

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Economics



Master's Thesis

Work motivation in selected organization

Bc. Terezie Zemanová

© 2023 CZU Prague

CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

Bc. Terezie Zemanová

Economics and Management
European Agrarian Diplomacy

Thesis title

Work motivation in selected organization

Objectives of thesis

The main goal of the diploma thesis is to analyze the motivational atmosphere of the employee in the selected company based on a questionnaire survey. A partial finding is to reveal how employees are satisfied with the motivation system and what factors affect their work motivation in the organization. The information provided will lead to the discovery of areas that affect the motivation of the employee and then propose recommendations that will lead to improved work motivation.

Methodology

The diploma thesis is divided into two parts: theoretical and practical. The theoretical part contains professional literature containing basic concepts related to employee motivation, motivational factors, evaluation, rewarding, and management of human resources. The practical part contains the characteristics of the company and its own research.

The primary goal in the practical part is evaluation according to quantitative research. Data were collected using a questionnaire survey. In the chapter „Results evaluation“, there will be indicated, which in advance set hypotheses were confirmed and which were refused. Based on the obtained results, recommendations for improving motivation in the selected company will be determined.

The proposed extent of the thesis

30 – 40 pages

Keywords

work, motivation, human resource management, motivational factor, rewarding

Recommended information sources

ARMSTRONG, M. – TAYLOR, S. – ŠIKÝŘ, M. *Řízení lidských zdrojů : moderní pojetí a postupy : 13. vydání.*

Praha: Grada Publishing, 2015. ISBN 978-80-247-5258-7.

BĚLOHLÁVEK, F. *Jak vést a motivovat lidi.* Brno: Computer Press, 2008. ISBN 978-80-251-2235-8.

PINDER, C. C. *Work motivation in organizational behavior.* New York, NY: Psychology Press, 2008. ISBN 9780805856040.

URBAN, J. *Motivace a odměňování pracovníků: co musíte vědět, abyste ze svých spolupracovníků dostali to nejlepší.* Praha: Grada, 2017. ISBN 978-80-271-0227-3.

Expected date of thesis defence

2022/23 SS – FEM

The Diploma Thesis Supervisor

PhDr. Pavla Rymešová, Ph.D.

Supervising department

Department of Psychology

Electronic approval: 9. 3. 2022

PhDr. Pavla Rymešová, Ph.D.

Head of department

Electronic approval: 10. 3. 2022

doc. Ing. Tomáš Šubrt, Ph.D.

Dean

Prague on 31. 03. 2023

Declaration

I declare that I have worked on my master's thesis titled "Work motivation in selected company" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the master's thesis, I declare that the thesis does not break any copyrights.

In Prague on 31.3.2023

Acknowledgement

I would like to thank PhD. Daniel Heller for valuable advice, support, and dedicated time. Also, I would like to thank to my Red Bull colleagues for completing my questionnaire and to my family and closest friends for their advice and support during my work on thesis

Motivace zaměstnanců ve vybrané společnosti

Abstrakt

Téma diplomové práce je motivace zaměstnanců ve vybrané společnosti, kterou je firma Red Bull s.r.o. Cílem této diplomové práce bylo zjistit, zdali jsou zaměstnanci ve společnosti dostatečně motivováni ze strany zaměstnavatele a jestli jsou spokojeni s pracovním prostředím. Práce je rozdělena na dvě části, tou první je teoretická část, která je zaměřená na základní pojmy motivace a s ní další spojené pojmy. V druhé části, praktické byla představena firma Red Bull, které se týkalo dotazníkové šetření. Dotazník byl na konci praktické práce analyzován. Na základě výsledků byla nabídnuta řešení a doporučení pro případné zlepšení motivace ve vybrané firmě.

Klíčová slova: Motivace, teorie motivace, motivační systémy, odměňování, benefity, pracovní spokojenost

Work motivation in selected company

Abstract

The diploma thesis topic is the motivation of employees in the selected company, which is the company Red Bull Company Ltd. This thesis aimed to determine whether employees in the company are sufficiently motivated by the employer and whether they are satisfied with the working environment. The work is divided into two parts, and the first part is the theoretical part, which is focused on the basic concepts of motivation and other related concepts. In the second, practical part, the company Red Bull was introduced, which was related to a questionnaire survey, which was analysed at the end of the practical work. Based on the results, solutions, and recommendations were offered to improve motivation in the selected company.

Keywords: Motivation, theory of motivation, motivational systems, remuneration, benefits, job satisfaction

Table of content

1	Introduction	11
2	Motivation	12
2.1	Work motivation	12
2.2	Motivation of employees	14
2.3	Source of motivation	14
2.4	Types of motivation	15
2.5	Theory of motivation	16
2.5.1	Maslow's Hierarchy	18
2.5.2	Herzberg 2 factor theory	19
2.5.3	Mc Gregor's theory of X and Y	20
2.6	Stimulation	21
2.6.1	Stimulant	21
2.6.2	Stimulants	22
3	Motivational system	23
3.1	Motivational process	23
3.2	Praise and criticism	24
3.3	Work satisfaction	24
3.4	Remuneration system	25
3.4.1	Objectives of remuneration management	26
3.5	Rewards	26
3.5.1	Monetary reward	28
3.6	Benefits	28
3.7	Evaluation at work	29
3.8	Motivational program for employees	30
4	Research investigation and hypothesis determination	31
4.1	Data Collection	31
4.2	Structure of the questionnaire	31
4.3	Evaluation of the questionnaire	32
5	Red Bull company	32
5.1	History of Red Bull	33
5.2	Red Bull energy drink	33
5.3	Individual motivation of employees	35
5.4	Benefits by Red Bull	35

6	Evaluation of questionnaire.....	37
7	Suggestions and recommendations	57
8	Conclusion.....	60
9	References	62
10	List of pictures, tables, graphs, and abbreviations.....	64
10.1	List of pictures.....	64
10.2	List of tables	64
10.3	List of graphs.....	64

1 Introduction

„When people work in a place that cares about them, they contribute a lot more than duty.”

Dennis Hayes

Motivation of employees is one of the important elements nowadays to have functioning, successful and high-quality workplace, which is the goal of every company. For this to be the case, the company manager must sufficiently motivate his employees and lead them to achieve the best possible performance, but this can be both quite demanding and financially costly.

Employee motivation appeared already in the second half of the last century in countless theories, among which the most famous are Maslow's pyramid of needs and Herzberg 2 factor theory. Employee motivation is a part of human resources management and is important in the field of human resources, which deals precisely with the selection of quality people and continuing to work with them. Understanding human behavior tends to be quite difficult.

A motivated person builds productivity in the workplace, which is linked to both mental and physical activity. His initiatives can be influenced by motivation, if the employee is not sufficiently motivated, it will show in the work atmosphere, for example in the way he communicates with his colleagues or with the company's customers. In this case, these aspects can damage the face of the business and therefore need to be prevented.

In modern times, motivation can be understood in a wide range of rewards, it is not just about wages or salaries. With the help of various benefits, quality employees can be brought to the company, who will help the company grow. Therefore, the leader should know what motivational and stimulation tools to use because you cannot motivate your employees similarly.

2 Motivation

The word motive is derived from the concept of motivation and is taken from the Latin word Motus, or movement. A motive is often a drive, a need, a wish, or an interest that drives us forward, and motivation is the process by which we want to achieve our desired goals. Pleasant enjoyment and satisfaction are associated with the achieved goal. (Říčan, P. 2010)

" An inner need or desire – conscious, semi-conscious, or even subconscious – that acts on your will and makes you work in one way or another " (Adair, 2004, s. 16)

„People often say that motivation doesn't last. Well, neither does bathing – that's why we recommend it daily. “(Zig Ziglar)

Motivation is understood differently by everyone. Work motivation, as you can already tell from the name, is the employee's desire to work and then to be appreciated. In terms of work motivation, most organizations want to be successful and continue to grow, so they constantly strive to achieve higher performance for their employees. They use different tools in order to achieve their requirements and motivate their employees. However, each individual has different goals, values, and needs, and not every employee is satisfied with what they do. Thus, it is crucial to which motivation tool we choose. For example, an over-motivated employee may develop or, conversely, an employee who does not see any added value in his performance. (Michael Armstrong, 2007, s. 219)

„Motivation refers to the factors that influence people to behave in a certain way. “(Michael Armstrong ,2007, s. 219-220)

2.1 Work motivation

Work motivation refers to the psychological forces that influence the direction, intensity, and persistence of an individual's work behavior. It is the driving force that inspires us to work hard and perform to the best of our ability.

Bedrnová and Nový say every employee should have as much work motivation as their position requires but on the other hand it depends how employee stands willing to have. (Bedrnová & Nový, 1998)

There are many factors that can influence work motivation, including:

1. Goal setting: Establishing clear goals and expectations can provide direction and purpose, which can increase motivation.
2. Feedback: Ongoing feedback and support can help individuals see progress and feel a sense of accomplishment, which can boost motivation.
3. Recognition: Being recognized for one's efforts and contributions can provide a sense of validation and increase motivation.
4. Responsibility: Feeling a sense of responsibility and ownership over one's work can increase motivation.
5. Work environment: A positive work environment that fosters a sense of belonging, respect, and value can increase motivation.
6. Interest and enjoyment: Doing work that is personally interesting and enjoyable can increase motivation.
7. Personal values: Doing work that aligns with one's personal values and beliefs can increase motivation.
8. Autonomy: Having control over one's own work and decision-making can increase motivation.
9. Challenge: Being presented with challenges that are appropriately matched to one's abilities can increase motivation.
10. Personal growth: Having opportunities for personal and professional growth can increase motivation.

Maintaining high levels of work motivation is important for success in both personal and professional endeavors. Employers can foster a motivated workforce by creating a positive work environment and providing ongoing support and recognition to employees. Individuals can increase their own work motivation by setting clear goals, seeking feedback, finding work that aligns with their interests and values, and creating a positive work environment for themselves. (Kanfer R., Chen G., Pritchard R. D., 2008, Latham, G. P., 2007, Tureckiová, 2004)

2.2 Motivation of employees

Motivating employees is an important aspect of managing a successful business or organization by focusing on these key factors, employers can help to create a workplace culture that promotes motivation, engagement, and job satisfaction, which can ultimately lead to improved productivity, performance, and business success.

There are several reasons why it is important to motivate employees:

- 1. Improved performance:** Motivated employees are more likely to perform at a higher level and take on additional responsibilities. They may also be more likely to come up with new ideas and take on challenges.
- 2. Increased engagement:** Motivated employees are more likely to be engaged in their work and be more invested in the success of the organization. This can lead to increased collaboration and teamwork, as well as a more positive work environment.
- 3. Higher retention rates:** Motivated employees are less likely to leave the organization, which can help reduce turnover and save on the costs associated with hiring and training new employees.
- 4. Enhanced customer satisfaction:** Motivated employees are more likely to provide better customer service, which can lead to increased customer satisfaction and loyalty.
- 5. Greater innovation:** Motivated employees are more likely to be creative and come up with new ideas, which can drive innovation and competitiveness. (Armstrong, 2007, Vodáček & Vodáčková, 2006)

2.3 Source of motivation

Source of motivation refers to the underlying reason or cause for why an individual is motivated to engage in a particular behavior or activity. The sources of motivation can be divided into two main categories: internal and external.

- 1. Internal sources of motivation:** These sources of motivation come from within a person and are driven by internal factors such as personal values, beliefs, and interests. Some examples of internal sources of motivation are:

- Personal growth and development
 - Personal values and beliefs
 - Self-esteem and self-confidence
 - Curiosity and interest
 - Sense of purpose or meaning
2. External sources of motivation: These sources of motivation come from external factors such as rewards, punishments, and social pressure. Some examples of external sources of motivation are:
- Money, prizes, and other tangible rewards
 - Punishments, such as fines or demerits
 - Social recognition, such as praise or awards
 - Competition with others
 - Social pressure, such as peer pressure or societal norms

There is no one-size-fits-all source of motivation, as different individuals may be motivated by different factors at different times. It is important to identify the specific sources of motivation that are most effective for everyone to maximize motivation and drive success. (Tureckiová, 2004, Bedrnová & Nový, 2004)

2.4 Types of motivation

Types of motivation refer to the different categories or classifications of motivation. It refers to the underlying reason why a person is motivated to take a certain action or pursue a certain goal. For example, motivation can be classified as either intrinsic or extrinsic, where intrinsic motivation comes from within a person, such as enjoyment or personal fulfillment, and extrinsic motivation comes from external factors, such as rewards or punishments. All types of motivation can be seen below. But the most frequently described is the extrinsic or intrinsic.

- Intrinsic motivation: This is when an individual is motivated by internal factors, such as personal interests, enjoyment, or satisfaction. People who are intrinsically motivated may feel a sense of accomplishment or fulfillment from completing a task, rather than seeking external rewards or recognition.

