

**Czech University of Life Sciences Prague**

**Faculty of Economics and Management**

**Department of Management**



**Diploma Thesis**

**Management in Theory and Practice – analysis of  
practices at DHL Supply Chain s.r.o**

**Dušana Grebáčová**

## DIPLOMA THESIS ASSIGNMENT

Dušana Grebáčová

European Agrarian Diplomacy

Thesis title

**Management in Theory and Practice – analysis of practices at DHL Supply Chain s.r.o**

### Objectives of thesis

The aim of Diploma thesis is to study, analyse and evaluate trends of management and their implementation in selected company. The selected company is called DHL Supply Chain s.r.o. in Řižany. In order to achieve the main goal of the thesis, the theoretical background is split into two parts as follows:

1. Firstly, overall framework of the management is introduced and characterized. The historical overview of management shows how the management approaches changed over certain period of time. In this section various elements and issues are examined, such as application of the management, function of the management, definition of managers, managerial skills and roles.

2. Secondly, the new management trends are covered and examined. Special focus is on the most significant ones, such as motivation of employees and their relationships with superiors, corporate social responsibility and selected managerial tools especially, benchmarking, benchlearning, outsourcing, teambuilding and reengineering.

After gaining knowledge about management trends from the theory, the second aim is to observe and investigate the implementation of these trends in practice in the company. Following issues are examined: motivation of employees, corporate social responsibility of the company, behaviour of managers towards their employees and application of managerial tools.

However, the main aim of this thesis is to find answer on the research question: What are the trends in management which are applied and implemented in DHL Supply Chain, s.r.o., how these trends are viewed by managers and employees, and are there some differences in their opinions?

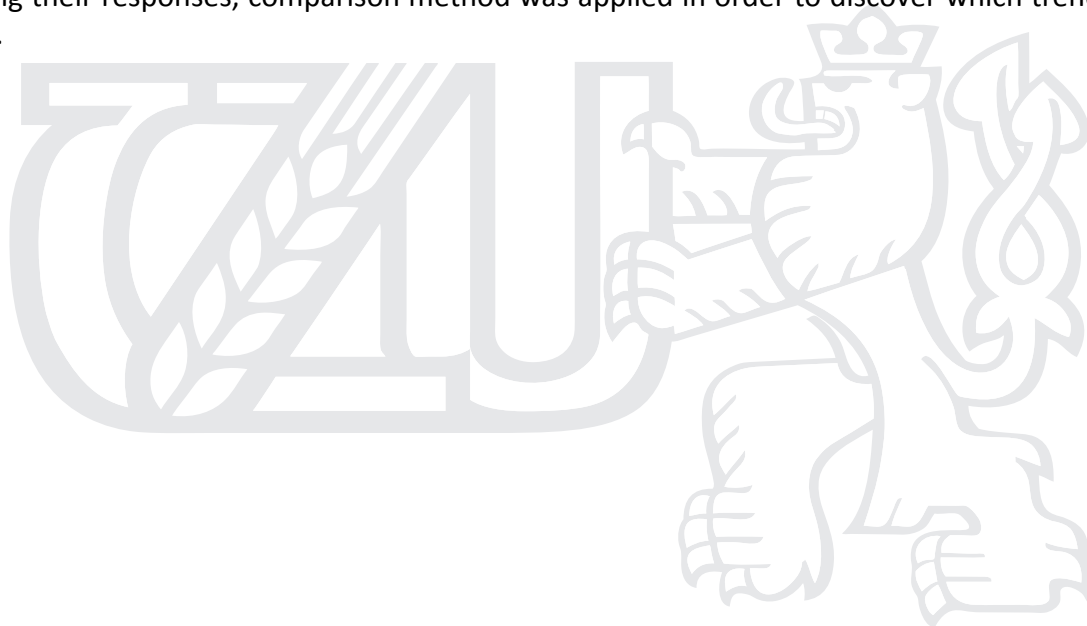
Partial research questions were set up to complement the main research question.

- What are the managerial skills needed for job performance?
- How do managers motivate their employees?
- What is relationship between managers and their employees?
- Do managers use outsourcing for some kind of activities?

### Methodology

Diploma thesis is divided into two parts, theoretical and practical. In the theoretical part, analysis of managements is done based on the literature review. For the theoretical part are used methods, such as extraction of information, synthesis, induction and deduction.

For the practical part, primary research was selected. The main tools, which were used in practical part, are comparison and evaluation, which management trends dominate in chosen company. The main tools which are used in the practical part are interviews with managers and questionnaire for their employees. According their responses, comparison method was applied in order to discover which trends are implemented.



## The proposed extent of the thesis

Approx 60 – 70 pages

## Keywords

Management trends, DHL, Motivation, Manager, Management, Corporate Social Responsibility

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## Recommended information sources

ARMSTRONG, M. *Armstrong's essential human resource management practice : a guide to people management*. London: Kogan Page, 2010. ISBN 978-0-7494-5989-5.

Kadlečíková, M. et al., *Management*, Budapest : Szaktudás Kiadó Ház, 2013. 248 s. ISBN 978-615-5224-47-8

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MULLINS, L J. *Management and organisational behaviour*. Harlow: Financial Time Prentice Hall, 2010. ISBN 9780273728610.

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### **Declaration**

I declare that I have worked on my diploma thesis titled "Management in Theory and Practice - analysis of practices at DHL Supply Chain s.r.o" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any third person.

In Prague on 24.03.2019

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# **Management in Theory and Practice – analysis of practices at DHL Supply Chain s.r.o**

## **Summary**

This thesis focuses on management in theory and in practice in a selected company. It is based on literature background and practical part, which consists of questionnaire between employees and group interview conducted among top, middle, and low management of the selected company. Theoretical part of diploma thesis deals with managerial approaches, application of management and function of management. In addition, theoretical part covers issues, such as motivation, corporate social responsibility and managerial tools.

The aim of thesis is to identify, what are management practices implemented in selected company. Moreover, this thesis examines motivation of employees, relationship between employees and managers, corporate social responsibility, management quality and outsourcing. Finally, this thesis presents evaluation and comparison of responses given by the managers and employees and it offers answers on the main and partial research questions.

**Keywords:** Management practices, DHL, Motivation, Manager, Management, Corporate Social Responsibility

# Řízení v teorii a praxi - analýza praxe v dodavatelském řetězci DHL s.r.o

## Abstrakt

Tato práce se zaměřuje na teoretické a praktické řízení ve vybrané společnosti. Vychází z literatury a praktické části, kterou tvoří dotazník mezi zaměstnanci a skupinový rozhovor mezi vrcholovým, středním a nízkým vedením vybrané společnosti. Teoretická část diplomové práce se zabývá manažerskými přístupy, aplikací řízení a funkcí managementu. Teoretická část dále zahrnuje témata, jako je motivace, sociální odpovědnost podniků a manažerské nástroje.

Cílem diplomové práce je zjistit, jaké jsou správné postupy implementované ve vybrané společnosti. Dále tato práce zkoumá motivaci zaměstnanců, vztah mezi zaměstnanci a manažery, sociální odpovědnost podniků, kvalitu řízení a outsourcing. Tato diplomová práce se zabývá hodnocením a porovnáním odpovědí manažerů a zaměstnanců a nabízí odpovědi na hlavní a dílčí výzkumné otázky.

**Klíčová slova:** Trendy řízení, DHL, Motivace, Manažer, Řízení, Společenská odpovědnost firem



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# 1 Introduction

Continuous changes in the environment, in people's lives, in products, and in the provision of services, are caused by globalization, rapidly developing technology and digitization, whether within the home country or in foreign relations.

In the past, businesses have been working in a more stable environment, but today they are forced to take measures and new ways to keep a company's profitability, ability to face competition, and achieve set goals.

In a rapidly changing environment, businesses can follow changes and solve unpredictable situations by constantly observing situation in the market and introducing new techniques and trends. While management is a relatively specific discipline, there is still space to bring something new. As has been mentioned, everything around us is constantly changing and improving. The whole world is developing, it is necessary develop at the same time new managerial approaches. Because of this process, new approaches can be applied to a broad industry scale, for example primary production, industrial industry and other sectors. The role of management in the business should be efficient use of scarce resources, the recycling of renewable resources, the orientation of the enterprise to look for alternative possibilities in the production of goods or the provision of services. As the result, in the future it could contribute to the gradual reduction of costs, to secure a competitive advantage in today's dynamic and turbulent world.

Management of successful business including the wealth of art, science, and the incorporation of new management practices, which play a significant role in every business. The management of small or large enterprises must adapt to these requirements because the approaches developed during the industrial revolution are already out of date and do not meet the requirements of modern society. New management practices are introduced because they are able to adapt to the requirements of society, environment and government. So, it is important for managers to have necessary skills, knowledge, and expertise to adapt to changing management practices.

The diploma thesis deals with management practices and how these practices reflect in the practice of the selected company. A substantial part of the information has been gained from both domestic and foreign sources.

Diploma thesis is divided into several chapters. First of all, it is characterized and defined the management. The next chapter deals with development of managerial theories

and in following subchapters specific theories are described, such as Classical School, Human Resource Management School and Modern School. Thirdly, this thesis examines areas of application of management, especially, Change Management, Crisis and Risk Management, Process Management, Knowledge Management and Management of Quality. In the next chapters, the main functions of management are described and definition and roles of managers are explained. At the end of theoretical part, the primary focus is on new practices in management and it is observed in these fields: motivation, corporate social responsibility and managerial tools. In wider scope, motivation is examined because it is one of the most important issues and practices because only satisfied and happy employees can bring success to the company. In the last chapter of the theoretical part, managerial tools are described, such as benchmarking, benchlearning, controlling, outsourcing, teambuilding and reengineering. In the practical part, the main focus is on what are the practices implemented in selected company, specifically in DHL Supply Chain located in Jažlovice. The final results are evaluated on the base of comparison of the answers of managers and employees. The main methods, which were used for achieving the goals, are group interview with three managers and questionnaire. The main aim is to find out if there are some practices adapted in company and if some differences in responses of managers and employees. In the last chapter, there are presented suggestions and recommendations for improving of management in selected company.

## 2 Objectives and Methodology

### 2.1 Objectives

The aim of Diploma thesis is to study, analyse and evaluate trends of management and their implementation in selected company. The selected company is called DHL Supply Chain, s.r.o. in Řižany. In order to achieve the main goal of the thesis, the theoretical background is split into two parts as follows:

1. Firstly, overall framework of the management is introduced and characterized. The historical overview of management shows how the management approaches changed over certain period of time. In this section various elements and issues are examined, such as application of the management, function of the management, definition of managers, managerial skills and roles.
2. Secondly, the new management trends are covered and examined. Special focus is on the most significant ones, such as motivation of employees and their relationships with superiors, corporate social responsibility and selected managerial tools especially, benchmarking, benchlearning, outsourcing, teambuilding and reengineering.

After gaining knowledge about management trends from the theory, the second aim is to observe and investigate the implementation of these trends in practice in a chosen company, DHL Supply Chain, s.r.o. Following issues are examined: motivation of employees, corporate social responsibility of the company, behaviour of managers towards their employees and application of managerial tools.

However, the main aim of this thesis is to find answer on the research question: What are the trends in management which are applied and implemented in DHL Supply Chain, s.r.o., how these trends are viewed by managers and employees, and are there some differences in their opinions?

Partial research questions were set up to complement the main research question.

- What are the managerial skills needed for job performance?
- How do managers motivate their employees?
- What is relationship between managers and their employees?
- Do managers use outsourcing for some kind of activities?

## **2.2 Methodology**

Diploma thesis is divided into two parts, theoretical and practical. In the theoretical part, analysis of managements is done based on the literature review. For the theoretical part are used methods, such as extraction of information, synthesis, induction and deduction.

For the practical part, primary research was selected. The main tools, which were used in practical part, are comparison and evaluation, which management trends dominate in chosen company. The main tools which are used in the practical part are interviews with managers and questionnaire for their employees. According their responses, comparison method was applied in order to discover which trends are implemented.

## **3 Literature Review**

### **3.1 Management**

There are many definitions and explanations for the term management. It is important to mention that the range of managerial concepts and approaches has a great impact on development the right explanation of the word management (Cole and Kelly, 2011).

One of the most popular definitions of managements, written by Henry Fayol has managed to survive more than 80 years, which also makes it one of the oldest definitions of management. He defined this term in 1916 as process: „ To manage is to forecast and plan, to organize, to command, to coordinate and to control.” Where, planning means that managers must organize and schedule every part of industrial processing. Organizing is linked with flow of communication and the use of resources, such as labour, raw materials, technology and so on. To command represents to maintain activity among employees. To coordinate means building together, unifying and harmonizing all activity and efforts (Cole and Kelly, 2011).

The final stage of Henri ´s management stands for overall controlling of company, which means evaluation and ensuring that employees follow the commands of their supervisor. This definition was template for other classical writers of management history. Later, they made some adjustments and rewriting original definition. For instance, according to Brech, who was a management consultant, his definition of management is: a social process, which consists of planning, control, coordination and motivation (Krenn, 2017).

The well-known Canadian academic Mintzberg claimed that management is often seen as an art than a science, which is obvious in his first modern and applicable model describing ten management roles. Moreover, these roles are viewed as organized set of behaviours, which try to identify themselves within a position. The main idea of this division was releasing that the manager has 3 main roles in fulfilling his function. These roles have some specific requirements such as, developing a good relationship with colleagues, managing negotiations, motivating subordinates, resolving of conflicts, making decisions and allocating resources (Zartler, 2016).



## **3.2 Evolution of management theories**

First of all, it is important to realize that the management is not practiced just for short period of time but for thousands of years. It means that the management was influenced from different views and opinions. It was discovered that the first indicators of management were in ancient times. However, the main development of management started at the end of 19<sup>th</sup> century and beginning of the 20<sup>th</sup> century when industrialization began. There are different views for division of management theories. However, majority of authors distinguish these types of management theories:

1. Classical Theories
2. Human Relation and Psychological Approach
3. Modern Theory of Management (Griffin, 2008).

### **3.2.1 Classical Theories**

These theories are sometimes called as Taylorisms or another term for these theories is the processing school. The classical approach dated back to the beginning of the 19<sup>th</sup> century. The main attribute of this period is a rapid development of industrial production. The authors draw our attention to focus on the fact that in those periods there were enough natural resources but there was shortage of skilled workers. This situation demanded significant changes in production management. Classical theories are divided into three branches, namely:

1. Scientific management
2. Bureaucratic management
3. Administrative management (Kadlečíková, 2013).

#### **3.2.1.1 Scientific Management**

The name of the first branch of the classical theories is the scientific management because its leaders were trying to increase the efficiency of work by using scientific methods. This period was characterized by ignoring a human as an individual, which means that a person was perceived as an instrument and not as a source to produce or create valuable products. Another feature of this approach was a strong degree of specialization, which resulted in the moral decline of employees because of monotonous work. Frederic Taylor is considered as the main representative of this period. He was

supporter of the idea of an exact and precise scientific procedure in production (Kadlečíková, 2013).

