

CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

Evaluation of the Bachelor Thesis by Opponent

Thesis Title **Influence of motivation on employee performance and work behavior**

Name of the student **Natalia Khudonogova**

Thesis supervisor **doc. Ing. Tomáš Macák, Ph.D.**

Department **Department of Management**

Opponent **Ing. Richard Selby, Ph.D.**

Formulation of objectives and Choice of appropriate methods and methodology used	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Work with data and information	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Logical process being used	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The structure of paragraphs and chapters	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work with scientific literature (quotations, norms)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comprehensibility of the text and level of language	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarity and professionalism of expression in the thesis	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formal presentation of the work, the overall impression	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Fulfillment of objectives, formulation of conclusions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Summary and key-words comply with the content the thesis	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Evaluation of the work by grade (1, 2, 3, 4)				3

Evaluation: 1 = the best

Date 18/01/2021

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Signature of Opponent

Other comments or suggestions:

Having read the title of this thesis "Influence of motivation on employee performance and work behavior", this reviewer would have expected a work demonstrating or measuring in some way a connection between motivation and employee performance. and/or how they behave in a work situation. I could not, however find this in the work.

Reading further, the author writes in her objectives (page 11) that "...the aim of the thesis is to study the basics of motivation and achieve steady performance through benefit-motivation systems". Although this does not make complete sense in English, this implies that the author will show how a benefit-motivation system will affect staff performance. Again, I could not find this in these pages.

On the same page, in the applied methodology, it is stated that she will then use her ".....theoretical foundation for the employee evaluation system, which is then applied for a selected company". Once again, I can find no mention of an evaluation system in the thesis work [The word "evaluation" only appears 3 times: in the key words, the methodology, and the bibliography].

What I can find in the review of literature is a thorough study of several of the classic motivation theories (and must congratulate the author on reading and citing works which are 80 years old – eg: MAYO, E. (1933). "The Human Problems of an Industrial Civilization", cited on page 13). Her more current reading demonstrates the width of her literature review (eg: IBIETAN, J. (2010). "Theories of personnel motivation in organisations", cited on page 23).

The practical part (chapter 4), seems not to contain a great deal of the author's own contribution. She seems to have collected very little data herself, but written a detailed report, gleaned, one supposes, from annual reports and press releases of Gazprom Bank (though surprisingly none are cited nor included in the list of references).

Additional points are:

The title page of the thesis is incorrect on two counts: (1) there is no "Department of Economics and Management" at this university, and (2) the Rector announced in 2020 that "CULS" is no longer to be used as the English language abbreviation for the Czech University of Life sciences. "CZU" should be used (see bottom line of front page "(c) 2020 CULS Prague").

Statista is used as a data source (eg Fig 4.1), but it not the source of the surveys or statistics, rather, the aggregator and collector of information provided by outside sources. In publications, references should always be made to the original source of the information.

Questions for thesis defence:

1) What basis do you have for making the statement "...the personnel motivation management system is quite perfect and does not require any improvements...." (page 38), and "...the company's incentive system does not need recommendations for its improvement..." (page 40)?

2) Without using material from Gazprom's Annual report (2019) [available at <https://www.gazprombank.ru/gbo-2019/section-one-en.html>], what recommendations can you, as the author of this thesis, make to improve the efficiency of motivation and incentives for employees of JSC Gazprombank?

3) What effect do you think these will have on the staff themselves, and on the operation of Gazprombank?

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