

Západočeská univerzita v Plzni
Fakulta filozofická
Bakalářská práce

**Employee motivation in an organization. Case
study of employee motivation methods in an
organization in the Czech Republic**

Daria Barska

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Bakalářská práce

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Prohlašuji, že jsem práci zpracovala samostatně a použila jen uvedených pramenů a literatury.

Plzeň, duben 2014

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Na tomto místě bych chtěla poděkovat panu Alokovi Kumarovi, M.A. za pomoc, rady a trpělivost při zpracování této bakalářské práce.

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1 INTRODUCTION

The topic of my Bachelor Thesis is “Employee motivation in an organization. Case study of employee motivation methods in an organization in the Czech Republic.”

This topic is very broad and therefore I decided to focus my survey on the analysis of the main theories of motivation and difficulties with employee who lacks motivation. My objective is to evaluate motivation methods and try to compare it with the authentic usage of them in the organizations in the Czech Republic. Finding motivation methods in a single organization made my thesis feel a bit incomplete. Therefore, I have included three companies in my practical part to research on the methods for motivating employees.

The thesis is divided into theoretical and practical parts. Theoretical part of the thesis is further divided into five sub-chapters.

The first sub-chapter is dedicated generally to the business. In this chapter I will define the business and shortly describe the first steps of starting of the new business. The next part of the sub-chapter will deal with descriptions of the main reasons why people work.

The second sub-chapter is dedicated to the term motivation and the definition of the employee motivation. I will also shortly delineate the basic kinds of motivation – praise and criticism and write the suggested process of taking these actions.

The third sub-chapter of the theoretical part provides information about motivation theories. The sub-chapter is further divided into seven sub-parts; every part of the sub-chapter is dedicated to the description, substance and origin of one motivation theory.

The fourth sub-chapter deals with motivation through rewards. First, I will define the reward and describe the difference between the rewards generally and motivation through rewards. Then I will define the reward

management and reward strategy. In connection with this topic, I will define the internal and external environment. Then I am going to describe the total and strategic rewards and benefits which these include. I will also describe the bonuses which are included in transactional and relational rewards, which are part of the total reward system in an organization.

The last sub-chapter of the theoretical part is dedicated to the demotivation of an employee. In this part I will describe the possible reasons which can lead to the demotivation of an employee and then I will write the possible procedures which can be undertaken by an employer to solve the dissatisfaction and increase the motivation of an employee.

The literature sources, used in the theoretical part of the thesis were printed ones. Some internet sources, mostly for describing of definitions were used too.

The practical part of the thesis is divided into two sub-chapters. The first sub-chapter of the practical part will be dedicated to the analysis of the employee motivation in the three Czech organizations. In the second sub-chapter I will write the summary of answers and compare motivation methods at the interviewed organizations with existing motivation theories.

2 THEORETICAL PART

2.1 What is business

According to The Longman Dictionary, a business is defined as “the activity of making money by producing or buying and selling goods, or providing services”. [1]

The BusinessDictionary.com defines business as “an organization or economic system where goods and services are exchanged for one another or for money”. [2]

Starting of own business includes some steps, which will help an individual with a successful enterprising start. It is important to find the most suitable location (some well visible place for the customers) for the office, store or a place where the goods will be produced. Name of business is also important. It should be memorable name, which will show the consumer value and uniqueness of the product or service. For promoters of the business is important also business structure basis – it means, a form of business. This decision impacts on the amount of taxes they will have to pay and the amount of the paperwork will have been done. [3]

2.1.1 Reasons why people work

Nowadays, to get some item, thing or immaterial matter, it is necessary to own a definite amount of money. Survival is the main reason why the human race works. Survival includes human basic needs; people work to get money for food, clothes, paying of rent or mortgage. [4] As it is widely known from history, even in the past people recognized, that they need to hunt to get food and clothes.

Nevertheless, there are many other different needs which people want to meet. People are creative; everyone wants to make their wishes come true. It does not need to be a basic need; it could be only a dream

of a person, a thing, which he or she wants to own. “Some of the person’s needs, like the need for air, water, food, and shelter, are basic and necessary for physical survival. Others, like the need for love and companionship, are psychological and emotional.” [5] The more expectations the work fills, the bigger motivation an employee has.

Reasons, why people work, can be divided into three main groups:

- *Social needs*: many social needs can be met in the workplace. Employers give workers the opportunity to socialize through working in groups or taking part in group activities. When employees have strong relationships in the workplace, their motivation becomes higher.
- *Ego/status*: promotion ladder – the possibility to be promoted leads to higher motivation; progress through various ranks gives an employee an opportunity to higher their salary.
- *Self-actualization*: various assignments in the workplace allow an employee to grow personally and professionally. When an individual feels self-actualized, he is more responsible at work and feels more satisfied. [6]

2.2 Motivation

There are employees who fulfil their tasks slowly, they spend their time at work with a dislike and performed work seems to be only a duty for them. These employees look forward to every break and every day's end of working hours. On the other hand, there are people, who work very hard, try to achieve the best results on any project at work; they are satisfied with their job.

The reason why employees behave differently in the workplace is motivation. Unmotivated employees do not have an opinion that they have to perform the job as best as they can and they do not try to achieve better working results. [7] Motivated employees try to discharge as much as they can because they expect some motivation from their superior in form of benefits or at least in the form of praise.

2.2.1 What is employee motivation

“A motive is a reason for doing something – for moving in a certain direction. People are motivated when they expect that a course of action is likely to lead to the attainment of a goal – a valued reward that satisfies their particular needs.” [8] Motivation is an internal state which only person itself can control and feel. Managers can help employees to feel good at the workplace by creating inspiring environments for their job and by supporting them by all possible means. [9]

2.2.1.1 Praise and criticism as basic kinds of motivation

Back in the past, the main ways of motivation were either criticism or praise. It is good to remember, that everyone who has an intention to criticize the other should do it appropriately, because unsuitable criticism reduces person's self-confidence.

An employer should not criticize too often, because it can destroy employee's ambition and lower his working potential. [10] Praise is more

efficient than criticism. An employer should balance criticism and praise. When there is a pressure exerted on an employee, he or she does not work effectively; an employee feels inferior about it and begins to perform less effectively. [11]

Praise should be concrete and factual. Common statements will not lead to the better employee performance and can show employer's uncertainty. [12] Praise should be performed in time, it should be precise and then an employee has the feeling that he is useful for the company – therefore he or she is better motivated. [13] Performed work should not be necessary above-average or excellent. Every task which an employee has performed correctly, in time and without mistakes is worth praising.

According to Yveta Rychtaříková “worldwide employers praise their employees too little, but the amount of praised employees in the Czech Republic is even smaller”. [14]

2.3 Motivation theories

Motivation theories are theories which help us to understand what are the reasons which force an employee to work more effectively. The knowledge of these theories might be good for practical usage. The theory can help manager to see which factors influence or motivate an employee, what affects their behaviour, which needs he or she has. [15]

In this part I will briefly describe main motivation theories and then I will compare the usage of these theories with their assertion in the Czech companies.