- **Extrinsic motivation:** This is when an individual is motivated by external factors, such as rewards, recognition, or punishments. People who are extrinsically motivated may be driven by the promise of a bonus, promotion, or other tangible benefits, rather than a personal interest or passion.
- **Achievement motivation:** This is when an individual is motivated by the desire to succeed, achieve goals, or perform well in a specific area. People with high levels of achievement motivation may set challenging goals for themselves and work hard to achieve them, often taking calculated risks to improve their chances of success.
- **Social motivation:** This is when an individual is motivated by social factors, such as a desire to belong, connect with others, or gain approval from others. People who are socially motivated may seek out social situations and relationships that provide a sense of connection and belonging.
- **Fear motivation:** This is when an individual is motivated by fear of consequences, such as punishment or negative outcomes. People who are fear-motivated may be motivated to avoid certain actions or behaviors because of the potential consequences they could face.
- **Power motivation:** This is when an individual is motivated by the desire for power, influence, or control. People with high levels of power motivation may seek leadership positions or positions of authority and may be driven to influence others and make decisions that impact others.
- **Incentive motivation:** This is when an individual is motivated by rewards or incentives, such as bonuses, promotions, or other benefits. People who are incentive-motivated may be more likely to work hard and put in extra effort if they believe they will be rewarded for their efforts. (Armstrong, 2007)

2.5 Theory of motivation

Motivation theory refers to the study of the psychological factors that drive behavior, specifically why individuals initiate, persist, and direct their actions toward specific goals. There are many different theories of motivation that have been proposed by psychologists

and researchers over the years. Some of the most influential and well-known theories include:

- Hierarchy of Needs: Maslow was an American psychologist who developed the theory of human motivation that is commonly known as the Maslow's Hierarchy of Needs. This theory proposes that individuals are motivated by a hierarchy of needs, starting with basic physiological needs, and moving up to self-actualization.
- Two-Factor Theory (Motivation-Hygiene Theory): There are two types of factors that influence an individual's motivation at work: hygiene factors and motivators. Hygiene factors are those that, if absent, can lead to dissatisfaction, but their presence does not necessarily lead to motivation. Motivators, on the other hand, are those factors that, when present, can lead to increased motivation and satisfaction. This theory has been developed by Frederick Herzberg.
- Self-determination theory: Deci and Ryan are American psychologists who developed the Self-Determination Theory of motivation. This theory suggests that motivation is based on three basic psychological needs: competence, autonomy, and relatedness.
- Expectancy theory: Vroom was a Canadian psychologist who developed the Expectancy Theory of motivation. This theory proposes that motivation is based on an individual's beliefs about their ability to successfully complete a task and the value they place on the outcome.
- Self-perception theory: The self-perception theory was developed by Daryl Bem who introduced the self-perception theory in his 1967 article "*Self-Perception: An Alternative Interpretation of Cognitive Dissonance Phenomena*". This theory suggests that individuals infer their own motivations based on their own behaviors and the circumstances in which they occur.
- Drive theory: Was first introduced by Clark L. Hull, an American psychologist, in the 1940. This theory proposes that motivation is driven by a physiological or psychological need or deficiency, such as hunger, thirst, or the need for achievement.
- Arousal theory: This theory was introduced by John Cacioppo and Richard Petty. Their theory proposes that the level of arousal in an individual's central nervous system can influence motivation and behavior. Motivation is driven by the need to

maintain an optimal level of arousal or excitement to avoid boredom or monotony. (Armstrong, 2007, Tomšík P., 2005, Bedrnová & Nový, 1998)

2.5.1 Maslow's Hierarchy

Maslow's Hierarchy of Needs is a theory of motivation proposed by Abraham Maslow in his 1943 paper "*A Theory of Human Motivation*." It is often depicted as a pyramid, with the lower levels representing the more basic needs that must be met before individuals can move on to higher levels. It suggests that individuals are motivated by a hierarchy of needs, starting with the most basic physiological needs, and moving up to self-actualization. Maslow's pyramid is apparently the most know theory of motivation.

Figure 1 Maslow's Pyramids of Needs



Source: Maslow's Hierarchy Of Needs Theory, 2023

According to Maslow, the five levels of the hierarchy are:

1. Physiological needs: These are the most basic and fundamental needs that must be met concerning to survive. They include needs for food, water, shelter, and rest.

2. Safety needs: Once the physiological needs are met, individuals will then seek to meet their safety needs. As they include needs such as personal and financial security, as well as safety from physical and emotional harm.
3. Love and belonging needs: After their basic needs for safety have been met, individuals will try to form close relationships and a sense of belonging with others. This includes a desire for friendships, romantic relationships, and a sense of belonging to a group or community.
4. Esteem needs: Once an individual has a sense of belonging and connection to others, they will then seek to build self-esteem and the respect of others. This includes a desire for self-respect, confidence, and a sense of accomplishment.
5. Self-actualization: This is the highest level of Maslow's hierarchy and refers to the need for personal growth and self-fulfillment. It is the drive to become the best that one can be and to realize one's full potential. This level of the hierarchy is characterized by a desire for personal growth, creativity, and a sense of purpose.

Maslow believed that individuals must fulfill their basic needs before they can address their higher-order needs, and that self-actualization is the goal of human motivation. However, he also acknowledged that not all individuals will progress through all levels of the hierarchy, and that some may focus more on one level than another.

(Plamínek, J, 2015, Vodáček & Vodáčková, 2006, Armstrong, 2007)

“By using Maslow's pyramid in company practice, not only its extended form can be demonstrated of knowledge between managers and the existence of tests of managerial preferences in the sense of using certain tools of motivation, but also by easy "transfer" of ways of satisfying the stated needs in individual groups to corporate reality.” (Tureckiová, 2004)

2.5.2 Herzberg 2 factor theory

The Two-Factor Theory, also known as the Motivation-Hygiene Theory, was developed by psychologist Frederick Herzberg in the 1950s. It suggests that there are two types of factors that influence an individual's motivation at work: hygiene factors and motivators.

Hygiene factors are those that, if absent, can lead to dissatisfaction, but their presence does not necessarily lead to motivation. These factors include things like salary, working conditions, and company policies.

Factors such as achievement, recognition, responsibility, and personal growth can lead to increase motivation and satisfaction. It could be said that all these factors are motivators.

According to Herzberg's theory, hygiene factors are necessary to prevent dissatisfaction, but they are not enough to truly motivate an individual. To find out how to increase it needs to address the motivators such as factors that lead to satisfaction and a sense of accomplishment.

Herzberg's Two-Factor Theory has been influential in the field of psychology and is often used in the workplace to understand and increase employee motivation. (Adair, J. E. 2004, Veber, 2009, Armstrong, 2007, Bedrnová & Nový, 2004)

Table 1 Motivating and hygiene factors

Motivating Factors	Hygiene Factors
Recognition	Salary
Job status	Working conditions
Elevation	Status
Advancement	Security
Growth	Workspace
Performance	Quality of supervisor

Source: Bedrnová & Nový, 1998, modified

2.5.3 Mc Gregor's theory of X and Y

The Theory of X and Y, also known as the Theory of Human Motivation, was developed by psychologist Douglas McGregor in the 1960s. The theory proposes two contrasting sets of assumptions about human nature and motivation: Theory X and Theory Y.

Theory X assumes that employees are naturally unmotivated and need to be coerced, controlled, or threatened to work effectively. According to this theory, employees are fundamentally self-centered and avoid work whenever possible, and they need to be closely supervised to achieve results.

Theory Y, on the other hand, assumes that employees are naturally motivated and capable of self-direction. According to this theory, employees can take on responsibility and are motivated by the opportunity to learn and grow.

The Theory of X and Y has been influential in the field of management and has shaped many organizations' approaches to motivation and leadership. (Bedrnová, 1998, Veber, 2009, Vodáček & Vodáčková, 2006, Theory X and Theory Y, 2020)

2.6 Stimulation

Stimulation is a type of motivation that refers to the desire for novelty, excitement, and challenge. It is the drive to seek out new experiences and opportunities for growth and learning. As Bedrnová and Nový said that between stimulation and motivation exists a relationship as is the purpose to get the physical equilibrium. (Bedrnová & Nový, 1998)

By seeking out stimulation, individuals can increase their motivation and drive, and pursue growth and learning. (Plamínek ,2007, s. 14)

Figure 2 Stimulation to motivation



Source: Bedrnová & Nový, 1998

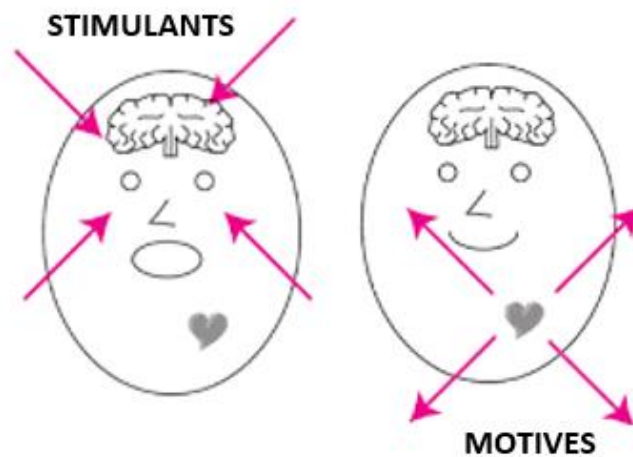
2.6.1 Stimulant

A stimulant is a substance that increases activity or arousal in the body and mind. Stimulants can be natural or synthetic, and they can be found in various forms, including medications, foods, and drinks.

Some common stimulants include caffeine, which is found in coffee, tea, and chocolate, and nicotine, which is found in tobacco products. Other stimulants include amphetamines, such as Adderall and Ritalin, and prescription stimulants like Modafinil.

Stimulants can have both positive and negative effects on the body and mind. On the positive side, they can increase alertness, focus, and energy. On the negative side, they can cause side effects such as jitters, anxiety, and insomnia, and can be addictive if used in excess.

Figure 3 Differences between stimulants and motives



Source: Plamínek, 2015

Without stimulants, people cannot be motivated so stimulation is very important for work motivation. It is important to use stimulants in moderation and to be aware of the potential risks and side effects associated with their use.

2.6.2 Stimulants

- Trying new activities: Engaging in new and unfamiliar activities can provide a sense of novelty and challenge.
- Traveling to new places: Exploring new places and cultures can provide a sense of excitement and adventure.
- Learning new skills: Taking on new challenges and learning new skills can provide a sense of accomplishment and personal growth.

- Seeking out stimulating environments: Surrounding oneself with stimulating and engaging environments can increase motivation and drive.
- Engaging in creative pursuits: Engaging in creative activities, such as art, writing, or music, can provide a sense of novelty and challenge. (Bedrnová & Nový, 2007, Provazník & Komárková, 2004)

3 Motivational system

A motivational system is a set of strategies or practices that are put in place to increase an individual's motivation. Motivational systems can be implemented in a variety of settings, including the workplace, educational institutions, and other organizations.

3.1 Motivational process

Armstrong is pointing out that the motivational process is related to needs as is seen in model below. The model shows how needs are getting done. These needs consist of some wish or desire to achieve something. There are 4 steps we need to go through. First of all, it's needed to think about which need we want to get the second step is that goals are set, and then is needed to think about which steps of behavior are needed to get to the finish and gain the achievement of set goals. (Armstrong, 2007)

Figure 4 Motivational process



Source: Armstrong, 2007, modified

3.2 Praise and criticism

Praise and criticism are both important tools for providing feedback and helping employees grow and improve in their work. When used effectively, praise and criticism can help motivate and engage employees, and contribute to a positive work environment.

Praise is the act of expressing approval, admiration, or respect. It can be a powerful way to recognize and reward good work and can help increase motivation and a sense of accomplishment. (Urban, 2017, Armstrong, 2009)

Criticism, on the other hand, is the act of expressing disapproval or disappointment. While criticism can be challenging to receive, it can be an important tool for helping employees identify areas for improvement and grow in their work.

It is important to balance praise and criticism to provide a well-rounded and constructive feedback experience for employees. It is also important to deliver praise and criticism in a respectful and constructive manner, and to focus on specific actions or behaviors rather than personal attacks. (Bělohávek, 2000)

3.3 Work satisfaction

Work satisfaction refers to the positive feelings and emotions that an employee experiences in their job. It is a measure of how satisfied an employee is with their work and can be influenced by a variety of factors, including the nature of the work itself, the work environment, and the rewards and recognition received.

Authors Provazník and Komárková defines work motives as *“conditions for effective use of labor force”* (Provazník & Komárková, 2004)

Work satisfaction is important because it can impact an employee's overall well-being and happiness, as well as their performance and engagement at work. High levels of work satisfaction are associated with increased productivity, lower absenteeism, and higher retention rates.

1. Providing opportunities for growth and development: Giving employees opportunities to learn and advance can increase satisfaction and a sense of purpose.
2. Promoting work-life balance: Helping employees achieve a balance between their work and personal lives can increase satisfaction and overall well-being.

3. Providing adequate resources and support: Ensuring that employees have the resources and support they need to effectively complete their job duties can increase satisfaction.
4. Recognizing and rewarding good work: Recognizing and rewarding good work can increase satisfaction and a sense of accomplishment.

