

An Analysis of Human Resource Management in a Selected Small Company

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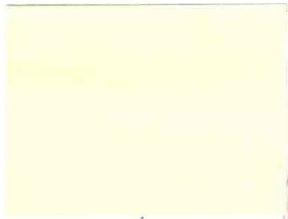
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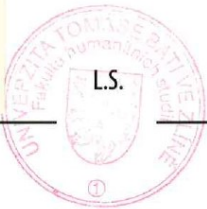
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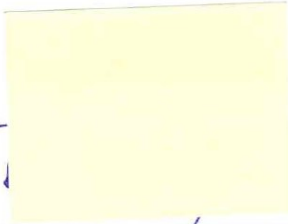
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ABSTRAKT

Tato bakalářská práce se zabývá řízením lidských zdrojů ve společnosti Hanácká osiva s.r.o. Primárním cílem bylo posoudit stávající stav řízení lidských zdrojů v malém podniku a navrhnout změny. V analytické části je zahrnuta literární studie. Analýza se zabývá definicí společnosti. Zde byl proveden přezkum současné situace, který vycházel z formálního rozhovoru s ředitelem společnosti. Dále byl mezi zaměstnanci proveden dotazníkový průzkum s cílem zjistit, jak společnost vnímají. Analýza současného stavu odhalila, že organizace má nízkou úroveň řízení lidských zdrojů. V analýze o vnímání zaměstnanců jsou klíčovými nedostatky kontakt se zaměstnanci a jejich motivování. Dále je třeba zlepšit přípravu, hodnocení a stanovení cílů organizace pro zaměstnance, stejně jako pracovní podmínky. Na závěr této části byla vypracována doporučení. Bylo navrženo, aby byl najat odborník na lidské zdroje, zvědomit pracovníky o nabídkách společnosti, pokud jde o výhody a rozvoj, a implementovat dotazníky o výkonu.

Klíčová slova: analýza řízení lidských zdrojů, malá firma, pracovní prostředí, nábor pracovníků, hodnocení zaměstnanců, propouštění zaměstnanců, spokojenost zaměstnanců, produktivita práce, zaměstnanecké benefity, vzdělávání zaměstnanců

ABSTRACT

This bachelor thesis is devoted to human resource management at Hanácká osiva s.r.o. The primary aim was to assess the existing state of human resource management in a small enterprise and make suggestions for change. A literary study is included in the analytical section. The analysis is concerned with the company's definition. A review of the current situation was conducted here and was based on a formal interview with the company's CEO. A questionnaire survey was performed among employees to determine how they view the company. This analysis of the current state revealed that the organisation has an insufficient degree of human resource management. According to the study of employees' perception, the critical flaws are in contact with staff and their motivation. Besides, there is a need to enhance staff preparation, assessment, goal setting, and working conditions. At the conclusion of this part, recommendations were made. It was suggested that an HR expert should be hired, workers should be aware of the company's offers in terms of benefits, education and development, and implementing performance questionnaires.

Keywords: analysis of human resource management, small enterprise, work environment, recruitment, rating of employees, dismissal of employees, employee satisfaction, labour productivity, employee fringe benefits, employee training and education

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I hereby declare that the print version of my bachelor's thesis and my thesis's electronic version deposited in the IS/STAG system are identical.

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INTRODUCTION

It is vital to treat employees in modern society, not as a driving force, but the prominent issue is motivating and suitably rewarding them. (Bishop and Crooks 2016). It is essential because people significantly involve in the success of a company and are the source of competitiveness, which provides a great advantage. Human resource management is designed to optimise the efficiency of workers in pursuit of the strategic interests of an employer. Therefore, it is necessary to focus on the company's human resources management to increase employee satisfaction and performance.

Knowing the importance of human resource management, a company can benefit from recruiting practices to find the best candidates for each job to systems that provide workers more opportunities to connect and interact and allow employees to build a greater connection to the organisation's goals. Nowadays, the job of an HR employee in small businesses is quite underestimated. Nevertheless, HR officers enhance the recruiting module by bringing the right staff for the particular company; they oversee workers, coordinate tasks, explain the company's mission to employees, and maintain a safe office atmosphere.

Quite recently, considerable attention has been paid to the company's efficiency and given structure among personnel. Hanácká osiva s.r.o. and its shown interest in enhancing staff members' dealing can bring a new refinement and improve the work environment.

This thesis aims to evaluate the current setting of HRM in the firm and suggest some improvements. The theoretical part defines the term of a small company, its key features, its importance, and includes human resource management. One of the key objectives is to propose measures to improve human resource management in the selected organisation.

The practical part's target is to analyse the current settings of essential personnel processes or practices, describe, compare with the theory, and draw conclusions that will improve the company. The analysis is based on an interview with the company's executive and a questionnaire from employees. Thanks to the analysis, it will be possible to determine the company's state, which will help improvement proposals.

At the end of the work, there are compiled essential findings and suggested appropriate suggestions. In Appendix A VI, it will be possible to find the total cost of these suggestions.

I. THEORY

1 HUMAN RESOURCE MANAGEMENT

This bachelor thesis is devoted to Human Resource Management. Therefore it is necessary to define and explain the key concepts. Machado and Davim (2018, 5) declare that the primary strategic concern and a source of competitive advantages for all companies are human resources (HR). Human Resources (HR) encompasses any part of a staff at work about recruiting talented candidates to work for the organisation and how to manage them to add value. Human resource management (HRM) is all about how employees in companies are steered and hired, the administration of human resources, the management of expertise, social responsibility, organisation growth, resourcing (workforce training, recruiting, acquisition and management of talent) (M. Armstrong and Taylor 2014, 4).

As reported by Fleischer (2009, 9), managing employer-employee ties was reasonably easy not so many years ago. It needed nothing more than meeting the payroll and remembering to deposit withholding taxes on schedule. Fleischer (2009, 9) adds that life has been infinitely more complex and ambiguous since then. Jobs activities that comfortably passed muster yesterday are now exposing workers to considerable risk and cost. Employees have grown more educated of their rights simultaneously and much less bashful about pursuing them (Fleischer 2009, 9).

The numerous studies and reports do not agree on the exact proportion of employees and human resources. Dooney (2015) considers more HR employees per 100 employees than the Bloomberg Law study ('HR Workforce Continues To Grow - Staffing Ratios Reach All-Time High' 2018), revealing that the HR staff level is at an all-time high of 1.5 HR staff per 100 employees. According to Dooney's report (2015), the average HR-to-employee ratio, the number of HR staff supporting 100 employees, is 2.57 for all organisations.

1.1 Definition of Human Resource Management

Armstrong and Taylor (2014), Bishop and Crooks (2016), and Machado and Davim (2018) agreed that management of human resources is the process of guiding workers to create positive outcomes. According to Bishop and Crooks (2016), the foundation in an HRM setting is to know your staff well, handle them with respect and honesty, follow the proper protocols, collaborate and consult, inspire, and trust them.

According to Armstrong and Taylor (2014, 1), human resource management reflects a systematic and cohesive approach to people's work and growth. Human resource management can be seen as a theory about how to manage individuals. It focuses on a variety of hypotheses related to people's and organisations' actions. Bishop and Crooks (2016, 2) claim that HRM is about managing people, time, and resources. Human Resources (HR) encompasses any part of

a staff at work, protection, and work environments, among other aspects, are just a couple of the most significant roles of human resources management.

2 STRATEGIC HUMAN RESOURCE MANAGEMENT

This section describes vital terms of strategic human resource management and its implementation through various methods. It is considered preferably theoretically by giving an overview via synthesis of certain researches in general.

First of all, a common-sense interpretation of policy in the market context, according to Cascio and Boudreau (2012, 2), is that the strategy in a business environment is what answers subsequent questions: ‘Why should customers buy from your company, as opposed to one of your competitors? What do you do better than anyone else? What do you offer that is valuable, rare and difficult to imitate?’ Leopold and Harris (2009, 27) entail that techniques and approaches do not remain just as a straightforward, explicit analysis and graph picture but the product of human interpretations, dilemmas, conjectures, claims and presuppositions. They gain from unclear, subjective perceptions. Grant’s (2016, 41) main point about strategic management is that the company works in the investors’ interests by maximising their income, which maximises its worth. As gathered from (Grant 2016, 28), the approach is applied based on hierarchical configuration and style of leadership, system control, performance management strategies. It is the same with all profit and non-profit organisations.

2.1 Attitudes and Definitions of SHRM

There are undoubtedly multiple definitions, and each fits the analytical focus it needs. Grant’s (2016) perspective relies more on unitarity than Leopold and Harris’ (2009) latter argument, which is in line with a pluralist philosophy.

Based on (Boxall and Purcell 2011), it is necessary to differentiate to provide the customer with a value that meets his needs and requirements where the offer is lacking in the market. When gaining financial stability, companies will continually profit from sustainable competitive advantages by constantly improving their business model and enhancing their beliefs and principles. It is mainly if managing directors see intense competition and strength starting to deliver comparable or better business models in the same strategic setting (Boxall and Purcell 2011). Whittington (1993) declares there is the management strategy separated into two categories; ‘outside-in approach’, which is shaped by the external world, and the ‘inside-out approach’, which is connected to the external environment and the entire industrial system of the business (as quoted in Malik 2018, 15). Porter (1996) names the ‘outside-in approach’ as ‘market-based’. Thanks to this approach, the environment is more popular, it is evolving, and thus the overall level of industry dynamics is improving.

2.2 Implementation of Strategy

Thompson and Strickland (1996, 20) define implementation as changing the intended strategy into execution, providing results (Armstrong and Taylor 2014, 17). Kanter (1984, 305) adds that most firms are far skilled with imposing arrangements of their own rather than taking oversight of given plans so that they have to make tactical decisions (as quoted in Armstrong and Taylor 2014, 17). Armstrong and Taylor (2014, 20) conclude that planners in human resources must seize the opportunity to consider their organisation's business model and manage competitive advantage to reach the main objectives.

2.3 Methods of Human Resources

Armstrong and Taylor (2014, 26) divide general HR strategies into three categories that can develop organisational operations:

1. The first one is high-performance management: This kind of management seeks to affect corporate efficiency, generate employees' enthusiasm, and thus make the company be more productive, profitable, and improve the level of customer services (M. Armstrong and Taylor 2014, 26).
2. High-commitment management: A style of leadership that intends to stimulate a dedication, such that action is self-managed rather than restrained by sanctions and burdens, organisational interactions and relationships within the organisation are based on trust (Wood 1996).
3. High-involvement management: What is characteristic of this category is how much attention is paid to employees' deciding, responsibility, and free will (Benson, Young, and Lawler III 2006). High-level work activities seek to provide staff with space and freedom to decide accomplishments and incentive to lead to corporate success in situations requiring a higher level of engagement and participation (Camps and Luna-Arocas 2009).

2.4 Summary of SHRM

Malik (2018, 49) and Porter (1996, 1) agreed that HRM is a complex issue. Porter (1996, 1) declares that strategic placement aims to gain a strategic edge by retaining what is unique about a brand. It involves doing various kinds of action from competitors or related activity in several ways. Malik (2018, 49) applies to the dynamics of human resource management, human agency and structural settings to include three forms of institutional changes, two of which may act as

a source of differentiation and sustained competitive advantage (deviant and innovating adaptations).

HR plans detail what the company wants to do with its HRM procedures and activities and how they can be aligned with the corporate agenda and with each other (M. Armstrong and Taylor 2014, 30). Whittington (1993) defined two terms for HR strategies: The first one is the general techniques like aiming towards high performance. The second one refers to the unique techniques on several factors of HRM, including training, growth, and reward.

Armstrong and Taylor (2014, 31) conclude that the primary goal is to build core competencies by ensuring the company has the qualified, competent, resolute, and well-motivated workers it requires to gain a sustainable competitive benefit. This statement could be filled in with Bishop and Crooks' (2016, 189) watchword that says there is a shared mission and the team bears the responsibility for fulfilling it; otherwise, a team is simply a group of individuals.

3 APPLICATION OF HUMAN RESOURCE MANAGEMENT

This chapter will be devoted to the HRM architecture of an enterprise containing the HR structure, HR activities, and the HR deliverability model followed by the HR functionality provides the basis for the implementation of HRM (M. Armstrong and Taylor 2014, 36). Lepak and Snell (2002, 517) indicate that strategic human resource management (SHRM) research has played a significant role in focusing on organisational management problems. Instead, SHRM analysts have a larger view that is led at the administration of workers en masse rather than dwelling on distinct positions and staff that fill them. Instead of concentrating on an individual, independently or on single human resources activities, SHRM researchers investigate the mixture of bundles of HR practices more extensively. Lepak and Snell (1999, 32) argued it might be unsuitable for simplifying the essence of human capital and implying that one ideal HR architecture is applicable for all workers.

Becker, Huselid, and Ulrich (2001, 12) argued that HR architecture is the term used to express related policies and strategies in practice, such as competencies, motivation, performance, and relations referring to a company. It implements a wide-ranging topic into partial strategies in practice. The HR architecture comprises individual functions to achieve some delivery to practice or the system and could be used for those employees (Becker, Huselid, and Ulrich 2001, 12). Hird et al. (2010, 25) explain that HR architecture is a mixture of many operational practices that can be delivered to employees to reach a suitable pattern of behaviour. Purcell (1999, 38) claim architecture of human resources brings organisational structure into practice in numerous models.

Becker and Huselid (1998, 95) declare that HR managers must undertake the role of a strategic partner and improve the HR system based on their commitment to effective strategic execution and successfully execute a high-performance work system's values. Giving the values and direction of a company is then easier to implement strategic steps. Becker and Huselid (1998, 95) acknowledged that managers should know the answer to the following question: 'Where do we begin?' That is the question of one of the most important objectives a company should ask. HR must understand its approach and the unit goals and market difficulties encountered by line managers seeking to execute the strategy. The HR Manager then creates an HRM structure to overcome 'human capital' obstacles to the effective execution of line managers' strategic planning (Becker and Huselid 1998, 95).

There are multiple internal and external methods (M. Armstrong and Taylor 2014, 36). Therefore, the system incorporates: The HR strategy is the direction the company should launch

out. HR policies are such a theoretical to-do list and steps that should be put in place. *HR practices* are directly those integrated into the management of people and the development of those people and their relationships.

3.1 HR practices

Armstrong and Taylor (2014, 38) divide HR activities into two broad categories: *Transformational* seeks the overall development and improvement of a company and bring an organisational structure to increase efficiency. *Transactional* takes care of how to deliver these organisational strategies to the destination so that employees are well rewarded for adequately taking care of learning and dissemination processes. According to Hird et al. (2010, 105), the very base stage used to define *personnel*, *wages* and *rations*, *recruitment*, and other things allowed a company to run transactional work. The second level is tools; it could be commitment, incentives, and growth. Stage three is of political dedication. (Hird et al. 2010, 105).

Sisson (1990) commented that HR management includes a range of tasks and responsibilities that vary from one institution to another and from one level to another within the same organisation. Hope-Hailey et al. (1997, 17) comment that HR functions have chameleon features. Chameleon function means that there are different practices – contextual variables based on research applied to various roles and procedures when managing people. Tyson (1987) thinks various positions and behaviours exist, but they are typically relatively egocentric, with no interplay.

3.1.1 Evaluating the function of Human Resources

Armstrong and Taylor (2014, 41) claim that reviewing human resource functions is essential because it offers insight into implementation performance and future changes. The critical criterion for assessment is the ability to conduct operations and respond to what is required strategically.

According to Studies by the Employment Studies Institute by Hirsch (2009), it showed that the aspects that were most highly associated with HR satisfaction for line managers and workers were:

1. Well supported in cultural changes;
2. HR provides staff with sound advice;
3. Well-supported in harsh conditions or persons.
4. The fundamentals valid for HR.

Armstrong and Taylor (2014, 41) agree with (Hirsh 2009) that the results are drawn were that HR must figure out what its clients need and what their experience with HR services is. HR needs to pay close attention – to be straightforward about what it would be for and what benefits it delivers, and easy to approach.

4 CHARACTERISTIC FEATURES IN SMALL ENTERPRISES

This chapter focuses on small and medium-sized enterprises. Small and medium-sized companies and ventures (SMEs) make up 99% of all enterprises in the EU. For access to finance and EU support programmes explicitly directed at these enterprises/projects, the concept of a SME is relevant (Union 2014; 'SME Corner' 2021).

Small or owner-managed corporate academics and analysts typically operate as if minimal operational structures (e.g. partnership, sole-trader, or corporation) are considerable, and the consequent legal and accounting limits of owner-managed organisations are routinely significant. Owner-managers, however, often do not describe their conduct the suggested separation between their interests and business interests. Lenders also contract around organisational (corporate) boundaries by obtaining personal assurances or accepting privately owned properties as collateral (G. E. P. Shailer 1993).

The small business has:

- number of employees: up to 50,
- annual turnover: up to 10 million euros,
- annual balance sheet total: up to EUR 10 million (European Commission 2015).

The medium-sized enterprise has:

- number of employees: up to 250,
- annual turnover: up to EUR 50 million,
- annual balance sheet total: up to EUR 43 million (European Commission 2015).

Ayyagari, Beck, and Demircuc-Kunt (2007) provided evidence that certain aspects of the market climate can clarify cross-country variance in the importance of SMEs. Cross-country differences in the quality of knowledge exchange and ease of entry can explain variations in small and medium-sized enterprises' relative value in production. Ayyagari, Beck, and Demircuc-Kunt (2007, 429) claim that the value of the informal economy (cash transfers that are neither taxed nor controlled by the government) can be minimised by lower contract enforcement costs and less rigid work rules.

They found weaker data showing that a broader sector of small and medium-sized businesses may be associated with higher costs associated with leaving corporations and labour markets. The information indicates that a more significant role for small and medium-sized businesses in development is more closely correlated with a dynamic market climate. The results show that policymakers involved in the broad SME sector should promote a competitive market climate.

However, the results also show that the complexities of the SME sector are difficult to interpret with simplistic aggregate statistics (Ayyagari, Beck, and Demircuc-Kunt 2007).

4.1 Strategies of human resources in small enterprises

Environmental and social influences have been factors since the 1990s, more critical business considerations for businesses of any scale. The emerging business dynamics of the 21st century are now developing, and genuinely modern perspectives from which the future must be seen (Friedman 2005).