2.3.1 Instrumentality theory

“Instrumentality is the belief that if we do one thing it will lead to another... This belief is often described as ‘Taylorism’.” [16]

Instrumentality theory was worked out in the 19th century. It was the period when the money was the most extensive motivation. It was widely believed that employees will get rewards or penalties according to the work they perform. [17]

The theory goes from the recognition of individual abilities, personal presumptions and preferences of an employee. The working place and tasks are created individually to achieve optimal results, to motivate and satisfy them, to form the positive position on the work and customers. [18]

If the employer wants this theory to be successful, he or she has to follow the employee in the long term, recognize the employee and communicate with him about his attitude to work. Satisfied employee works efficiently and is motivated. The disadvantage of the theory is that it requires a relatively long period of time and employee’s preferences can change during this period. [19]

2.3.2 Needs (content) theory

“The basis of needs theory is the belief that an unsatisfied need creates tension and disequilibrium.” It appears from this that when an employer wants to achieve the goal, he has to satisfy the need of an employee. Then a satisfied employee will change his behaviour, will be motivated and will achieve the company’s goals. [20]

“Not all needs are equally important to a person at any one time.” There is no connection between needs we have and the goals we achieve. One need could be satisfied by several goals and on the contrary, one goal can satisfy several needs. “A new car provides transport as well as an opportunity to impress the neighbours.” [21]

Maslow is a founder of this theory. He was the first, who thought out the concept of a hierarchy of needs. “Hierarchy start from the fundamental physiological needs and lead through safety, social and esteem needs to the need for self-fulfilment, the highest need of all.” [22]

In his opinion “man is a wanting animal”. [23] Unsatisfied, hungry person is not only hungry, also his general behaviour changes. A person has different sensation, emotions, content of thinking. Motivation in this case goes through all psyche of a person. [24]

Maslow considers that people who have an ambition to achieve their needs are the motivated ones. They are trying to find changes to satisfy their own needs and thereby to achieve a goal they wanted to. “Change is something what leads an individual to try something new.” Maslow also emphasizes, that positive emotions help an individual to be motivated better, these emotions ‘reinforce’ his inner power. [25]

Maslow’s hierarchy of needs is often displayed as a pyramid with hierarchical levels. Needs are divided into basic (or deficiency) and growth needs. [26]

Esteem, love, physiological needs and safety belong to the basic needs. These needs are stronger and motivate better when they are do not meet. Before the satisfying of growth needs, individuals have to satisfy the lower ones – the basic needs. After the needs are satisfied, one can reach the next level of needs. [27]

“Maslow noted only one in a hundred people become fully self-actualized because our society rewards motivation primarily based on esteem, love and other social needs.” [28]

Original Maslow's hierarchy of needs

Original Maslow's hierarchy of needs (see picture 1) consists of these levels:

1. *Biological and Physiological needs* - air, food, drink, shelter, warmth, sex, sleep, etc.
2. *Safety needs* - protection from elements, security, order, law, limits, stability, etc.
3. *Belongingness and Love needs* - work group, family, affection, relationships, etc.
4. *Esteem needs* - self-esteem, achievement, mastery, independence, status, dominance, prestige, managerial responsibility, etc.
5. *Self-Actualization needs* - realising personal potential, self-fulfilment, seeking personal growth and peak experiences. [29]

Also positive emotions and pleasant feelings can influence the motivation of an individual. According to Jiří Plamínek, the pleasant feelings were added to Maslow's imaginary pyramid with hierarchical levels in the year 1970 as the zero level. [30]

2.3.3 Herzberg's two-factor model theory

“Herzberg's two-factor model theory states that the factors giving rise to job satisfaction (and motivation) are distinct from the factors that lead to job dissatisfaction. It is sometimes called the motivation–hygiene theory.” [31]

This theory investigates the reasons why are employees satisfied or dissatisfied and tells that that satisfaction and dissatisfaction are not antitheses, the author believes, that they are two independent factors. [32]

Factors are divided into two groups. Characterizations which relate to factors which can lead to satisfaction of an employee are called *motivators*. [33] Motivators are intrinsic to the job. The work itself, achievement, growth, recognition and responsibility belong to the group of motivators. [34]

'Dissatisfaction avoidance' or *'hygiene'* factors, as Herzberg calls them, are the second group. These factors lead to dissatisfaction of an employee. “They are extrinsic to the job and include pay, company policy and administration, personal relations, status and security.” [35]

According to Herzberg, preventive action should be taken, even when these factors do not cause satisfaction. If there is no preventive action taken, it can cause dissatisfaction. For example, pay increases cause short-lived satisfaction. On the other hand, the work itself causes long-lasting satisfaction. [36]

Author of the theory thinks that better pay does not cause better motivation of employees, but it reduces an amount of their complaints. Many of the employees does not place a high value on money for a large number of reasons. Their personal achievements at work can be more important for them. For some employees it is a challenge to achieve the best possible results at work. Personal expression could be an important

motivator for many employees. [37] Some of them appreciate, when an employer praises an employee for performed achievement.

The result of his research was that pay does not motivate employees; it increases their performance only shortly. On the contrary, employees are demotivated, when they experience unfair payment systems. [38]

2.3.4 Process or cognitive theory

Process theories describe the psychological forces and basic needs, which affect motivation. They are also called as cognitive theories, because they subscribe people's perception of their working behaviour, the ways how they use it and understand it. [39]

In comparison to needs theory, process theories are more useful for managers of companies. They are effective, because they can grant more realistic guidance on motivation techniques. We can divide theories into the processes by which theories are covered. They are:

- expectations (expectancy theory);
- goal achievement (goal theory);
- feelings about equity (equity theory). [40]

2.3.5 Expectancy theory

This theory is the core process theory and other theories have their beginnings and build on the expectancy theory. [41]

“The concept of expectancy was originally contained in the valency – instrumentality – expectancy (VIE) theory formulated by Vroom. Valency stands for value, instrumentality is the belief that if we do one thing it will lead to another, and expectancy is the probability that action or effort will lead to an outcome.” [42]

Past experience can influence the strength of the expectation. Motivation can be reduced when individuals experience new situations (for example a change of job) and the past experience is an inadequate guide to the possible impacts of the change. [43]

Motivation is successful when there is given a clear relationship between performance and outcome. The outcome is a means of satisfying needs. It is good to explain the employees how the business operates, to show them the big picture of company goals and to explain the monetary domino effect which their mistakes can cause. [44]

The theory also explains why intrinsic motivation can be more successful than extrinsic motivation. Individuals, who judge from past experience, can expect the extent to which advantageous results they can achieve by their behaviour. [45]

2.3.6 Goal theory

This theory, which was described by Latham and Locke, tells us that when the employee has specific goals to achieve, then his performance and motivation are higher. The motivation is also higher when the employee gets feedback on their performance and when the given goals for the job are difficult but acceptable to achieve. [46]

When there are some difficult goals, they should be agreed and when there is a problem with achieving of them, there should always be a possibility to get an advice or help. Feedback on the employee's performance is important because it is good to maintain the motivation. The employee achieves even higher goals when he or she gets a feedback in the form of appreciation on the made job. An employee needs to become the feedback from more persons and it should be made permanently (not once in a while). [47]

Effective feedback

There are three main conditions, which make the feedback effective:

- An employer should specifically inform his employee about his behaviour. It is important to remember, that feedback is not a classification. Because of this reason it is not good to tell to employee if his behaviour is good or bad. If an employee gets the classification, he could begin to defend or counter-attack.
- The second condition is to describe the behaviour of the employee, not himself generally. The aim of the feedback is not to change employee's character; it is only a change of his behaviour. [48]
- The third condition is to give an employee specific information, not generalizing statements. The feedback is important for improving of employee's behaviour and because of it, it is important to describe the behaviour of the person. [49]

2.3.7 Equity theory

According to Adams, equity theory states that “people will be better motivated if they are treated equitably and demotivated if they are treated inequitably”. The substance of this theory consists in comparison of fair treatment with another group of people or a relevant other person. Equity is a comparative process; it involves feelings and perceptions of an individual. [50]

2.4 Motivation through rewards

There is a difference between rewards generally and motivation through rewards. When there is a certain amount of employees in an organization and at the end of certain work cycle every one of them gets the same amount of money as a profit, it is called a reward. “Rewards can inspire employee motivation, but only if managers match the right reward to the right worker”. [51]

On the other hand, motivation through reward is characterized by the disparity of dividing of money proportional to the work done by the worker. [52] It means, the employee who works harder and achieves better results, will get more money than the employee who was prescribed to fulfil the same task and realized this not so quickly or professionally.

“There are many different types of rewards. In the workplace, rewards typically include money, promotions, job titles, attractive offices, praise from the boss or peers, bonuses, and perks such as a company car.” [53]

2.4.1 Reward management

Companies frequently practice the system of a reward management, according to which the rewards are paid out. The rules and plans in paying out of the rewards are discussed in the reward strategy.