### **3.2.1.2 Bureaucratic Management**

Bureaucratic management is the second branch in line with the development trends of classical management. It highlighted a very important rational planning, which did not depend on the manager or the owner of the company. In addition, the concept of the bureaucracy is characterized as a rational set of principles for structuring organizations in the most efficient way. The greatest representative of this direction was German scientist, Max Weber. His efforts in the organization were to enforce a system of precise rules (Porvazník, 2011).

### **3.2.1.3 Administrative Management**

The third branch and the last ones of the classical management is the administrative management, which was based on managers and their works (Porvazník, 2011).

The main idea of this approach is to manage the whole organization. Henry Fayol, who was French industrialist and theorist, made significant impact on the history of evolution of the management. He created the list of the main principles of management, which helped to simplify job for workers (Kadlečíková, 2013).

## **3.2.2 Human Relations and Psychological Approach**

Establishment of this approach started at the beginning of the 1920, when a new management direction also known as the "Human Relations School", was emerging. Some scientists named this approach neoclassical management theory. Management principles that were not successful in many management situations as a result of this were to fail in explaining the behaviour of individual employees. This theory radically differs from the previous one because in classical theory, workers were perceived as some machines, which were just useful for producing new products. By contrast, behavioural management theory emphasized on individual attitudes and behaviours and on group processing (Griffin, 2008).

Psychological and social factors are considered as the most important factors, which influences behaviour and performance of workers or subordinates in company. It is known that Hugo Munsterberg is considered as the father of industrial psychology. He was convinced that psychologist could be helpful for managers in some areas, such as selection and motivation of workers. This theory emerged as a reaction of the company to the methods that were approached in the management style of "Taylorism". The year 1943 is considered as a milestone in the development of this direction, because in this year Maslow's pyramid of needs was created by American psychologist Abraham Harold Maslow. He has deployed hierarchically human needs into 5 categories. Needs are divided by importance, from vital to the need for self-realization. Basic rule is that the needs are fulfilled from the bottom up and the next level can only be reached when the previous need is met (Blažek, 2011).

### **3.2.3 Modern Theory of Management**

Modern Theory of Management began after the Second World War. It highlighted the development of each factor in organization. Moreover, this new theory emphasized usage of systematic mathematical techniques in the system with analysing and understanding relationship between workers and organization. Modern theory of management is divided into 3 main streams:

1. Decision-making theories
2. System theories
3. Theories of operational analysis (Kadlečíková, 2013).

#### **3.2.3.1 Decision-making theories**

This managerial direction was accompanied by the authors' claim that the core of the entire management in an organization is decision-making. In decision-making process, they often worked with two or more possible solutions, from which they tried to find the best solution. The most important representative of this theory was Herbert Simon, who gained Nobel Prize for Economics. He has pointed out the need of human resources, despite of the fears of several innovations in production automation. Additionally, he emphasized the manager's responsibility in managing but attributed responsibility to his subordinates to this responsibility (Kadlečíková, 2013).

### **3.2.3.2 System Theories**

In many researches, system theory is defined as a set of independent parts, which together form the whole system. According to this theory, there is just one working system, which is named as the universe. Additionally, the universe is composed of the several parts, which wanted together to achieve a common goal. If just one part is destroyed, then the whole essence of the system is changed, as well. In simple way, the company or organization is perceived as a subsystem consisting of four independent parts – task, structure, people and technology. In addition, this theory has had significant impact on the management science and on the understanding of the companies. Overall, in many years organization did not follow the rules of this theory, but situation rapidly changed. Recently, managers try to look at the organization in broader scope. They are convinced that it helps them to have better perspective and it improves communication within the whole organization (Olum, 2004).

### **3.2.3.3 Theories of operational analysis**

This theory is called operation research because set of techniques are provided to managers in order to analyse any aspect of organisation to increase efficiency. It is associated with the development of operational research. The main recognizable element is the use of mathematical methods and models. Managers use the findings learned from the system school to handle complex tasks related to inventory management, resource allocation and work organization harmonization (Kadlečíková, 2013).

### **3.2.4 Chaos Theory**

The theory of chaos is a scientific principle describing the unpredictability of systems and it was advocated by Tom Peters in 1942. It was found out that it is a prerequisite for systems sometimes living in chaos, creating energy, but without any predictability or direction. These complex systems can be weather conditions, ecosystems, watercourses, anatomical functions or organizations. While the chaotic behaviour of these systems may at first appear randomly, chaotic systems can be defined by mathematical formulas and are not free of boundaries. This theory in relation to organizational behaviour

declined somewhat in the 1990s, reversing a very similar theory of complexity (Mason, 2011).

### **3.2.5 Team Building Approach**

Team Building Approach or theory is considered as the last official managerial theories. According to this theory, quality circle, best practices and continuous improvement are the most important factors for the success of the organization. However, the main focus is on teamwork and building of good working relationship. This theory is characterized by reducing the level of hierarchy and flattening of management pyramid. Involving all people in all levels in decision making process is considered as the biggest advantage (Olum, 2004).

## **3.3 Application Areas of Management**

The emergence of global management theory is influenced by partial research from various scientific disciplines that do not necessarily relate to each other. Therefore, management is called interdisciplinary science. The findings from these researches, as well as the experience and potential of generation of managers, have divided managerial sciences into specialized application management areas (Rezáč, 2009).

### **3.3.1 Change management**

Change management refers to the processes or activities that take place in the company are many times realized in constantly changing conditions, which managers cannot ignore. These changes may be:

- External changes, which are defined as changes in the company's external conditions (for example, changing the terms of the conditions).
- Internal changes, which are explained as changes from the internal conditions of society, such as changes in technological processes.

Changes can be considered as deviations from the predicted state or real state of process. We can split the deviations into positive and negative. The concept of change management has begun to appear in the management literature 30 years ago and has

become an integral part of it, as changes in all areas are coming increasingly frequent (Vodáček, Vodáčková, 2013).

Change management has several definitions. Rezáč (2009) defines change management as a set of approaches to change that concerns the economic and social area of the enterprise, and early management decisions that use both positive and negative changes for their benefit. Furthermore, change management is mainly a strategic activity that aims to achieve the best result in the change process and is therefore oriented to explore the new possibilities of choosing ways to achieve best results (Sedlák, 2009).

Vodáček, Vodáčková (2013) have characterized change management as the ability to work successfully in the dynamics of changing managerial work.

### **3.3.2 Crisis and Risk Management**

The term crisis management was first used in 1962 during Caribbean crisis. It is a systematic application of targeted activities and processes primarily, which are focused on identifying, applying, evaluating, controlling and influencing risk. It is a process of analysing several of alternative options for regulating and influencing the risk. Analyses are focused on evaluating risk results, other used data on social, economic and policy intentions, and then evaluating the most appropriate of these options. It is the principle, which the main objective is to minimize the possibility of a crisis or otherwise to minimize social losses resulting from potential risk. Nowadays, there are new risk management categories in non-financial corporations, such as: Business Risk Management, Enterprise Risk Management and Enterprise – Wide Risk Management.

In Risk Management, we are obliged to follow these specific steps:

- Wider view of risk - profit, loss,
- Setting up a manager function who will be responsible for the risk management process in an enterprise,
- Constructed integrated risk management structure.

In Risk Management according to the standards, there are including:

- Analysing of risk,
- Measuring of risk,
- Controlling of risk (Varcholová and Dubovická, 2008).

### **3.3.3 Process Management**

Process management belongs to one of the new management approaches from the end of the 20th century. It began to exploit the most exhaustive use of other possibilities for the development of functionally oriented management, which was particularly important in the period of mass line production and simple division of labour. Nowadays, process management is considered to be the basis for a prospective and successful business company (Papula and Oborilová, 2014).

Among the basic objectives of process management, we include the efficiency of processes. Process Management integrates all business activities into individual processes and gives us an overall view of them. Process Management is the essence of organizing work in the enterprise, the basis of business activities from strategic through tactical to operative management where they can be implemented according to the principle of work division or the procedural principle (Paulová 2013).

Papula and Oborilová (2014) claims that the purpose and role of process management is to determine, measure and improve processes in an enterprise, while at the same time eliminating those processes that do not deliver value to the customer. Effective process management improves the company's ability to predict future management and enterprise responsiveness to market changes and to maximize market opportunities.

### **3.3.4 Knowledge Management**

The field of management success guarantees us, besides the intensive use of human resources, the ability of the company to constantly use all new knowledge. Knowledge requirements have changed very rapidly over past periods, and a wealth of knowledge needs to be reassessed and knowledge-based knowledge improved. Knowledge is tied to a particular person who has acquired through his experience. Knowledge management is a practical way of storing and transferring knowledge and skills among workers. The ability to create, transfer and apply knowledge becomes a key competitive advantage (Koenig, 2018).

Learning of knowledge systems can be characterized as a coherent system of knowledge that we use to solve problems of a certain type. Nowadays, there is a gradual transition of the information society to a knowledge-based society as knowledge becomes an important strategic resource (Ubrežiová and Sedliaková, 2013).

### **3.3.5 Management of Quality**

Quality management is a part of enterprise management that aims to optimize workflows or production processes, taking into account the final quality of products. Quality management is designed to ensure that product quality and production or development processes are among the top priorities in the enterprise. Every company operating in a complex market environment is currently more or less confronted with the intense growth of domestic or foreign competition. In promoting the market and preserving the minds of buyers, building the image among the public, it is important to use quality management systems. The contribution is dealt with quality management that becomes an integral part of the development of any business that wants to prosper in the market economy and become aware of customers. Additionally, quality management should be a necessary part of business management, its functioning, and it should be dependent on top-level business leadership, from an efficient organizational structure with clearly defined responsibilities and competencies. Quality management is currently a necessity that can ensure the company's long-term competitive ability. Moreover, a quality information system should also be part of the quality management system. The decisive factor of production becomes information and time. It involves the use of computing in different production areas, pre-production and post-production stages. Basic concepts of quality management include:

- Customer focus,
- Introduction of teamwork,
- Motivation and reward for quality and its management,
- Training of workers (Paulová, 2013).

In businesses, quality is combined with control and measurement of parameters and, of course, quality testing. At present, quality should be part of all business segments and all product life cycle phases. Quality should be understood as not just about products but focusing on the whole business, management, co-workers, performance process and ecology. Currently, mainly quality determines the success of the business and the business itself. The goal of quality is to strive for perfection. It is the method of promoting the active participation of all employees to engagement and responsibility (Matisková, 2014)



### **3.4 Function of Management**

The main functions of management, which should be implemented in every company:

- Planning
- Organization
- Leadership
- Control

#### **3.4.1 Planning**

Planning is the process through, which an enterprise achieves its goals. It is a steady, purposeful activity that determines what an enterprise must do to achieve it of its objectives. It helps managers to detect and eliminate business problems before their origin. Early planning reduces our risk from an unknown future. It gives us a chance to prepare for the various situations that may occur over time. Planning should take all the time the same direction. At this stage, the manager does not usually communicate with subordinates and do not asking for their opinions. The main purpose of the organization or company is to divide the work between the employees, to divide decision-making competences and layout of communication paths between the different groups. The mission of organization is to define and economically provide the planning of necessary activities to fulfil the goals of the company. Order, way and the discipline of the implemented activities are facilitated by the definition of competences and responsibilities people involved in organized processes (Blažek, 2011).

#### **3.4.2 Organization**

Organization as a part of management represents the process of dividing the overall role of the organization into individual jobs and theirs reconnects to units or departments. Certain powers are delegated to the managers of each unit or department. The goal of organizing is to achieve the highest level of system organization. If worker misinterprets what the manager wants, it causes unnecessary misunderstandings, postponement of work, and again explanation of specific task (Blažek, 2011).

### **3.4.3 Leadership**

Leadership is a very complex and highly discussed topic. It expresses a relationship between manager and his subordinates. In other words, leadership means attitude of managers to their subordinates. It strongly depends on the personality of the leader and his attitude towards leadership. The style of leadership can also be influenced by the subordinate's side in his response to manager. It is believed that every managerial style is suitable for different situations. In order to properly manage organization, the manager is obliged to clearly communicate with his subordinates. They do not have to respect each other as "friends," but they have to understand or respect in communication. This is very important issue but not everybody realize it. People are trying to set certain rules in the management process for workers, which would also be applicable to the manager, who manages the business but also to the employee who is managed. People's leadership includes elements of several disciplines, such as psychological, sociological, legal, economic, and pedagogical. For this reason, efficiency and applicability are influenced not only by the personality, characteristics of the manager but also by objective factors, for example type of company, organizational structure or management mode. Each of these factors may influence staffing in the transport sector by varying degrees of weight. However, leadership should not be a pressure factor that the manager uses, it should properly direct the workers to fulfil their goals with the use of the potential they have (Bartošová, 2011).

### **3.4.4 Control**

Control is the fourth managerial function. The main purpose of this function is finding if planning activities are done without significant deviations. Moreover, this function helps to evaluate or measure the quantity or quality of the partial or final results activities. In the case of unexpected mistakes or deviations from reality and the planned state, we need implement appropriate measures to remove these deviations. Simply said, control compares the goals with the result. Control processes have a supervisory function over current activity, comparison of actual results with planned, to correct the deviations and to influence future decisions. However, there is possibility for arising two problems in the controlling process. The first one is that control is running at a very low level and the second one controlling is too detailed. The role of a manager is a major human factor in the

organization's functioning. It depends on the people, who are managed but also on those who are managing. Therefore, it should be leadership work and its implementation in constant compliance. At present, things are changing very quickly, so managers must be ready to change quickly and efficiently, and that is without the management of the basic managerial functions is difficult to manage (Blažek, 2011).

### **3.5 Managers**

First of all, the manager must have personality. It is one of the most important factors on which the success of the manager depends. It is the basic component that is needed during the successful career of the manager. Personality does not mean that the manager must look good, of course it is not enough for performing, such as function. Appearance in reality does not determine the personality of the manager, but his success is nearly linked with smooth cooperation with colleagues and subordinate workers. The personality of the manager is the embodiment of these characteristics: self-confidence, consistency of the mind, the ability to influence others, the clarity of the speech, must not be prone to anger, quick grasp, positive attitude towards things, persistent, matte ethics, good behaviour, strong voice, things with a cool head (Reh, 2018).