By addressing these and other factors, organizations can increase work satisfaction among employees and contribute to a positive and productive work environment so it's important to ask employees how they are feeling at work. Also, it needed to be pointed out that work motivation really connects to how employees have in good their personal life and how is their well-being. (Štikar, 1996, Roelen, 2008)

3.4 Remuneration system

A remuneration system refers to the structure and process for providing financial compensation to employees in exchange for their work. The goal of a remuneration system is to provide fair and competitive compensation that motivates and rewards good performance.

Remuneration system can be showed in:

1. Base pay: This is the regular pay that an employee receives for their work, typically on a hourly, daily, or monthly basis.
2. Bonuses: Bonuses are extra payments that are given in recognition of good performance or to meet specific goals.
3. Benefits: Benefits are additional perks or advantages provided to employees, such as health insurance, retirement plans, and time off.
4. Stock options: Stock options give employees the right to purchase company stock at a discounted price.
5. Incentive pays: Incentive pay is extra pay that is given based on the achievement of specific goals or targets.

By carefully designing a remuneration system, organizations can effectively motivate and reward employees and contribute to their overall satisfaction and well-being. (Koubek, 2011)

3.4.1 Objectives of remuneration management

The objectives of remuneration management include:

- 1. Attract and retain talented employees:** A competitive and fair remuneration system can help organizations attract and retain top talent.
- 2. Motivate and reward good performance:** Providing incentives and rewards through the remuneration system can motivate employees to perform at their best.
- 3. Foster a positive work culture:** A fair and transparent remuneration system can help foster a positive work culture and a sense of trust and fairness among employees.
- 4. Align with business goals:** The remuneration system should be aligned with the overall goals and strategy of the organization.
- 5. Stay within budget:** The remuneration system should be designed with the organization's budget in mind in order to ensure financial sustainability.

By effectively managing the remuneration system, organizations can achieve these objectives and contribute to the overall success of the business. (Armstrong & Taylor, 2015, Urban, 2017)

3.5 Rewards

Rewards are incentives or benefits that are given in recognition of good work or achievement. Rewards can be used to motivate and recognize individuals or teams, and they can take many different forms.

Table 2 Components of the total reward

Transactional rewards	Base pay	Total remuneration	Total reward
	Contingent pay		
	Employee benefits		
Relational rewards	Learning and development	Non Financial/ Intrinsic rewards	
	The work experience		

Source: Armstrong & Taylor, 2015, modified

Rewarding employees can be an effective way to increase motivation and drive success in the workplace.

1. **Monetary rewards:** Monetary rewards, such as bonuses or pay increases, can be an effective way to recognize and reward good work.
2. **Non-monetary rewards:** non-monetary rewards, such as time off, flexible work schedules, or professional development opportunities, can also be effective in recognizing and rewarding good work.
3. **Recognition:** Publicly recognizing and acknowledging an employee's efforts and contributions can be a powerful form of reward.
4. **Praise and feedback:** Offering ongoing praise and feedback can help employees feel a sense of accomplishment and validation.
5. **Employee appreciation events:** Hosting events to show appreciation for employees, such as team building activities or company-wide celebrations, can be a meaningful way to reward and recognize good work.

By implementing these strategies, organizations can effectively reward and recognize the efforts and contributions of their employees, which can increase motivation and drive success.

3.5.1 Monetary reward

Wages are a form of monetary compensation that employees receive in exchange for their work. Wages can be an important factor in employee motivation, as they provide a sense of financial security and can be a powerful incentive for good performance.

There are several factors to consider when using wages as a form of reward at work:

1. **Fairness:** It is important to ensure that wages are fair and competitive, and that they are based on an employee's job responsibilities, experience, and performance.
2. **Transparency:** Clearly communicating wage policies and procedures can help ensure that the process is transparent and understood by all employees.
3. **Performance:** Linking wages to performance can provide an incentive for good work and can help drive success.
4. **Cost:** Employers need to consider the cost of wages in relation to the budget and financial goals of the organization.

By considering these factors, organizations can effectively use wages to recognize and motivate employees. (Wagnerová, 2011, Koubek, 2011)

3.6 Benefits

Benefits are advantages or perks that are provided in addition to salary or wages. Benefits can be provided by employers, or they can be offered as part of a government program or insurance plan.

There are many different types of benefits that can be offered, including:

1. **Health insurance:** Coverage for medical, dental, and vision care expenses.
2. **Retirement benefits:** Retirement benefits are financial and non-financial incentives that employers offer to their employees to support them after they retire from the workforce. These benefits are designed to help employees save for their retirement and provide them with a reliable income stream after they stop working
3. **Food allowances:** Employee get to their wages voucher for food. In the CR the amount is around 90 Czech crowns.

4. Time off: Paid time off for vacation, sick days, and holidays.
5. Flexible work arrangements: Options such as flexible work schedules or telecommuting that allow employees to have more control over their work environment.
6. Professional development: Opportunities for training, education, and career advancement.
7. Employee assistance programs: Programs that offer support and resources for employees, such as counseling services or financial planning assistance.
8. Childcare assistance: Some employers offer childcare assistance to help employees cover the costs of childcare. In the CR is around 3000 Czech crowns.
9. Program benefits plus: Employees have a range of benefits that they can choose. To pick up benefit they need to collect points. For example (shopping, holidays, health care, etc.)

Benefits can be an important factor in attracting and retaining employees, and they can contribute to employee satisfaction and well-being. (Urban, 2017, Koubek, 2011)

3.7 Evaluation at work

Evaluation at work refers to the process of assessing an employee's job performance, skills, and contributions to the organization. Performance evaluations are typically conducted on a regular basis, such as annually or bi-annually, and provide feedback to employees on their strengths, areas for improvement, and goals for the future.

"Regular ascertainment and assessment of the achieved work results of employees on the basis of pre-agreed performance criteria - goals" (Wagnerová, 2008)

Project evaluations involve the assessment of the effectiveness and efficiency of a specific project or initiative. This may include the review of project goals, timelines, budgets, and outcomes.

Program evaluations involve the assessment of the effectiveness and impact of a specific program or policy. This may include the review of program goals, objectives, and outcomes, as well as the identification of any areas for improvement.

Evaluation at work can be used to assess progress, identify strengths and weaknesses, and inform decision-making and future action. (Wagnerová, 2008, Koubek, 2011)

3.8 Motivational program for employees

A motivational program for employees is a structured approach to helping employees feel more motivated, engaged, and satisfied in their work. Some elements that might be included in a motivational program for employees could include:

- 1. Goal setting:** Helping employees set clear, achievable goals and providing them with the resources and support they need to achieve those goals can help increase motivation and a sense of accomplishment.
- 2. Recognition and appreciation:** Recognizing and expressing appreciation for employees' efforts and contributions can help increase motivation and a sense of belonging.
- 3. Professional development:** Providing opportunities for employees to learn and grow through training, education, and career advancement can help increase motivation and a sense of purpose.
- 4. Work-life balance:** Helping employees achieve a balance between their work and personal lives can help increase motivation and overall well-being.
- 5. Communication and transparency:** Ensuring open and effective communication and transparency within the organization can help increase motivation and a sense of trust.

By implementing a motivational program that addresses these and other factors, organizations can help increase employee motivation and contribute to a positive work environment. (Dvořáková, 2007, Kocianová, 2010)

4 Research investigation and hypothesis determination

4.1 Data Collection

For the research investigation regarding motivation, the methodology of quantitative research was chosen in the form of a questionnaire survey, which was carried out in the company Red Bull Czech Republic S.R.O. in Prague. The questionnaire survey looks for how employees are motivated, whether the main motivating factor is income or benefits, and whether their motivation is sufficient at all.

The questionnaire was intended for Red Bull employees in Prague, a total of 100 people, for the Board, HR, Finance, Logistics, OFF premises, ON premises, IT, Marketing departments. The questionnaire survey was filled out by the employees via the sent email.

The following research questions were proposed for the purpose of data collection, which will be confirmed or rejected following the evaluation of the questionnaire.

Hypotheses:

VO1: Employees are most motivated by the benefits offered by the company

VO2: Financial remuneration is more valuable for employees than recognition and praise

VO3: For employees, the work environment and the behavior of the superior are important for their good work performance.

4.2 Structure of the questionnaire

The 20 questions asked were divided into two types, namely closed and open questions. The questionnaire should not exceed more than 10 minutes, so as not to distract employees from their workload.

The first part concerned general questions about employees, namely gender, age, education, job position, etc. The second part was already focused on detail, and these were questions such as: Motivation, benefits, workload, income, etc...

4.3 Evaluation of the questionnaire

The total return rate of the questionnaire is 83%. The answers were processed and then edited into graphs in the Microsoft Excel program.

5 Red Bull company

“Red bull gives wings to people and their ideas” Red Bull

Figure 5 Red Bull logo



Source: Red Bull, 2023

Today, Red Bull is one of the most well-known and successful energy drink brands in the world, with a global presence in 175 countries with 15 779 employees.

Red Bull headquarters comes from Austria from small city calls Fuschl am See where the heart of Red Bull is.

Red Bull supports top athletes such as Tomáš Slavík, Maxim Habanec, Markéta Davidová for Czech Republic and for example supports Max Verstappen in F1, experts, students, and people who need to stay awake for longer time.

In 2020 Red bull sold out more than 11 582 billion cans that means more than 18 % increase compared to 2021. In financial it means more than 9,684 billion of EUR.

Red Bull target is to continue to key countries such as west Europe and the USA and grow in developing countries. (Red Bull, 2023)

5.1 History of Red Bull

Red Bull was founded in Austria in 1987 by Dietrich Mateschitz, who was inspired by a similar energy drink he had tried while traveling in Asia. Mateschitz partnered with Thai businessman Chaleo Yoovidhya to bring the drink to market under the name Red Bull.

The first Red Bull energy drink was sold in Austria in 1987, and it quickly gained popularity and expanded to other countries. In the 1990s, Red Bull began sponsoring extreme sports events and athletes, and it became known for its unique and innovative marketing campaigns.

In the 2000s, Red Bull continued to expand its product line to include new flavors and formats, such as Red Bull Energy Shots and Red Bull Sugarfree. The company also established a media division and made investments in various sports and entertainment ventures. Red Bull is also known for their unique cartoons media predominantly in tv commercials. (Red Bull, 2023)

5.2 Red Bull energy drink

Red Bull is an energy drink it is made with a blend of ingredients including caffeine, taurine, B-vitamins, water, and sugars. Red Bull is marketed as an energy drink that can increase alertness, concentration, and physical performance.

Red Bull contains 80 mg of caffeine per 250 ml, B-group vitamins such as vitamin (B3, B5, B6, B12), sugar level 11 g per 100 ml.

“Red Bull vitalizes Body and Mind.” (Red bull, 2023)

Figure 6 Red Bull can



Source: Red Bull, 2023

The Red Bull energy drink comes in a tall, slender can and is available in several flavors such as Red Bull Energy Drink Tropical & Berry & Watermelon and Red Bull without sugar such as Red Bull Sugarfree and Red Bull Zero. It has also limited edition every winter and summer. Right now, is on the market for winter Fig & Apple and for summer June & Berry. Also Red Bull continued to expand and create a new variant Red Bull Organics which is a bio soda from 100% neutral sources in many variants of flavors. (Red Bull, 2023)

Figure 7 Organics by Red Bull



Source: Red Bull, 2023

5.3 Individual motivation of employees

Red Bull as a strong innovative brand wants for their employees always the best which is the basic success for both the manager and the employees. It needed to consider and focus on various factors such as company culture, career development opportunities, rewards, recognition, and purpose-driven work. So, rewarding at company is crucial how to motivate employees forward.

5.4 Benefits by Red Bull

Red Bull company offers these benefits:

- ✓ Flexible working time- fixed working hours are from 10 am to 3 pm and the rest is up to us. Keep up 40 hours per week.
- ✓ Home office- 1 day per week or after consultation with manager
- ✓ 5 days more off- 25 days off
- ✓ Sick days- 3 days per year without doctor prescription
- ✓ Electronic devices- Red Bull offers for their employees iPhone for 2 years, PC for 3 years after that is possible to buy them for fraction of the price.

