

An Effective Remuneration and Motivation System for Temporary Employees of the GAC, a.s.

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Analyzujte stávající systém motivace a odměňování ve společnosti GAC, a.s.

Na základě výsledků dílčích analýz vyhotovte komplexní hodnocení stávajícího systému a navrhněte opatření.

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ABSTRAKT

Bakalářská práce se zabývá systémem motivace a odměňování brigádníků multikina Golden Apple Cinema, a.s. Jejím cílem je navrhnout efektivní systém motivace a odměňování. Teoretická část obsahuje vysvětlení základních pojmů a uvedení do problematiky řízení lidských zdrojů, motivace a odměňování. V analytické části je pomocí dotazníkového šetření, hloubkových rozhovorů, SWOT analýzy a PEST analýzy zhodnocena současná situace. V závěru práce jsou navrženy návrhy na zlepšení systému. Tyto návrhy jsou následně podrobeny časové, rizikové a nákladové analýze.

Klíčová slova: řízení lidských zdrojů, motivace, odměňování, dotazník, rozhovory, SWOT analýza, multikino

ABSTRACT

This bachelor thesis deals with system of motivation and remuneration for temporary employees of the Golden Apple Cinema, a.s. The aim of thesis is to propose effective remuneration and motivation system. The theoretical part includes explanation of basic terms as human resource management, motivation and remuneration. The analytical part contains evaluation of current state by using questionnaire, in-depth interviews, SWOT analysis and PEST analysis. Then there are suggestions of solutions to improve this system. Afterwards, these suggestions are examined in cost, risk and time analysis.

Keywords: human resource management, motivation, remuneration, questionnaire, in-depth interviews, SWOT analysis

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INTRODUCTION

Organizations operating in the market have to deal with the issue of how to produce goods and services in the most effective way, ensuring that organizational objectives are achieved and the company benefits from long term growth and profitability. There are a number of ways in which this can be achieved, through effective use of land, natural resources; human resources; capital, man-made resources, production and enterprise. Human resources are a difficult and challenging subject for an organization due to a number of factors as society is developing and changing and it is not appropriate to treat employees in the same way as they were treated twenty years ago. Human resource management has become an important factor for companies' growth and prosperity.

Organizations need to ensure that employees continue to feel motivated by providing competitive levels of pay and benefits, good employment and leadership, reward for their efforts, and continued opportunities for personal growth and development, providing the company with a competitive advantage against other organizations in their particular sector. Knowledge about human resource management, motivation and remuneration are listed in the theoretical parts of this bachelor thesis. There is also a chapter dedicated to methods of research used in the analytical part of the thesis, a questionnaire, in-depth interviews, SWOT and PEST analysis.

I will use my theoretical pieces of knowledge gained in relevant literature to analyze systems of motivation and remuneration of a company called Golden Apple Cinema, a.s. The goal of my bachelor thesis is to analyze systems of motivation and remuneration for temporary employees of the Golden Apple Cinema by using relevant methods of research, which are a questionnaire, in-depth interviews, SWOT and PEST analysis. The Company has agreed to this study and cooperates in every aspect. The following analysis is composed of questioning thirty four temporary employees, three in-depth interviews with the company superior managers, SWOT and PEST analysis, which will aim to demonstrate if the systems are effective. I will identify what elements of the working environment motivate temporary employees of Golden Apple Cinema, a.s. and what makes them feel unsatisfied.

I. THEORY

1 HUMAN RESOURCE MANAGEMENT

1.1 Definition of the Human Resource Management

In terms of Human Resource Management (HRM), the first word human element is the most important factor. Humans are a special type of resource and they have to be perceived in a different way to other resources. People have specific skills and abilities which makes each one of them a unique type of resource. (Dvořáková 2012, 4)

This uniqueness of humans is considered to be the most valuable asset a company could have. If an organization employs the right people and motivates them in the right way they will get the most from them. How to motivate employees in the right way is a question for the management of a company, because they set the rules and systems which effect motivation and remuneration. (Armstrong 2007, 27)

The definitions of Human Resource Management are very similar. According to Armstrong, the HRM is “a strategic and coherent approach to the management of an organization’s most valued assets: the people working there...” (Armstrong 2003, 3)

Dvořáková says that Human Resource Management is a set of policies, standards and methods marked as “best practices”. These policies, standards and methods are used by the most successful companies which prove that using these methods is successful. (Dvořáková 2012, 4)

The most comprehensive definition of Human Resource Management is determined by Koubek, who states that there is a distinction between HRM and personnel management. He says that personnel management is the most general term for determining this field of management, whereas Human Resource Management indicates specific approaches of personnel management and its position within the hierarchy of an organization. In the definition itself, Koubek agrees with Armstrong and says that people are the most important factor of production, and states that Human Resource Management is the core in the management of an organization. (Koubek 2009, 15)

Koubek mentions a few characteristics of HRM on which we can illustrate the difference between personnel management and Human Resource Management. They are:

- HRM gives a long-term perspective and assesses the impact of decisions made in personnel management over a long period of time
- HRM focuses on external factors affecting the work force (labour market, what is valuable for people, social development, style of living, legislation, etc.)

- HRM includes the development of human resources (to be flexible with changes)
- HRM is focused on satisfaction of employees
- HRM aims at employee's belonging to organization
- HRM creates good organizational culture and develops reputation of the organization (Koubek 2009, 15-16)

Armstrong comments on differences and similarities between personnel management and HRM. He says that differences can be seen rather as differences in approach, or that HRM can be seen as an angle of personnel management, not as personnel management itself. (Armstrong 2007, 32-33)

Armstrong mentions these characteristics of HRM:

- Diversity of HRM
- Strategy of HRM
- Loyalty and engagement of employees
- People as human capital
- Unitary philosophy
- HRM's role for managers
- Targeting of organizations values (Armstrong 2007, 32-33)

1.2 Models of the Human Resource Management

Human Resource Management started to be seen as a concept in the 1980s. It started in USA and 2 main concepts were introduced; the Matching Model and the Harvard Framework.

1.2.1 The Matching Model

HRM was first discussed as a concept in the Michigan Business School. They stated that HRM systems and the structure of an organization should be managed in a way which agrees with the strategy of the organization – this is why the name Matching Model is used. (Armstrong 2007, 28)

They state that there exists cycle of human resources, which is explained using the picture below.

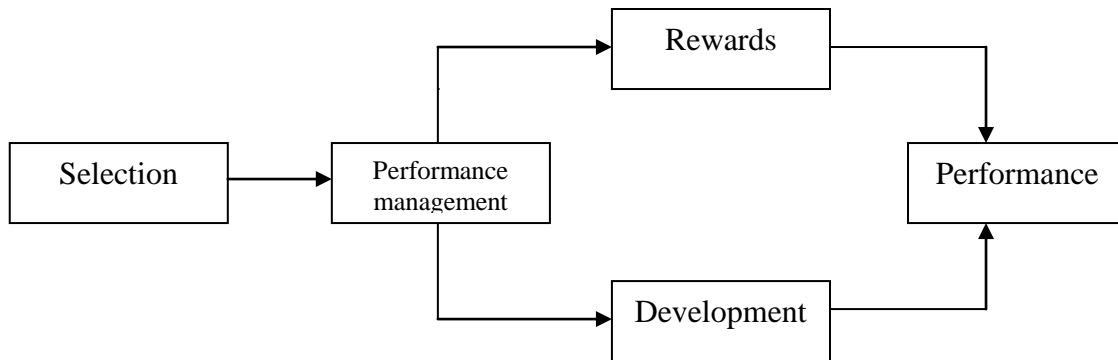


Figure 1: The matching model

Source: Own Creation Based on Armstrong 2003, 29

Michigan Business School emphasizes systems of selection, performance management, development, rewards and performance to be interconnected with organizational strategy. (Dvořáková 2012, 6-7)

1.2.2 The Harvard Framework

The Harvard Framework was introduced by the Harvard School of Beer and it is based on the matching model of HRM. They claimed that HRM is a matter for **line managers**. This concept has two major characteristics. Firstly, line managers are responsible for interconnection of strategies of competitiveness and personnel policies. Secondly, personnel departments create policies that support individual personnel activities and makes them interconnected. The Harvard Framework is illustrated below. (Armstrong 2007, 29)

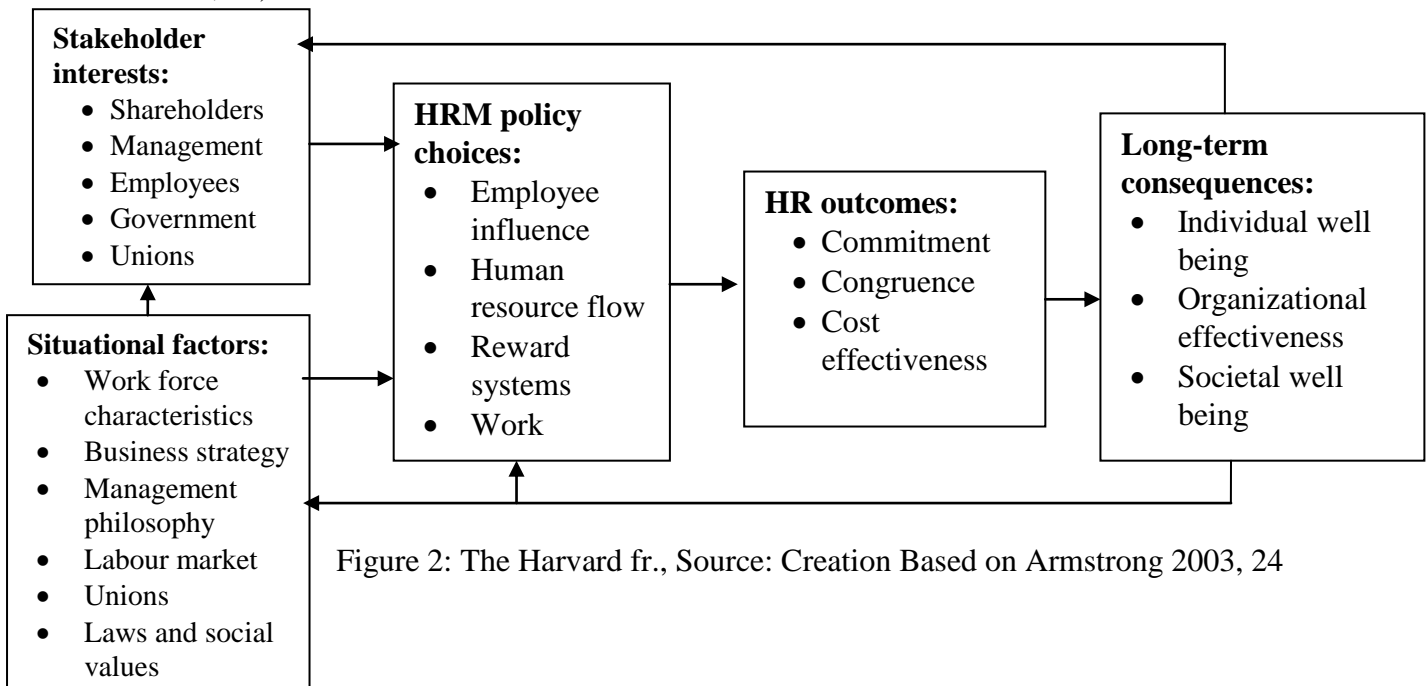


Figure 2: The Harvard fr., Source: Creation Based on Armstrong 2003, 24

To sum up, Harvard Framework emphasizes that HRM is a matter for all managers in the company, and not just personnel department. (Armstrong 2007, 30)

Gregar (2010) characterizes two basic principles of HRM and expresses them by formulae: **HRM = HRE + HRD**, where HRE means Human Resource Economy (effective usage of people's abilities) and HRD stands for Human Resource Development. (Gregar 2010, 18)

HRE involves creating optimal conditions for employees, effective systems of remuneration and motivation. HRD includes recruitment, selection, intake, adaptation and placement of employees, creation of good work conditions, labour relations and public relations. (Gregar 2010, 18-19)

1.3 Goals of the Human Resource Management

The main aim of Human Resource Management is to ensure prosperity of the organization and improvement for the future. HRM targets continuous, effective usage of the workforce and their development. (Koubek 2009, 16-17)

The main goals of the HRM include:

- **Finding the right job for the right person and the optimal usage of his/her abilities**
- **Forming of teams, effective styles of leadership and good interpersonal relationships within the organization**
- **Improvement in the quality of work**
- **Respecting the laws regarding work conditions, employment of people, human rights and creation of goodwill to the company** (Koubek 2009, 16-17)

Armstrong (2007) adds HRM should belong also includes investing into human capital in the sense of developing the qualifications of company's employees and keeping them motivated and loyal. (Armstrong 2007, 31)

1.4 People as a Human Capital

Armstrong (2007) defines human capital as all human skills and abilities, both naturally gained and learned. Human capital is perceived as assets, not as a cost. This definition of human capital management is not replacing the definition of human resource management, it is strengthening it. (Armstrong 2007, 48)

Human capital creates values, and therefore it is important for the company to focus on the selection, stabilization, development and preservation of human capital. It is one of the three factors which together create intellectual capital. The two others are social and structural capital. Human capital includes knowledge, skills and abilities of employees. Social capital expresses supply of knowledge inside and outside of the company. Lastly, structural capital includes information owned by the company (i.e. in manuals and databases). (Koubek 2009, 27-28)

Armstrong supplements his theory with the measurement of human capital. He says that 'you cannot manage a company without measuring'. (Armstrong 2007,54)

He mentions six main theories of measuring human capital. They are **Index of Human Capital – Watson Wyatt**, **Model of the Performance of the Company - Mercer HR Consulting**, **Monitor of Human Capital – Andrew Mayo**, **Model Sears Roebuck**, **Balanced Scorecard** and **EFQM Model of Quality**. **Mercer HR Consulting** is based on the analysis of the labour market used by Mercer. It requires systematic registering of employee's experiences and analyzing the labour market. **Model Sears Roebuck** defines the chain of employees, customers and profit. It means if the employee is satisfied with his/her job, he/she will provide good service. Customer will then be satisfied and this will encourage investors because all these things together creates attractive place for investing to. This model uses sources of information like questionnaires, employee interviews, customer satisfaction index, statistics about performance of the company and statistics about employees (e.g. period of employment, absence,...) This information could then be quantified e.g. increasing of employee's satisfaction with salary/wage by 5% could increase total customer satisfaction by 0.5% and increase selling of personal loans by 2.3%. (Armstrong 2007, 55-57)

Balanced Scorecard requires managers to answer four basic questions. The questions are: How are we perceived by our shareholders? How are we perceived by our customers? Where do we need to excel? Can we continue to create added value? These questions need to be viewed as interconnected as one affects the other. The last model is **EFQM Model of Quality**. This model says that to achieve customer satisfaction, motivated employees and good organization, the most important thing is leadership. (Armstrong 2007, 57-59)