The manager does not communicate with employees just to announce information to them, but primarily to keep their employees in touch and influence them but in a good way. Not against their will, not with a variety of manipulations, but because manager is able to gain them. And that is the real art of communication. The manager must keep interviews, effectively engaging speech and non-verbal communication channels, the manager encouraging others to communicate. Manager is able to report messages correctly from others. Additionally, right manager is able to communicate in right way, which means not manipulate others (Reh, 2018).

Every company, which wants to be successful, needs to have an experienced manager, who is able to control and organize the company. There are many definitions using for explanation of the managers. Who is the manager? Manager can be defined as an individual, who is accountable for coordinating and motivating of employees. General definition of manager is leaders do right things and managers do things right. According to their position, the managers are divided into line, middle and top managers.

The main responsibilities of every manager are:

- To define goals - overall goal is to achieve performance, success, prosperity,
- To make right decisions,
- To manage whole organizational unit,
- To have responsibility for achieved results - they are not just responsible for their own results but for all employees,
- To work in organizations – the organization is able to fulfil the planned objectives,
- To cope with unexpected situations because managers work also with incomplete information,
- To have good organizational skills,
- To be able to work with people, in teams (Kadlečíková, 2019).

The success of the organization depends on abilities of manager. For successful company is important to have an effective manager who is able to make right decisions, set and achieve goals, organize environment in which organization takes place. Today, excellent result of company depends primarily on the right behaviour and decision-making of key player's managers. Nevertheless, they will not find any guided instructions on how to drive company effectively. This is because the environment, in which they operate, offers a variety of changes and combinations problem solving and decision making. Yet, there are tools to make it possible to predict for which we need the assumptions, for instance knowledge, experience and skills to be a successful manager (Bartošová and Bartoš, 2011).

There is one similar tool, which is so-called competency model, or a summary of desirable formulas behaviour in certain situations. It is described as a combination of knowledge, skills and other characteristics of the manager's personality that are needed to be effective for fulfilling the organization's tasks. It is related to the individual managerial position, specific organizations and specific subject matter of the organization. It cannot be defined exactly the properties or one psychological type of successful manager.

It turns out that among the successful managers we can find a number of different personalities with different ones characteristics. However, models of managerial

competencies differ from competencies of other groups of workers. The condition of the managers' work success is a combination of three levels of competence:

1. Conceptual -analytical,
2. Interpersonal – social and ethical,
3. Technical - professional.

An integral part of managerial competencies at all levels control is emotional intelligence (Bartošová and Bartoš, 2011).

### **3.5.1 Manager's style**

Manager's styles are usual ways, in which managers behave in relation to the group they lead and to their individual members. Under the term manager's style in management, we understand that manager is supposed to have specific behaviour and he is able to fulfil his managerial tasks. Conducting an individual style of leadership does not exclude any deviations from normal behaviour - whether intentional or unintentional (Bartošová and Bartoš, 2011). In addition, it is very important to choose right managerial style because the wrong style can cause several problems, such as demotivation of employees, leaving of employees or performance of weak results.

#### **3.5.1.1 The authoritative style**

Many authors recognize three types of managerial styles. There is the authoritative style, in which the employees of the specific company are not part of the decision-making process. Employees are expected to obey the instructions without questioning them. The manager has the role of decision-making and control, which is considered as the biggest advantage because decisions are made fast and only preferences of one person are taking into consideration. On the other hand, the manager has the task to follow specific instructions. Decisions are not removed but there is no right to co-decide on decisions. The relationship between the manager and subordinate is distanced. We can claim that there is almost no relationship between employer and his employees (Brenner and Brenner, 2008).

### **3.5.1.2 Participative style**

The main idea of the participative style is that employees of the firm are engaged in decision making process by actively participating in activities, such as determining objectives, making proposal and setting the working schedule. This co-operation is usually since the leader presents the problem, gathers proposal from his subordinates for solution, and then he makes final decision (Brenner and Brenner, 2008).

Moreover, the key feature of this approach is open and clear communication between manager and employees, which sustains mutual respect and cooperation. To accomplish this relationship, managers are supposed to share information about business operations and growth allowing employees to be involved in achieving results (Themedy, 2012).

### **3.5.1.3 Cooperative Leadership**

It is one of the most popular managerial styles because the main objective of this style is assigning tasks to employees and then provides feedback for them. There are also other advantages of using this style, such as delegation of responsibility and more space for negation. The leader acts as a coach who likes and supports his colleagues and he has no special privileges. In this management style, manager is more leader coach than superior to his subordinates because he strives to provides advice and supports his colleagues (Jakhar, 2017).

## **3.5.2 Roles of managers**

Managerial role is a specific category of behaviour of the manager. In respect with the manager's position in the organization's hierarchical organization, the manager is expected to behave in right way. Mintzberg, who is one of the most important actors in the management, defined ten managerial roles that each manager performs on the base of own experience (Kadlečíková, 2013).

### **3.5.2.1 Interpersonal role**

In this role, the manager conducts coordinates and controls the activity of the subordinates, and tries to transfer information between the organization and external entities. The manager is the representative of the organization, which means he represents

organization externally, particularly with the external stakeholders, customers, suppliers, authorities, regional administration, etc. (Kadlečíková, 2013).

In addition, interpersonal role involves relationship between employer and employees. There are three roles within these categories, namely figurehead, leader and liason. Firstly, figureheads mean that managers are obliged to represent their organization. Secondly, manager as a leader should command their employees, and last category deals with maintenance of external relationship (Pugh and Hickson, 2007).

### **3.5.2.2 Information roles**

Information roles are based on the information flow, in which the manager obtains stores and processes information. Moreover, according to Mintzberg, manager in this role acts as an observer, broadcaster and spokesperson. In observer role, manager receives information from external and internal events and transmits it to other. Manager as a broadcaster transmits received information, which has both factual and value character. Lastly, managers as spokesperson announce this information in public (Pugh and Hickson, 2007).

### **3.5.2.3 Decisional roles**

In the decision-making roles, managers make decisions about strategic and tactical goals, operational issues, and changes, make choices of solutions for problem-solving by specific criteria and are looking for the most appropriate solution. This is because the environment, in which managers are operating, offers a wealth of ever-changing variants and combinations. In decisional roles, we recognized these roles: business manager, crisis manager, resource allocator and negotiator. Research work in different types of organization supports the idea that managers, regardless of the type of organization or its hierarchical level, hold and perform similar roles. Mintzberg has verified that these roles are complementary and intertwine in all managerial positions (Bartošová and Bartoš, 2011).

## **3.6 New Trends in Management**

In the 21<sup>st</sup> century, the old world of formulas for strategy, leadership no longer works. Total weaknesses in finance have been exposed by the financial crunch. It exposed to the deeper crisis, called a crisis of management. Producing power has been challenged by consumers and shareholders are losing out to managers. The old arrangement is giving way to a new world disorder. For someone, it means a great risk, for others, it means a great opportunity. Modern management is slowly at the end. There is no more advantage to be reached from doing the same as everyone else does. Companies can run harder and harder to improve their operations, but if other companies are improving at the same level, they will find out that they still stay relative to the competition. If the companies are making the same analysis and penetrate to the same markets, they are close to fail. That is why companies are moving from command and control to cooperation and commitment, they manage the changes from deficit to surplus of information, communication and knowledge and consumers are globalizing and fragmenting at the same time. To change technologies is a small part to improve management, but to change the way the people think is the big part of it. Some companies and managers understand and simply see the changes as a risk (Owen, 2009).

### **3.6.1 Motivation**

There are several opinions and attitudes in defining the term of motivation, where some of them are similar and some of them are different. During the last years, scientists focused on motivation more deeply, gradually creating a wide but still open basic knowledge.

Niermeyer, R. and Seyffert, M. (2005) state: "Motivation is not talent, and it is not a human property. It is neither a magic word nor an incomprehensible phenomenon. We will show that both determination and achievement of goals are dependent on various factors, affecting our motivation and the likelihood of success. "

Definition of motivation is also formulated by Majtán (2003) in his literature, and he states that motivation forms an essential part of the theory and practice of management and psychological science. It presents the basic premise of successful and effective people's performance in the work process. It examines in two parts, in a subjective part and in an objective part.



According to Eggerta (2005), people are very complicated and therefore there is not a universal way how to motivate them. However, there are many theories and methods written. Each of them it can be useful for a certain situation and for a particular person. Basic rule by the author is: "If one method does not work, try another. Every man can motivate, only the right key needs to be found. "Each organization considers one of its tasks to find the most effective options, ways and means of fulfilling motivational incentives (Eggerta, 2005).

In this chapter, we devote more attention to the description of the various means of stimulating employee motivation that can be used by the organization and the explanation of its action to motivate employees.

### **3.6.1.1 Relation of worker care and working environment**

According to Koubek (2007) the working environment is a sum of all material working conditions (machinery and equipment, personal protective equipment, work equipment, workplace equipment, raw materials) that together with other conditions (technology, organization of work, social conditions) create factors - physical, chemical, biological, social, psychological and other - affecting worker during working process. In addition, it was discovered that flexible working time when a worker within certain rules decide when to do the job, or distance work when a worker works in his apartment and is with an organization coupled with modern communication technology, brings more satisfaction with the job, saving the overhead of the organization and higher motivational workers (Koubek, 2007).

### **3.6.1.2 Relationship between corporate culture and motivation of employees**

Kachaňáková (2007) defines corporate culture as a system of assumptions, ideas, values, and standards that have been adopted and developed in the enterprise and they have a great influence on the conduct, organization and performance of employees. On the other hand, it is manifested as a form of social contact for employees in social customs, clothing, material equipment, and so on.

The author claims that the corporate culture is significant means of motivation. Enterprises with a strong corporate culture have an advantageous position when they are

hiring employees. Management does not need to know the opinions of its employees and can thus underestimate the dependence between employee satisfaction and overall market success. Motivated and loyal employees are the basis of good society. Many companies are doing research of the satisfaction of employees in order to find out the extent and the satisfaction factors and employee loyalty. They try to identify problem areas and to propose steps to eliminate or improve identified problems (Kachaňáková, 2007).

According to research, all measures must be taken, including changes motivation programs, prepare with knowledge of the current state and after take action again to get feedback. Following methods are included:

- Standardized interview,
- Written standardized poll,
- Participating observation,
- Analysed the effectiveness of stimulating agents (Kachaňáková, 2007).

### **3.6.1.3 Relation between motivation and remuneration management**

Armstrong (2007) points out that a remuneration management approach is a perfect tool how to motivate employees in company. It is mainly focused on importance of perceiving all aspects of remuneration as a logical part linked to other personal activities created to motivate, devote, engage and develop workers.

The total remuneration for work can take various forms. Armstrong states that according to Manus and Graham (2003), the total remuneration is the sum of all types of remuneration, which are indirect, direct, internal and external.

The total reward connects the impact of the two main categories of rewards:

1. Transaction remuneration - tangible rewards from the transaction between the employer and the workers, they concern only cash benefits and employee benefits,
2. Intangible Rewards – are those rewards which concern for education and the development of experience, experience of work (Armstrong, 2007).

### **3.6.1.4 Employee benefits as an additional element**

According to Koubek (2007) employee benefits known as in-kind benefits also include forms of rewards that the organization provides to workers only for working for it and not being tied to performance. Sometimes when benefits are provided, they take into account their position and position of the worker in the organization, the time of employment and the merits of the organization. They can be divided in different ways, for example one of the divisions is into three basic groups:

1. Benefits of a social nature included pensions, life insurance, loans, crèches, and kindergartens.
2. Benefits related to work, such as catering, profitable products and discounts, education paid by the organization.
3. Benefits concerned to the status in the organization, for example service cars, reimbursement of the telephone or accommodation and other costs of representing the organization (Koubek, 2007).

According to Armstrong (2007) the employee benefits of the remuneration component are also provided for various forms of monetary reward. They also include items that are not direct rewards, such as vacation leave. Their goal is, among other things, to meet the personal needs of workers and to increase their commitment. The author claims that their goal is not to motivate employees, as these benefits rarely directly affect work performance. The author distinguishes the following categories:

- Pension systems,
- Personal security (insurance system),
- Financial help,
- Personal needs, for example holidays, counselling, sports and recreation,
- Business cars and fuel,
- Other benefits, such as subsidized phones or meals, various surcharges,
- Intangible benefits in terms of activities that contribute to quality of work or make the organization an attractive place to work (Armstrong, 2007).

According to Viseu and Malseed (2007), Google has decided to motivate its employees by treating them as family members. Employees could use many services directly in the work complex (hairdresser, dentist, GP, kindergarten, sports equipment with a personal trainer, beach volleyball, table hockey, rocking nets, etc.). Employees had allowed pets,

even a regular bus line with internet connection and food delivery was set up. All this should make work more pleasant to keep people busy and maintain a playful and creative atmosphere (Viseu and Malseed, 2007).

### **3.6.1.5 Motivation and working relationship**

Koubek (2007) emphasizes the importance of working relationships, given that their quality creates a framework that significantly influences the achievement of organizational goals as well as the employment and life goals of individual employees. He states that correct, harmonious, satisfactory working relations create a productive atmosphere that has a positive impact on individual, collective and organizational performance.

According to Forsyth (2009) team work is increasingly important, communication between team members and everything related to it. The following tools can also be used to stimulate or create communication between individual working groups.

- Special occasions for celebrations, for example, Christmas,
- Clubs, health clubs and similar facilities,
- Kitchens or snacks,
- Vitality courses or other consultant groups,
- Newsletters and job newsletters and magazines (Forsyth, 2009).

According to Styblo (2008) a good manager supports the motivational atmosphere in the team that leads, with two approaches. The first is focused on the formation and development of group forms in the collective, and the second is to support positive relationships within the team. There should be a desire for formal relations to be both emphatically based and, above all, positive. The author asserts that motivation to work supports as a whole. If a group is firm, stacked, it has all the prerequisites to motivate itself.

### **3.6.2 Corporate Social Responsibility**

Corporate Social Responsibility is considered as a significant factor, which influences not just companies but also potential customers. For some people is more important corporate social responsibility of chosen company than the quality of their product, while they are in the process of decision where they buy their products. For example, we can define corporate social responsibility, simply said CSR, as an approach, trend or way for corporation, companies, and organizations to take responsibility for the social and environmental impacts of their entrepreneur's activities or operations (Caramela, 2018).

