

Czech University of Life Sciences Prague

Faculty of Economics and Management

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Bachelor Thesis

Employee motivation and benefits package

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!!!

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!!!

Declaration

I declare that I have worked on my bachelor thesis titled "Employee motivation and benefits package" by myself and I have used only the sources mentioned at the end of the Thesis.

In Prague on 26.3.2010

Pavína Novotná

Acknowledgement

I would like to thank Ing. Richard Selby for his advice and support during my work on this Thesis. Moreover, I would like thank Michaela Rýdlová for her support in organizing the questionnaire research and supplying me with the internal company's documents.

Employee motivation and benefits package

Motivace a benefity zaměstnanců

Summary

This Bachelor Thesis deals with the employee motivation and benefits package. Employee motivation is a key factor for every organization in achieving its objectives. Motivation is explained in the literature overview with the help of the main theories of motivation. Employee benefits' goals are to satisfy employee needs and desires, attract new employees and retain the ones already working for the organization. These are analysed from various aspects in the theoretical part of this Thesis. Case study examines and evaluates the contemporary situation of a real company – Fresenius Medical Care. On the basis of the questionnaire research which has been carried out in the administrative centre of Fresenius Medical Care, recommendations are proposed to improve the current situation in the field of motivation and employee benefits package.

Keywords:

Motivation, motivational theories, employee benefits, employee needs, job satisfaction, performance, Cafeteria benefits system, flat benefits package, Human Resource Management, managerial skills

Souhrn

Tato bakalářská práce se zabývá motivací zaměstnanců a benefity. Motivace zaměstnanců, jako velmi důležitý faktor pro dosažení cílů každé společnosti, je vysvětlena na základě motivačních teorií. Zaměstnanecké výhody pomáhají organizaci uspokojit potřeby a přání zaměstnanců, a tak získat a udržet zaměstnance a jejich loajalitu ke společnosti. V teoretické části této práce jsou analyzovány z různých hledisek. Praktická část analyzuje motivaci a zaměstnanecké výhody konkrétní společnosti - Fresenius Medical Care. Na základě dotazníkového šetření v administrativním centru již zmíněné společnosti, jsou vytvořena doporučení, které pomohou ke zlepšení dosavadní situace v oblasti motivace zaměstnanců a zaměstnaneckých výhod.

Klíčová slova:

Motivace, teorie motivace, zaměstnanecké výhody – benefity, potřeby zaměstnanců, pracovní spokojenost, výkon, Cafeteria systém benefitů, balíček plošných benefitů, řízení lidských zdrojů , manažerské dovednosti

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1 Introduction

Motivation and employee benefits play an important part in Human Resource Management. All the organizations operating on the market are trying to achieve their given goals. In order to achieve their goals, they should be concerned with the employee motivation. Motivated employees can efficiently work towards the organization's objectives. Consequently, the ability to motivate the employees should be one of the most important managerial's skills. The organizations also have to take into consideration the fact that the employees are different and so they should apply different ways how to motivate individuals to their best performances.

The employee benefits package does not directly motivate the employees. However, it contributes to attract new employees and retain the ones already working for the organization and their commitment and therefore it influences the employee performance in the long term period. Contemporary economic situation is not suitable for the companies to be able to provide to their employees the benefits packages. Many companies have cut down on the benefits package as they do not consider it as the necessary cost to be paid. On the other hand there are many companies who do not change the situation in order to retain the best employees even in the period when the financial crisis ends and the new successful period starts.

The theoretical part of this bachelor thesis explains different motivational and aspects of various benefits packages. The aspects should be taken into account by the managers so that they are able to create the motivational program which helps their employees to work efficiently in the long term period. The practical part includes the characteristics of the researched company and its benefits package. Furthermore, the questionnaire research examines the motivation of the company's employees and satisfaction with the benefits package provided by Fresenius Medical Care.

2 Objectives and methodology

2.1 Objectives

The objectives of this thesis are to analyze and evaluate the current employee satisfaction, and employee benefits package in the real company – Fresenius Medical Care (thereinafter FMC). Additionally, create recommendations for FMC to improve the current situation in the field of employee motivation and benefits package. These recommendations are based on the results of the questionnaire research and gained knowledge in the literature overview.

2.2 Methodology

The case study of this bachelor thesis is based on the quantitative research. In order to characterize the company and its benefits systems the analysis of the internal documents provided by HR Manager (Michaela Rýdlová) has been applied. The questionnaires have been created on the theories stated in the literature overview and the internal company's documents.

The researched sample is the administrative centre of FMC employing 30 individuals. The questionnaires have been distributed and collected in the administrative centre. Questionnaires have been filled by 66,66% of respondents. Quite low percentage of respondents can be caused by the fact that the employees do not only work in the administrative centre.

The questionnaire consists of two parts:

1) Employee benefits package and 2) Employee motivation and job satisfaction.

The first part surveys the employee satisfaction with both employee benefits package systems and their suggestions to improve the systems and analyses the employee choices made in 2009 and 2010 within the Cafeteria benefits package system. The second part examines the job satisfaction and the importance of different motivational factors. Moreover it contains questions

related to the respondents age and gender in order to characterize researched sample.

The questionnaire includes mainly close questions. However, the open questions are also involved so that the employees can express any comments and suggestions which would help to their job satisfaction.

The collected data have been processed in the programme Microsoft Excel, the formulas are to count the results of each question to make the percentage proportions. To be able to compare all the motivational factors and the importance of particular factor, each answer has been rated on the scale from 1 to 5 as follows:

Satisfaction	Importance
1 - Very satisfied	1 - Exceptionally important
2 - Fairly satisfied	2 - Very important
3 - Neither satisfied nor dissatisfied	3 - Partly important
4 - Fairly dissatisfied	4 - Unimportant
5 - Very dissatisfied	5 - Very unimportant

The range has been modified depending on how many possible valuable answers the particular question has. The weighted mean has been used to proceed the collected data and make them comparable.

3 Literature overview

3.1 Motivation

3.1.1 Definition of the term motivation

Motivation is concerned with why people choose a particular course of action in preference to others, and why they continue with a chosen action, often over a long period, and in the face of difficulties and problems. This definition can be also simplified in defining motivation as everything which encourages and guides human behaviour to attain the goal. Motivation is a part of all the human actions. [2,6]

The ability of motivate the others should be one of the most important managerial skills. All the organizations are concerned with what should be done in order to achieve high levels of performance of people and consequently achieve the organization's goals. The organizations have to take into account that process of motivation is very complex due to the fact that people have different needs, establish different goals to satisfy those needs and take different actions to achieve the established goals.

There are three components of motivation:

- ❖ Direction – what a person is trying to achieve
- ❖ Effort – how hard is a person trying to achieve the goals
- ❖ Persistence – how long a person keeps on trying to achieve the goals

In order to achieve certain company's goals the management has to encourage its employees in all the three components based on its employees and their needs, personalities, the type of work they do, their situation and many other factors. [1]

3.1.2 Intrinsic and extrinsic motivation

There are two types of motivation:

- ❖ *Intrinsic motivation* –It is the type of motivation where the people behave in a particular way and towards the goals thanks to the self-generated factors. The motivation comes from the inside an individual rather than from any external source. There exist many different self-generated factors such as responsibility, autonomy, interesting, enjoyable and challenging work and many others. Intrinsic motivation is more important than the extrinsic one as it is more likely to have a deeper and longer-term effect.

- ❖ *Extrinsic motivation* - It refers to a motivation coming from the outside an individual. The extrinsic motivating factors include rewards – such as praise, increased pay, promotion, punishments, criticism and others. An extrinsically motivating person would work on some task even when they do not have any interest in the task and the task does not bring any pleasure to them, they do it only for the satisfaction from they will have from the reward. [1,11]

The ideal situation for reaching the company's goals effectively would be when the employees are both intrinsically and extrinsically motivated.

3.1.3 Theories of motivation

There are many competing theories which try to explain the nature of motivation. All these theories are partially true and help to explain the behaviour of particular people at particular times and situations. Unfortunately generalised theory of motivation at work does not exist yet. Motivation changes over time and according to circumstances and individualities of workers. [5]

The most important theories are classified as follows:

- ❖ *Instrumentality theories* - these theories state that the people are led to behave or act in desired ways with the help of rewards or punishments.[1]
- ❖ *Content theories* - these theories attempt to explain the specific things which actually motivate the individual at work. They place an emphasis on what motivates. [6]
- ❖ *Process theories* – these theories are concerned more with how behaviour is started, directed and sustained. [6]

3.1.3.1 Instrumentality theories

Instrumentality is the belief that if we do one thing it will lead to another. Instrumentality theory appeared in the second half of the 19th century. It assumes that a person would be motivated to work if rewards and penalties are tied directly to his or her performance, thus the awards are dependant on the effective performance.