Armstrong listed detailed list of indicators used with measuring of human capital. I am going to mention some of them, **morality** (absence, injuries, fluctuation of employees/general managers and managers,...), **motivation** (attaining of tasks, employees who knows

and understand to company's strategy and vision, stabilization of employees, stabilization of managers,...), **investment** (condition of remuneration compared to other companies, portion of managers' salary compared to total amount of salaries/wages, investment to education and training,...), **long-term development** (actual managing and leadership, potential managing and leadership, imperfections in managing and leadership,...), **attitudes from outside** (interest in employment – vacancies, job offers – acceptance of these offers). (Armstrong 2007, 60-61)

1.5 Strategic HRM

Strategic HRM is basically certain **long-term oriented plan** about how to prosper in the future through the human resources. To create successful plan, company needs to deal with *outside* and *inside conditions* affecting the company (in direct surrounding of the company, but it is recommend to not ignore further surrounding). These conditions shape the possible plan. (Koubek 2009, 24)

Outside conditions are **population, labour market** (supply and demand of workforce), **techniques and technology used in the company, orientation of people to values** (education, family, free time), **mobility of people** (preferences of people to live somewhere) and **work and social legislation** (European, state or local). (Koubek 2009, 26)

Inside conditions deal with **organization** (type of the organization, organizational structure, technique and technology, production, personnel policies,...), **jobs** (content, complexity, individual or team work,...), **employees** (number of them, demographic, economic and social structure, skills and abilities, personalities, values, family and living environment,...) (Koubek 2009, 26)

After considering all these conditions, company has to know in which areas is necessary to act. According to Armstrong (2007) possible main areas are:

- Talents managing
- Permanent improvement (innovations)
- Knowledge managing (keeping learning)
- Ensuring human resources (holding of quality employees)
- Education
- Remuneration
- Relations with employees (Armstrong 2007, 126)

Dvořáková (2012) says that human resource strategies can be anchored in documents containing e.g. **analyses of outside influences** (political situation, condition of inflation, interest rate, unemployment, demographic situation, criminality,...), **evaluation of technical, social and legislative trends, analyses of main fields of HRM** (selection of employees, workplace relationships, wages policy, safety, education,...). (Dvořáková 2012, 118-119)

2 MOTIVATION

Nowadays, the words like motivation, to motivate or motive are used frequently in the companies. It did not use to be always like this. The situation in the Czech Republic mostly before the year 1989 was more likely about no motivation at a workplace. Employers do not care if their employees are motivated or not. They just know people need money and this should be enough for people to work. Employees were seen only as costs. (Dvořáková 2012, 5-6)

But by the time employers understand that their employees can add extra value when they work motivated, so they started to think about motivation.

2.1 Definition of Motivation

The word *motivation* comes from latin origin (movere) and means to get something in the move, make something moving. Adair (2004) says that decisive factor is **will power**. It is concretely the act **to do something**, consciously and intentionally. (Adair 2004, 14)

The definitions of motivation are altogether very similar, Dyck and Neubert (2010) say: “Motivation is psychological force that helps to explain what arouses, directs, and maintain human behavior”. (Dyck and Neubert 2010, 415)

Motivation can be defined as a behavior oriented at some **target** and people act in certain way to achieve these targets. People can self-motivate themselves, but in the organization it is manager who is mainly responsible for keeping employees motivated. For this it is necessary to understand what the process of motivation is about and which types of motivation exist. (Armstrong 2007, 220)

To sum it up, people need motive to initiate an action or some specific behavior. It is not enough to have only motive, there has to be some following action. This is confirmed by main jurist policy, ‘we have to judge the peoples motives according to acts they have done’. (Adair 2004, 21)

2.2 Process of Motivation

As was said above, mainly managers (direct supervisors) are responsible for keeping employees motivated. So they need to know the basics about motivation. What motivation is? What motivation processes and types we have, and how to use organization’s motivation processes in the best way? Regarding **motivation process**, it is unsatisfied need what initiates the process of motivation. This creates peoples’ wants to achieve something

or to get something and so people set the goals. After setting the goal, people start the action. Then the need is either satisfied or unsatisfied. This process is called ‘reinforcement or the law of effect’ and it is shown on the picture below. (Armstrong 2006, 253)

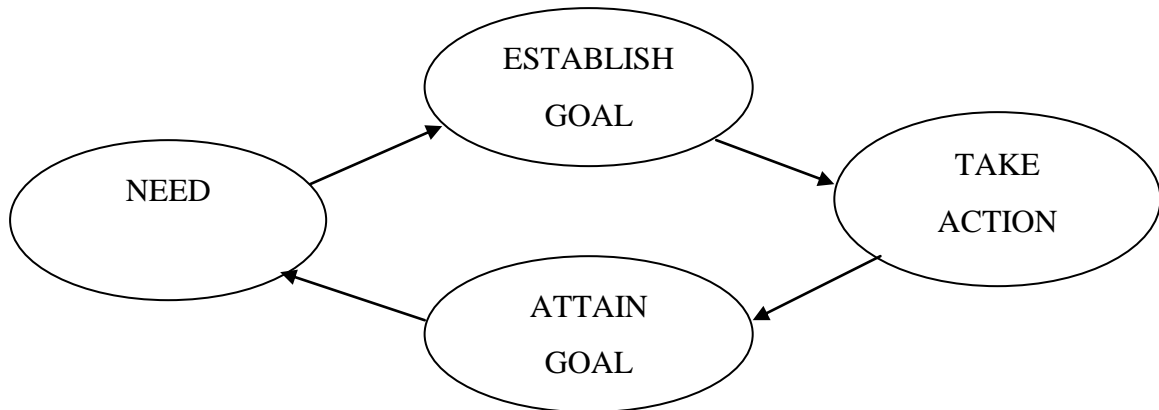


Figure 3: Process of motivation

Source: Own Creation Based on Armstrong 2006, 253

2.3 Types of Motivation

There are two types of motivation, firstly, people can motivate themselves by doing the job which suits them and satisfy their needs. Secondly, people can be motivated by management of the company through specific methods, like remuneration, promotion or praise, etc. (Armstrong 2007, 220)

As Herzberg found out there are two types of work motivation. First, **inside motivation** includes factors which are created by people themselves (e.g. feel of responsibility, autonomy, interesting job, possibility of promotion,...) Second, **outside motivation** is done by someone else, mostly managers, and it is created by rewards (salary increase, praise, promotion,...) On the other hand, outside motivation can include also penalties like critics, disciplinal action,... (Armstrong 2007, 221)

2.4 Motivation Theories

Every organization has to consider how they are going to motivate their employees. Managers can be inspired by many motivation theories which developed over time. There is not one method applicable in every organization, so managers have to deliberate carefully which method will suit their employees. (Dvořáková 2012, 168)

Among the most famous methods belong *Instrumentality theory*, *Content theory* and *Process theory*. Instrumentality theory says in its most general meaning, that people works

only for money. This theory is originated in Taylor's methods of management (1911) and says that it is impossible to employee work harder without salary increase. **Instrumentality theory** was used widely earlier and somewhere it is still used, but the negative aspect is that this theory does not respect others peoples' needs and does not see that relationships between employees can affect system of managing the company. (Armstrong 221-223)

Content theory is also called 'needs theory' and its founder is Abraham Maslow with his hierarchy of needs. This theory claim that every behavior is motivated by unsatisfied needs and that not every need has for the person the same importance (this depends on his/her up to now life, education, background, actual situation...) Also Herzberg's two-factor theory is supposed to belong into content theory because Herzberg identified number of basic needs. (Armstrong 2007, 223)

Process theory is aimed at psychological processes which affect motivation. These theories are also known as cognitive theories, because they study how people perceive their work place and ways how they understand these relations. It is said that process theories are much more useful for the company's management than needs theories because they give more realistic ways to motivate employees. The most famous process theory is Vroom's expectancy theory. (Armstrong 2007, 224)

I am going to briefly introduce a few of the most important motivation theories:

2.4.1 Maslow's Theory of Motivation

Maslow's theory of motivation (or also called needs theory) had a huge impact on the managers' perception about motivation. The basic thought is that person is not motivated by outside impulses (e.g. reward or punishment) but **inside program of needs**. It means basically that after one need is satisfied (the lowest need - physiological) other comes up and the satisfied one stops to motivate. (Adair 2004, 29) Maslow identified five sets of needs which are shown on the picture 4:

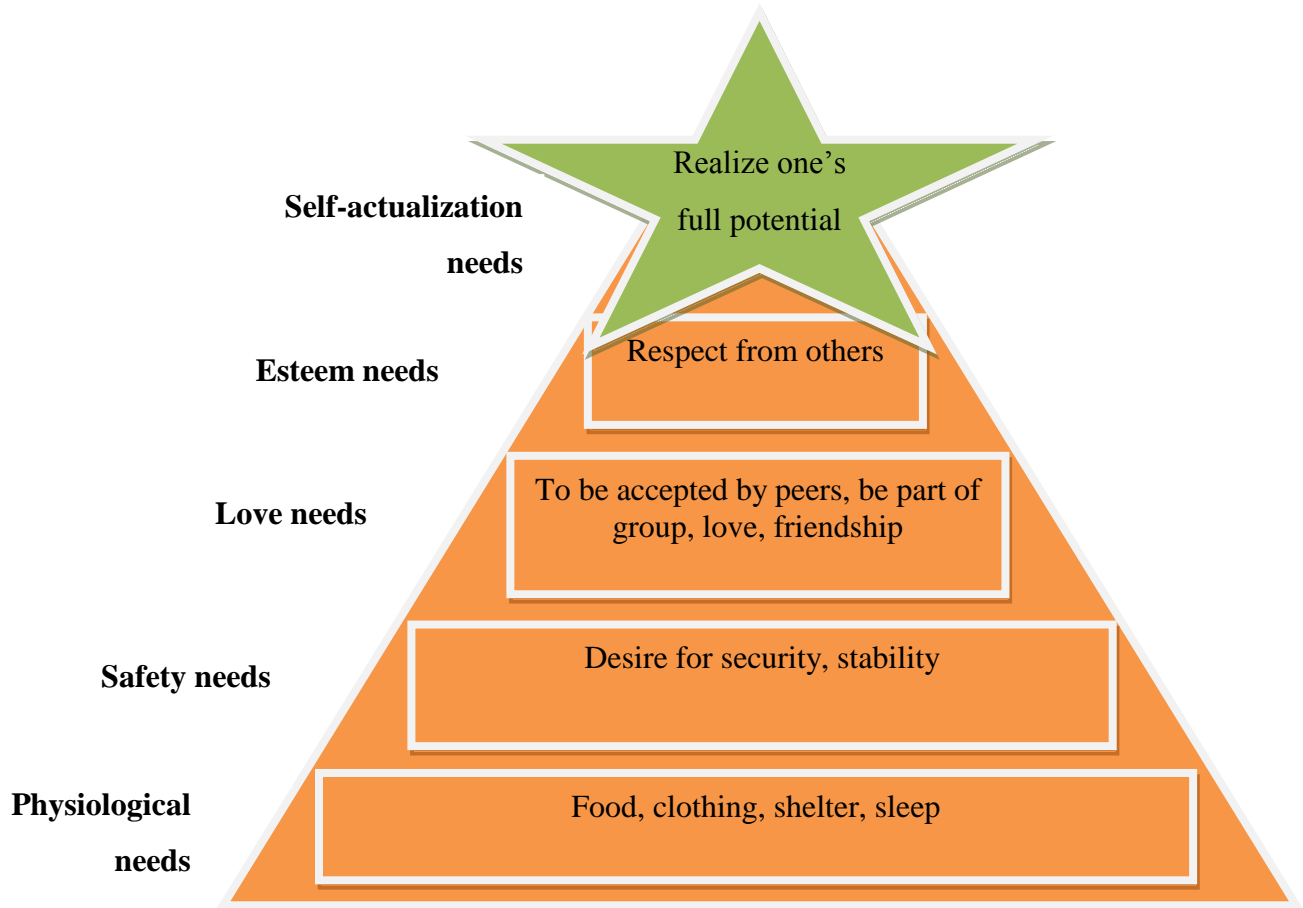


Figure 4: Maslow's Hierarchy of Needs

Source: Own Creation Based on Dyck and Neubert 2010, 418

2.4.2 Alderfer's ERG Theory

Alderfer built his theory on Maslow's theory of needs and created three main categories of needs. That is why it is called ERG theory. E stands for existence (physiological and safety needs from Maslow's hierarchy), R for relatedness (love and esteem needs from Maslow's hierarchy) and G for growth. (Dyck and Neubert 2010, 418)

Alderfer's theory differs from Maslow's in the point that Maslow says that the lowest needs (physiological, then safety, then love, etc.) have to be satisfied to be possible to satisfy higher need. Whereas Alderfer opposes that this is not actually necessary. He says that any of needs can influence people's behavior and it can be whenever. (Dyck and Neubert 2010, 418)

2.4.3 McClelland's Acquired Needs Theory

Theory created by McClelland is based on the study of managers' work. He identified three major needs, they are: **need of achievement**, **need for power** and **need for affiliation**. Need of achievement means that person aspires to achieve better results than the others. Need for power defines person's needs to control and manage other peoples' acts. Need for

affiliation stands for friendship and love relationship. McClelland says that these needs are acquired not inherent and they are developed over the time. (Gregar 2010, 37)

2.4.4 Herzberg's Theory of Motivation

Together with Maslow's theory is the Herzberg's theory of motivation the most famous theory of motivation to work. Herzberg distinguishes two factors of motivation with different function in this process. The first one are **hygiene factors**, which includes money salary, wage), interpersonal relations, job safety, etc. The second ones are **motivation factors**, as appreciation of performed work, content of work, responsibility, promotion, possibility of development. (Dvořáková 2012, 172)

The positive status of hygiene factors does not influence the motivation directly and it is mainly controlled by the management of the company. On the other hand, motivation factors are believed to be the most effective element of work motivation. However, there is high possibility of mixing these two factors in practice use because it is necessary to realize that there is direct relation between wage and work performance. If the wage act as an incentive to work performance, it is understand as motivator. This is applicable particularly if the benefits are interpreted as the matter of praise and appreciation. (Dvořáková 2012, 173)

3 REMUNERATION

3.1 Definition of Reward Management

According to Armstrong (2007) reward management deals with strategies and processes which are necessary for ensuring that people who work in the organization are remunerated both financially and non-financially. Logically, financial remuneration is wage, and among non-financial remuneration belong e.g. acknowledgement, praise, opportunity to education, increase of power and responsibility. (Armstrong 2007, 20)

System of remuneration is one of the tools of human resource management. Its target is to procure strategy of organization, development of company culture and stimulation of employees to work. (Dvořáková 2012, 319)

Gregar (2010) mentions also importance of inside remuneration which corresponds with satisfaction with workplace. It also relates with a pleasure which comes with working, feel of usefulness, achievement and appreciation. (Gregar 2010, 27)

