

An Analysis of Employee Motivation Practices at the Vsetín's Department of Emergency Medical Services in the Zlín Region

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ABSTRAKT

Bakalářská práce se zabývá motivací zaměstnanců na Záchrané službě ve Vsetíně a je rozdělena do dvou částí, teoretické a praktické. Teoretická část se zabývá motivací obecně, motivačními teoriemi, vnitřní a vnější motivací a systémem odměňování. Praktická část obsahuje informace o firmě a průzkum motivace pracovníků, který je stěžejní částí práce. Průzkum se koná na základě dotazníku, rozhovoru a pozorování.

Klíčová slova: motivace, motivační teorie, systém odměňování, průzkum motivace

ABSTRACT

This bachelor thesis deals with a motivation of the Emergency Medical Services employees at Vsetín and is divided into two parts, theoretical and practical. The theoretical part dwells on motivation in general, motivational theories, intrinsic and extrinsic motivation and a reward system. Practical part contains the information about the company and motivation survey, which is a crucial part of the thesis. The survey is based on a questionnaire, interview and observation.

Keywords: motivation, motivational theories, reward system, motivation survey

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DECLARATION OF ORIGINALITY

I hereby declare that the work presented in this thesis is my own and certify that any secondary material used has been acknowledged in the text and listed in the bibliography.

May 7, 2010

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INTRODUCTION

The title of the thesis is An Analysis of Employee Motivation Practices at the Vsetín's Department of Emergency Medical Services in Zlín Region and will be divided into two parts, theoretical and analytical.

In the theoretical part will be firstly explained what the motivation is, its basic definitions, kinds and theories. Secondly will ensue the reward system which is one of the most important factors influencing motivation at work and thirdly the author will focus on aspects which affect motivation either positively or negatively.

In the analytical part, author will probe the motivation of the employees of the Emergency Medical Services in Vsetín. The survey will be based on the questionnaire, interview and observation.

Author has chosen this topic because of being interested in motivation of the employees of allowance company. It is a fact that money is one of the most important working motives. People working in companies have a chance to move up in the company hierarchy by e.g. training courses or seminars and subsequently get more money.

Employees of the Emergency medical services, which is an allowance company, work under different circumstances. Their remuneration is given and can not be increased even though the employee is doing his/her best.

Author wants to find out if there are some other motivators except money which motivate them to work.

I. THEORY

1 MOTIVATION

Motivation which is generally the force pushing us into doing something has always been here. People are naturally born with this inner force which is changing as they are getting older. It is clear that for example children have completely different needs and requirements than an adult. A verb “to motivate” has nowadays become an inseparable part of a common language and it is used in a various situations (Deiblová 2005, 11):

- Parents are motivating their children.
- Teachers are motivating the pupils to learn.
- Politics are motivating voters.

The motivation has been used many times already so there are some questions arising: What is the motivation? What is it which keeps us going? Is it just something inside us or is there any connection with external factors? How come someone is still looking for a new challenges and another person is satisfied with a routine job? (Pieter J.D. Drenth et al. 1998, 253) For answering these questions I will firstly focus on some definitions which give an explanation what the motivation is and its connection with human behavior, needs and motives.

1.1 The Basic Concepts

Before moving along to the very definitions, there are some basic concepts, which have to be explained in advance for better understanding.

- Motive

According to Armstrong, *a motive is a reason for doing something.* (Armstrong 2003, 216) Another explanation might be that *motives are elements that “pull” our behavior.* (Griffin et al. 1986, 141)

- Need

Need is something that is necessary. There are some needs that are essential to survive like food, water, air. (thefreedictionary.com) Unsatisfied needs are influencing our behavior. (Armstrong 2003, 219)

- Behavior

Behavior is the way in which a person behaves in a certain situations. It is affected by external stimuli or internal incentive. (thefreedictionary.com)

- **Stimulus**

Stimulus is something that instigates to the action and can be either external (sound, touch) or internal (evoke a physiological response). (thefreedictionary.com)

- **Attitude**

Attitude is position a person have on a people and things. This position is influenced by internal incentive or external stimuli. Attitude is closely connected with behavior because changing behavior can influence a change in attitude. They are learned throughout life. (Plunkett et al. 2004, 183, 185)

- **Belief**

Belief is a person's persuasion that some things are true. Belief can not be taken as a fact because it is very individual and varies from person to person. There is a connection between beliefs and attitudes – beliefs shape attitudes and attitudes display our beliefs. (Plunkett et al. 2004, 185)

1.2 Definitions of Motivation

Motivation and its aspects can be found in a plenty of domains such as psychology, economy and many others. Due to high incidence there are many definitions dealing with motivation.

According to Armstrong, "*Motivation is concerned with the factors that influence people to behave in certain ways.*" The factors of motivation are direction, effort and persistence. (Armstrong 2003, 216)

For more comprehensive imagination there a few more definitions:

- Motivation is the strength inside a person to reach the goals. These processes, happening in all human beings, are affected by experiences, attitudes and external factors. (Plunkett et al. 2004, 185)
- Motivation is inner state which influences human behavior and explains why people act as they do. (Certo 2000, 354)

From these definitions can be clearly seen that motivation is a force in every human being which compels us to act in a certain way in order to achieve our goals or fulfill our dreams.

1.3 The Basic Theories

According to Gregar, the well-known motivation theories are (Gregar 2007, 64):

- Instrumentality theory (Taylor)
- Needs theory (Maslow, Alderfer, McClelland)
- Expectancy theory (Vroom, Porter, Lawler)
- Herzberg's two-factor theory
- Attribution theory

1.3.1 Instrumentality Theory

Instrumentality theory first appeared in the second half of the nineteenth century. Instrumentality is the idea that one thing will automatically lead to another and it is based on the scientific management methods by Taylor. He believed that money is the main and most important motivational stimulus and the only way how to get employees to work harder is an increase in their pay. This theory has its pros and cons. On the one hand, money is undoubtedly very strong stimulus which motivates us to work and this attitude can be successful under certain circumstances. On the other hand this approach does not take into account other aspects of motivation like e.g. human needs or relationships among workers. (Armstrong 2003, 218, 219)

1.3.2 Needs Theory

Needs theory is based on the fact that every human being has its own needs, physical and psychological. These needs can be satisfied just for a certain time and the goals are being set ceaselessly. Whether there is a lack of the goal people feel unrest and disquiet. It is natural that a real want of something leads to stubborn endeavor to get it. Once satisfied, another need arises. In case of failure people feel frustrated and depressed. (Plunkett et al. 2004, 224-226)

Maslow's Hierarchy of Needs

Maslow, well-known psychologist, identified five universal human needs (Plunkett et al. 2004, 224-227):

- a) Physiological
 - Safety
 - Social
 - Esteem

- Self-realization

By way of illustration see Figure 1.

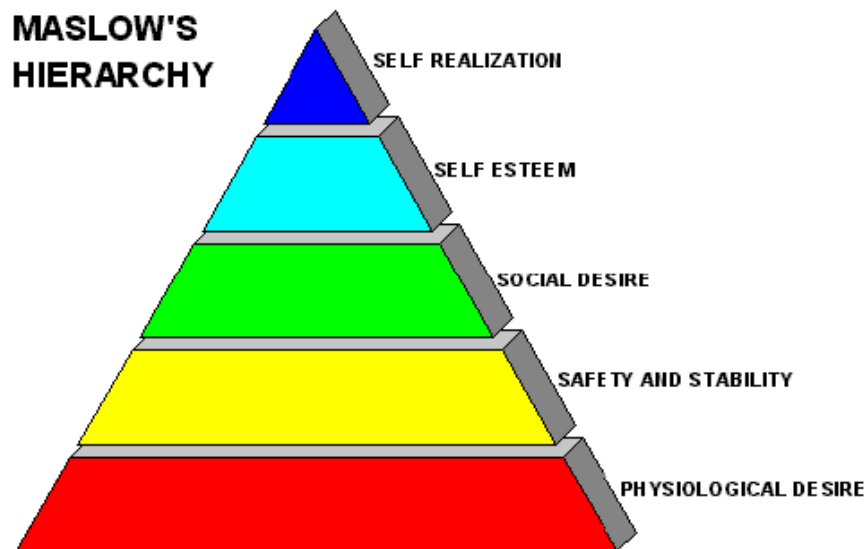


Figure 1. Maslow's Hierarchy of Needs

Source: <http://www.drjeffcornwall.com/maslow2.gif>

The next five paragraphs hold forth on a Maslow's hierarchy of needs in more detail:

- **Physiological Needs**

Bodily needs represent the ground of a theory. Unsatisfied needs, like a hunger or thirst, influence our behavior. On the other side, satisfied needs do not influence our behavior. They are not motivators. For example, when we feel really hungry, there is nothing more important than food. Once we are full, the inner force, which motivated us to get a food, is gone. (Plunket et al. 2004, 226)

- **Safety Needs**

Once we are physiologically satisfied, safety needs become more important than physiological needs. An employee's safety needs are filled whether there is no threat of being fired, appropriate insurance and retirement system. (Griffin et al. 1986, 149)

- **Social Needs**

As human beings we all have social needs. We need a human companionship, spend a time with a friends or family and being loved. Another important aspect is a sense of belonging.

Social needs act in the same way as the previous ones, once they are filled, they begin to wane.

- **Esteem Needs**

There are two points of view. First one is that we need to be respected by the other people and the other one is that we need to feel worthy to ourselves. To reach this goal we are looking for prestige and behave reasonable in order to satisfied both ourselves and people around us.

- **Self –Realization Needs**

Whether there is a need for self-realization, we want to satisfy our potential. We are endeavoring to get into the higher level in company and utilize our creativity. This inner force compels us to work hard in order to be the best in the profession we do. (Plunkett at al. 2004, 226-227)

Alderfer's ERG Theory

Among other needs theory undoubtedly belongs Clayton Alderfer's ERG theory. This theory is quite similar with Maslow's hierarchy of needs though there are some differences. According to Alderfer, the three basic need classes are existence, relatedness and growth. Existence matches Maslow's physiological and security needs, relatedness corresponds to social and esteem needs and growth needs with self-esteem and self-actualization. The main difference is that Alderfer uses frustration-regression and satisfaction-progression constituents. The satisfaction-progression process claim that as soon as a need is satisfied, a person moves on to the next level. On this point both theories concur. Maslow affirmed that a person will stay at the next level until its need is satisfied but Alderfer asserted that whether a person is trying to fulfill a need, he or she will regress to the previous level. (Griffin et al. 1986, 152)

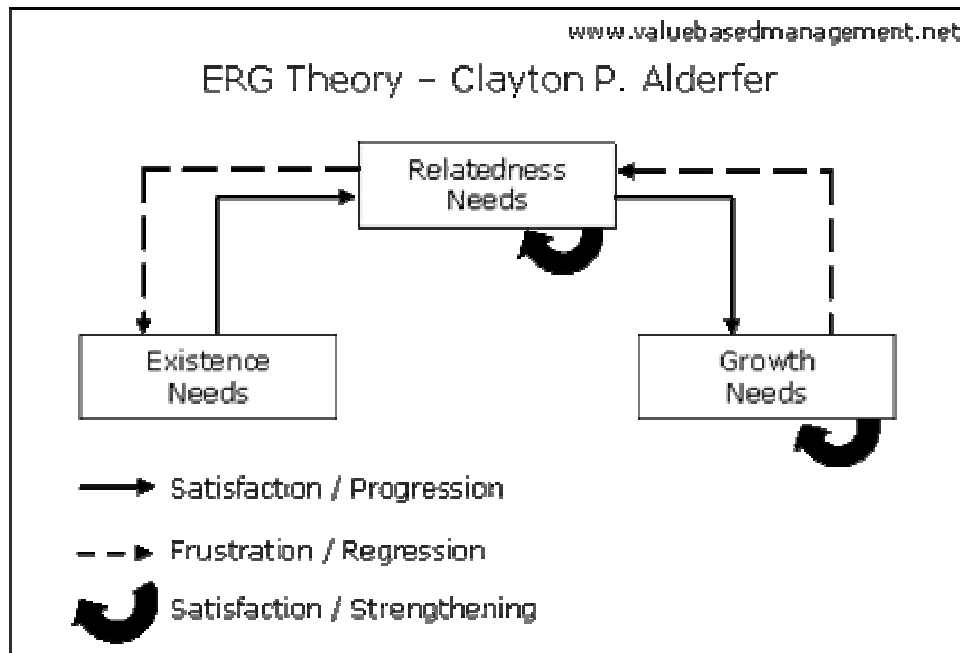


Figure 2. Alderfer's ERG Theory

Source: http://www.valuebasedmanagement.net/images/picture_alderfer_erg.gif

McClelland's Theory of Learned Needs

McClelland's theory is more different than the previous two. This theory is based on the argument that there are not only primary needs but also secondary drives. These three secondary needs are: (McShane et al. 2000, 71-73)

