

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Trade and Finance



Bachelor Thesis

**Assessment of employee motivation of selected clothing
stores in the Czech Republic**

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

BACHELOR THESIS ASSIGNMENT

Arina Varekha

Economics Policy and Administration
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Thesis title

Assessment of employee motivation of selected clothing stores in the Czech Republic

Objectives of thesis

The main objective of the bachelor thesis will be, based on the methods used, to evaluate the motivation of employees in selected clothing stores in the Czech Republic.

The partial objective of the thesis will be to propose recommendations and measures for selected companies so as to support the satisfaction of both employees and employers.

Methodology

The theoretical part gives a strong background that will be based on studying what motivation actually is and what types of motivations are there. The theory will also explain how Covid-19 affected the clothing stores' employees and how were the motivation levels among employees during the pandemic situation.

The motivation and satisfaction of employees will be evaluated based on a questionnaire and will be shown and discussed through diagrams, pie charts and clustered bars. The questions will revolve around job satisfaction, work environment, the roles and motivations of the employees. The research will also understand what methods are used to improve the motivation levels of these employees. The analysis of the motivation levels depending on various factors during Covid-19 will be done accordingly. Employees from following stores will participate: H&M, C&A, ZARA, New Yorker, Peek&Cloppenburg, Forever 21, Marks&Spencer, Marc O'Polo).

The proposed extent of the thesis

30-40 pages

Keywords

Motivation, employee, clothing stores, COVID-19, satisfaction, job performance, work-life balance, professional development.

Recommended information sources

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Declaration

I declare that I have worked on my bachelor thesis titled "Assessment of employee motivation of selected clothing stores in the Czech Republic" 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 any copyrights.

In Prague on 15.03.2022

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Assessment of employee motivation of selected clothing stores in the Czech Republic

Abstract

Motivation plays an important role in being enthusiastic and determined towards obtaining any goal. Moreover, in workplaces motivation becomes a big factor in enhancing the work efficiency of the employees. The clothing retail industry also employ a huge workforce positioned at different roles. It will particularly discuss about the employees working in the clothing stores of the following selected brands: H&M, C&A, ZARA, New Yorker, Peek & Cloppenburg, Forever 21, Marks & Spencer, Marc O'Polo. The factors of motivation, its types and its direct impact on the employees is also discussed in detail. A survey was distributed among employees working in the above mentioned stores, analysing their opinions on the motivation techniques at their workplaces, also including what type of rewards help motivate them. The survey also analyses if the respondents will recommend their jobs to other people also.

Keywords: Motivation, employee, clothing stores, COVID-19, satisfaction, job performance, work-life balance, professional development

Hodnocení motivace zaměstnanců vybraných prodejen oděvů v České republice

Abstrakt

Motivace hraje důležitou roli při nadšení a odhodlání dosáhnout jakéhokoli cíle. Na pracovištích se navíc motivace stává důležitým faktorem pro zvýšení efektivity práce zaměstnanců. Maloobchod s oděvy také zaměstnává velké množství pracovníků na různých pozicích. Práce bude pojednávat zejména o zaměstnancích pracujících v obchodech s oděvy těchto vybraných značek: H&M, C&A, ZARA, New Yorker, Peek & Cloppenburg, Forever 21, Marks & Spencer, Marc O'Polo. Podrobně jsou také rozebrány faktory motivace, její druhy a její přímý vliv na zaměstnance. Mezi zaměstnance pracující ve výše uvedených obchodech byl rozeslán průzkum, který analyzoval jejich názory na motivační techniky na jejich pracovištích, včetně toho, jaký typ odměn je pomáhá motivovat. Průzkum také analyzuje, zda respondenti doporučí své zaměstnání také ostatním lidem.

Klíčová slova: Motivace, zaměstnanci, obchody s oděvy, COVID-19, spokojenost, pracovní výkon, rovnováha mezi pracovním a soukromým životem, profesní rozvoj.

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1 Introduction

While the concept of the fashion industry has transformed over the decades, clothing stores remain as a great face value for all big-league brands as well as small clothing businesses. The clothing retail industry is rather huge, and thus has its own competencies and of course incompetency. This clothing retail industry being used to the front-end market for all stores, entails a lot of work every day making it a hectic and complex work environment, and therefore the employees working there have stressful work, long working hours. The employees are entailed to attend all the customers all day long and help to solve any questions, issues or any demands the customers have to the best of possibility, irrespective of the quantity of work they already have. As customer satisfaction is the top, most priority in the clothing stores, so the employees are often stressed, exhausted and demotivated by such massive workloads.

This thesis is aimed to focus and get an insight on how is the motivation among the clothing store employees in the Czech Republic and various factors surrounding it. A survey distributed among employees working at the selected clothing stores in the Czech Republic forms the basis of the practical part. This survey is aimed at research conducted among the respondents to understand what factors motivate the employees and what type of initiatives might motivate the employees in clothing stores and therefore increase work productivity and a healthy work environment. It will also be analysed how the employees feel about their jobs and the workplace, how likely will they recommend other people to work at their workplaces and how they associate with the brand they work for. In addition, this research will entail about the position employees hold at these stores and how well is their understanding of their job roles and tasks they perform. Their work situation, tasks and training methods/periods are also included in the practical part. In addition, the work life balance, understanding of their tasks by the employees is also mentioned along with their work life balance and satisfaction at work. This survey analysis will help to understand the deep-rooted issues and problems showing how their motivation is affected by various factors. After statistical analysis of this data, the author also mentions some recommendations, which could be beneficial in improving the work environment and the general attitude of employees towards their jobs.

2 Objectives and Methodology

2.1 Objectives

The main objective of the bachelor thesis will be based on the methods used to evaluate the motivation of employees in selected stores in the Czech Republic.

The partial objective will be able to propose recommendations and measures for selected companies to support the satisfaction of both employees and employers.

2.2 Methodology

The theoretical part gives a strong background that will be based on studying what motivation actually is and what types of motivations are there. The theory will also explain how Covid-19 affected the clothing stores' employees, and how were the motivation levels among employees during the pandemic situation.

The motivation and satisfaction of employees will be evaluated based on a questionnaire and will be shown and discussed through diagrams, pie charts and clustered bars. The questions will revolve around job satisfaction, work environment, the roles and motivations of the employees. The research will also understand what methods are used to improve the motivation levels of these employees with qualitative and quantitative approach. The analysis of the motivation levels depending on various factors during Covid-19 will be done accordingly. Employees from following stores will participate: H&M, C&A, ZARA, New Yorker, Peek&Cloppenburg, Forever 21, Marks&Spencer, Marc O'Polo.

3 Literature Review

3.1 The Concept of Employee Motivation

Motivation is an integral part of the human nature. Everyone needs constant motivation and moral support for completing complex tasks, or working or even while studying.

3.1.1 Definition of Motivation

Motivation can be defined as the willingness and a string of enthusiasm targeted towards a pre-determined goal. It also can be an internal state of having a channelized energy with focus on a goal-oriented mindset. There are many theories that explain and confirm how motivation affects the psychological desire of achieving a goal that will in one way or another, serve as an important factor in becoming more efficient (Huitt,2011).

3.1.2 Types of Motivation

Broadly, motivation can be segregated into various types, but generally, two types are considered the general types. These are:

- 1. Intrinsic Motivation**
- 2. Extrinsic Motivation**

Everyone's concept of getting motivated is different, some are motivated intrinsically, i.e., from within while some others are motivated because there are rewards and awards at the end of completion of any work (Bent and Freathy, 1997).

1. Intrinsic Motivation

Intrinsic motivation refers to the "inner" belief or desire, which comes from the inner thoughts of an individual. This means that the person thinks that completion of any particular work is good for his belief system and the results are in according with something that he thinks is morally correct. There are a many examples of intrinsic motivation feelings, which ultimately leads a person to complete a particular work because of his inner feelings.

2. Extrinsic Motivation

Opposed to intrinsic motivation, extrinsic motivation is where the motive for completion of any work comes from outside. This means that people who need this

type motivation often except a reward, award or any compensation or benefits at the end of gaining results (Types of Motivation - Intrinsic and Extrinsic Motivation, 2021).

