesthetic Needs - refers to the search for beauty, balance and form. Maslow recognized that artists tended to focus on fulfilment of these needs.
- Intellectual (Cognitive) Achievement - a person's cognitive needs may be fulfilled by the pursuit of knowledge or meaning.

- Deficiency Needs

Needs at the lower levels of the hierarchy, which must be met in order to move to the higher levels.

- Esteem Needs - a person's self-esteem needs are often met as they achieve goals, master certain tasks, and receive recognition or respect for accomplishment.
- Love and Belonging Needs - these include love and community and are generally met by family, friends, or romantic partners.
- Safety Needs - safety includes feelings of security and stability, living free of fear, and being safe from harm.
- Physiological Needs - these essential needs include food, water, and shelter. Most people attempt to fulfil these needs before any others.

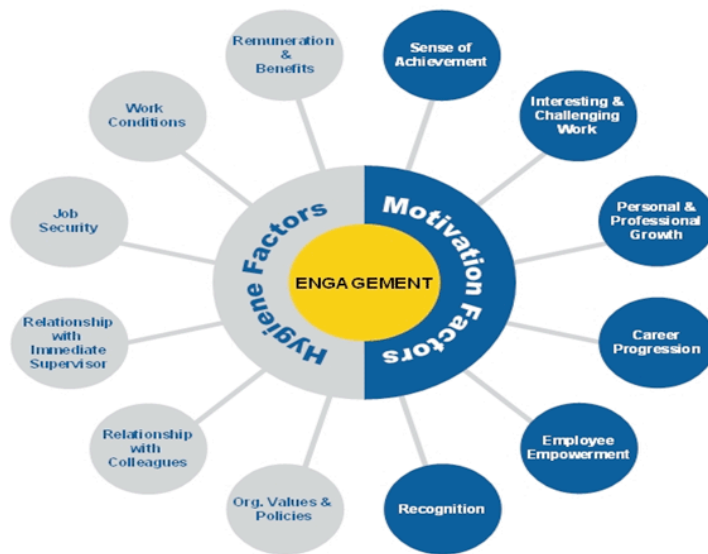
Herzberg's two-factor theory

Also known as Herzberg's Motivation and Hygiene theory. Frederick Herzberg, a behavioural scientist started the study job satisfaction in the 1950's.

The basis of Herzberg's work is the substantial modification of the Maslow's Hierarchy of Needs. According to Herzberg, there are some job factors what cause the job satisfaction while there are other job factors that prevent dissatisfaction.

Even though he went through countless studies he couldn't draw any guidelines. Herzberg conducted a survey by interviewing 203 engineers and accountants in the Pittsburgh area to determine those things that made people feel either positive or negative with their job. Based on these findings Frederick Herzberg created his theory of Motivators and Hygiene factors. Both factors can be used as the motivators but their function is for different reasons.

Figure 4: Hygiene vs Motivation Factors diagram



Source: <https://managementstudyguide.com/hygiene-and-motivation-factors-for-employee-engagement.htm>

- Hygiene factors

Factors that are extrinsic to work. Hygiene factors tend to lead to the positive satisfaction only for short term. Hygiene factors are those job factors, which are required for existence of motivation at workplace. Although these factors do not motivate workers, they can cause job dissatisfaction if they are lacking.

For example, employees must feel that their job is as secured as it is possible in the economic situation; the working condition should be clean, hygienic and safe; salaries and wages should match to those salaries that other people get in the same sector of industry and so on. It also includes interpersonal relationships, organizational policies, and technical quality of supervision.

- Motivators

Factors that are inherent to work effect human needs and cause feelings of satisfaction at work most probably for long-term. Motivators factors also called satisfiers motivate and lead employees to a superior performance and increase job satisfaction.

The motivators symbolized the psychological needs that were understood as an additional benefit. Including achievement, work itself, responsibility, advancement, growth and recognition. Their achievement could bring satisfaction but never dissatisfaction.

Alderfer's ERG theory

An American psychologist Clayton P. Alderfer published ERG theory in 1972 book "Human Needs in Organization Settings". He built it upon Maslow's hierarchy of needs theory and brought new ideas from a human behaviour research. He collapses Maslow's five levels of needs from five to the following three universal needs:

- Existence (E)

Existence needs are desires for physiological and material well-being. These needs combine the Maslow's first two needs (physiological and safety needs) into one level.

- Relatedness (R)

Relatedness needs addressed the belonging needs and satisfying interpersonal relations. In terms of Maslow's hierarchy, relatedness is related with social needs and part of esteem needs, derived from the relationship.

- Growth (G)

It terms of Maslow's model, these needs cover esteem and self-actualization. Need for growth has result in realizing people's capacity for self-assertion, self-expression, and so on.

These groups are comparable with Maslow hierarchy but maybe a bit more rational. Alderfer did not set up any strict borders between Existence, Relatedness and Growth.

The difference between the Maslow's hierarchy and the Alderfer's one is the fact that the movement is not only upwards but the individuals can move in and out of the various classes. What he is that an already satisfied bottom line of hierarchy can become reactivated and effect behaviour when a higher class cannot be satisfied.

Frustration-regression principle that is how Alderfer called moves from higher to a lower order.

Figure 5: Levels of ERG Theory



Source: <http://businessjargons.com/alderfers-erg-theory.html>

McGregor Theory X and Theory X and Y

Douglas McGregor, an American social psychologist published his famous X-Y theory in 1960 book 'The Human Side Of Enterprise'. Based on contradictory ideas about humans follows by dividing them into two groups that are commonly known as a "Theory X" and "Theory Y" according to their access to work.

It is important to understand that the below theory (X, Y) is only trying to explain the causes of human behaviour.

Must be used only as a source for the basic idea, not as a recommended instruction how to lead employees in the various conditions. The final judgement must be based on the specific situation of each worker and the organization's objectives.

- 'Theory X'

Shows that the employees are basically lazy and they are not interested in their jobs, so they should be stimulated to perform their duties. Assumes that employees are naturally unmotivated and dislike working. They are not willing to take any responsibility. They have lack of any creativity and original thinking.