This theory has its origins in Taylorism – scientific management methods of Taylor (1911). He emphasised that the only way how to make workmen work much harder than the average men is to permanently increase their pay.

Motivation using this approach has been and is widely used. However it is not succesful in all circumstances. The system of external controls does not take into account a number of other human needs and also the fact that the formal control system can be affected by the informal relationship among workers. [1]

3.1.3.2 Content theories

These theories focus on the question of what is that initiates the behaviour. The basis of this theory is that unsatisfied needs cause the state of disequilibrium . Therefore all behaviour is motivated by satisfying unsatisfied needs.

Maslow's hierarchy of needs

The most famous theory concerning classification of needs is the one proposed by Abraham Maslow. It represents the order of the importance of needs to the individual. It states that when a lower level of needs is satisfied, the higher level becomes dominant and important to the individual to satisfy and therefore it motivates him/her in a specific direction.



Figure 1 Resource http://www.abraham-maslow.com/maslow_images/Maslow_Needs_Hierarchy.jpg

- ❖ *Physiological needs* are the primary needs of individuals, such as food, drink, shelter, the relief from pain. In the workplace the individuals should get the remuneration which is at least sufficient to cover these very basic needs and have the basic working conditions.
- ❖ *Safety and security needs* are defined as the needs for freedom from threats, protection against danger and accidents and secure surroundings. In the organizations they are represented by safety working environment, job security, an acceptable level of employee benefits to provide for health, protection and retirement needs.
- ❖ *Social needs* include needs for friendship, being part of a group or a team, satisfying interactions with other people. In the workplace they are expressed as encouraging employees to interact frequently with fellow workers, employee-centered supervision and acceptance by others.

- ❖ *Esteem needs* are the fourth level of needs which is based upon self-respect, respect from others for one's performance, self-confidence and prestige. Such needs are satisfied by successful attainment of particular task, recognition by others of the personal skills and abilities at work and impressive titles of the job positions.
- ❖ *Self-actualization* – the highest level of the hierarchy is represented by satisfying the need to fulfill oneself by maximizing the use of abilities, skills and potential. The challenging and creative job, possibility of advancement and personal growth is the way how to satisfy the last level of needs. [1,6,5]

This theory has been criticized for its apparent rigidity – different people have different needs and priorities and it is difficult to define the people's needs progress steadily up the hierarchy. [1]

Despite the criticism, the theory has had a significant impact on management approaches to motivation and the design of organisations to meet individual needs. [5]

Herzberg's two-factor Theory

The Two – factor theory is closely related to the Maslow's hierarchy of needs. This is based on the research conducted with 200 accountants and engineers by Herzberg. The research resulted into two distinct types of motivational factors: satisfiers and dissatisfiers:

- ❖ *Dissatisfiers (also called Hygiene factors)*: This is a set of extrinsic job conditions that when not present, it results in dissatisfaction among employees. However, if these conditions are present they do not necessarily motivate the employees. They are only needed to maintain at a level of no dissatisfaction. These dissatisfiers are basically the first 3 levels of Maslow's hierarchy of needs.

- ❖ *Satisfiers (also called motivators)*: These intrinsic job conditions help to build levels of motivation which can result in a good job performance. If these conditions are not present they do not result in dissatisfaction. These aspects correspond to the Maslow's higher level needs such as doing a good job, opportunities for advancement, personal growth and development.

There are two main criticism of Herzberg's Theory. One of them is that it can not be applied to all kinds of workers as the workers are different and then it is 'methodologically bound'. In spite of the criticism the theory has been found as the important contribution to work motivation. [4]

Alderfer's ERG Theory

Clayton Alderfer's ERG theory of motivation is a more recent motivation approach based on human needs. Alderfer condenses the Maslow's hierarchy into three need categories: existence(E), relatedness(R) and growth(G). The important difference between these two theories is that the need hierarchy is based on a satisfaction – progression approach whilst ERG Theory incorporates not only satisfaction – progression but also frustration – regression component. [4]

- ❖ *Existence needs* – these cover the physiological, material needs such as pay, benefits and working conditions. They correspond to the first two levels of the Maslow hierarchy,
- ❖ *Relatedness needs* – they include interpersonal relationships with others in the workplace. It depends on the process of sharing feelings with others to attain satisfaction. This need category is similar to the Maslow's safety, social and certain esteem needs.
- ❖ *Growth needs* – these needs involve a person's efforts to creativity or personal growth on the job. Maslow's self/actualization and certain of esteem needs are comparable to the growth needs.

Although there is a problem of universality – the theory will not work in all organizations, various behavioral scientists view ERG theory as the most current, valid and researchable theory of motivation based on the need concept.

Figure 2 shows the relationships among the three content theories Maslow’s hierarchy of needs, Aldefer’s ERG theory and Herzberg’s two factor theory.

Comparison - Content theories

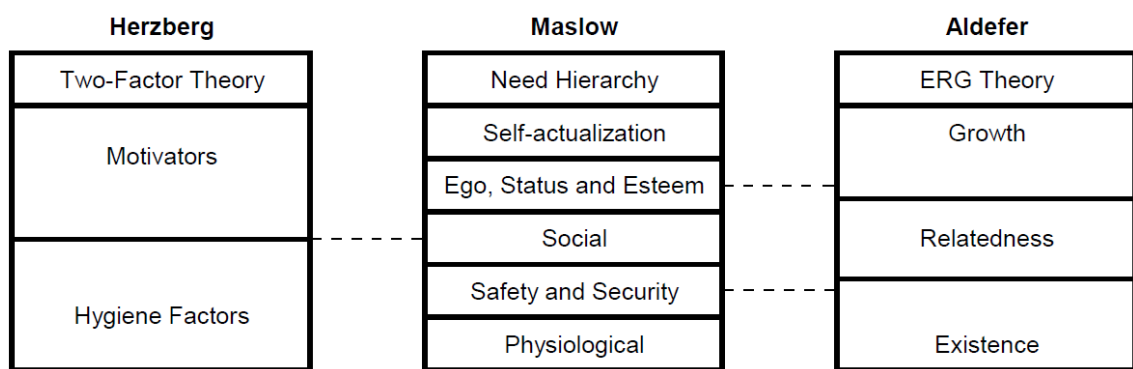


Figure 2

Source: Wallace Syllagzi, *Organizational behaviour and performance*

3.1.3.3 Process theories

Process motivation theories have the answers for “why” and “how” questions. Consequently they seek to understand the thought processes that determine behaviour. [7]

Equity theory

“*Equity theory focuses on people’s feeling of how fairly they have been treated in comparison with the treatment received by others.*” J.Stacy Adams [6, p.322]. Mr. Adams argues that when people judge the fairness of their work outcomes relative to others, anything people perceive as inequity is a motivating state of mind.

The equity comparison can be seen in the following figure:

$$\frac{\text{Personal rewards}}{\text{Personal contributions}} \quad \langle \text{equity comparison} \rangle \quad \frac{\text{Other's rewards}}{\text{Other's contributions}}$$

Figure 3 Source: Schermerhorn, J. R, Hunt, J,G, Osborn, R.N; *Organizational behaviour*

There are two possible inequities: felt negative inequity and felt positive inequity. When either exists the individual will likely behave in one or more of the following behaviors to restore the sense of equity.

- ❖ Change work inputs (e.g. reduce or improve performance)
- ❖ Change the outcomes received(e.g. ask for raise)
- ❖ Leave the situation
- ❖ Change the comparison points (e.g.comparing self to different co-workers) [7]

This theory is very much applicable in the organizations. In order to avoid the inequity to happen, the management should: anticipate felt negative inequities when rewards are given, communicate clear evaluations of any rewards given, apply criteria consistently across employees, provide early feedback to employees concerning the outcome of decisions, suppress of personal bias towards the employees. [6,7]

Goal theory

Goal theory is mainly based on the work of Locke. "*The basic premise of goal theory is that people's goals or intentions play an important part in determining behaviour*" E.A.Locke [6, p. 325]. This theory states that motivation and performance are higher when individuals have certain goals, when the goals are demanding but acceptable and when the individuals have the feedback on

performance. There was also found that the demanding goals lead to better performance than the easy ones. [1]

The practical implications for the management are that the management should: identify specific goals in order to direct behaviour and maintain motivation; set goals at a challenging, but realistic level; provide complete, accurate and timely feedback; set goals with the participation of the individuals themselves.