It is discussed about the definition and types of motivation above, to know what the whole concept of motivation is all about, and now what follows is to understand how it is important in employees and how particularly in clothing store employees. The table below represent some examples:

Table 1 Motivational Factors

Motivational Factors	
Intrinsic	Extrinsic
Curiosity	Incentives
Problem-solving	Punishment
Challenge	Money
Recognition	Praise
Belonging	Competition

Source: <https://asana.com/resources/intrinsic-motivation>

3.1.3 Maslow's theory of Motivation

Abraham Maslow, an American psychologist cited his "hierarchy of needs" referring to as a theory of motivation where he stated that all the decisions and behavioural traits of any individual are dependent on five categories of traits that all human beings need (Cherry, 2022).

These categories include:

1. **Physiological Needs:** The lowermost level in this hierarchy is about the basic needs of every human for living like food, water, sleep, shelter, sex etc. The things that the human body needs for its basic functioning.
2. **Safety needs:** Safety needs refer to safety from any injuries or harm, accidents, safety of healthiness and well-being and also financial safety and stability.

3. **Love and belonging needs:** This level includes the relationships and belongings humans have around them like family, love, spouse, partner, kids and friends. The feeling of hominess and the intimacy are important before moving to the next level.
4. **Esteem needs:** This level forms the esteem, valuation and the need for respectfulness and appreciation. It also includes the ego and self-esteem, along with satisfaction and sense of achievements.
5. **Self-actualization needs:** The self-actualization needs revolve around the potential and the capability of a person. It includes education, getting skilled, learning music and other things that a human can fulfil to the fullest to the best of his ability(A. AlAmrani, 2020).

Figure 1 Maslow's Hierarchy of Needs



Source: <https://www.perkbox.com/uk/resources/blog/recognition-self> 15 May 2019 | Geir Darge

This theory by Maslow is very popular and known both inside and outside of the psychology fields and forms an important factor on what factors form an important part of motivation of a human being (A. AlAmrani, 2020).

3.2 The Importance of Motivation in Employees

Motivation is something, which keeps everyone focused and targeted on the hope and will power to get the work done (Robescu and Iancu, 2016). It plays a major role in both the personal and professional lives of employees. Better motivation leads to more productivity at work and hence a better work-life balance. Motivated employees are a valuable asset for the employers as it not only benefits the organization but it also promotes a healthy work atmosphere in the workplaces (Dörnyei and Ushioda, 2011).

The motivation of the employees is one of the most important factors for the growth of any company or organization. There are different factors, which contribute towards the motivation of employees, ranging from person to person. For some people, financial rewards and benefits might act as a source of being motivated for work while some other people find appreciation and appraisals more important than monetary benefits (Ganta, 2014). Therefore, it is very important for a company to identify and apply various techniques to motivate their employees, as this in tune will benefit in generation of more human capital (Addai, A.M, 2019).

A large number of employees find that there should be some kind of an Entrepreneurial environment around and there should be possibilities and opportunities for growth and skill development (Mokhniuk and Yushchyshyna, 2018). There are also considerations that some of the most important motivation factors are also, how satisfied they are with their jobs and their personal and emotional affiliation to their company (S Jeffrey, 2004).

3.2.1 Effects on Clothing Store Employees During Covid-19

The Clothing stores market took a blow because of the pandemic due to the restrictions and lockdown procedures, as stores remained closed and this directly affected the employees working in these stores. Because of closing down of the clothing stores, the employees working in those stores suffered due to the consequences as the market suffered losses and therefore laid off some of the employees, which in turn gave a blow to employees' motivation during this period of pandemic (Kim and Woo, 2021).

Whereas some retail outlets also decided to provide compensation to the affected employees as a support during the pandemic. This was indeed a good move and a great motivation for the clothing store employees even in the time of such an epidemic. Some stores even took effort to adjust the employee in different departments as per qualification and skills (Wellmaker, Voss and Silverman, 2020).

3.1.1 Motivation in Employees of Clothing stores

There are a number of factors that affect the motivation levels of Employees in clothing stores, their motivation can be either intrinsic- for people who have a zeal and great interest to work in the fashion industry or, it can be extrinsic considering that they decided to work in this industry because of great salaries, remuneration or benefits such as discounts etc (Scheers and Botha, 2014).

For considering how motivation works among clothing store employees, it is needed to first understand how they represent themselves while working for a particular brand. It is also important to consider if they are willing to recommend their job to other people, while being aware of all the advantages and disadvantages that come along with working there. Some of the employees might identify themselves with the brand they work for, while others might just consider it as a job, which pays enough for living (Misra and Walters, 2016).

3.2 The Trade & Clothing Market during Covid-19

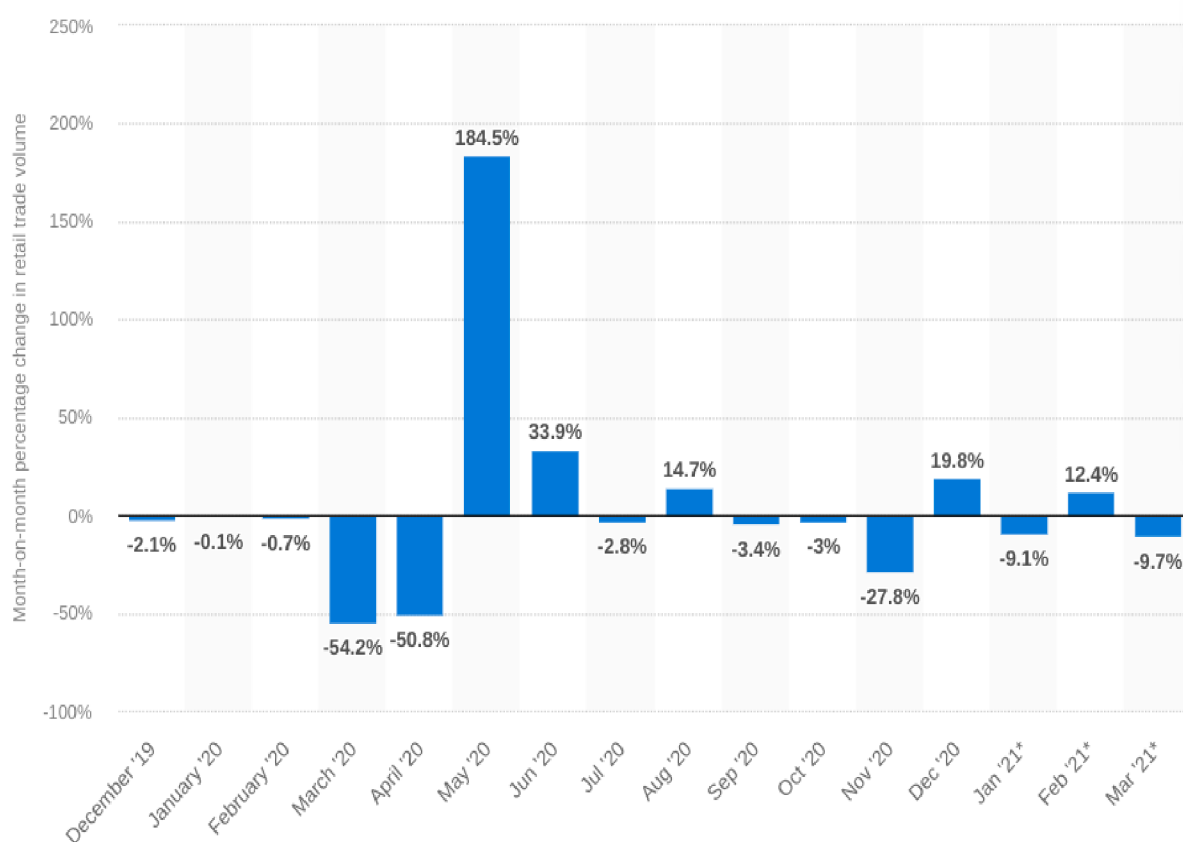
As the Covid-19 pandemic affected the employees all over the world, it also affected the global trade and business market. The halt in the trade of the clothing items incurred huge losses to the clothing industry around the world (Vidya and Prabheesh, 2020).

During the first three months of the year 2020, the global trade dropped significantly and began dropping for rest of the year. The clothing retail industry specifically was hit hard as it saw reduction of about 75% in offline sales, which eventually dropped down to 0% offline sales during the peak of the pandemic. Most of the retailers started utilizing the internet to increase the sales but that was also not as promising as people were scared and terrified to go out to shop (Wulandari and Darma, 2020).