- ✓ Car sharing- possible to share a company's cars for private use
- ✓ Multisport card- fully paid multisport card for fans of sport which can be used over 400 places over Prague such as (fitness centres, pools, discounts in wellness centers or in sport shops)
- ✓ Electronic meal card- 90, - CZK per day for every hour worked
- ✓ Life insurance- Red Bull provides life and accident insurance to all its employees completely automatically and free of charge
- ✓ Red Bull events- music festivals, concerts, clubs, extreme races, and anything to do with the Red Bull in the blue and silver field opens its doors and name on guestlists for us.
- ✓ Monthly consumption by Red Bull cans- during day it can be taken how many cans of energy for free and monthly is possible to take one carton of energy to home
- ✓ Dog-friendly office- is possible to take a pet to the office. (Red Bull intern, 2023)

6 Evaluation of questionnaire

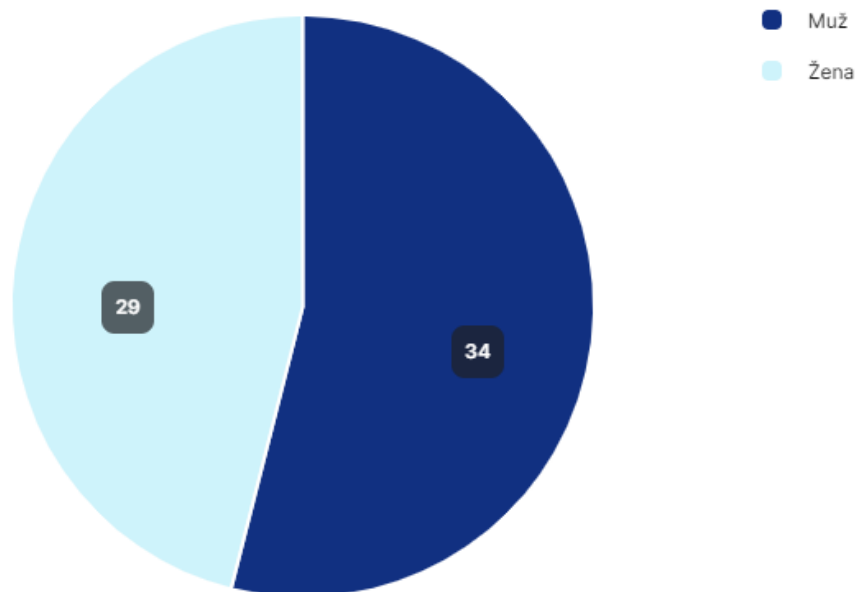
In this section, there will be an evaluated questionnaire that was done by Red Bull employees in Prague as was already mentioned.

1. What is your gender?

In the first graph below it can be seen that 34 men and 29 women work in Red Bull that is actually very equal.

Graph 1 What is your gender?

1. Jaké je vaše pohlaví?



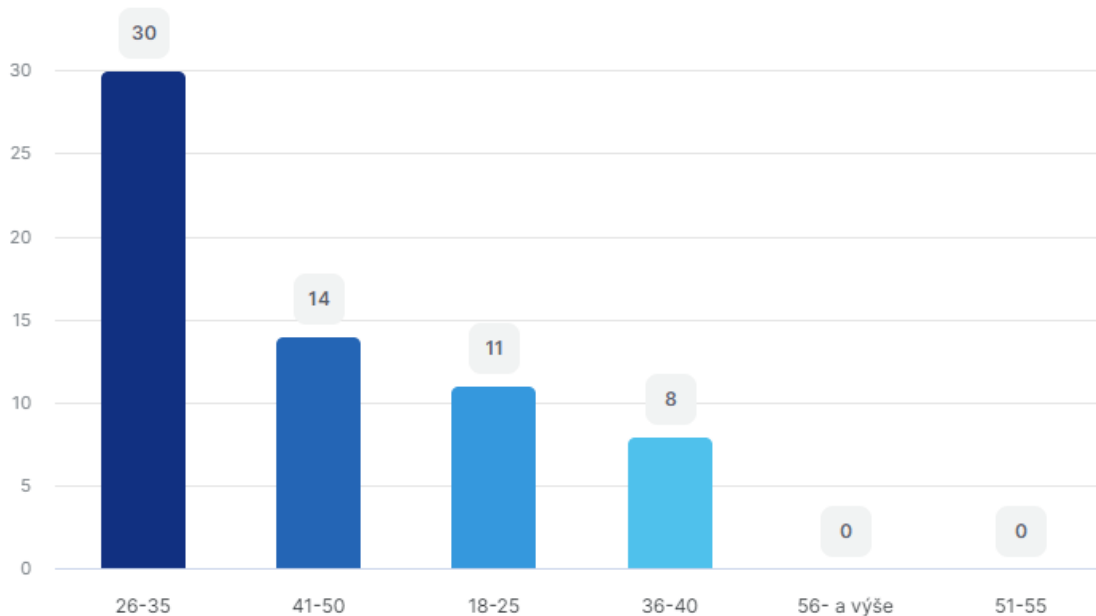
Source: Own

2. What age category do you belong to?

The age category in Red Bull belongs to the mostly young category who brings to firm new experienced values and innovative minds. But we could say that the heart of the Red Bull is occupied by employees in the age 41-50 that belongs to very skilled employees. Also Red Bull give wings to younger people who want to be a just part of Red Bull wings and get some knowledge from the others.

Graph 2 What age category do you belong to?

2. Do jaké věkové kategorie patříte?



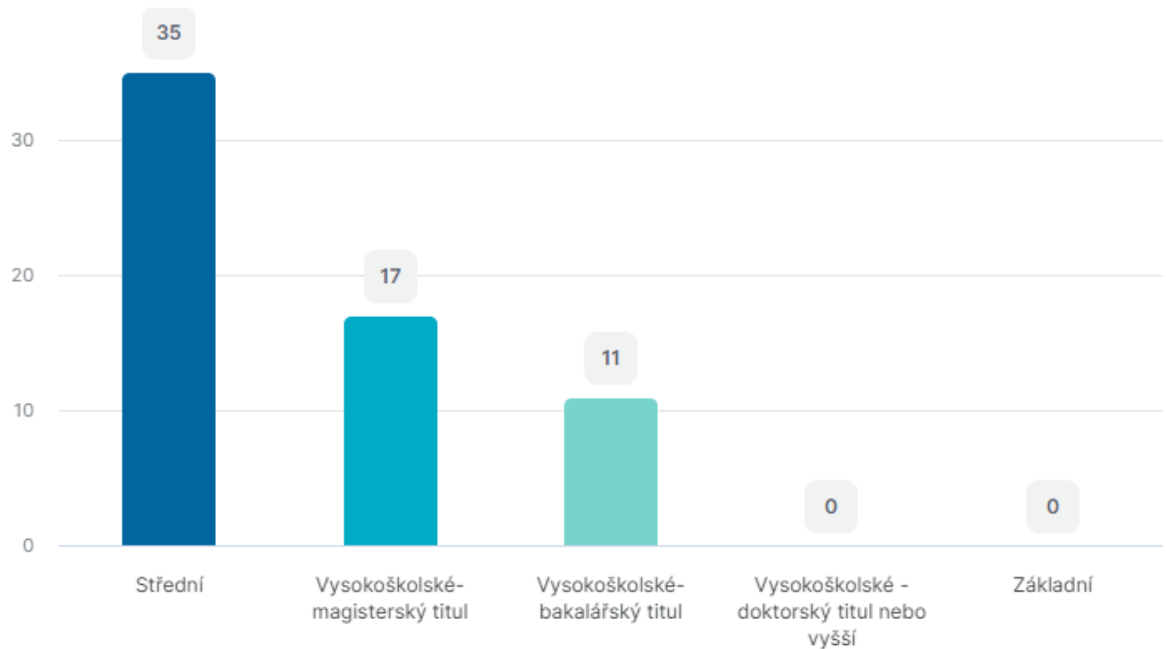
Source: Own

3. What is your highest education?

From the graph it that most employees finished High school with a maturity exam of 35 people, but it cannot be forgotten that 11 of the people are in the age 18-25 that could be the most part of the 30. 17 of them have a university master's degree education and 11 of them have University bachelor's degrees.

Graph 3 What is your highest education?

3. Jaké je Vaše nejvyšší dosažené vzdělání?



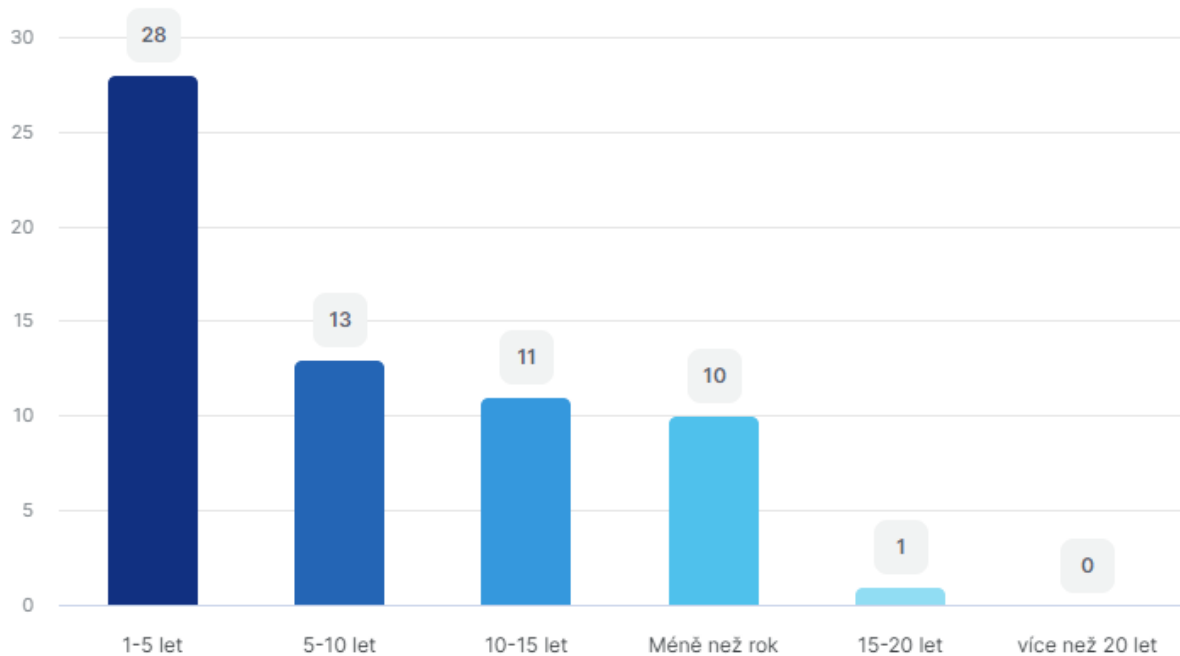
Source: Own

4. How many years you work for this company?

Red Bull hired new faces in the company to bring a new form of vibe so from the graph below it can be seen that 10 people work there for less than a year. 28 people work up to 5 years there. 13 of them more than 5 years. 11 of them more than 10. 10 people less than 1 year and only one person works for Red Bull for more than 15 years.

Graph 4 How many years you work for this company?

4. Jak dlouho pracujete ve společnosti?



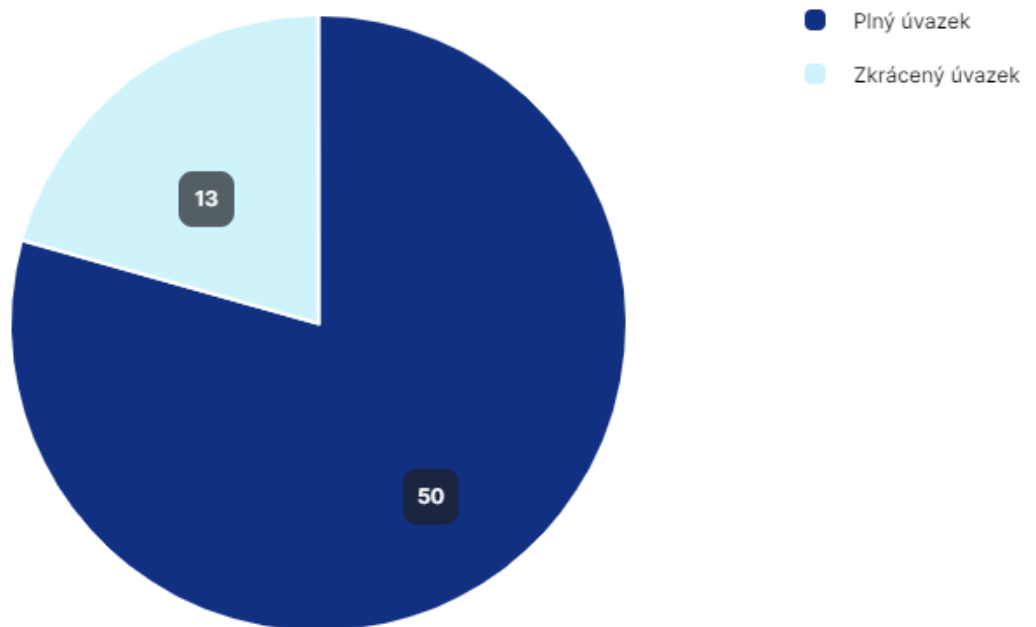
Source: Own

5. What employment relationship are you employed by the company?

Most of the employees are employed full-time. 13 of them are part times that could be employed by contracts such as an agreement to perform work or an agreement on work activities.

Graph 5 What employment relationship are you employed by the company?