- **Need for Achievement** – people with a strong need for achievement prefer to work alone rather than in a group. They want to be responsible for the tasks and use their own effort to meet the target. In comparison with workers with a low need for achievement, money is not very strong motivator. Their strongest motivator is satisfaction by achieving set goals.
- **Need for Affiliation** – people with a strong need for affiliation prefer working with people and gain their approval. They create positive relationships and do their best to be liked by others in order to get the recognition – support others, solve problems and project a favorable image of themselves. This kind of people may find a fulfillment in jobs requiring social interactions.
- **Need for Power** – power oriented people need to have a control over one's environment involving people and material resources. Need for power has personalized and socialized forms. People with a need for personalized power enjoy

their power for they own satisfaction. On the other hand, people with a need for socialized power want power but they have a sense of social responsibility. (McShane et al. 2000, 71-73)

1.3.3 Expectancy Theory

Expectancy theory was expressed by Vroom (1964) and has its roots in valency-instrumentality-expectancy theory (VIE), where valency stands for value, instrumentality means that one thing leads to another and expectancy means that effort leads to an outcome. Unlike Maslow and Alderfer’s theories, expectancy theory is not based on needs but on the outcome. According to this theory, people are motivated only when there is a strong interrelationship between performance and outcome. Outcome can be either intrinsic (from the work itself) or extrinsic (financial motivation). (Armstrong 2003, 221-222)

Porter and Lawler (1968) originated this theory into a new model based on Vroom. They pointed out that mere effort is not enough. There are two another factors which influence our effort – **ability** (intelligence, know-how) and **role perceptions** (what the individual wants to do or is required to do). (Armstrong 2003, 221-222)

The Expectancy-Theory Model of Motivation

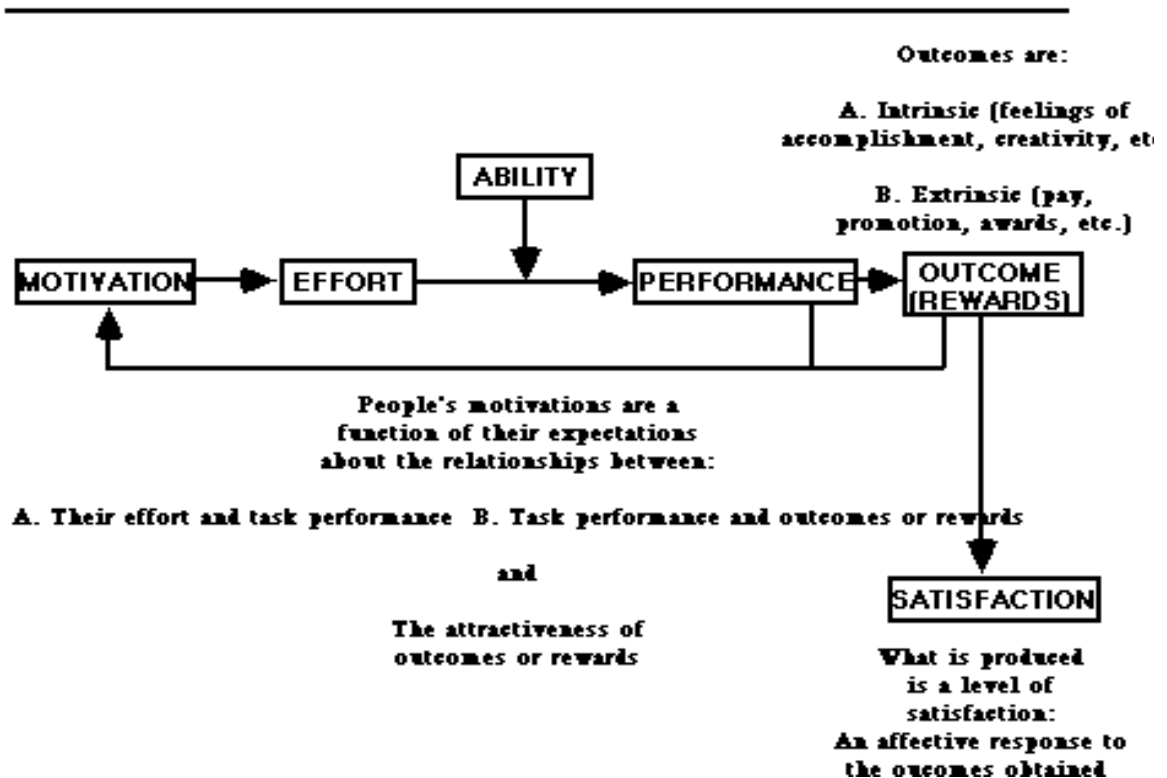


Figure 3. The Expectancy-Theory Model of Motivation

Source: <http://www.willamette.edu/~fthomps/MgmtCon/FIGaa.GIF>

1.3.4 Herzberg's Two-Factor Theory

This two-factor theory differs from Maslow's and Alderfer's needs theories. Maslow's theory of needs is based on assertion that lower needs have to be satisfied in order to move to another level in hierarchy of needs. On the other hand, Herzberg suggested that people are primarily motivated by growth needs like achievement, responsibility and advancement. These intrinsic factors are collectively called **motivators**. On the contrary, there is another group of extrinsic factors called **hygienes** which make employees feel job dissatisfaction like job security, working conditions and supervisor relations. Improving hygienes diminish job dissatisfaction but do not influence job satisfaction. Uniqueness of this claim is that job satisfaction and job dissatisfaction are not seen as opposites. Making the motivators better increases job satisfaction but it does not reduce job dissatisfaction. (McShane et al. 2000, 69)

Like most theories, this has its pros and cons. Among negatives was that individual differences were not taken into account and the theory does not give a definition of a relationship between satisfaction and motivation. (Griffin et al. 1986, 158)

On the other hand, his emphasis on the distinction between intrinsic and extrinsic motivation belongs to a great positives. (Armstrong 2003, 225)

For better imagination see Figure 4.

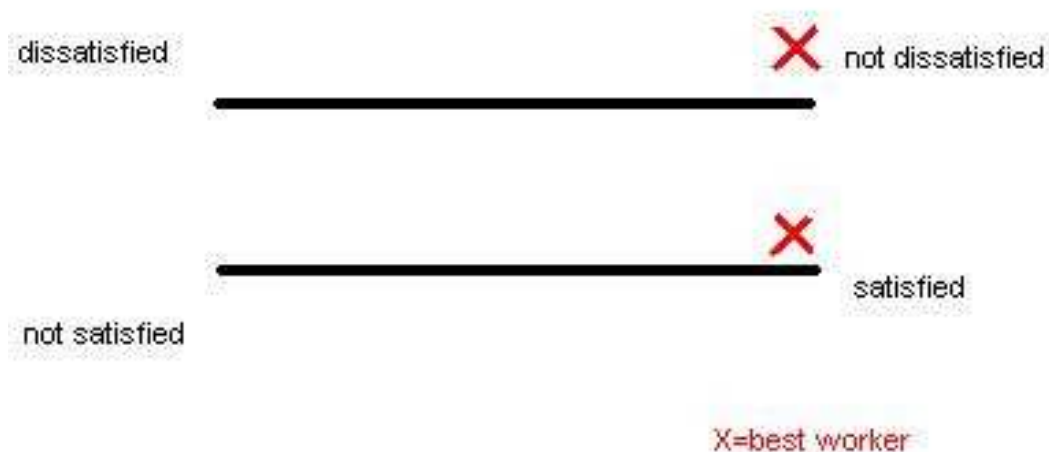


Figure 4. Herzberg's Two-Factor Model

Source: <http://oak.cats.ohiou.edu/~ko318699/esp/2.JPG>

1.3.5 Attribution Theory

Attribution theory is based on the fact that employees are watching their behavior through the process of self-perception. This observation process leads to ascertainment whether their behavior is influenced either external or internal elements. Once the person is satisfied that he or she is intrinsically motivated, he or she will look for intrinsic rewards and the one who is extrinsically motivated will seek for extrinsic rewards. Even though this theory is not as known as for example Maslow's hierarchy of needs, some surprising findings were established. As an example might be the contention that providing extrinsic rewards to intrinsically motivated person would make him/her more extrinsically motivated rather than intrinsically. (Griffin et al. 1986, 195-197)

1.4 The Types of Motivation

1.4.1 Intrinsic Motivation

Intrinsic motivation is a force within a person which compels him/her to accomplish a given task or to meet a target. In comparison with extrinsically motivated people, these people are not affected by the external rewards such as money or grades at school. They want to perform tasks because they feel gratification from the work itself. (www.wisegeek.com)

Intrinsic motivators have a profound and long-term effect because they come from an individual itself. (Armstrong 2003, 219)

Intrinsic motivators could be (Armstrong 2003, 217):

- Responsibility (feeling of importance)
- Autonomy (freedom to act)
- Developing skills
- Developing potential
- Having an interesting and challenging work
- An opportunity for advancement

1.4.2 Extrinsic Motivation

Extrinsically motivated people are drawing their strength to work for the rewards which come from outside. They do not feel much satisfaction from the work itself but the main impetus is a reward which comes as soon as the work is done. A great example might a student. Extrinsically motivated student will work on the task because he wants the reward

which could be a grade, in this case. On the other hand, intrinsically motivated student will work on the task because of his/her own satisfaction. (www.giftedkids.about.com)

Among these extrinsic motivation can be found (Armstrong 2003, 217):

- Money
- Increased pay
- Acclaim
- Promotion
- Disciplinary action
- Withholding pay
- Criticism

2 REWARD SYSTEM

Reward system has always been one of the most important personnel activities and draws attention to both employers and employees. As it was explained in the previous paragraph, people are motivated either intrinsically or extrinsically. Workers motivated extrinsically appreciate tangible rewards such as money, allocation of an office with a computer or meal tickets. Intrinsically motivated people acknowledge immaterial recompense such as sense of usefulness, joy of work, job satisfaction, work success and many others. Rewards of this kind are closely connected with a worker's personality, attitudes, interests, values and needs. (Koubek 1997, 236-237)

There are four main types of organizational rewards on which will be focused on in the next paragraphs.