2.4.2 Reward strategy

If the company decides to reward their employees, it is useful to create a reward strategy. Reward strategy is a description of how the company wants to reward their employees in the future period of time and the way how it is going to be made. [54]

“The reward strategy will define longer-term intentions in such areas as pay structures, contingent pay, employee benefits, steps to increase engagement and commitment and adopting a total reward approach.” [55]

Nevertheless, it cannot be said that the reward system which is effective in one company will be also successful in the other. The scope of employment differs in every company; therefore types of rewards are various and depend on many circumstances and on the type of people company employs. The reward management can be divided into the internal environment and the external environment. [56]

The internal environment

“Reward policy and practice will be affected by the characteristics of the organization with regard to its purpose, products and services, processes, sector (private, public, voluntary or not-for-profit) and, importantly, culture, which is influenced by all the other characteristics.” [57]

The external environment

“The external environment in the shape of globalization, increased competition, government interventions, the industrial relations scene and the characteristics of the organization’s sector can all influence reward policies and practices.” [58]

2.4.1.1 Total reward

According to the definition made by Manus and Graham, total reward ‘includes all types of rewards – indirect as well as direct, and intrinsic as well as extrinsic’. [59] “Total reward is the combination of financial and non-financial rewards available to employees.” [60]

Base pay, contingent pay, employee benefits and non-financial rewards, which include intrinsic rewards from the work itself, create the

coherent whole of the total reward. All these tools are used to attract, satisfy and motivate an employee. [61]

Transactional and relational rewards

There are two categories of reward: *transactional rewards* and *relational rewards*. The impact of these categories is combined in the total reward.

- *Transactional rewards*: pay and benefits – tangible rewards made up of financial transactions between the employer and employee;
- *Relational rewards*: development, learning, new experience at the workplace – intangible rewards. [62]

2.4.1.2 Strategic reward

Due to total reward, companies have aims, which they want to achieve. The strategic reward helps to create total reward processes which will help to achieve the presumptive plan. The plan is accomplished by aligning reward practices, which include business goals and employee values. [63]

2.5 Dealing with demotivated employees

Motivation helps employees achieve excellent working results, but when they are dissatisfied, demotivated individuals can achieve worse results at work.

There are many factors, which can lead to the demotivation: personal problems, not getting on well with colleagues, aversion to the type of work the employee has to perform or various other individual reasons. This all happens because people are not able to perform the job as machines; every person has its own character, principles. Because of these matters, it is important to try to find a solution and help demotivated employees to revive their “appetite” for work, higher achievements and better results.

In the next two chapters I will deal with this topic and try to analyse and find a solution of the problem of demotivated employees.

2.5.1 Factors of poor employee performance

There are many factors which can cause poor job performance. They are, for example:

- “The employee does not understand the expectations for performance.
- The employee does not have skills to meet the expectations.
- The employee does not have the time or the resources to do the job properly.
- The employee is capable of meeting expectations, but is not motivated to do so.
- The expectations for performance are so high that nobody could meet them.” [64]

Sometimes, there is not a problem with the type of work, the employee does, but there is a problem with the performance. For some employees it is easier to practice their task in a group with colleagues, for others it is important to be the leader and not conform to other colleagues. The reason of bad performance could be that the employers give the right type of job to the wrong person or conversely – the wrong type of job to the right person.

2.5.2 Enhancing of workers abilities to be productive

The easiest way how to recognize, which of the factors cause poor job performance of an employee, is to have a talk with him. The employer schedules a meeting, in which he describes to the employee, which mistakes he makes and in which parts of his performance he does not meet employer's expectations. [65]

It is also important to let the employee to respond. Sometimes, the employee is conscious of what he or she is doing wrong, but simply does not know how to retrieve their mistakes. When an employee gets the opportunity to communicate with an employer and solve their problem with him, it helps to strengthen the employee motivation and relationship between a senior and an inferior. [66]

During the employee's speech, it is important for the employer to listen to the details of the employee's monologue. [67]

3 PRACTICAL PART

The practical part of my Bachelor Thesis consists of my own survey – an interview about employee motivation with three Czech companies. The purpose of the survey is to compare theoretical methods of motivation with practical experience and usage of methods in organizations.

Representatives of companies will have to answer 18 questions related to the employee motivation in their companies. Questions were listed by me and are identical for all companies. The result of the survey should be unambiguous and because of it, I decided to assign the same questions to all companies.

As the reader can see further, I decided to structure questions and answers as follows: there are three answers which follow after one question. Answer of C & B Fashion spol. s.r.o. is marked as an A1, Metallon Steel s.r.o. as an A2 and Nemocnice Louny, a.s. is marked as an A3. Finally, after analyzing of questionnaires I will compare them and conclude which motivation methods are mostly applied in Czech organizations.

3.1 Introduction of interviewed companies

I would like to briefly introduce the interviewed companies, write some information about their leadership, sphere of activity, date of the establishing and amount of employees. Generally, these interviewed companies are the medium-sized enterprises.

C & B Fashion spol. s.r.o.

C & B Fashion spol. s.r.o. is the Czech private limited liability company owned by Ing. Bohuslava Vedejová and Claude Eugéne Dhiet. The company came into its existence in the year 1997. C & B Fashion deals with the fabrication of clothes or other products from textile and selling of goods in the sphere of textile industry. At the moment the company employs approximately 55 people.

The interview was conducted with forewoman of the team Olga Holečková on Friday, 8th of February in the office in Černčice u Loun.

Metallon Steel s.r.o.

Metallon Steel s.r.o. is the Czech private limited liability company owned by Alan Onodi and Jaroslav Hrynčuk. The company was established in the year 2012. The company specializes in metalworking and welding assembly of piping systems and boilers for power, installation of steel constructions as well as other industrial sectors. Metallon Steel s.r.o. also provides various building operations. At the moment the company employs approximately 50 people.

The interview was conducted with the chief executive officer of the company Alan Onodi on Wednesday, 12th of March in his office in Černčice u Loun.

Nemocnice Louny, a.s.

Nemocnice Louny, a.s. is a public limited liability company. It is a health care institution providing the subsequent patient care, long term intensive nursing care, physiotherapy, internal ambulance and algesciology ambulance (ambulance of chronic pain). The company has been founded in the year 2007. Nemocnice Louny, a.s. is owned by 6 shareholders; Antonín Strolený (Chairman of the Board) is also the current director of the hospital. At the moment the hospital employs approximately 150 employees.

The interview was prepared with the financial accountant of the company Monika Snopková on Friday, 21st of February in Louny.

3.2 Questionnaires of three Czech organizations – how they motivate employees

Q1: Do you try to create a pleasant atmosphere in the workplace?

A1: Of course, as a supervisor of my team I try to make the working hours as pleasant as it is possible (within the bounds of possibility). There is, for example a radio in the hall – if employees want to, they can switch it on whenever they want to. If someone feels tired, he can take a coffee break during any time the working hours.

A2: Yes, employees of my company should have a feeling that I need them, that they are useful in the workplace. Due to this reason I communicate with them, ask them about the things, which could please them and then fill their wishes.

A3: Yes, everyone wants to work in a pleasant working atmosphere. Our employees also create it themselves by cheerful communication and relationships.

Q2: Do you try to be in a friendly relationship with your employees or is it only “superior-inferior” relationship?

A1: Employees in our company are mostly women and accordingly as a woman I try to communicate with them and discuss other topics than work during the break. Our relationship is not like those between employer and employee. The working team seems to behave as a family to me and I try to be a friend for them.

A2: Relationship between the management and employees in our company is rather friendly. However, employees understand it, when I begin to speak about work issues and behave as their superior. We are able to distinguish between work issues and friendly conversation.

A3: The relationship between people in our company is strictly employee.

Q3: Are you creating some social events out of the working environment for the improvement of the relationship between employees?

A1: Yes, every year we have a Christmas dinner at the restaurant and when someone has a birthday, we do a little celebration.