Expectancy theory

Expectancy theory can not be connected to individual author. There are a number of theory versions. The most recent approaches have been linked to the work of Vroom and Porter and Lawler. The theory is based on the fact that people are influenced by the expected results of their actions.[6]

The basis of the Vroom's expectancy theory is the perceived relationship between effort, performance and the reward received for the performance. The following figure 4 shows the process of Vroom's expectancy theory. There are classified two levels of outcome - first- and second- level of outcome. First-level of outcomes is related to the level of performance whilst the second-level outcomes are expected rewards (outcomes) to which first-level outcomes are expected to lead.

Process – Vroom's expectancy theory

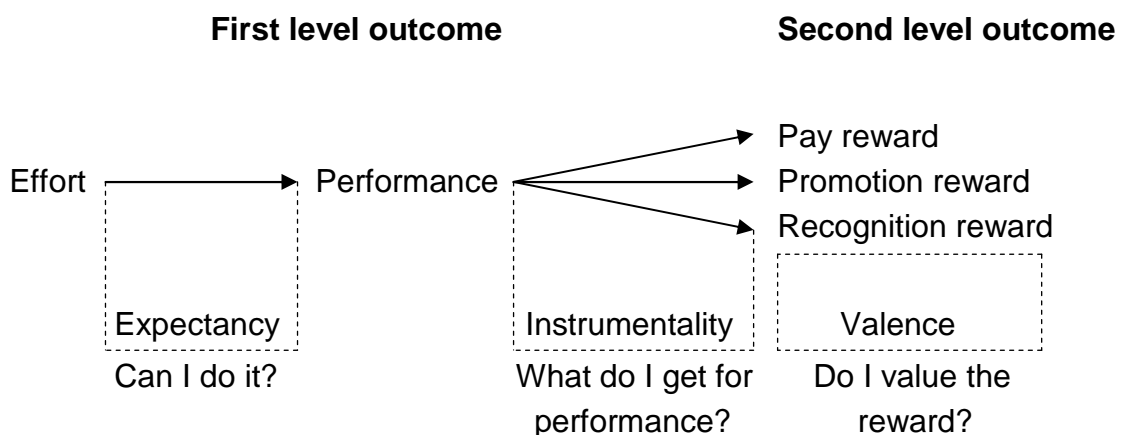


Figure 4

Source: Wallace Syllagzi, *Organizational behaviour and performance*

According to Vroom there are three main components of the theory: expectancy, valence and instrumentality. Expectancy is the belief that the effort will be followed by appropriate performance. In other words it means the expectancy of the worker to fulfill the task. Valence is the strength of a person's preference for certain outcome – rewards. It is concerned with the values a person puts on different outcomes. Instrumentality is the relationship between first-level and second-level outcome. If a person gets the reward for the performance. [11]

The management should try to intervene in work situations to maximize expectancies, instrumentalities and valences. Management can influence expectancies by choosing people with suitable abilities, training them well, supporting them with needed resources and identifying clear and attainable goals. Instrumentality can be reached by clarifying performance-reward relationships, there should be clear to employees that there is a firm link between certain performance and reward. To influence valence, management should know what rewards their subordinates value and recognize that people are different in their requirements and wants so that they adjust available rewards to match the employees' requirements, wants and needs. [2,11]

3.2 Benefits package

3.2.1 Employee benefits and their objectives

“Employee benefits are elements of remuneration in addition to the various forms of cash pay.” M.Armstrong [1, p.727]. The objectives of the employee benefits packages in different organizations are:

- ❖ To provide an attractive and competitive total compensation which both attracts new employees and retains the ones already working in the organization
- ❖ To satisfy personal needs of employees

- ❖ To provide remuneration on a tax-efficient basis
- ❖ To raise the commitment of employees to the organization
- ❖ To support employee development, relaxation – indirectly influence the employee performance

As Mr. Armstrong noted in his work that the objective “motivate employees” is not included because of the fact that benefits do not have the direct impact on the employee performance. However he admitted that they can influence the employee attitude towards the business and consequently improve employee commitment and organizational performance in the longer term.[1]

The benefits contain wide range of goods, services or another form of employee care provided by the employer.

They include: pension schemes, personal security, financial assistance, personal needs, company car, intangible benefits and other benefits. In most organizations they are usually independent of the performance and they are provided to all employees. [1,8] The benefits provided by the organizations differ by the country and region the organization operates in. The employees from different countries have different preferences and needs and so the employers try to reflect their employee needs and preferences to fulfill the organization’s objectives mentioned above.

The employee benefits in the Czech Republic can be provided directly by the organization the employee is employed by or by organization focused on employee benefits, managing them and adjusting motivational programmes for different organizations. Sodexo, Accor services, Benefit management and many others belong to the Czech organizations providing and managing employee benefits.

3.2.2 Different types of employee benefits

The following part of the bachelor thesis will conclude the benefits package systems provided mainly by the organizations operating on the Czech market. The employee benefits are divided by four main aspects: the target group of employee/s the benefits are provided to; specific types of benefits; ways of employee benefits providing; tax impact of benefits on the organization and employees.[1,8]

3.2.2.1 Individual vs. group employee benefits

Individual employee benefits

They focus on individual people within the organization and their particular needs and wants. These benefits are usually provided in special situations such as the illness or other difficult personal issues. In this case the one who should be responsible for recognizing the need for specific benefit is not usually HR manager but the direct superior of the employee.

Group employee benefits

These benefits are provided to the employee group or the entire staff. The responsibility is given onto Human Resource Management department. The HR department should take into account many aspects when deciding about the group benefits.

3.2.2.2 Specific types of benefits

Benefits related to job

These benefits are usually provided directly in the workplace and are related to the job position. This group of benefits contains: subsidized meals or meal vouchers; paid time off (paid holidays); training and development of employees; laptop; company car; mobile phones and many others.

Benefits satisfying personal and social needs

Providing these types of benefits should help the employees in their personal and social life and indirectly improve his/her performance in the workplace. The main benefits belonging to this group are: healthcare programs, supporting cultural and sports activities, financial counselling, subsidized financial products, childcare, gift vouchers and many others.

3.2.2.3 Flexible, flat and mixed benefits packages

Flat benefits package

Flat benefits package are provided to the employees regardless of their interest. HR department decides about providing certain benefits and this benefits package is usually provided to employee group or the entire staff of the organization. The figure 5 depicts the most often provided benefits on the flat basis by the organizations on the Czech market in 2007.

Benefits provided by companies on the flat basis (2007)

Employee benefit	Canteens, meal vouchers	Company mobile phone	Contribution to pension insurance	Drinking regime	Company laptop
Company percentage	93%	82%	56%	53%	47%

Figure 5

Resource: Research TNS AISA, 2007, 847 employers in the CR

Flexible benefits package

Flexible benefits scheme (often called cafeteria schemes) let employees decide, on the make-up their benefits package. Naturally the benefits can be chosen within certain limits the organization sets. It is a system where each employee is given a set of points (according to the given criteria) that can be used toward any benefit the employee chooses within the company range of benefits.

Financial budget and range of benefits can vary by employees according to their position or time they have worked in the organization.

Mixed benefits package

This type of scheme is based on both flexible benefits package and flat benefits package. Highly favorite benefits are provided on flat basis to avoid higher costs and cafeteria scheme serves to specific personal desires and need which differ by small number of employees.

Advantages X Disadvantages

The management has the difficult position when choosing the most suitable benefits scheme. Flexible benefits system is very favourite by the employees due to the fact that they are allowed to choose according to their personal desires and needs and the workplace can become more attractive. Another advantage of this scheme is that the company is more flexible in reaction to trends or changes of employees' wants. However the organization's primary investments in cafeteria system are costly.

On the other hand, flat benefits scheme is suitable for companies where the desires and wants of employees are very similar. It is mostly used in smaller-size organizations as the lower number of employees could mean similar employees wants and needs or agreeing on the compromise to satisfy most of the employees' needs and desires. In this case company can save administrative costs bound with managing and introduction of Cafeteria schemes.

Every organization should carry out the survey on benefits to ensure they will be aware of their employees desires and needs. And then based on their budget and other limits it should introduce the most suitable benefits scheme both for their employees and for the organization itself. [1,8,9,10,]

3.2.2.4 Benefits taxation

The organization deciding about providing benefits should also take into consideration the aspect of benefits taxation. The costs of employer on benefits are either tax allowable or non-tax allowable. The employee can also have the benefits exempted from the income tax. The income tax can be only applied on the particular benefit. According to taxation there are classified three main benefits categories:

- ❖ Employee benefits exempted from the employee income tax and also tax allowable costs for the employer.
This category includes employee benefits such as meal voucher, pension insurance, life insurance. All of them can be applied to income tax and tax allowable cost with certain limitations defined by code of labour of the Czech Republic.
- ❖ Employee benefits exempted from the employee income tax and non tax allowable costs for the employer.
This category involves employee benefits such as sports events, cultural events, fitness, swimming pool, skii, dribling regime in the workplace and others.
- ❖ Employee benefits non-exempted from the employee income tax and also non tax allowable costs for the employer.
These are employee benefits such as discounts on goods and others.
[8,16]

3.2.3 Employee benefits - current situation on the Czech market

The economic crisis has influenced the employee benefits provided in the Czech Republic.