Theory X thinks that workers are only motivated by money, threat of punishment and fringe benefits. It builds strong hierarchical management with many managerial levels where managers plan and decide what everyone is doing (Fournies, 1999).

McGregor recognized that X-Type workers are in fact usually the minority, although in mass organizations X Theory management may be required and can be unavoidable.

- ‘Theory Y’

In contrast this theory viewed employees as creative, complex, and mature individuals interested in meaningful work. It is more likely to have its roots in the recent knowledge of human behaviour.

It assumes that physical and mental effort in work is as natural as play or rest. It also says that threatening and external control are not the only ways to make people work better to achieve organizational goals (Hofstede, 2005).

Reinforcement Theory

In 1911, psychologist Edward Thorndike and later B. F. Skinner in 1953 studied human behaviour point that people are motivated and their actions are likely to be repeated when their behaviors are reinforced. Skinner’s theory consists of four basic types of reinforcement that can either discourage or encourage the employee’s behavior.

The useful management give positive reinforcement to the workers that operate well in the company and negative reinforcement to those ones who do not operate well. And even punishment and extinction are also given to employees who give bad performance with wrong behavior.

- Positive reinforcement

This is related to giving a positive response and rewards when people show required and positive behavior.

- Avoidance learning

Sometimes refers to Negative reinforcement. This applies beneficial response to employee who avoids negative or undesirable behavior.

- Punishment

Includes drives designed to cut down inappropriate behaviors by building negative consequences for the individual.

- Extinction

It denotes lack of reinforcements. Constitutes the elimination the positive rewards for undesirable behaviors. Extinction may inadvertently lower desirable behavior.

Vroom' Expectancy Theory

The American professor V. Vroom together with E. Lawler and L. Porter pointed Expectancy theory in 1964, is regarded by many as the most practically usable motivation theory (Shields, 2007).

It is based on the fact that human motivation and performance is effected by its internal expectations and factors such as personality, abilities, experiences, knowledge and skills. The theory is based on the following beliefs:

- Valence

The perceived power of the reward or punishment that will consequence from the performance.

- Instrumentality

The human's perception that behavior will be either rewarded or punished.

- Expectancy

Represents the person's perception that the performance will be caused by effort.

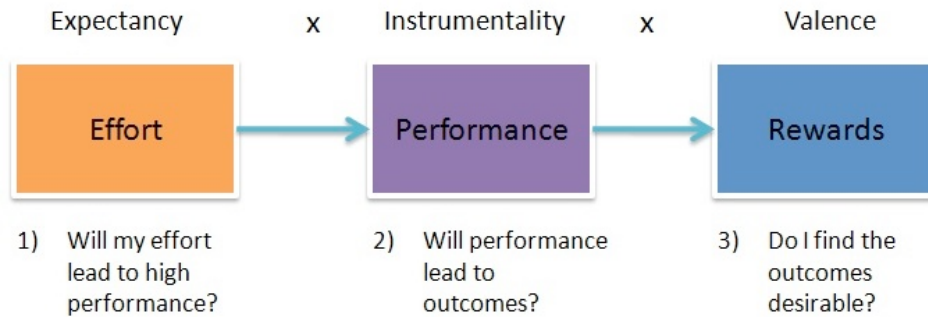
It does not only mean that employees need to believe in their abilities and qualities but also the fact that they will be rewarded for achieving the objectives. The idea of expectancy was determined in more detail by Vroom as follows:

Where an individual chooses between alternatives which involve uncertain outcomes, it seems clear that his behavior is affected not only by his preferences among these outcomes but also by the degree to which he believes these outcomes to be possible.

Expectancy is defined as momentary belief concerning the likelihood that a particular act will be followed by a particular outcome. Expectancies may be described in terms of their strength. Maximal strength is indicated by subjective certainty that the act will be

followed by outcome, while minimal strength is indicated by the subjective certainty that the act will not be followed by the outcome (Vroom, 1964).

Figure 6: Expectancy theory diagram



Source: <https://wikispaces.psu.edu/display/PSYCH484/4.+Expectancy+Theory>

Adam's Equity Theory

The author of Equity Theory is J. Stacy Adams. It suggests humans are motivated when they perceive that their treatment is equal to others within the organization.

A perception of equity in rewarding causes the increase in the individual's performances and the sense of inequity causes the decrease in the performances. Adam's theory leads to proper communication in distribution of rewards for performance done and applies it to both financial and non-financial rewards.

An employee tends to compare her work effort and qualifications (inputs) to that of her colleagues and then compare the rewards (outputs) that she receives compared to them. If they perceive inequity they will be demotivated and if not they will stay motivated or neutral (Armstrong, 2007).

4 Practical Part

4.1 Methodology and objectives

The theoretical knowledge that was described previously is applied and examined in this part. After the execution of analysis, it is determined what factors play the biggest role in motivation and satisfaction of employees in a given company.

Aim of the research is to identify problematic areas, selected motivational factors and employees' satisfaction. Based on the findings suggest recommendations to improve the current situation.

Research methodology is based on several portions. Due to the fact that the work of managers is different with both the content and the level of responsibility to work of regular employees, the incentive factors for these groups may also vary.

During the preparatory work several methods were used in order to identify the necessary data:

- Literature studies

Before any research can be done the specific literature should be studied. It gives the introduction to the issues and it is the basis for the creation of both the theoretical part and also selecting the most appropriate and most effective methods for processing own research.

- An interview with the CEO and some of the employees of the company

Based on an interview with CEO of the company was identified the most important areas and factors of motivation which we should pay attention in the research in order to get practical use for the company.

- Questionnaire survey

The questionnaire survey was selected as a convenient way to identify motivation of the employees.

Questionnaire survey

The first part consists of informative character questions as gender, age group, educational attainment and number of years worked in the business.

The second part examines the relationship of employees to their position and the

company, their loyalty and overall satisfaction. Opened-ended questions were used to complete the survey to create a more direct dialogue with the participating corporate employees to gather suggestions and ideas for our future conclusion.