A2: Yes, the biggest social event is the Christmas party for all employees. From time to time I try to get some concert tickets for them. Employees relax and have a possibility to get to know their colleagues better during these events.

A3: Yes, once a year the senior management organizes a Christmas party for the employees.

Q4: Do you credit the salary to the employee's account to the definite date without delays?

A1: Yes – the salary day is on the 15th of every month. We are sending the money without any delay. Employees are satisfied with this system and thereby they have certainty in our company.

A2: Yes, we credit the salary every month on the 20th. We are performing tasks for companies, then our company waits for a maturity date, it depends on companies how many days they need to pay out the money for the performed task. If the maturity date of the company is more than 1 month, I do not wait for the money they send to me. I credit the salary from the reserve money of our company. First of all, I think of the staff, then on the development of the business, new technologies and after all on my own needs. Therefore, employees are satisfied, they have a steady income in our company.

A3: Yes, we usually credit the salary to the definite date.

Q5: Are you willing to help your employees with choosing a period of their holiday or time off?

A1: Yes – it depends only on persuasion between them and me. Mothers with little children, mostly take precedence over other employees.

A2: Yes, they have a possibility to choose a period of a holiday in advance.

A3: Yes, it depends on the agreement between employee and management of the company.

Q6: Are you motivating your employees through monetary rewards?

A1: Yes. But I do not think that it is long-standing motivation. While producing of goods, every task performed by employees lasts about one week. Our objectives are not long-lasting.

A2: Yes. When the working team manages to make the job order before the deadline, we get financial bonuses for it. The money is then paid out as a reward to employees who participated in the project.

A3: Yes, the height of rewards depends on the immediate financial capabilities of the company.

Q7: Do you offer some annual or semi-annual bonuses to your employees?

A1: The benefit refers only to administrative employees. The bonus is annual, it is paid out at the end of a year with regard to the job performed during the whole working period in a particular year.

A2: Yes, I reward my best employees several times per year.

A3: Yes, bonuses are assigned according to performance of an employee.

Q8: Do you offer some other benefits to your employees? (For example: fringe benefits, extra week of holiday, housing benefit, training or language courses)

A1: Workshop employees do not get many benefits. When there is not a large number of work at summer, they have a possibility to have an extra week of paid out the holiday. Administrative workers (the forewoman, chief executive officers, importers, accountants) get these benefits: car, fixed payment tariff, various trainings.

A2: Our company offers employee cars. Cars are offered because employees commute to the working place and we try to make it easier for them. They can also use the car out of working hours. We also offer and pay out various training courses. Some employees get fixed payment tariff, other (those who work mentally) get an extra week of holiday.

A3: Yes, part of better motivation and higher education of employees are training courses.

Q9: Are you praising your employees?

A1: Yes, I am praising them, but only for tasks, which were performed excellently.

A2: Yes, it is a pleasure and motivation to be better for employees. If I feel pleased for the task performed by my employees, they have a right to know about it.

A3: Yes, praise makes up the basis for motivation and delights our employees.

Q10: Are you criticizing your employees?

A1: Yes, I am criticizing employees when they complete the task wrong. Production of clothes is the process which consists of more parts – one employee sews a sleeve, the second one sews collar, the third one gives

it all together and so on. Therefore, when one of them makes a mistake and does not notice it, the whole product is made wrong. That is the reason I have to criticize employees. I have to increase their attention and responsibility during the working process.

A2: Yes, I do it unwillingly from time to time. Every mistake made by an employee costs the company a lot of money. It is necessary to warn them before they will repeat the mistake for the second time.

A3: Yes, we are criticizing the employees. Provided critique is sincere, we can refer to employee's mistake and thereby the next time he or she will probably not make it.

Q11: Are you rewarding, recognizing or criticizing your employees individually or try to motivate them as a team?

A1: I talk to them confidentially. The reason is that even while creating the product as a whole, every employee has its individual responsibility in the working process.

A2: I am praising the employees as a team, for example after finishing some project. The building of a construction of a power station has been always a team job. My employees deserve to hear the praise as a team. Mostly, when an employee makes a mistake, it is his own matter and responsibility. Because of it, I try to criticize them individually (an employee could be ashamed in front of other colleagues).

A3: Our employees are rewarded or criticized individually.

Q12: Do employees compete with each other? Are you supporting them in achieving better results? Are you honouring your employees with titles, e.g. "The best employee of the month" and putting it up somewhere on visible board?

A1: No, we did not put this system into practice, but it is a good idea.

A2: No, I am not honouring the employees with titles and do not know if they compete with each other.

A3: No, there are not any employee competitions in our company.

Q13: Are you trying to vary employee's tasks? Are you devolving some of your responsibilities on your inferiors (and show them that this way you have confidence in them)?

A1: My main objective is to explain an employee how to complete the task clearly. I put my trust in them. Sometimes I try to motivate them through devolving of some responsibilities on skilful employee. Therefore the employee tries to perform even better than during their standard achievement.

A2: In our company there are employees, who have their job as a hobby, they are interested in projects more than other ones. I am trying to teach these people more than others, because I see that they are interested in it. After that I devolve some responsibilities to them. According to my experience, they are glad to fill these tasks.

A3: No, every doctor has their particular task and there is no space for varying of tasks in our hospital.

Q14: Are you trying to comply with employee's personal problems (And this way to increase their performance? Satisfied person is an employee, who performs job better.)?

A1: I cannot order to employees to tell me which problems they have but when someone of them wants to confide something to me I am glad to help them.

A2: Definitely yes. I am not doing it primarily for increasing their performance. As I have already said, we have a friendly relationship with our employees and when they have any personal problem, which I am able to solve, I am trying to find all possible solutions for solving it. Finally,

the employee who does not have problems feels more satisfied and works better. It is true.

A3: Yes, when an employee contacts management and asks for a help, we try to comply with their personal problems.

Q15: Do you offer to your employees so-called sick-days?

A1: Definitely yes. We are trying to be sympathetic. The leadership of the company understands that the terms and conditions, under which an employee can get a sick note, are financially unfavourable. An unpleasant situation happens, when employees draw the vacation when being sick. Therefore, we offer them sick-days as a benefit.

A2: No, we do not offer sick-days to our employees.

A3: No, the management does not offer sick-days to employees.

Q16: Are employees obliged to wear a uniform at the workplace or they are allowed to wear casual clothes to feel more comfortable?

A1: Employees do not wear uniforms or any other clothes which should probably prove their equality. In our company, everybody owns a right to wear what he wants to, to express his own style. The main cause why they do not wear a uniform is, that our employees work manually and therefore they are allowed to wear any clothes in which they feel comfortable.

A2: Unfortunately, our employees are obliged to wear uniforms and helmets in the workplace because of safety regulations.

A3: Health service requires wearing a uniform by reason of hygiene and accordingly to this hospital staff is obliged to wear clean clothes and uniform.

Q17: I can notice that in your company work many women. Do you offer some extra benefits to the women with children?

A1: Yes, except the precedence with the selection of the period of vacation, they have a possibility to shorten their working hours. They can submit an application for shortening and after the approval their working hours will shorten into 7,5 hour per day.

A3: No, we do not offer any extra benefits to the women with children.

Q18: In your opinion, are there any disadvantages in your company, which can lead to demotivation of an employee? If there are some, could you shortly mention them?

A1: Yes. The disadvantage is that there is no career advancement in our company. On the other hand, we are trying to motivate employees with other benefits mentioned above.

A2: Yes, maybe it could be strenuousness and the monotony of the job.

A3: Yes – in my opinion they are poor employee substitutability during the illness and long-term criticism of some superiors which leads to employee demotivation.