The fashion retailers all over the globe faced multiple challenges during this time such as a drastic decrease in the supply chain and along with the closing down of large number of stores all over the world leading to low or almost no revenue from their offline stores (McMaster et al., 2020). Many of the retail outlets did not survive this sharp decline and they filed for bankruptcy, which further ultimately affected the employees and the suppliers. Therefore, to survive this difficulty, some stores decided to cancel their orders with their traders and suppliers. There was a cancellation of orders worth approximately 2 billion USD by clothing retailers (Zhao and Kim, 2021).

Many companies also decided to re-enact their business models to make it more lucrative to the customers so they buy products even during this situation. This massive change in the corporate structure of these companies affected the employees directly and therefore many employees from different departments ranging from design to sales to clerks lost their jobs, which was indeed a hugely demotivation stage for them and their families (Kim and Woo, 2021).

Figure 2 The trade volumes of the retail industry

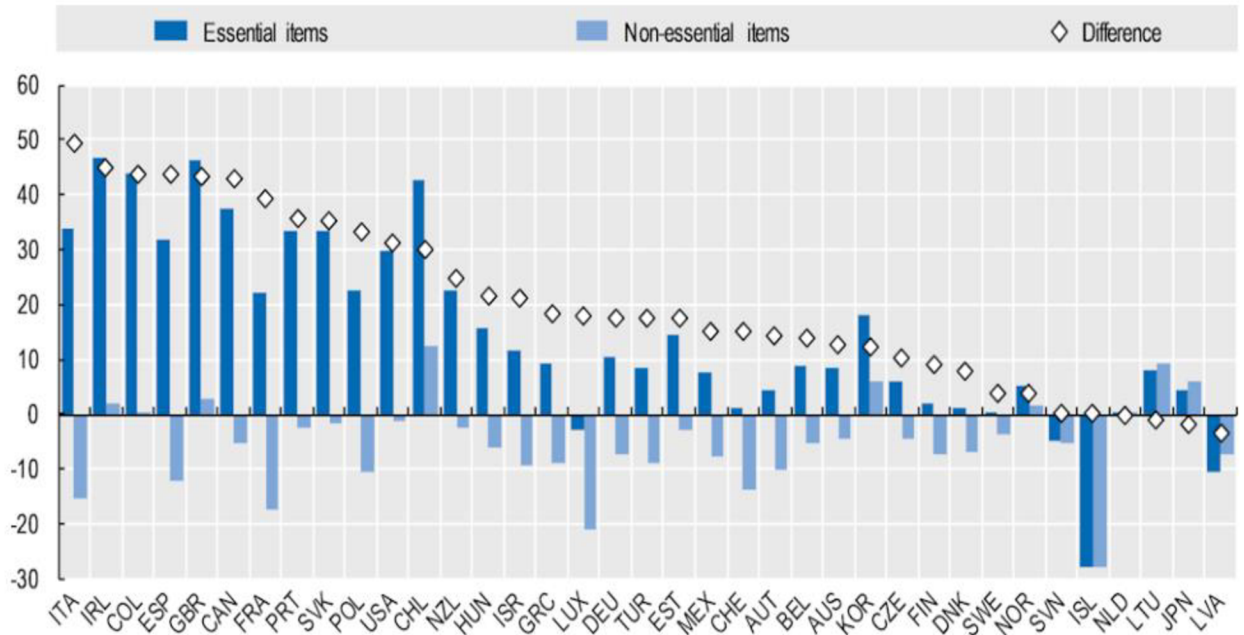


Source: <https://www.statista.com/markets/423/retail-trade/> 2020, European Union

The above graph represents the change in the trade volumes of the retail industry specifically in the European Union. As its clearly visible that the trade volume dropped even below -50% in march and April, and then there was a sudden increase in the trade volumes during May 2020, but thereafter its evident that the trade volume was uneven until the first quarter of the next year.

The figure 3 demonstrates how demand was changed for essential and non-essential goods. *Essential items include the following categories: “Consumer Electronics”, “Grocery & Food Retailers” and “Pharmacy” (Del Rio-Chanona et al., 2020). Non-essential items include the following categories: “Luxury Goods”, “Home Appliances”, “Home Furnishings”, “Luggage & Travel Accessories”, “Apparel” and “Gifts & Special Event Items” (“COVID-19 and the retail sector: impact and policy responses”, 2020).* The Czech Republic is represented in this figure as “CZE” and it shows not a big difference (equal to 10) between essential and non-essential items compare to other countries such as Italy (ITA) - 50, Chile (CHL), Iceland (ICL) – (-27), etc.

Figure 3 Change in demand for essential versus non-essential retail goods



Source: <https://www.oecd.org/coronavirus/policy-responses/> 2020 Google Trends and OECD computations.

3.3 Czech Clothing Stores

In this thesis, certain brand names are analysed which some of the most popular are clothing brands in the Czech Republic. These brands are H&M, C&A, ZARA, New Yorker, Peek&Cloppenburg, Forever 21, Marks&Spencer, Marc O'Polo. These brands have multiple outlets all over the country and these stores amount to more than half of the total revenue generated from the clothing retail industry.

The clothing retail industry in the Czech Republic has undergone massive transformation over the years. Nowadays many international stores have made its presence in the clothing industry in the country. More and more retail outlets have opened in various cities and have a massive number of customers ready to buy from these international clothing brands. These brands have overtaken the market and are also employing a large number of employees (Simová, 2010).

While nowadays most of these brands have significant presence in the Czech Republic, there are large number of stores located primarily in bigger cities such as Prague, Brno, Ostrava, Plzeň, etc. which forms the major part of the profits that these stores gain from the whole country. While there is also some presence of these stores in medium sized cities such as Břeclav, Vyškov, Česká Třebová (Szczyrba, 2010). Although in the current times, there is a current trend to use online shopping while still a large number of people prefer to shop offline in the retail shops (Lustigová and Šálková, 2018).

These stores make significant profits from their market in Czechia as most of the population living in bigger cities prefer to shop and wear branded clothing and that actually is a means of a good lifestyle (Rulikova, 2019). This market situation was not the same a few years ago, as during the economic crisis 2007, which posed many problems for the Czech clothing retailers. The main affected were international business whereas the regional retail business were not affected as much. The post-crisis timeline however seemed beneficial many clothing brands in the Czech Republic. It soon became a status symbol with the oncome of new brands. The consumer satisfaction levels were very good and therefore, this motivated more brands to join the league of the clothing stores in the Czech Republic (Millan & Mittal, 2017).

The consumer buying patterns reflected a synchronous behaviour with preference towards the brand leagues and therefore, more and more clothing retail stores opened up in various cities of

Czechia. The brands such as H&M, C&A, ZARA, New Yorker, Peek&Cloppenburg, Forever 21, Marks&Spencer, Marc O'Polo. These brands expanded their business from Western Europe with an eastward expansion.

4 Practical Part

4.1 Research Methods

The study is based on qualitative and quantitative research analysing the factors, which affect the motivation of employees working at the clothing retail stores of the selected stores H&M, C&A, ZARA, New Yorker, Peek&Cloppenburg, Forever 21, Marks&Spencer, Marc O'Polo. A research survey was distributed among containing questions detailing the basic details, their companies, roles on which they work and their work experience. Also included in the survey are questions pertaining to the working conditions, work atmosphere and the job-satisfaction of these employees. These respondents belong to different age groups and have different experiences in total. The survey analysis also features result analysis as per companies and as per job roles. The correlation between rate the work-life balance and overall job satisfaction will be provided.

This research survey not only helps in understanding the motivational methods and the satisfaction level they respondents have at their work, but also their general attitude towards their company. The survey includes question regarding if they would recommend others to their job. The survey results were anonymous to respect the privacy of the respondents and the answers are entirely their own opinion without any influence. Maximum efforts were taken to make the survey questions as favourable as possible for the respondents.