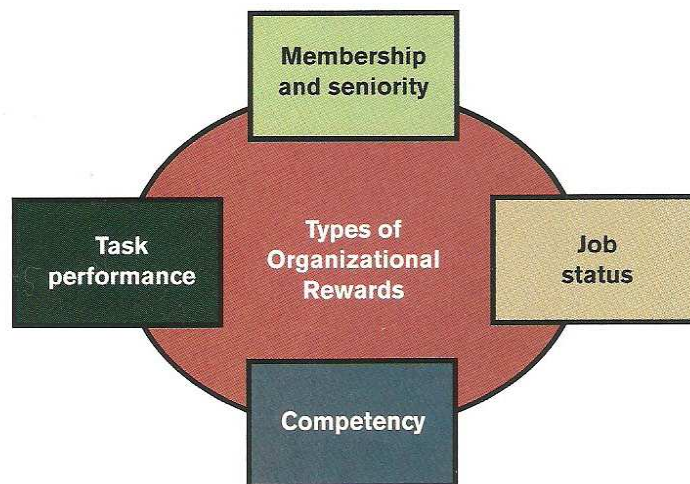


Figure 5. Types of Organizational Rewards.

Source: McShane et al.2000, 98

2.1 Membership and Seniority Based Rewards

Membership and seniority based rewards is the most widespread type of reward. Employee is paid a fixed hourly wage or salary and all the employees get the same extra benefits. After several years of working the rewards raise with worker's seniority in the firm. The remuneration could be in the form of increasing base pay, longer holiday or special perquisites. The advantage of this system is definitely the seniority pay raise and turnover

reduction (cost of quitting augments with an employees length of service). The problem could be the lack of motivation. The workers are not motivated to do their job better because they will get the same amount of money anyway. (McShane et al.2000, 99)

2.2 Job Status-Based Rewards

This type of rewarding is common in almost every company. The company distinctively uses a job evaluation system which is a system of appraising jobs by measuring required skills, effort and working conditions. (McShane et al.2000, 99)

Job evaluation aims to (Armstrong 2003, 632):

- Specify a value or size of the jobs
- Purvey the information necessary to design grade and pay structure
- Provide a basis for grading jobs
- Control whether the company meets its ethical and legal obligations in order to give the equal pay for work of the same worth

The employee working on the position requiring more skills and responsibility, like engineer, will logically have higher pay than e.g. a clerk because the engineer's work is worth more to the company. (McShane et al. 2000, 99)

2.3 Competency-Based Rewards

This strategy is based on the fact that employees are paid more for their competencies rather than for fulfilling given tasks. Competencies are characteristics of people, like ability and values, leading to superior performance. The difference between job status-based pay is that status-based rewards have a plenty of grades with a strait scope between the lowest and highest pay and the workers are remunerated through promotions. On the other hand, competency-based system use fewer pay grades with a wide range between the lowest and highest pay so there is more scope for rewarding employees for their competencies than for a job they hold. (McShane et al. 2000, 100)

2.4 Performance-Based Rewards

Performance-based rewards are divided into three parts – individual, team and organization wide. (McShane et al. 2000, 101)

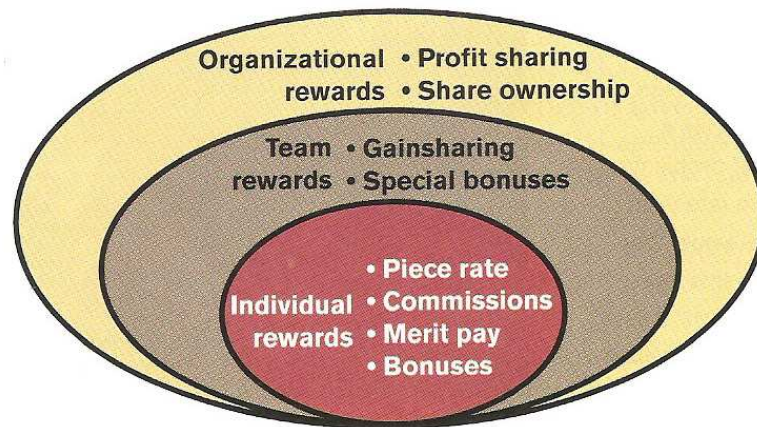


Figure 6. Types of Performance-Based Rewards

Source: McShane et al. 2003,101

2.4.1 Individual Rewards

Individual rewards have already existed in the 20th century B.C. The system is based on the fact that the worker is paid for every product he/she produces or sells, e.g. auto glass installer is paid \$20 for every windshield he installs. The system is widely used in the professions like estate agents or automobile salespeople. A successful worker, which carries out his/her duties, can be given extra bonuses. (McShane et al. 2003, 100-102)

2.4.2. Team Rewards

Team rewards are given to a group of people who work on a similar or related work. The pay is in the form of bonuses which are shared among the members. The advantage is cooperative behavior, team working and uplifting of flexible hours. A problem may occur when the team is not compact or the individual is angry because his or her endeavour is not rewarded specifically. (Armstrong 2003, 706)

2.4.3 Organizational Rewards

The system is based on so-called “ownership culture”. There was formed **an employee stock ownership plan (ESOP)** in which the employee possesses over 90 % of the company stock. The ownership plan heartens the employees to buy stocks and reward them through dividends. Employees are committed to the company and tend to work smarter and reduce costs. (McShane et al. 2000, 103)

3 DEMOTIVATION

This chapter deals with demotivation and will be divided into two parts. The first part will be focused on negative working aspects which cause demotivation and aversion to work. The second part will be concentrated on possible solutions.

3.1 Negative Working Aspects

Tedium

Boredom is one of the most stressful factors. If a qualified worker is given a routine and boring work he/she will feel unused and the zest for work evaporates. His/her performance is declining and he/she will probably quit the job. (Deiblová 2005, 12) On the other side, some people are seeking after a boring and monotonous job because they are indolent and do not need to look for a new challenges in order to avoid stress and maintain their soft living. (Deiblová 2005, 70)

Fear

Another very strong demotivator is a fear. From the pragmatistical point of view, the fear is one of the most powerful impetus to change human behavior. Fear may have thousands of forms, for example fear of losing job, fear of failure and many others. (Deiblová 2005, 45) A great pressure is imposed upon an elder people who are not able to bring the performance of the same quality as their younger and educated colleagues. In this case is the fear of losing job considerable and leads to stress. (Deiblová 2005, 76)

Stress

Stress can be one of the working results. Organizational stress can be defined as the general and unconscious mobilization of human's energy when confronted with organizational demand. There may be several causes of stress, for example physical demands of the job. People working outdoors are exposed to drastically hot or cold temperatures. Another is job security. The less security one has, the more stress is an individual put under. The consequences of the stress could be alcohol and drug abuse, violent behavior, depression, insomnia and headaches. (Griffin et al. 1986, 229-232)

Visual Display Units

Using computer has become inseparable part of many jobs. Even though computers simplify our work in many respects, there are some obvious negatives. According to critics,

users suffer eye strain, headaches and muscular dysfunctions. The heat and static electricity may cause lethargy and persistent tiredness. Long-term users might feel gawky, somnolent and unable to concentrate. (Graham et al. 1991, 80)

3.2 How to Deal with Negative Working Aspects

3.2.1 Coping With Stress

Many organizations have some types how to deal with stress. There are a few examples: (Plunkett et al. 2000, 211):

- Facilities for exercise (jogging, weight-training rooms, experienced instructors)
- Courses to teach how to deal with stress (meditation, time management)
- Counseling opportunities to explore stressors such as financial, marriage or psychological problems
- Flexible work schedules (job sharing)
- Time-off for family and friends

Job Rotation

Job rotation is used in two ways. The first is that people temporarily move to different jobs which gives them experience and challenges. People feel more self-confident because they are able to hold more functions. Besides this, supervisors deal easily with absence. The other way is that employees rotate the performance of tasks every few hours which prevents boredom. (Plunkett et al. 2000, 248)

Job Enlargement

Job enlargement increases the figure of tasks expected from the worker. It does not mean more responsibility, it just mean that the worker does more kinds of tasks he already does regularly. This method increases motivation and zeal for work. (Plunkett et al. 2000, 249)

Job Enrichment

A worker is given greater autonomy, responsibility and challenge. This method forms natural work, combines tasks and increases motivation. But as it was said before, some people prefer a repetitive and monotonous job because they just do not want a challenge and do not want more duties. (Plunkett et al. 2000, 249-250)

Working Culture

Working culture is extremely important. A friendly atmosphere, favorable relationship, honest ethical standards and mutual respect are the basis for the proper functioning. Flexible working hours and working from home cut back the stress. All these positive working aspects lead to satisfied personal and professional life. (www.chrmglobal.com)

4 SUMMARY OF THE THEORETICAL PART

This bachelor thesis deals with motivation and is divided into three parts. The first part deals with motivation in general. Author explains what is it motivation, its basic definitions and theories. The second part deals with reward system. Author mentions the four types of organizational rewards are their usage in companies. The third part is focused on demotivation which is an opposite of motivation. The author first looks at the negative aspects which may influence people's behavior and attitude to work and sequentially proposes how to reduce these negative aspects.

II. ANALYSIS

5 EMERGENCY MEDICAL SERVICES IN THE ZLÍN REGION

5.1 The Basic Information about the Company

Emergency medical services in the Zlín region operates in an area of 3 964 km² for more than 596 000 inhabitants. The main goal of Emergency medical service is to provide professional prehospital care. This is provided by 26 ambulances crews in 13 stations spread among the region. It is a service guaranteed by the state which is funded from the state budget and health insurance.

The Zlín region is divided into areas and each of these areas has its own departure stations. These areas are:

- Zlín (Zlín, Otrokovice, Slavičín, Valašské Kloubouky)
- Kroměříž (Kroměříž, Bystřice p. Hostýnem)
- Uherské Hradiště (Uherské Hradiště, Uherský Brod)
- Vsetín (Vsetín, Nový Hrozenkov)
- Valašské Meziříčí (Valašské Meziříčí, Rožnov p. Radhoštěm)

5.2 Prehospital Emergency Care

Prehospital emergency care is the care of people affected by sudden illness or injury, the care of people during their transportation to further professional treatment in a hospital or nearest medical specialized centre.

Prehospital emergency care is provided in conditions when:

- affected person is in immediate danger to life
- deepening of pathological changes can lead to sudden death
- affected person is in danger of lasting consequences of major injury or illness
- sudden suffering and pain occurs
- affected person suffers changes of behavior which is dangerous for him/herself and surroundings

Other activities of emergency medical service:

- receiving, processing and evaluating emergency calls
- transport of patients, pregnant women under conditions of prehospital emergency care among medical facilities
- transportation related tasks of transplant program

- transport of wounded and sick in condition of prehospital emergency care from abroad to the Czech Republic
- prehospital emergency care provided to minimize health consequences incurred by natural disasters and mass disasters
- fast transportation of specialist between medical facilities, fast transportation of blood or its derivatives, biological materials or medicaments urgently needed to further the provision of emergency care which has already begun
- cooperation with firefighters and operational centers of integrated rescue system
- teaching and providing education of emergency care

5.3 Ambulance Crews

Ambulance crews are situated in the region to secure the availability of prehospital emergency care and it is provided within 15 minutes from receiving emergency call. This availability can be affected by weather, nature of terrain where incident is involved etc. Based on evaluation of the emergency call and according to the nature and severity of the condition, operator sends an ambulance crew.

Ambulance crews consist of:

- ambulances with a doctor with at least three members of the crew. Members of the crew are doctor, medical rescuer and driver.
- ambulances without a doctor with at least two members of the crew. Members of the crew are medical rescuer and driver.
- rendez – vous system means cooperation between doctor and ambulance without doctor. Doctor with a driver in a car meet ambulance crew at a place of incident. When a patient is secured, doctor can return to base and is ready for next call. Then ambulance transports secured patient to the medical facility. This system is widely used in large conurbations where shortage of doctors could threat prehospital emergency care.
- air ambulance with at least two members of medical staff on board. Members are doctor and medical rescuer. Air ambulance is not available in Zlín region but if necessary operations centre cooperate with neighboring air ambulances (Brno, Olomouc, Ostrava) (www.zszk)

5.4 Emergency Medical Service in Vsetín

I decided to not describe the job content of employees at Vsetín because it was explained in the previous chapters and employees in Zlín and Vsetín have the same duties and composition of ambulance crews.