3.3 Comparison of theory with results from Czech organizations

3.3.1 Summary of answers

- First of all, I would like to point out, that all questioned companies are attempting to create pleasant atmosphere in the workplace and motivate their employees by various possible ways.
- The leaderships of companies mostly prefer to communicate with inferiors about issues connected to the working area and the friendly relationship is not welcomed or is unacceptable according to the quantity of employed people.
- However, the responses of two companies indicate that the representative of the leadership of these companies accepts and supports friendly relationship between the employee and employer, because it improves employee relationships and creates a positive atmosphere in the workplace.
- On the other hand, the management of all asked companies supports socializing between its employees by creating at least one social event during the year.
- All interviewed companies consider significant and observe that the salary is always credited to the employees account to the definite date. Consequently, the employee receives a certain income in the company, is satisfied and therefore is motivated to work for a company further.
- Employers of all interviewed companies support the possibility of an employee to choose the holiday period. The date of the holiday is not fixed or predetermined. The employee can select the suitable period (for example, when they feel that they are tired and need to have a rest).

- The responses indicate that companies motivate their employees also through monetary rewards. Nevertheless, the management of one questioned company thinks, that rewarding through money does not have a long lasting impact on the employee motivation.
- The interviewed companies unanimously think that annual or semi-annual bonuses are important for the employee motivation. On the other hand, they take into consideration the long-term performed achievements of an employee. The bonuses are not paid out to all employees, but only to those, who perform their tasks in the best way.
- All of the questioned companies responded that they are offering to their employees some additional benefits. The benefits are various – some of them are offered as an inseparable, necessary part of the job which the employee makes (computer, employee car, fixed payment tariff, etc.) and other types of benefits are offered for training, personal development or recreation of employees.
- The management of the questioned companies has widely used the method of praising their employees and they think that praising is an effective motivational method.
- In three questioned companies is also widely used the criticism as the motivational method. The management of the companies is convinced, that if they turn the employees' attention to the mistake, they will not repeat the same mistake in the future.
- According to the answers, companies praise their employees individually, they do not praise them as a team, because every employee receives the particular own part of the responsibility for the performed work. However, one company answered that the leadership of the company praises its employees as a team – due

to the type of work the company performs. Criticism in interviewed companies is reproached face to face.

- Surprisingly, the managements of the questioned companies do not support their employees in achieving better results by creating competitions for them.
- Two of three interviewed companies confirmed that the superiors are varying employee tasks to increase or improve their performance at work.
- From time to time the employers devolve some of the responsibilities on inferiors to show their employees that they have a confidence in them. One of the questioned companies does not practice this motivational method because of the vocation of performed job.
- The management of all questioned companies answered, that they are trying to communicate with employees and to help the employees with their personal problems.
- Two of three interviewed companies do not offer to their employees so called sick-days. The company, which offers sick-days wants to be understanding to its employees and because of this reason the management offers sick-days as a benefit.
- According to the answers, two of three questioned companies order their employees to wear the uniform – however, it is not due to the dress code of the companies. The reasons for wearing the uniforms are safety regulations or hygiene rules. One company answered, that employees are not obliged to wear the uniform. This way the management wants to make the work more comfortable.
- Question Nr.17 was put only to two companies. The question is specific, it was made only for female employees. Answers for this question were surprisingly opposite in both companies.

- Finally, even when all companies motivate the employees by many various ways, the answer for the last question was YES – there are some disadvantages in every company which can lead to the employee demotivation.

ALL COMPANIES	TWO OF THREE COMPANIES	SPECIFIC ANSWERS
Pleasant atmosphere	Varying of tasks	Extra benefits to the women with children: YES x NO 1:1
Salary to the definite date	No sick-days	Disadvantages which can lead to demotivation – in every company
Possibility to choose a holiday period	Duty to wear uniforms	
Monetary rewards	Friendly relationship	
Annual or semi-annual bonuses		
Additional benefits		
Praising		
Criticism		
Help with personal problems		
Socializing		
No competitions		

Table 1: Tabular presentation of data collected based on my survey

3.3.2 Usage of the needs theory

As I wrote in the theoretical part of my thesis, *the needs theory* consists of the principle of satisfying the basic needs of an employee. The theory also emphasizes, that positive emotions lead to better employee motivation. As we can see from the questionnaire above, companies frequently adhere to the needs theory. The pleasant atmosphere in the workplace, praising of employees, social events out of the working hours are supplying positive emotions to employees.

The first step on the Maslow's Hierarchy of Needs is self-actualization. Employers apply this step while praising or criticizing an employee confidentially. According to Maslow, it is important for an individual to feel safety, certainty of employment and steady income. Companies apply this principle by crediting the salary to the employees account to the definite date in a month.

Togetherness is also important for an individual. Due to this reason companies create various social events during the year. Two of three companies make an effort to behave friendly to its employees.

The level of safety/security also includes offering fringe benefits. All interviewed companies highly motivate their employees this way. Frequent types of these benefits are: fixed payment tariffs, an extra week of holiday or various training courses.

Next step on the Maslow's Hierarchy of Needs is need of self-esteem, confidence, achievement and respect of others and by others. All companies successfully fulfil this step by praising the employees.

As I noticed in my survey, the disadvantage of all companies is the matter that they are not supporting the employees in achieving better results by creating various competitions for them or by honouring them with titles. Because of it, companies do not fulfil one part of employees' needs.

In conclusion, I would like to point out that as it can be seen from the comparison, one reward (for example, praising) can satisfy more needs (supplying of positive emotions, self-esteem, respect of other employees...).

3.3.3 Usage of the instrumentality theory

Companies also widely exercise *instrumentality theory*. All questioned companies offer to the employees some annual or semi-annual bonuses. However, bonuses are paid out only to employees with long-term excellent performance.

Employers communicate with employees, vary their tasks and are interested in every employee individually. Then they expect from the employee some achievements. If the employee fulfils them, he or she will get the bonus.

3.3.4 Usage of the Herzberg's two-factor model theory

I have noticed that *Herzberg's two-factor model* is applied in questioned companies frequently too.

To the 'hygiene' factors belongs paying out of the salary to the definite date – it does not cause the satisfaction of an employee, but it causes that the employee is not dissatisfied. The employee takes this for granted that the salary is credited to the certain date. On the other hand, the employee would be demotivated if the salary was not credited to the promised date.

To these factors also belong necessary benefits (car) and monetary rewards, which an employee gets to be able to provide the job. The next factor used in companies for motivation is the relationship between colleagues. Employees think that it is a commonplace, but when a problem occurs, they can be dissatisfied. Pleasant atmosphere created in the workplace by superiors is the next 'hygiene' factor, which rises

employee motivation. Finally, the possibility to choose the holiday period is offered in all questioned companies.

The typical example of motivators used in interviewed companies is praising of the employee and the feeling of recognition, when superiors devolve some responsibilities on their inferiors.

3.3.5 Usage of the process theory (goal, equity and expectancy theories)

Now I would like to write about the usage of *the process theory*, mainly about its categories – *goal theory*, *equity theory* and *expectancy theory*.

As I could notice, companies frequently use *the goal theory*. One of the principles of this theory is the importance of giving a feedback to the employee. Companies described in detail that they praise their employees after finished tasks or projects and that they are criticizing them during the working process to avoid mistakes in the future. All employers explain to their employees' tasks clearly to achieve the goals of the company better.

The frequency of the usage of *the equity theory* was not easy to compare. Unfortunately for my survey, two questioned companies are obliged to wear uniforms because of the safety and hygiene. On the other hand, C & B Fashion spol. s.r.o. allows their employees to wear any clothes in which they feel comfortable.

The principle of the theory says that equity is comparative and it consists in comparison of treatment with another group of people or individual. Dressmakers in the company are not obliged to wear a uniform; there is no difference between them and a group of office staff. Any of the employees should not feel themselves better or worse valued.

Expectancy theory tells that an individual is motivated when he or she gets a clear assignment and therefore, according to their performance they will get an outcome. The theory is not used frequently, but the reader can observe that two of three companies use this method before the beginning of the working process. The representative of Metallon Steel s.r.o. answered that he is in a friendly relation with employees, but when he speaks about work, it is necessary to listen to him as to the superior and fulfil his tasks, because the working process costs a lot of money and if the mistake is made, the company will lose the income. The same situation comes in C & B Fashion spol. s.r.o. The forewoman explains tasks clearly to avoid the future mistakes. Clear assignment prevents losses and improves the quality of outcome.