Remuneration is one of the most effective ways how to motivate employees. One important thing is that remuneration influences the work performance of people in the future. That is why is extremely important for the company to choose remuneration system which will fit their employees' needs. Generally, the remuneration system should be **appropriate, fair and motivating**. (Gregar 2010, 27)

3.2 Goals of Reward Management

One would say that people should be enough motivated by their wage, but in real life the situation is more complex. Adair (2004) says that for 'quality' people are mainly important things like professional development and self-actualization. However, he admits that money is probably the most useful material remuneration which company can use (but for every person is the role of money in total reward different – it depends on individual needs and wants). (Adair 2004, 157-158)

Armstrong (2007) listed these major goals of the remuneration management:

- To remunerate people according the values they create
- To interconnect methods in remuneration with company's goals and employees needs
- To remunerate the right things (to know what is important in matter of employee's behavior)

- To choose and keep the most quality employees
- To motivate employees and get their loyalty and engagement
- To create culture of the best output (Armstrong 2007, 20)

Gregar (2010) adds that system of remuneration has to be:

- Rational and it has to correspond with organization's needs
- Understandable and acceptable for employees
- To agree with legal norms
- To be an incentive for employees to improve their qualification and abilities (Gregar 2010, 27)

Armstrong (2007) listed major elements of system of reward. They are: business strategy, reward strategy and policy, base pay reward, contingent reward, employee's benefits, bonuses, total earnings, total remuneration, job evaluation, market rate analysis, grade and pay structures, performance management, non-financial rewards and total reward. (Armstrong 2007, 25-26)

3.3 Model of the Total Reward

Total reward includes all types of reward, that means direct and indirect, inside and outside. Total reward is divided into two categories:

- Transactional rewards – base pay, contingent pay, employee benefits
- Contingent rewards – learning and development, work experience (Armstrong 2007, 42)

System of total reward relies on all mechanisms of rewarding and pays attention to every method to achieve peoples' satisfaction. The model of total reward is shown below on the figure 5. (Armstrong 2007, 42)

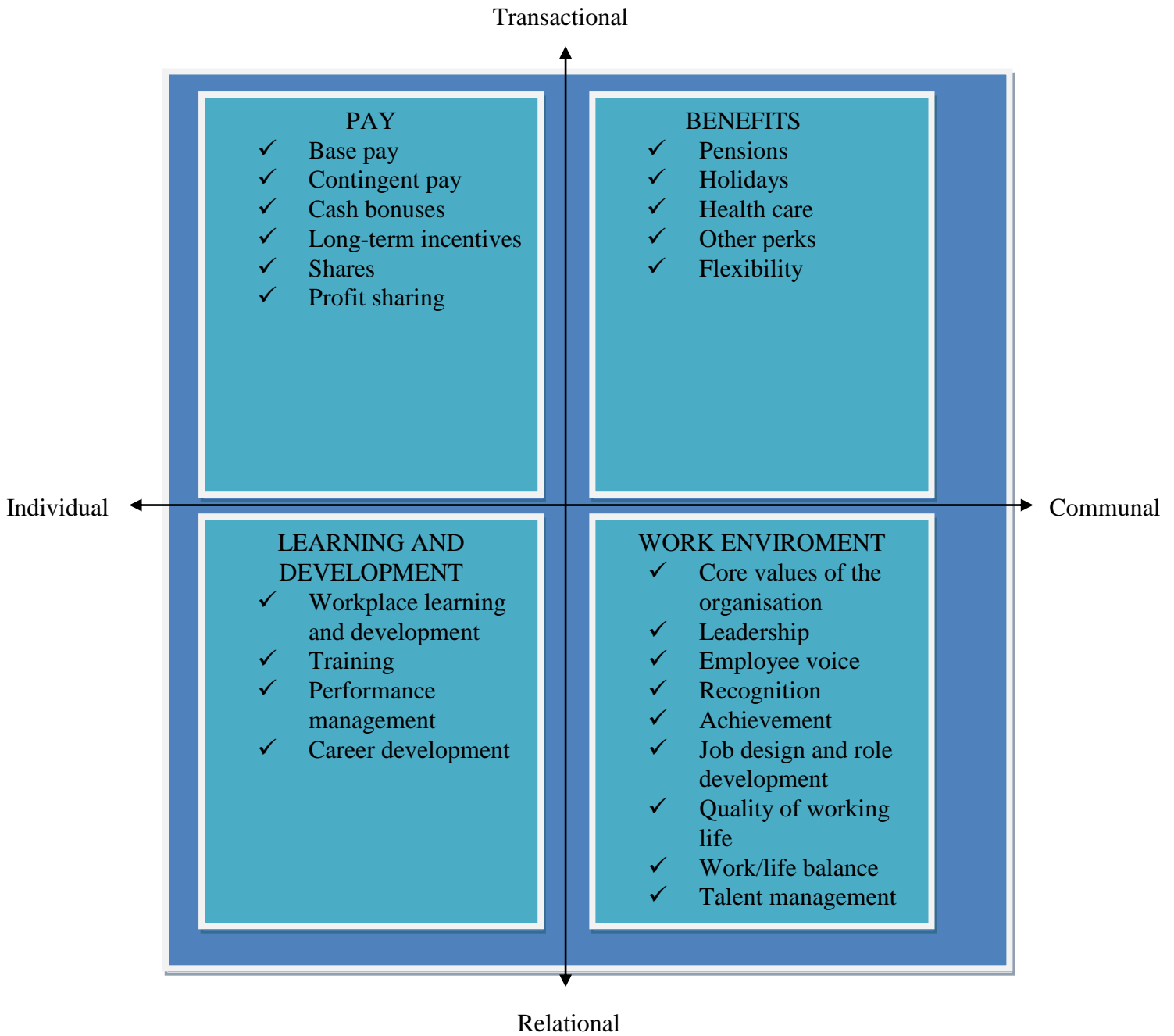


Figure 5: The Model of Total Reward

Source: Own Creation Based on Armstrong 2007, 34

4 MARKETING RESEARCH

Companies compete between each other to gain market share as big as it is possible. Management of the company has to deal with important questions which can influence the future of the company. That is the reason why they need to do marketing research – to have concrete answers for concrete questions. Chovancová, Pilík and Podaná (2008) define marketing research as systematic and objective process of generating pieces of information which helps to make marketing decisions. (Chovancová, Pilík and Podaná 2008, 9)

Another definition of marketing research is: “Marketing research is a scientific process of gathering and processing information to help marketing management make decisions”. (Wiid and Diggines 2009, 1)

Wiid and Diggines (2009) further says that the most valuable asset company could have in these days is *information*. It is good for the company to have general overview about what is happening around, what customers want and what suppliers want. Basically, it is closed cycle between organization and outside surrounding (mostly customers), as you can see on the picture below:

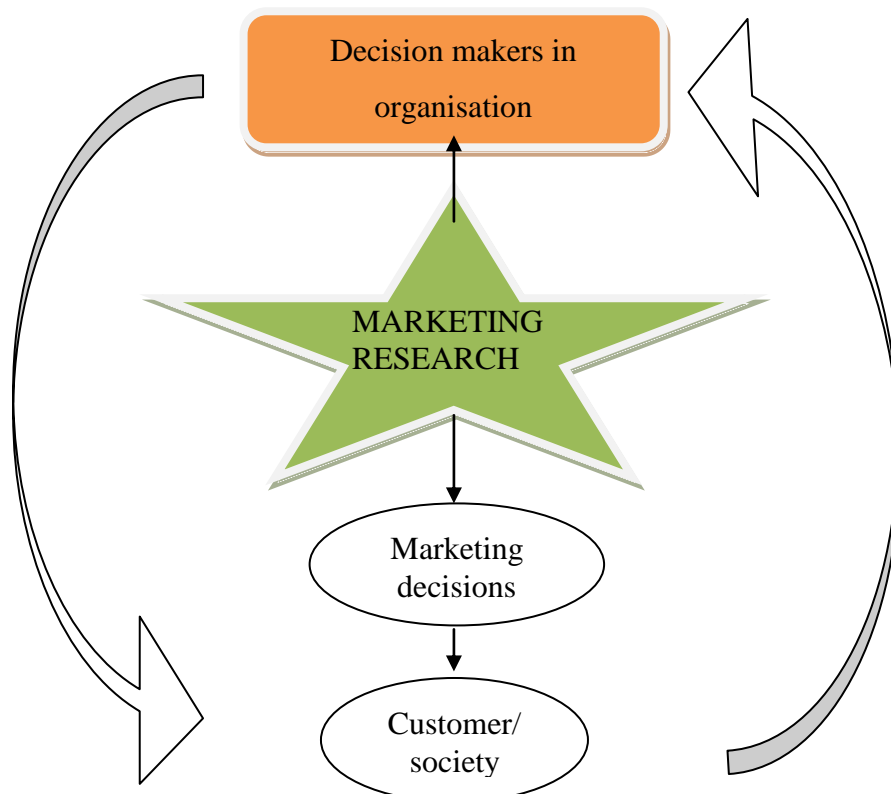


Figure 6: Marketing research as a closed cycle

Source: Own Creation Based on Wiid and Diggines 2009, 2)

Next very important issue about marketing research is its main characteristics. They are

- **uniqueness** of information – this means that only the company (or whichever submitter) has information which comes from their marketing research
- big **explanatory power** – research targets on a particular group of respondents
- research is **up-to-date** (Kozel, Mynářová and Svobodová 2011, 12-13)

There are two types of researches. Company can do qualitative research or quantitative. First one, **quantitative research**, is basically research which measures or quantifies data and gives us answer on question *how many?* To achieve reliable results, quantitative research works with large set of respondents. Fulfilling this condition gives company possibility to process these data statistically. (Kozel 2006, 120)

4.1 Questionnaire

One of the most used tools to gain primary data in quantitative research is **questionnaire**. It is a form with questions on which respondents give answers. It is important to create the questionnaire in right way to be understandable, simple, look attractive for respondent, not to be very long, should be synoptic and to thank at the end. Questioner should observe the rule of asking only essential questions reliable for the research. There are several types of questions which can be used, they are:

- opened questions – respondent answers in his own words
- closed questions – respondent chooses between offered answers
 - dichotomous questions – respondent answers e.g. *yes* or *no*
 - trichotomous questions – respondent has more options than only *yes* or *no*, e.g. *do not know*
 - enumerative questions – they gives respondent possibility to choose one or more answers
- semi-closed questions – combination of opened and closed questions, they gives opportunity to answer by choosing from offered possibilities, but also can be used own words (mostly marker by *other:*)
- Scale questions – they measure respondents opinion on certain issue (Chovancová 2008, 113)

Second type of marketing research, **qualitative** one, is research which answers the questions *Why? From which reason?* This research inquires reasons why something

happened or is still happening. Since most of required data are happening in person's consciousness or subconsciousness, this type of research needs psychological interpretation. The purpose of qualitative research is to find motives, opinions and approaches leading to certain behavior. In-depth and group interviews are used to gain these data. (Kozel 2006, 120-121)

4.2 In-depth interviews

In-depth interviews have to give respondent adequate space for answering, so he/she can say his/her individual opinion. Questions have to be simple, understandable and should not vilify or embarrassed respondent. Interviewer should adhere following:

- Estimate complexity of questions based on respondent's age, education, intelligence and knowledge of researched issue
- Use appropriate and understandable language based on respondent's age, education, intelligence and knowledge of researched issue
- Count with increasing fatigue of respondent (first 30 minutes are crucial)
- Do not influence respondent (Kozel, Mynářová and Svobodová 2011, 191)

There are three basic types of interviews; unstructured, semi-structured and structured. **Unstructured interview** rises naturally from communication, respondent can naturally display his/her feelings and opinions on certain topic. In case of **semi-structured interview** the interviewer has list of questions which should be answered, and can add additional questions based on knowledge of respondent. Last one, **structured interview** observes strictly processes, as particular question order and their exact text. (Kozel, Mynářová and Svobodová 2011, 191-192)

4.3 SWOT analysis

SWOT analysis is compound of analysis of strengths, weaknesses, opportunities and threats. This basically means to monitor external and internal marketing environment. It is recommended to start with evaluation of opportunities and threats which comes from external environment, both macro-environment (political, economic, social and technologic factors) and micro-environment (customers, suppliers, purchasers, competitors, society). After analyzing opportunities and threats there should be analysis of strengths and weaknesses, which stand for internal environment (goals, systems, procedures, company culture, organizational structure and quality of management). Strengths and weaknesses are

discovered by interdepartmental analyses, e.g. classification by tools of marketing mix 4 P – *product, price, place* and *promotion*.

Strengths and weaknesses come from internal environment, which means they can be fully affected by the company, whereas opportunities and threats are external, which means that they cannot be affected by the company. (Jakubíková 2008, 103)

<p style="text-align: center;">STRENGTHS</p> <p>Facts which are advantage both for customers and for the company.</p>	<p style="text-align: center;">WEAKNESSES</p> <p>Things in which company is not good, or competitors do these things better.</p>
<p style="text-align: center;">OPPORTUNITIES</p> <p>Facts which can increase demand, or facts which can better satisfy customers and bring company succes.</p>	<p style="text-align: center;">THREATS</p> <p>Facts, trends and events which can decrease demand or facts which can cause dissatisfaction of customers.</p>

Figure 7: SWOT analysis

Source: Own Creation Based on Jakubíková 2008, 103-104

4.4 PEST Analysis

PEST analysis is analysis only of macro-environment. This analysis divides macro-environment into four main compounds. They are *political and legislative* factors, *economic* factors, *social and demographic* factors and *technological* factors. Sometimes PEST analysis is extended into PESTLE analysis, adding *ecological* and *legislative* factors. (Sedláčková and Buchta 2006, 16)

4.4.1 Political and Legislative Factors

Existence of series of laws, legal norms and legal notices defines space for business and also modifies it. This can significantly influence future of the company. Among political and legislative factors belongs e.g. foreign and national political situation, membership in EU, tax policies and labour law. (Sedláčková and Buchta 2006, 16-17)

4.4.2 Economic Factors

Economic factors are characterized by the situation in economics of the country. Company is significantly influenced by macroeconomic trends which have impact on fulfilling major

company's targets. Among macroeconomic indicators belong rate of economic growth, interest rate, inflation rate, tax policy and exchange rate. These indicators are close-knit and interrelate with each other. Concrete estimate is matter of finance analysis. (Sedláčková and Buchta 2006, 17-18)

4.4.3 Social and Demographic Factors

Social and demographic factors reflect lifestyle and structure of population. People are influenced by culture, economic, demographic, religious, educational and ethic conditions and these conditions keep developing by the time. To know these trends can significantly help the company to be better than competition. Among social and demographic factors belongs e.g. how people spend their free time, style of dressing or level of education. (Sedláčková and Buchta 2006, 18)

4.4.4 Technological Factors

If company wants to stay innovative and creative, it has to be informed about technical and technological changes and improvement. Ability to predict which technical and technological changes will happen can give company big advantage to competitors. Technological factor can be e.g. obligation for companies to invest into technologies protecting environment. (Sedláčková and Buchta 2006, 19)

5 SUMMARY OF THE THEORETICAL PART

The theoretical part of my bachelor thesis summarizes basic knowledge about human resource management and employment conditions. These are defined models and goals of human resource management. There is a further necessity for companies to realize and recognize that employees as human capital are important for the company and they need to care about their employee's needs and welfare by keeping them motivated. Motivated employees can provide high levels of performance for their employer and add value to the organization and provide a competitive advantage to others in their particular business sector.