Hart and Milstein (2003) have insisted that developing a profitable enterprise should be seen as another element in the current business climate. Market strategists of the 21st century should be discussed as such in the planning process. Even this view, however, can no longer be sufficient. Modern business strategies should include all ‘limits and opportunities’ posed by shifts in global social and environmental factors, as constraints on future development can emerge if the global and environmental perspectives for sustainable communities are neglected. Paradoxically, the world economy is rising faster as businesses become more capital efficient. Ecological footprint research reveals that human ecological demands still outweigh what nature can supply with this ‘rebound effect’ (Fiksel 2006) (Venetoulis and Talberth 2009; Fiksel 2006). If SMEs excel in incorporating social and environmentally sustainable success into financial forecasts and strategic market priorities, they can increase the likelihood of growth by growing opportunities for accelerated learning. Smaller businesses will also develop without such economic friction and demands. Due to the implementation of new sustainability methods and SMEs, multinational enterprises can build innovation and disruptive markets faster than withstand exhausting corporate disputes. This policy will shift MNEs into a new model that explores and reinforces an open-system approach to global sustainability (Moore and Manning 2009).

In small firms, people focus on the present time. The notion of a long-term approach is ignored, which is necessary for the proper functioning and, in particular, for competitiveness. In small businesses, entrepreneurs typically concentrate on the concept of the quickest and highest profitability. However, they neglect that if they do not set suitable long-term targets, their business will end before ensuring a sufficient quality of life on their own (Koubek 2003).

4.2 Human resources in small enterprises

It is increasingly understood that small and medium-sized enterprises (SMEs) are dynamic, diverse and driven by many factors (Wagar 1998; Loan-Clarke et al. 1999), and hence the SME

cannot be represented by static models (J. N. Baron and Kreps 1999; Reid and Adams 2001). However, they are also viewed as one group. Business preparation and guidance to small to medium-sized companies primarily focus on textbook prescriptions that include implementing structured management practices that are better suited to large businesses. Trainers and advisors frequently forget to investigate the degree of formality already developed in the firm and the implications for the firm's competitiveness before prescribing improvements to existing procedures. The fact is especially actual for HRM, where activities in small and medium-sized organisations are commonly defined as 'informal' (Kotey and Slade 2005).

Personal liability has a significant effect on the activity of small and medium-sized businesses. To continue contributing and increasing the liability, small and medium-sized businesses must resolve obstacles, risks and make use of new opportunities to raise their revenues. However, companies are working in a very dynamic and fluctuating environment (Kotásková et al. 2020). Studies suggest that if companies in small to medium-sized businesses concentrate on handling human capital, they may help businesses retain their human resources (Uyar and Deniz 2012).

4.2.1 Advantages of handling small enterprises

Fox and Murray (2004) say micro-small businesses are better off for the local economies than the advent of new retail stores. By setting up new nationwide retail stores, locally owned businesses' earnings decline sharply, and many businesses end up struggling and having to close. It produces an exponential effect. If one shop fails, workers lose their jobs, and other companies lose business from a failing business. In many instances, big companies displace as many workers as they build. Longenecker et al. (2008) add that independence is another privilege to own a small company. The director of a small company does not have to report to the boss or the accountant. Many individuals just want to make their own choices, take their chances, and enjoy the benefits of their actions. Small business owners have the independence and ability to make their own choices under the limits set by economic and other environmental factors. Walczak and Voss n.d. claim that small companies (often run by family members) adapt to changing circumstances more quickly. However, they are less open to absorbing the latest information and recruiting outside workers.

4.2.2 Disadvantages of handling small business

Small business owners are mainly focused on survival rather than growth; thus, they do not undergo the five stages of the business life cycle (birth, growth, development, revival, and decline) like an entrepreneur would have done (C. E. Armstrong 2013).

Richbell, Watts, and Wardle (2006) indicate that about half of small businesses lack a business strategy, alleged to be one of the most critical reasons for its success. The blueprint also works as a comprehensive strategy guide for owners. Richbell, Watts, and Wardle consider strategic planning to be beneficial because it can be used as a ‘bible’ for decision-making for CEOs.

If the small business fails, the owner will file for bankruptcy. In most cases, this will be done by declaring personal bankruptcy (Carlson 2020). Corporations may file for bankruptcy, but once they are out of business and lucrative corporate properties are likely to be repopulated by secured creditors, there is no benefit of going to the cost of corporate bankruptcy (Backman 2019; Wright n.d.). Many jurisdictions provide exemptions for small business properties so that they can continue to work through and after personal bankruptcy (Jackson n.d.). However, private properties are not usually exempted; thus, it can be more challenging to continue to run an incorporated company if the owner is bankrupt (Hoyes 2018). Small company failures have been analysed in detail by analysts, who have tried to model the predictability of loss (G. Shailer 1989).

4.3 Family business

Since the family business will be analysed in this work, it is necessary to outline its definition and other helpful information. Chua, Chrisman, and Sharma (1999, 19) and Lumpkin, Steier, and Wright (2011, 292) agreed that a family in a corporation is widely known as making the family company unique. Lumpkin, Steier, and Wright (2011, 293) add specific benefits, family benefits, corporate benefits, and social benefits. J. Baron and Lachenauer (2021) have also discovered that family enterprises will embody both the positive and worst aspects of capitalism. These companies, at their best, invest for the long haul in their communities and in working and expanding together. Family companies are afflicted with horrific strife at their worst, as they are often shown in the media, losing their money, scores of employees, and family relationships in the process.

4.3.1 Individual advantages

Individuals that serve in family businesses will reap a variety of benefits. There is an incentive for family firm members to engage in the development of family fortunes, not only as a beneficiary of the family fortune by inheritance but also as a senior decision-maker responsible for maintaining, controlling, and exploiting the family fortune (Lumpkin, Steier, and Wright 2011). It is also pleasant to function within a family system that can be satisfied under the right conditions (Sharma, Chrisman, and Chua 2003).

4.3.2 Family benefits

As reported in (De Massis et al. 2014; Massis et al. 2012), a family business is a private entity in which several generations of a family, related by blood, marriage, or adoption, control decision-making use influence to achieve distinct goals. Carlock, Vries, and Florent-Treacy (2007) demonstrates that family, ownership, and company responsibilities all entail dissimilar and often overlapping beliefs, priorities, and behaviour, which can be difficult for business families to reconcile. Family members, for example, place a high emphasis on relational capital—the family achievement that holds them together through centuries. Business executives are solicitous with policy and social capital, including their company's credibility in the marketplace. Financial capital—performance in terms of asset creation—is of importance to shareholders. Bishop and Crooks (2016, 43) declare that family businesses often hire cousins, neighbours, and colleagues. People are most likely to hire in their image, vision, and impression from a pool of people who share their background, history, beliefs, and work ethic. This rule extends to 'old boy networks', connected to LinkedIn links, relatives, acquaintances from the university, et cetera. Bishop and Crooks (2016) recommend not employing acquaintances or friends if employers would be uncomfortable paying them for work. According to Kotey and Slade (2005, 18) comment that for small companies, there is a risk that loved ones or families will be preferred when hiring new employees. It is expected that these resources will not fulfil and satisfy the required specific skills for the job. Kotey and Slade (2005) also state that the assertion that HRM operations will become systematic with healthy development indicates the following assumptions:

1. A greater variety of systematic recruitment sources is employed with solid development.
2. Screening of applicants is intensive with the use of various filtering techniques as the company's scale grows.
3. For smaller businesses, formal employment procedures at the administrative level lag behind formal employment procedures at the organisational level.

Ensley and Pearson (2005, 279) indicate that parental top management teams (TMTs) had financially surpassed nonfamily TMTs and had better trust in their skills, a greater sense of team membership, a greater emphasis on the strategic trajectory of the firms, and a less harmful conflict.

Dvořáková (2012) also mentioned the problem of family businesses. In a family business, the family and its subjective feelings have a more significant influence on the management and

leadership of employees than the organisational structure. It is necessary to be able to separate the ownership role from the family role. In a family business, senior management often comes under pressure to employ or terminate employment with a family member. Remuneration, evaluation and the entire process of managing employees are significantly affected here. An aspect of subjective evaluation can be included here. Family businesses often lack the essential elements of human resource management, such as the payroll system, employee appraisals, job descriptions, social development, or employee training.

4.3.3 Disadvantages of handling family business

The family's interests could not be balanced with the family's business interests. The desires of the entire family and the company are not matched, for example, whether a family wants its business to allocate funds for living costs and retirement. However, the business requires those to remain competitive (Loewen 2008).

5 HR PRACTICES

This chapter explains the various HR activities and shows their methods and approaches for small and medium enterprises.

5.1 Hiring

Recruitment is when a company selects potential employees according to its needs (M. Armstrong and Taylor 2014, 226). The principle is to provide critical workers with an opportunity by encouraging them to participate in the business's success (Fleischer 2009, 168). Employee recruitment and selection aim to achieve the desired number and level of workers at a low cost to fulfil its human capital needs. Stages in the workforce recruitment and selection process (Bejtkovský 2021):

- Define criteria: task description and specification (including working hours), judgement on requirements and conditions (such as remuneration), and selection methods
- Recruitment (attracting) applicants – assessing different outlets inside and outside the business, advertisement, and event services
- Applicant collection – interviews, training, appraisal, and references, among other things

A generated or revised job description is the foundation for deciding the most significant prerequisites needed for a new hire, and the qualifications for applicants can be categorised into several simple categories. Education and practical (mainly technical) expertise and skills, unique job experience, management skills and experience, social (behavioural) skills and personal prerequisites, motivational prerequisites, vocabulary, computer and other special knowledge, and other qualifications are among them. When defining a candidate's requirements, it is essential to distinguish between necessary and more desirable (they can either be obtained by on-the-job training or be compensated by other assumptions). The most considerable risk is overestimating the required qualifications and abilities, which causes problems with attracting applicants and leads to employee dissatisfaction (United Nations Economic Commission for Europe 2013; M. Armstrong and Taylor 2014; Bishop and Crooks 2016; Bejtkovský 2021).

The conditions should inform applicants about vacancies on a company's website or the Internet, creating advertisements, agencies, or recruitment consultants, and evaluating candidates, arranged through interviews and selection procedures. Internet-based applications that support all facets of hiring, including artificial intelligence (AI), have been popular (Sulich

2015). A job analysis is the first step in hiring the best candidate. Task analysis may be used to gather knowledge about a job's tasks, requirements, essential abilities, expectations, and job characteristics (OPM.Gov. n.d.). The requirements are set to describe the specifics of the person and the role in the post. M. Armstrong and Taylor (2014, 225) define the role profile as the role of the job, what its activities are, and what principal areas are approached. The position is defined and augmented with information on the circumstances under which pay, remuneration and working hours are managed because of recruiting. It is often defined by distinct specifications (mobility, unsocial hours, travel, learning, development, and career opportunities). The role profile makes it easier for applicants to define specifications (M. Armstrong and Taylor 2014, 226).

Bishop and Crooks (2016) believe the business model acts as the cornerstone upon which all else is constructed. Before an entrepreneur hires new employees, he should realise how much of the costs he needs to cover. The entrepreneur should be aware of his cash flow, predict it, and later the employer act. Bishop and Crooks (2016) also add that once an entrepreneur has a ready business plan and a comprehensive idea of the company's future, he can focus on the ideal qualities of a potential employee for a given position. Bishop and Crooks (2016) advise that the employer (or HR officer) must be realistic in prioritising individual skills. The HR officer should focus on what will make the most significant difference to a company in the short term and not risk unsatisfiable requirements.

5.1.1 Appealing to suitable people

Hiring the right employee is advantageous in increased employee satisfaction, a productive work atmosphere, and a stable employment partnership (Heathfield 2021). Bowen, Ledford, and Nathan (1991, 42) acknowledge that applicants who wanted no challenge or opportunities for learning and those who seek positions with a limited scope may have become misfits in an organisation. Many that place a high priority on or have a deep need for personal growth, success, and advancement, on the other hand, would be more committed to working in the new factory. Social needs are a second significant personality trait to remember. Since self-regulating teams need coordination and collaboration, this was evident. Furthermore, management intended to use special problem-solving groups, committees, and taskforces extensively. People with high social needs were likely to favour group modes of employment and group tasks, whereas others who saw working with others as a challenge would have become misfits in such an environment.

Bishop and Crooks (2016, 50) believe that interviewing is the easiest way to choose suitable candidates because it is the most apparent screening method. Candidates can be found by a telephone survey, a case study or presentation, verbal references, and group activities. Likewise, it is applicable to use the labour office where the ad is posted on the central notice board or the labour office's bulletin board. It is inexpensive, and it would cater mainly to those engaged in manual labour or lower-level managerial and technological employment, where a fundamental to secondary education must be completed by graduation (Employment Agency of the Czech Republic n.d.). Available are also recruitment agencies for identifying and hiring applicants for senior positions, so-called head hunting firms, usually ads, holding interviews, and pre-selection), educational facilities (schools provide people with current professional knowledge but little to no experience job exchanges) (Bejtkovský 2021). For job fairs, an advantage is the first broad contact with future school graduates, or even the possibility of conducting a screening interview, i.e. fast selection of suitable candidates invited to the next phase of the selection procedure, participative (Fleischer 2009).

Any applicants may be at ease and shine in a group setting, but this does not always imply that they are the right choice for the job. It can be helpful to perceive everybody, even the silent ones (Bishop and Crooks 2016). First, the employer should know how to attract potential employees, choose the most suitable one, and then offer a job. Bishop and Crooks (2016) advise that when an entrepreneur is looking for a candidate, he should set goals. Discriminatory expressions regarding race, religion, gender, or whether the candidate is married should be avoided. Candidates can be found via social media, recruiting firms, universities, colleges, and schools, among other locations. Candidates can be found via social media, recruiting firms, universities, colleges, and schools, among other locations.

According to ('What Are Psychometric Tests' n.d.), employers use the data from psychometric tests to uncover secret facets of applicants that are impossible to uncover during a face-to-face interview. It asks applicants to respond to a series of scenarios and scores their responses to quantify potential employees' personality characteristics and work patterns (Dodge 2020). Psychometric assessments are a tried-and-true way of assessing people's mental skills and behavioural styles. Psychometric assessments are used to determine a candidate's suitability for a job, dependent on personality qualities and aptitude (or cognitive abilities). They determine how well a candidate's personality and cognitive skills complement those required for the job. The psychometric assessments have undergone statistical scrutiny and are intended to be reliable and impartial ('What Are Psychometric Tests' n.d.).

Then the choice is essential. A suitable candidate can be chosen with a CV, interview questions, competency-based interview questions, simple test, how the candidate communicates with the interviewer during the process, psychometric profile, and references.

5.2 Termination of employment

Employees leave for a variety of reasons. According to ('Labour Code No. 262/2006 Coll.' 2021), the most common of which are:

- Personal reasons: During the interview, it is necessary to determine why the employee left the company. The following reasons may be: higher pay, more excellent employment stability, improved job opportunities, accelerated career, moving out of the city, dissatisfaction with wages, career or prospects, discontent with working conditions, bad relationships with bosses or co-workers, intimidation or abuse.
- The organisation's firing. Reasons may be the following: money saved for wages by laying off employees, a manufacturing programme is being changed, and a job order is being broken.
- Objective motives (Old-age pensions, disabled pensions, fixed-term work contracts)

The work agreement can be terminated only in the ways and forms specified explicitly in the Labour Code, namely based on a legal action initiated by the employee or employer, i.e. termination, a legal event, and an official judgement (applies only to the employment of a foreigner or a stateless person, unless terminated otherwise).

The Labour Code (262/2006 Coll.) governs jobs and the procedural implications of the termination of employment. The working contract can be broken only in the following ways: *by mutual consent, abolition, cancellation without delay, cancellation after the trial phase*. If both the boss and the employee agree to conclude the working arrangement, it does so on the agreed-upon date. A written agreement on the cessation of jobs is required. The work arrangement may be ended by either the employer or the employee. A written notice is needed. Only for reasons explicitly stated in the Labour Code can an employer terminate an employee's job. Employees have the right to fire their boss for any reason or no reason at all. The jobs will expire at the end of the notice period if notice has been granted. At least two months' notice is needed. The Labour Code also specifies situations in which an employer is prohibited from firing an employee. For example, the employer or a portion of it is terminated, whether the company or a portion of the employer relocates, whether the employee is made obsolete due to a decision by the supervisor or a responsible authority to change his responsibilities, technical

resources, decrease the number of workers to improve job performance or make other organisational adjustments, and the like. ('Labour Code No. 262/2006 Coll.' 2021).

A temporary, seasonal, or cyclical worsening of economic activity may trigger short-term or temporary decreases in an organisation's staffing needs (Evans, Moore, and Rees 2018). It is ordinarily essential to assess whether such content and personnel safeguards will preclude labour from being released in these cases. This form of material measure could involve manufacturing and cost-cutting steps. Interventions in personnel management that minimise the amount of time spent working in the short term without firing regular workers (Hřebíček 2006). Creating a reimbursement method for willingly and involuntarily departing workers is the key challenges of HR experts in reducing the number of employees attributable to attrition. It is required to create and implement concrete protocols and measures to resolve attrition, including how to communicate with affected workers, to ensure that legislative requirements for redundancies are followed. Including consulting labour unions and notifying job offices, oversee the company's redundancy coordination mechanism in collaboration with the organisation's top executives or related managers, and supporting workers who have been laid off (M. Armstrong and Taylor 2014).

While the aim of redundancies usually is to help the organisation rebound financially and boost its prospects, they may also have a lot of negative consequences for the company (Miranda and Lerner 1995):

- Deterioration in the age or qualification composition of the company's workers, mainly as a result of the security of certain classes of employees.
- Increased expenses associated with redundancies (financing of severance pay, facilities offered in conjunction with employee outplacement) and later recruiting and preparing new employees.
- Lacking basic business knowledge, which was only kept in the minds of departing workers.
- Adverse effects on the business environment, primarily due to heightened workplace uncertainty for surviving workers, high workload, and a lack of faith in corporate management.
- A company's reputation as an employer has deteriorated.