5.4.1 History

History of Emergency medical service in Vsetín has a long tradition. Since seventies it used to be part of intensive care unit of Vsetín's hospital and operated by its doctors and nurses. This status remained until 1996 when emergency medical service became independent. In 1999 a new modern building was built and also ambulances fleet was extended. A wider area is also covered by placing ambulance crew to Nový Hrozenkov, 20 kilometers east from Vsetín. Since that time they have had two ambulances with a doctor and two ambulances without and this status lasts until today. Since January 1, 2003 Vsetín's Emergency medical service has come under the administration of the Zlín region. (internal source)

5.4.2 Employee Structure in Vsetín

I have determined to make a structure of the employees according to data gained from the questionnaire and internal sources (gender, length the employment and age).

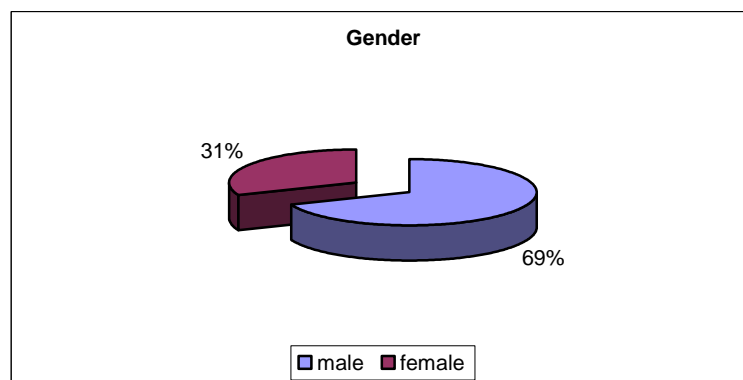


Figure 7. A Rate of Men and Women in a Company

Source: Internal Source

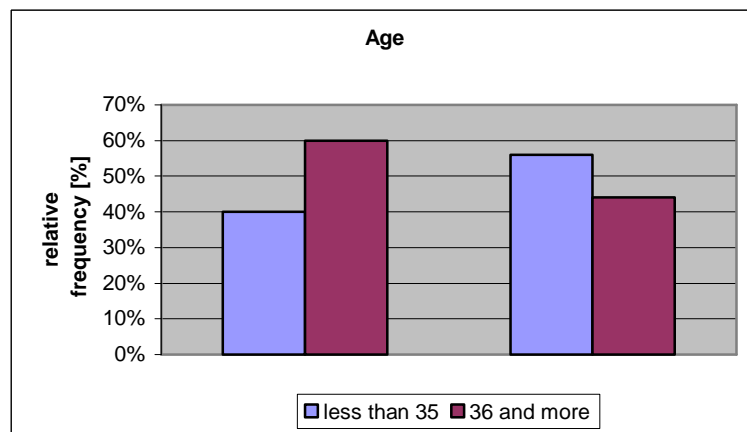


Figure 8. Employees Age Category

Source: Internal Source (own processing)

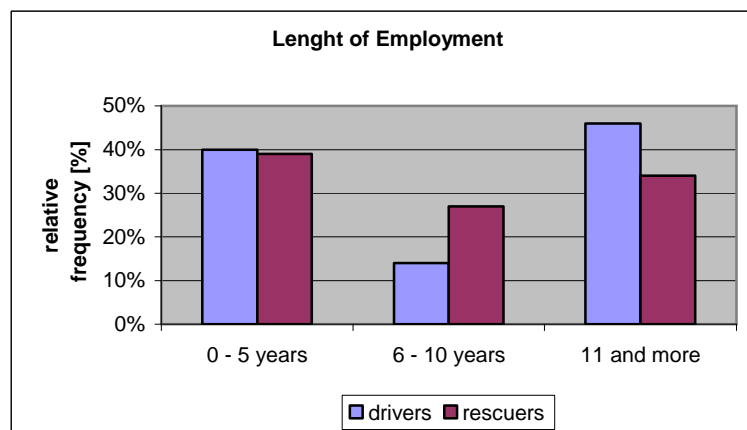


Figure 9. The Rate of Length of Employment at Emergency Medical Services

Source: Internal Source (own processing)

6 AN ANALYSIS OF EMPLOYEE MOTIVATION PRACTICES AT THE VSETÍN'S DEPARTMENT OF EMERGENCY MEDICAL SERVICES IN THE ZLÍN'S REGION

To gain as much information as possible, I decided to do my research on the basis of questionnaire, interview and observation. First of all I contacted the head of department and asked for permission to do the survey. Once I get consent, another step was to make a questionnaire. The questionnaire was designed to cover different areas. The main areas were:

- relationships between colleagues
- relationships with management
- work conditions
- training and further education
- benefits
- work motivators
- work demotivators

6.1 Survey Methodology

I had a few sources upon which I processed the analytical part.

1. Questionnaire - I have prepared 45 questionnaires which mean one questionnaire per employee. Due to two – shift duty it is impossible to catch up all employees in the workplace at the same time. That is why I decided to leave the questionnaires in the day room where all the employees gather for lunch or staff meetings. To ensure the anonymity I had prepared envelopes for each questionnaire and an inserting box. In the head of the questionnaire I kindly asked everybody to be open and I ensured them that the questionnaire is anonymous and they will not have any troubles with answering delicate questions. I have to say that all the employees I caught that day on the shift were very kind and friendly. I collected the questionnaires after two weeks. Not every questionnaire was filled but I still get 38 completed ones which is a good result.

2. Interview – Once I had the results of the questionnaire, I contacted executive director in Vsetín by phone. I told her the results of the questionnaire and requested a response to the individual results.

3. Observation – I visited Emergency medical services a few times in order to see the working place and fill in information needed for survey.

4. Internet web sites and internal sources – from web sites and internal sources I gained complementary information about the company.

6.2 The Aim of Survey

The aim of my survey is to find out the motivation of the employees of Emergency medical services in Vsetín and propose recommendations to increase employee's motivation.

6.3 The Results of the Questionnaire Survey

In this chapter I will focus on the individual questions and its results interpretation.

6.3.1 I am Satisfied in a Working Team

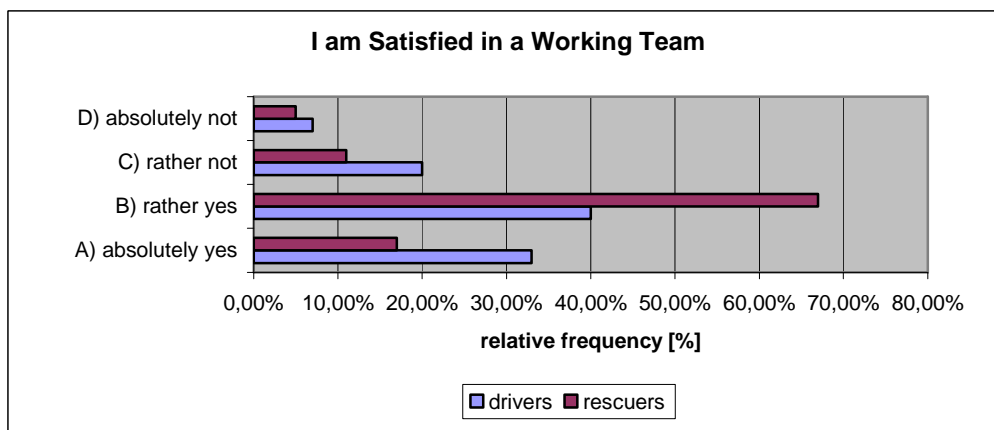


Figure 10. The Results of the Question Number 1

Source: Own Processing

The graph shows that the employees are rather satisfied in a working team. A certain percentage of people are rather or absolutely not satisfied which is within normal limits. It is a common phenomenon that there are always dissatisfied people in a working team.

To be satisfied with a working team is really important, especially for the emergency medical services employees. In the case of the emergency call to the patients, the crew consists of a driver, medical rescuer and the doctor or just a driver and medical rescuer. These people work closely together so if they would not be contented with their working team then their cooperation could not be ideal. Saving human lives is the most important

thing in this profession and therefore it is extremely important to get on well with colleagues and work as a team.

6.3.2 I Have a Good Friends among my Colleagues

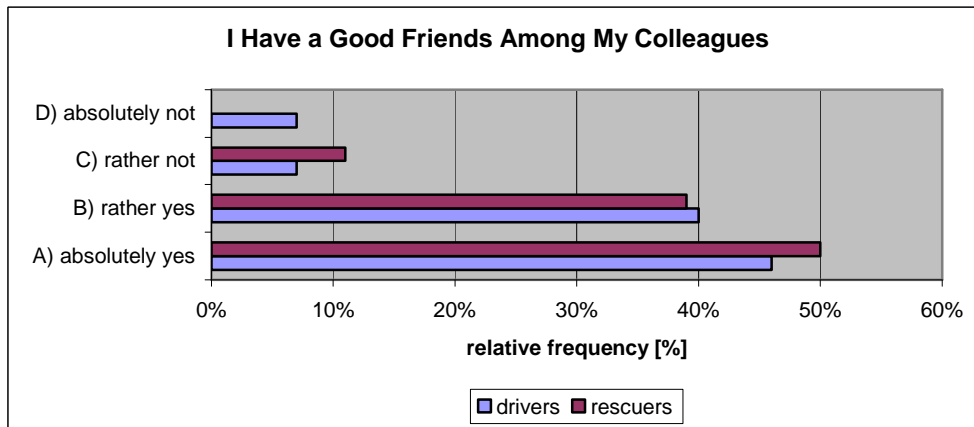


Figure 11. The Results of the Question Number 2

Source: Own Processing

The answers to this question revealed that employees of the overwhelming majority found good friends among colleagues. Nearly 90 % of both drivers and rescuers settled that they have good friends at work. I think that if these people (friends) meet at the same shift, it guarantees a good atmosphere at workplace which is great, because having a good friends and relationships at a workplace is one of the most important motivational factors.

On the other hand, over 10 % of the rescuers stated that they rather did not find friends and almost 10 % of drivers settled that they did not find a friend at all. One reason may be that they work in here only a short time and they have not managed to find friends yet. Another reason may be that they are simply not interested to make friends and maintain a purely professional working relationship.

6.4.3 In Case of a Problem at Work, I Can Lean on My Colleague's Support

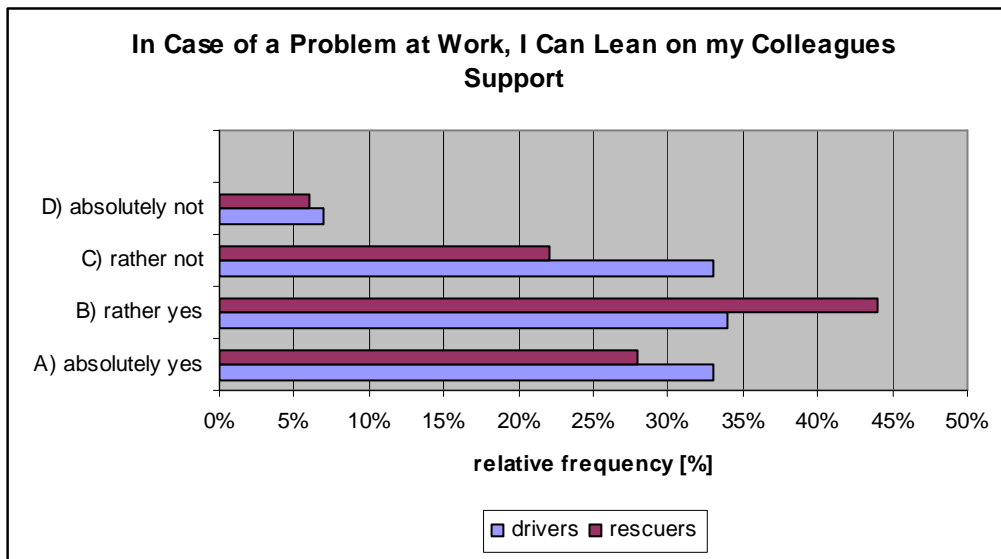


Figure 12. The Results of the Question Number 3

Source: Own Processing

Responses on this issue are mostly positive even when compared to the previous two questions, there is a large increase in negative responses (rather not – over 30 %) The drivers' answers – rather yes and rather not are pretty balanced. I think that it is because of the fact that the precise problem is not exactly specified. If anyone has such a problem caused by not fulfilling job responsibilities and neglecting the work then he/she can not expect support. But if there is a problem which is not caused by the sweat of his/hers brow (e.g. illness or family tragedy) then a colleague's support is very important motivational factor.