According to the research *merces.cz* done by the company *Profesia* the employers have lowered the number of non-financial benefits in 2009. The most visible change was done in case of extra paid holidays – 11% of employers providing this benefit in 2008 decided to cancel it in 2009. The pension schemes were also remarkably cut down.

The most affected companies were domestic private companies. Many international companies have not changed the employee benefits in order to provide highly competitive environment and retain the best employees and their commitment even in the time of financial crisis as they would have the best employees when the economic situation improves.

Another important impact on benefits is the change in the taxation of benefits in 2010 in the Czech Republic. Law amendment on Value added tax brought a new way of determining the value added tax on benefits. [13,15]

4 Case study: Motivation and employee satisfaction survey of administrative staff at a medical centre

The case study is based on the internal documents of Fresenius Medical care, information provided by HR manager Michaela Rýdlová and questionnaire research.

4.1 Characteristics of the company

4.1.1 General information about the company

FRESENIUS MEDICAL CARE Česká republika spol. s r.o. and Fresenius Medical Care - DS, s.r.o

These companies are affiliated companies under the Fresenius SE international group with its headquarters in Bad Homburg, Germany. They are manufacturing device and material equipment in the field of haemodialysis, peritoneal dialysis, transfusion and infusion equipment. They are also providers of medical treatment within worldwide network of dialysis centres in USA, Europe, Latin America and the Pacific region. The dialysis centres in Europe are located in Spain, Portugal, Italy, France, UK, Germany, Turkey, Slovak Republic and the Czech Republic.

The company takes care of its employees by providing them seminars to develop their knowledge needed for their jobs, flexible working hours (only in the administrative centre) and wide range of benefits. Moreover the managers try to behave in the way so that they motivate their subordinates to have the best achievable performance.

FRESENIUS MEDICAL CARE Česká republika spol. s r.o.

It was established in 1992. The company is focused on selling and maintaining haemodialysis devices, dialyser and other transfusion equipment. The goods and services are mainly supplied to the hospitals.

Fresenius Medical Care - DS, s.r.o. (FMC-DS)

It has been running the dialysis centres since 1992. There are 11 dialysis centres located within the Czech Republic. The patients in particular insurance companies do not have to pay for their treatment at dialysis centre, the insurance companies cover the treatment expenses.

4.1.2 Employee benefits package

Fresenius Medical Care has the mixed benefits package. They distinguish among three different groups of employee benefits packages:

A) Flat (Standard) benefits package provided to all the employees

The benefits involved in this category are: drinking regime at workplace, meal vouchers, company and social events, mandatory health care.

B) Flat benefits package related to the particular group of employees

The benefits provided under this category: company car, company mobile phone.

C) Cafeteria benefits system

The benefits supported by the cafeteria system: pension insurance, life insurance, education, sports activities, cultural events, health – help with weight losing, help with smoking cessation, service vouchers and other benefits supported by agreement with HR manager.

The Cafeteria benefits scheme is open to all employees with the exception of the new employees who can use the cafeteria scheme after 3 months trial period; employees on maternity (parental) leave; employees having non-paid vacation and employee working on the temporary basis (“dohoda o provedení práce, dohoda o pracovní činnosti”).

Cafeteria system financing is based on two parts: own employee’s resources and FMC contribution. At the end of every year an employee has to decide about the amount of money he/she would like to invest for the next year. If he/she is interested in taking part in the cafeteria system. If so, minimum amount of invested employee’s money is 300 CZK and maximum is 3000CZK monthly i.e. 36 000 CZK yearly. FMC contributes to the employee’s amount 34% of that amount. The more an employee invests into the cafeteria system the more he earns.

The budget an employee has at the beginning of the year can use for covering expenses on different benefits (included in the list of supported benefits above) according to the choice of an employee.

However there are certain limits and bonuses to each type of benefits:

- ❖ Pension insurance and life insurance

The contract for either pension or life insurance (or both) has to be concluded at the beginning of the year. In case of having contract already concluded an employee has to decide about the monthly payment at the beginning of the year. The amount of money invested in either pension or life insurance (or both) can not be higher than 24 000 CZK per year.

- ❖ Education

The support for education is provided to employees who want to broaden the knowledge in the area helping their job performance. Before they start any education programme it must be approved by HR manager. Employees have to study in their free time and the education can not interfere with the

job performance. The study of English and Germany language is supported by FMC with special bonus – the employee has to pay from his cafeteria system only 25% of the course price. However this bonus is only applied when the attendance is 75%, if not the 75% paid by the company will be taken from the employee cafeteria account.

❖ Sports events and Cultural events

These activities are mainly provided by buying the vouchers – Flexi pass or Tiket benefits. By these vouchers it can be paid in many fitness centres, wellness centres, theatres, cinemas. However if the employee has special wish to visit the facility where these vouchers are not applicable, HR manager would try help him to find another way of supporting the desired activity.

❖ Contribution to holidays

Employee holidays can be supported by Cafeteria system up to the amount of 20 000 CZK per year.

❖ Health

FMC contributes to the programmes for reducing weight or cassation of smoking. The employee can use the Cafeteria system for these programmes only when attending course organized by the company authorized to this activity. Purchasing products helping to reduce weight or stop smoking are not repaid in Cafeteria system.

❖ Financial consulting

OVB provides the financial consulting for FMC. It is free of charge for the employees.

❖ Gift vouchers

The gift vouchers are supported up to the amount of 2000 CZK per year and mainly approved at the end of the year when the employee has the remaining balance on his/her Cafeteria account. The purchase of the gift vouchers must be consulted with HR department.

4.2 Questionnaire research

The questionnaire research was conducted in administrative centre of FMC. The questionnaire itself can be found in supplements..

4.2.1 Researched sample

The researched sample is the administrative department of FMC. The majority 85% of researched sample is in the age 18 – 45 and only 15% were over 45 years old. The gender distribution is that 70% of the researched sample were women and 30% men. The gender and age distribution can have impact on the results. The

4.2.2 Part 1 – Evaluation of employee benefits package in FMC

The aim of this part of survey was to find out the employee satisfaction with the flat employee benefits and cafeteria system used in FMC. Moreover to analyse the cafeteria systems in terms of employees choices during 2009 and planned choices for 2010.

Satisfaction with benefits systems in FMC

The satisfaction with both types of employee benefits system can be seen in the figures showed below.