The third part involves the seven most important factors of motivation and reflects their importance for motivational system of the company and their either presence or absence in their system. These factors include:

1. Job security
2. Benefits
3. Atmosphere in workplace
4. Teambuilding
5. Leadership methods
6. Opportunity of self-development
7. Working environment

Satisfaction – Importance

That type of questions was chosen for this part of the survey. This type has not only been selected on the basis that the goal of this work is to determine the state of satisfaction but also to estimate the importance of individual factors which should company's management focus.

The main aim in the fourth part was to determine which benefits are most preferable for employees. This issue is significant in terms of proposing a maximum helpful way for improvement of motivation and also for increasing the employees' satisfaction in the company.

For the survey was elected exhaustive written survey. The research was based on a questionnaire survey among 35 "non-managerial" group of employees. Temporary workers did not participate in the survey. Respondents were given a questionnaire in printed form through their management.

Rate of return is fairly high - I received 29 completed questionnaires, representing approximately 82% of the total workforce. I evaluate this amount sufficiently for a finding of partial problems in the motivation of employees as well as to determine the current state of welfare. Groups of respondents are not specified specifically.

4.2 Description of the company

4.2.1 Basic information about the company

The name of company: NFCP rental equipment s.r.o.

The company based: Pekárenská 1151/10, Michle, 141 00 Praha 4

Date of registration: 18. července 1996

Identification number: 25066498

Legal form: Limited liability company

4.2.2 Characteristic of the company

For purpose of this bachelor thesis was chosen a company which provides the rental inventory.

The company operates in Prague as well as in Brno and has been established by young entrepreneur. NFCP, carrying a complete inventory of catering equipment for every thinkable kind of event, from a small wedding or graduation party to a conference or any type of social event with hundreds of guests.

All critical areas are covered by the company, including storage for hot and cold items, bars and wide range of essential accessories as well as food and beverage service and food preparation.

Many years of experience and premium customer service give the company ability to support the success of the event in all circumstances.

The company currently employs 37 people in full-time employment. Further, the company also allows people to work on temporary employment. Prague branch employs most of the employees, 32 people, and the rest operates in Brno.

4.2.3 The current system of employees' motivation in the company

Financial rewards are considered as the main stimulus instrument with a controlling influence on staff motivation. The company has developed its own system of bonuses and premiums.

Each employee has a fixed monthly salary and variable remuneration that consist of various bonuses. Mostly cash bonuses that depend on work productivity and quantitative result. To make the bonus sufficiently motivating, the company in compiling this system tried to comply with certain rules:

- Transparency - the proportion of a particular target scores and achievement → the worker is able to influence outcomes, success and also a financial bonus by themselves.
- Defined goals for getting a bonus for the employee are reasonably achievable and simultaneously motivating them to achieve them.
- Bonus system is clear and easy to understand so employees are able to calculate how they may affect the amount of their bonus.

After evaluation the replies from the questionnaire it was found out, unfortunately, that the motivational factors created by the chosen company was purely the initial assumption related to employee motivation.

Therefore, currently the company has lack of almost any kind of employees' benefits.

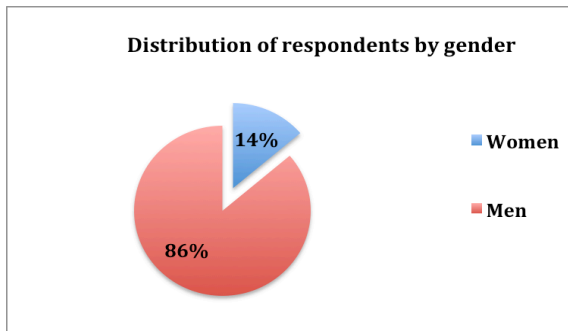
4.3 Questionnaire survey

Based on the created questionnaire was found relatively interesting facts. Which of the motivational factors the management should take more into consideration in relation to employees and vice versa, what is not that significant for employees, and therefore does not need to pay much attention.

4.3.1 First part of the research

- The composition of respondents by gender who reacted shows a significant difference between the proportion of men and women working in this company. This is mainly caused by the content of the work, specifically heavy physical exertion. Seen from survey a questionnaire was filled out by 14% of women (i.e. 4 women) and 86% of men (i.e. 25 men).

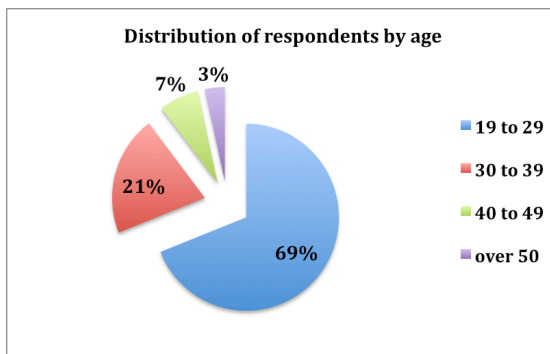
Figure 7: Gender of respondents



Source: Own input

- The largest number of workers consists of people in the age between 19 to 29 years, which is total of 69% respondents (i.e. 20 employees). In the older age group 30-39 years is 21% respondents (i.e. 6 employees). The figure no. 8 shows that 7% of the respondents (i.e. 2% employees) are aged between 40-49 and only one employee is over 50 years old.

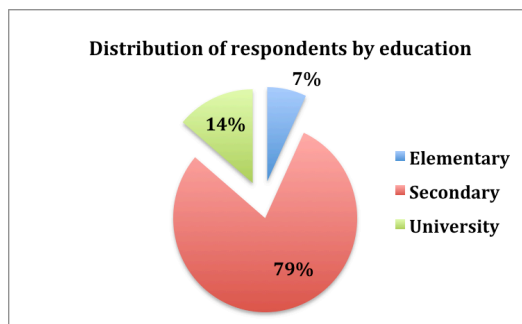
Figure 8: Age of respondents



Source: Own input

- The figure no. 9 illustrates the structure of employees' education. The largest percentage of respondents that is 79% has graduated in secondary school (i.e. 23 people). A diploma from university as highest achieved education shows 14% of workers (i.e. 4 people), and the remaining 7% (i.e. 2 people) achieved primary education.