Finally, I would like to say that the procedure of creating my study was not easy. I wrote e-mails to HR departments in some big Czech companies. In the e-mail I always asked the representative of the department if they could provide me any information about the employee motivation in their company. Many companies answered to me that according to their rules, they cannot provide this information to the third parties. It is considered to be their secret, internal information. Fortunately, some companies answered me, that they are able to provide me information about the employee motivation.

Before the appointment with the representative of the first company I created my questionnaire. The questionnaire was created according to the motivation theories subscribed in the theoretical part of my Bachelor Thesis. The extent of the questionnaire includes questions which are connected to every method of motivation. Questions were clear, they were not detailed, but on the other hand, answers on them were sufficient and satisfying for the comparison. Surprisingly, the companies had no difficulties with answering the questionnaire.

4 CONCLUSION

The objective of my Bachelor Thesis was to compare employee motivation methods in organizations in the Czech Republic with existing motivation theories. Firstly, it was necessary to study literature about motivation and the most known motivation theories. It was also important to describe motivation through rewards, reward strategy, total and strategic reward. Finally, I studied literature about poor employee performance, about the reasons which can lead to this and about possible solutions of problems with demotivated employees.

In the practical part of the thesis I created my own survey. After processing the answers, I compared them with motivation theories. According to my comparison, the results of the study show that companies frequently use various theories of motivation in practice. Usage of the needs theory is very frequent and successful. Herzberg's two-factor model theory is used in companies frequently too. Generally, companies use all theories of motivation which were introduced by me in the theoretical part. Results also depict that there are various factors in every company which can lead to the poor motivation of an employee and therefore companies try to keep their employees by motivating them and offering to them many benefits.

As it is obvious from the survey and the comparison, the motivational theories mingle. Many types of benefits are covered in more theories of motivation. In closing, I want to say, that nowadays companies successfully use all motivation theories introduced by me in the theoretical part of the thesis. I am satisfied with the result of the study and it was enriching to get new information and knowledge about employee motivation during my studies.

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Picture 1 – Pinterest: Original Maslow's hierarchy of needs. *www.pinterest.com* [online]. © 1998 [retrieved 2014-04-12]. Available from WWW: <<http://www.pinterest.com/pin/470274386060382887/>>

7 ABSTRACT

The topic of my Bachelor Thesis is “Employee motivation in an organization. Case study of employee motivation methods in an organization in the Czech Republic.”

The thesis deals with motivation theories, motivation through rewards and difficulties with demotivated employees. My study is focused on the comparison of motivation theories with their actual usage in the Czech companies.

My thesis is divided into theoretical and practical parts. There is included information about business, employee motivation, motivation theories, motivation through rewards and employee demotivation in the theoretical part. Practical part includes my study – questionnaire of three Czech companies about their employee motivation, summary of their answers and finally, a comparison of the answers with motivation theories.

8 RESUMÉ

Tématem mé bakalářské práce je Motivace zaměstnanců v organizaci. Případová studie metod motivace zaměstnanců v organizaci v České republice.

Bakalářská práce se zabývá motivačními teoriemi, motivací prostřednictvím odměn a potížemi s demotivovanými zaměstnanci. Moje studie se zaměřuje na porovnávání motivačních teorií s jejich opravdovým využitím v českých firmách.

Má bakalářská práce je rozdělená na teoretickou a praktickou část. V teoretické části je zahrnuta informace o byznysu, motivaci zaměstnanců, motivaci prostřednictvím odměn a demotivaci zaměstnanců. Praktická část zahrnuje mou studii – dotazník tří českých firem o jejich motivaci zaměstnanců, shrnutí jejich odpovědí a na závěr srovnání odpovědí s motivačními teoriemi.

9 APPENDICES

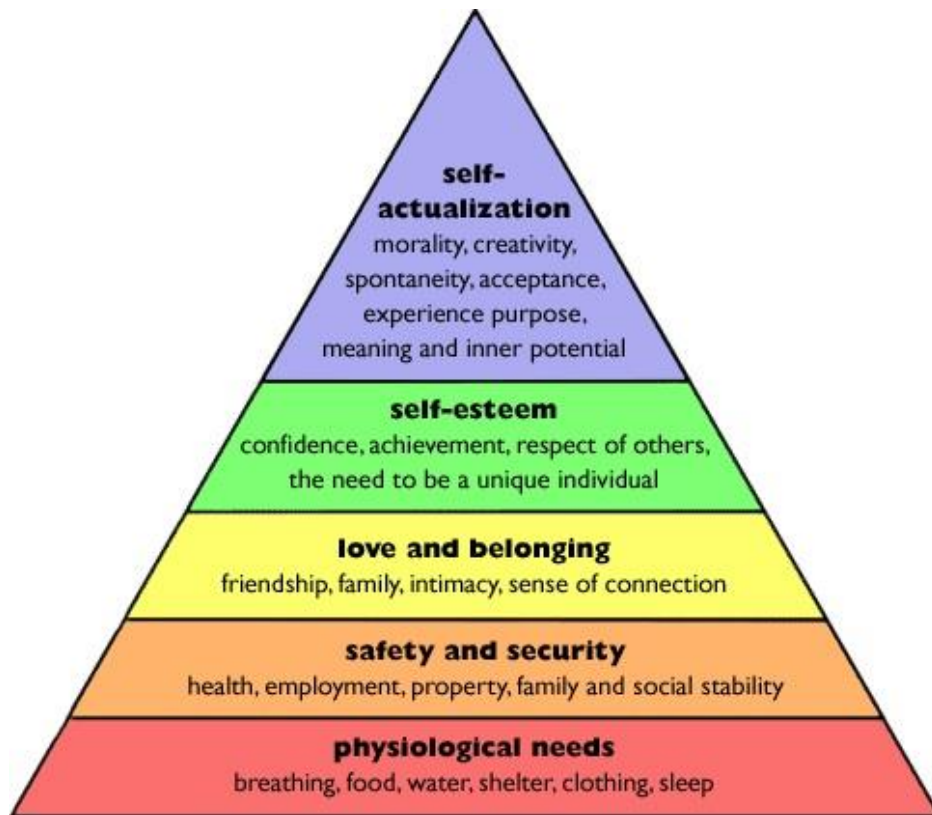
Appendix 1 – Picture

Appendix 2 – Questionnaire 1

Appendix 3 – Questionnaire 2

Appendix 4 – Questionnaire 3

Appendix 1



Picture 1: *Original Maslow's hierarchy of needs*

Appendix 2

Rozhovor s mistrovou firmy C & B Fashion spol. s.r.o.

Kontaktní informace:

Olga Holečková

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Snažíte se vytvořit příjemné pracovní prostředí na pracovišti?

Samozřejmě, jako vedoucí mého týmu se snažím udělat pracovní dobu tak příjemnou, jak to jde (samozřejmě v rámci možností). V hale máme např. rádio – pokud zaměstnanci chtějí, mohou ho kdykoli zapnout. Také pokud se někdo cítí unaven, může si kdykoli během pracovní doby vzít pauzu na kávu.

Snažíte se být se svými zaměstnanci v přátelském vztahu či je to pouze vztah typu „podřízený-nadřízený“?

Zaměstnanci v naší firmě jsou většinou ženy, tudíž i já jako žena se s nimi snažím komunikovat a diskutovat o jiných tématech než jen o práci během přestávky. Náš vztah není takový, jako jsou ty mezi zaměstnancem a zaměstnavatelem. Pracovní tým se ke mně chová jako k rodině, a tak se snažím být jejich kamarádkou.

Vyváříte nějaké společenské události mimo pracovní prostředí pro zlepšení vztahů mezi zaměstnanci?

Ano, každoročně pořádáme vánoční večeři v restauraci, a když má někdo narozeniny, připravujeme menší oslavu.

Připisujete zaměstnancům výplatu na účet k určitému datu bez zpoždění?