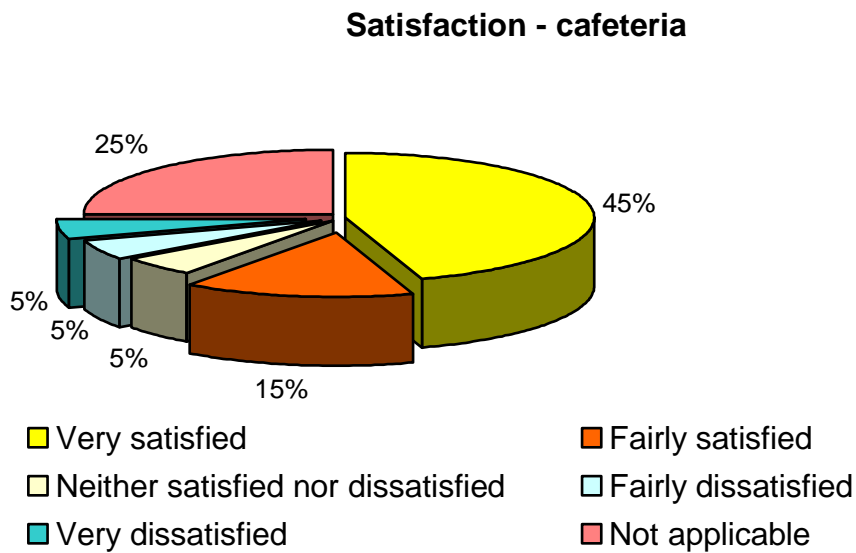


Figure 6 *Own resource*

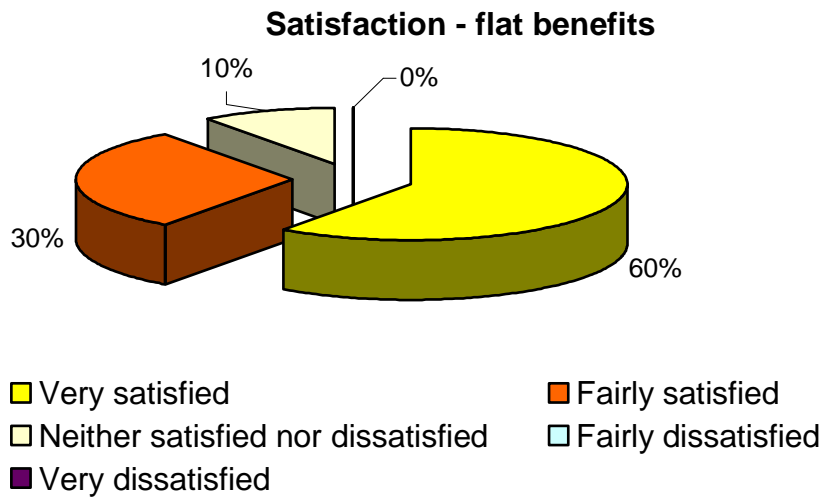


Figure 7 *Own resource*

As it is shown in the pie-charts, more employees are satisfied with the flat benefits (90% of employees are very or fairly satisfied) in comparison to Cafeteria system which was rated as very satisfied or fairly satisfied by 60% of employees. On the other hand the Cafeteria system has also negative feedback

from the employees 10% of employees feel fairly or very dissatisfied with cafeteria system. Flat benefits package is not rated negatively by employees but 10% are neither satisfied nor dissatisfied. A surprising result could be the fact that 25% of employees do not use the Cafeteria system. It can be because of the fact that they are not allowed (they belong to the exceptions mentioned in 4.1.3.) or they are not interested in these benefits as they are not satisfying their needs or desires.

The next table takes into consideration only employees included in the cafeteria system and not the ones not using the cafeteria system for some reasons. The weighted mean has been counted based on the scale from 1 to 5 (for more details about the scale see Methodology):

Satisfaction with benefits systems

Satisfaction - Cafeteteria	1,8
Satisfaction - Flat benefits	1,5

Figure 8

Own resource

Inspite of the fact that the employees are less satisfied with the Cafeteria system than flat benefits system, the rate for both of them is between 1 and 2 on the scale from 1 to 5, which refers to very satisfied – fairly satisfied.

In the questions asked whether the employees would appreciate wider range of benefits in both cafeteria system and flat benefits package the results are showed in the following figure:

Wider range of benefits within benefits system

I would appreciate wider benefits range in :	Cafeteria	Flat benefits package
Yes, probably yes	25,00%	20,00%
Probably yes	5,00%	15,00%
Probably no	15,00%	30,00%
No	20,00%	15,00%
No opinion	35,00%	20,00%

Figure 9

Own resource

The employees who would appreciate wider range of employees (25% - Cafeteria, 20% - Flat benefits) were asked in the open questions to mention the benefits which could be implemented. The 10% of respondents suggested - gift vouchers which are already available in the Cafeteria system, 5% mentioned the kindergarden at least twice a week, 5% - contribution to transport, 5% - higher amount to be contributed to holidays, 5% organizing company activities – voleyball, football, etc., 5% - sick days, 5% organizing (for the employees using company car) the special event – „škola smyku“ where the drivers can practise driving in bad conditions, 5% - possibility of purchasing sports equipment in Cafeteria system.

The next open question asking for the suggestions for improvement and comments on benefits system in FMC was answered by only 10% of respondents. 5% stated that the company takes care of its employees very well in terms of employee benefits. However the other person says that he/she does not use the Cafeteria system because it is complicated.

Cafeteria system

Figure 10 depicts the employees' choices of benefits within Cafeteria benefits system in 2009 and 2010.

Cafeteria system - employee choices in 2009, 2010

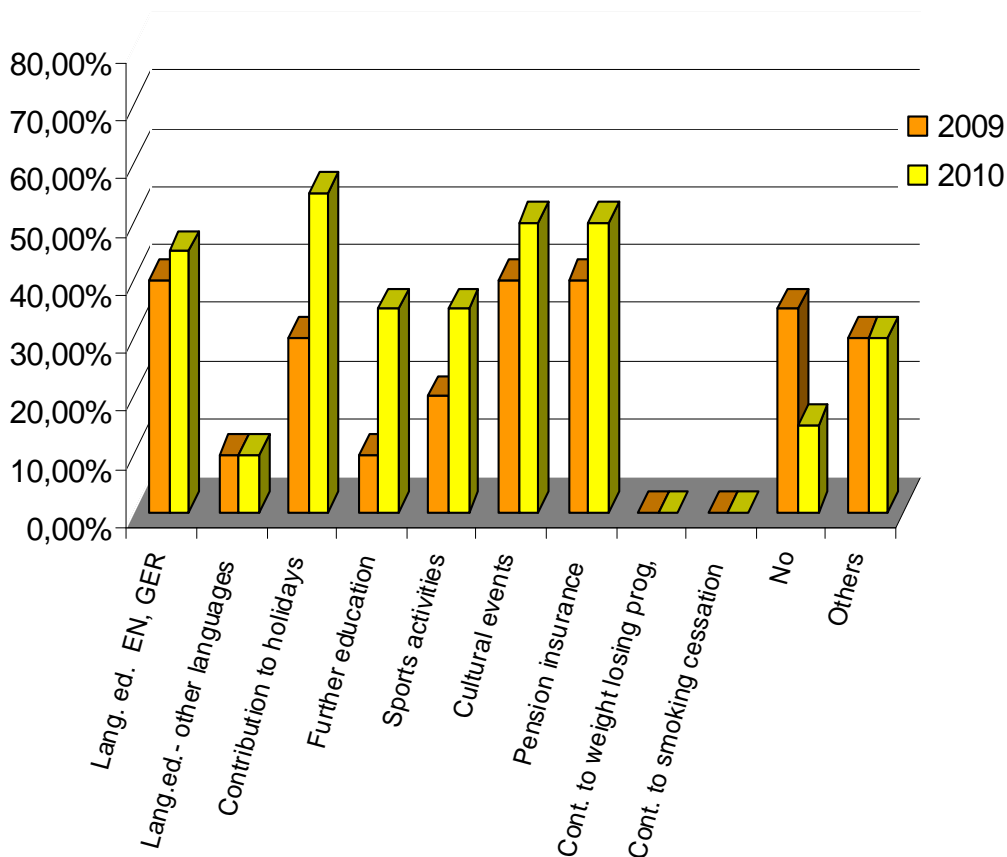


Figure 10

Own resource

As it is clearly seen from the figure, the employees choices have changed between 2009 and 2010. In 2010 more people are planning to use the cafeteria system as well as the particular benefits. It can be caused by the matter that there are some new employees who are allowed to join the system in some time or some employee have changed their needs and desires and decided to start using the cafeteria system. This graph confirms the fact that the

employees's needs and desires are different and thus cafeteria system is a suitable system for satisfying different and changing needs of employees.

The 3 most often chosen benefits in 2009 were: language education (English, Germany), contribution to cultural events and pension scheme. Benefits most often planned to be chosen in 2010 are: contribution to holidays, contribution to cultural events and pension scheme.

On the other hand the benefits: contribution to the programmes for losing weight and stop smoking have not been chosen in both years.

Conclusion – benefits package

To conclude the first part of the questionnaire it has to be said that the benefits package in FMC is well managed. However there are slight problems which should be solved to make the benefits package system even better.

The aim of introducing cafeteria system in FMC was to satisfy different employee needs and desires. The results **revealed that 60% of employees are satisfied with Cafeteria system.** The company should find out the reason why there are **10% of employees who are fairly or very dissatisfied with this system.** The possible problems can be the lack of information together with the difficulty in managing the system as it is mentioned by 5% respondents in the open question. The evidence of lack of information is that 10% of respondents stated they would appreciate the gift vouchers, however the gift vouchers are included in the Cafeteria system. They are mentioned in the handbook of Cafeteria system made by HR department.

Another point can be the range of benefits which can be broaden by the benefits mentioned by the respondents. On the other hand, the survey on the employee choices shows that the number of employees is increasing and the choices of employees are very different and changing which supports the purpose of the Cafeteria system.

When talking about flat benefits system, FMC succeeded in satisfying its employees needs. ***No employee is dissatisfied with flat benefits package*** but there can be seen quite high percentage of people feeling neither satisfied nor dissatisfied which implicates that the flat benefits are not created ideally to contribute to employee satisfaction.