6.3.4 There is a Friendly Atmosphere at Work

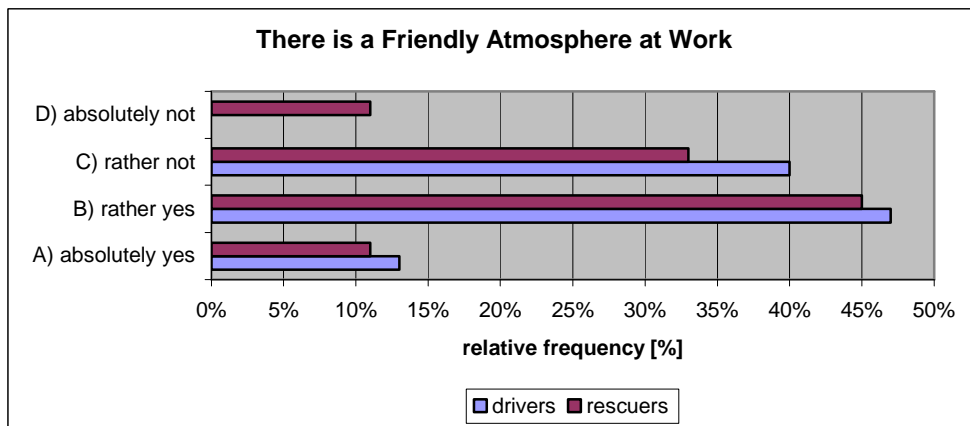


Figure 13. The Results of the Question Number 4

Source: Own Processing

Most of the answers of both drivers and rescuers are hovering on *rather yes* and *rather not*. The ratio of the answers is quite evened. 40 % of drivers and almost 35 % of rescuers answered *rather not*, which is a bit confusing, because the previous answers show that many people found a good friends at work and they are mostly satisfied in a working team. It is possible that the overall atmosphere is influenced by the presence of management, which may have a negative impact on the employees. They may feel observed and stressed.

6.3.5 I am Pleased with a Way How the Zlín Region Guides Our Vsetín’s Department

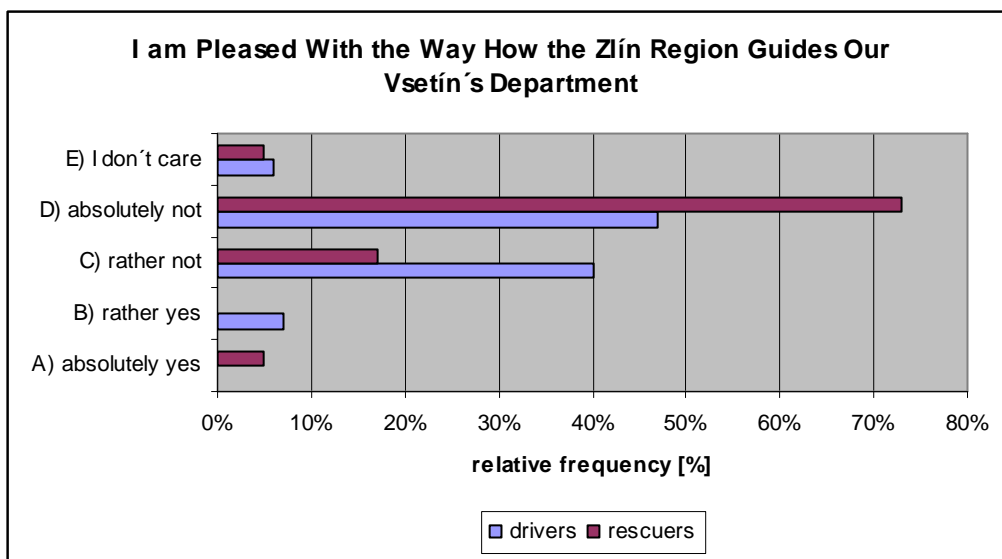


Figure 14. The Results of the Question Number 5

Source: Own Processing

I was very curious about the results of this question. As far as I know, the employees are not satisfied with the way how the Zlín region guides Vsetín’s department but I thought that they will not put it in the questionnaire (fear of being revealed, etc), but they obviously did not rack their brains over that (see Figure 12).

The reader may be a bit confused right now so I am going to outline the situation for better understanding of the employees’ dissatisfaction. In 2003, because of the political division of the Czech Republic, the Vsetín’s department of the emergency medical services came under the administration of Zlín region. This arrangement brought some changes - all decisions regarding the financing and purchasing of material began to fall under Zlín. Another thing is a dispatching. In case of emergency call the caller is redirected to the central dispatching in Zlín. This is a problem for the ambulance drivers in Vsetín, because the dispatcher in Zlín does not know Vsetín well so the drivers are not properly guided to the place of incident.

One of the most demotivating aspects is salary decrease. Previously, employees were accustomed to get 13. and 14. salary but with a new arrangements these extra benefits were banned so it is no wonder that this new arrangement is like the end of a “good times”. Over 70 % of rescuers and almost 50 % of drivers answered *absolutely not*. Just a few people answered *absolutely yes* or *rather yes* and some do not care – probably those who have been with a company for a short time so they can not compare it.

6.3.6 Former Arrangement Would Suited Me More (District)

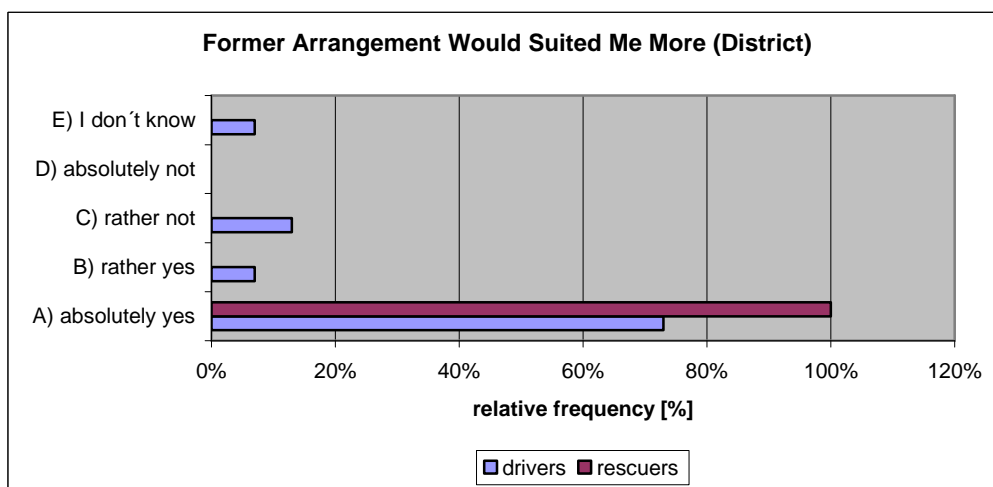


Figure 15. The Results of the Question Number 6

Source: Own Processing

For the former arrangement is 100 % of rescue workers and 73 % of drivers. Only 13 % of drivers are more for the status quo. This chart highlights the profound dissatisfaction with the current regional structure. It is seen that the change in the arrangement would be a strong motivational factor for the most employees but as it is a political decision they are forced to accept current state.

6.3.7 Management in Vsetín is Supportive

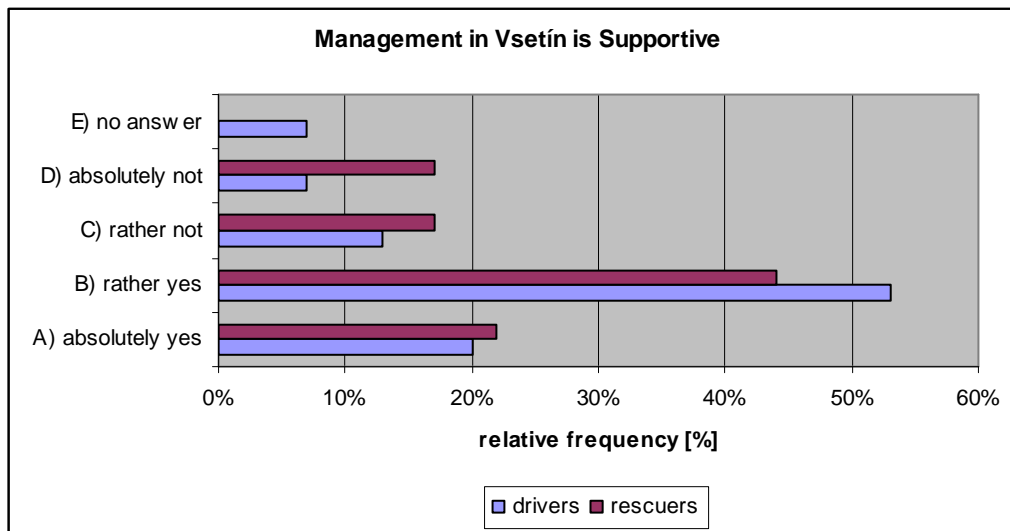


Figure 16. The Results of the Question Number 7

Source: Own Processing

The graph shows that most employees are satisfied with a management at Vsetín's department. The answers *rather not* and *absolutely not* ticked mostly rescuers (34 %). About 20 % of drivers are nearly or completely dissatisfied. 7 % of employees did not want to response.

I think that this kind of questions is quite precarious because even though the questionnaire is anonymous, the employees just do not want to mark any negative responses (fear of management, etc.).

6.3.8 My Superiors Appreciate the Work I Do

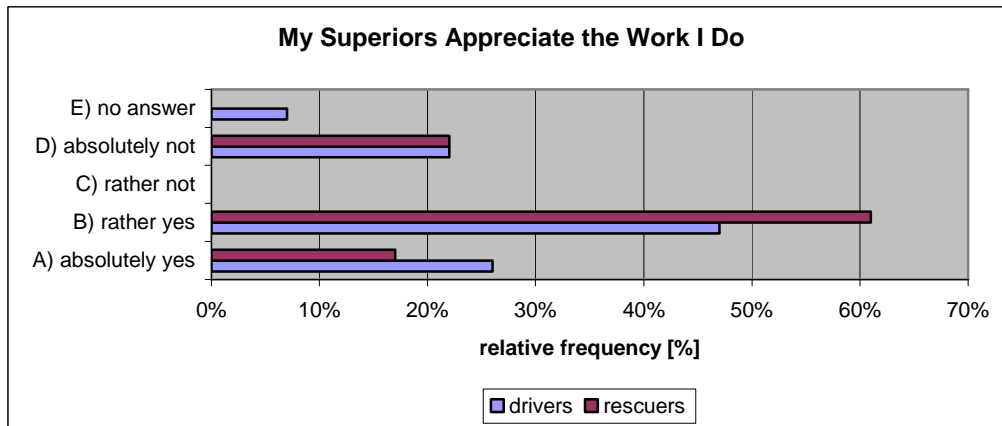


Figure 17. The Results of the Question Number 8

Source: Own Processing

78 % of rescuers and 73 % of drivers agree with a contention that their superiors appreciate their work and 22 % of both rescuers and drivers do not agree with that.