Ano, výplatní den je patnáctého v každém měsíci. Posíláme peníze bez zpoždění. Zaměstnanci jsou s tímto systémem spokojeni a mají v naší firmě jistotu stálého příjmu.

Snažíte se vyjít zaměstnancům vstříc s výběrem data dovolené či volna?

Ano, záleží to jen na domluvě mezi nimi a mnou. Matky s malými dětmi mají přednost před ostatními zaměstnanci.

Motivujete své zaměstnance taky finančně?

Ano, ale nemyslím si, že taková motivace je u nás dlouhotrvající. Každý úkol při výrobě zboží trvá přibližně týden. Naše cíle nejsou dlouhodobé.

Nabízíte svým zaměstnancům roční či meziroční bonusy?

Tyto výhody se vztahují pouze na administrativní pracovníky. Bonus je roční, vyplácí se na konci roku s ohledem na práci odvedenou během celého pracovního období v patřičném roce.

Nabízíte svým zaměstnancům nějaké jiné výhody? Např. mimoplatové výhody, týden dovolené navíc, příspěvek na bydlení, školící či jazykové kurzy.

Zaměstnanci, kteří pracují na dílně, nedostávají mnoho výhod. Ale když je v létě např. málo práce, mají možnost vyčerpat týden dovolené navíc, který je placený. Administrativní pracovníci (mistrová, výkonný ředitel, dovozci, účetní) dostávají tyto výhody: auto, paušál na telefonní služby, různá školení.

Chválíte své zaměstnance?

Ano, chválím je, ale jen za úkoly, které odvedli perfektně.

Kritizujete své zaměstnance?

Ano, kritizuji zaměstnance, když odvádí práci špatně. Výroba oblečení je proces, který se skládá z několika částí – jeden zaměstnanec šije rukáv, mezitím druhý šije límec, třetí to vše dává dohromady atd. Proto, když jeden z nich udělá chybu a nevšimne si toho, celý výrobek je udělán špatně. To je důvod, proč své zaměstnance musím kritizovat. Musím zvyšovat jejich pozornost a zodpovědnost během výrobního procesu.

Odměňujete, chválíte a kritizujete zaměstnance individuálně nebo se snažíte je motivovat jako tým?

Mluvím s nimi důvěrně. Důvodem je to, že dokonce když vyrábí výrobek jako celek, každý zaměstnanec má svou osobní zodpovědnost na pracovním procesu.

Soutěží zaměstnanci mezi sebou? Podporujete je v dosažení lepších výsledků? Vyznamenáváte zaměstnance tituly, jako je např. Nejlepší zaměstnanec měsíce, a vyvěšujete tituly někam na viditelné místo?

Ne, takový systém jsme nikdy nezavedli, ale není to špatný nápad.

Snažíte se pozměňovat zaměstnanecké úkoly? Přenecháváte část své zodpovědnosti na zaměstnance (a tímto jim vyslovujete důvěru)?

Mým hlavním cílem je jasně vysvětlit, co má zaměstnanec dělat. Vkládám do nich svou důvěru. Někdy se je snažím motivovat tím, že šikovní zaměstnanci převezmou část mé zodpovědnosti, proto se pak snaží dokonce vykonávat úkoly lépe, než během jejich obvyklých pracovních úkonů.

Snažíte se vyjít vstříc, pomoci, pokud má zaměstnanec osobní problém? (A tímto způsobem zvýšit jejich výkonnost? Spokojený člověk je zaměstnanec, který vykonává svou práci lépe.)

Nemohu zaměstnancům nařídit, aby mi pověděli, jaké mají problémy, ale pokud se mi někdo z nich chce svěřit, vždy ráda pomůžu.

Nabízíte svým zaměstnancům tzv. sick-days?

Určitě ano. Snažíme se mít soucit. Vedení podniku chápe, že podmínky, za kterých může zaměstnanec dostat pracovní neschopnost, jsou finančně nevýhodné. Nepříjemná situace nastává, když zaměstnanci během nemoci raději čerpají dovolenou. Proto jim nabízíme sick-days jako další z našich benefitů.

Jsou zaměstnanci povinni nosit uniformy na pracovišti nebo jim dovolujete nosit neformální oblečení, aby se cítili více pohodlně?

Zaměstnanci nenosí uniformy či nějaké podobné oblečení, co by mělo ukazovat jejich „stejnost“. V naší firmě, každý má právo nosit, co chce, aby vyjádřil svůj vlastní styl. Hlavním důvodem, proč naši zaměstnanci nenosí uniformy je také to, že pracují manuálně a proto mohou nosit jakékoli oblečení, ve kterém se cítí pohodlně.

Všimla jsem si, že ve vaší firmě pracuje mnoho žen. Nabízíte nějaké další výhody zaměstnankyním s dětmi?

Ano, kromě přednosti ve výběru dovolené, mají také možnost zkrátit svou pracovní dobu. Mohou zažádat o zkrácení a po schválení žádosti se jejich pracovní doba zkrátí na 7 a půl hodiny.

Dle Vašeho názoru, jsou ve Vaší firmě nějaké nevýhody, které mohou vést k demotivaci zaměstnance? Pokud ano, mohl/a byste je krátce zmínit?

Ano. Nevýhodou je to, že v naší firmě neexistuje žádný kariérní postup. Na druhou stranu se snažíme zaměstnance motivovat jinými výhodami, které jsem zmínila už dříve.

Appendix 2

Rozhovor s výkonným ředitelem společnosti Metallon Steel s.r.o.

Kontaktní informace:

Alan Onodi

+ 420 721 583 170

<http://metallon-steel.cz/>

Snažíte se vytvořit příjemné pracovní prostředí na pracovišti?

Ano, zaměstnanci v mé firmě musí mít pocit, že je potřebuji, že jsou na pracovišti užiteční. Z tohoto důvodu s nimi komunikuji, ptám se jich na věci, které by je mohly potěšit, a snažím se splnit nějaká jejich přání.

Snažíte se být se svými zaměstnanci v přátelském vztahu či je to pouze vztah typu „podřízený-nadřízený“?

Vztah mezi vedením a zaměstnanci v naší firmě je spíše kamarádský. Nicméně, zaměstnanci chápou, že pokud začnu mluvit o pracovních záležitostech a chovat se jako nadřízený, tak se vztah mění na čistě pracovní. Jsme schopni rozlišovat mezi pracovními záležitostmi a přátelskou konverzací.

Vyváříte nějaké společenské události mimo pracovní prostředí pro zlepšení vztahů mezi zaměstnanci?

Ano, největší společenskou událostí u nás je vánoční večírek pro všechny zaměstnance. Čas od času se pro ně taky snažím sehnat nějaké vstupenky. Zaměstnanci mají možnost relaxace, při které lépe poznají své kolegy.

Připisujete zaměstnancům výplatu na účet k určitému datu bez zpoždění?

Ano, posíláme výplaty každý měsíc dvacátého. Nejdříve zpracováváme zakázky pro firmy, které si je objednaly, potom čekáme na den splatnosti, do kdy nám musí poslat peníze. Záleží na firmách, kolik dní potřebují k vyplácení peněz za vykonanou práci. Pokud má firma, která si objednala zakázku, splatnost faktur delší než jeden měsíc, nečekám na peníze, které mi zašlou. Nejdříve myslím na své zaměstnance, posílám jim peníze z rezerv naší firmy. Teprve následně myslím na rozvoj podniku, nové technologie výroby a své vlastní potřeby. Proto jsou zaměstnanci spokojeni, v naší firmě mají vždy stálý příjem.

Snažíte se vyjít zaměstnancům vstříc s výběrem doby dovolené či volna?

Ano, mají možnost si předem vybrat období dovolené.

Motivujete své zaměstnance taky finančně?

Ano. Když náš pracovní tým stihá splnit zakázku před datem odevzdání, dostáváme finanční bonusy. Tyto peníze jsou pak vypláceny zaměstnancům, kteří se zúčastnili zakázky.

Nabízíte svým zaměstnancům roční či meziroční bonusy?

Ano, několikrát ročně odměňuji své nejlepší pracovníky.