Outplacement is care for departing workers, care for departing employees, or assistance to those who resign due to reorganisation and counselling and assistance to HR and administration, i.e. those who plan and execute personnel changes. Some businesses create and execute their

outplacement programmes, while others hire outplacement firms to ensure that laid-off administrators are well trained and that laid-off employees are given sound guidance. Outplacement assistance is often provided in community sessions or independent consultations; however, outplacement attendance is entirely voluntary. Compiling an outline of qualities that can be used while applying for a new career are examples of counselling services for redundant workers. Counselling services also may include (Hoppin 2011; Kaźmierczyk, Tarasova, and Andrianova 2020; Stacho and Stachová 2015; Bejtkovský 2021):

- Putting together a competent CV
- An evaluation of the employee's strengths and talents from a personal standpoint
- Finding labour market openings, preparation for the selection interview
- A step-by-step guide to seeking a new career
- Determining which kinds of jobs would be appropriate to pursue
- One-to-one counselling and guidance on psychological and family issues.

An organisation that invests in outplacement is among the responsible firms with a dramatically improved brand profile (Hoppin 2011; Kaźmierczyk, Tarasova, and Andrianova 2020; Stacho and Stachová 2015; Bejtkovský 2021).

The study's findings indicate that non-compliance with Slovakia's comparatively tight national law often results in an unfavourable scenario for the boss, who can face various lawsuits from the fired employee. In such cases, prior court rulings have prioritised the protection of the fired employee over the employer's interests. As a result, HR practitioners must be well-versed in the managerial challenges of termination of jobs and the legal complexities of the process. External legal assistance is strongly encouraged, particularly in difficult situations or when faced with mass layoffs (Nosková and Peráček 2019).

5.3 Performance Management

Performance management is described as the amount of work completed during a given time, such as a work shift, a week, a month, or a year. The more complicated the job, the longer the time frame to which the output must apply must be and determining the units in which it will be measured becomes more difficult. In the modern sense, efficiency refers not simply to what individuals accomplish but rather to how they accomplish it (Nelson and Economy 2010; Anderson 2017; M. Armstrong et al. 2005). The following methods can be used to manage human resource efficiency, among other things (Butler 2006):

- Deciding the best job organisation: Employees must be aware of their responsibilities and capable of carrying them out.
- Ensuring the certificates are being developed: Employees must understand how to carry out their responsibilities.
- Keeping track of employee motivation: Employees must be motivated to complete their tasks.

Employee appraisal is a valuable business method that helps both the boss and the employee. Employee assessment systems that are well-designed, implemented, managed, and improved by HR teams may have a measurable impact on the organisations they represent (Richards 2012; Kurtessis et al. 2017)

For employees to be rewarded adequately, it is necessary to measure their effectiveness. For the employer to be aware of this, the performance management section will help him do so.

If the employer connects employee success and reward, performance management can help the employer reward workers differently (Bishop and Crooks 2016). Bishop and Crooks (2016) explain performance management as a method for converting corporate strategy into long-term individual performance. Its change in emphasis from rules and input control to goal setting and output data has been viewed to enhance public-sector performance through private-sector management tools (Ferlie et al. 1996; Hood 1991; Pollitt and Bouckaert 2004).

Aguinis (2019) contends that salary administration, performance feedback, and learning about employee abilities and shortcomings are typical applications for performance management. Performance assessment can be used for strategic, functional, informational, developmental, organisational monitoring, and documentation purposes.

Moynihan and Pandey (2010, 862) express that it is critical to supply strong leadership and government support for performance management and goal-oriented societies and citizen interest and involvement in performance management programmes.

5.4 Organisational culture

Organisational culture refers to the long-standing principles and values of an organisation and the staff's beliefs and the expected importance of their jobs, which affect their attitudes and behaviour. Understanding the relationship between corporate culture, leadership behaviour, and employee work satisfaction is critical (Tsai 2011). According to Colyer (2000), analysing corporate culture will help one better understand success because companies adapt to evolving situations based on their existing culture.

Tsai's research (2011) claims that leadership behaviour and work satisfaction were also significantly (positively) correlated with organisational environments, and leadership behaviour was significantly (positively) correlated with job satisfaction. Employee recognition and acknowledgement of corporate culture can affect their job behaviour and behaviours by interacting and introducing it.

5.5 Learning and development

Education refers to collecting tailored, deliberate, and organised steps and practises to acquire expertise, skills, abilities (job abilities), and the development of desired work actions by company employees. Employee training includes instruction on responding to new situations and preparing workers for jobs (M. Armstrong and Taylor 2014; Cohen 2014). When a company employs a new employee, who lacks the necessary credentials for the job, he is legally required to prepare or educate the new employee. When a company employs a new employee who lacks the necessary credentials for the job, he is legally required to prepare or educate the new employee (Walker et al. 2007; Peters 2005).

There are several instructional approaches available. Individual education (study in professional journals, literature, correspondence forms of study, for example), internal education (short-term and long-term training, courses, seminars, and the possibility of organising an internal conference) or external education (special professional events using foreign educational institutions, external trainers and external consultants) are both options (Woodman and Sherwood 1980b; Bejtkovský 2021; M. Armstrong and Taylor 2014; Storey 2004).

Some small business owners and administrators regard human resource policies and issues as a high priority and recognise that they will play a significant role in developing competitive advantage (Hornsby and Kuratko 1990). Nevertheless, one of the most crucial problems they face is 'gaining competitive advantage from improved human capability' (Ulrich and Lake 1990, 40). Reid and Adams (2001) believe that workers should be treated as valued assets and that small firms should place a stronger focus on employee engagement, adaptability, and acknowledgement.

One way for small businesses to reflect these principles is to provide workers with a preparation that benefits both the company and the employee in the long run because the employee would have learned a new skill. The problems associated with acquiring workers with expanded expertise and experience are the second and even most concerning to small companies (Barrett and Mayson 2004; McElwee and Warren 2000; Klaas, McClendon, and Gainey 2000).

When CEOs must decide whether to take time off or release another employee to practise, multiple factors must be weighed, including training importance, implementation process, minor business sector emphasis, expense, scheduling, and the training climate (Walker et al. 2007). Until guidance, CEOs must consider three key need-to-know factors, according to Knowles, Holton, and Swanson (2005):

- how the learning will be conducted;
- what will be learnt;
- why it will be necessary.

It will suggest that when preparation is offered to provide practical answers to these issues, small business owner-managers are more likely to react favourably. They would not only be mindful of what is in it with them, but they would also be able to use this information to enhance their business efficiency (Walker et al. 2007).

Small companies are often the hardest hit for competing for new employees and attracting current professional employees. It is attributed to more prominent companies being willing to pay more and provide (Storey 2004; Barrett and Mayson 2004; Klaas, McClendon, and Gainey 2000):

- financial and non-financial benefits that small businesses find challenging to match;
- confusion about continuous workflow;
- potential difficulties in hiring sufficient employees;
- willingness to retain staff, and not understanding how to fire unsuitable staff.

Because of these problems, smaller companies must build successful HRM practices (Audretsch and Thurik 2001).

Coaching is the method of assisting the coachee in establishing and fulfilling their own technical and personal objectives. Mentoring is the continuous management process used to improve the individual's life, professional, and job potential over time by allowing the trainer to appropriately pass on knowledge and guidance to the employee (mentee) and thereby ensure his professional and social growth in the business (Edmondson 1999). A coach will also be a mentor in extracurricular sports, assisting his mentee in resolving personal issues (Bejtkovský 2021). It assists the customer in resolving a variety of issues, as well as planning, negotiating, and planning. The lecture is direct expression or interpretation, perhaps through visual or other aids, but without the audience's participation (perhaps only except for the final discussion) (Kaur 2011).

5.6 Indicators related to HRM

Employee engagement is a corporate strategy that aims to ensure that workers are loyal to their organisation's objectives and ideals, empowered to contribute to organisational growth, and willing to improve their sense of well-being at the same time (Aynickal 2014). Aynickal (2014, 26) claims an engaged employee is concerned about their job and success and believes that their actions influence an enterprise. It is the art and science of connecting people in authentic and understood ways to policy, responsibilities, success, organisation, culture, partnership, clients, growth, resources, and well-being as they harness, maintain, and turn their work relationships into outcomes.

Perrin (2003), Aynickal (2014), Robinson, Perryman, and Hayday (2004) are of similar view on employee engagement. Aynickal (2014, 28) comments on the concept that employee commitment occurs as an employee develops sentimental attachments to their employer, influencing their behaviour and level of effort in work-related tasks. According to Robinson, Perryman, and Hayday (2004), employee commitment is described as an employee's positive attitude toward the company and its importance. An involved employee knows the corporate context and collaborates with peers to enhance job efficiency for the corporation's good. The company must strive to foster and improve employee loyalty, necessitating a two-way partnership between the boss and the employee. Perrin's research (2003) defines employee engagement as employees' desire and ability to see their business prosper, mainly by providing voluntary effort on a long-term basis. According to Perrin's analysis, several variables impact employee motivation, including emotional and reasonable factors related to employment and the overall work experience.

Conferring Aynickal (2014), there are four employee engagement models for a first-rate organisation to remember. Employee Motivation

2. Employee Trust

3. Employee Loyalty

4. Employee Commitment

Employee motivation refers to a person's natural passion for and desire to complete work. Employee advocates drive good corporate success by providing improved consumer services, approaching work with vigour, boosting productivity, and producing new and imaginative concepts for product, operation, and service changes. Creating and maintaining employee interest will help to improve employee satisfaction and retention. However, Elegido (2013) adds that the suitability of various superiors as worthwhile poles of a loyal work partnership is

well worth considering when it comes to employment and career opportunities. Employee commitment applies not only to short-term priorities but also to the organisation's long-term performance. Employees who are enthusiastic about their jobs and committed to their employers have critical comparative benefits, such as increased retention and reduced staff turnover. The solution is to make the employee feel safe, wanted, and respected in large part. It is essential to increase employee morale and loyalty if administrators, people who have the power to affect employees' lives, understand the individual's needs, emerging technologies that offer barriers and possibilities for fulfilling those needs, and offer preparation to address all sets of needs.

Researchers at Penna (2007) created a new concept called 'Hierarchy of Engagement,' close to Maslow's need hierarchy model. If these needs have been met, the employee will search for development prospects, the prospect of advancement, and then leadership personality will be added to the model equation. Finally, after all of the above-mentioned lower-level expectations have been met, the employee searches for a value-meaning balance, manifested by a genuine sense of belonging, a mutual intent, and a shared sense of meaning at work.

The number or proportion of staff who leave an organisation and are replaced by new employees is referred to as workforce turnover or fluctuation. Employers who wish to investigate the causes for employee turnover or measure the cost-to-hire for budgeting purposes should use employee turnover data (Balcerzyk et al. 2019). When the phenomenon is beneficial to the business, such as when a new employee enters with extensive expertise, experience, and skills, the business acquires know-how, which is associated with the possibility of future growth.

Armstrong and Taylor's (2014) distinction between voluntary and involuntary turnover is when an employee wishes to leave the business on his or her own, this is known as voluntary turnover. For businesses, this involves resolving to recruit and educate a replacement employee and the costs involved. The departure of any of the company's current customers who were in some way connected to the initial employee may also have a negative effect (e.g. Involuntary fluctuation, on the other hand, results from a company's involuntary decision to fire an employee. Involuntary fluctuation, on the other hand, results from a company's involuntary decision to fire an employee. Armstrong and Taylor (2014), employee turnover can be calculated in various ways, but the most basic approach is to use departure rates. In this situation, the employee's confidence has been eroded, and they may be terminated from work (Cazes 2003).

Employee dismissal is most often associated with voluntary turnover, which is also known as loss of work. If we use technical terms, we are talking of the so-called planned termination,

where the company is aware of the employee's plan to quit, and if the employee is aware of the reasons, he will most certainly change the decision. In the second scenario, where a sudden departure occurs, the employer has a lower risk of keeping the employee because it failed to consider the reasons for the resignation, and the employee is adamant at this stage (Koubek 2000). Low wages, unsatisfactory working conditions, inadequate job organisation, and various other causes all fall under this group. For the business, this ensures that it will have to spend more money to hire a new employee, including work searches, administration, and other necessities (Balcerzyk et al. 2019).

5.7 Intentions and rewards

Strategic remuneration measures wages for jobs with different means of recognition and other human capital management methods (M. Armstrong and Taylor 2014, 358). According to Armstrong and Taylor (2014), the employee remuneration scheme comprises the organisation's intertwined rules, procedures, and practices for remunerating its workers based on their commitment, expertise, and talents, as well as their market worth. The remuneration scheme must satisfy the corporation's needs, be reasonable, understandable, equitable, and agreeable to workers, and ensure proper labour cost management and competitiveness.

Wage types are a collection of rules, processes, and means for determining an employee's wage dependency on the outcomes of their job and their exposure to those results ('OECD Glossary of Statistical Terms - Wages and Salaries' 2001). Time salaries, share wages, job wages, and mixed wages are the basic wage types commonly paired with additional wage forms. Employers mainly use time wages, which are perhaps the most commonly used type of wage, to remunerate the performance of jobs that cannot be remunerated based on factors other than a time of work. In contrast to the time wage, the share pay is extremely motivating since the value of the employee's wage is calculated based on the percentage of revenue over a given duration (Garnero, Kampelmann, and Rycx 2014). As with the advent of the share wage, the task wage can only be used in situations where the individual can control the value of the wage by his actions. A mixed pay can take two forms: a mixed work wage (which combines a time and a task wage) and a mixed share wage (i.e. a time wage combined with a sharing wage).

M. Armstrong and Taylor (2014, 359) say the reward scheme design and execution motivation are provided by the reward strategy, aiming to accomplish three main goals: success, competition, and justice, which aim to answer two fundamental questions:

- 1) What do we need to do to ensure that our incentive practises fit for purpose?
- 2) How are we going to do it?

It is a statement of purpose that outlines what the company intends to do in the future to build and enforce incentive strategies, activities, and procedures that will help the company accomplish its strategic objectives while still meeting the needs of its stakeholders. The goal is to give employees a sense of mission and direction and a foundation for improving reward policies, practices, and procedures. The approach focuses on an appreciation of the organisation's and workers' needs and how best to meet them. M. Armstrong and Murlis (2007, 33) state that diversity can distinguish reward policy, influencing both the experience and future realities.

According to HR Central (2018), constructive feedback is essential for employees' continued growth. Feedback clarifies desires, assists people in learning from their mistakes, and enhances their self-esteem. Feedback should be given daily and should be immediate. A structured conference or dialogue as part of a performance assessment is suitable for more pressing matters, but incorporating input into day-to-day interactions with staff is a perfect way to create rapport and foster an atmosphere in which people feel safe giving and receiving feedback. One of the most valuable tools managers will give their workers is constructive feedback. Dignen (2014) adds that feedback gives a chance to inspire. It is essential to receive feedback in order to improve one's results. Feedback is an essential part of the learning process.

5.8 Care for employees

Employee care in the workplace entails three specific categories of desires and the goals that result: public aspirations and interests in human rights, health care, social peace, security, and stability, a person's desires and priorities, which meet his specific needs, the employer's interests and objectives concerning the demand for human capital. The following three fields of need motivate the employer to look after the working environment of its employees: ensuring workplace health and safety following appropriate regulatory standards; and providing ideal working environments for the advancement of employee success and inspiration (M. Armstrong and Taylor 2014; Peisert 2015; Bejtkovský 2021).

Bejtkovský (2021) divides employee care into three types. The first is obligatory care given by laws, regulations, and collective agreements of the supra-corporate level. Contractual care is the second type. It is determined by collective agreements, which are concluded at the company level. The last type is voluntary care for employees, which is an expression of an employer's personnel policy. It is also possible to include: changes in working hours and shifts in establishing a work climate (care for working conditions), environmental stewardship, occupational health and safety, workforce training and growth, workplace benefits given to

workers (employee catering, social and health services), other programmes for workers and their families (recreation, rehabilitation, culture, games, social events; housing) (Peisert 2015; M. Armstrong and Taylor 2014; Bejtkovský 2021).

Kurtessis et al. (2017) focused on perceived organisational support (POS). As a result, POS triggers a social sharing mechanism in which workers feel obliged to assist the organisation in achieving its aims and priorities, expecting that more remarkable contributions on behalf of the company will result in more significant incentives. POS also addresses socioemotional demands, leading to enhanced identification and dedication to the organisation and a more vital willingness to see the organisation prosper and better psychological well-being. Predictions based on organisational support theory processes including social exchange, attribution, and self-improvement were generally effective in accounting for the contributions of leadership, fairness, HR practises, and working conditions to perceived organisational support, as well as the relationship between perceived organisational support and employees' positive attitude toward the organisation.

There is abundant evidence that working groups' issues can hinder team success (De Meuse and Liebowitz 1981). Team building, also known as team development or group development, refers to increasing a work group's efficacy (Woodman and Sherwood 1980a). Team building is one of the most common and promising interventions for improving team performance (Tannenbaum, Beard, and Salas 1992). The majority of team building activities follow an action analysis paradigm of data collection, feedback, and action planning (Beckhart 1969; Beer 1976). Training and team development are examples of interventions that can strengthen team structures, reinforce person or team traits, or change the job structure or mission (Tannenbaum, Beard, and Salas 1992).

Among the factors influencing employee satisfaction, there can be included for example (Markos and Sridevi 2010; Massoudi and Hamdi 2017; Sharma, Chrisman, and Chua 2003; M. Armstrong and Murlis 2007; M. Armstrong and Taylor 2014):

- Employees' success, initiative, and stability improvements as their professional careers are carefully guided.
- Method of leading workgroups — positive considerations include the manager's attention to his subordinates (interest in their work, support for professional growth, acceptance of opinions on performing work, informal communication with subordinates, positive feedback, friendly dealings).
- Administration by consensus (subordinates have more influence over their work, participate in decisions, comment on the intentions and goals of the working group)

- Relative autonomy and flexibility, ability to control job speed, and work organisation
- Within the community, formal and casual partnerships, interactions, sharing, and disagreements all affect work satisfaction.
- Physical living environments (working conditions) become more critical when they are undesirable - this includes noise, illumination, temperature and humidity, dust, vibration, room colour scheme, and workspace configuration.