A corporate social responsible company is not only aimed at maximizing profits but its objectives are based on the needs of the internal and external environment and include the social and environmental aspects of its business. The objectives of such an organization shift from short-term to longer-term goals that contribute to the long-term profitability and sustainable development of the entire society. It is therefore a shift from focusing on gaining profits to the so-called three "P": people, profit, planets. In this case, the business is based on the application of the "triple-bottom-line" concept, which takes into account the economic growth as well as the environmental and social responsibility of the company (Greško, 2009).

There are many various definitions for this term, but all definitions have common the purpose of the CRS which is changes towards sustainability. In addition, CRS is a very large issue which include many different topics, such as environment, society, safety, human rights, working condition for employees and contribution to economic development (Caramela, 2018).

In addition, one of the main reasons for the creation of the CSR concept was the growing power of large corporations during the second half of the twentieth century. This power except of prosperity has also brought with it the negative effects from which mostly suffer people and nature. The definitions of the CSR have changed considerably during the same period under the influence of the development of social sciences, non-governmental and governmental organizations and efforts to bring the CSR concept into practice. There are also many other related concepts, such as business ethics, corporate governance, corporate social performance, or corporate social investment (Greško, 2009).

In today's world, values of the companies are different than it was in the past. It is widely known that for all firms were important revenues. However, their values changed. Almost all companies strive to take more responsibility for the planet and the consumers in terms of solving global problems, such as rising global warming, plastic pollution, waste within company, emission and other issues (Phillips, 2018).

Furthermore, companies are aware that for their customers, social responsibility is important issue. This is the main reason why companies focus on utilization of CSR in practice. There are 4 main categories of CSR:

1. Environmental responsibility: One of the basic responsibilities is considered environmental because it does not matter how big a firm is, every company produce a large carbon footprint, which needs to be reduced. In addition, recycling, the use of organic products, compliance with ISO 14000 and EMAS standards, the protection of natural resources, the use of alternative energy sources, are the most important environmental issues.
2. Philanthropic responsibility: The second possibility how companies can practice CSR is through donation or charity. They do not need to donate only financial resources but also products and this is a way how they can increase their reputation and also make a good deed for society.
3. Economic responsibility: This responsibility facilitates long term growth of the companies. The best example is using recycled products for production new products. Additionally, in economic field is expected from the company transparent business and creation positive relationships with investors, customers and business partners. They are observing the impact of economy on local, national and global level, for example through development employment or the fight against corruption.
4. Ethical business practices: Briefly, the main focus of the ethic of every company is to provide fair labour conditions for employees (Caramela, 2018).

### **3.6.2.1 Advantages of Corporate Social Responsibility**

The CSR represents a number of opportunities that many organizations have already identified and understand that CSR can contribute to better organization results.

Benefits to the CSR companies:

- allows companies to manage risks → It is considered to be a responsible approach to human resource management, product quality control, and environmental standards which can protect business from costly litigation and consequent corporate brand damage,
- helps raise profits because consumers have tendency to purchase from responsible companies,
- helps reduce costs because of pressure for resource efficiency,
- increases the company's long-term potential in terms of goodwill, motivation of employees to work in the organization, the appeal of local people and self-government,
- supports innovation which stimulates innovative thinking and management practices,
- helps companies to maintain their legitimacy,
- helps build confidence and branding company → thanks to the CRS, the company builds a good name,
- better management of human resources → it is provided access to remuneration, reconciliation of work and private time, career access, training and education, anti-discrimination policy,
- Increases investment attractiveness because investment funds prefer to take advantage of financial, economic, social, environmental and ethical factors because the CRS criteria for them mean security and the security of the firm's unsustainability (Inštitút zamestnanosti, n.d.).

The most common question connected with benefits of CSR is the overall economic advantage of the CSR for the organization. It is known CSR activities beyond the scope of the law are necessarily linked to the extra costs. So is the CSR compatible with the strategy to maximize the profit of the organization? The answer to this question particularly depends on the situation in which the organization is. Important indicators for evaluation of this position are financial indicators, market, industry and competition. Of course, critical responses emerged with the development of CSR. Milton Friedman, who is one of the most important economists of the 20<sup>th</sup> century and a winner of the Noble Prize, is considered to be the main critic of this whole concept.

Friedman (2007) regarded social responsibility as a threat to market capitalism and a primary disruptive doctrine in a free society. In addition, he argued that social responsibility can only be given to individuals and not to entire organizations, as the management of the organization is primarily responsible for its owners.

To sum up, social responsibility includes effective and responsible access to the components of investment made for the company, employee relations, creativity and job sustainability, and environmental concern.

### **3.6.3 Some types of Managerial Tools**

#### **3.6.3.1 Benchmarking**

Benchmarking is a process that compares performance levels of specific activities between particular organizational units in order to gain new insights and find out what the possibilities are for improvement. It's more about collecting and confronting internal data. In addition, benchmarking is the method of finding new ideas for improving processes and results. This system approach is a useful and effective tool for continuous improvement organization's performance, and is based on the proven rule "learn from the best". The main goal of this mutual comparison is, as with self-evaluation, the acquisition of information for processes to continually improve organization performance. That does not mean following only the best practices in the external environment but also within the organization. Practical importance of benchmarking:

- Gets relevant information about the organization's performance level.
- It allows company to get incentives to improve it, to generate new ideas.
- Eliminates inefficient activities (processes).
- Motivates its own employees to improve.
- The method allows company to better respond to customer requests.

In order to achieve the expected benefits, the organization must have a benchmarking, precisely documented the processes that they seek to improve, and its staff must fully understand both our own processes (responsibility) and the mechanisms of certain creation needs, wishes and requirements of its customers. Benchmarking has been an increasingly popular method of helping over the last decade's organization to find out its position towards the best organizations in the industry. The aim is to draw attention to the fact, what



it lags behind and in what it needs to change in comparison to selected patterns (Bartošová and Bartoš, 2011). We recognized internal and external benchmarking.

#### **3.6.3.1.1 Internal benchmarking**

The organization makes comparisons between individual organizational units with identical or similar processes. Internal comparisons allow companies to get all the necessary information, determining the most efficient processes in the organization. One of the most important goals is to find inspirational approaches, tools and solutions with the aim of generalizing them. However, internal benchmarking does not protect against "business blindness "is determined by the management level of the entire organization (Bartošová and Bartoš, 2011).

#### **3.6.3.1.2 External benchmarking**

One of the primary tasks of the external benchmarking is to find inspirational approaches, tools and solutions for external subjects. The most importantly but the most problematic phase of the comparison process is data collection and analysis. These are questions how to obtain, protect, process and use of necessary information. The main point of comparison should be information which provides mutual instruction. However, all common information should be shared, open, and unambiguous, with an emphasis on respect for copyright, patents, brands.

Benchmarking as part of organizational culture should include:

1. The organization's strategy and goals are obliged to include information on which types of best practices might be most valuable for others in the organization.
2. Organizations must identify best practices.
3. As soon as top practice is identified, all employees have to know about it.
4. The organization must establish a system (a formalized mechanism) for communication of best practice.
5. The system of remuneration and evaluation of best practices must become part of the organizational culture.
6. Recommendation to create an organizational culture that will permanently strengthen the "learn from everyone" approach and support the transfer of information (Bartošová and Bartoš, 2011)

### **3.6.3.2 Benchlearning**

Benchlearning's main goal is to find better ways to implement activities to increase overall organization performance. In Benchlearning, unlike Benchmarking, there is no need to look for comparable organizations and use direct comparison indicators. Larger emphasis is placed on the process of "learning from others", not on comparisons. Benchlearning's goal is to learn from the strengths of other organizations, learn from what they do well, seek inspiration, learn from mistakes, and avoid them. It is an active and constant process, unlike benchmarking: facts and measurement.

Benchlearn's Practices:

1. Planning (what, how, when, with whom)
2. Collecting information, measuring and comparing interesting practices, strengths and results
3. Analysis of areas for learning
4. Adaptation - application of good practice in the organization
5. Evaluation of progress and improvement (Bartošová and Bartoš, 2011).

### **3.6.3.3 Controlling**

Controlling is a managerial tool that contributes to long-term business performance. It is a set of interconnected control activities that help achieve business goals. This is a result-oriented management concept that coordinates planning, control and information flows. When creating a controlling system, we must include the following headings:

- Purpose and aim of control - why control is essential and useful in a company
- Object of control - what will be checked or controlled
- Subject of control - who will be in charge of control
- Periodic control - how often the control will be done
- Approaches, methods, and control indicators - by what tools the system will be controlled (Fotr et al., 2012).

### **3.6.3.4 Outsourcing**

By outsourcing, we understand external task of certain function, and perhaps the entire process of a third party. Outsourcing has many benefits, such as cost reduction, because it has better savings in the range, or if this work is done abroad, labour costs are

reduced. The majority of business, especially manufactured companies uses external professional services. Finding right provider is considered to be one of the difficult tasks for company. When they are in the process of decision, they take into consideration following criteria: knowledge of the provider, his experience with similar projects, his reputation, references, competence and location of the provider (Russell-Walling, 2012).

### **3.6.3.5 Teambuilding**

As a tool for effective collaboration, we use teambuilding to build a team. It's a highly intellectually demanding managerial activity. The main objective is to improve working relationships. Initially, it focused on developing cooperation, managing difficult situations, working effectively and communicating with the team. The goal was to increase the efficiency of the team as a whole. Nowadays, the term of teambuilding is associated with any team activity, from birthday celebrations, outdoor classes to team assessment (Rezáč, 2009).

### **3.6.3.6 Reengineering**

The essence of this management tool is to fundamentally review and radically rebuild business processes to achieve dramatic improvements in critical performance, cost, quality, service and speed. The main centre of change is the transformation of three Cs, which are customers, competition and change. In this process, firstly company has to start looking for new approaches and purposes of the entire business, also called rethinking. The second step is to fundamentally review the business management model which is called redefinition. In final step, it is necessary to redesign the key and auxiliary business processes calling redesign (Paška et. al, 2014).

## **4 Practical Part**

### **4.1 Overview of the DHL Supply Chain**

The DHL Supply Chain, part of the DPDHL Group, with a turnover of 56.6 billion euros, is a leading provider of contractual logistics services. They have integrated, tailor-made logistics solutions combine management services and value-added services with traditional performance and distribution to ensure efficiency, improve quality and create a competitive edge. Moreover, DHL Supply Chain offers specialized and proven expertise in the automotive, consumer goods, chemical, energy, engineering, manufacturing, health and pharmaceutical, retail and technology sectors. DHL Supply Chain operates in 55 countries around the world. In the Czech Republic, there are 4 subsidiaries. However, in this diploma thesis, we are focused on subsidiary which is in Řižany, Jazlovice near Praha. It is a big warehouse, where are operating three halls. In each of them, there are oriented on different products from various clients, such as Mattel, Jockey or Lindex (Logistics DHL, 2018).

### **4.2 Characteristics of Practical Part**

In the following part of the diploma thesis the main aim is on the results obtained from the survey in selected company DHL Supply Chain, which is in Jazlovice. To begin with, it is good to mention that a survey was chosen for employees and structured interview was made with their managers with the same kind of questions which were just formulated differently.

The survey was attended by 50 employees out of a total of 80 and 3 managers who answered all our questions related to management. The questioner consists of 16 questions, covers following issues:

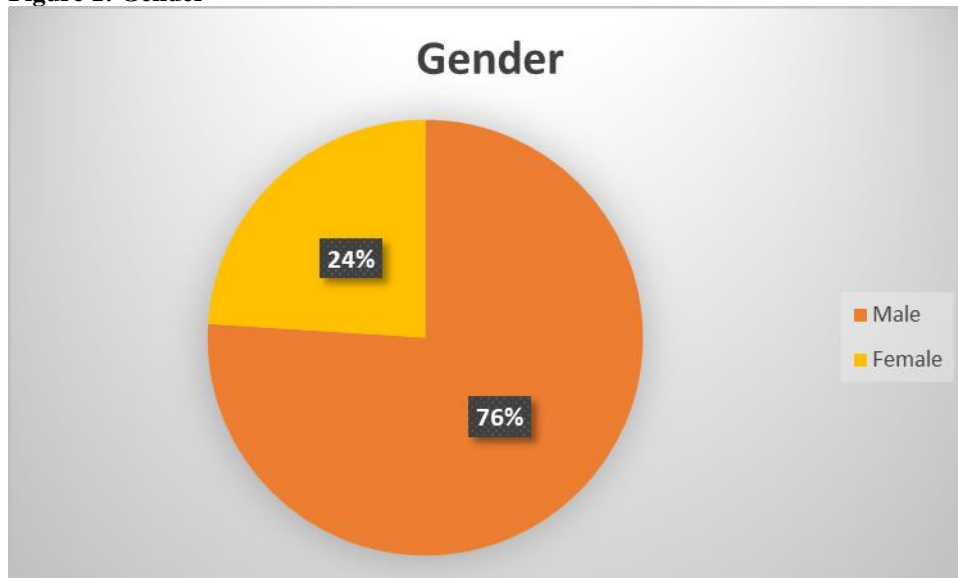
- Managerial skills necessary for job performance in company and leadership styles used by managers.
- Whether or not motivation is important in the workplace and what motivates employees working for DHL Supply Chain.
- Finding out an attitude towards team work, conflict resolution, teambuilding's
- What the company makes for development of its employees, what events organized by the company are preferred.

- Whether or not DHL Supply Chain acts environment-friendly and adapts CSR. What do managers see as main benefit of applying CSR.
- If DHL Supply applies quality management and if so, what certificates the company has received and what are the benefits of applying the quality management.

The questionnaire can be seen in Appendix 1. The survey was conducted from 14.01 to 28.02. 2019. Based on the manager's responses and responses of employees, their answers were compared and management practices and trends were found out, which are implemented in this company. The interview can be seen in Appendix 2 and was conducted on 20.02 at the areal of warehouse with these managers: Operational Manager, Shift Manager and Manager of administration. Regarding to interview, it is important to mention that it was group interview, where all managers were attended, and they together replied on the questions. Additionally, both interview and questionnaire were conducted in Czech language after that they were translated in English. Managers were willing to answer on all questions, although they did not want to state their personal information.