4.1.1 Respondents Description

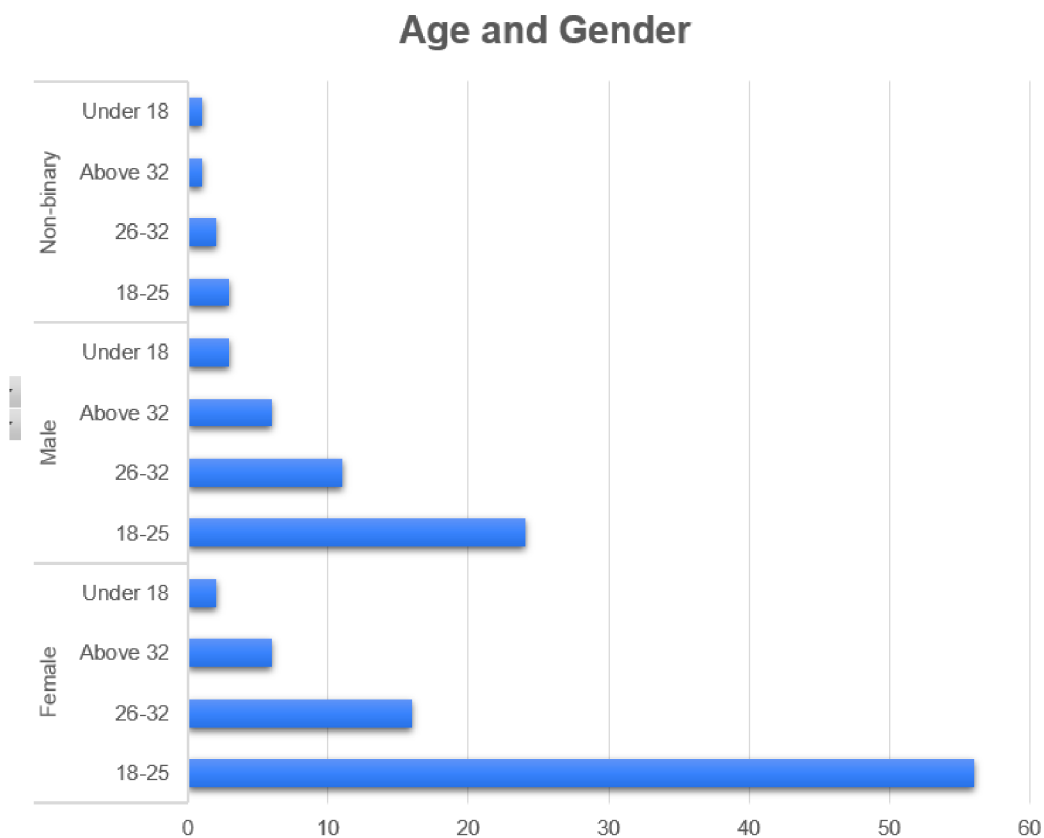
This survey analysis consisted of 131 respondents from the Czech Republic, who are working in different clothing stores among the selected stores, which are H&M, C&A, ZARA, New Yorker, Peek&Cloppenburg, Forever 21, Marks&Spencer, Marc O'Polo. The respondents work in different positions in these companies. The 131 respondents are of different genders and varying age groups. The survey analysed that there were male respondents 44 were male, 80 were female and 7 were identified as non-binary genders.

5 Results and Discussion

5.1 General Representation

These respondents consisted of different age groups such as under 18, ages 18-25, 26-32 and above 32 years of age. As evident from the graph below, it can be seen that most of the respondents are of the age group 18-25, which indicates the growing interest of the youth to work in the fashion industry. It can also be seen that there are more females working in these clothing stores in comparison to their male counterparts. According to Forbes magazine, females comprise the majority of the workforce in the fashion retail industry and this research analysed the same data results.

Figure 4 Age and Gender

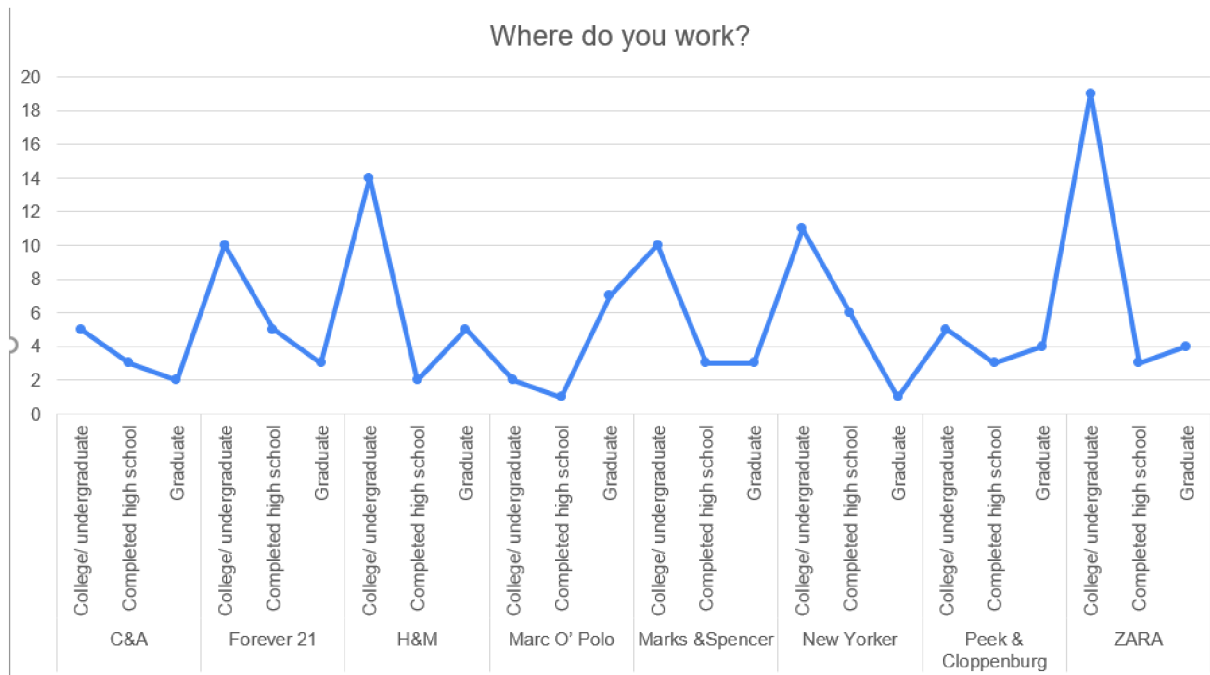


Source: Based on own results

Another general data, which was represented through data analysis, inquired about the education levels of the respondents. The respondents had different education levels and backgrounds ranging from high school to graduation. As seen from the graph below, it can be seen that the most numbers of respondents completed college and/or under graduation. Therefore,

it can be deduced that most of the respondents working in these fashion retail stores have some kind of higher education in either fashion-related or other closely related fields. There were graduates who formed the second largest group of clothing store employees, and thereafter least a number of employees had completed their high school education. Moreover, it was seen that the most number of undergraduate respondents are working in Zara, Forever 21 & New Yorker.

Figure 5 Place of work



Source: Based on own results

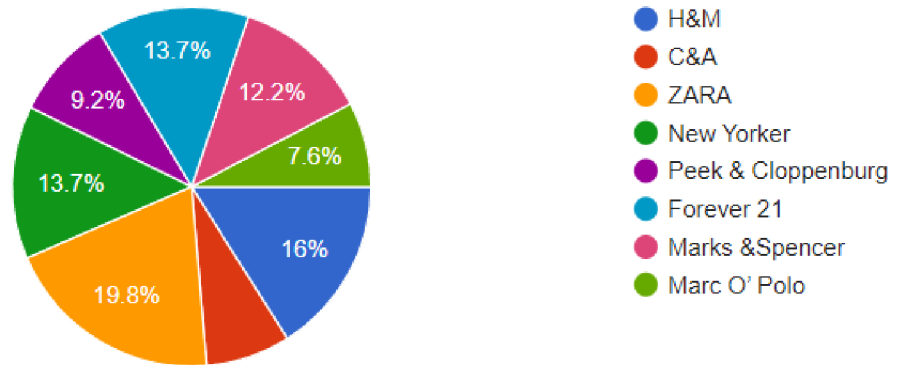
5.1.1 Job Roles and Companies

This part of the survey analysis overviews the companies and roles where the respondents currently work. The respondents work in different clothing stores all over the Czech Republic, and they hold different positions in these respective companies. The analysis of these questions revealed that around 19.8% of the respondents work in Zara, and then 16% of them work in H&M, almost 13.7% people worked in Forever 21 and the same per cent most of the respondents work in New Yorker. Thereafter Marks&Spencer employs around 12.2% of the respondents. After these stores, less number of them work in Peek & Cloppenburg which is 9.2%, C&A employs 7.8% while least percentage of respondents i.e. 7.6% work at Marc O' Polo. It can be seen that majority of the respondents work at Zara and H&M, and as these companies have the most advertisement campaigns among the other selected retail companies, more people are attracted to work there.