4.2.3 Recommendations – Part 1

The following recommendations are to improve the benefits package in FMC administrative centre to be even more effective:

- ✓ **Make the employees aware of the benefits package and its managing by:**
 - organizing the meeting and informing the staff about the benefits package and their managing. If the meeting was not possible to organize, the information should be sent to all employees by email together with the clear explanation how to use the Cafeteria system.
 - printing the handouts. The handouts would be informing employees about different benefits within Cafeteria system and explaining the easy way how they can be chosen by the employees.
The handouts should be put in the cafeteria room for the employees to read them whilst having lunch or snacks.

4.2.4 Part 2 – Evaluation of employee motivation and job satisfaction

The goal of this part of the questionnaire is to find out the employee satisfaction with different motivational factors and also the importance the factors play in the employee motivation and suggest the solutions which can be applied to improve the possible problems in the motivational program.

Satisfaction with the motivational factors

Figure 11 shows the satisfaction with the motivational factors within the range of weighted means from 1 to 5, where 1 represents the highest satisfaction whilst 5 represents the lowest satisfaction (dissatisfaction).

Satisfaction with motivational factors	
Company image	1,10
Flat benefits package	1,50
Possibility of taking part in making decisions	1,67
Superior's personality - managerial's skills	1,70
Work environment	1,80
Cafeteria benefits system	1,80
Working hours	1,85
Job security	1,85
Atmosphere and employee relationships	1,95
Feedback from superior	1,96
Financial remuneration /salary/	2,00
Job position prestige	2,05
Importance, sense and content of the job	2,06
Superior's support	2,16
Good communication and co-operation with colleagues	2,25
The superior's ability to motivate	2,26
Praise from the superior	2,35
Possibility of promotion	2,50
Getting information needed for the job in time	2,50
Awareness of company's issues	2,60

Figure 11

Own resource

All the motivational factors appear within the range from 1 to 3 on the scale from 1 to 5. This refers that the majority of employees do not feel dissatisfaction with any motivational factor. However, looking deeply at each motivational factor there can be found lack of satisfaction which could be improved to increase employee motivation and thus the employee performance.

The factors which are the employees most satisfied with are mostly the ones which are provided to all employees regardless of which department the

employee works in. The reason of this could be that company operates in the area of medical care which was not influenced by the financial crisis so visibly and FMC did not have to cut down on the employee benefits, the employees feel secure about their jobs and the employees work in the environment which is improving constantly. FMC is the international company with very good reputation which was also confirmed by the research. Moreover, the research showed that the employees are also satisfied with the possibility in taking part in making decision (contributing with their opinions) and superior's ability to manage the subordinates.

The employees are less satisfied with getting information needed for their tasks, they express also less satisfaction with the awareness of company's issues which is highly connected to the previous one. The superior's support, ability to motivate and ability to praise the employee for good performance were rated as not very satisfying.

The question asking the employees whether they have considered changing the job in the last three years can also indicate to job satisfaction. However this fact does not fully correlate with job satisfaction. The employee can also have different reasons for changing the job than the motivational factors influencing the job satisfaction. The majority 65% of respondents answered negatively and 35% of employees have considered changing the job in recent 3 years. It corresponds to the table with the satisfaction that the majority of people feel satisfied with the motivational factors. However it can also be influenced by the factors which were not examined in the research such as the need to move or having some personal issues to solve.

Importance of motivational factors

Figure 12 demonstrates the importance of motivational factors within the range 1 – 5 . 1 represents the exceptionally important motivational factors whilst 5 stands for very unimportant.

Importance of motivational factors	
Atmosphere and employee relationships	1,40
Importance, sense and content of the job	1,40
Good communication and co-operation with colleagues	1,50
Financial remuneration /salary/	1,65
Feedback from superior	1,70
Superior's support	1,75
Superior's personality	1,80
Job security	1,80
Possibility of further development	2,05
Company image	2,15
Awareness of company's issues, getting information needed in time	2,25
Employee benefits	2,30
Work environment, working hours	2,30
Possibility of taking part in making decisions	2,35
Possibility of promotion	2,55

Figure 12

Own resource

Figure 12 points out interesting results. The employees see the atmosphere and relationships; content and sense of the job and good communication and co-operation with colleagues as more important motivational factor than financial remuneration.

The least important factors are seen the ones connected to self-actualization as it is also explained in Maslow's theory of needs.

Employee comments and suggestions

Only 15% of respondents expressed their opinion by answering the open question asking for comments and suggestions to improve the motivation and jobs satisfaction in FMC. All of them mentioned that they should be more informed about the task he/she should complete.

Conclusion – Motivation and job satisfaction

To sum up the second part of the questionnaire research the figure 13 is to demonstrate the connection of the importance of the motivational factors with the satisfaction with the motivational factors. The management should start improving factors which are evaluated as important and not very satisfying.

According to the Maslow's theory the satisfied needs do not motivate the employees to better performances. Consequently, it would mean that if the employees were satisfied with one of the motivational factors they would consider it as an unimportant one. This research does not fully confirm the statement (See Figure 13).

Even though the company has succeeded in motivating its employee and make them satisfied, there are slight problems that can be improved.

The motivational factors which should be improved are: awareness of company's issues and information needed for completing the tasks, communication and co-operation with colleagues, content of the job and superior's skills.

The possibility to promote has been rated as one of the most unsatisfying. However the employees attach low importance to it. Additionally, it would be very hard to make more possibilities of promotion in such a small administrative centre.

Employee satisfaction with the motivational factors and importance of the motivational factors

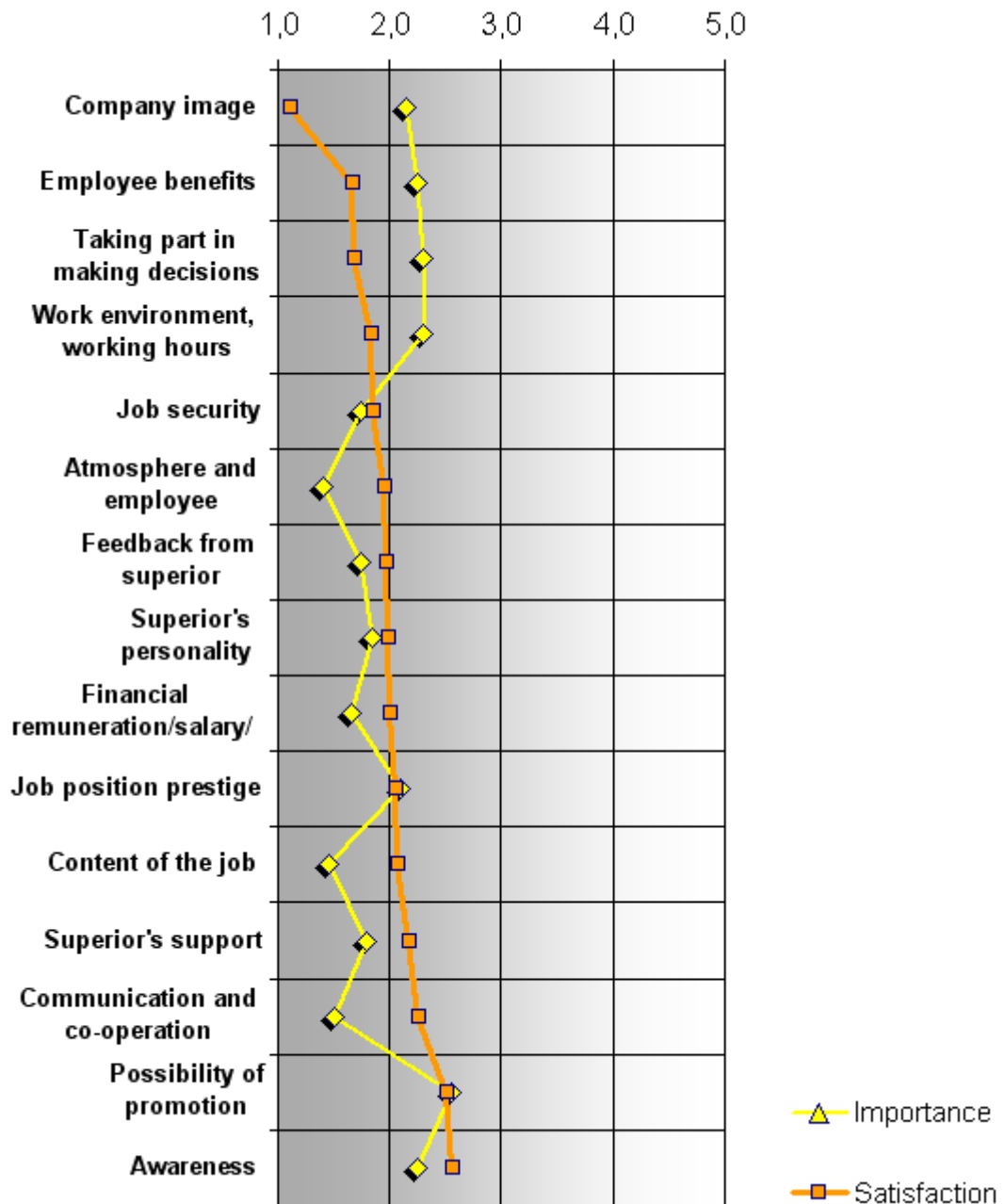


Figure 13

Own resource

4.2.5 Recommendations – Part 2

Recommendations have been formulated to improve the factors which are rated as the important ones and they are among the worst ones considering the employee satisfaction.