### Characteristics of Sample

Figure 1: Gender

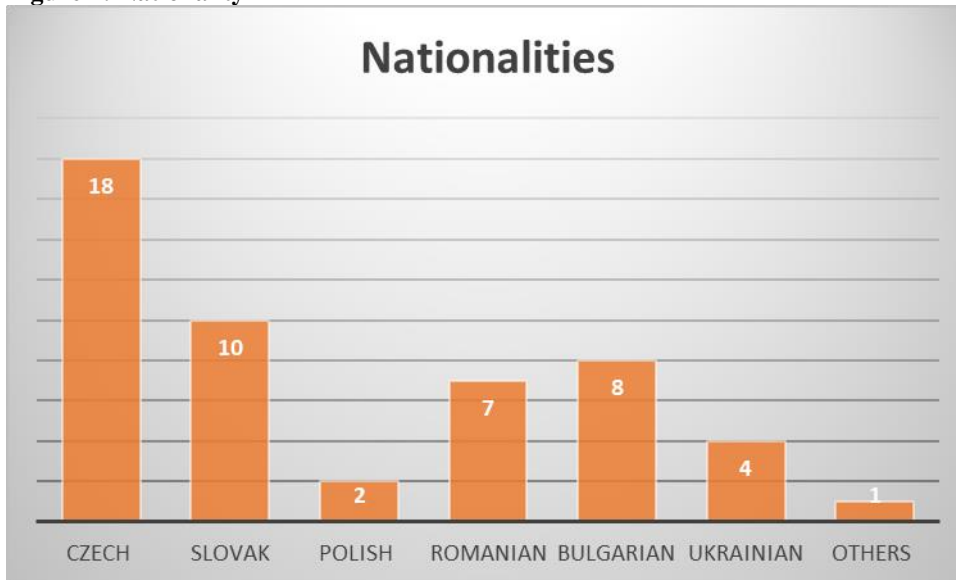


Source: Own research

The sample of employees who work in DHL Supply Chain consists of 76% of male which represents 38 men and 24% which represents 12 women. It is widely known that

working in warehouses requires higher energy output than in other jobs, assuming that this is reason why more men than women work in the warehouse.

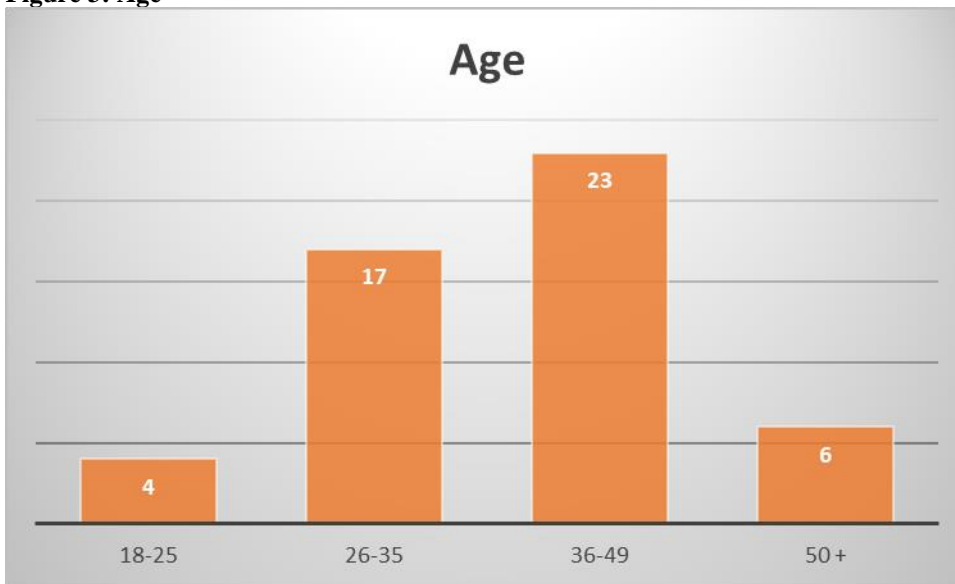
**Figure 2: Nationality**



Source: Own research

From Graph 2, it is seen that majority of respondents are from Czech Republic but there are many employees from other European countries, such as Slovakia, Bulgaria, Romania, Ukraina, Poland and 1 respondent was from Serbia. According to this Graph, it is believed that in chosen company prevails multiculturalism.

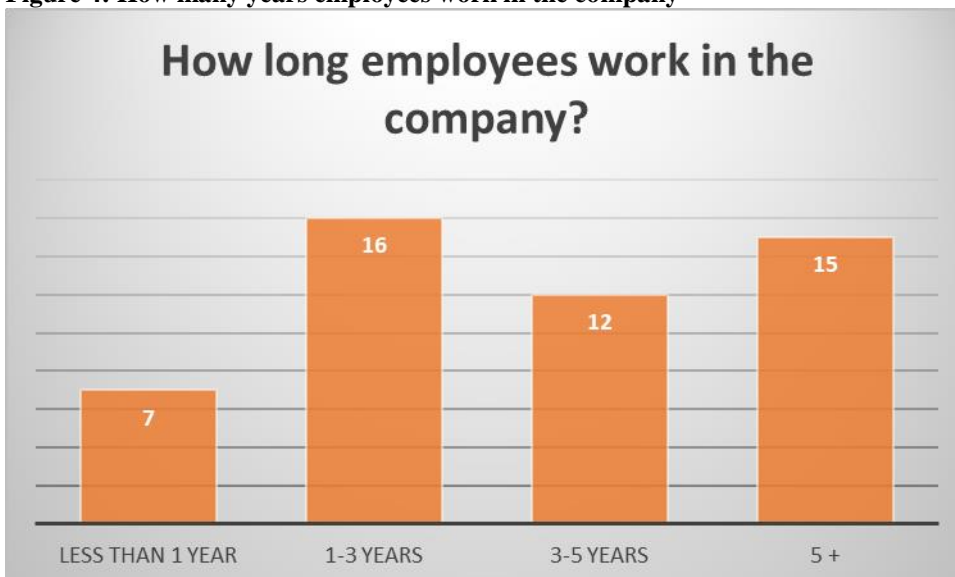
**Figure 3: Age**



Source: Own research

In the Graph above, it is showed that majority of respondents are in the age from 36-49, however DHL supply Chain employees also young people in the age of 18-25. As it is pointed out 6 employees are in the age range more than 50 assuming that they are stable employees.

**Figure 4: How many years employees work in the company**



Source: Own Search

According to Graph 4, it is displayed that majority of respondents work in the company more than 1 year. It is shown that approximately 27 workers are employed in the company for more than 3 years assuming that they are satisfied with their employment.

### **4.3 Manager's skills needed for performance:**

#### **From Manager's point of view:**

In Supply Chain DHL, there is a plenty of managers at various level, there are managers from operational managers, shift managers and team leaders. Which skills play important role in the performance of manager's job? According to research, managers spent majority of their workday communicating with other members of the workplace. Respondents think that the right managers should communicate with their workers in proper and friendly way. Moreover, respondents think that ability to learn is important skills because they want to gain knowledge about specific processes. They evaluated that every manager should dispose of communication skills because right communication can minimize conflicts in the workplace.

Of course, it is not enough to have just communication skills for being a good manager. Every manager should have also leadership skills because it is unnecessary condition when manager leads a group of people. From interview it was found out that if manager does not have authority then employees do what they want, simply said conduct of good behaviour is missing. Generally, successful manager should be able to delegate tasks between employees and be able to manage the team. It is known that managers must fulfil multiple tasks at once so in these cases organizational skills are vital. Managers think that organizational skills can save time, reduce stress at the workplace and finally, it can ensure that tasks are fulfilled on time. At the end of this question, managers mention that it is also very useful if managers are able to accept feedback and soft criticism because sometimes they do not know that they made mistakes. Additionally, managers should try to build relationship and trust with their employees because then results can be easily achieved.

Furthermore, from the conducted interview, it was discovered what are special or specific skills needed for performance in the warehouse. From professional point of view, warehouse managers should learn how to manage company resources in order to increase efficiency in the workplace. When they started working for DHL, firstly they had to observe internal and external factors, which influenced their decision making. It was stated



that they had to learn how to understand process and how to solve problems. Of course, managers who work in the warehouse should have knowledge about specific system, which is used in the company, such as Total Quality Management, Six Sigma and so on. At the end of interview, they noted that in the general the managing of warehouse is difficult, and it requires being professional in several areas at once in order to achieve success.

Surprisingly, regarding to leadership style, which they applied in the company, they explained that they tend to use combining leadership styles because it is prerequisite to achieve the best results. It depends on situation, which leadership style has to be applied. For example, sometimes they implement some features of participative and democratic styles. The managers ask their workers about their opinions, ideas and they try to build consensus with their workers. However, autocratic leadership style it can be definitely excluded because managers claim that this style is not using in the workplace. Additionally, there is no situation where managers made own decision or persuade others to do things, which they want. Although, respondents said they prefer democratic style based on mutual communication, it is important for them to clearly set goals, follow plans, control, and feedback. There is a constant communication between managers and employees, even managers prefer communication to solve everyday problems and tasks with employees. Also, managers like to take a look at the proposals of their staff to jointly set goals and plans. They think that democratic leadership style is also applied in other companies because it is the best way how to improve atmosphere and relationship in the workplace. They think if employees are satisfied with their work than it will easier to achieve set goals. This is one of the reasons, why they strive to apply features from democratic styles. Managers think that it is important to have a good relationship with employees, but it is necessary to have some kind of authority but not in the way of subordinate and superior. They think if managers do not have authority that there will be no discipline and there will be a mess in the workplace.

It was found out that managers are satisfied with the company and they admitted that they do not see any reason why some employees should leave the company because company offers friendly atmosphere where everybody can express their opinions. The management of the company is friendly to its employees and does not feel the sense of subordination or superiority. Employees are adequately rated with the possibility of career growth. The company builds on good workplace relationships and therefore strives for its employees to create the right working conditions.

To conclude, the responses of all managers have shown that they are oriented on a democratic, liberal style of leadership, where the importance of the role is played by personal and employee satisfaction, teamwork, coherence and natural respect, especially in targeting and fulfilling tasks.

### **From employee's point of view:**

From employee's point of view, managers who are working in warehouse should have several skills. Mostly respondents think that these skills are need for manager's performance:

- Communication skills – 100% of respondents think that communication skills are the most important skills for the managers. Some of them mentioned that if managers regularly communicate with their employees, then there are fewer problems in the workplace. It is a way how the managers can build relationship and trust with employees. Lastly, it was stated that it is easier tool how to transfer the most important information.
- Active listener – Secondly, most common answer was that manager should be a good listener because it is important to pay attention what other people are saying, asking questions and do not interrupt the speech. Be precise, 45 out of 50 respondents think that manager should be a good listener.
- Time management – 40 out of 50 respondents think that managers should not forget about managing and controlling time. It was mentioned that it is significant for managers that they should be aware of time and everything should be done on time.
- Problem Solving – The additional often answer was related to ability to solve the problems. 34 respondents think that managers should identify global problems and try to come up with some adequate solution. It was stated that it doesn't matter if occurred problem is professional or personal, but managers should always find solution.
- Active learner – gaining knowledge about new methods, techniques. 30 respondents think that for managers is necessary continuous learning about new techniques, which are useful for improving effectivity. Respondents believe that managers should regularly attend workshops, trainings about new practices in the warehouse,

how to increase effectiveness in the workplace or how to build relationships with workers.

- Team leader – Similarly, it was the same amount of responses as for active listener. It was also mentioned that managers should motivate and to be leader to their workers.

However, according to these results, some respondents think that the managers should have also organizational skills and analytical. According to the results of questionnaire, delegation skills and to be flexible skills are less important than previous skills because nobody chose these options.

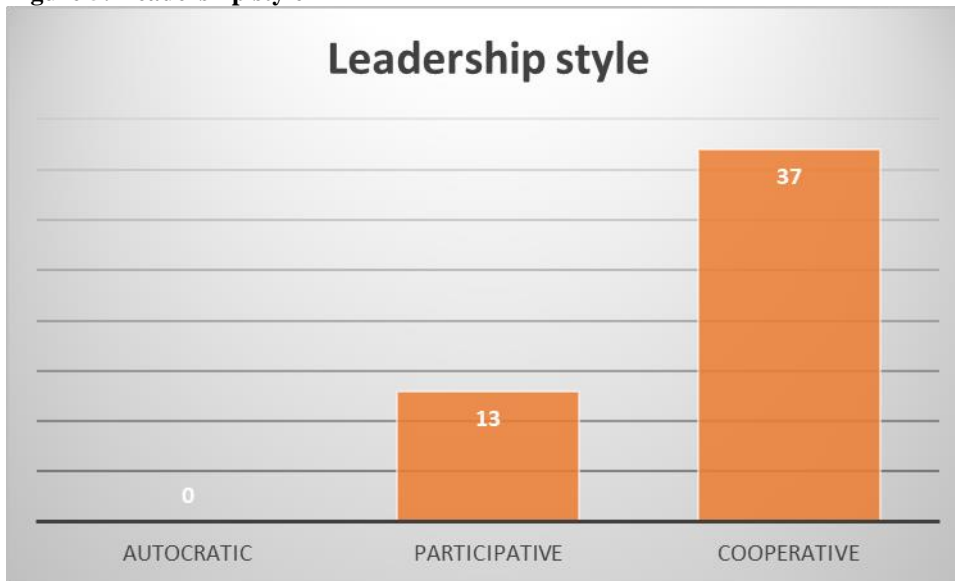
As it is obviously seen in the result, managers should have many skills at once, but it is not always possible. However, employees mentioned that they are satisfied with their managers. The most often answers were communication and listening skills, which are more-less connected to each other. It was stated that managers try to communicate with the employees. Next, employees think that managers should be able to lead team because without it, there will be insufficient employee's moral, delayed projects and so on. Some responses sound like that for manager, who is working in the warehouse is important to delegate, motivate and communicate with workers. However, some respondents stated that delegation skills are missing because there are occurring problems when employees are not aware what they should do.

On the other hand, when they were asked if managers ask them about their opinions, their answer was that it depends on situation. In some cases, the managers asked them about their opinions and in some cases no. However, according to this research, delegation skills and flexible are missing and according to questionnaire analytical skills and organizational skills are not so important than previous skills. To sum up, according to respondents the good managers should be communicative, good listener, precise, active learner, problem solver and good leader of the team.

### **Managerial style**

Related to the managerial style, respondents had possibility to choose from 3 options, which managerial style prevails in the warehouse and there was also space for the more comments. For better clearance, there is a graph which illustrates which style respondents have selected.

**Figure 5: Leadership style**



Source: Own Research

As it is seen from Graph 5, according to employee's point of view, autocratic leadership style is not prevailing in the warehouse. However, most respondents think that cooperative or democratic leadership style is used in the warehouse. Additionally, 13 respondents think that managers mostly used participative style. According to these results it is observed that employees and managers opinion regarding to the question, which managerial style is used in the company, both sides stated participative or cooperative style. As it was explained by the managers, autocratic style can be excluded, and both sides have the same view on this question. Some respondents stated comments, which supported and explained more deeply their responses. For example, managers used to involve workers in decision making process if it is needed of course. Managers mostly act as couches and they do not behave like superiors and try to build a good relationship with the employees.