Figure 6 Place of work in %

Where do you work?

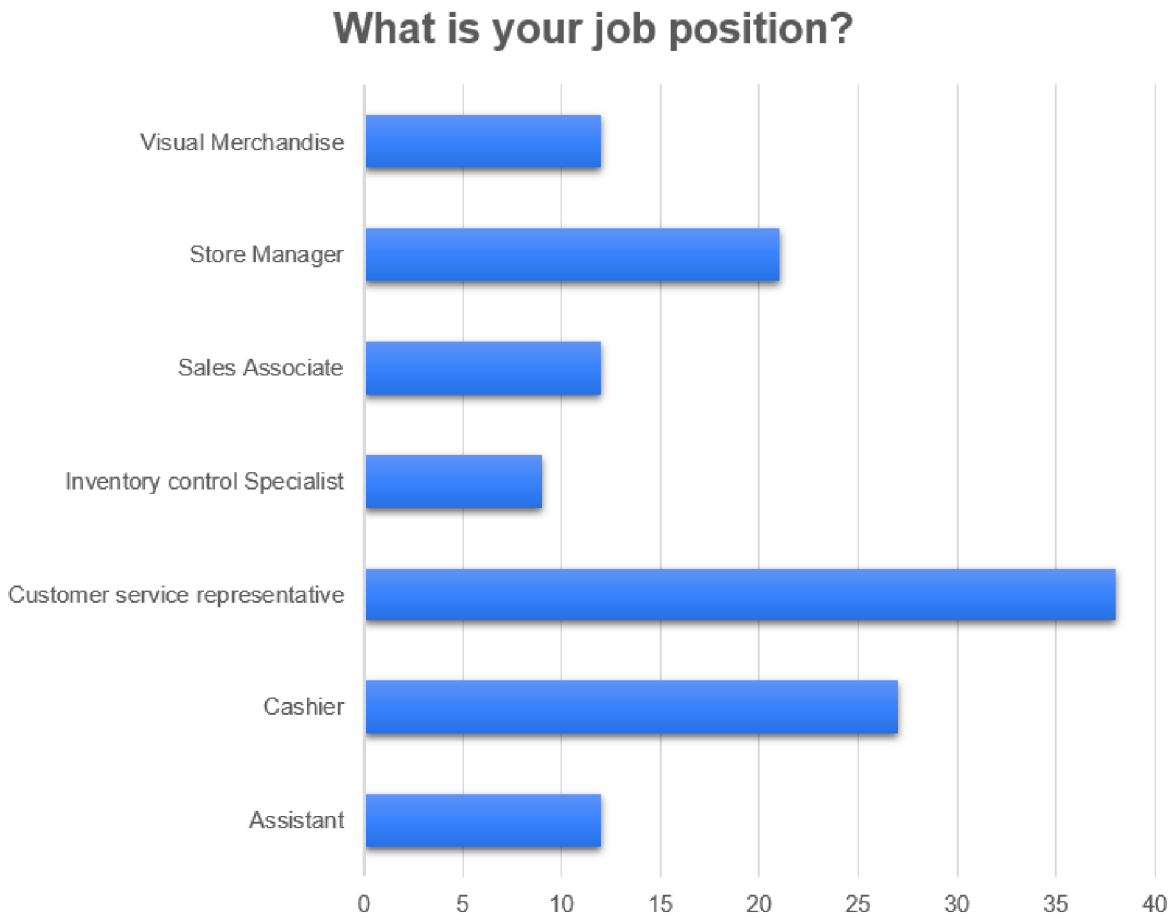
131 responses



Source: Based on own results

The survey also analysed the variations in their roles among these companies. The respondents consisted of employees from all levels including both assistant, cashier and managerial roles. As seen below, it was analysed that out of 131 respondents, 38 of them work as Customer Service Representative in these clothing retails, followed by 27 respondents who work as Cashiers. Then there were 21 respondents working as store managers while 12 respondents each worked as Assistants and the same number worked as Sales associates as well as the same worked in Visual Merchandise. The least of all worked as Inventory control specialists with 9 people working in this role. As discussed before most of the respondents were graduates and here it can be seen that most of them work as Customer Support Representatives, as this role generally requires an undergraduate degree to be eligible for. This also corresponds to the general representation data as it also showed that most numbers of the respondents were of the age 18-25.

Figure 7 Job positions



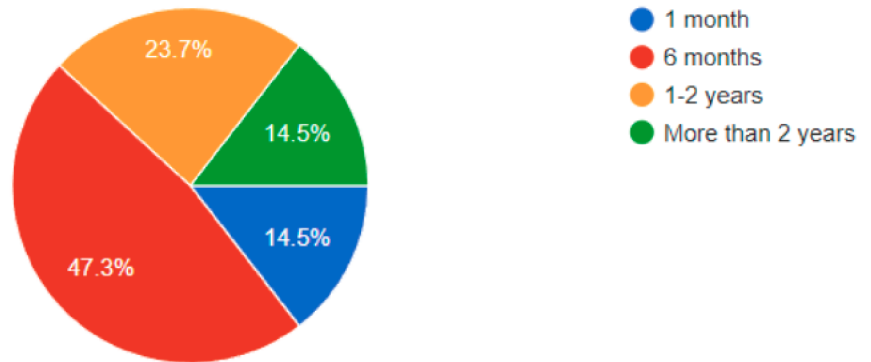
Source: Based on own results

Thereafter, the next data, which was analysed, consisted of data quoting how long the respondents have been working at their current job with their current clothing retail company. The inputs received were in harmony with the previous data analysis including the work duration of the respondents at their current workplace. The graph below highlights the results that the maximum number consists of 47.3% of the total respondents who are working at their current job for 6 months now. Followed by this, 23.7% of the respondents have worked in their respective companies for at least 1-2 years now. Thereafter respondents who have been employed at their companies for more than 2 years and respondents who have just begun working at their workplaces just 1 month ago, both of them consisted of equally 14.5 & 14.5% respectively. This data is again in accord with our previous analysis about the young people being part of this fashion retail industry currently.

Figure 8 Work experience in the company

How long have you been working here?

131 responses



Source: Based on own results

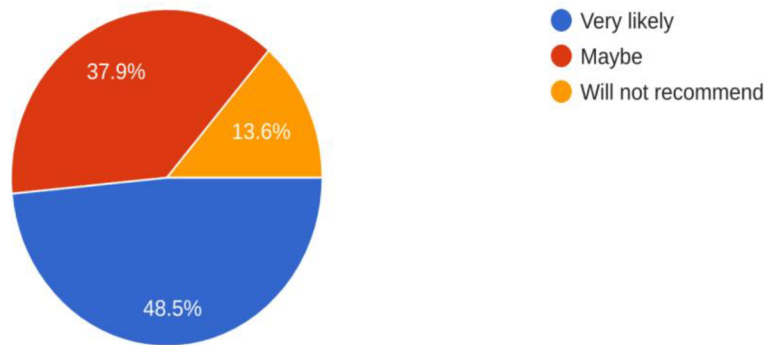
Next part of the survey included question consisting whether the respondents would recommend other people to their workplaces and to the retail companies where they work. This is a very important opinion as a lot can be determined through someone's opinion about recommending someone to their job as it shows if they are really enjoying working there and if all the factors including different types of motivation & rewards (or bonuses) are taken care of by that particular company. The respondents gave different opinions on this, ranging from both positive to negative and neutral views, while the majority of them prefer to recommend their place of work very likely. Around 48.5% of the respondents would very likely recommend their organization to other people, whereas 38.9% of them responded saying they would maybe recommend but not sure. In addition, 13.6% respondents believe that they would not like to recommend someone else to work in the same conditions as them. This indicated that majority of the selected companies offer good working conditions and constant motivation to their employees while others may provide occasional or no motivational support at all.