The next part of theory deals with motivation, its definition, processes and types. I have then focused on motivational theories, such as the most famous Maslow's theory of motivation or Herzberg's.

The third chapter deals with remuneration of employees. I have explained basics of this issue by listing definition and goals of reward management. I have also provided a model of total reward management.

The fourth chapter is dedicated to a description of analytical methods I have used in the practical part of my thesis, which is a questionnaire, in-depth interviews with managers, SWOT and PEST analysis.

The theoretical pieces of knowledge help me better understand and identify the issues of human resource management, motivation and remuneration, allowing me to utilize the knowledge gained both in theory and practice and provide possible resolutions for improvement.

II. ANALYSIS

6 DESCRIPTION OF GOLDEN APPLE CINEMA, A.S.

Golden Apple Cinema (GAC) is one and only multiplex cinema in Zlín town and operates on the market seven years. It is part of shopping centre Zlaté Jablko (GAC is situated on the third floor) which is right in the centre of town – exact address is nám. Míru 174, Zlín 760 01. There is big parking house next to the Golden Apple Cinema which is available for visitors of multiplex. The second cinema in Zlín town – Velké kino – belongs to same owner as GAC.

GAC is join-stock company and its registered capital is 10 000 000 Kč, capital is fully repaid.

There are two varieties of logo of Golden Apple Cinema, first one has golden text on the white base second one has golden text on the red base. Above the text there is symbol of apple cut on a half.



Figure 8: Logo of Golden Apple Cinema

Source: www.gacinema.cz



Figure 9: Logo of Golden Apple Cinema

Source: www.gacinema.cz

Screening started 15 May 2008 and first 3D screening was in 2009. GAC uses fully-fledged digital equipment of worldwide quality (DCI – Digital Cinema Initiatives – used at IMAX cinemas). This system gives visitors very good perception of the movie. Also six-channel sound system makes big impression.

GAC comprises of six screening rooms. Screening rooms 1, 2 and 3 are used both for 2D and 3D projections. Screening rooms 4, 5 and 6 are used only for 2D projections.

Together there are 949 seats; this amount includes two spaces for wheelchair users in each screening room. Capacity of each screening rooms: screening room 1 – 438+2 seats, screening room 2 – 120+2 seats, screening room 3 – 110+2 seats, screening room 4 – 93+2 seats, screening rooms 5 and 6 – 88+2 seats.

After entrance the GAC, there are two cash desks, and then there is big foyer with couches and small terrace for smokers. Two buffets are part of the foyer.

6.1 Customers of GAC, a.s.

GAC targets at several groups of customers. There are ordinary commercial projections for young people, but also animated cartoons for children (and also weekends theatre plays for kids performed every month), ART films for more demanding customers (non-commercial films, independent documents) and FKS – film club for seniors (a few morning projections in month).

6.2 Organizational Structure of GAC, a.s.

Golden Apple Cinema has 15 employees, 4 external employees cooperating with GAC as sole traders, and currently there are 35 temporary employees.

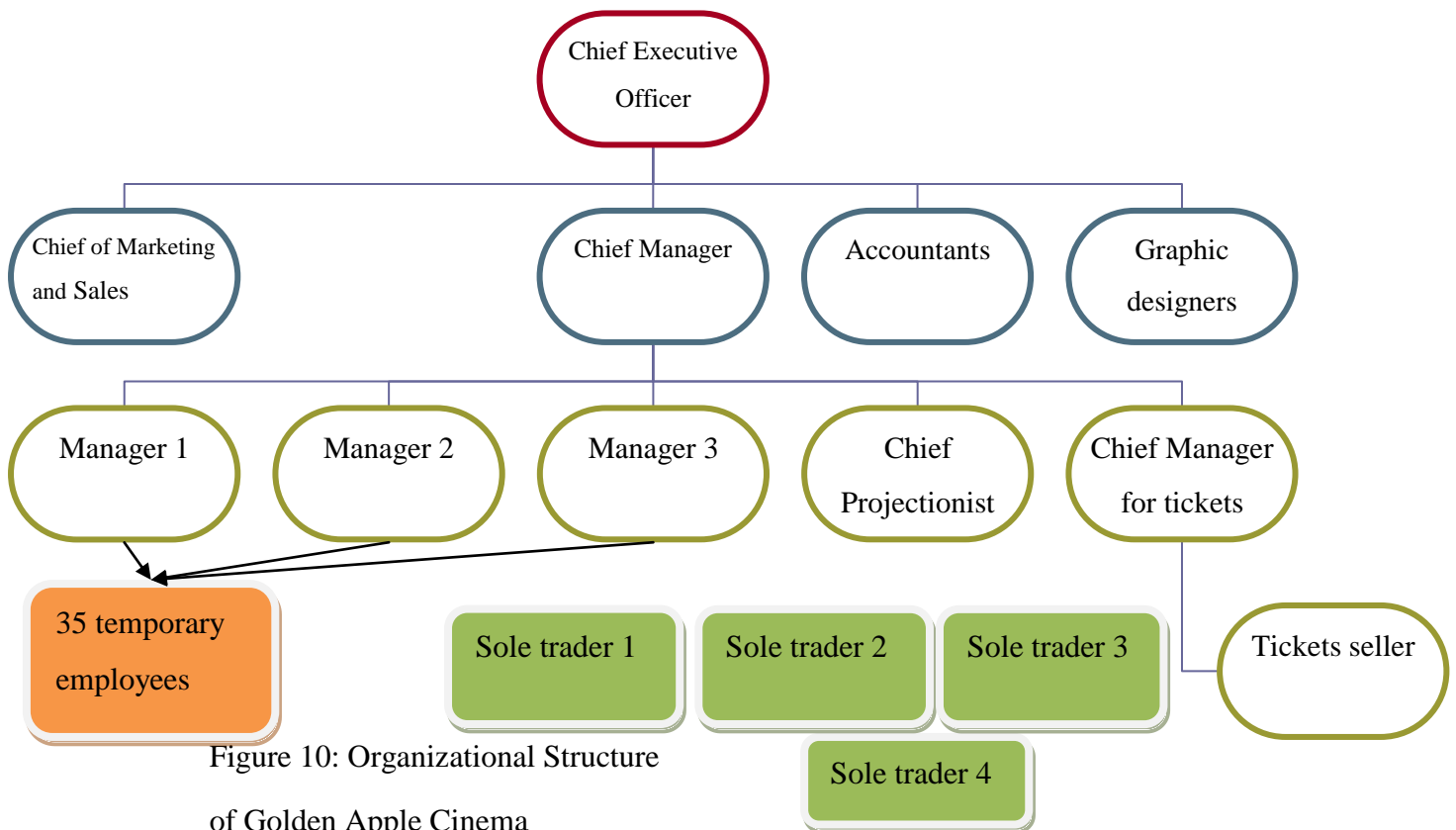


Figure 10: Organizational Structure of Golden Apple Cinema

Source: Own Creation Based on Data from GAC, a.s.

6.3 Business Activities of GAC, a.s.

Among main business activities of GAC belongs distribution of audio-visual records, hospitality, operating of culture events, retail, and sale of alcoholic beverages.

There is couple of other services which GAC offers:

- Advertising on LCD televisions
- Screening rooms for rent (live broadcast from conferences, business presentations, presentation of new products)
- Projections for schools (thematic movies)
- Internship for students
- Refreshment for visitors of cinema (popcorn, beverages, sweets,...)

6.4 Actual motivation and remuneration system of GAC, a.s. for Temporary Employees

My bachelor thesis deals only with motivation and remuneration system for temporary employees, so this is description of system only for these temporary employees. Except wage, which is 60kč per hour, there are two motivators for them. As first, GAC uses *control projections of premier movies*, which are run every Wednesday night – this is because GAC has the right to project these movies from certain time before its premier – usually 23pm up.

Second motivation for temporary employees is *possibility to go to premier movie anytime in the week* if he/she has shift on the cash desk.

According to me this system is insufficient and I would try to recommend some more to motivate temporary employees. This can help to prevent fluctuation of temporary workers.

7 SWOT ANALYSIS OF GAC, A.S.

SWOT analysis helps company find out and evaluate its strengths, weaknesses, opportunities and threats. I have created SWOT analysis for GAC below:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • First and only multiplex cinema • 3D projections • Projection of blockbusters, ART movies, opera/ballet/live concerts • Location (centre of Zlín) • Very good accessibility (city transport MHD) • Opening hours (Monday to Sunday, morning till night) • GA club (loyalty program – discounts on tickets) • Online payment of tickets by card • Online booking of tickets (except cheap Tuesday) 	<ul style="list-style-type: none"> • High prices (according customers) • Paid parking house • Small space in front of screening rooms (with high attendance makes the cinema very crowded) • Looking out for 3D glasses with 3D projections (they are not disposable, customers have to give them back to staff every time they leave the screening room) • Amortization of technology, high expenditures on service for machines • Expensive rent and energy costs
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Payments by card (not only online) • More 3D screening rooms (screening rooms 4,5,6 are only 2D) • Interest from visitors to visit cinema (people want to enjoy their free time) • Thematic events (midnight premiers) • Extension of GA club benefits • New technology (4DX, laser 3D) 	<ul style="list-style-type: none"> • Modernization of other cinemas in Zlín region • Illegal piracy (downloading movies) • High technology (TVs at home) • Laws • New multiplex at Svit area

Figure 11: SWOT analysis – GAC

Source: Own Creation Based on Data from GAC

7.1 Evaluation of SWOT analysis

Starting from the strengths, *absence of competitor* is the biggest advantage. Golden Apple Cinema is one and only multiplex in Zlín region. People from surroundings go there to watch 3D movies.

Next, *location* is undoubtedly the advantage GAC has. Its location right in the centre of Zlín in the biggest shopping and entertainment centre (at the main square in Zlín – náměstí Míru) makes it very busy place every day, with thousands and thousands people going through. This fact increases the possibility that people who visit shopping centre will visit also Golden Apple Cinema. GAC is *accessible* very well; there is possibility to use city transport – visitors can go on foot, just towards náměstí Míru, or by trolley-bus and take ride to stops U Zámku, nám. Míru or Dlouhá. GAC is accessible also by train, it is best to take the lift onto main train station Zlín – Střed. Obviously visitors can go by car and use big parking house standing right next to the shopping centre.

Next strength is *projection in 3D format*. GAC is only one cinema in Zlín region offering these projections. This means that people from wide surrounding commute to GAC to watch 3D movies.

But not only movies and blockbusters are the only thing for visitors come here. Also more demanding customer can satisfy his needs by visiting various *ART movies* and documents, or live broadcast of opera, ballet and concerts.

Opening hours are also considered as a big advantage. In weekdays from Monday to Friday cinema opens at 2pm and last movie begins approximately at 9pm. At weekend cinema opens at 9am and last movie starts at 10 pm. Morning hours at weekend are dedicated mostly to kids, there are lot of animated cartoons and fairy tales.

About one year ago, GAC launched its *loyalty program*, which lies in buying GA club card. This card gives its owner 30 CZK discount from total price (2D movie: from 169CZK to 139CZK, 3D movie: from 199CZK to 169CZK). In addition, every tenth movie is free for owner and there is also possibility to pay more and get extra card which enable its owner to get discount at cinema buffet.

Big advantage for customer is possibility to *buy tickets online* via payment card. Customers receive his tickets into email and print it, then show it before entrance the screening room. There is no need to wait in queue to buy tickets.

Also it is possible to *book tickets online* (except cheap Tuesday) to make sure customer will not come uselessly and that there will be seats for him. This appreciate mainly customer who commute from far areas.

Obviously there is a lot more advantages or strengths, than weaknesses. But *price* can be considered as the biggest weakness. Customers said the price for ticket is too high (2D projection 169CZK, 3D projection 199CZK) but they do not know the background of this issue. In fact, cinema has to pay 21% value added tax (VAT), and then 1% to fund of cinematography, 0.8% to OSA (copyright) and finally 50% from ticket price goes to distributor. Moreover, distributors dictate the minimum average price and maximum average price and cinema has to set the price somewhere between.

Hand in hand with high ticket price goes *paid parking house* for visitors. The price for parking is not extremely high, but even so, it is another cost for visitor if he/she goes by car. First hour cost 10CZK, each another hour cost 20CZK, in weekdays parking is free after 6pm, on Saturday it is free after 12pm and Sunday is free all day.

I have noticed that with attractive movie which brings very high attendance, there is problem with *space* in front of screening rooms. This is happening at the expense of the biggest screening room 1, which offers 438 seats, but takes the space from foyer which could be bigger.

GAC decided to use *3D glasses of high quality*, which is good for customer, but it is very big concern for employees. It can also bother some customers because they are forced to have their glasses with them all the time, and every time they are leaving the screening room they are forced to turn over their glasses to staff of GAC. This is happening because of high price of these glasses (3D glasses for adults' costs 800CZK and 3D glasses for kids' costs 300CZK) and staff is told to be careful and look out 3D glasses very strictly.

Amortization of technology used in GAC is another weakness. Technology develops extremely fast, and what is the most modern one year, the next one is too old. Also keeping these machines in *good condition is very expensive* and repairs cost GAC a lot of money.

Among opportunities of GAC belongs launching of *payments by card* at the cinema, not only online payments on the internet. This is quite complicated for GAC because they cannot afford to pay 300.000CZK every year on bank charges. It is issue of negotiation, probably it would need some survey if customers are willing to pay for bank charge (same situation exist with online purchases – bank charge is invoiced to customer).

Other opportunity for GAC is *making the rest of screening rooms* (which are now only 2D) to 3D. This would make the cinema able to project even more movies in this format.

Next opportunity is becoming more and more worldwide, and it is *enjoying of peoples' free time*. People want to spend their free time by doing something which will bring experiences and fun with their friends. All of these can be used and transformed into advantage by GAC.

Furthermore, more *thematic events* according to customer's want could be taken as an advantage to satisfy customer's need to have something extra with his visit of GAC.

Future *extension of GA club benefits* could be highly appreciated by its members, as nowadays they have e.g. possibility to book tickets online even at cheap Tuesday, unlike people who are not members of club.

Also *new format of projection* could increase attendance of cinema. There is option of projection in 4DX or 3D laser format.

Regarding threats there is danger of *modernization of other cinemas in Zlín region*, e.g. Cinema Nadsklepí – Kroměříž, Cinema Panorama – Rožnov pod Radhoštěm or Cinema Vatra – Vsetín.

But the biggest problem is supposed to be *illegal downloading of movies*. Some people rather wait and then download the movie and save money. As there is very small possibility of punishment, it becomes the trend of these times.