There are two ways how to appreciate the work – financial and verbal. As it was mentioned in the introduction, the employees are paid on the basis of a given tables so the superior can not influence it. On the other hand the superior can propose to employee's monthly personal evaluation. This evaluation depends on employees' attitude to work, his/her approach to the patients or if he/she cares about the equipment of workplace or ambulances. I think that this personal evaluation is one of the motivational factors that encourage employees to have good working results. I must not forget the verbal rewards. Praise and recognition from the superior is certainly very important motivational element.

6.3.9 I Think That Ambulance Staff Should Have Rente Like Other Units of Integrated System after Some Years of Seniority

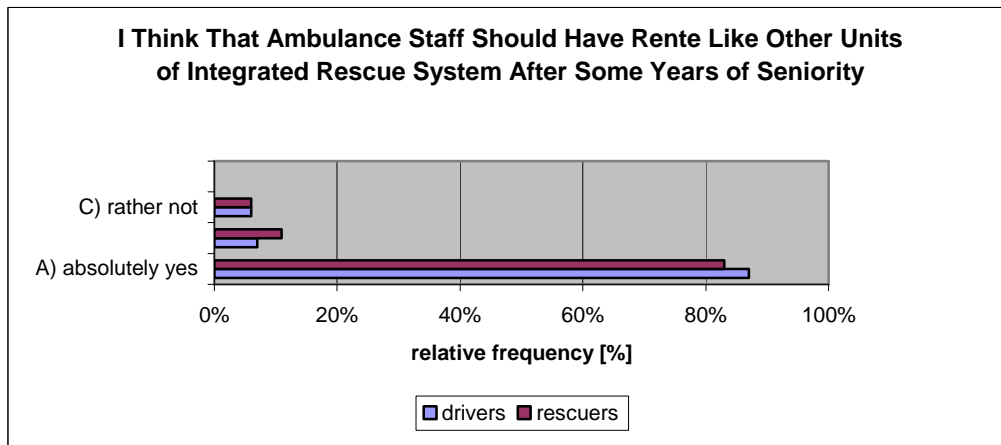


Figure 18. Results of the Question Number 9

Source: Own Processing

I was very interested in this issue, because the rente could be an important motivational factor. Replies were almost unanimous. 94 % of rescuers and 94 % of drivers ticked *absolutely yes*. The question of rents is complex and falls into the political realms. Integrated rescue system consists of the emergency services, firefighters and police. While fireman and police are entitled to an annuity, emergency services workers are not. The main problem is that police and firefighters are managed by the Ministry of Interior while the emergency services come under the Ministry of Health. Solution to this problem is only in the hands of politicians.

I do agree with an opinion that it is very unfair that the employees of the emergency medical service do not have a rente. These people are very important part of the integrated rescue system and they absolutely deserve it.

6.3.10 It Is Unfair That Emergency Services Employees Do Not Have This Rente

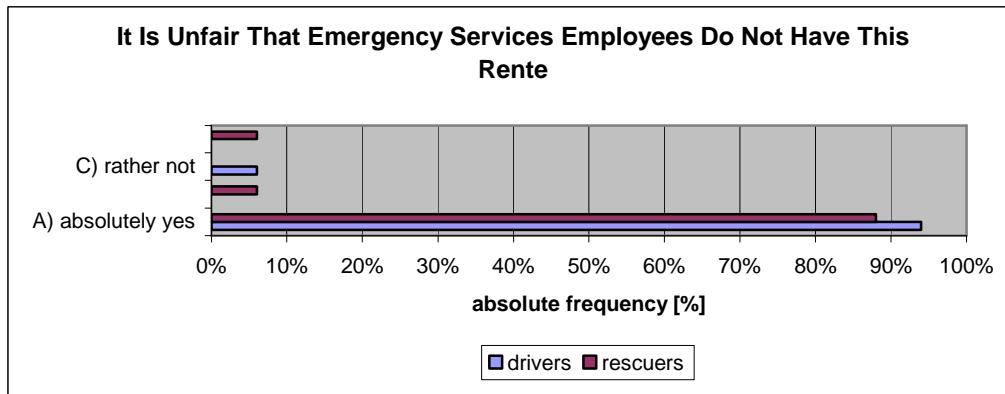


Figure 19. Results of the question number 10

Source: Own Processing

This issue continues on the previous question and the graph shows how wrong the employees of the emergency medical services feel towards the other units of integrated rescue system. 88 % of rescuers and 94 % of drivers ticked *absolutely yes*. Task of the police, firefighters and emergency services is mainly to help people and it is unfair that they are rewarded differently.

6.3.11 Except Meal Voucher Benefits I Would Appreciate

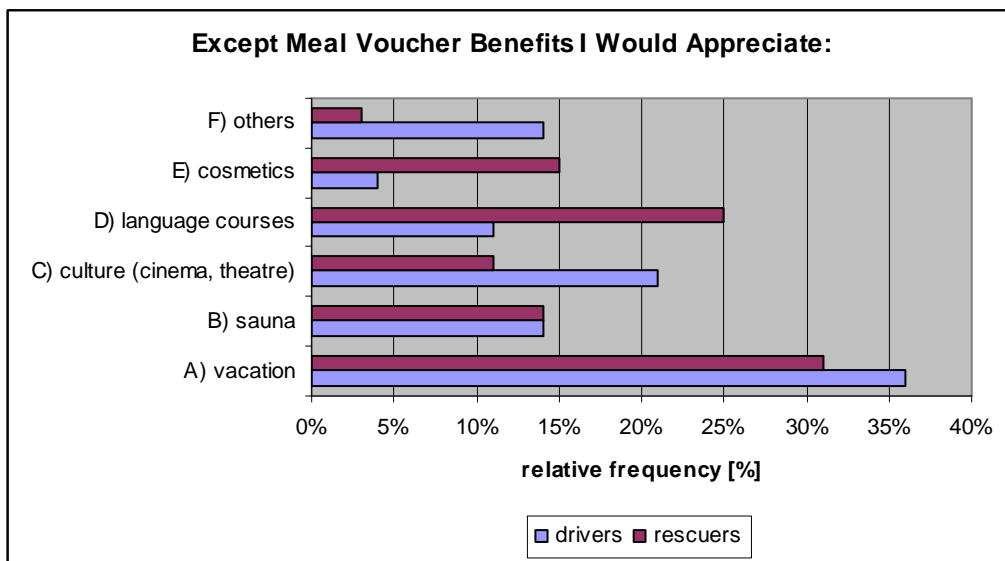


Figure 20. Results of the Question Number 11

Source: Own Processing

36 % of drivers and 31 % of rescuers said that they would most welcome vacation benefits. 25 % of rescuers would like to extend their language knowledge in the language courses. 15 % rescuers would use cosmetics services, which is maybe given by the ratio of women rescuers. 15 % drivers would welcome contribution to culture events. In responses also appeared benefits such as pension insurance, rehabilitation programs, massages, fitness and sports.

6.3.12 I Regularly Extend My Knowledge and Skills

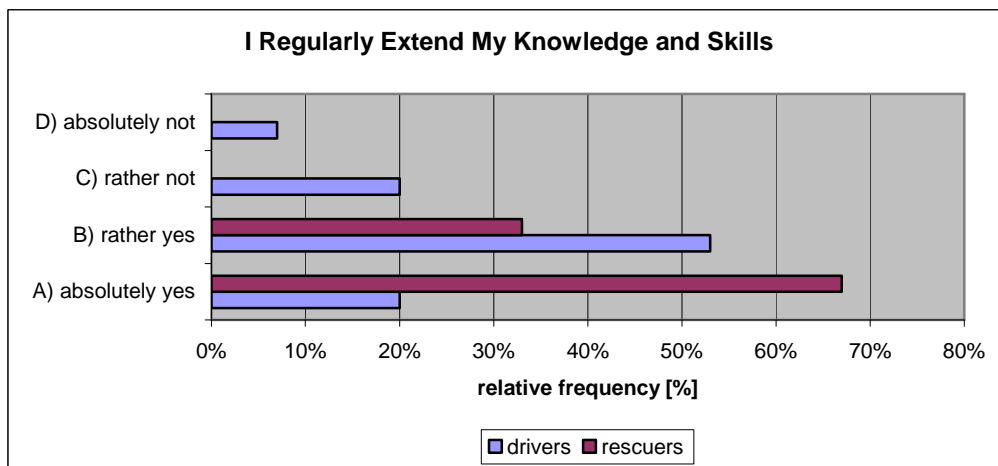


Figure 21. Results of the Question Number 12

Source: Own Processing

The answer to this question was almost unanimous. 67 % of rescuers reported that they regularly extend their professional knowledge and 33 % of rescuers reported that they rather regularly extend their knowledge. There is a great emphasis on the rescuers knowledge so the results are not surprising. The drivers do not have to have that range of medical knowledge such as medical rescuers even though they have to have a basic knowledge of an urgent medicine but still over 70 % educate themselves. Medical rescuers must be professionally perfect at medical skills and drivers must have a perfect knowledge of a local topography and good driving skills.

6.3.13 How Do You Educate Yourself?

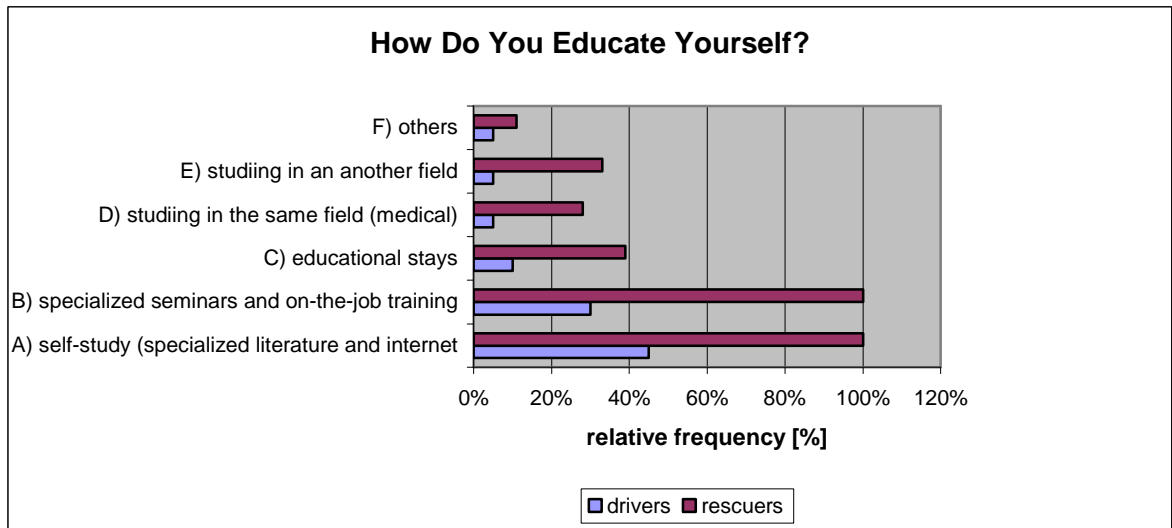


Figure 22. Results of the question number 13

Source: Own Processing

This issue continues to question number 12. The drivers will be failed in this question because it is not relevant for them. 100 % of rescuers ticked study hour and seminars. It is because the seminars are compulsory for them. 39 % of rescuers ticked short term attachment and 28 % study at colleges in the same field. 33 % of rescuers studies in another field of study – which may mean that they are planning to find a job in a different field after graduating. 11 % work at other health departments (AIC – Anesthesiology Intensive Care), which is great, because of improving skills and acquiring a new knowledge.