5.2 Motivation and work satisfaction

Figure 9 Company recommendation

How likely will you recommend your organization as a place to work?

132 responses



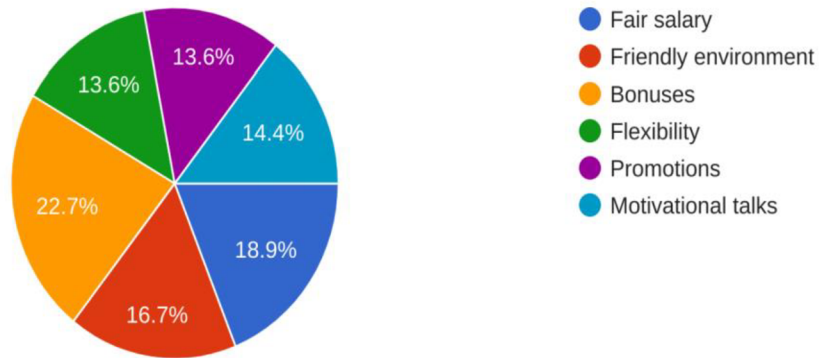
Source: Based on own results

Thereafter, one of the very important question comes next, where it was asked what kind of financial or non-financial rewards motivate them. As it is discussed in the theoretical part, motivation can come from various factors specific to individuals. As seen below, everyone has almost different view of his or her source of motivation. The survey analysis resulted in the outcome that 22.7% people believed that timely bonuses from their organizations play a major role in their motivation, while at least 18.9% think that fair salary is better motivation from them. Almost 16.9% look out for a friendly environment as a work motivation and likewise 14.4% consider motivational talks better to motivate the workforce. Flexibility and promotions were opted by same percentage of respondents, i.e. 13.6% each. This shows how human mindset perceives different sources for the motivation of an individual.

Figure 10 Motivation

What motivates you for work?

132 responses

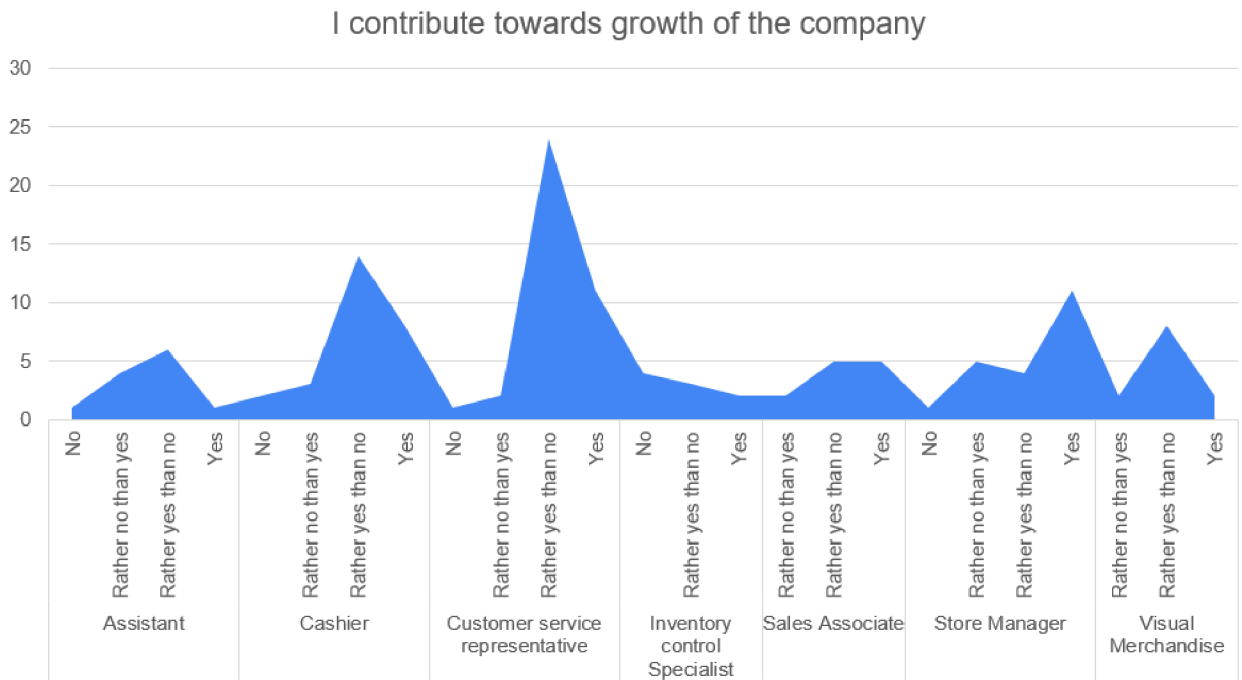


Source: Based on own results

5.2.1 Contribution Towards the Growth of the company

Another important question asked the respondents if they contribute towards the growth of the company, which shows their association with the company they work for and thus indicates their attitude towards their organization. Below, it can be seen that the answers of the respondents vary with their roles. Most number of people working in customer services believe that they contribute towards the growth of their company, while contrary to that respondents working as assistants consider that they do not contribute towards the growth of the company. This information is not exhaustive and actually depends on personal opinions more than general perspective, as we see different people working in the same roles giving different answers.

Figure 11 Contribution towards the growth of the company



Source: Based on own results

5.3 Tasks and Training

Next part discusses if the respondent employees understand their tasks properly. As can be possible that some employees do not exactly, what they are asked to do and therefore this creates a big hindrance towards the employee's motivation at the workplace. Majority of the participants, i.e. 78.8% of them responded that they did in fact understand their tasks and responsibilities properly. There were also about 17.4% of the respondents who said they don't fully understand their tasks and the other 3.8% gave custom answers including sometimes they do not and sometimes they do.

Figure 12 Understanding of the tasks

Do you completely understand your tasks?

132 responses



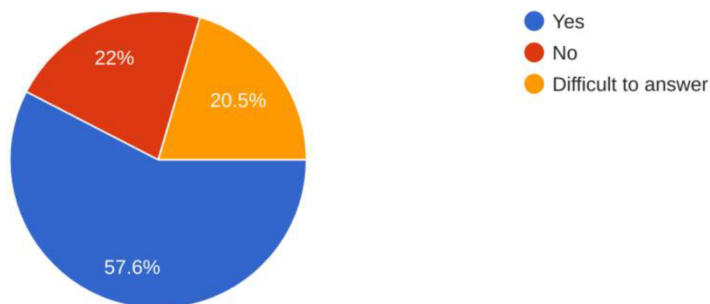
Source: Based on own results

The survey question pertaining to see how much managerial influence is there on these employees while they are working and if it affects their job performance. The results displayed that 57.6% of the respondents felt that the interference from their manager or supervisor is affecting their work performance. 22% of the respondents believed that they feel no such interference from their managers, while the remaining 20.5% were not sure and were of the opinion that difficult to answer. This analysis displays the need of more motivational methods to be used by the management instead of increasing work pressure and therefore demotivating their own employees.

Figure 13 Role of the manager

Does your manager or supervisor directly affect your job performance?

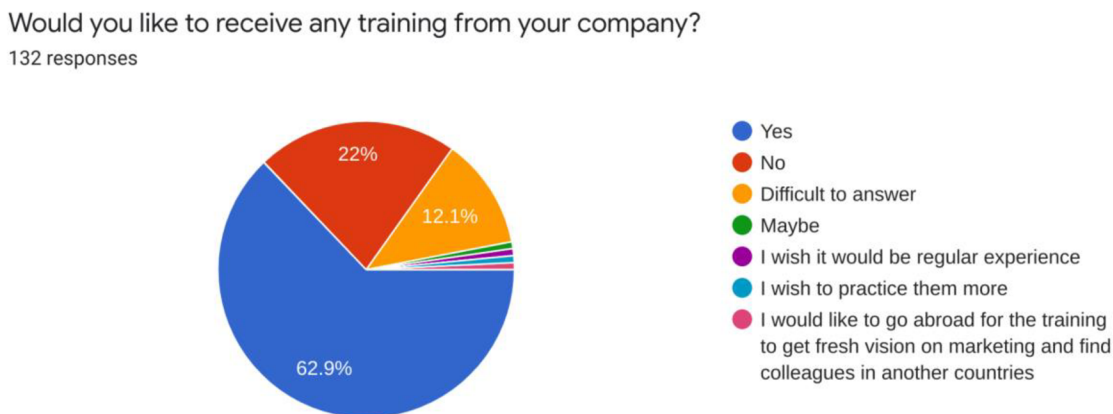
132 responses



Source: Based on own results

This part of the survey analysis is about the training that these employees at the clothing store locations in the Czech Republic receive and if they believe, they would like to receive training from the company to ease their on boarding process and to familiarise their employees with their work culture. This type of engagement would create a positive influence on the employees and will instil a likeliness towards their work, which works as an intrinsic motivation for them. The analysis of the results showed that almost 62% of the respondents believed that they should receive some kind of training. 22% said they did not need any training procedure while 12.1% were unsure. The remain 3 % gave custom answers quoting what kind of training they want to receive, as shown below.