Also the *high technology* keeps developing every day, and even nowadays it is possible to watch 3D movie at home on home TV. So this is considered as a threat for GAC too.

The *state's interventions* are hardly predictable, so changes in tax policy could be a threat for GAC too.

Nowadays, new shopping centre is going to be built in Svit area, and there is possibility that in future there will be *other multiplex cinema*, so GAC will lose its uniqueness in Zlín region.

According the theme of bachelor thesis, the factor as location is mainly related. Because of its location in the centre of town, it could be very attractive for people looking for temporary employment and living in Zlín, as it is not far to get here. In addition, GAC is very close to Tomas Bata University, so it gives the students possibility to work there. This is undoubtedly the big strength.

Also diversity can be considered as strength for temporary employees. Because they can request for working on different position every working shift, i.e. usher, buffet cashier

or ticket seller. This makes working in GAC more interesting and so it is considered as advantage – strength.

Last but not least advantage is opening hours. As GAC opens every day from early afternoon (morning at weekends) there is plenty of space for temporary employees to choose when they want to work.

Also some of weaknesses are closely related and affect temporary employees and their satisfaction with working in GAC. This could be e.g. paid parking house, as not everyone lives in centre of Zlín, so they commute to work. Temporary employees and even employees do not have possibility of free parking in shopping centre Zlaté Jablko. This situation is because parking house belongs to shopping centre and GAC has only possibility to rent parking place (one year for 20.000CZK) and if 10 employees would need parking place, it is huge amount for year.

8 PEST ANALYSIS OF GAC, A.S.

PEST analysis is another method of marketing research through which I am going to analyze external factors affecting Golden Apple Cinema, a.s.

8.1 Political and Legislative Factors

Golden Apple Cinema a.s. operates its business on territory of the Czech Republic, so it has to respect Czech laws, notices and governmental regulations.

Political and legislative factors:

- Changes of tax rate
- Amendments of Copyright Act
- Hygienic norms
- Amendments of Audio-visual laws
- Tax policy
- Labour law
- Changes of domestic legislation about consumer protection
- State regulations in National economy

8.2 Economic Factors

Economic factors affecting Golden Apple Cinema, a.s.:

- Unemployment
- Incomes of residents
- Increase of inflation and interest rate (cause increase price of factors of production, this causes increase of prices for customers)
- Business cycle

I have attached table with main macroeconomic indicators of Czech Republic (years 2010 – 2014):

Macroeconomic indicator	2010	2011	2012	2013	2014
<i>GDP (%)</i>	2,3	2,0	-0,8	-0,7	2,0
<i>General unemployment (% average)</i>	7,3	6,7	7,0	7,0	6,1
<i>Inflation rate (% average)</i>	1,5	1,9	3,3	1,4	0,4

Table 1: Main macroeconomic indicators CR, Source: Own Creation Based on

https://www.czso.cz/csu/czso/hmu_cr

8.3 Social and Demographic Factors

Social and demographic factors affecting Golden Apple Cinema, a.s.:

- Demographic development of residents (an average age in Zlin region is according to Český statistický úřad 42 years)
- Access to free time
- Increase of living standards and interest in culture

8.4 Technological Factors

Technological factors which affect Golden Apple Cinema, a.s.:

- Rapidity of obsolescence of technology
- High technology at home (cinema experience on home TV)
- Movies on phones, tablets

9 EVALUATION OF QUESTIONNAIRES AND IN-DEPTH INTERVIEWS

9.1 Evaluation of questionnaires

I used questionnaire as a method of research because it is most suitable method for my analysis. I have created the questionnaire for temporary employees (enclosed in appendices in Czech and English version). The aim of questionnaire was to find out whether temporary employees are generally satisfied with working in GAC, then I have questioned more specifically, about what they find out as motivational factors and what is not motivational for them and other question relevant to the topic. Also I have asked them to write their personal ideas how to make system more effective.

I have distribute the questionnaires only in printed version because it was the most reliable way how to get questionnaires back from all temporary workers, as they were give out by managers after every working shift. So this ensured me 97% returns (34 respondents). The questionnaire was fulfilled by 23 women and 11 men. 16 people aged between 18-21 years, 12 people aged between 22-25 years, and 6 people were aged more than 25 years. They are mostly people who studied university (21 people).

Evaluation of research is below:

Question number 1:



Figure 12: I have been working in GAC, a.s. for, Source: Own Research

First question discovered that almost half of temporary employees work in Golden Apple Cinema less than one year (43%). This can indicate fluctuation caused by dissatisfaction

with motivation and remuneration system. Then 31% temporary employees work in GAC more than 3 years. This tells that GAC does not have many long-term temporary employees. This is not very good for the organization, because they have to train new employees often, which is time demanding for managers, and also work collective is still changing. **This question has relation with question 3 and 4** because it seems that it does not have negative impact on GAC employees, because in the questions number 3 and 4 where I am asking about relationship with direct superiors and colleagues, the answers were positive – both questions have 59% for definitely good relationship and 38% for rather good.

Question number 2:

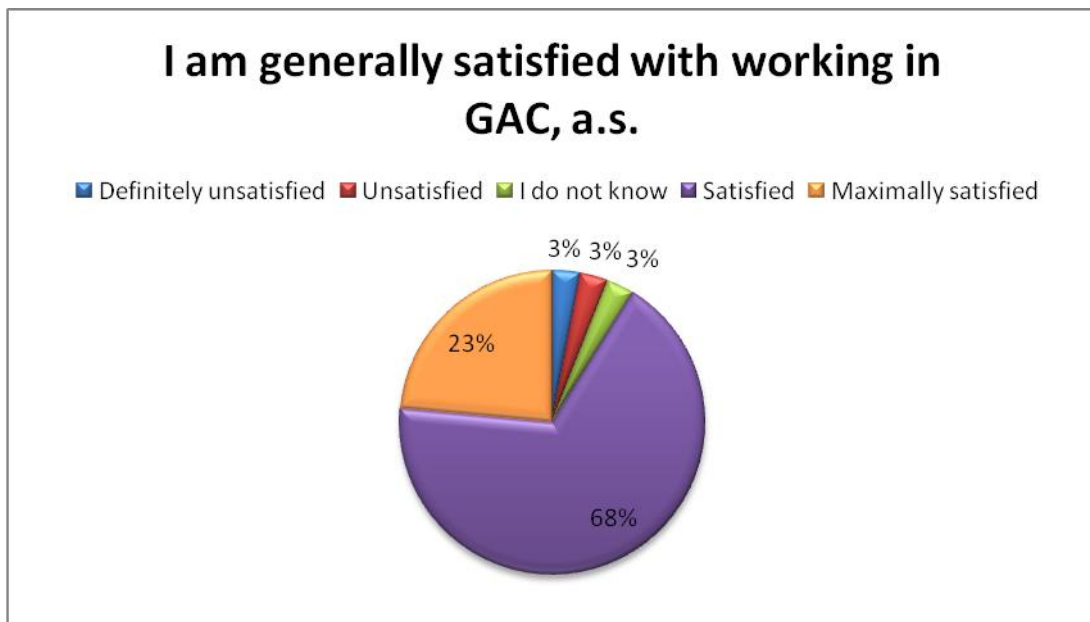


Figure 13: I am generally satisfied with working in GAC, a.s., Source: Own Research

In question number 2, which is scale question using numbers to evaluate satisfaction from 1 (means definitely unsatisfied) to 5 (means maximally satisfied), I was asking about general satisfaction with working in GAC. Research showed that temporary employees are generally satisfied, because 23 respondents marked their satisfaction by number 4 (satisfied) and 8 by number 5 (maximally satisfied) which gives together 91% of satisfaction. Only 1 person marked *I do not know*, 1 person *unhappy* and 1 person *definitely unsatisfied*. Research revealed **there is connection with question 6**, it is that 76% of respondents who marked 3 and higher in question number 2, marked 3 and higher number also in question number 6 (asking satisfaction with work place).

Question number 3:

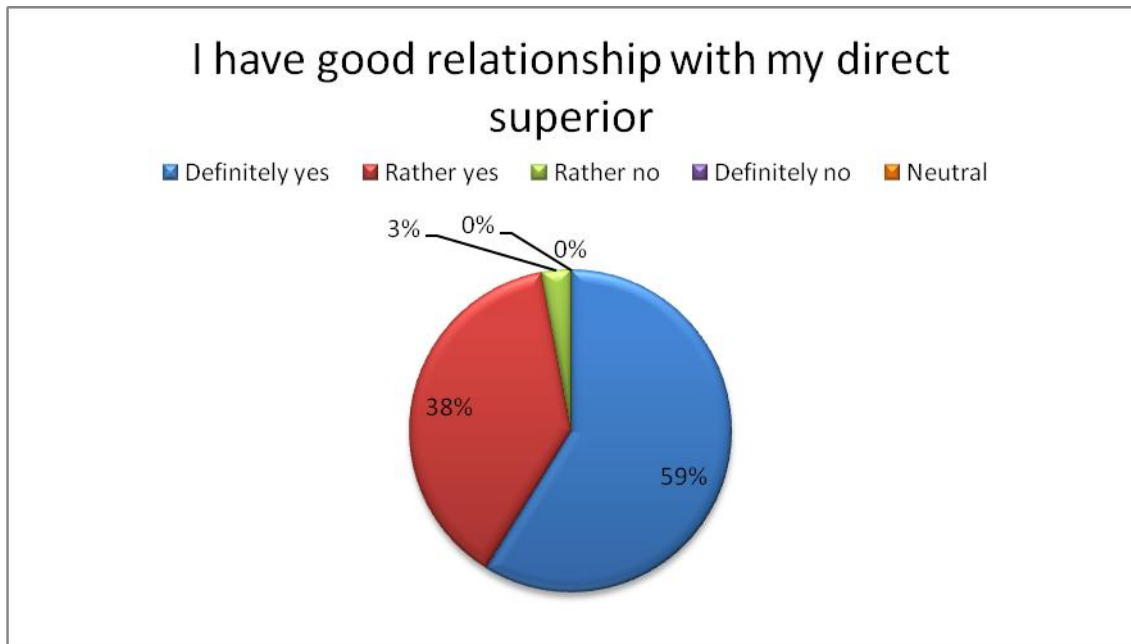


Figure 14: I have good relationship with my direct superiors, Source: Own Research

According question number 3 it seems that there are good relations between temporary employees and their direct superiors. Only one person from 34 marked answer *rather no*, the rest of them marked *definitely yes* (20 respondents) or *rather yes* (13 respondents). As researched showed, temporary employees are mostly university students aged mostly 18-25. Their managers are also very young so there operate kind of 'friendly' relationships. This is pretty good result as it is hard to get on well with everybody.

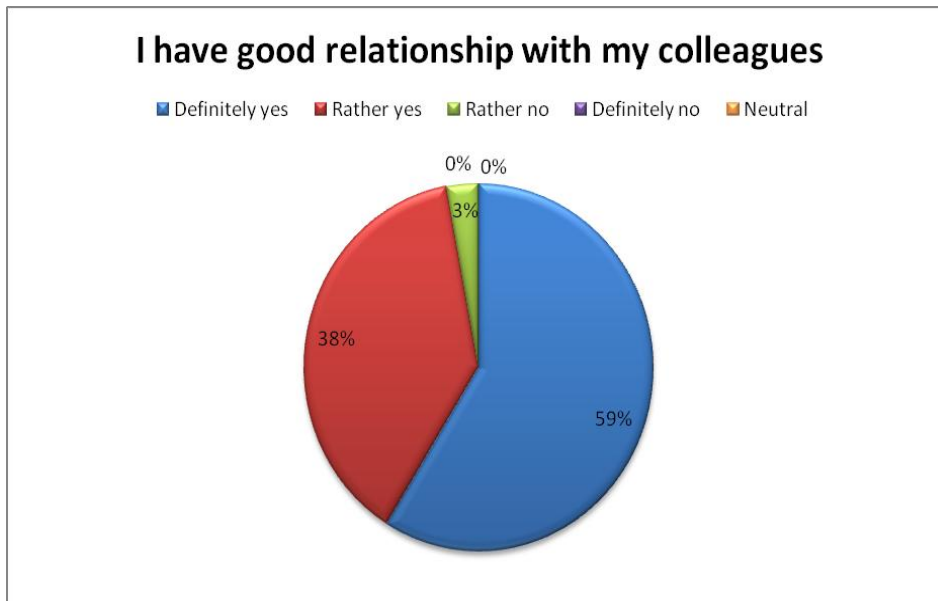
Question number 4:

Figure 15: I have good relationship with my colleagues, Source: Own Research

There are totally identical results as in question number 4. 20 respondents say they have definitely good relationship with their colleagues and 13 respondents say they rather have good relationship. Only one person said he/she rather does not have good relationship.

Question number 5:

Figure 16: My direct superior motivates me to better work performance, Source: Own Research

Question number 5 reveals that 7 respondents feel definitely motivated by their superior and 20 respondents feel rather motivated to better work performance. Together 79% of temporary employees feel motivated by their superior. Then 4 respondents feel rather no motivated and 3 respondents feel definitely no motivated. **In connection with question**

number 3, there is shown that 80% of respondents who marked they have good relationship with their direct superior, they feel motivated by their superior.

Question number 6:



Figure 17: I am satisfied with workplace, Source: Own Research

Question number 6 is also scale question so respondents used scale from 1 to 5 marked their satisfaction with the temperature at the work place, equipment, colors, noise and lightening. Almost half of the respondents answered they are *satisfied* with their work place, and 20% are *definitely satisfied*. GAC is quite young and modern company so its equipment is up-to-date and young people feel there well. GAC is styled into dark blue color which is known to be calming and peaceful. According to research, equipment and other stuff is not important for 5 people (20%). 4 respondents feel *unsatisfied* and 2 respondents feel *definitely unsatisfied*. This dissatisfaction can be caused by very small dressing room, which is not suitable for this function. There is bigger dressing room, but it is also not very suitable because it is in different floor and employees have use a lift, so when they are e.g. thirsty they have to use this way, so they are not using bigger dressing room at all, and keeps their personal things in the smaller one which is attached at the same floor.