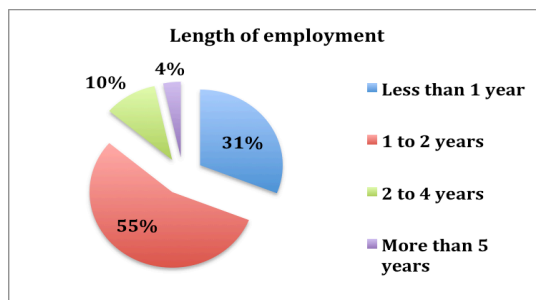
Figure 9: Education of respondents



Source: Own input

- As seen in the figure no. 10 the largest percentage of respondents which is 55% (i.e. 16 employees) operate 2 to 4 years in the company, which shows the employees' loyalty and friendly relations between the workers. Another 31% of respondents (i.e. 9 people) have been working in the company for more than 5 years. Only 10% of employees (i.e. 3 people) are employed 1 to 2 years and the 4% of respondents (i.e. 1 person) has started to work in the company in the recent year.

Figure 10: Length of employment



Source: Own input

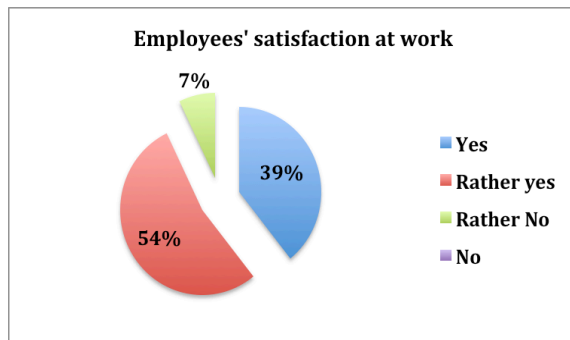
4.3.2 Second part of the survey

1. *Are you satisfied with the employment in the company?*

The second part of the questionnaire firstly dealt with general question how satisfied employees are with employment in the company. Evaluating of this question represents the figure no. 11.

According to the result it can be said the vast majority of employees are either very satisfied or fairly satisfied with the selection of their employment. Of the 29 employees, only 2 have an overall negative impression of their work, or the company as whole. However, this outcome could be considered as a favourable one that is why, there is no indication that calls for a turn in the company.

Figure 11: Employees' satisfaction at work



Source: Own input

2. *What do you find most important in a job?*

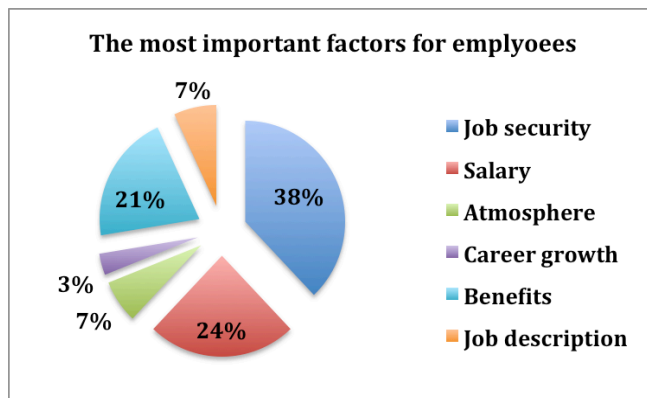
That question was tried to find out what workers consider as most important factors in their work. This question is open in order to not restrict respondents in the factor selection and proved the most detailed answer. Most respondents stated more than 2 options. Outcomes of responses are shown in the figure no. 12.

After adding up all the results, it was found that the most relevant factor for employee is future stability. Almost 38% of employees (i.e. 11 people) identified this factor. Majority of employees emphasized their comfort to seek new employment and inconveniences associated with it. Moreover, employees increasingly realize that their stability in the company is also related to its long-term strategy, behavior and values. Therefore, the

stability of employees proved to be more important than the salary. Salary is the second factor that has been shown in 24% of questionnaires (i.e. 7 people), but mainly for employees in older age groups. It implies that for the younger generation of people the work is something more than just a source of money. For 21% respondents (i.e. 6 people) system of remuneration and benefits is the most important factor. Mainly the logistics department marked the job description as a significant factor for motivation. Other factors that were mentioned in responses include career growth and atmosphere.

Result can conclude that the respondents prevail satisfying the lowest possible needs as first, which is may be easier for employers in terms of employee's motivation

Figure 12: The most important factors



Source: Own input

3. *What do you like most about your company?*

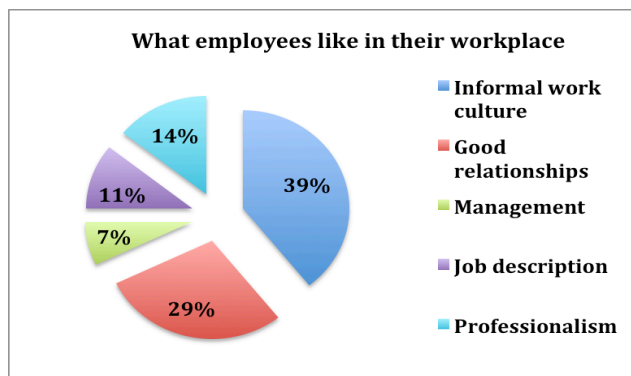
In the third question the main objective was to determine what factors the employees like the most in the company. Some of the respondents appointed more than 2 responses. In that question was emphasized that the target of the replies is on the intangible benefits rather than on salary or other tangible rewards.

The greatest number of this survey participants 39% of employees (i.e. 11 people), responded the informal company culture is what they like most. Respondents also mentioned they like being professional in the sector they work. Followed by relationships with others as also very significant factor in the company, 29% of employees (i.e. 8 people).