When the managerial styles were evaluated, it is important to take into consideration communication with employees, motivation, problem solving and their behavior. From the result of questionnaire, it is assumed that employees have a feeling that they are a part of the community, they have a desire to perform better results and they have natural friendly relationship with their managers. On the other hand, from employees' responses, it was found out that individual managers are not so good at listening to their opinions. Overall, the employees are satisfied with their managers because of these responses: manager leads us to teamwork to make plans; and good relationship with

managers. For better performance of the work, employees think that it will be more effective if managers delegate tasks to the workers and listen to their opinions and suggestions.

#### **4.4 Analysis of Motivation**

##### **From managers point of view**

According to conducted interview with the managers, it is claimed that the managers implement a different motivational strategies and tools towards their employees. Of course, some of the motivational incentives are determined by the company's standards and policies regarding to compensation. All managers are satisfied with motivation system in the company and they are sure that their employees have the same opinions. Managers claim that DHL provides for their employees variety of benefits, which can be fully used by employees. DHL Company respects their employees in the form of compensation. Managers think that one of the best benefits, which are provided for their employees is the ability to transport of workers from particular bus stop to the company free of charge. The second big advantage is full-board catering vouchers, particularly fully paid meals at the workplace, without employee's contribution. They are convinced that company makes sure that the wages offered by them are competitive on the market and the company pays attention to other incentives how to motivate their workers. Managers think that the motivation can help to increase effectiveness in the workplace. Moreover, the employees of the company gain various benefits, such as:

- Extra holiday week,
- Three days of sick leave per calendar year (paid by the employer),
- End-of-year bonuses,
- Vouchers for blood donation,
- A pension / life insurance allowance,
- Free soft drinks at the workplace,
- A cultural, sports and health check of CZK 10,000 in the case of a first retirement for more than 10 years at a firm;
- Vitamins for employees (each autumn),
- Partner discount programs (hotels, e-shops),
- Social loans (interest-free loans to employees).

Furthermore, managers strongly believe that employees are sufficiently motivated to perform their job because of all mentioned benefits and moreover, every year the company grants the price Employer of the year. It is an award, which points to excellent professional customer-oriented employees. DHL employs a number of top, efficient, responsible and competent employees whose work is incredibly engaging, and they still bring new opportunities for innovation and strive to perform absolutely professional performance every day. Therefore, it was set up a program that appreciates the excellent performance and outstanding quality of individuals. The aim of this program and awards are:

- To highlight the best practices in work processes,
- To improve the image of the company in the eyes of customers,
- To appreciate the employee's contribution to DHL's success,
- To show the right direction of work organization to other employees.

Each of DHL's employees and managers can nominate their favourites and exceptional employees. Top management meetings are evaluated and all nominations that were later submitted to the Directors-General were approved individual DHL countries. Selected employees of the year are at a ceremony prizes such as the Employee of the Year, a certificate, or cash from top management of DHL. As it is seen, employees are satisfied enough from company, but the main interest was in if managers motivate their employees. Managers admitted that they do not motivate their employees to the better results, in terms of verbally compliments. In fact, they always say thanks at the end of the day but it is related to the whole employees not individually. From time to time, it happens that they express their satisfaction during day. Although, they realized that this type of motivation they would like to change in near future.

To conclude, based on deeply analysis, it was discovered that DHL was using incentives on a large scale. Thus, the company pays a great attention on satisfaction of employees in their work.

### From employee's perspective

Firstly, from questionnaire it was discovered if motivation can increase effectiveness in the workplace. From the Graph 6 below, it is showed that all respondents consider motivation as a tool that ensures higher work effectiveness.

**Figure 6: Motivation**



Source: Own Research

It is known that the ability to motivate is important among the aspects of employee work outcomes while performing their work. If employees in this case managers work directly with their customers, positive motivation is an important factor in customer satisfaction.

Secondly, it was revealed what the biggest stimulus for motivation is. Graph 7 shows the most common responses. For better understanding, respondents could choose more options and there were also space for adding comments.

**Figure 7: What are motivation incentives for employees**



Source: Own Research

The most common answer for almost all respondents was the financial reward for the fulfilling the goals. Most often, employees are motivated by increased salary in the form of remuneration, or by an increase salary when they work overtime. As a further form of motivation, employees included non-financial motivation in the form of small presents, reimbursement of various educational courses, sporting activities, or the provision of vouchers for some social event. However, they were asked if they are satisfied with the current system of motivation, majority of responses were positive, but one type of motivation is missing. Employees would like to learn or improve English language because in some cases they need to use it, but the company offers just courses which are during working hours. They cannot enroll these courses because they cannot afford to miss two working hours every working day. When they suggested other solution, for example evening courses, management refused it. Moreover, majority of respondents replied that they are not sufficiently motivated by their managers. It happens many times that managers did not appreciate work which they did. Sometimes, it is enough that managers express verbally their satisfaction.



## 4.5 Teamwork

### From managers perspective

At the beginning, managers were asked the questions what does the word teamwork mean. Their answer was simple. First of all, when they work in a team, they must learn to listen to others. They must learn to respect each other, because everyone has their own truth in a sense. Be willing to accept and provide a feedback. Secondly, it was observing what practices they used for building teamwork. They stated that good teamwork is a tricky balance of several factors. It is important to establish trust with employees to support shared goals. They think that for teamwork is necessary that individual members of the team need to understand themselves, which means to be aware of strengths and weaknesses to be effective in the workplace. It is not enough to be aware of own positive and negative sides, but it is important to understand other members of the team to avoid conflicts and to achieve shared goals. From manager's position, it is essential to divide roles between workers and to set own rules relate to how communicate, how to handle obstacles and so on. Moreover, when the feedback is provided it can increase individual's growth and development. Overall, they think that they work in teams because of communication and delegation of work. They are aware when teamwork works, then results are achieved in quicker way. From manager's side, they require to work in teams because of better working atmosphere and building relationships.

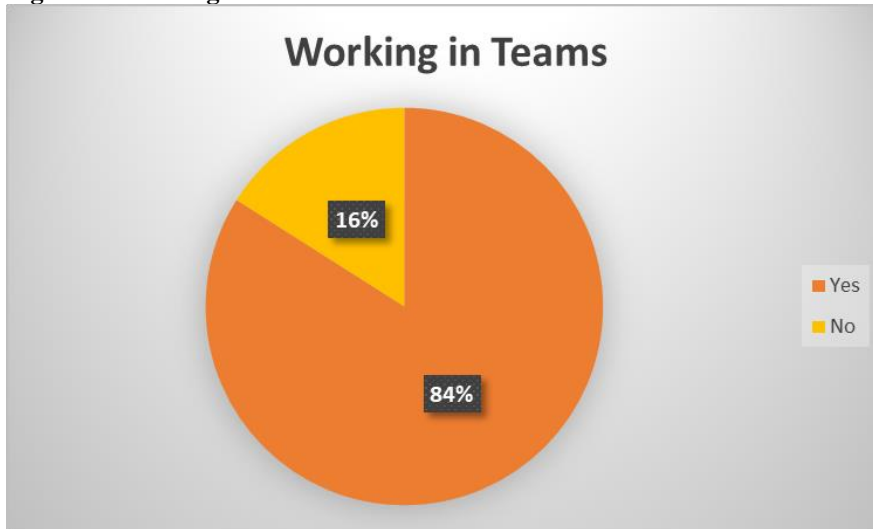
However, they admitted that there are some situations, when they are working under stress, they and their employees do not collaborate. They consider that the main reasons why their teams do not cooperate are:

- Employees do not understand the meaning of collaboration.
- Employees do not want to give up their control and power.
- Employees are not aware that they do not work together.
- Employees do not know how to work together.

These are just manager's assumptions why the employees in some situation do not work together. At the end of interview, they stated that it is difficult to work in the team all time because sometimes there are a lot of things to do and they do not have time for considering what they are doing wrong or where is the problem.

## From employee's perspective

Figure 8: Working in Teams



Source: Own research

As a Graph 8 shows, 84% of respondents are persuaded that during the working hours they work in teams. Only 16% of respondents, which represents 8 workers, stated that they do not work in teams. According to this research, employees have a positive attitude towards working in teams. Some respondents stated that work in teams can bring better results than individual work. Moreover, respondents mentioned that they like work in teams because when they are working in teams they can talk, get to know each other and learn some new tricks and tips. In addition, when they do not know what they should do, they just can ask their colleagues and do not need to disturb their manager. They stated that in their job, they work in teams but sometimes it does not work. They argued that it depends on the members of the team. They explained that in DHL Supply Chain, it is common that workers are permanent and some of them are temporary workers. These temporary workers are changing every time and they are usually younger than permanent workers. They see differences in opinions and ideas between them. They admitted that these temporary workers do not try to achieve the best results and do not work on 100%. On contrary, permanent workers try to do best because they are satisfied with their job and they have some job.

To sum up, they are aware that there are some situations when they do not work in teams and they suggested that it will be more convenient if company hires workers on full time.

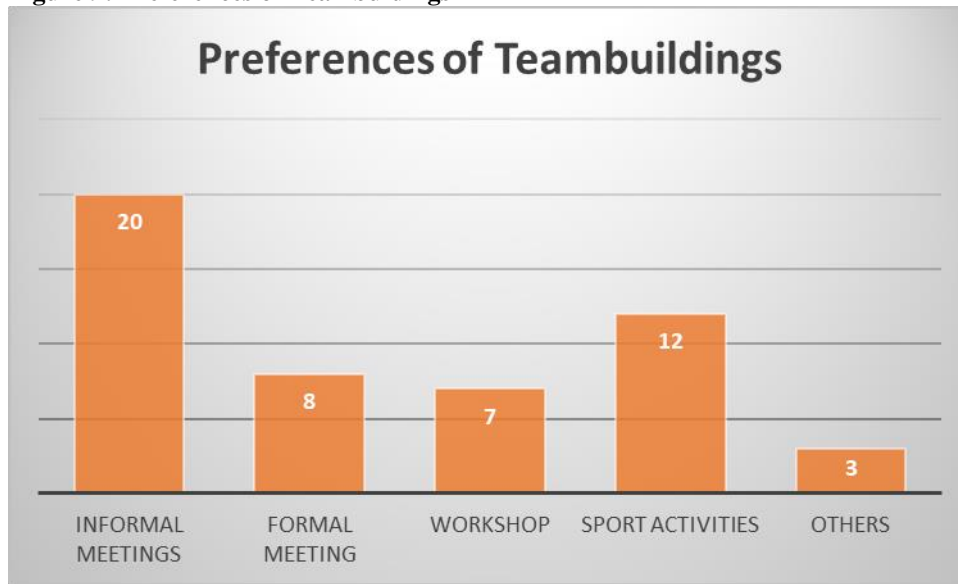
## **4.6 Teambuilding**

### **From Managers perspective**

It was very surprising finding, when managers stated that they have only one teambuilding per year and it is always before Christmas, so it relates to Christmas evening. Managers admitted that they realize the importance of teambuilding because it is the ideal tool for improving communication between employees and contributes to strengthening personal and professional ties. Moreover, they know if some members of the team do not get along with their colleagues in the workplace, they can improve their relationship or change their opinions during team buildings. Team building activities provide new ways of working together. They believe that employee education and development through experience is a natural way of building a coherent group. Moreover, they stated that teambuilding helps workers feel good, enjoy working and try to make sure team members are very well with each other. During interview, managers stated that the best option for team buildings are sports activities or going out and drink some beers, so it means some informal meetings. They think that these types of activities can be attractive for the workers. Moreover, they admitted that it is partly their mistake that there are no teambuildings because organize teambuilding does not cost a lot, it costs just time and little effort. At the end, they are determined to organize teambuilding because they think that can help for improving and building good relationship. Moreover, they will make more pressure to company for supporting these kinds of activities. They believed that teambuildings activities can reduce stress and pressure which is in the workplace.

To conclude, it is obvious that managers are open for new ideas and they organize by own without financial aid from company some activities where they can strengthen relationships with workers.

**From Employees point of view**  
**Figure 9: Preferences of Teambuildings**



Source: Own research

In the Graph 9, there are illustrated preferences of respondents what types of teambuilding activities they would prefer. As it is pointed out, their opinions are different. Some of them prefer informal meetings and some of them sports activities. However, there were no negative opinions towards teambuildings. It is shown that informal meetings are mostly preferred. Some respondents mentioned that it will be great if they go for a beer after work at least once per month. However, they are disappointed because they expected the first step and some effort from manager's side because they are supposed to lead the team. From these results, it was found out that employees have positive relation with teambuilding and every employer knows the meaning of this term. Similarly, they feel disappointed that their company organizes only one teambuilding per year. They would like to have more teambuilding because they think that it can help to improve relationship with their colleagues. Almost all respondents participated in the mentioned teambuilding. When they were asked, what is the motive of their participation their answers were: to have fun with colleagues, get knows each other better, rest from work, everything it is free of charge.

Surprisingly, they mentioned that it will be great if the company organize not just one evening teambuilding but for example two days of teambuilding and it will relate to educational trainings. To sum up, our respondents are excited about teambuilding activities on the other hand they are disappointed because no effort from managers and they are open for any type of events.