Question number 7:

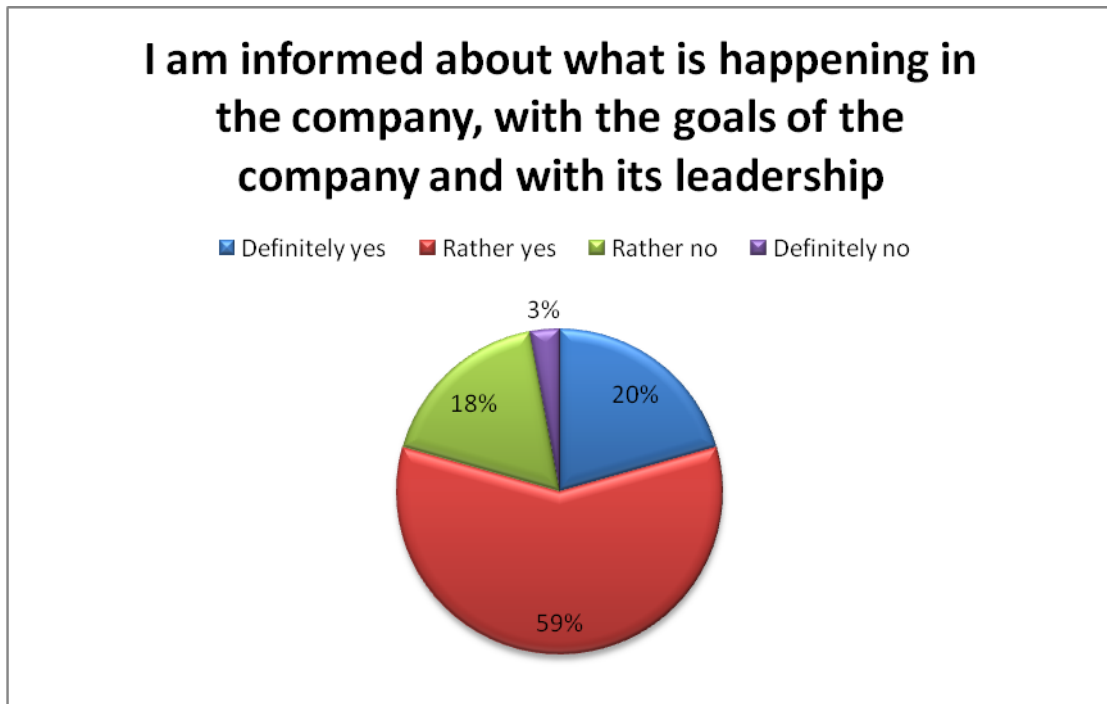


Figure 18: I am informed about what is happening in the company, with the goals and company's leadership, Source: Own Research

20 respondents (59%) feel generally well informed about what is happening in the company, with its goals and leadership. Then 7 respondents (20%) feel very well informed, and 6 respondents feel rather not informed. Only one respondent feels definitely not informed. This can be caused e.g. by his/her short work activity in GAC.

Question number 8:

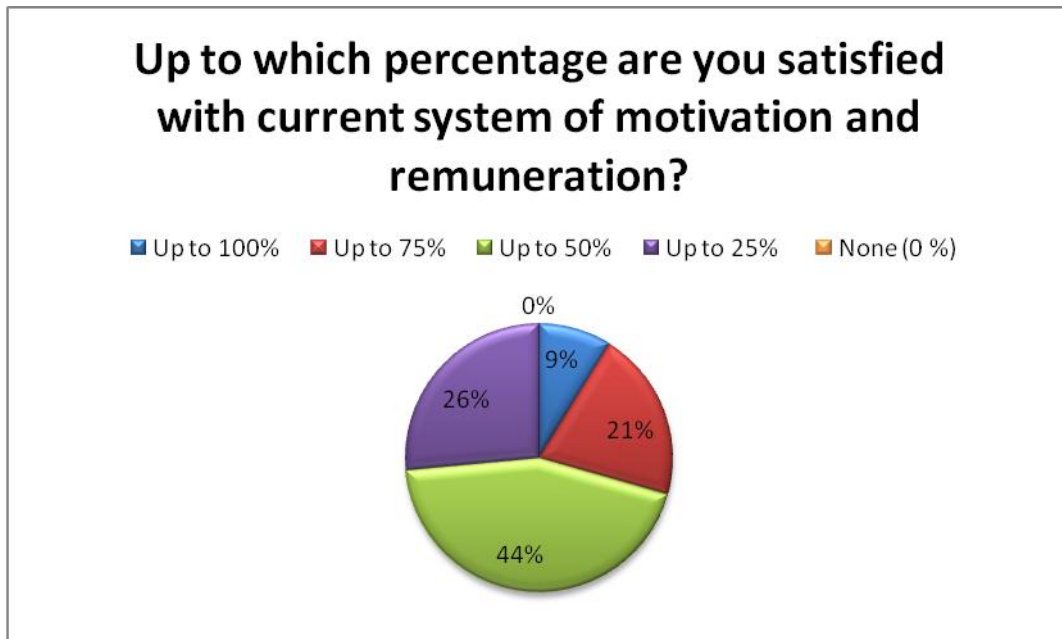


Figure 19: Up to which percentage are you satisfied with current system of motivation and remuneration? Source: Own Research

Current system of motivation and remuneration is composed of possibility to go to control projection (premier movie for next week, every Wednesday night) and possibility to visit any premier movie if the temporary employee has shift on cash desk. According my research, the biggest percentage stands for satisfaction up to 50% (15 respondents). Then 9 respondents (26%) are satisfied only up to 25%. There was no answer expresses any satisfaction, but only 7 respondents are satisfied up to 75% and 3 respondents are totally satisfied with current system. Generally, these answers showed that temporary employees do not consider this system as very effective.

Question number 9:

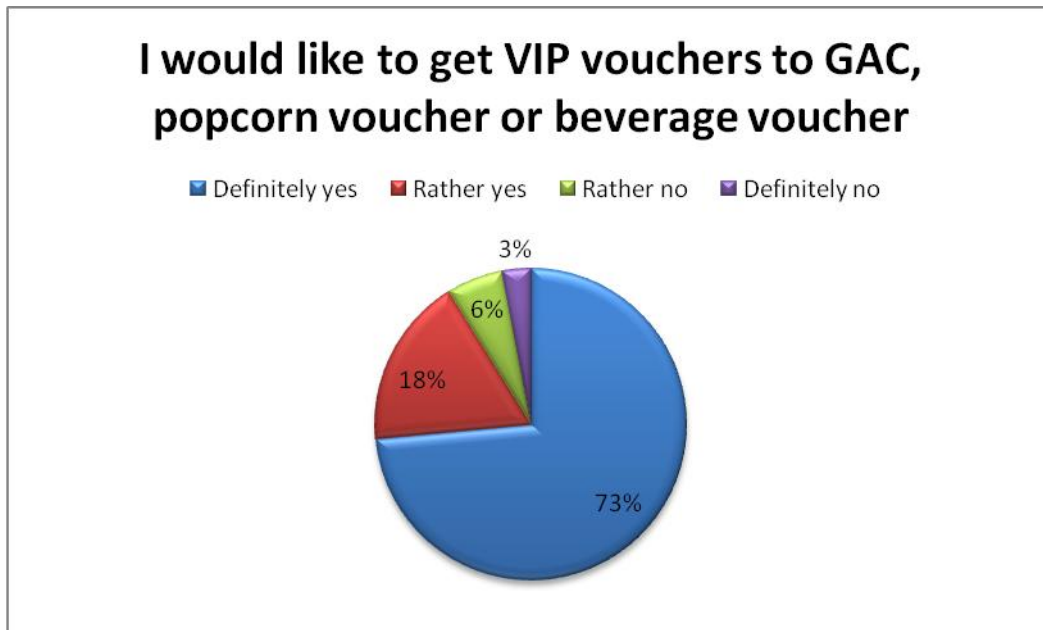


Figure 20: I would like to get VIP vouchers to cinema, popcorn voucher or beverage voucher, Source: Own Research

After discussion with managers of GAC, I proposed to temporary employees' possibility to get VIP vouchers, beverage and popcorn vouchers for their worked off hours. This means for 40 hours worked off per month they would get 1 voucher (movie, popcorn, beverage), for 60 hours = 2x voucher, 80 hours = 3x voucher,...Almost everyone express interest in this, as 25 respondents marked *definitely yes* and 6 people marked *rather yes*. Together 91% of temporary employees would appreciate this system, only 2 people said *rather no*, and 1 respondent said *definitely no*. Because of this major agreement I would consider launching this in the new system.

Question number 10:

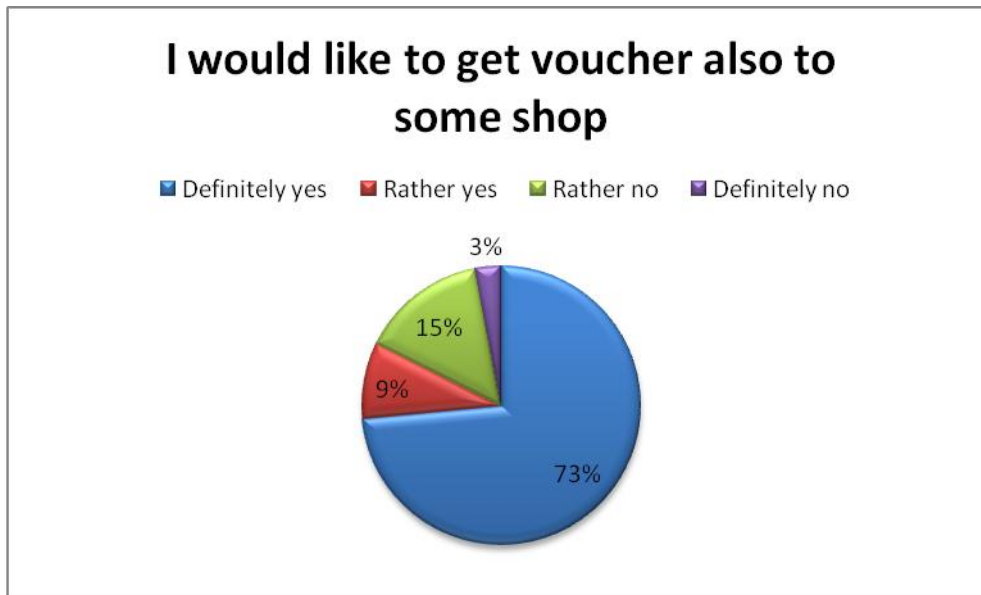


Figure 21: I would like to get also voucher to some shop, Source: Own Research

Because of the position of GAC in shopping and entertainment center Golden Apple, I have an idea to offer temporary employees except VIP voucher, beverage voucher or popcorn voucher also voucher to some shop. This should can be and also do not have to be located in Golden Apple. Research showed that temporary employees would like to get these voucher (28 respondents). Also I gave them possibility to write down their personal idea about which shop it should be. I have listed shops which appeared most frequently:

- McDonald's
- Bookstore Neoluxor
- Supermarker Billa, Kaufland
- Chemist's Dm
- Shoes Baťa, CCC
- Coffeehouse Golden Café

Question number 11:

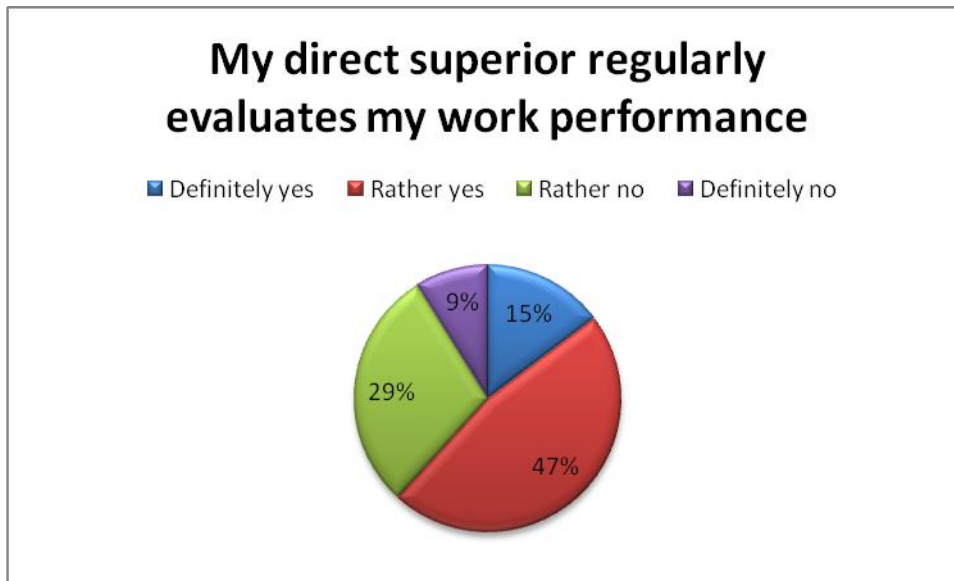


Figure 22: My direct superior regularly evaluates my work performance, Source: Own Research

Only 5 respondents marked the answer *definitely yes*, and 15 respondents answered *rather yes*. That is majority of temporary employees. It is important to evaluate employees regularly so they know if they do their work well or not. **In connection to question 14**, where I am asking about what is motivational for respondents, only 9% of them marked verbal praise as factor of motivation. So this shows that more than half of employees feel they are evaluated for their work performance, but it is not one of the main factors which motivate them to work effective. Managers should target on some other tools of increasing motivation.

Question number 12:

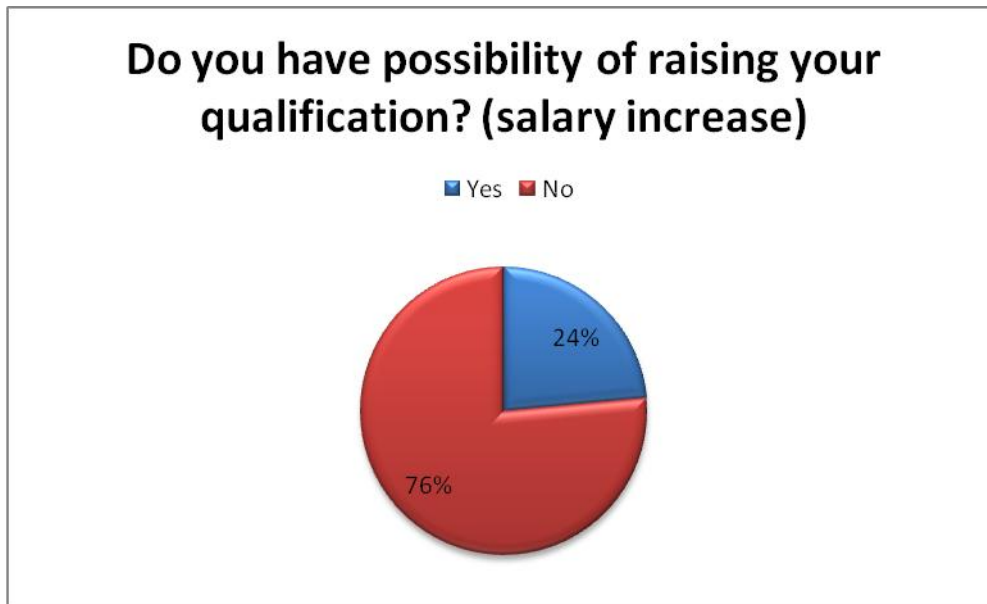


Figure 23: Do you have possibility of raising your qualification? (salary increase),
Source: Own Research

This question was asking temporary employees if they think they have possibility of salary increase. 26 respondents answered *no* and only 8 respondents answered *yes*. I have made interesting finding in this question which relates with question 7, and it is that 77% of temporary answered they are informed about company (this includes its goals, systems, leadership,...) but they do not know they **have** possibility of salary increase. I have discussed it with chief manager and he said after agreement of all managers they can be paid 5 CZK per hour more (i.e. 65CZK per hour).