6.3.14 Current Medical Education System Suits Me (Credit System)

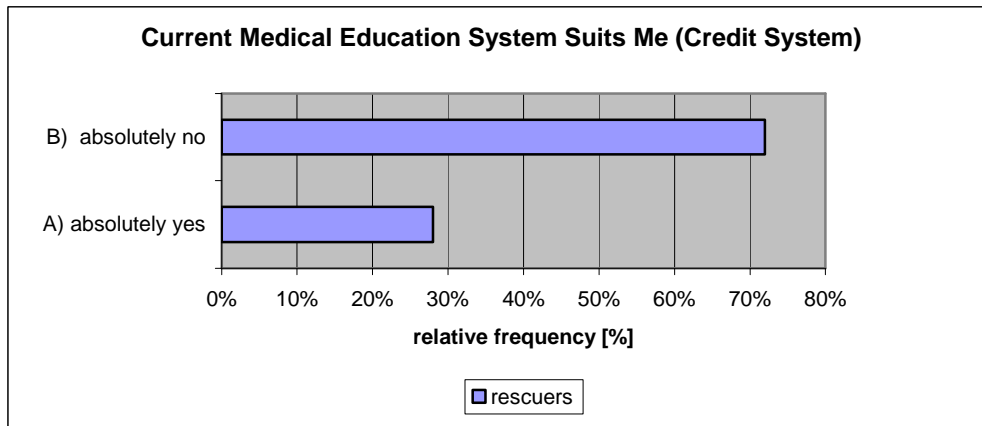


Figure 23. Results of the Question Number 14

Source: Own Processing

Chart suggests that the current system of training and educating is not well configured. 72 % of rescuers are not satisfied with that and only 28 % is contented. The problem is that all seminars are run by private companies and participants must pay for these seminars.

It is given by law that every rescuer has to get 40 credits (in 4-6 year period) in order to be registered for the occupation he does. This system of getting credits costs a lot of money and free time and the rescuers feel discriminated in comparison with other occupations. A lot of rescuers called this system as a “chasing credits without a real education”.

Let me give an example. Two days seminar held in Brno will cost at least 3000 CZK (travel costs, accommodation, food and seminar itself). In addition, the employee will have to take a leave and finally he /she gets 6 credits. Except this, there are another ways how to get credits – publishing articles in professional journals, presentation of lectures or they can pay for an internet course. Drivers are not relevant in this issue because they do not have to educate after finishing the basic course.

6.3.15 My Interest Would Be Higher If Seminars Was Not Charged

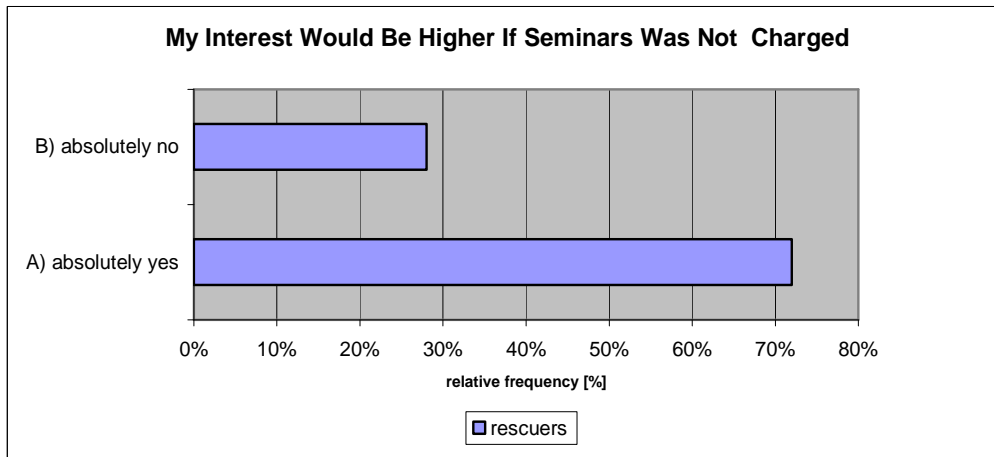


Figure 24. Results of the Question Number 15

Source: Own Processing

This question connects on the previous issue and shows that if the training sessions have not been charged, the employees would be much more interested in them (72 % positive answers).

6.3.16 I Consider My Work Mentally Demanding

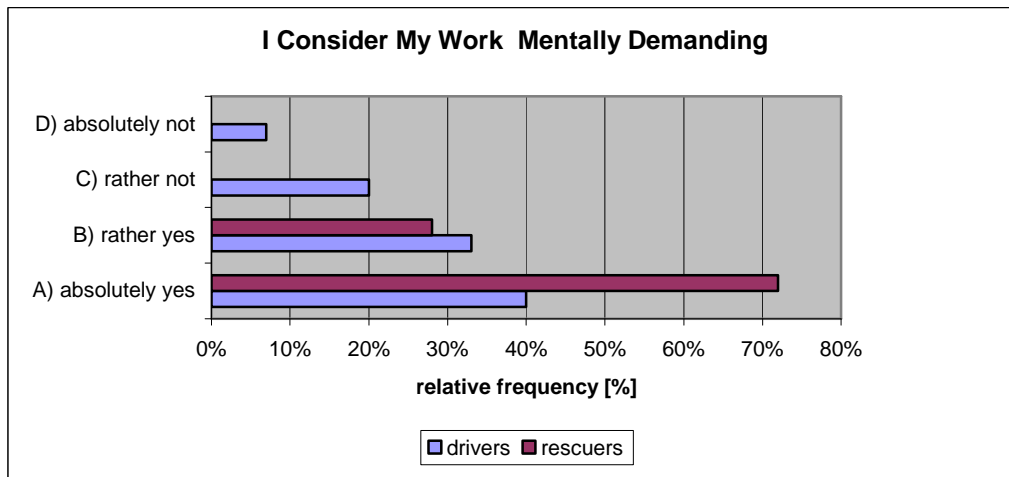


Figure 25. Results of the Question Number 16

Source: Own Processing

72 % of rescuers and 40 % of drivers consider the work mentally demanding. *Rather yes* ticked 28 % of rescuers and 33 % of drivers. *Rather not* and *absolutely not* responded only drivers. I think that being rescuer is really very mentally demanding (care and responsibility

of the patient in a critical condition, etc.) It is not easy for the driver too as he is responsible for the crew, which must be quickly and safely taken to the given destination.

6.3.17 I Consider My Work Physically Demanding

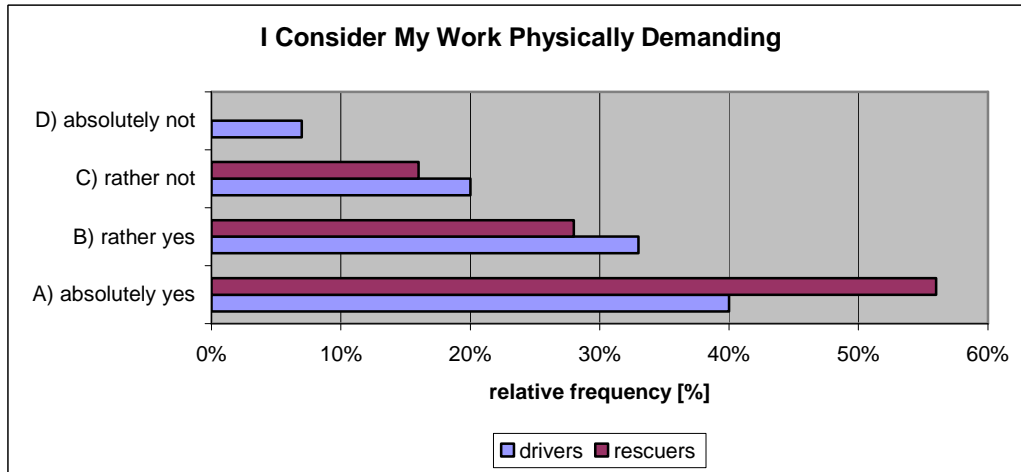


Figure 26. Results of the Question Number 17

Source: Own Processing

56 % of rescuers and 40 % of drivers think that their work is physically demanding and 28 % of rescuers and 33 % of drivers think that their work is rather physically demanding. The work may be physically difficult especially for women rescuers and older employees, who can have a problem with lifting heavier patients. If the patient is very heavy and immobile, there is a possibility to call the firefighters for help (just in exceptional cases).

6.3.18 My Work Wear Suits Me

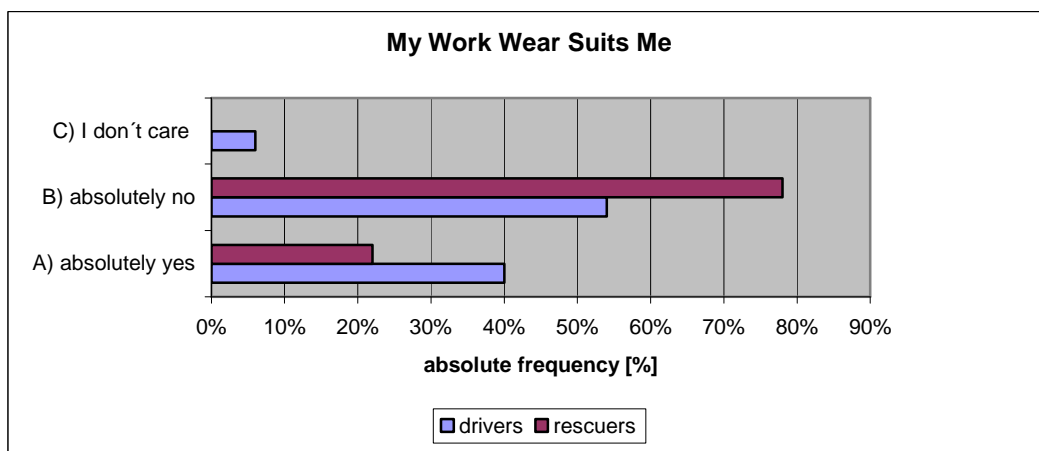


Figure 27. Results of the Question Number 18

Source: Own Processing

78 % of rescuers and 54 % of drivers consider their working clothes inconvenient. I obtained quite a lot answers. The main reasons of their dissatisfaction were a low waterproofness, airtightness, inappropriate cut, sizes. Many employees said that it is too hot in summer in these clothes and too cold in winter. Some mentioned the poor quality of material and color. On the other side, 40 % of drivers and 22 % of rescuers is satisfied. 6 % of employees do not care.

6.3.19 I am Satisfied With the Quality of Food

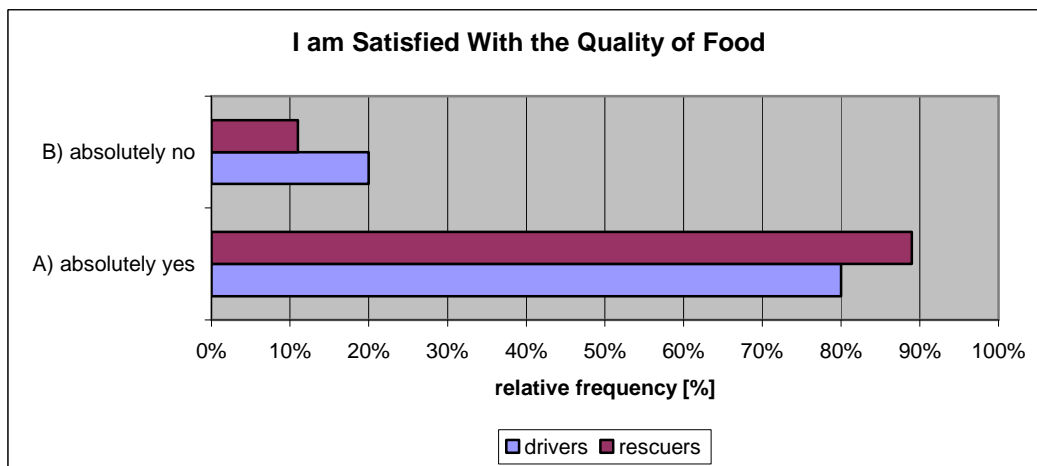


Figure 28. Results of the Question Number 19

Source: Own Processing

The working shift at emergency medical services last 12 hours in a continuous duty and there is no possibility to leave a workplace to have a lunch break. So the employees either order a ready meal from the restaurant or there is a possibility to cook something in a collective kitchen. The answers to this question are generally positive – 89 % of rescuers and 80 % of drivers is satisfied. Dissatisfaction was expressed only by 11 % of rescuers and 20 % of drivers.