5. Na jaký úvazek jste ve firmě zaměstnání?



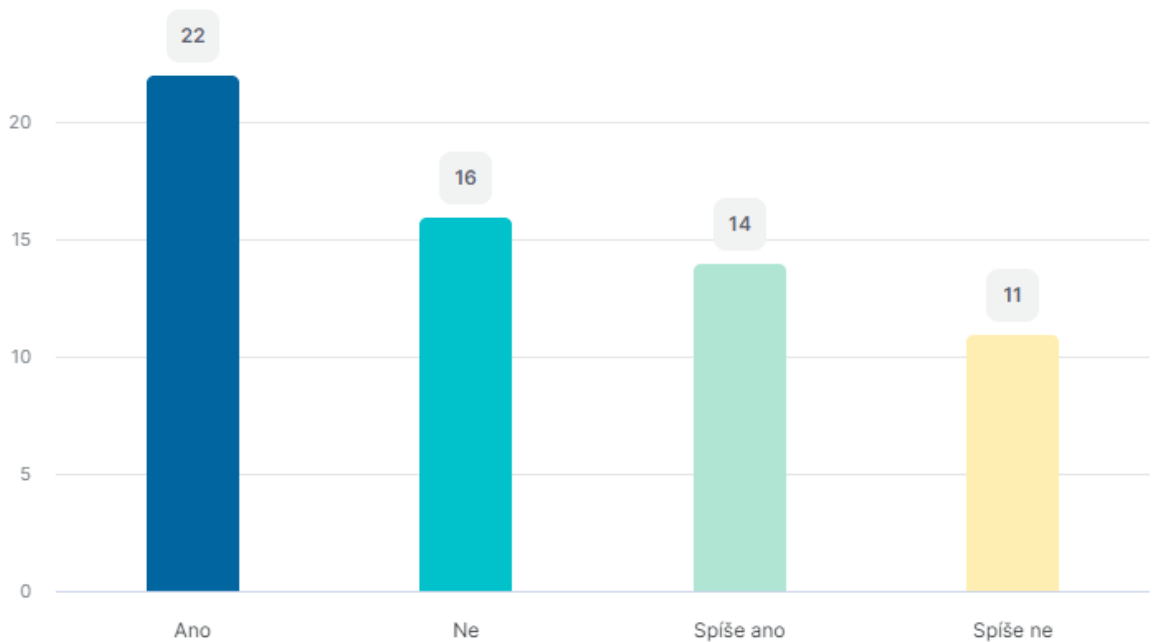
Source: Own

6. Do you work in your field?

In this question, people were asked if they work in their field. 22 people answered yes and 16 of them no. There could be said that every employee found out what he likes, what he's good at, and what makes them feel fulfilled, and doesn't really matter which way they went.

Graph 6 Do you work in your field?

6. Pracujete ve svém oboru?



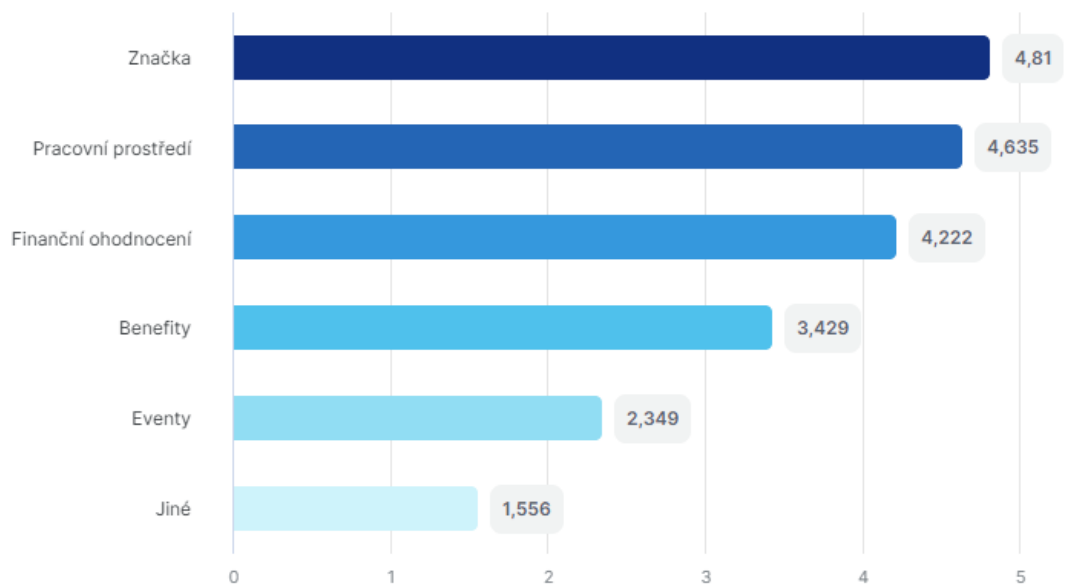
Source: Own

7. Which of the motivational factors were important for accepting the job offer?

The main reason why people have chosen the job offer was the brand with an average of 4,81. Probably why is because the Red Bull brand is known all around the world and creates a strong identity that resonates with customers. Then the work environment with an average of 4,635. The financial remuneration was about 4,22 on average. Benefits and Events were not that important for accepting the job.

Graph 7 Which of the motivational factors were important for accepting the job offer?

7. Které z motivačních faktorů byly důležité pro přijetí pracovní nabídky?



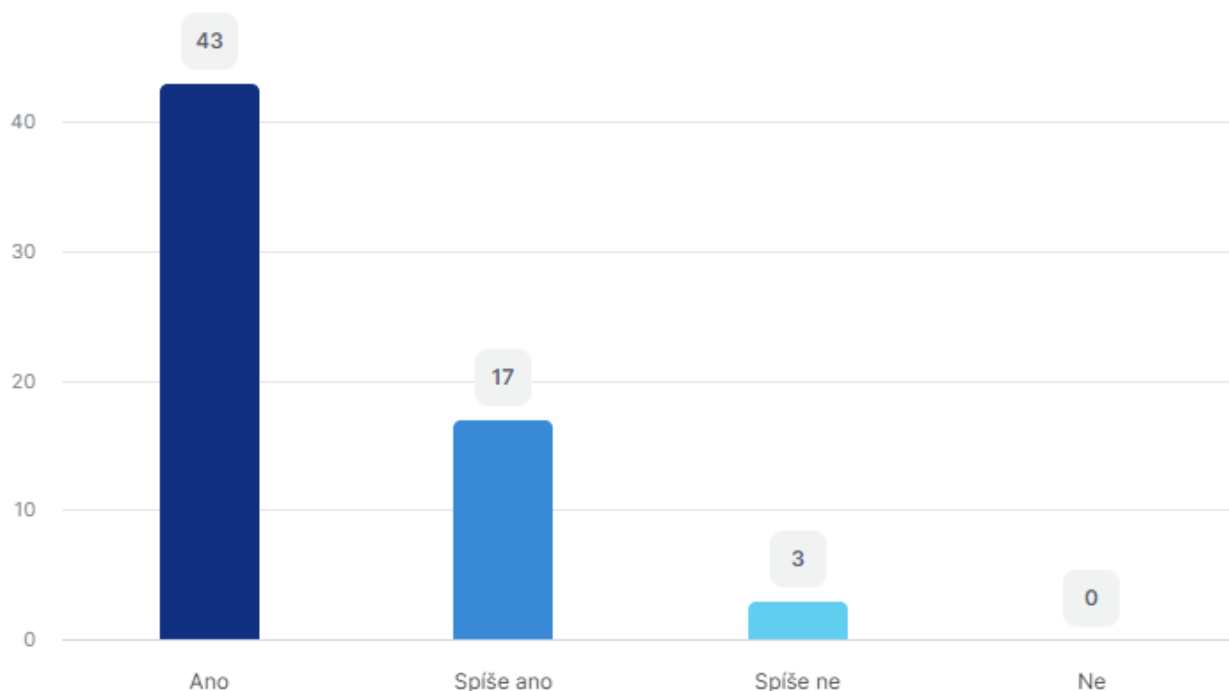
Source: Own

8. Does the job fulfill you?

This question was to find out if the employees are satisfied with the work, they are doing Red Bull employees specifically 43 are very satisfied with their job position and 17 of the rather yes and only 3 of them said no.

Graph 8 Does the job fulfill you?

8. Naplňuje vás pracovní pozice?



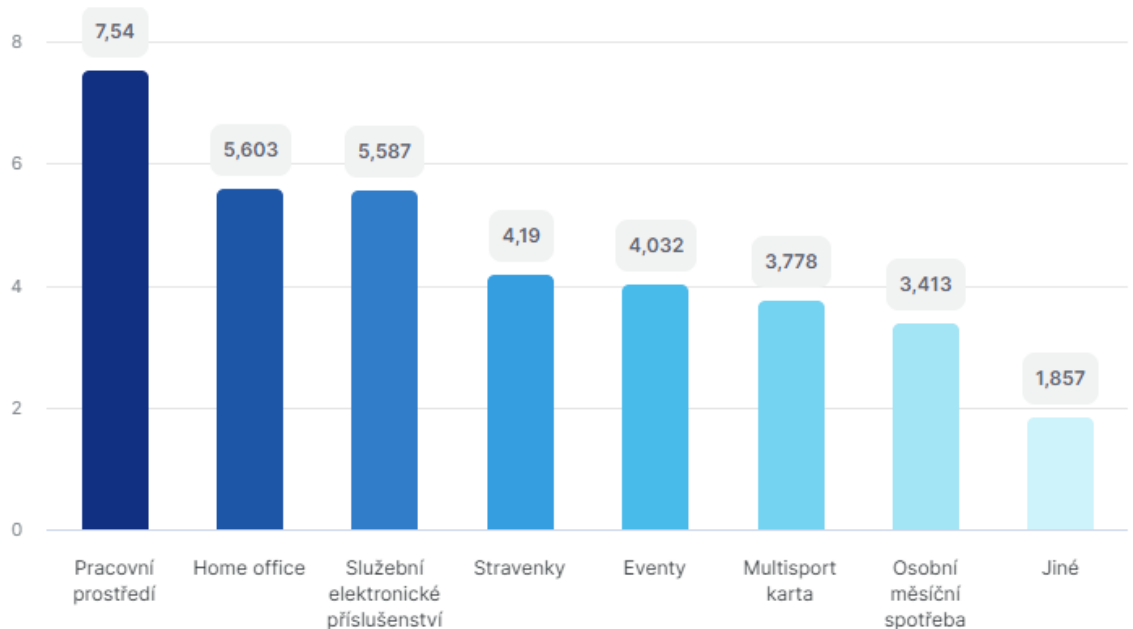
Source: Own

9. The importance of benefits for motivation - rank them

This question was designed to find out which employee benefits are most important to workers. From the graph below, it can be seen that the main importance for employees is the work environment with an average of 7,54. On average 5,6 employees appreciate the home office. Another important benefit for more motivation is electronic devices on average 5,58. In the 4th place on average, 4,19 employees said the contribution of food is beneficial. On average 4,03 employees said events are good to have as a benefit. Then on average, 3,77 employees selected the multisport card as also advantageous for more motivation. Of the last benefits, 3,41 employees on average have chosen the monthly consumption of Red Bull energy.

Graph 9 The importance of benefits for motivation - rank them

9. Seřad'te důležitost benefitů pro vaši větší motivaci



Source: Own

10. Are there any benefits you would like to add?

In the table below there is a 1st open question. The goal of this question was to find out which benefits employees lack. Employees wrote there more than 1 answer so it wasn't easy to evaluate the most lack benefits. But as it can be seen 43 people said they don't need to add any benefit. Without the number of how many employees have chosen these benefits, there are examples which repeated the most. The company car would be useful for many employees. Pension insurance was also written the most, the cafeteria would be nice to have in the office. People would like to have only 4 days per week concretely free Fridays. People would like to have free educational courses, brand clothes, and possibly join Red Bull international events (Formula 1, hockey, etc.).

Table 3 Are there any benefits you would like to add?