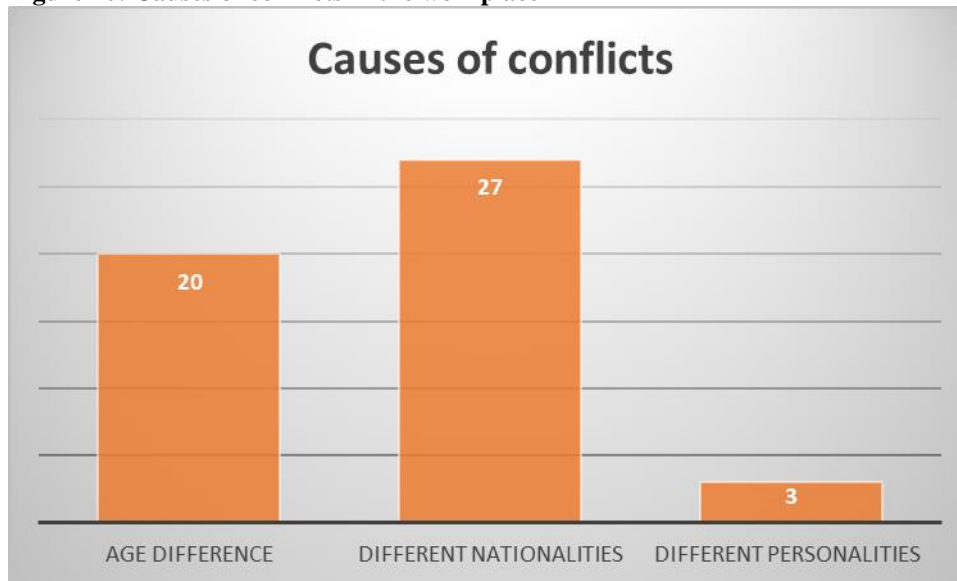
## **4.7 Conflict Resolution**

### **Manager's point of view**

Managers mentioned that in the workplace they meet with the conflicts or exchange of opinions. They were asked, what the main causes of conflicts in their department are, they stated that there are approximately 80 employees with different background. There are employees from various countries such as Romania, Slovakia, Bulgaria and Czech Republic. They think that one of the possible reasons why conflicts occur in the workplace is diversity in nationalities. It is widely known that people from different countries have different opinions on specific situations, they have different perspective. Additionally, there are differences in the values, behaviours, attitudes and so on. The second possibility why conflicts can occur is the age difference because there are big differences in the age. Older workers have different opinions than younger. What are the main steps how to avoid conflicts? They are persuaded that there will be fewer conflicts when workers get to know each other better and when they will know how they should behave to each other. From their view, it is important to build and develop friendly atmosphere in the workplace because the work is the place where everybody spends 8 hours per day. They think that is always better to go to work with smile and with good mood than without it. Additionally, they stated that workers in the friendly atmosphere will be willing to share their thoughts. Respondents were asked how they solved conflicts, their response was clearly obvious. Firstly, they listen to both sides because they want to know what happen. They presented, the most important thing is to stay neutral and be objective. It was realized that the managers are able to solve the conflicts in the workplace because they want to know the reasons of the conflicts and they listen to their workers.

### Employees point of view:

Figure 10: Causes of conflicts in the workplace



Source: Own research

As it is shown in the Graph 10, respondents think that the main causes of conflicts are related to the multiculturalism because of difference in nationalities. In this question, respondents should choose only one option, most of them, precisely 27 people think that the biggest reason of conflicts is linked with nationalities of employees. The second common answer was difference in age. As it was mentioned before, there are employed people from different age group assuming that younger workers have part time contracts, which means that it is for them only temporary work and do not care so much about development of the company. This can be perceived as the one reason of the occurring of the conflicts in the workplace. Some of them stated that it will be better for the company and for friendly atmosphere in the warehouse, if company employed people on full-time contract because it is the best way how to have stable workers who care about the development of the company and who really like the job which they have.

According to results from question concerning conflict resolution, it was found out that conflicts are part of the work. However, employees admitted that conflicts usually occur between workers and not between employees and managers. When they have some problems with the manager, they try to solve it in friendly way because they do not want to have bad relationship with their superiors. On the other hand, they stated the biggest problems why conflicts occur are differences in personalities, age gap and different nations.

## 4.8 Corporate Social Responsibility

### Manager's attitude towards CSR

For better understanding, if company applies Corporate Social Responsibility, managers were willing to explain us CSR in DHL Supply Chain and how it works. According to interview with managers, the company is very interested in environmental areas. The company has implemented the environmental management system ČSN EN ISO 14 001 and has also developed its own environmental policy. By means of environmental policy, DHL strives, for example, to minimize negative environmental impacts, responsible management of those impacts that are not easily eliminated, best practices, voluntary participation, or systematic measurement of environmental performance. The company regularly provides for its employees information about changes in the legal environment. From the answers, it was discovered that the company focuses on separation of waste. Every employee is obliged to carry out this activity. In their company they separate:

- paper - each office has its own box for its accumulation,
- carton - a pressing machine with a container placed in the warehouse,
- foil – a pressing machine located in the warehouse,
- plastic - in each kitchen are placed boxes for its collection, these boxes are then dump into the outer container,
- mixed containers – a pressing machine with the container placed in the warehouse,
- wooden waste - damaged pallets that are repaired through an external company or go to liquidation,
- metal - broken, bent, damaged regal systems that are liquidated through an external company,
- electrical waste – liquidation through an external company,
- communal waste - in each kitchen and office are placed baskets for municipal waste, which are then poured into external container bins,

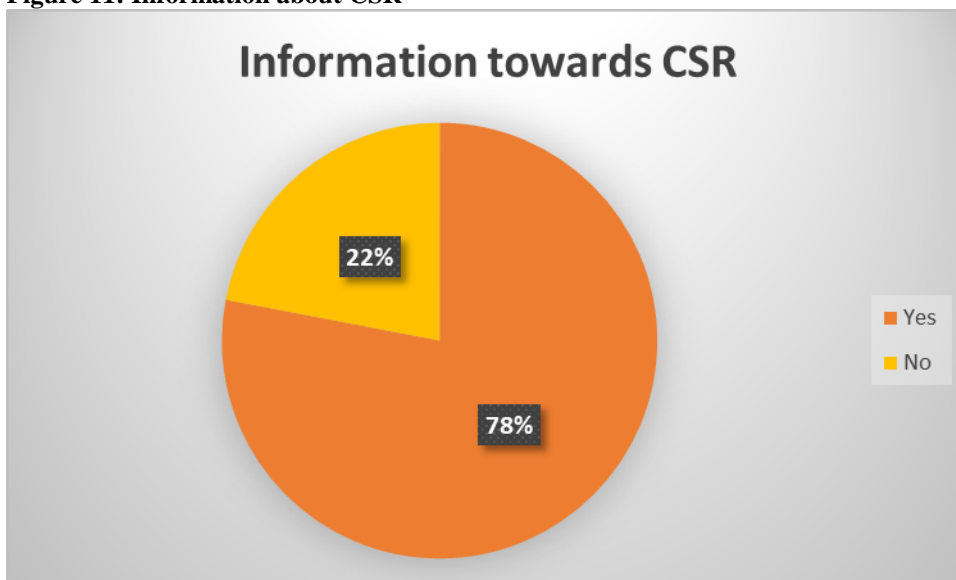
Additionally, company in each warehouse uses energy saving lightning system. DHL has deployed motivational pictures, stickers, posters, and banner ads in the workplaces how to protect the environment. It is a great way how to inform employees about environmental issues. Concerning social point of view of CSR, the Marketing Department of DHL Supply Chain publishes the quarterly internal DHL Life newsletter that contains different information, such as CSR activities, new campaigns, updates, actions, rewards,

and so on. Additionally, DHL Life is printed on recycled paper, which is another way to help to protect environment. Surprisingly, it was found out that company appreciated their loyal employees because during maternity cover they keep in touch with their employees. From interview, it was discovered that there are not so many employees, who work in the company longer period. Employees, who are on parental covers, are invited to social event, although there is just one social event per year. Lastly, managers stated that employees who regularly donate blood or plasma and are holder of a bronze, silver or gold plaque of Janský or The Golden Cross, they will get from the company the Flexi Pass at a certain amount that they can use almost on everything.

According to interview with managers, it is summarized that the company and its employees are clearly aware that they influence directly or indirectly the environment. Managers explained that they try to minimize impact on the environment by the mentioned activities and they try to be example for their workers. In addition, managers stated that apart from environmental issue, the company cares about social impact on the environment.

### From employees' point of view

Figure 11: Information about CSR

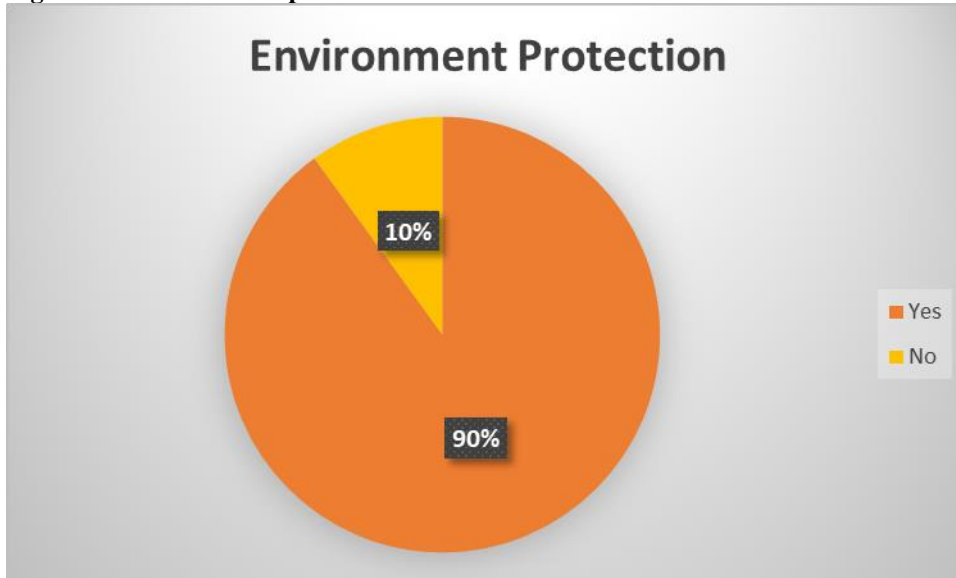


Source: Own research

It is shown in the Graph 11, up to 78% respondents are informed about CSR and its changes in their warehouse or they perceive such information. Some of them, to be precise, 22% of respondents are not informed about CRS or we can assume that they do not know that this kind of information are related to CSR.



**Figure 12: Environment protection**



Source: Own research

In the Graph 12 is shown employees attitudes if they are satisfied with Environment policy which is implemented in the warehouse, where they are working. It was found out that 90 % of respondents are content with enviroment policy which offers DHL Supply Chain.

From employee's responses, it is clear that employees have positive attitude towards environment and they are familiar with company strategy related to environment. Employees stated that their managers always inform them about some new rules which must be implemented. Even though, respondents do not have any reserves about environmental issue, in the comments they stated some recommendations how environmental policy can be improved.

There are some proposals from employees for improving ecology system in their department:

- the company should create more motivational videos for employees,
- lightening system should be improved, for example to connect lighting to motion sensors,
- to perform more educational activities for employees to understand the essence of environmental protection,
- usage of recycled paper.

- the company should reduce operating costs by introducing or tracking new technologies that can greatly save the environment and energy
- less paper documents

To conclude, regarding to CSR, employees have positive relationship because in the first place they are satisfied with the current system and they would like to some changes, which means that they are aware and care about CSR.

## **4.9 Opinions towards Quality Management**

### **Manager's view**

From survey, managers tried to explain how it works in their department. Quality management is linked with controlling of receiving goods in warehouse. These employees, who are responsible for controlling goods, are administrative workers but almost all time they carry out physical activity. They are accountable for several types of controlling, for example consolidation processes, which means quantity received from a given item does not fit with the quantity on the invoice.

For controlling quality ČSN EN ISO 9001 is used. DHL Supply Chain is owner of the certificate of the Quality Management ISO 9001. This International Standard specifies the requirements for a quality management system when an organization needs to demonstrate its ability to provide products and services that meet customer requirements. Moreover, applicable laws and regulations on an ongoing basis and intends to increase customer satisfaction by efficiently applying this system including processes to improve, and demonstrating compliance with customer requirements and applicable laws and regulations.

### Employee's point of view

Figure 13: Quality Management



Source: Own research

As it is shown in the Graph 13, all respondents are informed and know that their company implemented Quality Managements and they need to carry out their work according to specific standards.

Figure 14: Benefits of Quality Management



Source: Own research

According to Graph 14, respondents have different opinions what are the most advantages of application of Quality Management in the warehouse. First of all, 23 respondents think that Quality managements reduce errors, which can occur during work. Secondly, 12 respondents think that usage of quality management minimizes mistakes in internal audit. Additionally, some respondents believe that thanks to quality management, customer satisfaction is greater and also revenues of the company.

## **4.10 Outsourcing**

### **Manager's view**

Related to the question about outsourcing activities, first of all managers explained in wider scope and then in more detailed specifically in this warehouse located in Jažlovice.

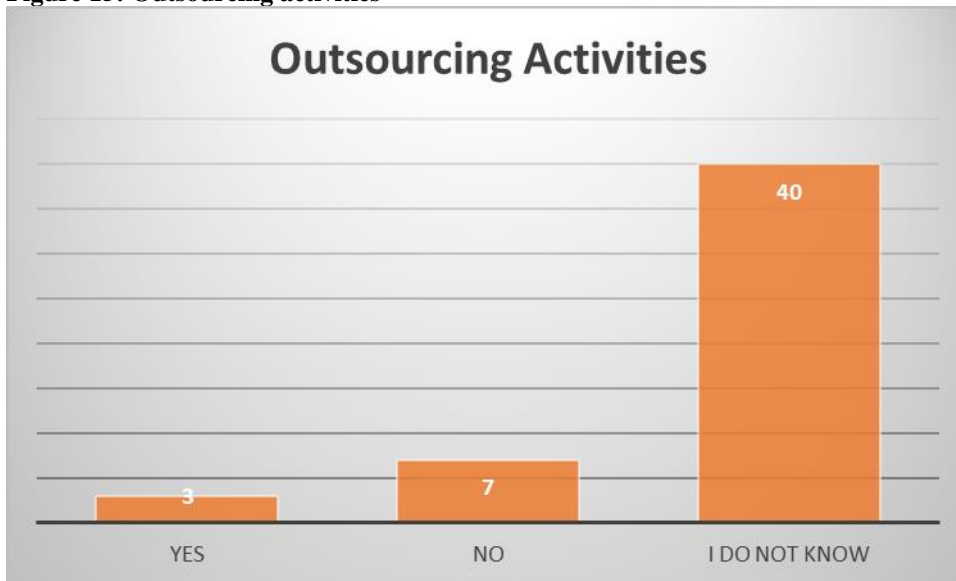
DHL offers outsourcing, optimization of distribution solutions and management of the performance and performance of transport service providers. Client provides all services from warehouse management to design, operation and management of the transmission network. Client logistics deploy complex logistics models, reducing cost, complexity and quality.

The ever-growing amount of service outsourcing requires professional management of relationships between subscribers and logistics service providers. DHL strives to continuously improve the quality of service provided, as well as expanding and innovating offer in response to changing client needs. DHL provides its customers with quality service. It approaches them with special access. On the other hand, it provides its clients with values that are the basis of the company for long-term prosperity. These values are the most respectable values. The company employs capable employees who are always willing to deal with any client problem. Therefore, the company sees its advantages in solutions that come directly from the people, for example the flexible and engaging members.

They use for providing outsourcing activities Logistics Process Outsourcing involving both overhead and line functions which are the effective way how to reduce costs for customers and how to achieve their objectives.