“It is great to work with people that are actually interested in their company and doing a good job. In these days it is hard to determine that environment today because so many people just do not care about hard work, honesty and integrity.”

Factors that were mentioned in the replies are shown in the figure no. 13.

Figure 13: Determine what employees like



Source: Own input

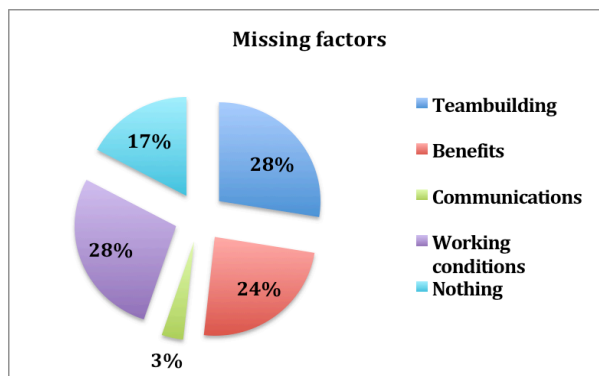
4. If you could change one thing about your job, what would it be?

Question no. 4 examined what employees are missing at their work. Most employees responded with shortage of better financial rewards for their work. It turned out that 24% of the respondents lack the financial rewards for good performance and would appreciate the overall wage increase by implementation some of the benefits. 28% of employees would also reward more activities outside the workplace that offer relaxation, deepening of relations and bringing the entertainment.

In addition, respondents seem to feel that the company lacks of certain working condition such as either discounted diets at the workplace or discounted rental inventory.

Nearly 17% of the workers did not comment this matter, from this it can be assumed they are not devoid of anything in their job. Responses of this question are displayed in the figure no. 14.

Figure 14: Missing factors



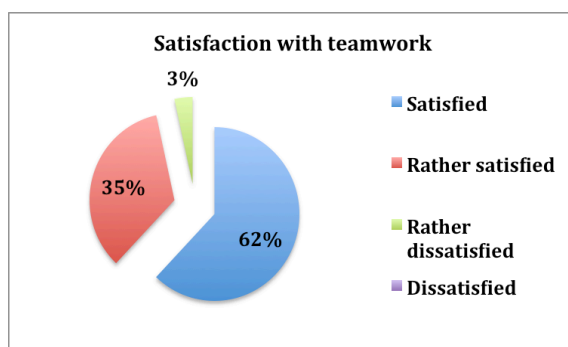
Source: Own input

5. *Are you satisfied with teamwork in your company? Do you see it as an important factor?*

On that question majority of the respondents, 62% of employees (18 people), have good relations with colleagues and only 3% of employees responded with no. Altogether, 97% of respondents evaluate teamwork and relations in the workplace positively, which can be rated as an excellent result (see figures no. 15 and 16). Strong relationships in the workplace are remarkable factor, which may help work efficiency, the work environment and build trust in overall.

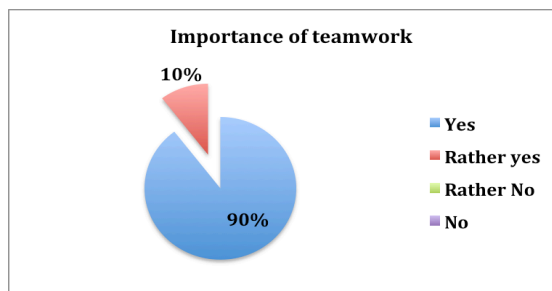
Ultimately who would like to be in workplace, where relationships between colleagues are bad or do not exist at all?

Figure 15: Satisfaction with teamwork



Source: Own input

Figure 16: Importance of teamwork

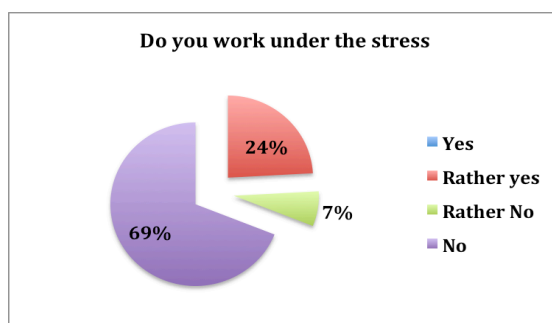


Source: Own input

6. Does your job represent any kind of stress?

As seen from the job description of most of the company's employees, 69% (20 people) do not feel to be working under stress. On the other side there are some workers who consider their work stressful, especially around Christmas time and summer months. Very stressful factor is the fulfilment of plans in this period and that would certainly be a need to change something. Evidently can be concluded a lot depends on the nature of each worker in this area. The figure no. 17 shows the actual outcomes.

Figure 17: Working under the stress



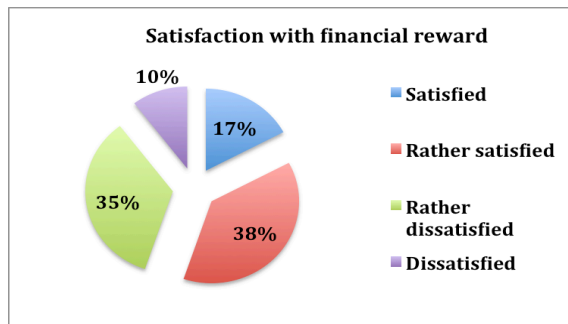
Source: Own input

7. Are you satisfied with financial reward?

As mentioned earlier, employees consider salary as one of the most important factors. In the following question was sought to determine employees' satisfaction of their financial reward. The figure no. 18 captures the results. However, 10% of respondents are clearly not satisfied with their amount of rewards and 35% are rather dissatisfied. About half of these respondents are the haulier workers who have the lowest wages in the company. On

the other hand, 17% of workers said they were earning their desired salaries.