6.3.20 Equipment at Work is Appropriate

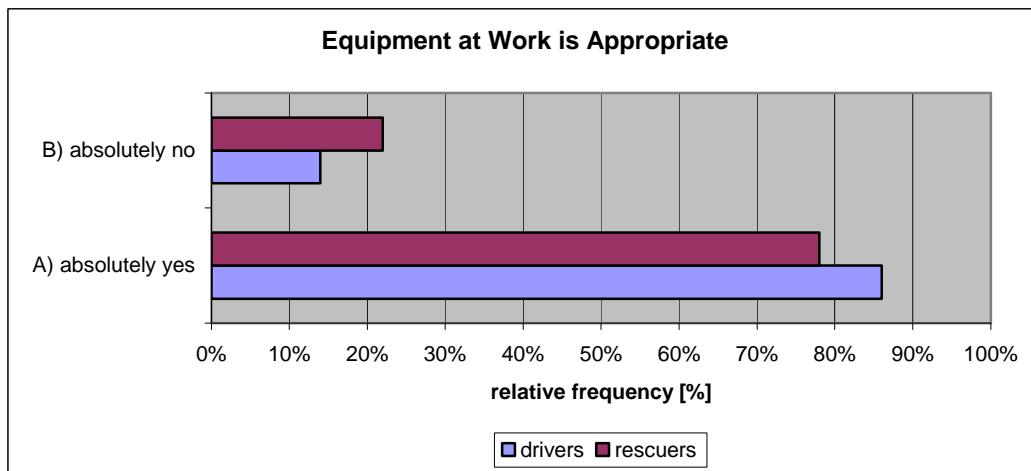


Figure 29. Results of the Question Number 20

Source: Own Processing

With the equipment in the workplace is satisfied 86 % of drivers and 78 % of rescuers. 14 % of drivers and 22 % of rescuers are not satisfied. Some workers complained about poor old ambulances or bad intravenous sets which hinders their work.

6.3.21 Open Questions

The last three questions are opened because I wanted to give employees a chance to express their attitudes. I decided to not create graphs because I got too many various responses. Answers to these questions are not divided by employment status because they do not differ much. I will not comment these questions because the answers are just logical unravelling of the questionnaire which was already analyzed in the previous chapters.

What are the main motivational factors which keep you at work?

- helping people
- sense of fulfillment
- contact with people
- time organization
- money
- variability of work
- work enjoyment

What are the main factors which demotivate you?

- alcohol – related calls
- behavior of some patients
- lack of navigation system (GPS) in ambulances
- night, weekend and holiday shifts
- management relationship to the employees
- artificial conflicts at workplace
- gossips
- burn – out syndrome
- physical fatigue
- communication with superiors
- money

What are the factors which would motivate you more?

- management change
- less byrocracy
- better relationships
- rente
- money
- work appreciation of management and society
- more respect of superiors
- better material and new ambulances

6.4 Interview Results

I prepared some questions concerning the biggest problems and contacted the manageress and ask her about her opinion. We talked about Zlín Region administration, rente, work wear and credit system of education. The interview basically showed that solving of these problems in not in a competency of the Vsetín's department. I decided to not put the transcript of the questionnaire because it was quite short and we basically did not find a solution to any of these problems.

6.5 Summary of the Analytical Part

Analytical part of the bachelor thesis is divided into a few parts. Roughly speaking, the first part contains the general information about the company, job content and employee structure at Vsetín's department. Another part relates to motivation survey. The survey took place on the basis of a questionnaire, interview and observation. Observation reflects in the author's commentary to individual results of the questionnaire.

The first four questions concerning relations among employees. The answers show that employees form a good working team and they mostly found friends among colleagues. Concerning a friendly atmosphere, 40 % of drivers and almost 35 % of rescuers think that there is rather not a friendly atmosphere at work even though majority of them said that they are satisfied in a working team.

The answers concerning the Zlín region and its guiding of Vsetín's department were very clear. There is a deep dissatisfaction with this arrangement and 100% of rescuers would acclaim earlier arrangement (district). As for management in Vsetín, the employees are mostly satisfied with that.

Concerning rente, 90% of the employees are very dissatisfied, because they do not have this rente.

As for benefits, employees would mostly welcome benefits on vacation, language courses and culture.

Another part of the questionnaire referred to education. Employees are mostly educating themselves but they are not satisfied with a credit system, which takes a time, costs a lot of money and what is more, the seminars and lectures are not contributing.

70% of rescuers and 40% of drivers consider their work physically and mentally demanding which is understandable. Both rescuers and drivers have a responsibility for people which might be stressful.

Concerning work suits, overwhelming majority of the employees is dissatisfied. Reasons for dissatisfaction were bad material, design, etc.

As for quality of food and equipment, the results were mostly positive.

The last three questions were opened. There are no graphs because the answers differed a lot.

The questionnaire revealed that dissatisfaction prevails in many aspects. Possible solutions will be brought in the next chapter.

RECOMENDATIONS

Based on results from questionnaires, interview, observation and obtained information, I decided to focus on key problem areas and suggest possible solutions.

Main problem areas:

Regional arrangement of Emergency medical services – I decided to include this issue in this chapter because it is one of the major problems. I talked to the senior staff and manager in order to find out whether there are any positive aspects of this arrangement. The interview revealed that neither senior staff nor manager do not know any positive aspects. Unfortunately, only possible solution is a change of political system.

Rente – Another problem that emerged from the survey is that emergency medical services employees, as a part of integrated rescue system, do not have a claim on rente. The only solution could be labour unions. Labour unions can lobby in the political sector at election time. The question is whether the employees would be willing to undergo this process with an uncertain outcome. Not every employee shares the views of the trade unions, their opinions and form of assertion.

Credit system of education – questionnaire revealed employee' dissatisfaction with a credit system. Health care workers are required to extend their knowledge and skills by way of seminars, training and conferences. These seminars, training and conferences are arranged by private companies which make a profit on it. I think that a solution may be the raise of budget of Zlín Emergency medical services. This budget would be used to finance these seminars for workers for whom are they compulsory.

Physical and mental exhaustion - this profession certainly influences the employees psyche and even a good physical condition is required. A solution could be in benefits in the form of coupon on e.g. fitness, massages, sauna or cosmetics. Every employee would get e.g. 1500 CZK per year and it is up to him, what kind of benefit he/she will use. These benefits would be paid from the Vsetín's Emergency services budget. As there are 45 employees, the costs would be cca 68 000 CZK/per year which is not so much. A good idea could be to contact some companies in Vsetín providing this kind of services and ask for bulk discount.

Work wear – as the questionnaire revealed, the employees are dissatisfied with a work wear. The first idea how to solve this problem was to try to talk to the current work wear supplier with explicit requirements on a work wear or contact a different clothes supplier.

Unfortunately, this problem can be solved only by labour unions. Emergency medical services management has not even a right to choose a different supplier; everything is in labour unions hands. The only way could be to urge labour unions but as it was examined in the problem with rente, these changes through the labor unions are difficult to realize.

Navigation system – based on the questionnaire and random talk with employees, I found problems in map software. In the Emergency medical service premises in Vsetín, there is a computer located in the entrance hall. In case of emergency call, the map shows the destination. The problem is that this map software is outdated so it is hard to determine the exact location. The solution may be GPS located in the ambulances. The rescuers would not have to print a map, which take some time, and the location would be exactly given. To buy GPS for all emergency units would be expensive but very useful. Another solution, cheaper, could be to invest into new map software with would better determine full address and location of a caller.

CONCLUSION

Bachelor thesis deals with a motivation and is divided into two parts, theoretical and practical. Theoretical part contains the main motivational theories, reward system and demotivation. The analytical part investigates the motivation in the Emergency medical services in Vsetín on the basis of a questionnaire, interview and observation.

The survey revealed that there are many problems but solving these problems is very difficult. There is always an obstacle in the form of labour unions or political division. I see the problem in competences – all decisions are made by Zlín region which is very demotivating for the Vsetín's management and employees. The motivation is falling down because there is almost no way how to solve the problems.

In spite of this, I see some positives – the work itself. It must be an amazing feeling to save someone's life. The feel of usefulness and happiness can not be replaced by money. And the most important thing is that this feeling prevails which is a great benefit of this profession.

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LIST OF ABBREVIATIONS

GPS Global Positioning System

APPENDICES

P I Employee motivation survey (Questionnaire)

APPENDIX P I: EMPLOYEE MOTIVATION SURVEY (QUESTIONNAIRE)

Dear employee, I am 3.year student of Thomas Bata University a theme of my bachelor thesis is An Analysis of the Employee Motivation Practices at the Vsetín's Department of Emergency Medical Services in the Zlín Region. I would like to ask you to fill this questionnaire which would a basis of my survey. The questionnaire is absolutely anonymous. Thank you for your time and willingness.

Tick one answer of each question.

1. I am satisfied in a working team.

- a) absolutely yes b) rather yes c) rather not d) absolutely not

2. I have good friends among my colleagues's support.

- a) absolutely yes b) rather yes c) rather not d) absolutely not

3. In case of a problem at work, I can lean on my colleagues support.

- a) absolutely yes b) rather yes c) rather not d) absolutely not

4. There is a friendly atmosphere at work.

- a) absolutely yes b) rather yes c) rather not d) absolutely not

5. A am pleased with a way how the Zlín region guides our Vsetín's Department.

- a) absolutely yes b) rather yes c) rather not d) absolutely not e) I do not care

6. Former arrangement would suited me more (district).

- a) absolutely yes b) rather yes c) rather not d) absolutely not e) I do not know

7. Management in Vsetín is supportive.

- a) absolutely yes b) rather yes c) rather not d) absolutely not

8. My superiors appreciate the work I do.

- a) absolutely yes b) rather yes c) rather not d) absolutely not

9. I think that ambulance staff should have rente like other units of integrated system after some years of seniority.

- a) absolutely yes b) rather yes c) rather not d) absolutely not

10. It is unfair that emergency services employees do not have this rente.

- a) absolutely yes b) rather yes c) rather not d) absolutely not

11. Except meal voucher benefits I would appreciate:

- a) vacation b) sauna c) culture d) language courses e) cosmetics f) others

12. I regularly extend my knowledge and skills

- a) absolutely yes b) rather yes c) rather not d) absolutely not

13. How do you educate yourself?

- a) self-study (specialized literature and internet)
b) specialized seminars and on-the-job training
c) educational stays
d) studying in the same field (medical)
e) studying in an another field
f) others

14. Current medical education system suits me (credit system)

- a) absolutely yes b) absolutely not

If not, give a reason.....

15. My interest would be higher if seminars were not charged

- a) absolutely yes b) absolutely not

16. I consider my work mentally demanding

- a) absolutely yes b) rather yes c) rather not d) absolutely not

17. I consider my work physically demanding.

- a) absolutely yes b) rather yes c) rather not d) absolutely not

18. My work wear suits me.

- a) absolutely yes b) absolutely not

19. I am satisfied with the quality of food.

- a) absolutely yes b) absolutely not

20. Equipment at work is appropriate.

- a) absolutely yes b) absolutely not

Open questions:

What are the main motivational factors which keep you at work?

What are the main factors which demotivate you?

What are the factors which would motivate you more?