Question number 13:



Figure 24: I find as non-motivational, Source: Own Research

In question 13 I wanted to find out what is non-motivational for temporary employees, they can mark one, two but maximally three options, and these options included also *other*, so they can write their personal opinion. According to research, temporary employees in GAC find as the most non-motivational *occupational advantages* (18 respondents). This agrees with not very high satisfaction with motivational system. Then *way of leadership* and *salary* have rather negative effect on temporary employees, but in question number three, 97% of respondents stated they have good relationship with their superior manager. A few percentages then stand for *work place*, *relationships*, and *scope of employment*. Three respondents used an option to write other non-motivational factor, they were: often emails which are threatening they will be fired, long working hours, no possibility to see movies for free anytime and no possibility to keep tips on cash desk and buffet (when there is deficiency they have to pay half of it). When I asked managers about that they explained me that it is because from this money Christmas party or other party is paid for temporary employees, which sound to be reasonable.

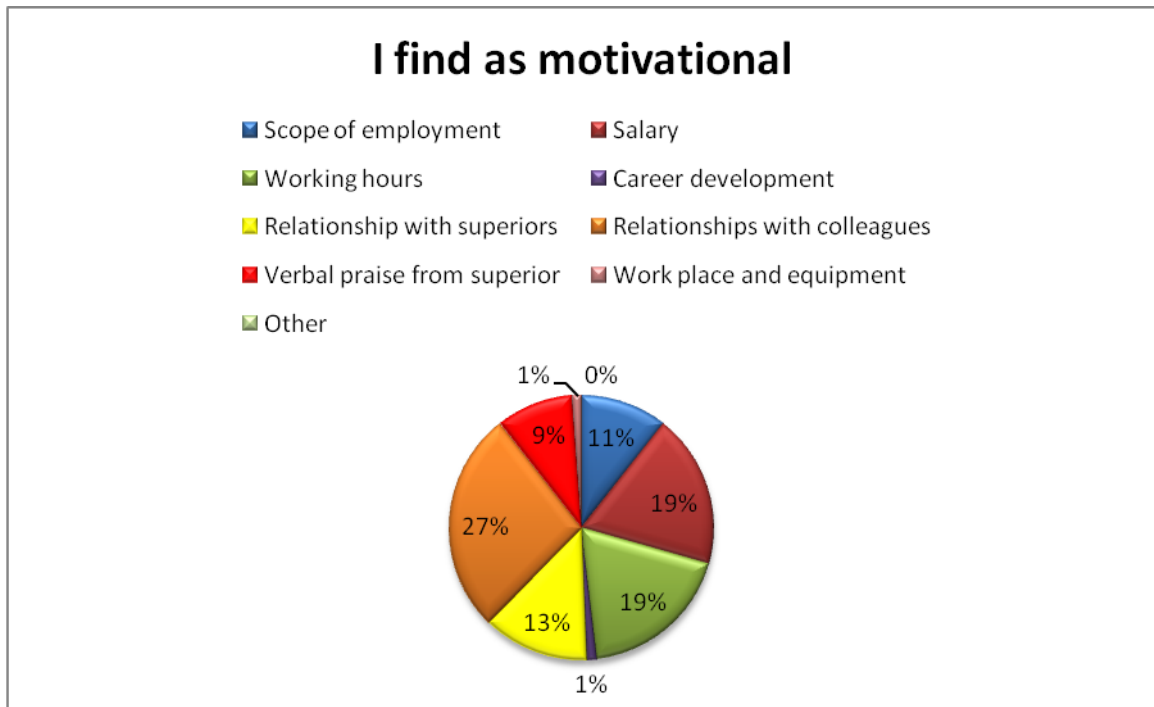
Question number 14:

Figure 25: I find as motivational, Source: Own Research

Respondents were again marked one, two or three answer about what motivates them the most. Also their personal opinion was welcomed in option *other*, but no one used it. Surprisingly, for temporary employees in GAC are the most motivational *relationships with colleagues*, as it stands for highest number (23 respondents). *Salary* is on the second place together with *working hours*. Then *relationships with superiors*, *scope of employment* and *verbal praise* seems to be not very motivational and the smallest percentage stands for *work place and equipment* and *career development*.

Question number 15:

The question 15 states: If you have your personal idea how to improve motivational and remuneration system write it here. I am going to listed several answers which have occurred the most:

- Financial bonuses
- Teambuilding
- Provide discount at buffet for temporary employees
- Provide possibility to come in with more complex stuff (e.g. marketing)

9.2 Evaluation of in-depth interviews

There are three managers in Golden Apple Cinema, who are in everyday connection with temporary employees (not at the same time, they have work schedule, only one manager is present in a work shift everyday). I have had possibility to speak with them and ask them questions concerning motivation and remuneration system used in GAC. I used theoretical knowledge gained in first part of my bachelor thesis to lead *in-depth interview*.

As regards the kind of in-depth interview, I have used **structured interview**, as I strictly follow the content of each question as well as their order. The interview was hold in Czech language as the managers are Czech and feel more confident to speak in their native language. I have asked 7 questions, and exact text an order of question is listed in appendices both in Czech and English version.

9.2.1 Interview number 1

First manager I have interviewed works in GAC the longest time from all of managers. She works there from the GAC beginnings (not as a manager all the time). She is young and prefers friendly way of leadership with natural authority. From our conversation on topic of system of motivation and remuneration of temporary employees could be seen that she does not consider current system much effective, but on the other side, she also thinks that young people in these days are too much demanding. She also said that according to her temporary employees are too lax and do not care about possibilities of remuneration.

Regarding question what works well and what does not in motivating employees she mentioned as the best factor *money*. She states after several years working in GAC as manager that temporary employee would work more effective only when he/she see money as a reward. On the contrary totally not effective is according her verbal praise from superior for work done by employee.

On the question asking if she is motivated to motivate temporary employees answered **no, I am not**. This fact can influence motivation of temporary employees very much, because manager has great impact on the employees.

When we were talking about what can bother temporary employees on working in GAC, she said that according to her it is *small possibility of promotion*, and then she mentioned also *working conditions* in summer (she further explained that there is very hot in summer).

As regards relationship with her colleagues, she states that they have good ones. She mentions that they have the same wage, so there is nothing they could envy each other. They are all similar age, so they get on well, both with managers and temporary employees. As a last thing she mentioned corporate events to maintain good relationships, which are held once or twice a year (Christmas party, paintball,...).

9.2.2 Interview number 2

Second interviewed manager is in the position the shortest time. He gave me just brief and short answers. On the first question about if he consider current system as an effective he answered yes. He complained about temporary employees in the way that they should be motivated just by money, stating that he would never say that temporary employees need motivation of other kind than money.

When I have asked him if he feels motivated he says **yes**, by my wage. He stated that he does not need other kind of motivation to work efficient.

On the question asking what according to him motivates temporary employees is not able to answer and just stated that whatever they do is not enough for them so he kind of resigned on this.

Regarding question asking what causes dissatisfaction of temporary employees he says he does not know, adding that they do not have much demanding work and that they have the same wage as for hard work (e.g. laborers).

Asking about relationships he just says yes, there are good relationships, does not provide more information about this.

9.2.3 Interview number 3

Last interview manager works there 3 years. He works one year as a manager. First question asking if he consider system of motivation effective says **no, I do not**. The system is according to him insufficient and needs a change. He added that it is very hard to motivate temporary employees who do not want to work; he says that this kind of people is very hard to motivate.

Regarding question what works as a good motivation for temporary employees he says: free entry on the movie, popcorn voucher, beverages voucher. Regarding what is not motivational he mentioned emails which threaten that there is going to be someone fired.

He feels not motivated at all to create some types of motivation for temporary employees. Generally he thinks that most motivational are money. On the other hand as non-motivational factor he considers small wage and small diversity of work.

On the last question asking relationships at a work place, he answered that they are rather positive, but adds that it is sometimes hard to separate personal antipathy at work. But said he tries to be professional. He adds that when he is present to some problem between temporary employees he tries to figure it out somehow, but mostly he only hears that something happened and this is hard to solve, when it is information only that someone says something. But he stated that these are only rare situations.

9.3 Evaluation of data gained in interviews

I have gained useful and interesting data from my research held by interviewing managers of Golden Apple Cinema. They provide me different view on the topic of motivation and remuneration system of temporary employees. First finding I made was that manager who works in Golden Apple Cinema the longest time knows temporary employees very well, because she stated that according her opinion, the smallest motivation for temporary employees demonstrates *verbal praise* which totally corresponds with data gained in questionnaires fulfilled by temporary employees (only 9% marked verbal praise as motivational factor). On the other hand I found also factor on which have managers and temporary employees different opinion. It is *promotion*. Managers assume small possibility of promotion causes dissatisfaction, but my research shows that only 1% of temporary employees consider *career development* as motivational factor.

Generally, two of three managers do not feel much motivated and admit that if they would have some motivation from their manager, they would try to motivate temporary employees more to reach effective work performance and both sides' satisfaction.

All three managers agreed on one thing, it is attitude to work of temporary employees, which they see rather as negative. They claimed that temporary employees do not work much, and want more money.

10 SUGGESTIONS FOR MORE EFFECTIVE MOTIVATION AND REMUNERATION SYSTEM

Regarding my research consisting from SWOT analysis, PEST analysis, questionnaires and in-depth interviews, I have suggested a few proposals which can make current motivation and remuneration system for temporary employees more effective, because data gained in questionnaire told me that 79% of temporary employees are not fully satisfied with current system.

As it is known, satisfied employee works more efficient then dissatisfied, it would be good for GAC to increase temporary employees' satisfaction by better system of motivation and remuneration.

I have made these suggestions based on data which come from my research, and these are only my thoughts, so it depends on leadership of Golden Apple Cinema, a.s. if they will use some of my suggestions.

I have listed my suggestions in following points:

1. **VIP vouchers for movie, popcorn vouchers, beverages vouchers**

Based on data coming from my research – questionnaire for temporary employees – where I was asking if temporary employees would appreciate to obtain VIP vouchers, popcorn vouchers and beverages vouchers for their worked off hours, I have found that majority of them (91%) would welcome this system.

The system of obtaining VIP vouchers, popcorn vouchers and beverages vouchers is explained more in following table:

Amount of hours worked off per month	VIP voucher	Popcorn voucher	Popcorn + Beverage voucher (Menu)
40-60 hours	✓	None	None
61-80 hours	✓	✓	None
81 hours and more	✓	✓	✓

Table 2: Scheme of vouchers, Source: Own Creation

I have calculated that in average for 5 to 7 working shifts per month (assuming 8 hours shifts) the temporary employee would get only VIP voucher for movie (both 2D or 3D movie). For 8 to 10 working shifts per month they would get VIP voucher and popcorn

voucher (Big popcorn). For 11 and more working shifts per month they would get VIP voucher, popcorn voucher and Menu voucher (popcorn + beverage).

It would depend on temporary employee's willingness and opportunity to work how many vouchers they could have as the system will be equivalent for everybody.

2. Shop voucher

Offer of shop vouchers has a positive reaction. 82% of temporary employees would appreciate getting of vouchers (mainly they wanted vouchers to KFC, McDonald's, Neoluxor, Billa, Baťa, CCC, Golden Café).

My suggestion lies in creation of special document – scheme – where managers would note extra effort done by temporary employees, e.g. if he come to work when more people are needed due to high attendance, or when he/she has a work shift every weekend.

Then at the end of the month managers would evaluate who is going to get shop voucher(s).

3. Motivation of managers

Regarding information I have gained in interviews with managers, I would suggest try to find motivation for managers to increase their effort to motivate temporary employees. As I have found 2 from 3 managers do not feel motivated enough to spend extra time and effort on motivation of temporary employees. But they admit that if their superior will motivate them, they would try to find the way of further motivation.

So I would suggest to leadership of Golden Apple Cinema a.s. to make some session, or brainstorm and try to figure out some motivation for managers of temporary employees. It is also possible to hire a professional to find the right way of motivation which fits to managers of GAC.

As it is known that the most effective organization is when employees' and companies' wants and needs agree. So it is worth to invest in these issues.

4. Teambuilding events

As data from questionnaires showed, good relationships with colleagues are the most valuable factor for temporary employees working in GAC (27% find relationships with colleagues as motivational). After that salary comes on a second place with 19% which was quite a surprise for me that it is not on the first place. After this finding I would suggest to organized teambuilding events to keep good relationship both with managers and colleagues, as this is important for temporary employees the most. I would suggest holding teambuilding events two times a year, one in summer – sports events like paintball, or

barbecue party. And one event can be in winter – e.g. Christmas party. It is better because when somebody cannot come on one event, he/she may be able to come to the second even in the year.

5. **Power point presentation with basic information about working in GAC, a.s.**

My last suggestion is about creating a power point presentation where should be listed basic pieces of information. This presentation would be available for new temporary employees, to get in touch with main rules, and also with leadership of the Golden Apple Cinema – including photos. To save time I suggest to list also brief description of each work position. Temporary will know for what is he/she responsible, and for what are other colleagues responsible. This can help avoid of confusion in the beginnings.

11 EVALUATION OF COST, RISK AND TIME FACTORS

Every project is affected by certain cost, risk and time factors. Company should take these factors into consideration before launching the project to know what can influence the project and in which way.

11.1 Cost Factors

Cost factors which should be taken into consideration are listed below:

1. VIP vouchers for movie, popcorn vouchers, beverage vouchers

- Paper (3 packages of bond paper – ca. 300CZK)
- Multicolor toner (3 packages – ca. 1000CZK)
- Laminating foil (1 package – ca. 150CZK)

2. Shop vouchers

To shops which will cooperate with Golden Apple Cinema, a.s. will be offered VIP vouchers for movie, popcorn vouchers and beverages vouchers as a countertrade (barter).

- 2D movie – 169CZK
- 3D movie – 199CZK
- Popcorn voucher – 59CZK
- Beverage voucher – 29 to 69CZK
- Menu voucher – 75 to 100CZK

3. Motivation of managers

- Financial reward for accomplished limits (1000 to 5000CZK)
- Motivation training and courses (5000 to 10000CZK)

4. Teambuilding events

It depends on which event will leadership offer and choose for set up teambuilding event, I have suggested these:

- Paintball – rent of equipment for one day/per person – ca. 200CZK (+1000CZK deposit), rent for weekend/per person – ca. 400CZK (+1000CZK deposit)
- Christmas party – rent of space, food, beverages – 25000CZK

5. Power Point presentation

- Purchase of e.g. Microsoft Office package (Word, Excel, PowerPoint, Outlook, OneNote, Publisher and Access) – ca. 2000CZK

11.2 Risk Factors

In case of risk factors were identified these risks:

- Unwillingness to cooperate by chosen shops (KFC, McDonad's, Billa, Bat'a, CCC, ...)
- High expectations on countertrade from chosen shops
- Lack of finance for financial rewards for managers
- Violation of agreed condition
- Late delivery of vouchers
- Undelivered vouchers
- Unwillingness to accept new motivational system
- Disability of application new motivational system

Evaluation of risks is depicted in table below. Each risk is evaluated by its probability and impact. These risks were evaluated on 5 degree scale (0,0; 0,2; 0,4; 0,6; 0,8; 1,0) and by multiplying were gained final relevancy of these risks.