Figure 18: Satisfaction with reward



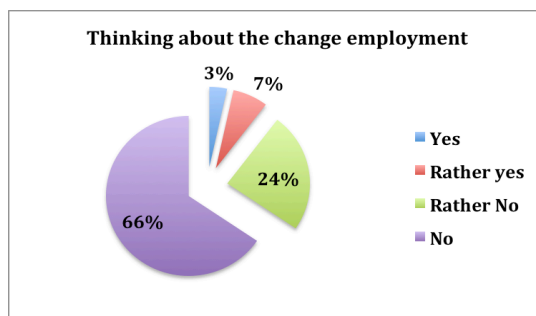
Source: Own input

8. Are you thinking about the change of employment?

Through question no. 6 was found out whether employees want to change their job. The outcomes support previous questions, in which employees reported their satisfaction with their job. Only 3 employees think about changing their job. As an important fact 2 of them are newly recruited, so it may prove the assumption about the problem in adapting new employees into the team. There is one worker who considers changing the occupation in order to get qualification in different sector.

Entire 90% of employees are not speculating about changing their employment. Therefore, in overall it is possible to evaluate the results of this question very positively since there is almost no indication of dissatisfaction and changing the workplace. It might be claimed that such loyalty of employees to their company is quite a unique case. See the figure no. 19.

Figure 19: Changing the employment



Source: Own input

4.3.3 Third part of the survey

The task of this part of the questionnaire is to analyse which individual motivational factors is the most important for employees' welfare as well as the performance.

Respondents had to rate each factor separately as very important, rather important, rather unimportant and trivial.

The second step was the evaluation of the same factors in terms of satisfaction or dissatisfaction. Participants of the survey have chosen from four possible answers for each factor. Employees had also space for their comments and suggestions. In the table no. 1 is shown the importance of factors for employees and their satisfaction with them in their company.

Table 1: Importance/Satisfaction of picked motivational factors

Importance of picked motivational factors and the satisfaction with them

Motivational factors	Importance				Satisfaction			
	Yes	Rather yes	Rather no	No	Yes	Rather yes	Rather no	No
Job security	18	10	1	0	11	15	3	0
Firm's benefits	12	15	2	0	1	4	16	8
Atmosphere	5	10	11	3	19	7	2	1
Teambuilding	4	13	9	3	0	14	10	3
Leadership method	21	7	1	0	9	17	3	0
Opportunity for self-development	3	10	14	2	10	16	2	1
Working environment	1	6	19	3	17	10	2	0

Source: Own input

- **Job security**

It is comprehensible that each of the workers is motivated by different motivational factors. As it is seen from the table, the most important one, which could increase job performance is job security.

Not a single employee said that this factor is not important. 90% is generally satisfied with the job security. Most of the employees are afraid of losing their employment as they are just too comfortable to undertake job finding all over again. There was only a single worker who does not really mind to lose the job.

- **Benefits**

Benefits can play a huge part in motivating, retaining and attracting employees. However, remuneration generally belongs to the areas where the dissatisfaction is most evident.

In comparison with the results of other motivating factors, it turned out that employees are most dissatisfied with this factor. According to the dissatisfaction with this item it can be assumed as one of the most important motivational factor, therefore it is necessary make some changes in this area. By encouraging and promoting workforce by bonuses, the company could improve productivity, business performance, staff morale and employee engagement.

- **Atmosphere**

From the results it can be clearly said there is a peaceful and pleasant atmosphere. In the context of the research the employees expressed one of the biggest satisfaction in the workplace, the atmosphere, whose values belong to the highest.

26 employees feel very good in the group. The remaining 3 workers who do not feel good atmosphere around them are newly recruited and so probably did not manage to join the team. But at the same time employees do not see this option as important as the others factors. Only half of the respondents considered it as an important factor.

- **Working environment**

Probably as most of the workers do not assume they work in the bad environment they may not see it as a very important factor. 93% of employees consider their working environment either very satisfied or satisfied. Whereas for 76% of workers does not really have a sense.

- **Teambuilding**

Unfortunately, there is almost no existence of teambuilding so it shows pretty much high number of dissatisfaction with this motivational factor. The overall dissatisfaction with teambuilding factor is about 45% of the total number of team members.

Even though employees are quite satisfied and happy with their relations in the workplace they are missing some team bonding.

- **Opportunities for self-development**

For employees who mostly work in marketing sector it can be assumed that this is a necessary motivational factor. Same applies to the catering sector and designers as there are constantly new specialities and things which is good to know.

For only 3 respondents is this factor unimportant and 11 employees consider it as rather unimportant. The rest count it either important or rather important. In overall employees are rather satisfied with this factor.

- **The way of managing and leading by a head of department**

Replies in satisfaction column had mainly positive character. The table shows that 90% of employees are either very satisfied or rather satisfied with management and leadership style. The remaining 10% of employees are dissatisfied and would improve it.

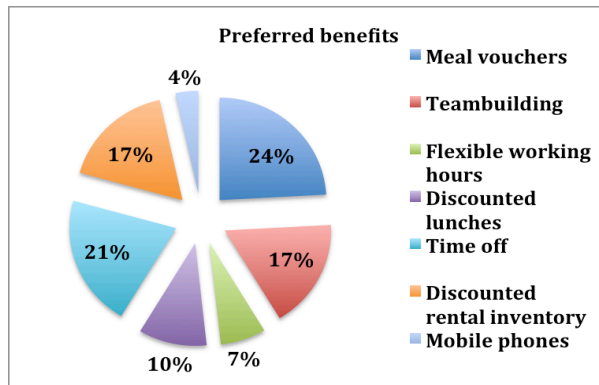
It is understandable that it is very important motivational factor in general, and therefore out of total number of respondents, 28 (96%) identified it as significant.

4.3.4 Fourth part of the survey

After the interview with a management the business supposed to have its own motivational program but as it turned out later in the previous parts of the research there does not practically exist any employees' bonuses. The questionnaire also included the question about the benefits, which of them employees are missing in their company or which of them they would prefer.

Respondents were offered seven options and they also had the opportunity to suggest such benefits that are not listed in the menu. Intentionally have been chosen that advantages which employers can provide their employees.