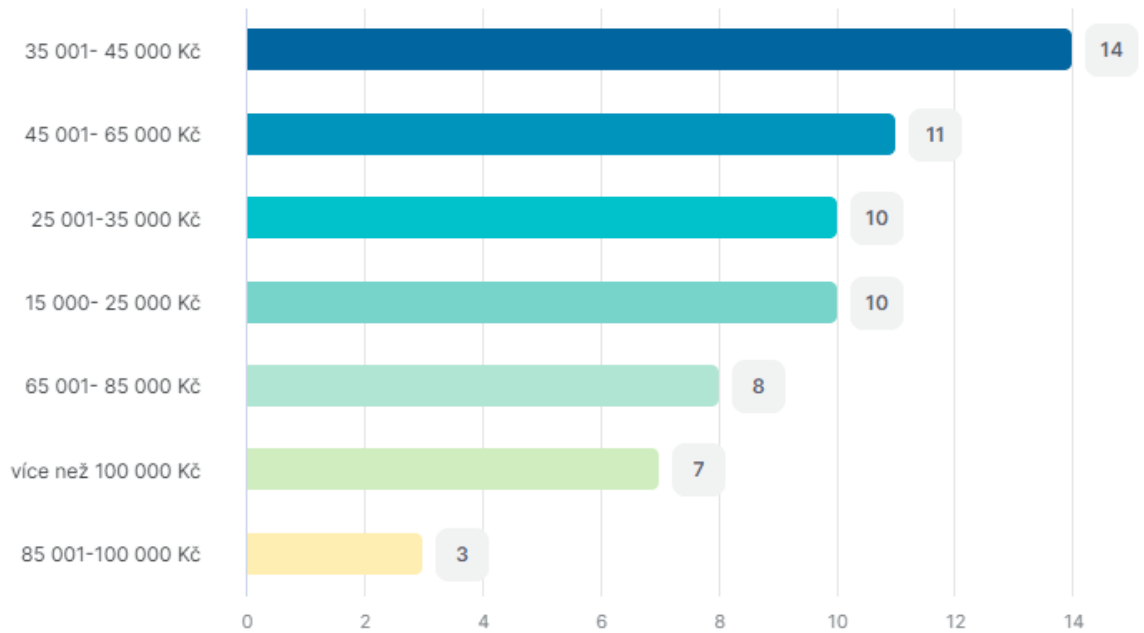
ARE THERE ANY BENEFITS YOU WOULD LIKE TO ADD?	RESPONSE
No	43
Company car	5
4-day work week, pension contribution, company clothes, paternity leave, sweets, language course	1
Education, courses, relevant festivals, benefits from Red Bull partners...	1
Free or shorter one working day (Friday)	1
Rather, support the involvement of the company/employee in joint activities (of any style).	1
Contribution to pension insurance	10
supplementary pension insurance, transport allowance	1
Something that other companies don't have. Free Fridays, for example, birthday leave without pay	1
For example, tickets for sports matches - hockey, football	1
Above-standard medical care	1
The possibility of visiting the company's international sports activities (Formula 1, football - hockey Red Bull Salzburg/ Leipzig...	1
Opportunities for education and development	1
each athlete could organize a workshop for employees in their discipline once a year	1
Home office, Transitional/sliding hours per month	1
Events	1
Pension insurance, cafeteria	1
Vacation days	1
An extra sick day	1
Cafeteria	1
Brand oblečení	1

Source: Own

11. What is your monthly income?

Graph 10 What is your monthly income?

11. Jaká je výše vašeho měsíčního výdělku?



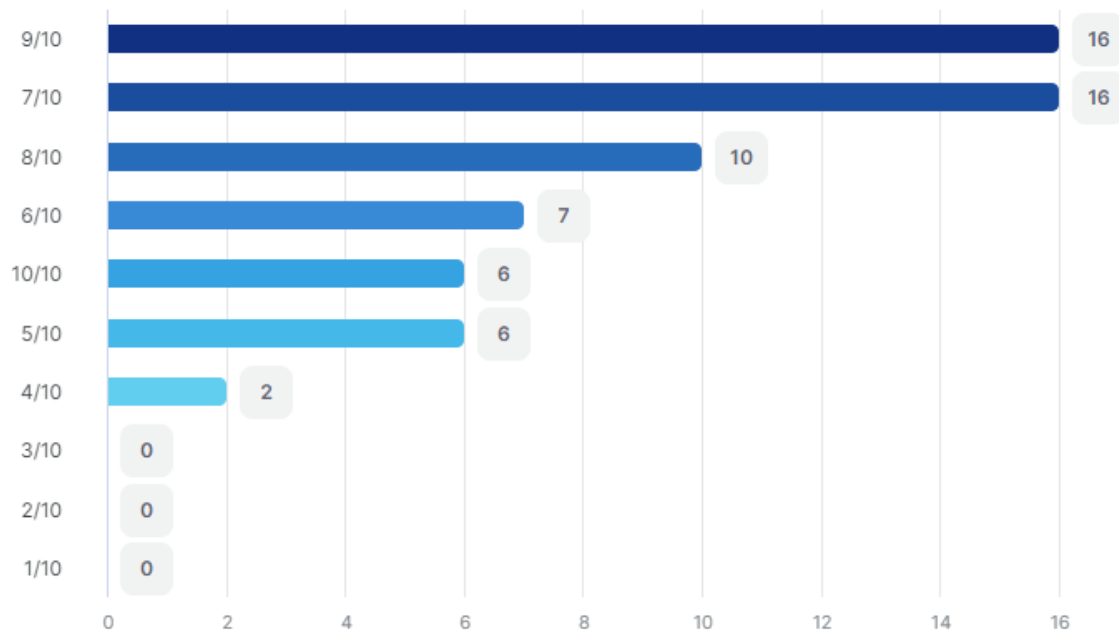
Source: Own

From the graph above mostly, employees have chosen their monthly income at a range between 35 0001-45 000, - CZK total of 14 employees. 11 of them ranked themselves between 45 001-65 000, - CZK. 10 employees for 25 0001-35 000, - CZK and other 10 between 15 000-25 000, - CZK this income is mostly for junior positions and part-time jobs. 8 people have income between 65 0001- 85 000, - CZK. 7 people have more than 100 000, - CZK these people are in the highest positions in the company. 3 people have a monthly income between 85 001-100 000, -CZK.

12. Rate your salary from 1-10 how satisfied you are

Graph 11 Rate your salary from 1-10 how satisfied you are

12. Ohodnoťte svoji mzdu od 1-10 jak jste spokojení



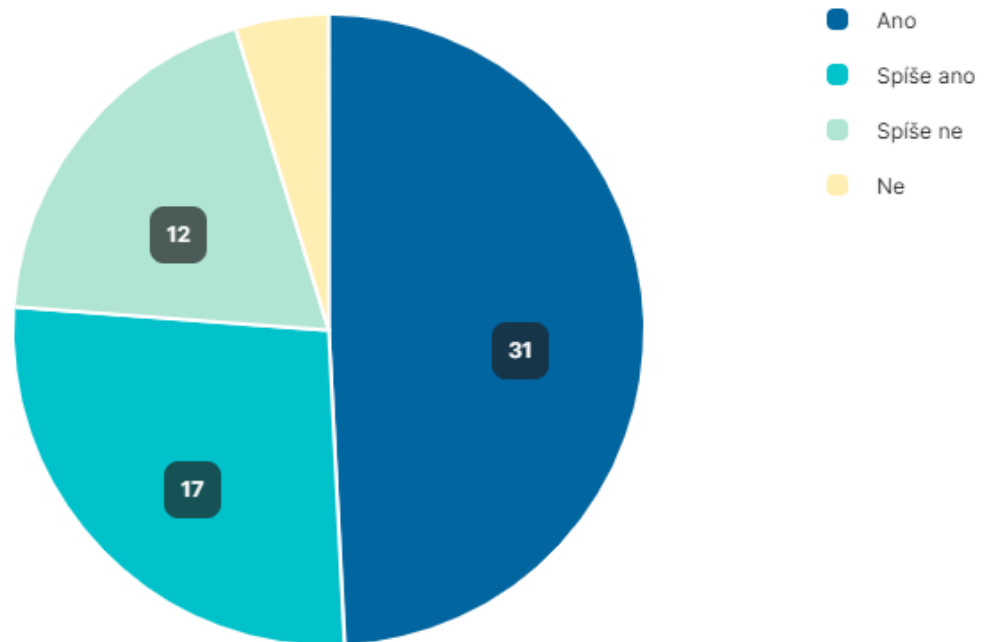
Source: Own

The 12th question helped me find out if employees are satisfied with their monthly income because financial remuneration was the third main importance to accepting the job offer. The scale of ranking is from 1 up to 10 and 10 is the most satisfied. 10 people put 10 of 10. 16 of them put 9/10 also for 7/10. 10 people put 8/10; 7 for 6/10, 6 for 5/10 and 2 employees ranked their income as 4/10. Nobody has chosen less than 4.

13. Do you think you can advance/promote your career?

Graph 12 Do you think you can advance/promote your career?

13. Myslíte si, že se můžete kariérně posunout/povýšit?



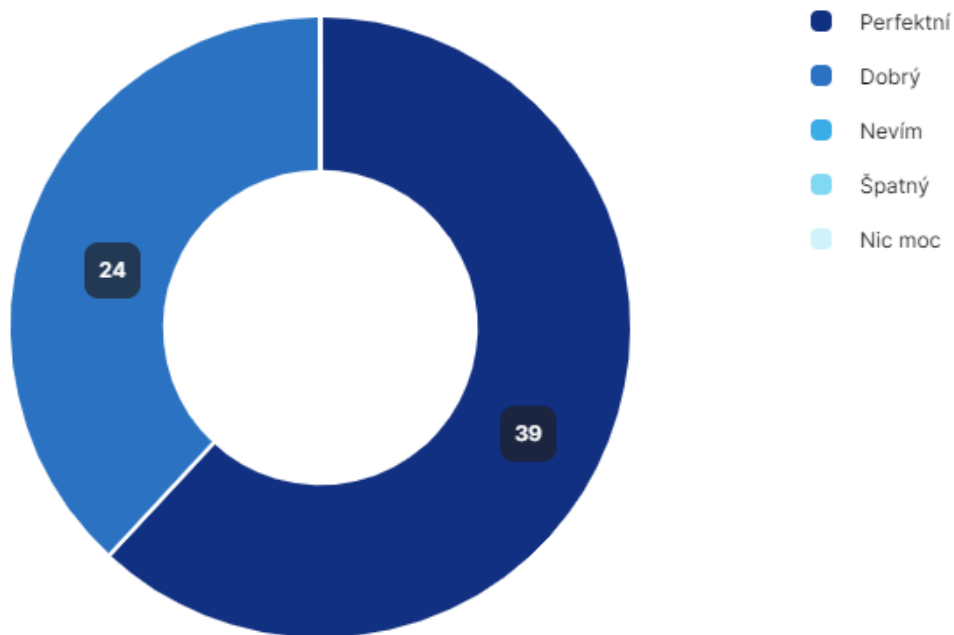
Source: Own

From the graph above could be seen that 31 employees think they could move forward to promote in their position. 17 said rather yes and 12 employees said rather no. Only 3 people said no.

14. How is your relationship with your colleagues at work?

Graph 13 How is your relationship with your colleagues at work?

14. Jaký máte vztah se svými kolegy na pracovišti?



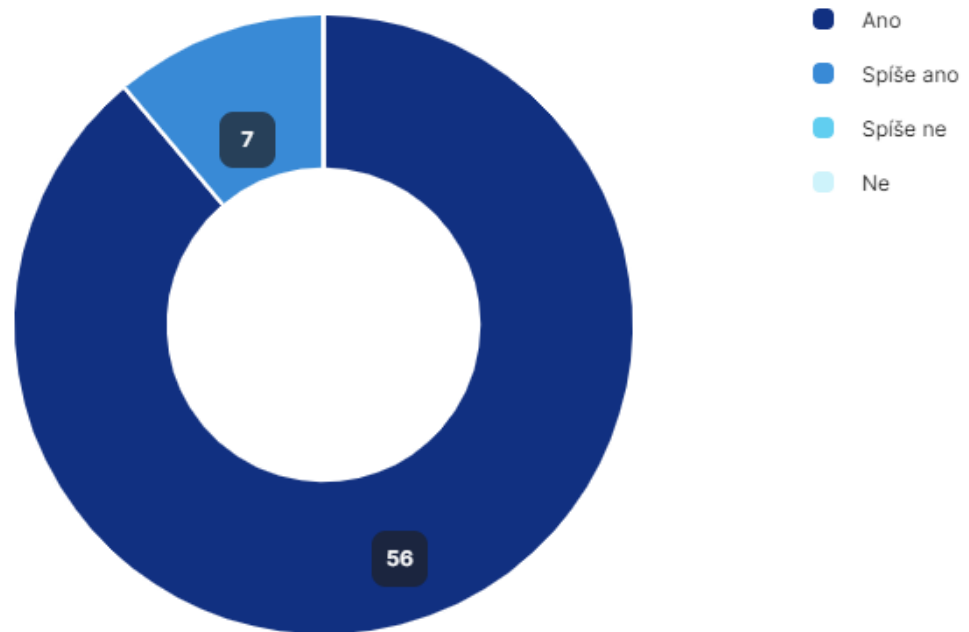
Source: Own

Employees were asked if they have a good relationship with their colleagues because the work environment and good relationship is an important factor for work performance. 39 employees said they have perfect relationships and 24 said they have good relationships. No one answered they have a bad relationship.

15. Is the work environment/team important to your performance?

Graph 14 Is the work environment/team important to your performance?