5.9 Work environment

Workforces are affected by the atmosphere in which they work. Employees nowadays may have a vast range of career options, so the office climate becomes a critical element of retaining workers. The level of the working environment can determine an employee's level of motivation, eventual success, and productivity (Massoudi and Hamdi 2017). The company must fulfil the needs of its workers by ensuring decent working practices to maximise quality, effectiveness, competitiveness, and job dedication (Raziq and Maulabakhsh 2015). On the other hand, the physical working climate can significantly impact a company's ability to attract and retain skilled employees. Some aspects of the working environment, such as employee participation, efficiency, morale, and comfort level, can be considered necessary, both positively and negatively (Massoudi and Hamdi 2017). Huang, Robertson, and Chang (2004) believed that employee disengagement increases, making it more necessary to build workplaces that positively affect workers.

Work and context are two broad dimensions that make up the working environment. Work covers all facets of a job, including how it is implemented and accomplished and everyday jobs, such as task activities preparation, power over one's job-related behaviours, a sense of satisfaction from working, flexibility in tasks, and the inherent importance of a task. Many studies have concentrated on the underlying factor of work fulfilment. The findings revealed a favourable relationship between work environment and inherent job satisfaction. They also defined the background factor of job satisfaction, which involves the physical working conditions (Skalli, Theodossiou, and Vasileiou 2008; Gazioglu and Tansel 2006; Sousa-Poza and Sousa-Poza 2000; Raziq and Maulabakhsh 2015).

According to Massoudi and Hamdi (2017), physical components in the work environment should be considered. They found that the modern fluorescent lighting with a high associated colour temperature (17000 K) in a shift-working call centre seems to have resulted in significant changes in study participants' health, operating, and job efficiency. Employees can experience stress and exhaustion due to increased noise levels in the workplace (Mills, Tomkins, and

Schlangen 2007). Carpeting is preferred for noise reduction in a room. High noise levels can also be caused by office equipment. According to a recent analysis from Germany's Mainz University Medical Center (Johannes Gutenberg Universitaet Mainz 2018), an exponential increase of noise throws the heart out of rhythm. Health researchers have demonstrated the dangers of long-term noise exposure (Ising and Kruppa 2004). Ali disclosed that noise exposure in the workplace increases the likelihood of stress and excessive aggression-related activity. Noise control by using protective equipment can help mitigate the harmful effects of noise on staff. Advances in occupational noise reduction are expected to have a long-term positive impact on employee health and well-being (MacKenzie 1975).

Massoudi and Hamdi (2017) pointed out that part of an employee's involvement with the job itself, such as their partnership with co-workers and managers, workplace atmosphere, professional growth opportunities, is referred to as the work environment. Employees who work in a supportive atmosphere, like coming to work, offer inspiration to keep them going during the day (Massoudi and Hamdi 2017). Jiang and Men (2017) consider that companies often fail to recognise how vital work-life challenges are for corporate progress because they are often viewed as 'soft's issues' with no apparent connection to the organisation's bottom line. On the other hand, organisations and company owners have paid much attention to engagement topics in recent decades. Communication fosters employee confidence and loyalty and better teamwork and relationships, demonstrating the importance of a communication mechanism in the workplace. Factors such as organisational interactions, emotional factors, task assignment, extra duties, and long work hours influence an employee's attitude at work (Massoudi and Hamdi 2017). Their research (2017) also proved that there is a connection between the workplace environment and employee efficiency. The behavioural aspects of the workplace have a greater impact on efficiency than the physical aspects alone. Employee satisfaction with the overall workplace environment contributes to increased efficiency.

Work/life harmony has become a prevalent problem in the workplace in a world riddled with competing obligations and commitments (Guest 2002). Three main reasons add to the interest in and value of extreme work/life balance consideration: Economic rivalry, increased interest in personal lives/family values, and an ageing population which are all factors to consider (Lockwood 2003). In today's global economy, where businesses are attempting to save prices, it is up to the human resource specialist to grasp the importance of work/life harmony and valuable work/life services.

5.9.1 Occupational safety and health

One of the fundamental rights of people in a democratic state is the right to life and health care for employees. In collaboration with top management, the personnel staff should develop its health and safety policies at work. Occupational safety and health (OSH) is concerned with preventing harm to people, property, and the environment in the workplace (Goetsch 2010). Occupational health programmes are intended to reduce the negative consequences of work-related illnesses (M. Armstrong and Taylor 2014). Ergonomics (ergon means work, and nomos means laws) is an interdisciplinary systems science that focuses on finding the best approach for the interaction between technological demands, technology and work organisation, and human capacities in the workplace in order to reduce psychophysical stress and promote personal growth (Bridger 2008; Wilson 2000). The main subject is the relation between a person, personal protective equipment, and work environment (i.e., the study of the work system) encompasses expertise from a variety of scientific disciplines, including hygiene, anthropometry, work psychology, sociology of employment, demography, computer science, mathematics, modelling, and others (Pheasant 1991). Bejtkovský (2021) claims the subject of attention in the study of the relationship between man and work method is on the work exhaustion curve (effective distribution of working hours), work and rest schedules, work mechanisation, the amount of work to be done, exhaustion from jobs, and work-related burden. Next, the provision of personal protective equipment is governed by Government Decree No. 495/2001 Coll ('Nařízení Vlády č. 495/2001 Sb.' 2001). The contractor must also ensure the supply of protective drinks to counteract the effects of heat and cold, crisis/emergency response, which includes arson, injury, and flood preparedness ('PPE: Complete Guide to Personal Protective Equipment' n.d.; 'Personal Protective Equipment FAQ Responses' 2021). Health surveillance (medical examinations) is one of the duties aimed at monitoring the welfare and health of workers at work. It is necessary to take care of routine repair and review of machinery, electrical appliances, vehicles, computers, and tools at least once every 12 months, monitor risk factors, and inspect and maintain workplaces and other premises. An employer must deal with contradictions and resolve them (analysis of the causes of discrepancies or accidents, reports) ('Pracovnílékařské Prohlídky - Druhy, Lhůty a Termíny' 2018). A safety technician or the whole occupational safety department is usually the executive body (Bejtkovský 2021). Employees must receive instruction on legal and other legislation to ensure their protection and wellbeing at work ('Co Je Školení Bezpečnosti Práce (BOZP)?' n.d.). Basic fire protection training should also be included with health and safety training, so that employees are familiar with the dangers of fire in the activities they do at work, with the organisation and location of

fire protection, and with the basic obligations arising from fire protection regulations, fire regulations, and fire alarm guidelines and evacuation plans (‘Školení Požární Ochrany’ n.d.).

5.10 Personnel audit

A personnel audit aims to look at all of the company’s essential facets of human resources management and the situations that impact it (M. Armstrong and Taylor 2014). Bieliaieva (2019) informs personnel analysis to gather data to manage and optimise a particular set of variables affecting a company’s organisational and social growth. An external investigation should be advised to avoid business ignorance for a prolonged interval (Hargie and Tourish 2009).

The audit findings should include answers to the following questions (Bejtkovský 2021):

- 1) How is the company’s human resource management?
- 2) How safe and effective is corporate governance?
- 3) What are human resource management’s advantages and disadvantages?
- 4) What will the organisation do to assess and improve its human resources?

The following stages should be used in a standard personnel audit procedure (Hirst and Koonce 1996):

- The audit readiness (collection of information, creation of a structured questionnaire);
- a briefing and description of the target;
- using a standardised questionnaire to gather facts;
- material interpretation and performance report planning;
- debating the final draught and putting the suggested proposals into action.
- Labour market analysis examines the industry to see what wages are being offered for similar employment. Identifying industry patterns such as ancillary compensation, merit and pay policies, and ancillary pay, creating, modifying, and proposing pay increases and structures for an employee (development of the number of jobs, development of the qualification structure, development of the age structure, internal and external sources of the labour force) (‘Labor Market Analysis ‘ n.d.). Organisational culture and logo analysis (perception of the company’s culture and image) is part of the research (App, Merk, and Büttgen 2012).

6 CONCLUSION OF THE THEORETICAL PART

The need for quality human capital in the workplace is becoming more relevant. Businesses are no longer purely reliant on their workers' efforts but are still interested in them as human capital. Also, in small businesses, this feature is prominent. Companies recognise that happier workers are a critical component of their performance in a challenging competitive environment. Companies understand the importance of employee engagement, which leads to an improvement in morale and quality of work done and may contribute workers to an understanding of the overall business philosophy and corporate objectives. It can be said that people as workers, and particularly their quality, are an essential part of the company's compelling growth and lead to better efficiency. Companies control the efficiency and function of their human capital to fulfil the company's priorities and keep up with ever-increasing demands.

The theoretical section outlined the fundamental principles relating to the topic of human resource management through the meanings of specialists in the field. The most critical human resource management practices of small businesses that are applied to the community were presented. Individual events were classified and arranged chronologically. The most critical human resource management practices of small businesses that are applied to the community were presented. Individual operations were categorised and ordered chronologically based on the processes that occur in the organisation. The definition of individual operations includes the fundamental goals and principles that an organisation can adhere to if it wishes to use the qualities of its human resources fully. Procedures and guidelines for leading and managing human capital in the organisation and how to handle them were contrasted with big firms before being introduced to small businesses.

The data was gathered from professional literary journals, professional human resource management periodicals, and professional Internet tools. The theoretical part serves as the foundation for the practical part, based on documentation and facts about Hanácká osiva s.r.o. Based on the theoretical section, an overview of the existing state of human resource management in this organisation is undertaken, and suggestions for change are made.

II. ANALYSIS

7 INTRODUCTION TO THE COMPANY

This chapter introduces the organisation Hanácká osiva s.r.o. Specifically, it discusses what it deals with, its profile, and its organisational structure. The chapter outlines the company's strategic climate and reveals the company's long-term priorities and strategies.

7.1 Company's profile

Hanácká osiva s.r.o. was established on 14 July 1994 by registration in the Commercial Register at the Regional Court in Brno. The company Hanácká osiva s.r.o. is the indirect equivalent of an English limited partnership. A Limited Partnership is a partnership that consists of a general partner who runs the company and bears unlimited legal responsibility for its debts and obligations. The core business of Hanácká osiva s.r.o. is agriculture, including the sale of unprocessed agricultural products for processing or resale. According to (Obchodní rejstřík firem 2021), it is also their subject of business, production, trade and services not listed in Annexes 1 to 3 of the Trade Licensing Act, sale of fermented alcohol, potable alcohol and spirits, road motor transport - goods operated by vehicles or combinations of vehicles with a maximum permissible weight exceeding 3.5 tonnes. If they are intended for the transport of animals or goods - goods operated by vehicles or combinations of vehicles with a maximum permissible weight not exceeding 3.5 tonnes, if intended for the transport of animals or goods, production of hazardous chemicals and hazardous chemical mixtures and sale of chemicals and chemical mixtures classified as highly toxic and toxic (Obchodní rejstřík firem 2021).

Due to their wide range of products, they belong to several categories in the NACE database (KOMPASS 2021):

- NACE Rev.2 (EU 2008): Manufacture of beverages (11)
- NACE Rev.2 (EU 2008): Manufacture of tobacco products (12)
- NACE Rev.2 (EU 2008): Manufacture of textiles (13)
- NACE Rev.2 (EU 2008): Sawmilling and planing of wood (161)
- NACE Rev.2 (EU 2008): Wholesale of agricultural raw materials and live animals (462)
- NACE Rev.2 (EU 2008): Wholesale of food, beverages and tobacco (463)
- NACE Rev.2 (EU 2008): Agents involved in the sale of agricultural raw materials, live animals, textile raw materials and semi-finished goods (4611)
- NACE Rev.2 (EU 2008): Agents involved in the sale of food, beverages and tobacco (4617)

- NACE Rev.2 (EU 2008): Wholesale of grain, unmanufactured tobacco, seeds and animal feeds (4621)
- NACE Rev.2 (EU 2008): Wholesale of coffee, tea, cocoa and spices (4637)
- ISIC 4 (WORLD): Wholesale on a fee or contract basis (4610)
- ISIC 4 (WORLD): Wholesale of agricultural raw materials and live animals (4620)
- ISIC 4 (WORLD): Wholesale of food, beverages, and tobacco (4630)

With its registered office in Ivanovice na Hané, the company began operations on 1 August 1994, with the gradual privatisation of all the former's technological and real estate facilities of Oseva Vyškov factory, and successful takeover of its activities. The company's declared capital is CZK 100,000. There are three partners, and thus, the deposit is divided into three parts: 60%, 20%, and 20%. The executive is the company's statutory entity. The executive is one in the company (Obchodní rejstřík firem 2021).

The company's business activities occur through a network of so-called Business Seed Centres, in which the company's seed agronomists operate. Their task is to provide complete professional services in the field of seeds and general advice on growing crops, the seeds of which the company offers. An integral part of the services provided is the activity of retail stores with a complete range for small growers, gardeners, and breeders (Hanácká osiva s.r.o. n.d.; n.d.; n.d.; n.d.).

The firm's activities were initially limited to the districts of Kroměříž, Prostějov and Vyškov. In the following years, the company's operations gradually expanded to other areas of Moravia (Hanácká osiva s.r.o. n.d.).

7.2 Company's organisational structure

The company's central management unit is its owner, executive and general director of the company. He represents the company independently in all matters. The economist leads the economic department and manages the organisation's overall strategies and budgets. She performs specialised services in accounting, remuneration, budgeting, and finance. She is also in charge of its financial flows and coordination and overseeing the economic department's effective service and cost control. In Vyškov, economists include two managers, two shift managers, and eight shop assistants. There is the seed dispatcher. She responds to emergency and non-emergency requests for assistance and information at a company. Her responsibilities include tracking paths, checking call records, and capturing information from calls. She mainly handles telephone orders (Hanácká osiva s.r.o. n.d.).

The head of logistics oversees road transportation. He is in charge of directing and managing all transportation-related functions within the company. Transportation administrators must ensure that drivers and operators have the right and up-to-date credentials during the recruiting process. He is also the warehouse manager, which means he is in charge of managing all operations at the facility, which frequently includes overseeing staff efficiency, expediting supplies receiving and shipment, and maintaining reliable, orderly storage. The supervisors manage the seed treatment station in Ivanovice na Hané, and Prostějov. By supervising personnel and coordinating and controlling job procedures, the department's priorities are met. They maintain workers by hiring, assessing, orienting, and educating personnel and providing resources for personal development (Hanácká osiva s.r.o. n.d.).

Other employees of the firm have sales representatives who are in charge of consumer and supplier communication. They sell merchandise, products, and services to customers, retailers, wholesalers, and organisations. The sales representative introduces the items available, appealingly provides basic facts, addresses questions from prospective buyers, and his primary aim is to complete the transaction effectively. The company also employs shop assistants in retails and wholesales. They are in charge of providing customer service and handling sales purchases. Clients must be supplied with products, orders are taken, and inventory is checked. Refreshments, programmes, alcohol, and novelty items are available for purchase. They also restock shelves, manage customer feedback, and keep the sales floor clean. Describes product functionality and instructs users on how to make the most of them. (Hanácká osiva s.r.o. n.d.). The company Hanácká osiva s.r.o. outsources transport services.

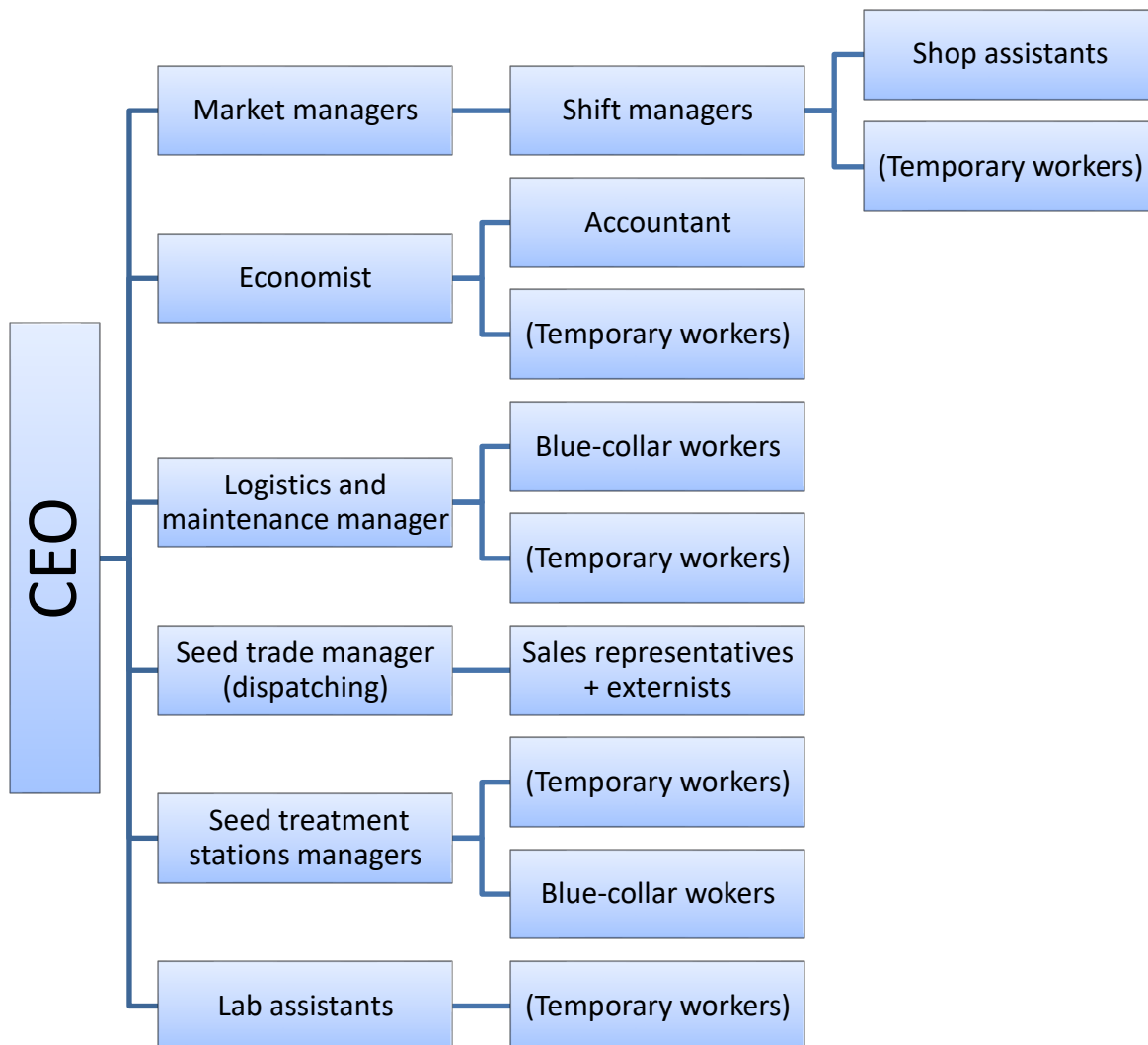


Figure 1 Organisational structure of Hanácká osiva s.r.o. (processing itself)

The lower the rectangle, the more interested the work status is in the seed industry. There are positions in the upper rectangles that are more market focused. This indicates that laboratory assistants have little or no involvement with the economy and trade. Similarly, retail managers had little to do with plants. The operations manager is responsible for these regions. However, the two spheres are deeply intertwined due to the highly informal internal organisation (Tomášek 2021).