Figure 20: Preferred benefits



Source: Own input

According to the results of the survey it was conducted that employees are mostly missing the time off from work. This option was selected by one quarter of all respondents. It must also be kept in mind that when this choice is properly implemented it is the cheapest option way of benefit for the company.

Frequent responses were also meal vouchers, which is crucial for 7 people. 17% of employees mentioned teambuilding, as they would appreciate to have this activity in the workplace. Discounted offer for rental inventory would appreciate 17% of respondents, which would bring them satisfaction and improvement in their attitude to work. Flexible working hours and home office would benefit 2 people, fortunately they are the employees from Marketing where it could be introduced at any time. The least interest was shown with the mobile phones, which is quite understandable as almost everyone has their own phones and other no longer needed. Discounted lunches were also mentioned.

Some employee complemented the benefits that they also consider to be important. Some of the other suggestions were financial rewards, a company car, improving the relaxation room or the extension of vacation time for at least one week.

4.4 Proposed action and recommendation

The aim of this chapter is to suggest the possible improvements in the problematic areas. One of the most relevant assumptions is to assure that employees are satisfied, they are able to reach quality outcomes and their own work is treat for them.

For employees it is very important to see and feel that management of the company cares about them and seeks for the most favourable conditions that could offer to its staff. The research which have only showed the scarcity in the motivational system and would have not lead to solve the identified problem areas later, it would had been useless and even demotivating for employees.

Employees dedicated their time filling out a questionnaire and were very active in their suggestions and therefore they are expecting now, their working conditions may improve. That is why the company management should consider making every effort to correct the potential mistakes and introduce the missing motivational factors.

From the research of motivation and job satisfaction we can say that overall satisfaction in the company exists in working environment, the way of managing and leading the employees and atmosphere in the workplace. So the suggestions are mainly concerned the most problematic areas, which are the most dissatisfying for employees.

I assume the most effective recommendation is to adopt and extend the range of benefits. The biggest problem in the company is shortage of any benefits for employees.

The interviews showed that employees would appreciate meals at a discounted price. For example, my suggestion in this factor is that employees for every shift worked would arise their entitled to receive one discounted main dish.

Suggestions to have discounted offer for rental inventory, which I see as quite strong motivational factor in this company. Almost every people organizing some kind of event so I assume the employees would be pleasantly surprised if they could see the company cares about them in this way.

From the financial rewards I would suggest the 13th salary or Christmas and loyalty premiums. Employees would feel more valued every year and their loyalty to the organization would also be appreciated. Another desired benefit was the additional week of vacation.

For even better relations I suggest teambuilding, fun activities which bring people together, allowing them to connect in a different setting and helping them to see each other in a different view. Via a series of planned team activities that are fun and motivational, teams build skills as planning, communication, conflict resolution and problem solving.

Regard to the comments made in the survey I assume that most of the employees feel

they can expect objective criticism rather than appreciation for a job well done. I recommend focus on praise, as it is very significant tool for motivation. If the supervisor praises properly at appropriate time, it leads to better immediate performance and it also supports the atmosphere in the workplace.

Working environment was evaluated very positively. There was only a complaint about lack of place for relaxation. All workers are entitled to 40 minutes of daily rest, but there is not space where they can relax. One of the possible tool could build a resting zone which would also improve staff communication.

5 Conclusion

The aim of the thesis was the introduction the topic of motivation from a theoretical perspective and assess the motivation program which motivates employees of the selected company, system of evaluation and the determination how satisfied the employees are with the motivation factors and benefits in the company.

The investigated company had never been conducted similar research. I met with a very positive attitude from not only all employees but also the management of the company.

The research in the practical part was conducted among employees through a questionnaire survey, which 82% of the total number of employees was attended.

As shown by the survey, 80% of employees are generally satisfied with the job, which is a remarkably high number. At the same time, this positive outcome highlights the fact that the vast majority of employees do not even consider changing the employment. Thus, after evaluating the questions from the survey, I concluded there is overall satisfaction and loyalty of employees.

According to responses it was also determined the motivation program in the selected company is very poor. The most problematic areas in the company belong to lack of benefits, meal vouchers, working conditions and teambuilding. Therefore, based on acquired knowledge proposing possible solution for the improvement of employee motivation and satisfaction in the analysed company by inducing some of the mentioned benefits.

As follows from the earlier findings, one of the most important motivational factors for employees is the relationship with their supervisor and colleagues. This persuasion was confirmed by the conducted research. A single, but crucial, possibility for improvement in this direction is setting the rules for the adaptation of newly hired employees and performance teambuilding events for the whole company.

Of all the motivational theories, the most forward one is Maslow's theory of Hierarchy of needs. This theory splits human needs according their levels of significance.

Next important theory in history concentrates on work motivation is named the

Herzberg theory of motivation and hygiene. This theory concentrates on motivational factors, which encourage work satisfaction and hygiene upkeep averting employees from being dissatisfied. Today there are already known instruments, which are used specifically for effecting workers' motivation and their output.

Employee motivation is an integral part of any company, from small family business to large multinational corporations. Companies began to realize how much necessary is to deal with the motivation of employees, support them and provide something "extra" only in the last few years. For advanced workers the financial rewards are not the major incentives for increasing the job performance anymore. Conversely, employee satisfaction with the working conditions and offered benefits provides a much more positive effect on work performance.

Benefits become an integral part of the HR strategy of companies as a significant competitive factors and guarantee loyalty. Benefits are diverse, the main point is that their effect has the mutual satisfaction of employers and their employees.

So if we want to achieve the best economic results we should create some kind of motivational program for our employees. A crucial element in preparation of motivational program should be a feedback from employees. Motivation should respond on employees' needs. If company does not have information about the impact of the program on employees, they can barely respond on the rise of new needs then.

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Dotazník (Survey)

Jmenuji se Aneta Vrátilová, studuji 3. ročník oboru Economics and Management na ČZU a momentálně pracuji na své bakalářské práci. Ráda bych Vás tímto požádala o vyplnění níže uvedeného dotazníku, který mi poslouží k vypracování praktické části BP. Odpovědi jsou zcela anonymní a budou použity pouze pro účely mé práce. Odpovězte, prosím, dle Vašeho úsudku na každou z uvedených otázek, vyberte a označte vhodnou odpověď.