Risk	Probability of occurrence	Impact	Final relevancy
Shop unwillingness to cooperate	0,4	0,8	0,32
High expectations on countertrade	0,4	0,6	0,24
Lack of finance for financial rewards for managers	0,4	0,8	0,32
Violation of agreed condition	0,2	0,6	0,12
Late delivery of vouchers	0,2	0,6	0,12
Unwillingness to accept new motivational system by managers	0,2	0,8	0,16
Disability of application new motivational system by managers	0,2	1,0	0,2

Table 3: Evaluation of risks, Source: Own Creation

The most significant risk occurred to be shops unwilling to cooperate. This can be solved by offering countertrade (VIP vouchers, popcorn vouchers and beverage vouchers) and bringing new customers (and their families and friends) to the shops. Also lack of finance for financial rewards for managers occurred to be high probable risk. This can be solved by

finding areas where can be saved money and these money saved use for motivating managers.

11.3 Time Factors

Time factors are depicted in the table below:











ACTIVITY	August	September	October	November
Creation of VIP vouchers				
Print of VIP vouchers				
Familiarization temp. employees with system of vouchers				
Arrangement of cooperation with shops				
Course for managers about how to motivate				
Application of knowledge from course				
Familiarization of temp. employees with new system of motivation				
Collection of data about what motivates managers the most				
Creation of motivational program for managers				
Creation of PowerPoint presentation				

Table 4: Time Factors, Source: Own Creation

CONCLUSION

Companies all over the world try to be the best in the business sector they are operating in by providing goods or services that are more advanced or of better quality than their competitors and treating their employees as the most valuable asset the company has. It is known that hard-working, loyal and satisfied employees will endeavor to provide good levels of performance to the company aiding the organization to develop and grow ensuring the company remains profitable.

In Golden Apple Cinema, a.s. mostly temporary employees have direct contact with customers, the goal of my bachelor thesis is to analyze systems of motivation and remuneration only of these temporary employees.

The first part of the bachelor thesis outlines theoretical knowledge related to human resource management, motivation and remuneration. The end of theoretical part is dedicated to a description of market research methods used in the practical elements i.e. the questionnaire, in-depth interview, SWOT analysis and PEST analysis.

The second part of bachelor thesis provides an analysis of current systems of motivation and remuneration for temporary employees in Golden Apple Cinema, a.s. on the basis of different methods of research, which consist of a questionnaire for temporary employees, in-depth interviews with their direct superiors, SWOT and PEST analysis of the Company. Through my research I was able to detect failings in employee management and suggest possible improvements which could enhance employee and company performance.

The survey amongst temporary employees demonstrated that employees are dissatisfied with their working conditions and benefits provided by GAC. Based on this I have suggested providing VIP vouchers for movies, popcorn and beverage to GAC employees to use on their days off, in additions vouchers to shops such as KFC, Billa, Golden Café. When asked through the questionnaire the majority of employees expressed that these suggestions would be of benefit and provide improved levels of motivation. During the in-depth interviews held with managers of GAC I found that they also lacked high levels of motivation, I have suggested to create a motivational program by providing recognition, training, clear objectives improved levels of remuneration and better working conditions.

At the end of the practical part of my thesis, I have taken into consideration cost, risk and time factors which can affect my suggestions and how successful implementations of proposals are.

My findings will benefit the Golden Apple Cinema, but it depends on those in leadership roles if they decide to launch some of my suggestions and engage with employees in a more positive manner.

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**APPENDIX P I: A QUESTIONNAIRE REMUNERATION AND
MOTIVATION SYSTEM FOR TEMPORARY EMPLOYEES OF THE
GOLDEN APPLE CINEMA, A.S. – CZECH VERSION**

DOTAZNÍK

Vážení pracovníci,

jmenuji se Ivana Vořechovská a jsem studentkou 3. ročníku Univerzity Tomáše Bati (oboru Anglický jazyk pro manažerskou praxi). Chtěla bych Vás požádat o vyplnění dotazníku, který slouží jako podklad k mé bakalářské práci na téma Efektivní systém odměňování a motivace brigádníků GAC, a.s. Dotazník je plně **anonymní** a jeho vyplnění zabere nejvýše 5-10 minut. Prosím Vás o pravdivé odpovědi a předem děkuji za Vaši ochotu a čas věnovaný vyplnění tohoto dotazníku.

Ivana Vořechovská

1. Ve společnosti GAC, a.s. pracuji:

- a. Méně než 1 rok
- b. 1 – 3 roky
- c. Více jak 3 roky

*U následující otázky ohodnoťte svou spokojenost od 1 do 5, přičemž 1= rozhodně nespokojen, 2= nespokojen, 3= nevím, 4=spokojen, 5= maximálně spokojen, zakroužkujte vybrané číslo:

2. Jsem celkově spokojen/a se zaměstnáním ve společnosti GAC, a.s.:

1 2 3 4 5

3. Se svými přímými nadřízenými mám dobrý vztah:

- a. Rozhodně ano
- b. Spíše ano
- c. Spíš ne
- d. Rozhodně ne
- e. Se svými přímými nadřízenými mám neutrální vztah

4. Se svými kolegy mám dobrý vztah:

- a. Rozhodně ano
- b. Spíše ano
- c. Spíše ne
- d. Rozhodně ne
- e. Se svými kolegy mám neutrální vztah

5. Můj přímý nadřízený mě motivuje k vyšším pracovním výkonům:

- a. Rozhodně ano
- b. Spíše ano
- c. Spíš ne
- d. Rozhodně ne

*U následující otázky ohodnoťte svou spokojenost od 1 do 5, přičemž 1= rozhodně nespokojen, 2= nespokojen, 3= nevím, 4=spokojen, 5= maximálně spokojen, zakroužkujte vybrané číslo:

6. Jsem spokojen s pracovním prostředím: (vybavení, teplota na pracovišti, hluk, barva, osvětlení, ...):

1 2 3 4 5

7. Jsem dostatečně informován/a o hlavním děním uvnitř společnosti a s cíly společnosti, jsem seznámen/a s vedením společnosti:

- a. Rozhodně ano
- b. Spíše ano
- c. Spíš ne
- d. Rozhodně ne

8. Do jaké míry jste spokojen/a se současným systémem motivace a odměňování? (Kontrolní projekce a přístup na premiérový film při směně na pokladně):

- a. 100%
- b. 75%
- c. 50%
- d. 25%
- e. 0%

9. Uvítal/a bych, kdyby mi za odpracované hodiny byla nabídnuta VIP vstupenka do multikina, poukázka na popcorn, poukázka na nápoj, atd.. (například 40 odpracovaných hodin měsíčně = 1x VIP vstupenka, 60 hodin = 2x VIP vstupenka, atd..)

- a. Rozhodně ano
- b. Spíše ano
- c. Spíš ne
- d. Rozhodně ne

10. Uvítal/a bych také poukázky například do KFC (nebo jiného obchodu, např. Billa, MC Donald, Neoluxor,..)

- a. Rozhodně ano
- b. Spíše ano

- c. Spíše ne
- d. Rozhodně ne

***Napište prosím, do jakého obchodu byste chtěli poukázku dostávat (nemusí se nacházet ve Zlatém Jablku)**

.....
.....

11. Můj přímý nadřízený pravidelně hodnotí mnou odvedenou práci:

- a. Rozhodně ano
- b. Spíše ano
- c. Spíše ne
- d. Rozhodně ne

12. Máte možnost zvyšování kvalifikace? (zvýšení platu) :

- a. Ano
- b. Ne

13. Na práci v GAC, a.s. shledávám jako demotivující: (vyberte maximálně 3 odpovědi)

- a. Finanční ohodnocení
- b. Zaměstnanecké výhody
- c. Pracovní prostředí
- d. Vztahy na pracovišti (s nadřízenými, s kolegy)
- e. Pracovní náplň
- f. Styl vedení organizace
- g. Jiné:.....

14. Nejvíce mě motivuje: (vyberte maximálně 3 odpovědi)

- a. Charakter a náplň práce
- b. Finanční příjem
- c. Pracovní doba
- d. Kariéerní růst
- e. Vztahy s nadřízenými
- f. Vztahy s kolegy
- g. Slovní pochvala od nadřízených
- h. Pracovní prostředí a vybavení
- i. Jiné:.....

**15. Pokud máte Váš osobní návrh na zlepšení motivace brigádníků GAC, a.s.,
vypište zde:**

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

Základní údaje

16. Pohlaví:

- a. Žena
- b. Muž

17. Věk:

- a. 18-21
- b. 22-25
- c. 25 a více

18. Vzdělání: zakroužkujte, co momentálně studujete:

- a. Odborné učiliště
- b. Střední škola s maturitou, gymnázium
- c. Vyšší odborná škola
- d. Vysoká škola
- e. nestuduji

**APPENDIX P II: A QUESTIONNAIRE REMUNERATION AND
MOTIVATION SYSTEM FOR TEMPORARY EMPLOYEES OF THE
GOLDEN APPLE CINEMA, A.S. – ENGLISH VERSION**

QUESTIONNAIRE

Dear temporary employees,

My name is Ivana Vořechovská and I am student of Tomas Bata University (English for Business Administration). I would like to ask you to fulfill questionnaire, which serves as source of data for my bachelor thesis An effective Remuneration and Motivation System for Temporary Employees of the Golden Apple Cinema, a.s. Questionnaire is fully anonymous and it will take approximately 5 to 10 minutes to fulfill it. Please mark answers truthfully and thank you for your time.

Ivana Vořechovská

1. I have been working in GAC, a.s. for:

- a. Less than 1 year
- b. 1-3 years
- c. More than 3 years

*Please mark your satisfaction by choosing one number (1= definitely unsatisfied, 2= unsatisfied, 3= I do not Know, 4=satisfied, 5= definitely satisfied)

2. I am generally satisfied with working in GAC, a.s.:

1 2 3 4 5

3. I have good relationship with my direct superior:

- a. Definitely yes
- b. Rather yes
- c. Rather no
- d. Definitely no
- e. Neutral

4. I have good relationship with my colleagues

- a. Definitely yes
- b. Rather yes
- c. Rather no
- d. Definitely no

e. Neutral

5. My direct superior motivates me to better work performance

- a. Definitely yes
- b. Rather yes
- c. Rather no
- d. Definitely no

*Please mark your satisfaction by choosing one number (1= definitely unsatisfied, 2= unsatisfied, 3= I do not Know, 4=satisfied, 5= definitely satisfied)

6. I am satisfied with work place of GAC, a.s.:

1 2 3 4 5

7. I am informed about what is happening in the company, with the goals of the company and its leadership:

- a. Definitely yes
- b. Rather yes
- c. Rather no
- d. Definitely no

8. Up to which percentage are you satisfied with current system of motivation and remuneration?

- a. 100%
- b. 75%
- c. 50%
- d. 25%
- e. 0%

9. I would like to get VIP vouchers for free movies, popcorn vouchers and beverages vouchers:

- a. Definitely yes
- b. Rather yes
- c. Rather no
- d. Definitely no

10. I would like to get also vouchers to some shop:

- a. Definitely yes
- b. Rather yes
- c. Rather no

- d. Definitely no

***Please write the name of shop for which you would like to get voucher (do not have to be in Golden Apple):**

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

11. My direct superior regularly evaluates my work performance:

- a. Definitely yes
- b. Rather yes
- c. Rather no
- d. Definitely no

12. Do you have possibility of raising your qualification? (salary increase)

- a. Yes
- b. No

13. I find as non-motivational: (choose 3 answers maximally)

- a. Salary
- b. Occupational advantages
- c. Work place
- d. Relationships at work place
- e. Scope of employment
- f. Way of leadership
- g. Other:.....

14. I find as motivational: (choose 3 answers maximally)

- a. Scope of employment
- b. Salary
- c. Working hours
- d. Career development
- e. Relationship with superiors
- f. Relationship with colleagues
- g. Verbal praise from superior
- h. Work place and equipment
- i. Other:
.....

15. If you have your own suggestion how to improve system of motivation for temporary employees, write here:

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

Basic data:

16. Gender:

- a. Female
- b. Male

17. Age:

- a. 18-21
- b. 22-25
- c. More than 25

18. Education: (or what are you studying NOW)

- a. Vocational school
- b. Vocational school with leaving exams
- c. College (VOŠ)
- d. University
- e. I do not study

APPENDIX P III: AN IN-DEPTH INTERVIEW WITH MANAGERS OF GOLDEN APPLE CINEMA, A.S. -CZECH VERSION

Hlubkový rozhovor – manažer Golden Apple Cinema, a.s.

Otázka č. 1:

*Považujete stávající systém motivace brigádníků za **efektivní**? Myslíte si, že je třeba zavést nějaké změny, nebo myslíte, že systém žádné změny nepotřebuje?*

Otázka č.2:

*Pokud považujete systém motivace brigádníků za **neefektivní**, čím myslíte, že je tato neefektivnost způsobena? Co podle Vás způsobuje nefunkčnost tohoto systému?*

Otázka č. 3:

Jaké metody motivace brigádníků GAC podle Vás fungují, jaké naopak ne?

Otázka č.4:

Jste vy sami dostatečně motivováni k tomu, abyste motivovali své podřízené? (tzn. s růstem Vaší motivace roste i snaha motivovat brigádníky?)

Otázka č.5:

Co podle Vás brigádníky nejvíce motivuje?

Otázka č. 6:

Co podle Vás brigádníkům nejvíc vadí? (malý plat, dlouhá prac. doba,?)

Otázka č.7:

Panují na pracovišti dobré vztahy? Jak mezi vámi a brigádníky, tak mezi brigádníky samotnými? Pokud ne, kde je problém? Snažíte se pro tuto situaci konkrétně něco dělat?

**APPENDIX P IV: AN IN-DEPTH INTERVIEW WITH MANAGERS OF
GOLDEN APPLE CINEMA, A.S. – ENGLISH VERSION**

In-depth interview with manager of Golden Apple Cinema, a.s.

Question 1:

*Do you consider current system of remuneration and motivation as **effective**? Do you think it is necessary to launch some changes?*

Question 2:

If you think the current system is not effective, what do you think causes it?

Question 3:

Which methods of motivation and remuneration are the most motivational? Which methods are not motivational?

Question 4:

Are you enough motivated to motivate temporary employees working in GAC? (It means increasing your motivation would mean increasing of their motivation?)

Question 5:

Which factor do you think is the most motivational?

Question 6:

What do you think bother temporary employees the most? (e.g. long working hours, salary)

Question 7:

Are there good relationships both among you as managers and temporary employees? If not, where is the problem? Do you try to do something with this issue?