7.3 The company's description of the business environment

About a hundred seed companies are operating in the country. However, due to the different specialization, it is not always a direct competition. Haná seeds focus mainly on cereals and some legumes. Thus, their market does not overlap with companies focused on, for example, grass, vegetable or flower seeds. The company focuses mainly on the local market in Central Moravia. Approximately seven other companies operate in the given area as direct competitors. However, there are other sources of competition in the field. Most of the seed companies are associated with the Czech-Moravian Breeding and Seed Association (ČMŠSA), which deals with controlling the black market in seeds. It is still rife. Furthermore, under certain conditions, farmers can supply themselves with their non-certified seed.

All seed companies must meet certain conditions and are under the supervision of the Central Agricultural Inspection and Testing Institute, which entails certain costs for facilities and operation. For example, not all companies operating in the seed market are engaged in laboratory analyses, which require trained personnel and inspections or seed production. Alternatively, they specialize in another seed area. Therefore, in some cases, even among the seeds, competitors become customers.

Suppliers can be divided into several groups. In the field of seed grain, suppliers often overlap with customers. These are farmers who, under the contract, grow and supply recognized grain for seed production. This entails more expensive seeds, increased demands, documentation and controls, which is reflected in the cost and price, significantly higher for such grain. Sales need to be estimated, as the remnants remain and must then be sold at standard prices. Furthermore, it is necessary to provide mainly chemical means for seed dressing (for representatives of chemical companies, primarily multinationals), packaging, freight transport, seeds of non-produced crops or varieties (seed companies) and seeds for propagation (representatives of varieties).

Customers are private farmers and farms; some are also breeders (suppliers). If possible, the company also offers the capacity of its centres as services—for example, analysis or production of seeds, freight transport and the like.

7.4 Objectives and plans

As for the goals and plans for the future, the company has no plans. They try to make them believe what they are doing and do their best. The long-term plan is to keep up. In recent years, they have reported minimal gains or losses. This may be due to competition in the seed industry and investment in recent years. They embarked on many efforts to use existing resources,

especially their buildings. They had to expand their fleet (they used to have only trucks and cars, not trucks). Where it is possible, the company also tries to save and work ecologically, which a few people do (buying used seed bags). In general, their primary commodity approach is to keep calm even at the cost of adverse conditions while maintaining the quality of the deal and the goods. In this, the company sees a willingness to work from a few, even where others despise such an order.

7.5 Fundamental personnel indicators for 2020

The basic staffing metrics of Hanácká osiva s.r.o. for the previous year are presented in this section.

Employee's number development over the last three years can be seen in Table 1. It can be inferred that the corporation underwent staffing signs of progress in 2020 when there was a notable spike of fourteen workers in the first quarter of the year. As a result, it is evident that the organisation added workers, but five employees quit in the first quarter of 2021.

Table 1 Development of the number of employees of the company Hanácká osiva s.r.o. in three years (processing itself)

2018	2019	2020				2021
1-4Q	1-4Q	1Q	2Q	3Q	4Q	1Q
30	40	44	43	49	51	46

Table 2 shows the development of employees for the calendar year. Employees from both the main employment relationship and the employment agreement were considered.

Table 2 Number of employees in 2020 (processing itself)

Months	1	2	3	4	5	6	7	8	9	10	11	12
Σ	55	57	56	53	55	56	57	61	53	66	68	67
Full-time employment	20	20	18	20	21	21	23	27	27	30	32	31
Contract for work	35	37	36	33	34	35	34	34	36	36	36	36

The table shows that in December 2020, the company had 31 full-time employees.

$$\frac{704}{12} = 58.68 \text{ employees}$$

The average number of all employees is 58.68 employees. For a small company, this number is very high. The average number of employees in a small business is about 10.

The average number of employees per performance agreement in 2020

$$\frac{422}{12} = 35.17 \text{ employees}$$

The average number of employees per work agreement for 2020 is 35.17.

The average registered number of employees in 2020

The estimated number of employees is determined by adding the average number of employees and the percentage of hours employed per work agreement versus the approximate number of hours per employee.

$$58.68 + \frac{6000}{2080} = 61.56 \text{ employees}$$

In 2020, the company hired an average of three employees. Workers on the work agreement are employed on an as-needed basis. In 2020, the average recorded recalculation of staff and personnel in the agreement on job efficiency was 61.56 employees in Hanácká osiva s.r.o.

Sickness quota for 2020

The sickness quota is determined by dividing the number of days spent on sick leave (1474 calendar days) by the number of days a year workers were scheduled to serve in 2020. The figure is dependent on the 2020 total number of workers.

$$\frac{1474}{750} = 1.97\%$$

As the sickness absence rate ranges from 1.6 to 2.7, the rate in this company is average.

Turnover rate

The calculation is made by dividing the number of employees who left during a certain period by the number of employees in the same period and multiplying by one hundred to obtain the percentage difference.

$$\frac{15}{61.56} * 100 = 24.37\%$$

Total turnover is high. According to studies, organizations should aim for 10% of an employee turnover rate. In 2019, the turnover was 14.61%. From this, it can be concluded that the turnover significantly increased during the year.

The average wage of full-time employees

The average pays of employees in the company for the year 2020 is calculated as a percentage of employees' overall annual average wage and average amount.

$$\frac{6637966}{24.17 * 12} = CZK 22,886.38$$

The average salary of one employee in 2020 was CZK 22,886. According to the average salary in the Czech Republic for the year 2020, CZK 34,835, it can be judged that the salaries in Hanácká osiva s.r.o. below average. In 2019, the average salary in the company was CZK 20,641, and in 2018 it was CZK 18,381. Wages have risen relatively over the last three years (Všeobecná zdravotní pojišťovna 2021).

Labour productivity in 2020

Labour productivity is determined from the ratio of sales to the average number of employees in 2020.

$$\frac{94449790}{58.68} = CZK 1,609,573.79$$

On average, one employee brought the company CZK 1,609,573.79 last year. In 2019 the productivity was 1,531,571.81 CZK, and in 2018 it was 1,471,415.05 CZK. Productivity has increased in the last three years, as the company has also increased sales in these years.

8 ANALYSIS OF THE CURRENT STATE OF HUMAN RESOURCE MANAGEMENT

The aim of the analysis of the current state of human resources management was to identify the advantages and disadvantages of the current state.

The study questions for the present state of human resource management is as follows:

- Who is in charge of human resource management at Hanácká osiva s.r.o.?
- What are the divisions of authority and responsibility?
- What standard of personnel operations are given by the corporation Hanácká osiva s.r.o.?
- What steps should be made to improve the quality of human resource management?

Gathering facts was the first step. A formal interview with the owner was used to gather data. The interview was conducted using a questionnaire that Bláha, Mateiciuc, and Kaňáková (2005) describes as a method for staff auditing of small and medium-sized businesses. On April 15, 2021, the meeting took place in Ivanovice na Hané, where the company's operations are based. The interview lasted about an hour and a half and was audibly recorded. Based on it, an analysis of the current state of this company was prepared.

A questionnaire survey was also conducted for the analysis. More information about the questionnaire and its results is described in the chapter Results of the questionnaire survey.

The data were analyzed based on graphs from the questionnaire and a table created thanks to the director's interview. Besides, evidence was also gathered through personal experience and casual interviews with the logistics manager.

The company owner was first acquainted with the scope and number of questions, which he then answered. A total of 9 areas in human resources management were discussed, with 98 questions, as shown in Table 3.

The findings of the resulting assessment are outlined in the table. The rating scale was calculated using the history table as a foundation (see Table No. 4). The highest number of points that the corporation could get was 148.

Table 3 Information gathering and evaluation (Bláha, Mateiciuc, and Kaňáková 2005)

The thematic range of questions	Number of questions in the section	Maximum number of points	Low level	Middle level	High level
Strategy and planning	9	15	0-7	8-11	12-15
Organizational structure concerning human resource management	9	13	0-5	6-9	10-13
Selection and hiring of new employees	10	14	0-6	7-10	11-14
Learning and development	12	18	0-10	11-14	15-18
Performance management and job evaluation	14	22	0-12	13-17	18-22
Rewarding	15	25	0-15	16-20	21-25
Employees' benefits	14	18	0-10	11-14	15-18
OSH	6	10	0-4	5-7	8-10
Corporate Culture	9	13	0-5	6-9	10-13
Total		148			

The company's total amount of human capital was measured using the following scale:

- 113 - 148 points on a scale of one to ten
- 75 - 112 points Intermediate stage
- Up to 74 points on a low level

The company's level of human resources management is high if it receives a score of 113 to 148 points. However, the company's human resources management must be continually improved and developed. If the company receives an intermediate grade, ranging from 75 to 112, it is vital to search for flaws in the company and develop them. If a company receives a score of less than 74, its personnel policy is lacking. If an organisation receives fewer than 74 points on the scale, it has a poor staffing culture, and a more effective human resources management approach should be found.

8.1 Strategy and HR planning

Vision

The company Hanácká osiva s.r.o. is based on fair dealing. With their popular awards, they are based on a good reputation and a friendly approach. The goal is for every customer to be satisfied, even if the company should sacrifice more for him. They need to agree on how many times non-standard regular purchases, in order to meet the customer's needs, for example, if they cannot fully comply with his request. In this way, the company approaches the entire environment, including their business partners.

Mission

The company Hanácká osiva s.r.o. has the following missions:

- Providing well-treated seeds to satisfy their customers.
- Pickling seeds based on individual needs (choice of mordants).
- Achieving satisfactory financial results over time incorporates sustainability into their business model and leaves a solid social and environmental footprint.
- Providing advisory services.

Values

Trust is the foundation of Hanácká osiva's s.r.o. principles. Particularly with their clients. They respect honoured values like challenging work, diligence, devotion to their profession, and prime the idea to satisfy the needs of its people and the effort to go out to meet them.

Plans

The company Hanácká osiva s.r.o. it has no plans for the long-term future. It remains its policy to fulfil its values and mission and to maintain this status. More detailed answers, answered by the CEO, are shown in Table 4 **Chyba! Nenalezen zdroj odkazů.**

There is no human resources department to oversee human resources since this organisation is small, and the personnel activities are performed by a person who is the most suitable for the situation. The development of a new position, recruiting, selection, and hiring of new workers are examples of human resource management. Furthermore, employee appraisals, salaries and benefits, and termination of jobs should be monitored.

Table 4 Strategy and planning of Hanácká osiva s.r.o. (Bláha, Mateiciuc, and Kaňáková 2005)

Question		YES	NO
1.	Is business strategy processed in the company Hanácká osiva s.r.o.?		X
2.	Is this strategy developed for more than two years?		X
3.	Has been expressed the need to deal with people in the company?	X	
4.	Have the goals been set for human resource management based on business strategy?		X
5.	Are the goals published?		X
6.	Is the appropriate importance of human resources expressed as well as the financial and material resources?		X
7.	Does the organisation scheme also include human resource management?		X
What is the need of employees (Indicate so that the sum of the shares gives 100%)			
8.	<ul style="list-style-type: none"> • Key employees • Supportive employees and the ones for the side activities • Flexible (part-time, seasonal) employees 	80	%
		10	%
		10	%
9.	For this question, evaluate the overall level of human resource management in the company. Circle on a scale from 1 to 5, where 1 is the lowest and 5 is the highest.	1	
		2	
		<u>3</u>	
		4	
		5	

The area of strategy and planning could receive the most 15 points. However, the company scored a maximum of 7 points. Suggestions for improvement are given in the chapter on recommendations.

8.2 Organisational structure

Table 5 Organisational structure of Hanácká osiva s.r.o. (Bláha, Mateiciuc, and Kaňáková 2005)

Question		YES	NO
1.	Is there a person in the company who is responsible for the level of human resources?	X	
2.	Does this person have defined personnel activities for which he/she is responsible?		X
3.	Are there job descriptions in the company?		X
4.	Do all employees own a copy of their job description?		X

5.	Are job descriptions used for human resource management in the company?		X
6.	Are the job descriptions used to reward employees?		X
7.	Are the job descriptions used to set standards? (ISO)		X
8.	Are these job descriptions being updated?		X
9.	What is the overall level of personnel management in the company? Circle on a scale from 1 to 5, where 1 is the lowest and 5 is the highest.	1	
		2	
		3	
		<u>4</u>	
		5	

Human resource management practises at Hanácká osiva s.r.o. are solely determined by the CEO, with logistical support from his accountants or managers. The business does not work with outsourcing services with any contracting firms.

The CEO is in charge of the following tasks from the role of human resources management. His duties related to human resource management are:

- Deciding to create a new role if it is appropriate to fill a position.
- Establishing a new working relationship, which is similar to recruiting a new employee from recruitment to employment, deciding on the types of termination of employment, and approving the job description.
- Determining how new workers will be hired in labour affairs and adherence to moral principles (in retails, this duty provides a deputy manager).
- Management of personnel agendas.

The economist provides communication with employee-related agencies such as the tax office, district social security administration, and health care providers. She often manages the settlement of daily monthly salary and other sources of remuneration or prepares and ensures the accuracy of work contracts.

Hanácká osiva s.r.o. uses ABRA accounting program. ABRA Software is a rapidly expanding technology firm that creates new ERP-class information systems for businesses of all sizes. Its purpose is to provide resources and goods to entrepreneurs to free up their time to focus on growing their business. The company does not use bulletin boards, intranets or meetings. They only use e-mails, which can seem like an ineffective tool in society. The company used to use radios but abandoned this method of communication.

Employees, according to the organisation, work in a hierarchy-free environment. The CEO is well-liked and well-respected, but he is the only “top of the hierarchy” figure. Blue-collar employees, for example, are on the same level in terms of decision-making as their superiors.

This setting can lead to possible abuses of power and a lack of regard for those in positions of authority.

The business could receive up to 13 points in this category. According to the staff audit scale, the company graded in corporate structure concerning human resources administration to the low level with 5 points. Suggestions for improvement and next steps will be developed further in the chapter on recommendations for improvement.

8.3 Selection and hiring of new employees

This section will discuss some of the most critical aspects of human resource management.

Table 6 Selection and hiring of employees in Hanácká osiva s.r.o. (Bláha, Mateiciuc, and Kaňáková 2005)

Question		YES	NO
1.	Do you have a specific person in the company who selects employees?	X	
2.	Has this person been adequately trained?	X	
3.	Is a manager under whom the person will permanently be assigned present at the job interview?	X	
4.	Has there been training on how to lead a job interview properly?		X
5.	Does the organisation in the company have a comprehensive procedure for selecting new employees?	X	
6.	Are existing employees preferred when filling higher positions?	X	
7.	Is there a strategy for prioritising internal human resources over external ones?	X	
8.	Are employees familiar with this strategy?		X
9.	Does the company have an adaptation program?		X
10.	What is the overall level of hiring new employees in the company? Circle on a scale from 1 to 5, where 1 means the lowest and 5 the highest.	1	
		2	
		3	
		4	
		5	

At Hanácká osiva s.r.o., the CEO and relevant managers who need a new employee usually recruit. In retail, they hire without the CEO, as this would not be possible for capacity reasons. In wholesale, employees are most often hired by the CEO. He submits advertisements, asks for acquaintances, and the like. The advertisement costs CZK 200. For example, choosing a sales representative through an advertisement did not pay off. It allegedly does not matter with other employees. The relevant leaders then took part in the selection. In retail, shop supervisors do

all the deputy. There is a considerable fluctuation, which the wholesale management would not be able to oversee.

If the company does not know the potential employees, it uses a CV and an interview. The employee can view the operation. After that, a probationary period is agreed upon no later than on the day of employment. Because there are many applicants in retail, the company does not employ acquaintances but uses CVs and interviews. Furthermore, the employee will try out the job content, which the employer will check, and the employee will choose whether the job suits him. If so, the employee starts probation.

Functions, requisite education, applicant skills, needed experience, competence, and particular criteria are all specified. This work offers also prepared, accepted by the CEO, and forwarded to job servers of organisations specialising in hiring new workers to check the facts of his/her work experience. The prospective job applicant is asked simple questions such as qualifications and previous jobs. At the job interview, an employee is already present, in which the prospective employee will be identified. The best applicant for the position is assessed after the job interviews. The details of the job interviews are reported to the applicants in writing. Email or phone communication is the most popular form.



Figure 2 Procedure for hiring a new employee at Hanácká osiva s.r.o.

The work period per week is determined after the new employee signs an employment contract with the CEO. The company's regular weekly working schedule is 40 hours. In addition, the incoming employee's pay assessment for a particular job is decided.

Three copies of the employment contract are made. The first copy is for the personnel agenda, and the second copy is for the accountant to use as a basis for calculating salaries and maintaining accounts of staff in accounting departments and insurance agencies. The economist must also notify the appropriate health care provider and the district social security

administration of the new employee. The new employee receives the third copy of the document.

The employee receives instruction on the first day of work (basic training). The company's CEO familiarises the employee with his job description, and the employee is educated in workplace safety and fitness. When his job demands it, the person becomes more familiar with laws or requirements. The employee is promoted to his/her job by the company's CEO, who introduces the new employee to co-workers after the preparation is completed on the first day of work. Employees are assigned tasks.

Employees are given the tools they need to do their jobs, such as a desk with a computer, office equipment, protective gear, et cetera. The employee's work activity determines the aids. The CEO may also assign someone to accompany the new hire in the employee's first days to prepare him. The CEO chooses this individual based on the employee's credentials and experience.