15. Je pro vás důležité pracovní prostředí/tým pro váš pracovní výkon?



Source: Own

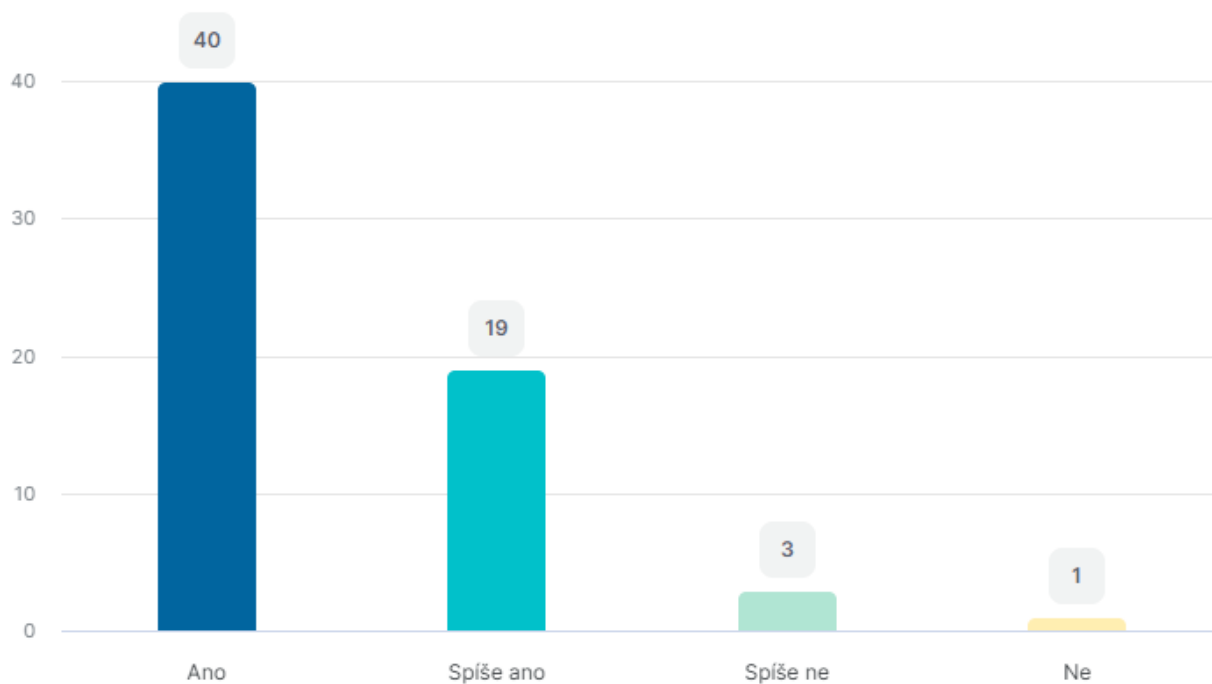
As already mentioned, that work environment is an important factor so that's why a question was asked by Red Bull employees. 56 people answered yes and 7 of them rather yes. No one answered no.

16. Are you satisfied with work conditions at the work environment?

Everything is related to the work environment and work performance, so employees were asked if they are satisfied with their work conditions. 40 employees answered yes, they are. 19 of them said rather yes. 3 of them said rather no and only 1 employee said no.

Graph 15 Are you satisfied with work conditions at the work environment?

16. Jste spokojeni s pracovními podmínkami na pracovišti?



Source: Own

17. What motivates you to work harder?

There is another open question where employees could answer what motivates them harder to have bigger work performance. For example, their motivators are winning mindset, visible result, common goal, work recognition, competitiveness, projects, success, rewards, team, praise, and there was mentioned also stress. Some people work harder under stress and can be motivating in certain situations, such as when there's a clear goal to be achieved and a deadline to meet. But it's important to recognize when stress is becoming overwhelming and to take steps to manage it effectively.

Table 4 What motivates you to work harder?

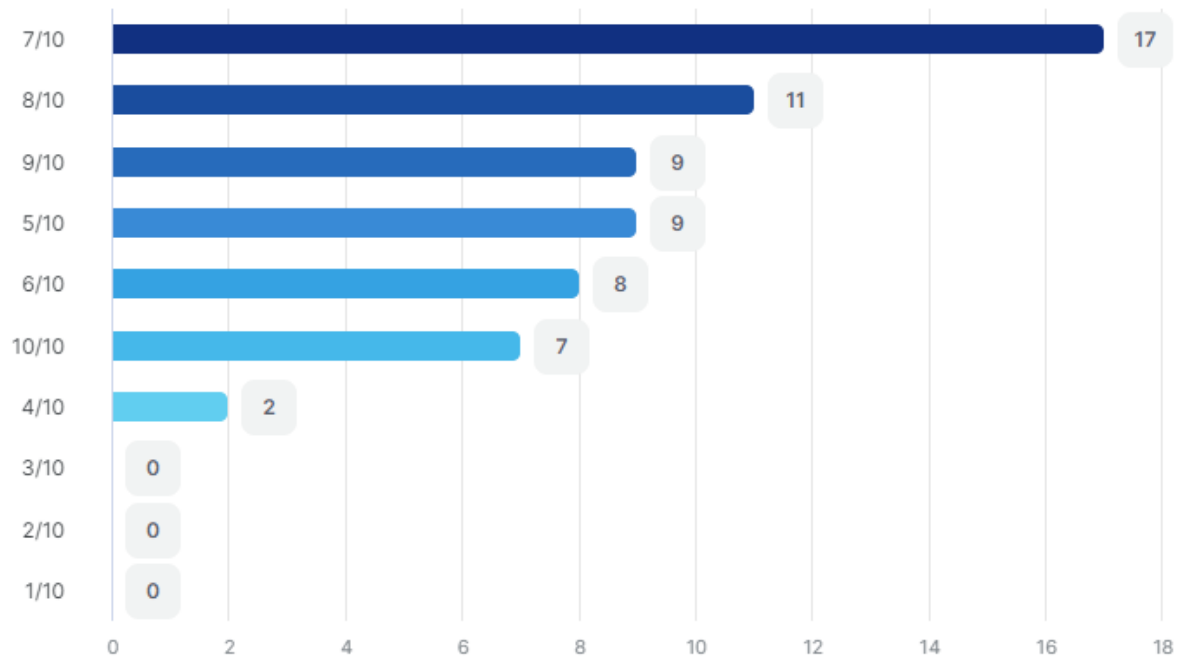
WHAT MOTIVATES YOU TO WORK HARDER?	RESPONSE
Responsibility for one's work and having everything in order	1
Winning mindset	1
The results	1
Time off and pay	1
Visible result = Financial reward	1
Greater financial reward or reward in another form - merch, voucher, etc	1
Recognition, respect	1
Success and awards	1
Project type and people.	1
team, environment, commitment, common goal	1
Tim and the people around me	1
stress	1
cooperative team, good atmosphere in the company, in the team; clearly defined company strategy and goals; learning new things and moving on	1
Common goal	1
Joint achievement of goals	1
goals met	1
Competitiveness	1
Meaningfulness	1
Spreading new knowledge and competences	1
the possible possibility of future promotion or acceptance to another position	1
a project that I personally enjoy	1
Work recognition	1
work team, company culture, desire to achieve good results	1
Work	1
positive approach in the group	1
Praise, recognition	1
Praise, opportunity for growth	1
Praise. When someone sees that I'm giving it my all and when the goals are ambitious and not overdone	1
praise, bonus	1
Praise and the feeling that what I do has an impact	1
A sense of belonging to the entire Red Bull company	1
A reward for a job well done	1
Reward	1
My team and shared vision	1
My supervisor, company management, financial reward and motivation to fulfill the company's goals and thus contribute to the company's progress.	1
possibility of open communication	1
Motivation, recognition, feeling good about yourself	1

Source: Own

18. To what extent are you motivated by your employer?

Graph 16 To what extent are you motivated by your employer?

18. Z jak velké části jste motivováni ze strany zaměstnavatele?



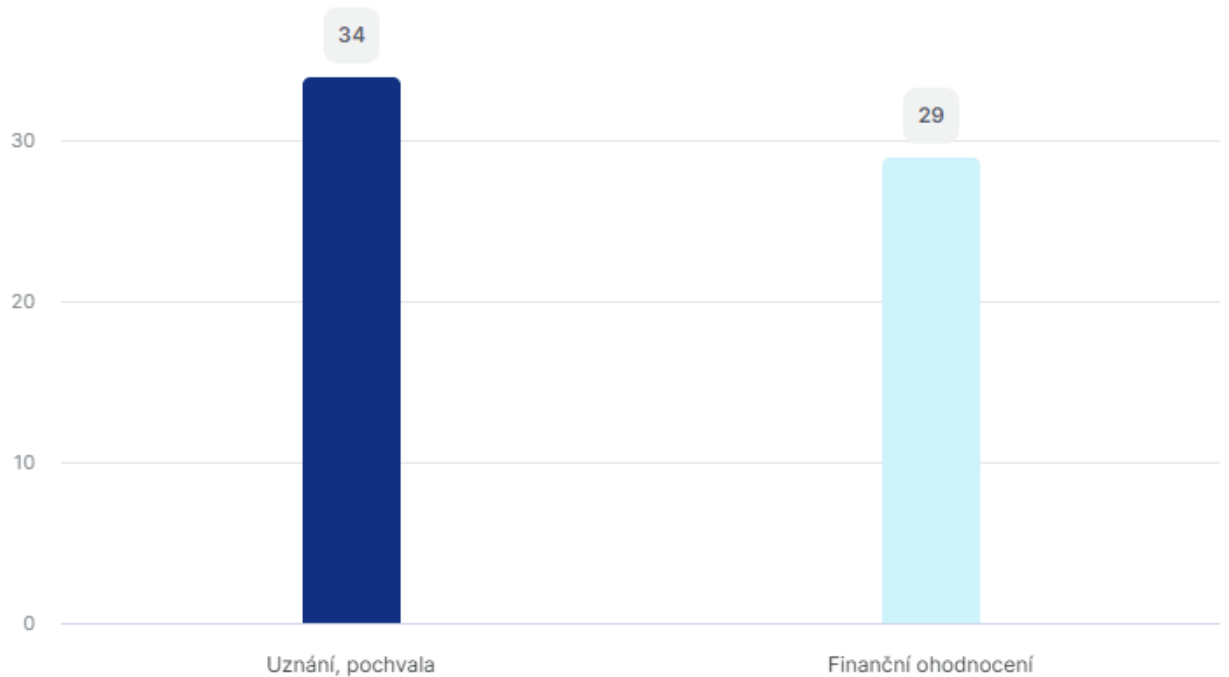
Source: Own

Motivation from the employer or manager side is important in work to achieve better work performance. Again, there was used the rank scale from 1 up to 10, 10 is the best. 7 employees voted for 10/10. 9 of them put 9/10. 11 of employees chosen 8/10. Most answers were for 7/10 concretely of 17 people. 8 voted for 6/10. 9 people voted for 5/10 and 2 people voted for 4/10. No one ranked less than 4.

19. Which factor is more important for you recognition or financial remuneration?

Graph 17 Which factor is more important for you recognition or financial remuneration?

19. Jaký faktor je pro vás důležitější?



Source: Own

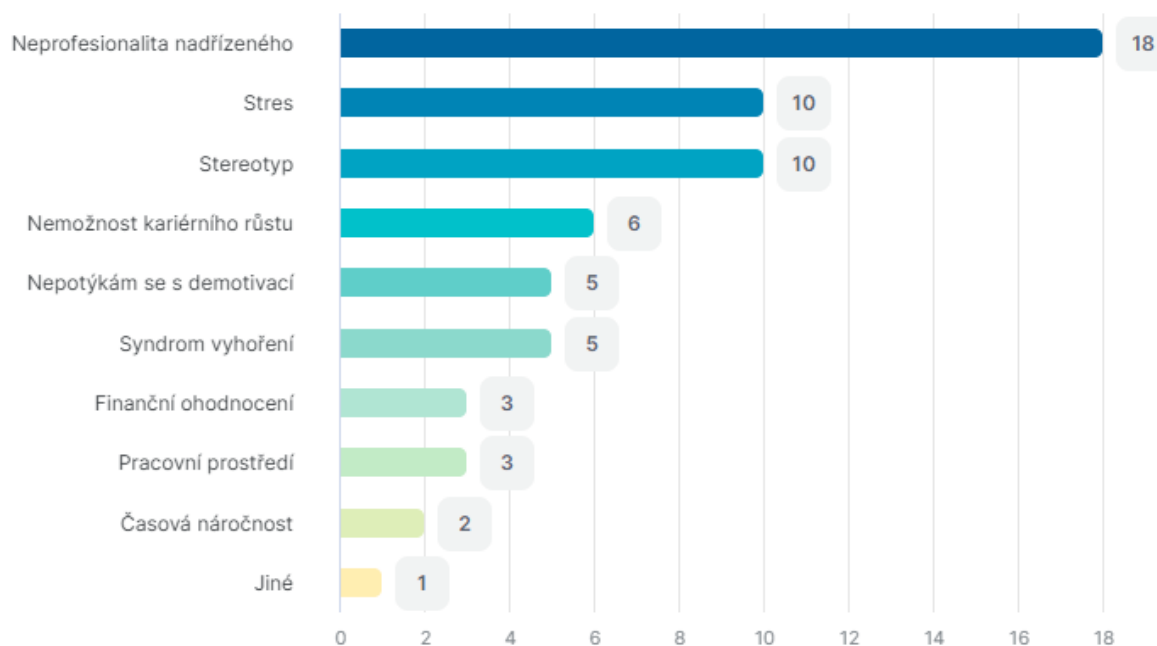
This question could be said the answer is pretty even from the graph above. It is based on individual preferences and values. A slight majority concretely 34 employees have chosen as a more important motivational factor recognition and praise. Another 29 employees prioritize that financial remuneration is more motivational for their work performance in the Red Bull company.