Figure 14 Desire of training



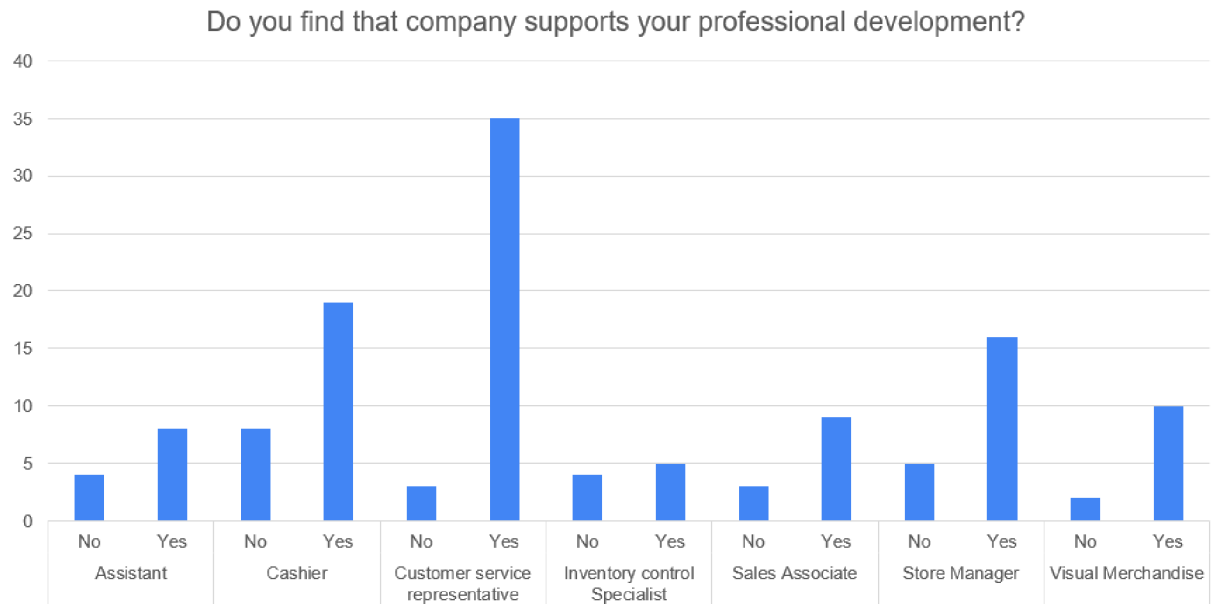
Source: Based on own results

The survey also included another important factor asking a question if the respondents think that the company supports their professional development or not. Professional development should always be considered for the employees as it helps to get the employees more knowledgeable and therefore more efficient overall. The company also benefits if the employees are professionally sound.

The survey result inputs by the respondents showed that most of the employees believed that their companies does support their professional development. The graph shows that most no. of customer service representatives, cashiers & store managers gave an affirmative answer to this question pertaining to professional development. In the next graph, it can be seen that Zara, H&M, New Yorker, Mark & Spencer and Forever 21 have the highest number of employees who have the opinion that professional development is being supported at their companies.

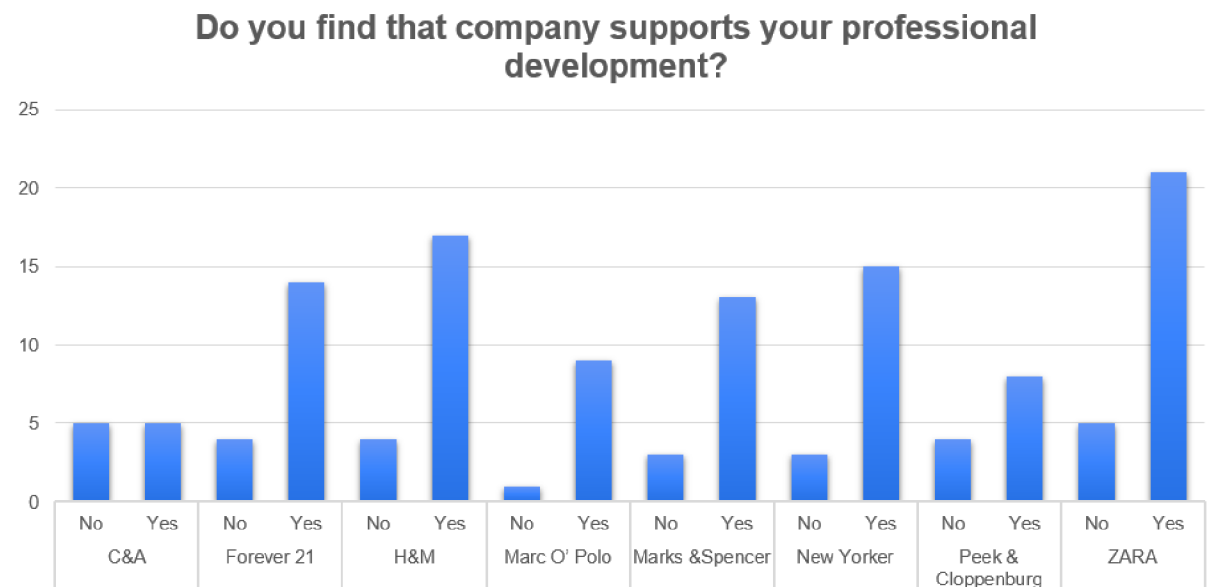
5.4 Professional Development

Figure 15 Support of the professional development by job position



Source: Based on own results

Figure 16 Support of the professional development by store



Source: Based on own results

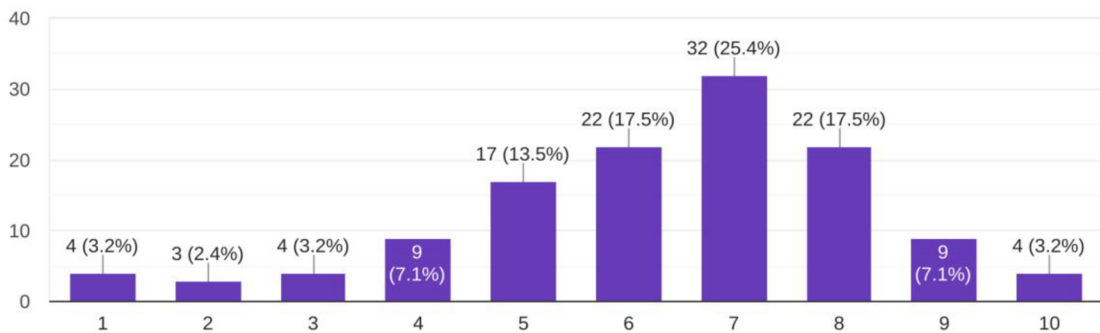
Therefore, referencing all the above-analysed questions, the survey question summarizes it into asking the respondents to rate their work-life balance on a scale of 0 to 10 and if they are generally satisfied with this job. Work-life balance is very important to maintain the mental calm and to

motivate self-time to time. Intrinsic motivation levels are better when the balance between the work life and personal life is optimum. Sometime, the retail employees have to work long- hours, which are exhausting, and therefore motivation can do wonders in such situations.

The survey result showed that only 35 out of the 132 respondents believed that their work-life balance was more than 8 (on a 10-point scale). Whereas majority of the respondents- 71 out of the total 132 people gave mid-level responses from 5 to 7(on 10-pint scale), and 20 respondents believed that their work life balance was very bad and they rated below 4(on 10-point scale).