The program of adaptation at Hanácká osiva s.r.o. was not implemented. However, since recruiting is not in the tens, this adaptation program has not yet been needed.

If neither the employee nor the employer terminates the work contract after the 3-month probationary period, the employee stays employed. The start date is specified in the contract.

According to the CEO's responses, the organisation ranks in the middle level with 10 points in workforce selection, recruiting, and hiring. The suggestions for change include suggestions and initiatives in the chapter of recommendations (10.3).

8.4 Employee evaluation, remuneration, and employee benefits

The phase of staffing operations is related in this section to staff recruiting and retention and other activities such as appraisal, remuneration, and benefits.

After the probationary term, new hires are evaluated. The CEO is the evaluator, and he tells the new employee of the assessment outcomes. He would evaluate whether or not the prior work was satisfactory during the probationary phase. It is determined if the employee performed responsibly, completed his assignments on schedule and without error, was communicative, and engaged in team activities. The employee is offered a pay evaluation based on these assessments after the probationary period has ended. Proposals for salary evaluations are forwarded to the economist for further processing. At Hanácká osiva s.r.o., all evaluations are conducted informally.

Once an employee is hired, no further evaluations take place. Only in the event of a problem, other procedures are addressed with the employee.

Table 7 Employee evaluation in Hanácká osiva s.r.o. (Bláha, Mateiciuc, and Kaňáková 2005)

Question		YES	NO
1.	Is a formal employee evaluation system placed in the company?		X
2.	Is the evaluation done regularly in the company?		X
3.	Are employees praised?	X	
4.	Are employees informed about the purpose and use of the work evaluation?		X
5.	Is your system of job evaluation being improved and developed?		X
Only fill in questions 6 to 12 if you have an evaluation system placed in the company employees. If not, move to question 13.			
6.	Do you use evaluation results while rewarding?		
7.	Do you use evaluation results while promoting employees?		
8.	Do you use evaluation results while shifting/relocating employees?		
9.	Do you use evaluation results for further training of employees?		
10.	Do you use evaluation results to increase your company's performance?		
11.	Do you use evaluation results for improving and solving employee relationships?		
12.	Do you use evaluation results to increase quality and leadership?		
13.	What is the overall level of employee evaluation in the company? Circle on a scale from 1 to 5, where 1 means the lowest and 5 the highest.	1	
		<u>2</u>	
		3	
		4	
		5	
14.	How is the evaluation of employees processed, with 1 meaning that it is a less formal approach? 5 means a highly formal approach.	1	
		<u>2</u>	
		3	
		4	
		5	

In this category, the company gained 5 points, which is a suboptimal score. The section on improvement proposals addresses proposals for improvement and suggests improving this section (10.4).

The company's employees receive a salary for their work according to their job classification and job. Special remuneration is added to employees' salaries when the company has higher profits. The basic salary is adjusted to respond to rising living costs and market rates. The economist is fully responsible for calculating wages, social and health insurance contributions,

and tax payments. Wages are paid at Hanácká osiva s.r.o. always on the 17th day of the month. There are no variable components in salary. However, when the company achieves higher profits, employees are rewarded with bonuses.

Table 8 Remuneration – wage of employees at Hanácká osiva s.r.o. (Bláha, Mateiciuc, and Kaňáková 2005)

Question		YES	NO
1.	Does the company have a wage policy in place?	X	
2.	Is this policy published?		X
3.	Is the wage policy based on the company's business strategy?	X	
4.	Is the way of rewarding employees in the company transparent?		X
5.	Is there a formal plan to increase wages?		X
6.	Is wage growth in a company dependent on labour productivity?	X	
What criteria are considered the most when rewarding employees?			
7.	<ul style="list-style-type: none"> • Individual work performance only • Only the number of years worked • Both 	X	
8.	Is it being watched which job position is the most fluctuating?	X	
9. For this question, evaluate the overall level of rewarding in the company. Circle on a scale from 1 to 5, where 1 is the lowest and 5 is the highest.		1	
		2	
		3	
		<u>4</u>	
		5	

Table 9 Employee benefits in the company Hanácká osiva s.r.o.

Question		YES	NO
1.	Does the company offer employee benefits to its employees?	X	
2.	Is there an employee account up to which employees can use employee benefits?		X
3.	Is the offer of employee benefits being updated at least once every 3 years?		X
4.	Do you watch employee benefits at competing companies?	X	
5.	Do you know the needs of your employees?		X
6. For this question, evaluate the overall level of employee benefits in the company. Circle on a scale from 1 to 5, where 1 is the lowest and 5 is the highest.		1	
		2	
		3	
		4	
		<u>5</u>	

The company received 18 points, which corresponds to the middle level.

8.5 Learning, development, and motivation

Table 10 Education and development of employees in Hanácká osiva s.r.o. (Bláha, Mateiciuc, and Kaňáková 2005)

Question		YES	NO
1.	Does the company recognize the political view, education, and personal development of employees?	X	
2.	Is there a person in the company who is responsible for this section?		X
3.	Is the professional development of employees supported also outside the workplace?	X	
4.	Does the company have a stable procedure for choosing employees for education?		X
5.	Do you explore the need for employee training with the development of the company?	X	
6.	Does the company offer seminars in the field of people management?	X	
7.	Does the company have a program for employee training and development?		X
8.	Are the education outcomes evaluated?		X
9.	Is there a record of employees who attended the training?	X	
10.	Does the company calculate and plan investments in education?		X
11.	How many hours on average does a worker spend on training or course outside the mandatory training?	0	
12.	What is the overall level of employee training in the company? Circle on a scale from 1 to 5, where 1 is the lowest and 5 is the highest.	1	
		<u>2</u>	
		3	
		4	
		5	

In the educational section, the company came from a maximum of 12 points in total to 7 points, which puts it at a low level.

The company usually provides introductory training based on the requirements of the law. All employees can obtain a forklift card free of charge and during working hours, or their superiors are open to new proposals from employees. The company pays CZK 50,000 to one employee for a truck driver's license. He had previously taken fork-lift truck (FLT) training on his initiative and from the company's money, but that was all he had required.

The management proposed a supervisor, who leads ten people, a team leadership course due to conflicts in retail. However, the company received negative feedback and rejections. Furthermore, that is why the CEO took the course. The company has not encountered these reactions for the first time. Some employees do not even write grammatically correct, but management is unable to address this.

They used employees who had the appropriate training to sell medicines. Unfortunately, the employees stopped being interested in the courses, and the sale of medicines had to halt.

The CEO says that those who have the effort can have career growth but did not find that they would be interested in the courses. Likely, the courses did not respond, as the CEO emphasized its benefits insufficiently.

Occupational safety and health

Table 11 OSH at Hanácká osiva s.r.o. (Bláha, Mateiciuc, and Kaňáková 2005)

Question	YES	NO
1. Are the number of days of incapacity to work recorded for employees?	X	
2. Are work injuries registered?	X	
3. Are the conditions for providing first aid created?	X	
4. Is there a selected person in the company who is responsible for safety in the company?	X	
5. Are employees allowed for a preventive check-up by a doctor?	X	
6. What is the overall level of safety and health protection in the company? Circle on a scale from 1 to 5, where 1 is the lowest and 5 is the highest.	1	
	2	
	3	
	4	
	5	

The immediate supervisor provides and registers employee documents with the signature sheet. A trained external employee performs occupational safety and health (OSH) training and fire prevention (PO) once a year. Occupational health and safety, as well as fire safety, was rated highly by the staff report. The immediate superior is in charge of keeping track of work-related accidents.

First aid is given in the organisation using first-aid kits that are visible and easily accessible. The contents' shelf life is tested, and if a fault or defect is detected, the first-aid kit is replenished or renewed.

In the absence of a business specialist, preventive examinations are often prescribed for staff at two-year intervals by their general practitioners. The immediate superior provides the record of pre-preventive exams.

Health and safety is a solid side of the company. It deserves 10 points in this section, which is the total number.

Table 12 Company culture in Hanácká osiva s.r.o. (Bláha, Mateiciuc, and Kaňáková 2005)

Question		YES	NO
1.	Does the company have defined the values that are important to it?	X	
2.	Are employees informed about them?	X	
3.	Do employees share and recognize/respect/appreciate these values?	X	
4.	Are personnel and operational standards set in the company clearly and understandably?		X
5.	Does your leadership style adapt to employees?	X	
6.	Do employees adapt well to changes?	X	
7.	Do you support the creation of partnerships with customers?	X	
8.	Do you know the pros and cons of your competition?	X	
9.	For this question, evaluate the overall level of company culture in your business. Circle on a scale from 1 to 5, where 1 means the lowest and 5 the highest.	1	
		2	
		3	
		4	
		<u>5</u>	

The company is based on a good relationship with its customers, with whom employees are in almost daily contact. The cooperation is based on the willingness of employees to help and advise customers immediately. This company aims to satisfy the customer's needs and negotiate an individual purchase agreement.

Here, the company earned 12 points, which attributes it to a high level.

8.6 Termination of employment

This company's employment may be terminated by mutual consent, immediate termination, termination, or probation. The Labour Code is strictly enforced at the firm. Much of the time, it is a two-month notice of closure or the end of a fixed-term contract.

After the employee's job is terminated, the economist may resign from the social and health care worker within the statutory duration. At the behest of the taxpayer, employees must have proof of gross income from the dependent activity and operating compensation, as well as deferred income tax advances.

The employer does not write the work documentation directly, so if the employee demands it before leaving the workplace, the request can be fulfilled, and the relevant supervisor drafts the report.

Employees should look to the CEO in the case of a problem within the workplace relationship since he has a close working relationship with them and can accurately evaluate these relationships.

There is no legal counsel available to the firm. The managerial aspect is mainly overseen by the department's immediate supervisor and the economist.

8.7 Employees' satisfaction and relations

Employees in the company stated that they are relatively satisfied with their job. Although they see their work as demanding, the scope of work will come to them as feasible. They perceive that their work performance makes sense and is helpful in the company. They agree with the control of work performance and consider it to be to a healthy degree. Unfortunately, they still often feel under pressure and overworked.

Employee relations are also closely related to satisfaction in the company. From my conviction in the workplace, I have experienced conflicts. Executives also complained that they feared that they would sometimes not be respected enough. He sees this as a result of their younger age compared to older subordinates, who have known these leaders for many years.

Table 13 Employees' relations in Hanácká osiva s.r.o. (Bláha, Mateiciuc, and Kaňáková 2005)

Question		YES	NO
1.	Does the company have an employment relationship policy?		X
2.	Is there a person in the company who is responsible for the level of employee relations?		X
3.	Are the company's strategies and plans with a code of ethics?		X
4.	Are employees informed enough about whom they can turn to in case of problems in employee relations?	X	
5.	Are there exit interviews in the company?		X
6.	If so, is the exit interview led only in the form of an interview?		
7.	If so, is the exit interview led only in the form of a questionnaire?		
8.	If so, is the exit interview led in the form of an interview and a questionnaire?		
9.	Does the company have permanent access to legal advice in the field of labour relations?		X
10.	Is there a person in the company who registers legislation in this area?	X	
11.	Are you interested in employee satisfaction in your company?	X	
12.	Are complaint records registered or analysed?	X	
13.	Are employee complaints resolved within 5 days?	X	
		1	

14. What is the overall level of employee relations in the company? Circle on a scale from 1 to 5, where 1 means the lowest and 5 the highest.	2
	3
	4
	<u>5</u>

The company succeeds in this area by 10 points out of 18, which means that even though it is a small family business, its relations are low.

8.8 Results of the questionnaire survey

This chapter deals with the results of the questionnaire survey and comments on the evaluated data.

A questionnaire survey was also conducted to ascertain the employees’ perceptions of the business. It was sent out on April 30 through the head of logistics, who has a broader scope for contacting employees. He mediated the questionnaire at his discretion with the assumption that it would address the respondents more. This manner increased the chances of filling it. The questionnaire made it possible to leave a comment after each section as an open question for more information. The Likert scale is mainly used here. The blank questionnaire can be found in Appendix A I.

8.8.1 Overall satisfaction

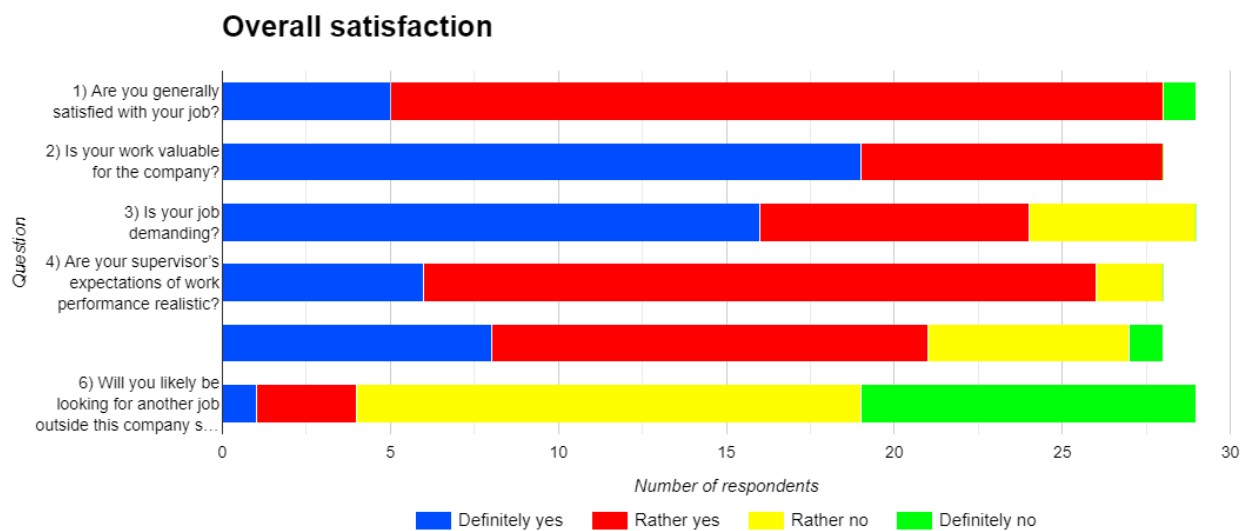


Figure 3 Satisfaction with the content of work at Hanácká osiva s.r.o.

It was clear from the questionnaire survey that all employees consider their scope of work to be meaningful and useful.

As many as 79.31% of employees stated that they were generally satisfied with their job. While 3.45%, which equals one respondent, said he was firmly not satisfied with his work. This

respondent stated that he was intensively considering a change of job and chose inadequate evaluations for the atmosphere in society.

96.55% of employees perceive that their work is beneficial for the company. None of the respondents answered negatively.

The vast majority of employees consider their work very demanding. 82.76% of employees stated that their work is demanding. 66.76% of this group strongly agreed that their work was demanding. Nevertheless, 89.66% think that the superior's expectations are realistic and achievable, which is a great result.

27.59% said they strongly agreed that they felt overworked and stressed, 44.83% agreed, 20.69% disagreed, and 3.45% strongly disagreed. In summary, employees feel more overworked and stressed, it would be appropriate to take this fact into account.

Employees do not focus on the probability of a change in current employment shortly. The positive result is that 86.21% of respondents do not plan to leave their job at Hanácká osiva s.r.o.

The employee added information that overwork and stress are reflected from the given week. It depends on the absence of employees, the supply of larger quantities of goods, and the like. There was also a note that this work is demanding especially for women. This fact should be taken into further consideration.

8.8.2 Working environment

This section is devoted to the working conditions.

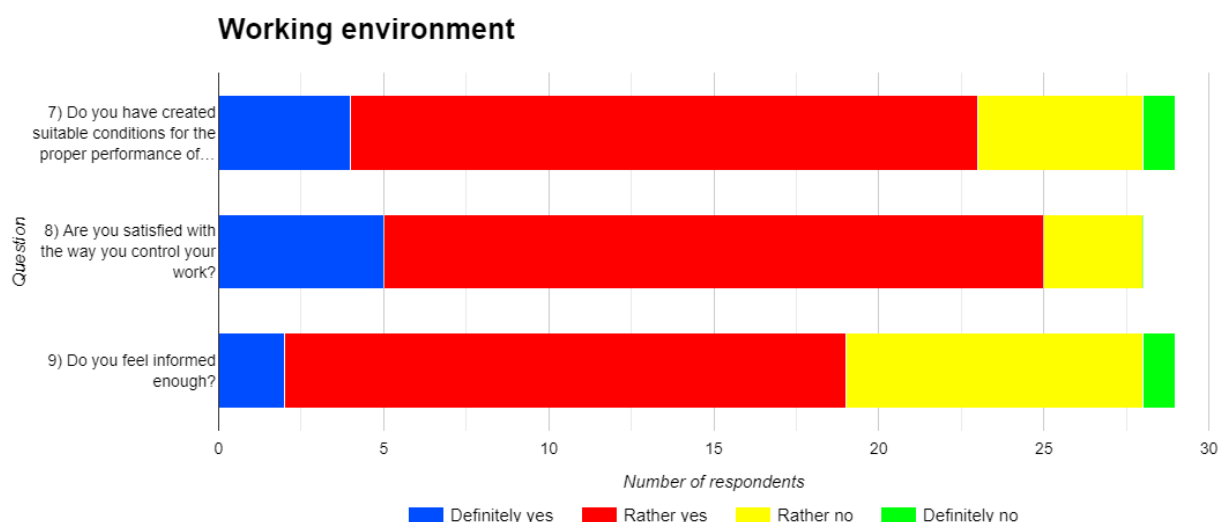


Figure 4 Working conditions and knowledgeableness of employees

Here, 79.31% of employees agreed that the company has a suitable environment for the proper work performance. Likewise, 89.29% of respondents are satisfied with the level of work

control. From the graph, employees are relatively unanimously satisfied with the conditions created for their work performance

The remarks stated that it always depends on the employee's adaptation. Employees more or less use what they have at their disposal, and everyone uses their environment differently. It was further stated that much micromanagement is used, which draws attention to physical issues in the workplace, such as fuses.

The chart asked employees if they feel sufficiently informed. From the chart, employees mostly answered positively. 58.62% of employees agreed, while the second most common answer was more of a disagreement, which 27.59% chose. From the graph, it can be concluded that employees feel that they have enough information to perform their work.