Nabízíte svým zaměstnancům nějaké jiné výhody? Např. mimoplatové výhody, týden dovolené navíc, příspěvek na bydlení, školící či jazykové kurzy.

Ano, zaměstnanci mají k dispozici pracovní auto, které nezbytně potřebují, jelikož do práce dojíždí, tímto se jim to snažíme ulehčit.

Auto mohou používat i mimo pracovní dobu. Nabízíme a proplácíme různá školení. Někteří zaměstnanci mají nárok na telefonní paušál, jiní (kteří pracují hlavou) dostávají týden dovolené navíc.

Chválíte své zaměstnance?

Ano, pro mé zaměstnance je to potěšením a také motivací k tomu, aby byli lepšími pracovníky. Když se cítím potěšen prací, která byla odvedena, tak zaměstnanci mají právo o tom vědět.

Kritizujete své zaměstnance?

Ano, čas od času své zaměstnance bohužel kritizuji. Každá chyba, kterou zaměstnanec udělá, stojí firmu mnoho peněz. Proto je dobré zaměstnance na chybu upozornit, aby se neopakovala znovu.

Odměňujete, chválíte a kritizujete zaměstnance individuálně či se snažíte je motivovat jako tým?

Pokud své zaměstnance chválím, tak to dělám v rámci celého týmu, protože dobře odvedená práce je zásluhou všech zaměstnanců. Ovšem, pokud zaměstnance kritizuji či něco vytýkám, tak to dělám tzv. „mezi čtyřma očima“, jelikož pokud se stane chyba, tak většinou je to zásluhou daného zaměstnance, ne celého týmu. Pracovník by se mohl cítit poníženě před ostatními kolegy.

Soutěží zaměstnanci mezi sebou? Podporujete je v dosažení lepších výsledků? Vyznamenáváte zaměstnance tituly, jako je např. Nejlepší zaměstnanec měsíce, a vyvěšujete tituly někam na viditelné místo?

Ne, nevyznamenávám je a nevím, zda zaměstnanci mezi sebou soutěží.

Snažíte se pozměňovat zaměstnanecké úkoly? Přenecháváte část své zodpovědnosti na zaměstnance (a tímto jim vyslovujete důvěru)?

Ve firmě jsou tací pracovníci, kteří berou svou práci jako koníček, zajímají se o projekty více než ostatní. Snažím se tyto lidi učit víc než ostatní, protože vidím, že je to zajímá. Poté jim přenechávám nějaké své povinnosti. Z mé zkušenosti mohu říci, že tyto úkoly plní rádi.

Snažíte se vyjít vstříc, pomoci, pokud má zaměstnanec osobní problém? (A tímto způsobem zvýšit jejich výkonnost? Spokojený člověk je zaměstnanec, který vykonává svou práci lépe.)

Ano, ale nedělám to primárně z důvodu zvýšení výkonnosti zaměstnance. Jak už jsem řekl, máme se zaměstnanci přátelský vztah, a když mají nějaký problém, který jsem schopen vyřešit, snažím se najít možná řešení. Koneckonců, zaměstnanec, který nemá potíže, se cítí spokojeněji a pracuje lépe. To je pravda.

Nabízíte svým zaměstnancům tzv. sick-days?

Ne, nenabízíme.

Jsou zaměstnanci povinni nosit uniformy na pracovišti nebo jim dovolujete nosit neformální oblečení, aby se cítili více pohodlně?

Bohužel naši zaměstnanci jsou povinni nosit uniformy a helmy na pracovišti z bezpečnostních důvodů.

Dle Vašeho názoru, jsou ve Vaší firmě nějaké nevýhody, které mohou vést k demotivaci zaměstnance? Pokud ano, mohl/a byste je krátce zmínit?

Ano, možná je to náročnost a monotónnost práce.

Appendix 3

Rozhovor s účetní firmy Nemocnice Louny, a.s.

Kontaktní informace:

Monika Snopková

+420 415 242 413

<http://www.nemlouny.cz/>

Snažíte se vytvořit příjemné pracovní prostředí na pracovišti?

Ano, každý chce pracovat v příjemné pracovní atmosféře. Naši zaměstnanci ji také vytváří optimistickou komunikací a vztahy.

Snažíte se být se svými zaměstnanci v přátelském vztahu či je to pouze vztah typu „podřízený-nadřízený“?

Vztah mezi nadřízenými a podřízenými v naší firmě je čistě zaměstnanecký.

Vyváříte nějaké společenské události mimo pracovní prostředí pro zlepšení vztahů mezi zaměstnanci?

Ano, vedení podniku jednou ročně organizuje vánoční večírek pro zaměstnance.

Připisujete zaměstnancům výplatu na účet k určitému datu bez zpoždění?

Ano, obvykle posíláme výplaty k určitému dni v měsíci.

Snažíte se vyjít zaměstnancům vstříc s výběrem doby dovolené či volna?

Ano, záleží na domluvě mezi zaměstnancem a vedením firmy.

Motivujete své zaměstnance taky finančně?

Ano, výše odměny závisí na okamžitých finančních možnostech firmy.

Nabízíte svým zaměstnancům roční či meziroční bonusy?

Ano, bonusy jsou vypláceny podle výkonu zaměstnanců.

Nabízíte svým zaměstnancům nějaké jiné výhody? Např. mimoplatové výhody, týden dovolené navíc, příspěvek na bydlení, školící či jazykové kurzy.

Ano, součástí lepší motivace a vyššího vzdělání zaměstnanců jsou školení.

Chválíte své zaměstnance?

Ano, chvála vytváří základ motivace a vždy potěší každého zaměstnance.

Kritizujete své zaměstnance?

Ano, kritizujeme zaměstnance. Kritika je vždy cílená, odkazuje na zaměstnaneckou chybu, a proto vycházíme ze zkušenosti, že ji zaměstnanec nejspíše příště neudělá.

Odměňujete, chválíte a kritizujete zaměstnance individuálně či se snažíte je motivovat jako tým?

Naši zaměstnanci jsou chválení či kritizováni individuálně.

Soutěží zaměstnanci mezi sebou? Podporujete je v dosažení lepších výsledků? Vyznamenáváte zaměstnance tituly, jako je např. Nejlepší zaměstnanec měsíce, a vyvěšujete tituly někam na viditelné místo?

Ne, v naší firmě nejsou žádné soutěže mezi zaměstnanci.

Snažíte se pozměňovat zaměstnanecké úkoly? Přenecháváte část své zodpovědnosti na zaměstnance (a tímto jim vyslovujete důvěru)?

Ne, každý doktor má svůj patřičný pracovní úkol a u nás není prostor na jejich pozměnění.

Snažíte se vyjít vstříc, pomoci, pokud má zaměstnanec osobní problém? (A tímto způsobem zvýšit jejich výkonnost? Spokojený člověk je zaměstnanec, který vykonává svou práci lépe.)

Ano, pokud zaměstnanec kontaktuje vedení a poprosí o pomoc, snažíme se vyjít vstříc s jeho osobními problémy.

Nabízíte svým zaměstnancům tzv. sick-days?

Ne, vedení firmy nenabízí sick-days.

Jsou zaměstnanci povinni nosit uniformy na pracovišti nebo jim dovolujete nosit neformální oblečení, aby se cítili více pohodlně?

Zdravotnictví vyžadují nošení uniformy z hygienických důvodů, a proto personál nemocnice musí nosit čisté oblečení a uniformy.

Všimla jsem si, že ve vaší firmě pracuje mnoho žen. Nabízíte nějaké další výhody zaměstnankyním s dětmi?

Ne, nenabízíme žádné výhody navíc.

Dle Vašeho názoru, jsou ve Vaší firmě nějaké nevýhody, které mohou vést k demotivaci zaměstnance? Pokud ano, mohl/a byste je krátce zmínit?

Ano, dle mého názoru to je špatná zastupitelnost zaměstnance během nemoci a také dlouhodobá kritika některých nadřízených, která vede spíše k demotivaci než motivaci.