Předem Vám děkuji za Vaši ochotu a čas strávený při vyplňování dotazníku. :)

My name is Aneta Vrátilová and I am a third year student of Czech University of Life Sciences Prague, Faculty of Economics and Management. Currently, I am working on my Bachelor thesis Methods of motivating employees. Therefore I would like to ask you to complete the following survey.

The questionnaire is anonymous, thus answer please fully according to your opinion. The gathered data will be used only for the purpose of my work.

Please answer to each of the following questions, choose and mark the suitable answer.

In advance I would like to thank you for your willingness and time which you have spent with filling the questionnaire. :)

První část (First part)

- **Pohlaví (Gender)**
 - Žena (Female)
 - Muž (Male)
- **Věk (Age)**
 - 19 – 29 let (19 – 29 years)
 - 30 – 39 let (30 – 39 years)
 - 40 – 49 let (40 – 49 years)
 - 50 let a více (50 years and over)

- **Nejvyšší dosažené vzdělání (Highest education)**
 - Základní (Elementary)
 - Střední s maturitou (Secondary school)
 - Vysoká škola (University)
- **Počet let odpracovaných ve společnosti (Length of employment)**
 - Více jak 5 let (More than 5 years)
 - 2 – 4 roky (2 to 4 years)
 - 1 – 2 roky (1 to 2 years)
 - Sledovaný rok (Less than 1 year)

Druhá část (Second part)

1) Jste spokojen(a) se zaměstnáním ve společnosti?

Are you satisfied with the employment in the company?

- Velmi spokojen(a)
Satisfied
- Spíše spokojen(a)
Rather satisfied
- Spíše nespokojen(a)
Rather dissatisfied
- Nespokojen(a)
Dissatisfied

2) Co považujete na Vaší práci to nejdůležitější?

What do you find most important in a job?

- Stabilita (Job security)
- Výše platu (Salary)
- Atmosféra (Atmosphere)
- Kariérní růst (Career growth)
- Benefity (Benefits)
- Náplň práce (Job description)

3) Co se Vám na Vaší práci ve společnosti líbí nejvíce?

What do you like most about your company?

- Neformální firemní kultura (Informal work culture)
- Vztahy v kolektivu (Good relationship)
- Přívětivé vedení (Management)
- Náplň práce (Job description)
- Profesionalita (Professionalism)

4) Kdybyste měli tu možnost, co byste ve Vaší společnosti změnili?

If you could change one thing about your job, what would it be?

- Teambuilding
- Benefity (Benefits)
- Zlepšení komunikace (Improve communication)
- Pracovní podmínky (Working conditions)
- Nic (Nothing)

5) Funguje v současném zaměstnání týmová spolupráce? Je pro Vás tento faktor důležitý?

Are you satisfied with teamwork in your company? Do you see it as an important factor?

Spokojenost (Satisfaction)

- Velmi spokojený (Satisfied)
- Spíše spokojený (Rather satisfied)
- Spíše nespokojený (Rather dissatisfied)
- Nespokojený (Dissatisfied)

Důležitost (Importance)

- Ano (Yes)
- Spíše ano (Rather yes)
- Spíše ne (Rather no)
- Ne (No)

6) **Je součástí Vaší práce stres?**

Does your job represent any kind of stress?

- Ano (Yes)
- Spíše ano (Rather yes)
- Spíše ne (Rather no)
- Ne (No)

7) **Jste spokojen(a) s Vaším finančním ohodnocením?**

Are you satisfied with financial reward?

- Spokojený (Satisfied)
- Spíše spokojený (Rather satisfied)
- Spíše nespokojený (Rather dissatisfied)
- Nespokojený (Dissatisfied)

8) **Přemýšlíte o změně zaměstnání?**

Are you thinking about the change of employment?

- Ano (Yes)
- Spíše ano (Rather yes)
- Spíše ne (Rather no)
- Ne (No)

Třetí část (Third part) – tabulka č. 1 (See table no. 1)

9) **Ohodnoťte jednotlivé motivační faktory z hlediska důležitosti a spokojenosti.**

Rate each motivational factor according to importance and satisfaction with them.

Čtvrtá část (Fourth part) – tabulka č. 2 (See table no. 2)

10) **Preferované benefity** (Preferred benefits)

Table 1: Otázka č. 13 (Question no. 13)

Motivační faktory (Motivational factors)	Důležitost (Importance)			
	Ano (Yes)	Spíše ano (Rather yes)	Spíše ne (Rather no)	Ne (No)
Stabilita práce (Job security)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefity (Firm's benefits)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Atmosféra (Atmosphere)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teambuilding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Styl vedení (Leadership method)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Možnost osobního rozvoje (Opportunity for self-development)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pracovní prostředí (Working environment)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Motivační faktory (Motivational factors)	Spokojenost (Satisfaction)			
	Ano (Yes)	Spíše ano (Rather yes)	Spíše ne (Rather no)	Ne (No)
Stabilita práce (Job security)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefity (Firm's benefits)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Atmosféra (Atmosphere)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teambuilding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Styl vedení (Leadership method)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Možnost osobního rozvoje (Opportunity for self-development)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pracovní prostředí (Working environment)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Source: Own input

Table 2: Otázka č. 14 (Question no. 14)

Preferované benefity (Preferred benefits)	ANO (YES)		Místo pro případné návrhy (Suggestions and comments)
Stravenky (Meal vouchers)	<input type="radio"/>		
Teambuilding	<input type="radio"/>		
Pohyblivá pracovní doba (Flexible working hours)	<input type="radio"/>		
Pracovní volno	<input type="radio"/>		
Zlevněné stravování (Discounted lunches)	<input type="radio"/>		
Sleva na vypůjčení inventáře (Discounted rental inventory)	<input type="radio"/>		
Mobilní telefon (Mobile phones)	<input type="radio"/>		

Source: Own input