When asked if employees feel poorly informed, what other way to communicate with management would be appreciated. The answers were similar, for example:

- “Personal expression and sharing, consultations with everyone, meetings of co-owners, daily operating summary, email communication, ordinary meeting with the leader”
- *“The problem is that many things are resolved by word of mouth, and when you have an office elsewhere, you do not know what has been agreed on.”*

8.8.3 Rewarding

The rewarding part addresses the employees' satisfaction with their pay and benefits.

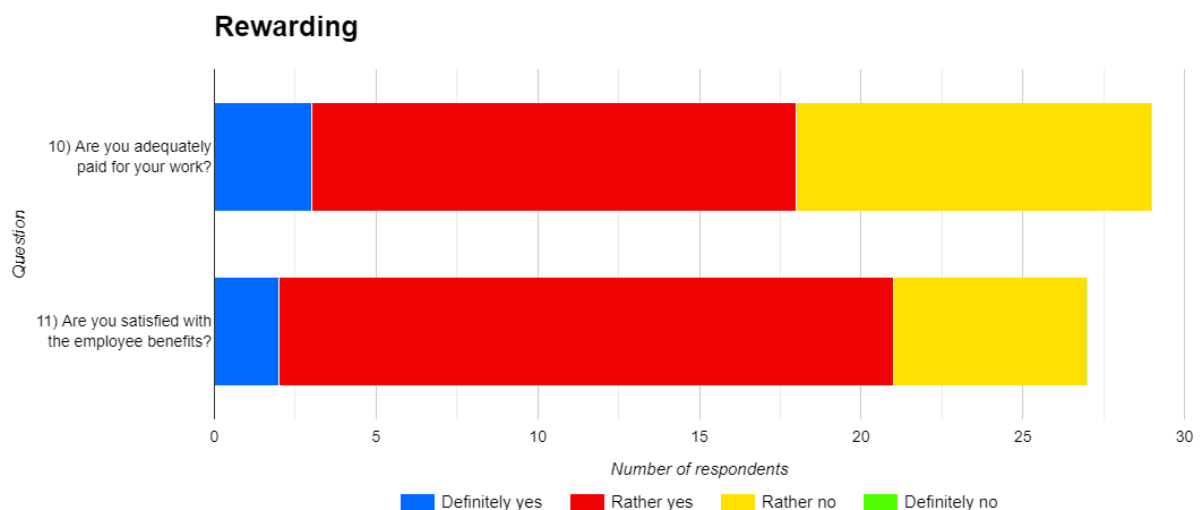


Figure 5 Rewarding according to employees at Hanácká osiva s.r.o.

Here the company gained negative feedback. As the chart shows, 51.72% of employees stated that they agree with their salary evaluation, 37.92% tend to disagree. 65% of employees agree with their employee benefits. However, as the average pay per employee is set, the employees are earning a reasonable salary. 11.5% of employees believe that the company offers benefits

that they would not use. In the questionnaire, employees especially appreciated the possibility of meal vouchers, a six-week holiday, a sales premium, or a pension insurance contribution. The benefits that employees lack are also mentioned in the questionnaire. These were mainly the benefit of the 13th salary, purchase credits, massages, teambuilding, a swimming voucher, and an allowance for extra work.

8.8.4 Learning and development

This chapter focuses on the development and potential career growth at Hanácká osiva s.r.o.

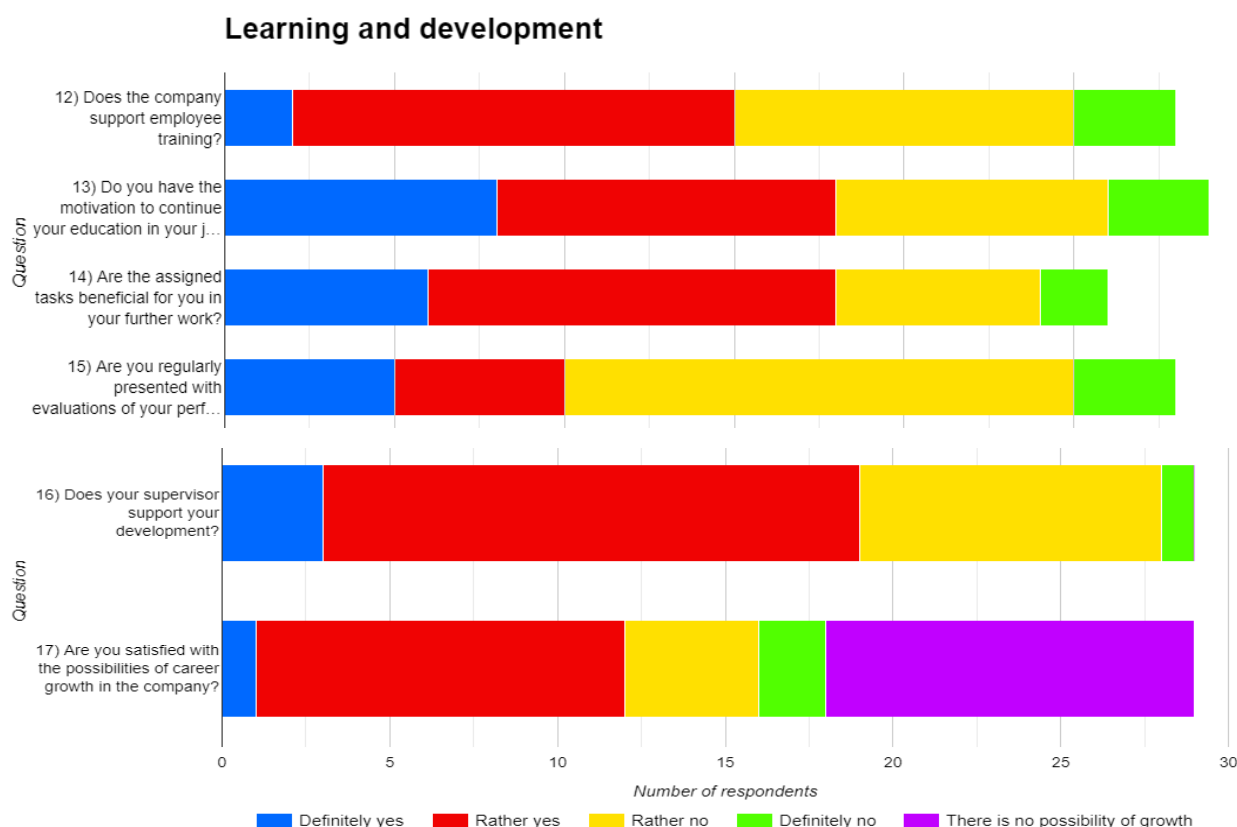


Figure 6 Learning and development at Hanácká osiva s.r.o.

46.43% of employees stated that the company does not support further education enough. Therefore, the question remains whether it lacks information and lack of interest of employees or an objective lack of development. Most respondents who answered “rather yes” would welcome further education in the workplace. The level of interest in further education is quite diverse. However, only 7.14% of employees perceive further education strongly negatively. The most common answer leans towards further education.

As many as 53.57% of employees chose that their performance evaluation was relatively unnoticed. However, the outcome of the questionnaire shows that employees are interested in feedback from a supervisor.

In the questions of support by the employer (16), it is interesting how employees' opinions differ. Although the majority tended to agree, 32.14% perceive that their superiors do not support their development. This question was also directed to superiors in the company Hanácká osiva s.r.o. and, as mentioned above, the head of the logistics department stressed that most employees are not interested in further development, even though they were offered this option. The number of respondents who tended to agree is the same as the number of respondents who are not aware of growth.

8.8.5 Motivation

18) *Are you motivated by feedback from your supervisor for further work?*

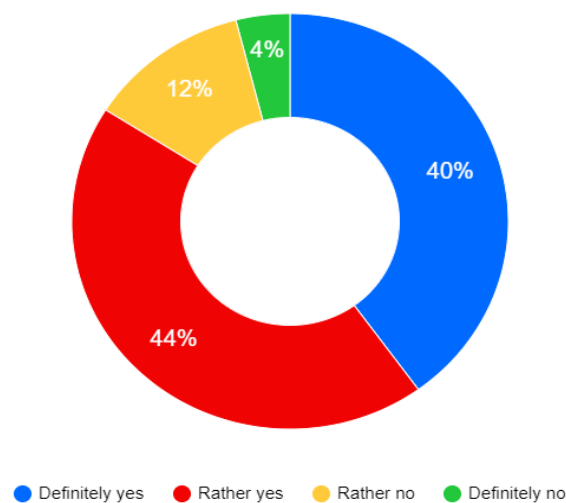


Figure 7 Perception of feedback by employees at Hanácká osiva s.r.o.

From this chart, it can be seen that employees are interested in feedback, which did not appear to superiors and CEOs before. They felt that every employee stood by their unspoken opinion and was not interested in solving anything.

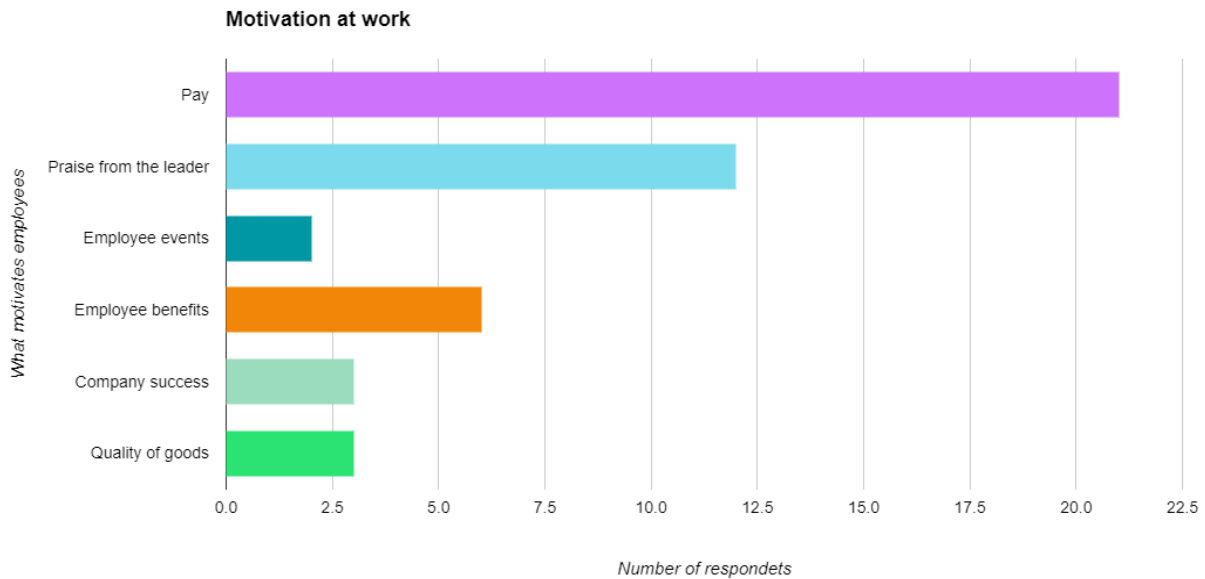


Figure 8 Motivation at work - particular elements

The most common reason for employee motivation at Hanácká osiva s.r.o. was a salary held by up to 77.8% of respondents. Praise from the leader was also among the second most frequently chosen answers. Employee benefits play the third most significant role. Furthermore, the employees themselves attributed values such as self-fulfilment, the meaning of work or a satisfied customer.

8.8.6 Workplace relations

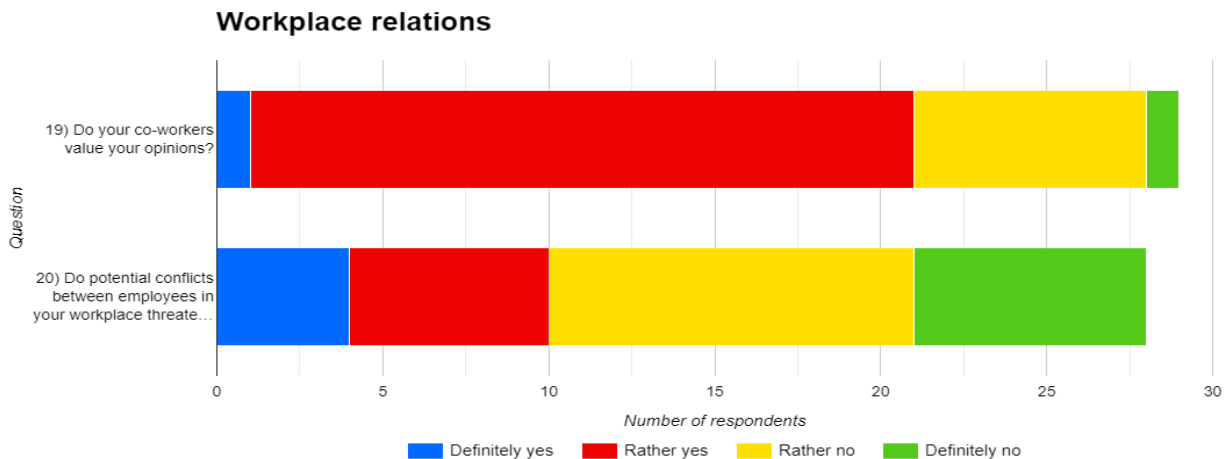


Figure 9 Workplace relations at Hanácká osiva s.r.o.

According to the questionnaire, possible conflicts do not endanger the performance of employees. Common causes of conflict were poor communication and misunderstanding, stress, ambiguous leadership, and poor organization.

- *“When I have a problem with employees, my personal performance increases. As soon as I get upset, I get up and do the work myself. However, the others then hang out with useless things.”*

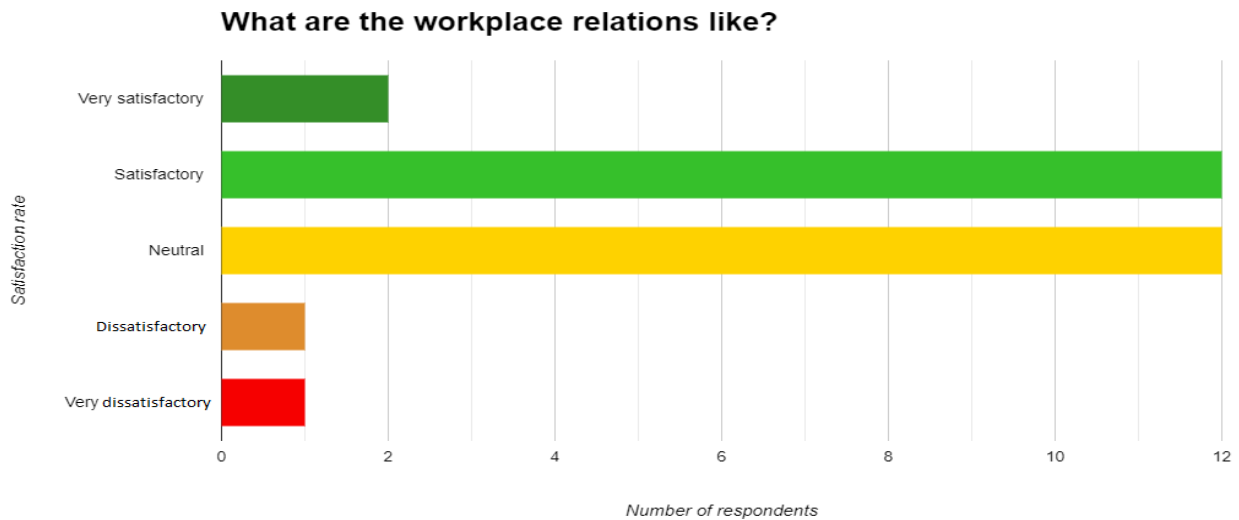


Figure 10 How satisfactory the workplace relations are from the participants’ point of view Employees perceive relationships at the workplace as neutral (42.9%) and equally satisfactory (42.9%).

8.8.7 Information on respondents

Although the questionnaire is anonymous, it was appropriate to collect information on respondents to determine what a particular group requires.

66.5% of respondents work in the seeds department, the remaining 34.5% work in stores.

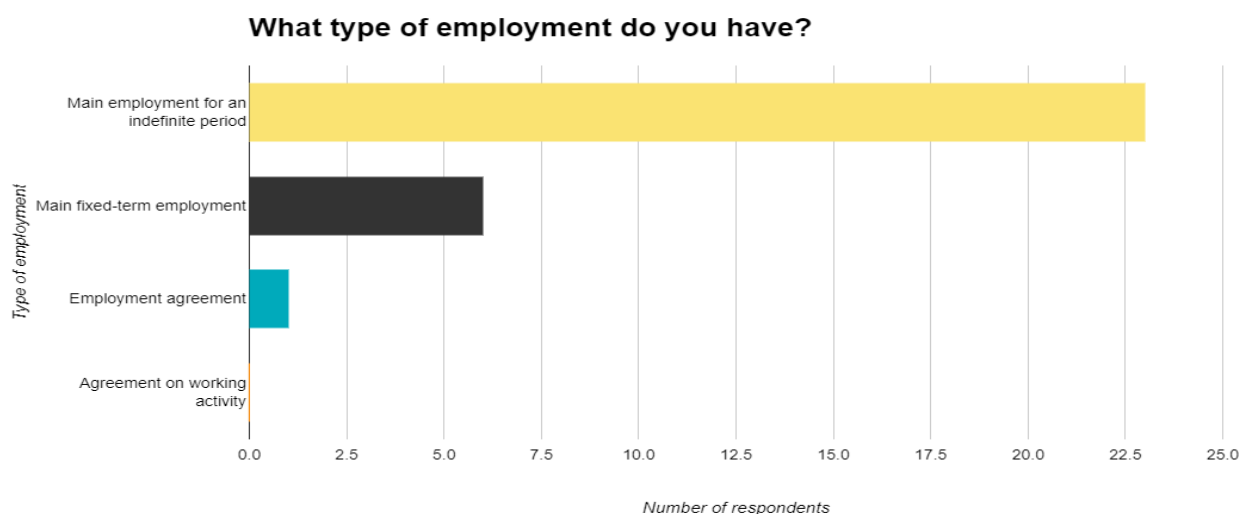


Figure 11 Type of employment at Hanácká osiva s.r.o.