**Employees point of view:**

**Figure 15: Outsourcing activities**



Source: Own research

In the Graph 18 is shown responses on the last question of the questionnaire, which sounds if respondents know that the DHL Supply Chain provides outsourcing activities. Surprisingly, 40 respondents answered that they do know if such as activities are provided or not. Only 3 respondents know right answer which is yes. We can conclude that workers are not sufficiently educated and trained about basic information of their Company. In the last questions related to Quality management and Outsourcing, our respondents did not mention any comments, assuming that they do not have enough information.

## 5 Results and Discussion

Based on conducted interview and questionnaire there are several key findings to be taken in to consideration in case of practices in one of the subsidiaries of DHL Supply Chain in Jazlovice near Prague.

At the beginning, it is very important to highlight the fact that respondents were willing to answer on all questions and almost under in each question in questionnaire there were adding additional comments. This is one of the reasons why we are able to compare the responses of managers and the employees.

First of all, after analyses of questionnaire and interviews, they were displayed some similarities and differences in respondents answers and according to these results, it is possible to recommend what should be improved for better conducting of warehouse. Additionally, specific practices were evaluated.

To begin with, managers use modern way for organization and managing warehouse. All managers prefer democratic, liberal managerial style. However, delegation part is missing. After evaluation of questionnaire, it was discovered that employees do not consider delegation for useful skills for managers. It was found out that managers sometimes do not assign certain tasks to employees. For better conducting of department, it is recommended to managers that they should delegate tasks. Moreover, except of delegation skills, managers should improve listening skills and ask their workers about their opinions or suggestions.

Regarding to motivation, managers should not forget on verbal remuneration of their workers. From interview, it was discovered that company sufficiently motivate their workers because of meals vouchers, provision of transport, employer of the year and many others. However, in some cases, it is enough to say thanks and then employees have a good feeling that they made a good job. According analysis, it is obvious that company uses modern means of motivation, not just financial reward but also employees can get vouchers for donation of blood or they get vitamins or sick days. Even though all mentioned benefits, it was found out that the company does not care so much about education of their employees. English language courses are recommended because employees have a great interest and it will be also beneficial for company. Overall, both managers and workers are satisfied with remuneration system, which provides DHL

Supply Chain s.r.o. However, for improving motivation system, verbal expression of appreciation and English courses are recommended to implement in to system.

Surprisingly, regarding to teamwork, teambuildings and problem solving, it was found out several interesting facts. Firstly, it is a big drawback for the company that does not organize more teambuildings for their employees or does not provide budget for such as activities. It is believed, if there were more common activities than there would be better personal and professional ties between employees. However, during interview managers realized that partially it is their mistake that they have only 1 teambuilding per year because organizing common event does not cost so much. It is recommended if every manager creates Facebook group, where they can discuss and make deals about teambuilding. Moreover, it will be beneficial if there will be also some teambuilding connected with educational training because after analysing the questionnaire, it was realized that employees do not have enough professional knowledge because their responses were poor, without any comments to the questions regarding to Outsourcing and Quality Management. Regarding to Outsourcing, it was discovered that DHL Supply Chain carries out these kinds of activities, but they were not specialized. After evaluation of survey, a big problem is shown related to problem solving. DHL Supply Chain employs many workers from other countries and not on full time. According to results, it is believed that conflicts in the workplace are caused because of different nationalities, age difference and temporary contracts. It is proposed that it will be easier not just for workers but also for the company, if they offer only full time contract because it is way how they can gain stable workers. Additionally, permanent workers have better conditions and rewards. It was observed that permanent workers care about the results and want to achieve given goals unlike temporary workers. It is assumed, if company provides more teambuildings where people can get to know each other better, and then there will be fewer conflicts. What's more, it is not for employees when in the workplace always change workers because they are used to work with the same people and it is fact that not everybody liked changes. On the other hand, DHL Supply Chain is international company, which offers job for everybody who deserves it. Overall, it is seen that teamwork, teambuilding and problem solving are linked to each other's because if there were more teambuildings then there would be less conflicts in the workplace and better cooperation between workers.

Regarding to CSR, both employees and managers have positive attitudes toward protection of environment and employees added in the questionnaire additional comments

how they can improve relationship to protection of nature. After evaluation of survey, company cares not just about environment but also about social life of their employees because of monthly newsletter or caring about employees who are on maternity cover,

Overall, according to results, it is obvious that relationship between workers and their managers is very friendly, but some limits are occurred, which can be improved. It is suggested if employees provide feedbacks to their managers because there are some situations when they are not aware that they made something wrong and from manager's side, it will be better if they listen more to their workers. It will be beneficial, if managers organize more small teambuildings, where workers can know each other better and try to organize educational trainings, where workers can gain professional knowledge.



## 6 Conclusion

Nowadays, most of managers use modern practices for managing or leading the group of workers. Not only managers but also companies try to be successful in the market. They must face to influence of their surroundings. Companies cannot focus only on making profit, but also for the consequences of the activities of the company. The changes especially change in technologies and society, in which their companies operate, have brought new approaches in the field of management. It is very important for company to be profitable, successful and able to face competition. Moreover, the company should be managed in way to gain a positive working atmosphere, which brings better results.

The deeply study of literature focused on various theories in the books, publications from different domestic and foreign authors about the practices of management in the warehouse has shown that the most important issue of management are these areas: corporate social responsibility, outsourcing, quality management and leadership, which is connected to managers performance, motivation, teamwork, teambuilding and resolution of conflicts.

Corporate social responsibility represents the connection between society and business. Moreover, it is way how firms integrate social, environmental and economic concerns into their performance, which helps to be successful in the market. Outsourcing is a practice used by various companies dealing with transferring certain work to outside supplies rather than completing it internally in order to reduce costs. Quality management is a perfect tool how to achieve and maintain a desired level of quality within the organization. Leadership is a relatively new phenomenon, which represents the way of leading people, focused and motivated towards accomplishment of the positive results. The difference between managers and leaders is that leaders influence, motivate and assists followers to desired levels of performance and to bring positive outcomes, to build teams and resolve conflicts whilst managers plan, organize, lead and control a group or organization. The leadership is linked to following issues:

- A right, proper behaviour of managers towards their workers,
- A suitable motivation of employees in order to create conditions that consistently inspire others to work hard,
- A good work spirit because when employees work in teams, they can learn from their experienced colleagues and it is a way how to avoid mistakes.

- Teambuilding which main goal is to maintain and build relationship with colleagues.
- Conflict resolving in order to make the workplace more complex and collaborative.

The implementations of the practices of management were investigated in DHL Supply Chain s.r.o in Jazlovce, near Prague. In order to reach this goal, the research was carried out in the form of interviews with managers and questionnaire with employees with the main purpose to gather information and explore attitudes, feelings and opinions of managers and other staff about their company and practices in everyday work life with a special attention to managers performance, motivation, attitudes towards teamwork, teambuilding, problem solving, outsourcing and quality management. Significantly, comparison method of responses of workers and managers was used for making analysis.

The main results of the survey provided following findings:

- The most important skills for managers, who are managing warehouse are: communication, listening, time management and professional skills
- Skills which are missing in workplace: delegation skills, listening and flexible. However, managers should more delegate tasks and listen to their employees.
- Democratic and participative leadership style is used. Both managerial styles are quite modern as participative style is characterized by suggesting decisions, friendly relationship between managers and workers.
- According to respondents both managers and workers, employees are sufficiently motivated by company because of many benefits. However, verbal motivation and English courses are missing.
- The company does not organize enough teambuilding, only 1 teambuilding per year, which means that employees do not have possibility to get to know each other better and then conflicts occurred more often in the workplace. Managers should organize more teambuildings. Workers would be grateful, if teambuildings lasts more than 1 day and will be connecting with educational training. However, they would like to see some effort from managers for such as events.
- Working in teams is preferred by employees, even though there are some exceptions. It was discovered that company employed workers on part time

job, which do not have a good impact on full-time workers. According findings, workers, who work on part time does not care about setting goals and do not perform 100% results. It was found out, if stable workers work together there is no problem in working together because they have a common goal, they wanted to fulfil setting goals. However, when they are working with part time workers, there is a problem because part time workers do not consider seriously their work.

- Regarding to conflicts in the workplace, managers try to be objective and firstly listen to both sides what happened. However, employs think that managers do not listen to them properly. The main reasons why conflicts are occurred is different age group and workers from different countries. It is known that younger people have different values, opinions than elders.
- Both side's managers and workers have really positive attitudes towards protection of environment. They really appreciated environmental and social policy of the company. Moreover, workers are informed about Environmental policy and they care about protection because they suggested how environment protection should be improved.
- Related to outsourcing and quality management it was realized that employees have no enough information about these kinds of issues because there were any additional comments. However, it was discovered that according to workers the biggest advantage of quality managements is minimize errors during work. Employees are not informed or they do not know if they use outsourcing activities.

Overall, according to final analysis, it was found out that DHL Supply Chain tries to use modern practices for proper conducting of company. However, there are some exceptions, which have been already mentioned. It is recommend that it will be more efficient for the company, if they hire people on full-time, organize more teambuilding, which can be connected with learning and provide English courses for workers.

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## 8 Appendix

### 8.1 Appendix A

#### Questionnaire

Dear Sir or Madam,

I am making survey for my Diploma thesis " Management in Theory and Practice – analysis of practices at DHL Supply Chain s.r.o as a part of my study at Faculty of Management at Czech University of Life Sciences in Prague. The questionnaire lets you to state your feelings and provides information about your experience within the company. Everything will be done anonymously. It will take you approximately 10-15 minutes. Please at the end of each question, there is space for your own comments, opinions. It will be very helpful for analysing of this questionnaire.

Thank you very much for your help.

Bc. Dušana Grebáčová

#### General Information

##### Gender

- A. Male
- B. Female

##### Nationality

- A. Czech
- B. Slovak
- C. Polish
- D. Romanian
- E. Bulgarian
- F. Ukrainian
- G. Others:.....

##### Age:

- A. 18-25
- B. 26-35
- C. 36-49
- D. 50 and more

How many years have you been working in this company?

- A. Less than 1 year
- B. 1-3
- C. 3-5
- D. More than 5

1. What are the most important skills to be a good manager? Please, rank from 1 to 5, 1-the most important, 5-the least important. You do not need to choose all skills.

- a) Communication skills
- b) Delegation skills
- c) Organizational skills
- d) Analytical skills
- e) Be good listener
- f) Flexible
- g) To have specific knowledge
- h) Team leader
- i) Time management skills – precise, control time
- j) Motivate employees
- k) Problem solving

Comments:

2. What do you think which managerial styles is prevailing in the company where you are working? Please, choose 1 option.

- a) Autocratic leadership – managers make all decision, no input from employees, no space for opinions, highly structured work
- b) Participative style – active role of employees in decision making, mutual respect and cooperation between employees and managers
- c) Cooperative style – managers act as coach, more space for opinions, friendly relationship between managers and employees

3. Please rank the following statements:

(1=No, 2= Sometimes, 3=Yes)

- |   |       |
|---|-------|
| a) I feel enthusiastic about my work.       | 1-2-3 |
| b) I am satisfied with the work I do.       | 1-2-3 |
| c) I am proud that I work for this company. | 1-2-3 |
| d) I do not want to change my work.         | 1-2-3 |

- e) Managers always ask about my opinion. 1-2-3
- f) I have good relationship with manager. 1-2-3

Please, if you have a different opinion please express it.

4. Do you consider motivation of employees to be a tool that assures higher work effectiveness? If yes or no, why?

a) Yes.....

..

b) No

.....

5. What does your company do for the development of its employees? If you can, you can add comments.

- a) Trainings
- b) Workshop
- c) Continued education
- d) Others

Comments:

6. While performing your job and tasks what are the stimuli of motivation for you?

- a) Recognition and attention – verbally express thanks
- b) Career path
- c) Salary bonuses
- d) Educational Courses
- e) Others

Comments:

7. Do you work in teams when you are performing your job? Please, select one option and describe if you are satisfied with the team where are you working.

a) Yes.....

...

b) No.....

.....

Comments:

8. If there is conflict in the workplace, what are the main reasons for occurring these conflicts? Choose only 1 option, please.

- a) Age difference

- b) Different nationalities
- c) Different personalities

Comments:

9. Does your company make any team buildings for employees? If yes, please state example, and state how often the company organizes these events.

- a) Yes, example:
- b) No.

10. What kind of events do you prefer and want to be implemented in your company?

- a) Informal meeting
- b) Formal meeting
- c) Workshop
- d) Sport activities
- e) Others.....
- ....

11. Working in team brings:

(1=I disagree, 2=partly disagree, 3= partly agree, 4= fully agree.

- |   |         |
|---|---------|
| a) Easier achievement of particular goal.       | 1-2-3-4 |
| b) Efficiency.                                  | 1-2-3-4 |
| c) Better performance due to division of tasks  | 1-2-3-4 |
| d) The feeling that the work is meaningful.     | 1-2-3-4 |
| e) Autonomy and less direct management support. | 1-2-3-4 |
| f) Conflicts.                                   | 1-2-3-4 |

Comments:

12. Are you regularly informed about new changes related to Corporate Social Responsibility?

- a) Yes
- b) No
- c) I do not know what it means

Comments:

13. Are you satisfied with policy towards protection of environment, which applied your company?

- a) Yes
- b) No

Comments:

14. Does your company apply Quality Management?

- a) Yes.
- b) No.
- c) I do not know.

Comments:

15. What are the benefits of applying Quality Management?

- a) Minimize errors in Internal Audit.
- b) Minimize mistakes in products during storage, transport.
- c) Customer satisfaction.
- d) Increase revenues.
- e) Others:.....

16. Does your company have outsourcing activities?

- a) Yes.
- b) No.
- c) I do not know.

Comments:

## **8.2 Appendix B**

### **Interview**

1. What are the most important skills for conducting and managing warehouse? If you can be honest, please can you describe your relationship with employees and what skills you dispose?
2. What kind of managerial styles do you prefer and what kind of styles do you use?
3. Could you describe motivation system in the DHL Supply Chain? Do you motivate your employees? Do you think than employees are sufficient motivated? How you evaluate motivational system?
4. Do you think that teamwork in the warehouse is important? Do you work in team when you and your employees performing job? Can you describe teamwork in the warehouse?
5. When conflicts occur in the workplace, how do you solve this situation? What do you think, what are the main reasons for occurring problems and conflicts?
6. Could you describe if company organizes teambuildings for their employees? What are your attitudes to teambuildings? What kind of teambuildings do you prefer?
7. How would you describe Corporate Social Policy which is implemented in the DHL Supply Chain related to protection of the environment?
8. Could you describe Quality Management system in the warehouse? Do you have some certificates?
9. Could you describe outsourcing activities in DHL Supply Chain?