Figure 17 Work-Life balance

On a scale of 0 to 10, how would you rate your work-life balance?
126 responses

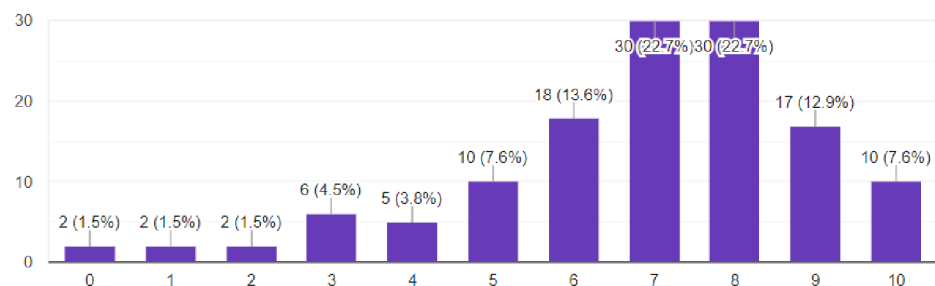


Source: Based on own results

The final question inquired about the possible reasons for which the respondents could leave their current job, and all the respondents gave varying entries ranging from opening business, better salary, higher job role, marriage, and pregnancy to low salary, bad working conditions, long hours etc.

Figure 18 Job satisfaction

How would you rate your overall job satisfaction on a scale 0-10?
132 responses



Source: Based on own results

The correlation between rate the work-life balance (x) and overall job satisfaction (y) was provided. After calculation the Pearson correlation coefficient with data given in the table 1, results showed $r = +0.595795$. This coefficient can be considered moderately correlated (figure 18). It means that these two variables are dependable – if the value of one variable increases, the value of the other variable also tends to increase.

Table 2 Pearson correlation

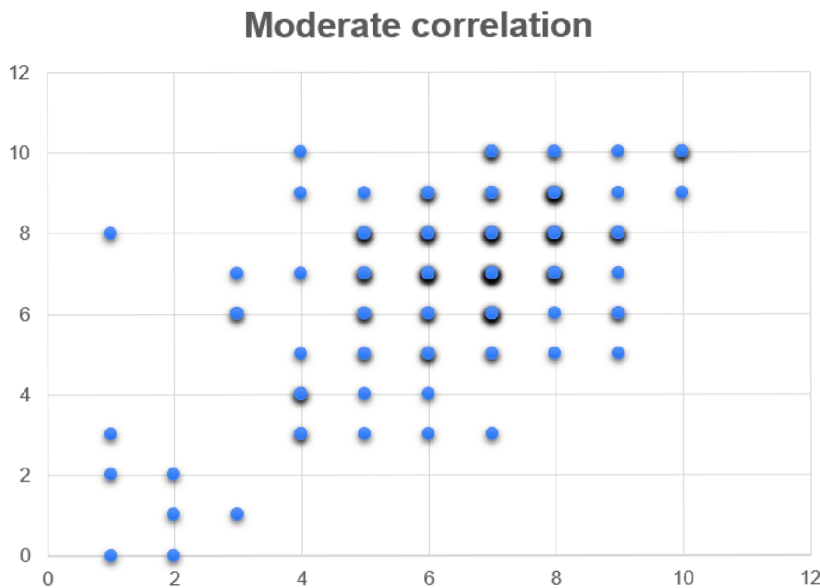
$$r = \frac{\sum (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum (x_i - \bar{x})^2 \sum (y_i - \bar{y})^2}}$$

$\sum x$	=	833
$\sum y$	=	897
$\sum xy$	=	6031
$\sum x^2$	=	5797
$\sum y^2$	=	6745

Source: Based on own results

- r = correlation coefficient
- x_i = values of the x-variable in a sample
- \bar{x} = mean of the values of the x-variable
- y_i = values of the y-variable in a sample
- \bar{y} = mean of the values of the y-variable

Figure 19 Moderate correlation



Source: Based on own results

6 Recommendations

The results of the above survey research showed varying results and difference opinions as per each respondent's individual point of view. It was seen that some of the respondents seemed to be happy with their work being employed by the clothing retail brands while the others seemed to not have good experience with it. Therefore as per author's point of view, these differences in opinions can be equalled by adapting motivational strategies and improve work culture at workplaces. There should be equal and attractive rewards for completion of pre-set goals, which also should not be over exceeding the ability to work for the employee. Another thing that can be done is to put some efforts in making sure every employee understands their task and even if not, the immediate management or the supervision is available to guide them properly.

Moreover, training programs should be introduced after a set interval, both for new employees and for current employees. This would make sure that every employee is at equal stage (as per their work level & experience) when starting any new tasks. This would help considerably to increase the atmosphere at workplaces and make the employees more motivated and dedicated towards their work, which would also ultimately lead to greater efficiency at work and would be beneficial for both employees and the company.

The correlation between work-life balance and overall job satisfaction showed that people mostly satisfied with their job position and tasks if they have enough time for their personal life. The work-life balance is very important component for employees. However, further researchers are required for this, as any other factors were not implemented. At the same time, this analysis displays the need of more motivational methods to be used by the management instead of increasing work pressure and therefore demotivating their own employees.

7 Conclusion

The theoretical part discussed about what motivation really is and how it works, it also discussed about different types of motivations- Intrinsic & Extrinsic. The various perceptions of motivation for different people is also described as motivation & satisfaction cannot be a single factor entity. It was supported by Maslow's hierarchy of needs, which shows five categories of traits which all are essential for all human beings. Therefore, the importance of motivation of employees and work bonuses were discussed. The factors that motivate employees can be monetary or non-monetary benefits. The balance between work and personal life also flourishes if motivation levels are high. As quite recently the world suffered because of the covid-19 pandemic, its adverse effects on the clothing retail industry was also described and how the clothing trade was halted and this affected both the customers as well as the sellers and producers. Czech clothing stores and their geographical and economical perspectives were also examined.

The survey analysis provided valuable inputs in realization of the real problems faced employees working for the clothing retail brand outlets in the Czech Republic. The survey gave the real time information about how motivations level are among the employees and how they perceive their work satisfaction. It was evident that the level of work motivation differed a lot ranging from very high to neutral levels to even very low levels. Even the results from job satisfaction and work-life balance gave varying results. However, the correlation between rate the work-life balance and overall job satisfaction was analysed as moderated. It was seen that one type of motivation does not work well for everyone as everyone have their own type of award/reward, which works for their motivation. Therefore, workplaces need to be more open to new ideas and methods to ensure their employee motivation levels are satisfactory. Clothing stores can amend their employee benefit programs to ensure all of the employees are comfortable to work and are not doing it just because they have to.

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9 Appendix

1. What is your gender?
 - Male
 - Female
 - Non-binary

2. What is your level of education?
 - Completed high school
 - College/undergraduate
 - Graduate

3. Which age group describes you?
 - Under 18
 - 18-25
 - 26-32
 - Above 32

4. Where do you work?
 - H&M
 - C&A
 - ZARA
 - New Yorker
 - Peek & Cloppenburg
 - Forever 21
 - Marks & Spencer
 - Marc O' Polo

5. What is your job position?
 - Sales Associate
 - Cashier
 - Customer service representative
 - Visual Merchandise
 - Store Manager
 - Assistant
 - Inventory control Specialist

6. How long have you been working here?
 - 1 month
 - 6 months
 - 1-2 years
 - More than 2 years

7. How would you rate your overall job satisfaction on a scale 0-10?

8. How likely will you recommend your organization as a place to work?

- Very likely
- Maybe
- Will not recommend

9. What motivates you for work?

- Fair salary
- Friendly environment
- Bonuses
- Flexibility
- Promotions
- Motivational talks
- Other

10. I contribute towards growth of the company

- Yes
- Rather yes than no
- Rather no than yes
- No

11. Do you completely understand your tasks?

- Yes
- No
- Other

12. Does your manager or supervisor directly affect your job performance?

- Yes
- No
- Difficult to answer

13. Would you like to receive any training from your company?

- Yes
- No
- Difficult to answer

14. On a scale of 0 to 10, how would you rate your work-life balance?

15. Do you find that company supports your professional development?

- Yes
- No

16. If you were to leave your current job, the reason would be...