20. What do you rate as the most common cause of demotivation?

It is not just all about good motivation, but the important aspect is also demotivation. The question was more or less asked in general, but someone could answer from his point of view in the company. The most answered one was the unprofessionalism of a superior concretely 18 people answered this, then 10 people chose stress as a cause of demotivation and stereotype. 6 people determined impossibility of the career growth. 5 people answered they don't have demotivation at all, it could be said these people answered personally for their work right now. The burnout syndrome chose 5 people, 3 of them chose financial remuneration, 3 of them the work environment, and of them, 2 chose the time demands. After all, Red Bull company should be aware of these answers. And to be aware of the most chosen answer which helps to avoid demotivation among employees. Especially to focus so that there is no unprofessionalism of the superior.

Graph 18 What do you rate as the most common cause of demotivation?

20. Co hodnotíte jako nejčastější příčinu demotivace?



Source: Own

7 Suggestions and recommendations

On the evaluation of the questionnaire of employees of Red Bull company in Prague can be suggested to the company recommendation.

Overall, the evaluation turned out well. Employees mostly appreciate the work environment and with this related a good relationship at the workplace.

1. Motivation vs demotivation

Motivation as it was mentioned through the thesis is an important factor in creating a positive and productive work environment. Employers or managers in Red Bull motivate employees in a good way which came from the evaluation. Only a few people answered on a scale of 4 out of ten and 10 employees put the 5/10. But none of the interviewees answered that the manager is insufficiently motivating them. However, to prevent that it could be good to focus on some ways how to motivate their employees.

1. **Recognition and reward-** For the very hard work that employees have done managers should provide them praise or rewards which is for more people more valuable than the financial remuneration as it came up from the questionnaire.
2. **Training and Development-** Educational courses and training can motivate and improve employee skills for their work. It would be nice to have for example monthly pack of courses that could employees choose and use. This not only helps employees improve their skills but also shows that the employer is invested in their growth and development.

Overcoming demotivation refers to the process of taking action to address the factors that are causing a lack of motivation or engagement in one's work. The goal of overcoming demotivation is to regain a sense of enthusiasm and engagement in one's job, which can lead to increased productivity, job satisfaction, and overall well-being. Red Bull employees point out in the questionnaire what they think is the most demotivating factors at work. Firstly, they pointed out the unprofessional of supervisor which can have a negative impact overall on the work environment. The causes could be lack of communication, treating some employees better than others, micromanaging which means overbearing supervision

that undermines an employee's autonomy and decision-making ability can lead to demotivation and decreased productivity, making discriminatory comments can create a hostile work environment and damage morale. Employers have a responsibility to provide a safe and respectful workplace for all employees, and it's important to speak up if that is not happening. If something happens like that it should be forwarded to HR or another appropriate authority.

Another pointed demotivation was the stress and stereotype at work. The recommendation is to communicate openly to avoid misunderstanding and promote collaboration, practice self-care such as relaxation and mindfulness, seek for support from colleagues, supervisors or family and friends, advocate for change means to include training on unconscious bias, creating mentorship programs and supporting underrepresented groups in the workplace, focus on individual strengths and talents, promote diversity and inclusion, you can help create a more inclusive and respectful work environment and avoid stereotypes.

2. Benefits

Red Bull offers to their employees plenty of benefits with them are mostly employees satisfied but some employees want to expand the existing range of benefits.

The first mostly repeated benefit was to add a contribution to pension insurance. Nowadays, pension insurance has many firms the main reason why firms offering pension benefits can be an effective way for companies to attract and retain employees. Employees are more likely to stay with a company that offers a retirement plan or other pension benefits. The amount of pension insurance contributions depends on the income of the employee and is calculated as a percentage of their gross salary. The average is 1:1 from 100, - CZK up to 1000, - CZK, yearly company can contribute max 50 000, - CZK.

The second benefit that employees wanted the most is to join international Red Bull events. Red Bull is known for sponsoring and organizing a variety of international events across a range of sports and cultural activities. For example, Red Bull Formula 1, Red Bull Cliff Diving, X-Fighters, etc... To join these events would be a nice benefit to have. It would highlight Red bull as such.

The third benefit that employees would appreciate is the cafeteria in the Prague office. Nowadays, Red Bull employees order food or go out for food. So, the cafeteria would be nice to have because employees could sit together, have a chat, and make a contact which will keep up the office environment together in a positive way. There would be a more friendly environment. On the other side, it would definitely cost less than going out or ordering the food from delivery agencies.

8 Conclusion

The main goal of the diploma thesis was to analyze and evaluate the motivation of employees find out possible deficiencies and subsequently propose a solution for Red Bull company in Prague. I primarily focused on motivational factors, work environment, workplace relations, benefits, and overall satisfaction of employees.

The work was divided into a theoretical part and a practical part. The theoretical part was taken from the literature review which contains mainly general terms such as motivation, work motivation, motivational systems, and stimulations which most of these terms focus on employee satisfaction and the work environment.

In the practical part was firstly pointed out the characteristics of the Red Bull company its history, products and what benefits are offered to employees. The analysis was taken by quantitative research by questionnaire which have been sent by email to all employees in the company. Questionnaire contains 20 questions while 2 of them were open one where employees could express their own opinion. Afterwards answers were divided to graph and tables. Before the questionnaire was sent 3 hypotheses were given.

VO1: Employees are most motivated by the benefits offered by the company

This hypothesis was confirmed. People are satisfied with all benefits that Red Bull offers but there were also found more benefits that they would like to add.

VO2: Financial remuneration is more valuable for employees than recognition and praise

In this hypothesis, I could say that wasn't confirmed. People prefer to have recognition and praise from managers than to have financial remuneration. But in the evaluation, there wasn't that huge gap between answers.

VO3: For employees, the work environment and the behavior of the superior are important for their good work performance.

This hypothesis I could unequivocally confirm this. The work environment is important for employees to have good work performance such as to be motivated from the supervisor side.

Based on the information obtained from the questionnaire result employees are satisfied with their work environment, financial remuneration and benefits.

The big value of my work could be said that is the first time the survey in the Red Bull company in Prague could help our HR and managing director to see what their employees want and need and how satisfied they are. It could also prevent shortcomings and mistakes on the employer's side. My recommendation could be taken as a good point in realizing how to motivate our employees. Is very important to ask how employees are feeling and to motivate them to increase productivity and good performance of fulfillment of goals and it's the way how can company achieve profits.

9 References

- 1) ADAIR, J. 2004. Efektivní motivace. Přel. L. Vorlíčková. 1. vyd. Praha: Alfa Publishing, 184 s. ISBN: 80-86851-00-1
- 2) ARMSTRONG, M. (2007). Řízení lidských zdrojů: nejnovější trendy a postupy: 10. vydání. Praha: Grada
- 3) ARMSTRONG, MICHAEL A TAYLOR, STEPHEN. 2015. Řízení lidských zdrojů. Moderní pojetí a postupy. 13. vyd. Praha: Grada, 2015. 978-80-247-5258-7
- 4) ARMSTRONG, Michael. Odměňování pracovníků. Praha: Grada, 2009. Expert (Grada). ISBN 9788024728902
- 5) BEDRNOVÁ, Eva a Ivan NOVÝ. Psychologie a sociologie řízení. 3., rozš. A dopl. vyd. Praha: Management Press, 2007. ISBN 978-80-7261-169-0
- 6) BEDRNOVÁ, Eva a Ivan NOVÝ. Psychologie a sociologie řízení. Praha: Management Press, 1998. ISBN 80-85943-57-3
- 7) BĚLOHLÁVEK, František. Jak řídit a vést lidi. Praha: Computer Press, 2000. Business books (Computer Press). ISBN 8072263080
- 8) DVOŘÁKOVÁ, Z. (2007). Management lidských zdrojů. Praha: C. H. Beck.
- 9) Facts about company. Red Bull [online]. Austria: RedBull, 2023 [cit. 2023-03-20]. Dostupné z: <https://www.redbull.com/cz-cs/energydrink/firma-red-bull>
- 10) KANFER, R., CHEN, G., PRITCHARD, R. D. 2008. Work motivation: past, present, and future. New York: Routledge. ISBN 978-0-8058-5745-0
- 11) KOCIANOVÁ, R. (2010). Personální činnosti a metody personální práce. Praha: Grada
- 12) KOUBEK, JOSEF. 2011. Personální práce v malých a středních firmách. 4., aktualiz. a dopl. vyd. Praha: Grada , 2011. 978-80-247-3823-9
- 13) LATHAM, G. P. 2007. Work motivation: History, theory, research, and practice. London: Sage Publications. ISBN 0-7619-2017-X
- 14) Maslow's Hierarchy Of Needs Theory. Simply Psychology [online]. England: Simply Scholar, © 2023 [cit. 2023-03-20]. Dostupné z: <https://simplypsychology.org/maslow.html>
- 15) PLAMÍNEK, J. (2007). Tajemství motivace: jak zařídit, aby pro vás lidé rádi pracovali. Praha: Grada

- 16) PLAMÍNEK, J. Tajemství motivace: jak zařídit, aby pro vás lidé rádi pracovali, 3. rozšířené vydání. Praha: Grada Publishing, 2015. 159 s. ISBN 978-80-247-5515-1
- 17) PROVAZNÍK, V., & KOMÁRKOVÁ, R. (2004). Motivace pracovního jednání. Praha: Oeconomica
- 18) ŘÍČAN, P. Psychologie osobnosti, obor v pohybu. Praha: Grada, 2010. ISBN: 978-80-247-3133-9
- 19) ROELEN, C. M., KOOPMANS, P. C., & GROOTHOFF, J. W. (2008). Which work factors determine job satisfaction? Work: Journal of Prevention, Assessment & Rehabilitation, 30(4), 433-439. From <http://www.iospress.nl/journal/work/> svých spolupracovníků dostali to nejlepší. Praha: Grada, 2017. Manažer. ISBN 9788027102273
- 20) ŠTIKAR, J. (1996). Základy psychologie práce a organizace. Praha: Karolinum
- 21) Theory X and Theory Y. Mind Tools [online]. Scotland: Emerald Works Limited, 2020 [cit. 2023-03-20]. Dostupné z: <https://www.mindtools.com/adi3nc1/theory-x-and-theory-y>
- 22) TOMŠÍK, P. Teorie motivace a odměňování pro řízení lidských zdrojů, 1. vydání. Brno: Mendelova zemědělská a lesnická univerzita v Brně, 2005. 105 s. ISBN 80-7157-845-2
- 23) TURECKIOVÁ, M. 2004. Řízení a rozvoj lidí ve firmách. Praha: Grada Publishing. ISBN 80-247-0405-6
- 24) URBAN, Jan. Motivace a odměňování pracovníků: co musíte vědět, abyste ze svých spolupracovníků dostali to nejlepší. Praha: Grada, 2017. Manažer. ISBN 9788027102273
- 25) VEBER, J. (2009). Management: základy, moderní manažerské přístupy, výkonnost a prosperita. Praha: Management Press
- 26) VODÁČEK, L. & VODÁČKOVÁ, O. (2006). Moderní management v teorii a praxi. Praha: Management
- 27) WAGNEROVÁ, Irena. Hodnocení a řízení výkonnosti. Vyd. 1. Praha: Grada, 2008, 117 s. Vedení lidí v praxi. ISBN 978-80-247-2361-7
- 28) WAGNEROVÁ, Irena. Psychologie práce a organizace. Praha: Gradapublishing, 2011. ISBN 978-80-247-3701-0

10 List of pictures, tables, graphs, and abbreviations

10.1 List of pictures

Figure 1 Maslow’s Pyramids of Needs	18
Figure 2 Stimulation to motivation	21
Figure 3 Differences between stimulants and motives	22
Figure 4 Motivational process.....	23
Figure 5 Red Bull logo.....	32
Figure 6 Red Bull can	34
Figure 7 Organics by Red Bull	35

10.2 List of tables

Table 1 Motivating and hygiene factors	20
Table 2 Components of the total reward.....	27
Table 3 Are there any benefits you would like to add?	46
Table 4 What motivates you to work harder?	53

10.3 List of graphs

Graph 1 What is your gender?	37
Graph 2 What age category do you belong to?.....	38
Graph 3 What is your highest education?	39
Graph 4 How many years you work for this company?	40
Graph 5 What employment relationship are you employed by the company?	41
Graph 6 Do you work in your field?	42
Graph 7 Which of the motivational factors were important for accepting the job offer? Choose.....	43
Graph 8 Does the job fulfill you?.....	44
Graph 9 The importance of benefits for motivation - rank them	45
Graph 10 What is your monthly income?	47
Graph 11 Rate your salary from 1-10 how satisfied you are	48
Graph 12 Do you think you can advance/promote your career?.....	49
Graph 13 How is your relationship with your colleagues at work?.....	50

Graph 14 Is the work environment/team important to your performance?	51
Graph 15 Are you satisfied with work conditions at the work environment?	52
Graph 16 To what extent are you motivated by your employer?	54
Graph 17 Which factor is more important for you recognition or financial remuneration?	55
Graph 18 What do you rate as the most common cause of demotivation?.....	56