- ✓ **Improve the communication and co-operation with colleagues**
 - Superiors should encourage their subordinates to communicate clearly and co-operate with colleagues by stressing that it would improve their performances and the task would be done more efficiently
 - The team-building events could be organized so that the employees can learn the colleagues from different point of view and learn their strengths and weaknesses

- ✓ **The superiors should specify the information (materials) needed for completing the tasks:**
 - Superiors should be focused on delegating tasks clearly
 - Superiors should submit the materials needed for completing the job in time. The employee should have enough time for completing the task.

- ✓ **The superiors should become better leaders**
 - The seminars on leadership and motivation should be organized for the superiors in order to improve their skills – how to motivate, to support and manage employees.
 - If the seminars are not possible to be held, the superiors could attend the seminars outside the company and finance them from

the Cafeteria benefits system. HR managent should also provide materials to study in order to improve their skills. The materials should be focused on different approaches how motivate (See 3.1.3.3) and different employee needs which are to be satisfied (See 3.1.3.2)

✓ **Make the content of the job more challanging**

- Superiors should delegate challenging tasks to subordinates. However they should consider the three components of expectamcy theory – expectancy, valence and instrumentality in order to maximize the employee performance and his/her satisfaction with completing the task

✓ **Make employees aware of company's issues by:**

- Sending the emails containing important issues to all employees.
- Informing the employees in meetings regularly

5 Conclusions

The employees are considered as the most valuable organizations' asset. For this reason, the organizations should employ the managers who are highly skilled in motivating and leading their subordinates. They should be aware of motivational theories and combine them so that they are the most efficient.

The content theories suggest the employees' needs and the order in which they ought to be satisfied. However, the theories are not valid for all the individuals. The managers should know his/her subordinates well and recognize their needs and desires. The process theories explain the thought processes that determine behaviour. The managers should treat all the employees equally to avoid demotivation. Moreover, they should set challenging but achievable goals. Lastly, they should reward the good performance, in a manner that the employee would appreciate.

The employee benefits packages support the employee motivation in the long term period. They are examined from various aspects. The organization should take into account all the various aspects to choose the most suitable benefits scheme for their employees.

The objective to analyze the contemporary situation in the area of motivation and benefits package has been fulfilled in the chapter 4.1. Investigation of the internal documents has showed the variety of employee benefits that are provided to employees by FMC. The mixed benefits scheme consists of three types of employee benefits packages. The wide range of employee benefits assures satisfying different individual needs and desires. FMC also organizes the seminars to develop different skills directly related to the job position.

The aim to evaluate the current situation in the area of motivation and benefits package has been achieved by the questionnaire research on the basis of which recommendations have been given in an attempt to improve the situation.

The findings of the first part of the questionnaire have been deeply analyzed in the chapter 4.2.2 . Both benefits packages have been perceived by the

respondents within the range from 1 to 2 (as very satisfied and fairly satisfied) on the scale from 1 to 5. However, there occur minor problems such as the unawareness of the whole range of the benefits package and difficulties with managing the Cafeteria system

The results of the second part of the questionnaire have been thoroughly discussed in the chapter 4.2.4. The motivational factors have been examined by the employee satisfaction and importance.

The motivational factors which are among the best rated ones are the company image; employee benefits; possibility in taking part in making decisions and job security. On the contrary, awareness of company's issues and information needed for completing the tasks; communication and co-operation with colleagues; content of the job and superior's skills belong among the less satisfying.

The following recommendations have been made based on the findings of the questionnaire research:

- ❖ Make the employees aware of the benefits package and its managing
- ❖ Improve the communication and co-operation with colleagues
- ❖ Make the content of the job more challenging
- ❖ Make the employees aware of the company's issues
- ❖ Specify the information (materials) needed for completing the tasks
- ❖ The managers should become better leaders in terms of motivation

I believe, the Thesis fulfilled the main objectives and suggested the recommendations which will lead to improvement of the motivation in the administrative centre of Fresenius Medical Care.

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7 Supplements

Questionnaire – English version

Dear Sir, Madam,

I would like to kindly ask you for filling in the following questionnaire. It deals with the satisfaction and the benefits package in your company. Questionnaire is anonymous and it will be used for the practical part in my Bachelor Thesis.

Thank you for your co-operation.

Pavλίna Novotná

Part 1 – Employee benefits package

1. How satisfied are you with the benefits system “Cafeteria“:

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Not using the cafeteria system

2. How satisfied are you with the flat benefits package:

/meal vouchers, refreshments, cultural events, use of company car for own purposes based on the legislation, use of company mobile phone for own purposes, further development/

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

3. In 2009 I chose the following benefits within the Cafeteria system:

Mark the chosen ones please.

Language education - EN, GER	
Language education - other languages	
Contribution to holidays	
Further development	
Sports activities	
Cultural events	
Pension insurance	
Contribution to weight losing programmes	
Contribution to smoking cessation programmes	
No	
Others –write down:	

4. In 2010 I am planning to choose the following benefits within the Cafeteria system:
Mark the chosen ones please.

Language education - EN, GER	
Language education - other languages	
Contribution to holidays	
Further development	
Sports activities	
Cultural events	
Pension insurance	
Contribution to weight losing programmes	
Contribution to smoking cessation programmes	
No	
Others –write down:	

5. I would appreciate wider range of benefits within Cafeteria system:

- Yes
- Probably yes
- Probably no
- No
- Uncertain/No opinion

6. If so, write down the benefits which should be added to Cafeteria system:

.....

7. I would appreciate wider range of flat benefits

- Yes
- Probably yes
- Probably no
- No
- Uncertain/No opinion

8. If so, write down the benefits which should be added to flat benefits package

.....

9. Please, write down your comments on the benefits package and suggestions which would lead to improve the situation in the field employee benefits::

.....

Part 2 – Employee Motivation and job satisfaction

1. How are you satisfied with the working hours:

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

2. In case of good performance I am praised by my superior:

- Very often
- Often
- Rarely
- Never

3. I feel secure about my job position:

- Yes
- Probably yes
- Probably no
- No
- Uncertain/No opinion

4. Our company has a very good image in public:

- Yes
- Probably yes
- Probably no
- No
- No opinion

5. I have the possibility to co-operate and take part in making decisions:

- Yes
- Probably yes
- Probably no
- No

6. How are you satisfied with the atmosphere and employee relationships:

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

7. How are you satisfied with the financial remuneration /salary/:

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

8. How satisfied are you with the prestige of your position:

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

9. My job is interesting and I am able to self-actualize by this job:

- Yes
- Probably yes
- Probably no
- No

10. How are you satisfied with the possibility of promotion:

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

11. How are you satisfied with the awareness about the company's issues:

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

12. My superiors support me in my professional advancement:

- Yes
- Probably yes
- Probably no
- No
- Uncertain/No opinion

13. I consider the way my superior evaluates my performance as the right one:

- Yes
- Probably yes
- Probably no
- No
- Uncertain/No opinion

14. My superior motivates me to perform better:

- Yes
- Usually yes
- Neither yes or no
- Usually no
- No

15. I have considered the change of my job in the last 3 years:

- Yes
- Probably yes
- Probably no
- No

16. How are you satisfied with the work environment /facilities at workplace, technical equipment, estetical level/:

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

17. Communication and co-operation with colleagues is :

- Excellent
- Very good
- Good
- Sufficient
- Insufficient:

18. Information and materials needed for completing tasks I get in time:

- Yes
- Usually yes
- Neither yes or no
- Usually no
- No

19. Managerial skills of my superior are on the high level:

- Yes
- Probably yes
- Neither yes or no
- Probably no
- No

20. How important to you is each of the following motivational factors?
 Mark the number that best describes your opinion of importance.
 The meaning of the numbers is as follows:

- 1 Exceptionally important
- 2 Very important
- 3 Partly important
- 4 Unimportant
- 5 Very unimportant

Motivational factor	1	2	3	4	5
Awareness of company's issues and and issues concerning my tasks					
Employee benefits					
Atmosphere and employee relationships at the workpplace					
Importance, sense and content of the job					
Superior's personality					
Superior's support					
Job prestige					
Job security					
Possibility of promotion					
Possibility of taking part in making decisions					
Good communication and co-operation with colleagues					
Feedback from superior					
Work environment, working hours					
Financial remuneration/salary/					
Company image					

21. Please, write down your comments on your motivation and jobs satisfaction and suggestions which would lead to improvement the situation in the field of motivation and job satisfaction in Fresenius Medical Care

.....

22. Please mark the age group which best describes your age:

- 18 - 30
- 31 - 45
- 46 - 60
- More than 60

23. Are you:

- Woman
- Man

Thank you for your time spending on carrying out the questionnaire.
 Should you have any questions, do not hesitate to contact me at
 novotna.pav@gmail.com.

Questionnaire – Czech version

Vážená paní, vážený pane,

ráda bych Vás požádala o vyplnění následujícího dotazníku týkající se pracovní spokojenosti a zaměstnaneckých výhod ve Vaší firmě. Dotazník je anonymní a využiji jej k vypracování mé bakalářské práce.

Velice děkuji za spolupráci.

Pavλίna Novotná

1. část – zaměstnanecké výhody zaměstnanců

1. Se systémem benefitů „Cafeteria“ jsem:

- Velmi spokojen/a
- Spíše spokojen/a
- Ani spokojen/a ani nespokojen/a
- Spíše nespokojen/a
- Velmi nespokojen/a
- Nevyužívám

2. S ostatními plošnými benefity jsem:

/stravenky, občerstvení, společenské akce, použití služebních automobilů pro soukromé účely na základě platné legislativy, použití služeb. telefonu pro soukromé účely, další vzdělávání/

- Velmi spokojen/a
- Spíše spokojen/a
- Ani spokojen/a ani nespokojen/a
- Spíše nespokojen/a
- Velmi nespokojen/a

3. V minulém roce jsem si v systému „Cafeteria“ vybral/a:

Prosím zaškrtněte Vámi vybrané benefity.

Jazyková výuka - AJ, NJ	
Jazyková výuka – jiné jazyky	
Příspěvek na dovolenou	
Další vzdělávání	
Sportovní aktivity	
Kulturní vyžití	
Penzijní životní pojištění	
Příspěvek na hubnutí	
Příspěvek na odvykání kouření	
Žádný	
Jiné – prosím uveďte.....	

4. V tomto roce si plánuji vybrat benefity:
Prosím zaškrtněte Vámi vybrané benefity.

Jazyková výuka - AJ, NJ	
Jazyková výuka – jiné jazyky	
Příspěvek na dovolenou	
Další vzdělávání	
Sportovní aktivity	
Kulturní vyžití	
Penzijní životní pojištění	
Příspěvek na hubnutí	
Odvykání kouření	
Žádný	
Jiné – prosím uveďte.....	

5. Uvítal/a bych širší nabídku benefitů v rámci programu „Cafeteria“:

- Ano
- Spíše ano
- Spíše ne
- Ne
- Nevím

6. V případě, že ano nebo spíše ano, vypište prosím benefity, které by podle Vás v nabídce neměly chybět:

.....
.....

7. Uvítal/a bych širší nabídku plošných benefitů:

- Ano
- Spíše ano
- Spíše ne
- Ne
- Nevím

8. V případě, že ano nebo spíše ano, vypište prosím benefity, které by podle Vás v nabídce neměly chybět:

.....
.....
.....

9. Uveďte prosím Vaše případné připomínky a náměty na zlepšení v oblasti zaměstnaneckých výhod:

.....
.....
.....

2. část – motivace a pracovní spokojenost

1. S pracovní dobou v naší firmě jsem:

- Velmi spokojen/a
- Spíše spokojen/a
- Ani spokojen/a ani nespokojen/a
- Spíše nespokojen/a
- Velmi nespokojen/a

2. V případě dobře odvedené práce se mi dostává pochvaly a uznání od nadřízených:

- Velmi často
- Často
- Zřídka
- Nikdy

3. Svou pracovní pozici považuji za stabilní a necítím hrozbu ztráty zaměstnání:

- Ano
- Spíše ano
- Spíše ne
- Ne
- Nevím

4. Myslím si, že firma, ve které pracuji, má na veřejnosti dobrou image:

- Ano
- Spíše ano
- Spíše ne
- Ne
- Nevím

5. Při výkonu své práce mám možnost spolupracovat, přispívat svými názory:

- Ano
- Spíše ano
- Spíše ne
- Ne

6. S atmosférou a mezilidskými vztahy na mém pracovišti jsem:

- Velmi spokojen/a
- Spíše spokojen/a
- Ani spokojen/a ani nespokojen/a
- Spíše nespokojen/a
- Velmi nespokojen/a

7. S platovým ohodnocením jsem:

- Velmi spokojen/a
- Spíše spokojen/a
- Ani spokojen/a ani nespokojen/a
- Spíše nespokojen/a
- Velmi nespokojen/a

8. S prestiží své pracovní pozice jsem:

- Velmi spokojen/a
- Spíše spokojen/a
- Ani spokojen/a ani nespokojen/a
- Spíše nespokojen/a
- Velmi nespokojen/a

9. Má práce je zajímavá a mám v ní možnost se realizovat:

- Ano
- Spíše ano
- Spíše ne
- Ne

10. S možností kariérního postupu v naší firmě jsem:

- Velmi spokojen/a
- Spíše spokojen/a
- Ani spokojen/a ani nespokojen/a
- Spíše nespokojen/a
- Velmi nespokojen/a

11. S informovaností o dění v naší firmě jsem:

- Velmi spokojen/a
- Spíše spokojen/a
- Ani spokojen/a ani nespokojen/a
- Spíše nespokojen/a
- Velmi nespokojen/a

12. Myslím si, že nadřízení mě podporují v mém pracovním růstu a kariérním postupu:

- Ano
- Spíše ano
- Spíše ne
- Ne
- Nevím

13. Způsob hodnocení mého pracovního výkonu mým nadřízeným považuji za správný:

- Ano
- Spíše ano
- Spíše ne
- Ne
- Nevím

14. Můj nadřízený mě motivuje k podávání lepších výkonů:

- Ano
- Spíše ano
- Spíše ne
- Ne
- Ani ano ani ne

15. V posledních třech letech jsem uvažoval/a o změně zaměstnaní:

- Ano
- Spíše ano
- Spíše ne
- Ne

16. S pracovním prostředím /vybavenost pracoviště, technické prostředky, estetická úroveň/ jsem:

- Velmi spokojen/a
- Spíše spokojen/a
- Ani spokojen/a ani nespokojen/a
- Spíše nespokojen/a
- Velmi nespokojen/a

17. Komunikace a spolupráce s kolegy je:

- Výborná
- Velmi dobrá
- Dobrá
- Vyhovující
- Nevyhovující

18. Informace a podklady nutné pro moji práci dostanu vždy včas:

- Ano
- Spíše ano
- Spíše ne
- Ne
- Ani ano ani ne

19. Řídící schopnosti mého nadřízeného jsou na dobré úrovni:

- Ano
- Spíše ano
- Spíše ne
- Ne
- Ani ano ani ne

20. Ohodnotte následující motivační faktory, podle toho, jakou jim přisuzujete důležitost:

- 1 Mimořádně důležitý
- 2 Velmi důležitý
- 3 Částečně důležitý
- 4 Málo důležitý
- 5 Nevýznamný

Motivační faktor	1	2	3	4	5
Informovanost					
Zaměstnanecké výhody/ systém benefitů					
Atmosféra a mezilidské vztahy na pracovišti					
Smysl, obsah a význam práce					
Osobnost vedoucího					
Podpora nadřízeným					
Prestiž pracovní pozice					
Jistota zaměstnání					
Možnost kariérního růstu					
Možnost podílet se svými názory při rozhodování					
Dobrá komunikace a spolupráce na pracovišti					
Zpětná vazba od nadřízeného					
Pracovní prostředí (vybavenost pracoviště, technické prostředky, estetická úroveň), pracovní doba					
Platové ohodnocení					
Image firmy na veřejnosti					

21. Uveďte Vaše případné připomínky a náměty k zlepšení motivace a pracovní spokojenosti ve společnosti Fresenius Medical Care:

.....
.....
.....

22. Prosím uveďte, v jakém věkovém rozmezí se nacházíte:

- 18 - 30
- 31 - 45
- 46 - 60
- Více než 60

23. Jste:

- žena
- muž

Děkuji Vám za Váš čas.

Pokud byste měli jakékoli dotazy, prosím neváhejte mě kontaktovat na novotna.pav@gmail.com.