It was necessary to allow more options because there are employees in the company who have multiple jobs. The most significant representation with 79.3% of employees is primary employment for an indefinite period.

Age

This information is relevant due to the setting of favourable working conditions, benefits, and the like. Most respondents (34.5%) are 40 to 49 years old—furthermore, 50 to 59 years with a representation of 31%. The third most numerous group (20.7%) is 30 to 39 years old.

Education

41.38% of participants have a high school education with a school-leaving examination. 27.59% completed their education with an apprenticeship certificate. 13.79% graduated from a second-level university, and 6.90% of participants have a primary education, postgraduate studies providing education with a school-leaving examination, and 3.45% (1 respondent) have completed a bachelor's degree program. According to the questionnaire, employees believe that they do not make appropriate use of their competencies.

9 CONCLUSION OF AN ANALYSIS

Table 14 Evaluation table of personnel audit at Hanácká osiva s.r.o.

The thematic range of questions	Maximum number of points	Low level	Middle level	High level
Strategy and planning	15	7		
Organizational structure concerning human resource management	13	5		
Selection and hiring of new employees	14		10	
Learning and development	18	7		
Performance management and job evaluation	22	5		
Rewarding	25		18	
Employees' relations	18	10		
OSH	10			12
Corporate Culture	13			12
Total	148		84	

Human resource management at Hanácká osiva s.r.o. is low.

The main priority is the safety, protection and working environment of employees. Furthermore, the company is intensively focused on its reputation and corporate culture. This company is based on a good reputation and a friendly way of communicating with its customers. The company adheres to all set standards, employees are easily attracted, and the company's management is aware of its values.

Although it may not be evident to the outside and the customers, the company has to improve itself. It is necessary to focus on the strategic plan and determine the vision and direction that the company should take. Furthermore, it would be appropriate to ensure sufficient training of employees. This will improve work performance and productivity, and the quality of services. Training leads to increasing the motivation of employees and their relationship to the company. An active approach to employee training increases the company's attractiveness in the labour market and facilitates the recruitment of new employees. When recruiting staff, it would be appropriate to introduce forms for semi-structured interviews, personal questionnaires for candidates and new employees, and evaluate the candidate during the interview.

Based on the identified strengths and room for improvement in human resource management, the suggestions set out in chapter RECOMMENDATIONS FOR IMPROVEMENT can be made.

10 RECOMMENDATIONS FOR IMPROVEMENT

This chapter builds on the previous chapter, based on an analysis of human resources management conducted in Hanácká osiva s.r.o. It was used to assess the situation in the organisation in terms of human resources management. There was a list of inherent flaws and accomplishments in the company's recruitment department based on these records. This chapter focuses on developing recommendations for strengthening human resource management systems and practices in specific fields. The recommendations will look at the shortcomings from a human resources perspective and a financial perspective. The recommendations to be made should address the shortcomings in human resources management in society.

10.1 Area of strategy, planning

Although the company operates itself and the customer could appreciate the "home environment", this management and employees' attitude are negatively reflected in several situations. This section will explain in more detail and justify potential measures.

Insufficient HR planning

The company knows that they do not have human resources, but they manage it according to intuition, without a deeper meaning. HR officers are in charge of certain aspects of an organization's staffing operations. They do things like recruiting, workplace management, interviewing, hiring, firing, pensions, enforcement policy, salary discussions, leadership training, team bonding, and workforce relations, among other things. The work of an HR officer is distributed among incompetent employees, such as accountants, company executives, and almost everyone willing and capable to solve complications. Dealing with such problems may solve short-term goals, but it may not solve the problem in the longer term. Besides, employees may not be satisfied.

According to the theory, at least 1.5 HR professional per 100 employees is recommended. It is advisable to employ a human resources specialist, initially at least part-time. The work of the HR specialist, which other employees perform, will thus be saved by the store manager, the economist, the executive, and thus the operation of the employees will be much more efficient. They will focus on their work.

According to ('Plat Personalisty' 2021), an HR officer's average gross monthly salary for the Czech Republic is, on average, CZK 38,000. Although the super-gross wage was abolished in January 2021, the employer must pay social and health insurance. The only difference is that the employee does not need this tax, including these insurances. The gross salary of a personnel

officer, CZK 38,000, by adding these insurances to the employer for the total cost of CZK 50,844 ('Výpočet Čisté Mzdy Po Zrušení Superhrubé Mzdy' n.d.). If the company hired a part-time HR specialist, the costs would be halved. The total costs are shown in Table 15 below.

Table 15 HR officer – costs

	Part-time employment
Gross salary	CZK 19,000
Social insurance (24,8%)	CZK 4,712
Health insurance (9%)	CZK 1,710
Total cost (super gross wage)	CZK 25,422
Costs per year	CZK 305,064

Outsourcing human resources or personnel management, in general, has demonstrable cost savings for smaller businesses since the service may be used on a temporary or long-term basis. Another advantage is the joint HR know-how and the consultant's perspective as an external individual with an overview, practice, and feedback from other firms. The time gained will be used to improve and expand the core sector of the firm. It is then possible to buy ancillary or supporting operations specialise at a discount from external staff service suppliers. The organisational explanation is linked to the simplification of administrative tasks and enhancing the number of employees. The organization's reasons are to simplify the executive job, optimise staff numbers and clarify the corporate framework. Outsourcing is a procurement technique that enables the standard integrated system to be separated. Goldmannová (2009) contrasted the costs of a human resources officer and a payroll accountant for the primary work arrangement with the costs of an outsourced operation in her study. Although the report was written in 2009, it is clear that the expense of a personalist would be reduced. In 2009, gross expenses for human resources and payroll accountants will be CZK 2,800,864, while outsourcing would cost just CZK 976,000, saving CZK 1,824,864.

The HR expert will address the company's issues with human resource planning. He will be in charge of analysing the work roles that the organisation would need to ensure proper and effective service and overseeing the whole human resources management process. The HR expert will assess the work market once a year.

10.2 Organisational structure

The company's organisational structure is addressed only in a straight line, with the CEO supervising the responsible manager all the functions performed in terms of control, the significant decisions. The employees in the company allegedly do not sufficiently respect the instructions of their manager (in the logistics department) and follow themselves. The CEO takes the final word. The logistics manager noted that the company's management structure, communication, division of labour is complex, and therefore he cannot sufficiently perform his work.

Since the leader complained that there was a problem with the authorities, anarchy can arise. I would suggest a more formal structure narrowed down. This means that control and management would be optimized, and the speed of communication between the subordinate and the superior would be made more efficient. While this form may not necessarily be set strictly, leaders should delegate authority and set straightforward tactics to avoid communication noise.

A structured hierarchical structure could be beneficial in this situation. Manufacturing firms would benefit from the functional framework. Employees are paired together based on how close their roles, abilities, or behaviours are. Supervisors are in charge of a particular role and have authority and duty over it. The sides of a hierarchical working system may be as follows:

- Expertise and expertise are extensive.
- Employees have a clear career path (given by the clear focus of the employee).
- Only top management makes strategic decisions.
- Employee collaboration takes place in the technical realm (not between areas).
- Unfavourable circumstances for creativity.
- Responsibility for job outcomes is unclear.

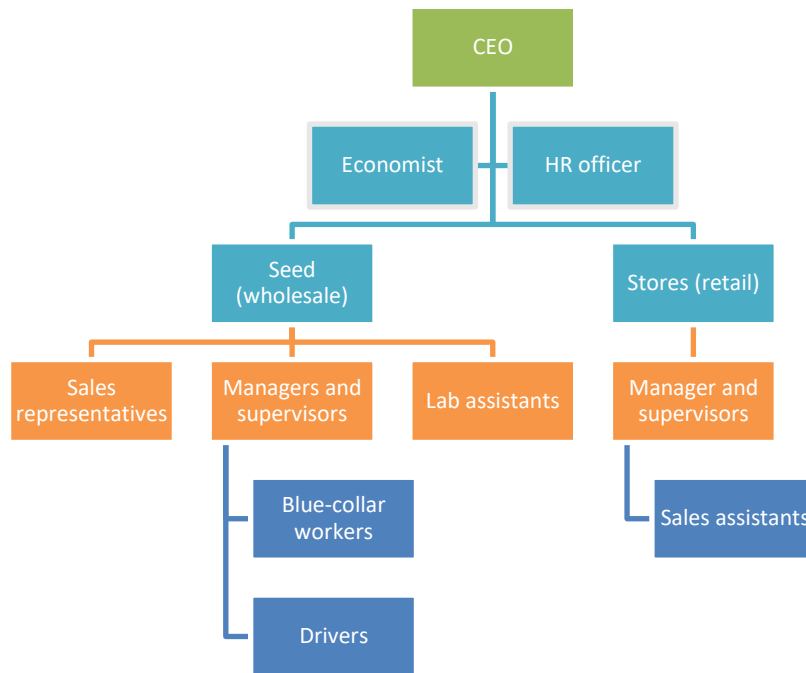


Figure 12 Design of organizational structure in Hanácká osiva s.r.o. (processing itself)

10.3 Area of recruitment, selection, hiring of new employees, and termination

In the practical section, it was mentioned that the CEO recruits employees through acquaintances or by advertising. However, this is not the most effective approach. Its website has details about the company's development, no news, and no job openings. They also comparably operate their social networks, focusing solely on product information. It would be appropriate to use this digital space to increase awareness of hiring new workers. As the CEO takes care of advertising in search of a new employee, he could use social networks. Alternatively, if the company recruits a human resources manager, he can do the job. He has the necessary focus and the appropriate qualifications for this. In today's society, social networks are used much more often than paper versions. The number of contestants would have a better chance of finding the most suitable person and can help them win a competition. This way can also save them many advertising costs.

The company also does not have a clear structure for hiring employees. During the interview, a set of questions should be set up and prepared in advance, which should be the same for all candidates for the given position. The main principles to follow throughout the interview are setting the main objective before the interview, preparing the interview content, and recording the candidate's assessment in a pre-prepared manner.

A form that each employee would fill out before the interview could help. This means that the first step should be for the employee to submit a CV and other documents, fill in a form, and, if interested by the employer, the employee should be referred for an interview. Such a questionnaire would save much time, especially if the company is looking for more employees for different positions or in a situation where there are many candidates.

It would be beneficial for the commission to attend the interview if the organisation had a human resources expert. The recruiting committee would be made up of the CEO, the personnel manager, and, if necessary, the department's supervisor into which the applicant would be hired. The functions should be explicitly defined, and applicants can be evaluated retrospectively using a particular method.

Termination of employment takes place in the company as standard with all necessary measures. If an employee wishes to terminate his or her employment voluntarily, it would be helpful for the company to provide feedback to the employer. The job application form can be found in Appendix A II.

10.4 Area of evaluation, remuneration and employee benefits

This area is divided into three chapters.

Assessment

Employees' task performance is often assessed in the workplace as they perform tasks and jobs. Employees' job assignments, as well as their participation in Hanácká osiva s.r.o. programmes are measured separately. The performance, inputs, and workload are all assessed. Due to the lack of assessment forms, it will be reasonable to use them at least once every six months based on a comprehensive framework. Most organisations use half-yearly assessments to supplement regular evaluations and occur as the annual targets are met, and results can be measured against them.

The annual assessment is prepared and tracked in the company if it has a formal shape. The more critical it is to build a whole framework of the annual assessment, including information technology assistance, the greater the organisation. In smaller organisations, such evaluations take the form of an appraisal interview. Supervisors evaluate the employee's success for the year, improve his talents and abilities, and potential improvements in his attitude toward work with the subordinate. Around the same time, another employee viewpoint is being discussed.

Assessment forms that can be delivered electronically. It is often used to determine competencies. It is typically graded on a four-point scale, but it may also be graded on a five-point scale or a scale of letters instead of numbers.

Both workers can have evaluation conferences with their managers and subordinates during a three-week time period that has been pre-planned and announced. If the system is supported remotely, the assessment coordinator will monitor the success of the whole process and alert supervisors who did not insert details about the evaluation interview into the interview's completion date system. For the actual appraisal interview, the manager must be well trained. The manager explains how he observed and judged the situation negatively, which allows the evaluated individual to explain how he analysed the situation himself. Finally, it is essential to summarise the constructive manifestations in particular. See the evaluation form is in Appendix A III. Although it is an introductory questionnaire, it is also applicable to the ongoing evaluation of employees.

Remuneration

The payment of remuneration does not necessarily have to be objective on the part of the staff since no monetary supplements are decided in the business, and salaries are distributed at the discretion of the CEO. This will preclude any speculation about inequality in the event of the implementation of a new scheme.

There is no set minimum or annual cash compensation and no formal proposal to raise salaries. In response to increasing living costs and market prices, only ad hoc pay rises are implemented. As a result, the employer should change the additional type of remuneration, as this aspect can inspire workers to work better. It would be fair for the employer to set the conditions for the employee in terms of the minimum and maximum pay. There is also a need to implement a wage-increment strategy. Determine when and how salaries can be raised, as well as at what intervals. These operations should be coordinated by an HR officer and the CEO of the organisation. Here, the need for a staff member emerges, notwithstanding the CEO's time savings in this sector.

There is no standardised method for calculating a fixed or basic income. Small businesses often begin by paying their employees a wage dependent on the average price of labour, i.e., based on experience and market data and tailoring it to their needs. On the other hand, this approach emphasises competition's external forces while suppressing internal relationships between individual work practices. Companies also discover that the remuneration of their workers changes significantly in related careers as they evolve. As a result, it is critical to establish an

internally balanced pay system. There are some techniques for shaping it. As a result, it is critical to establish an internally balanced pay system. It is usually determined according to two conditions, namely:

- Worker characteristics (e.g., levels of experience and skills);
- task characteristics.

The procedure for using the scoring method of job evaluation and determination of wages is proposed in Appendix A V.

Following that, individual occupations are assessed using a point system, with the assessment focusing on the qualifications specified in the work description or competency model. It is vital to have a business specialist in the assessment who has a broad understanding of specific careers. Specific occupations are ranked according to their difficulty and categorised into many sections (which may be referred to as pay classes) – for manual labour, clerks, technicians, and leadership roles, with some variation between these categories. Individual groups are assigned an actual wage margin, which is typically determined by benchmarking or industry data. As a consequence, there are a set number of groups, each with a set pay margin. While the ranges of one class overlap with that of the next, the range width (the ratio of the upper and lower limits of the class) should be the same in each class and not exceed 1.5, as seen in Appendix A V.

Employee benefits

The workforce incentives are appropriate considering the company's financial opportunities and scale. Employees shall receive adequate staff compensation, so the employer's interest in his staff can be stated.

Although there was a minority, some employees stated in the questionnaire that they were not sufficiently satisfied with the benefits that the company offers. In agreement with the company's management, it was found that employees are instead not sufficiently informed about the existing benefits. As soon as the employee produces a specific proposal to introduce a benefit to an employee's manager, an employee will only learn that this benefit has already been introduced. It would therefore be appropriate to introduce an information system for internal communication with employees. It can be a closed group on social networks, which would serve as an "information wall". Likewise, a simple bulletin board could help inform employees about updates or current information.

Leisure opportunities are primarily intended to make workers' lives better by supporting their fitness, cultural experiences, productive non-working time, and rest, all of which can lead to improved job efficiency. This may include a wide variety of incentives under the employer's

donations to leisure, entertainment, and tourism, ranging from season passes to fitness centres or swimming pools, to multiple tickets to cinemas, theatres, and concert tickets, to invitations to trips or vacations. A non-taxable expense for the company is a non-monetary donation made to staff in the form of a contribution to cultural activities, trips, and sporting competitions and the ability to access leisure and educational services, libraries, physical fitness, and athletic facilities. Appendix A VI contains the total costs, including the described employee benefits.

10.5 Area of employees' education, development, motivation, and satisfaction

Employee training is one of the company's very weaknesses. The company should focus more on it because it can help work efficiently. It would be appropriate for the manager to train employees in the basics of Microsoft Office software. This will give them access to data that employees can provide when needed, saving their supervisor work. By using internal training, the company would save. A straightforward way to educate their employees is to provide them with professional literature at the workplace, which they can use if necessary. It would also be appropriate to use external methods and look for information on training opportunities in the employees' activity. This could be used mainly for managerial positions.

From the questionnaire, it can be implied that employees show interest in feedback, which motivates them to continue performance. For this case, it would be practical to introduce consultations with the company's ongoing evaluation or to individually agree with the employee on a short interview about his performance. Also, as already mentioned, praise from a leader is one of the main reasons to increase motivation.

From the questionnaire, it can be concluded that employees are interested in further education, development, and career growth, but many believe that this is no longer possible in the company. This problem may be due to a lack of information, as the company's management supports the growth initiative. Therefore, it could help if the possibilities of benefits and development were mentioned in the meetings. The notice boards with the offered courses can also be used.

The head of logistics emphasized that even though it was indispensable, the employee refused training and courses. Both positive and negative motivation could be used here. The bonus for raising qualifications could be positively motivated. If its output, thanks to training, also helped the company's results, it would provide bonuses for that as well. A negative motivation would then be the requirement to have an employee in a given job position who has already completed

the course. Employees will be motivated by excellent job material that makes better use of their experience and expertise.

It turned out that the company's relations in the company are at a low level. What considerably worsens the atmosphere in the workplace are conflicts that stem from a lack of communication and organization. I, therefore, propose to introduce people management courses for supervisors. It would be interesting to introduce teambuilding programs and employee events and give feedback to improve relationships. An individual informal interview can easily suggest this, or it is possible to set up a mailbox where employees can voluntarily contribute anonymously.

CONCLUSION

Human resource management is a new speciality in Czech businesses, which are only getting started with it. Personnel units of international corporations usually operate and efficiently.

The key aim of the bachelor thesis was to identify the benefits and drawbacks of the present state of human resource management at Hanácká osiva s.r.o. A current environment review was also completed and served as the foundation for plans and guidelines to improve work in staff management.

The theoretical section described the fundamental principles and practices of human resource management. The theoretical part, which functioned as a foundation for the natural part, was prepared using technical literature.

In the analysis, the business Hanácká osiva s.r.o. was introduced, which not only deals with the care of all its grown seeds, cleaning of tiny seeds, or pickling of rape and poppy but may also use its ability to offer services to farmers outside the seed industry in the form of services. Retail stores with a full range of products for small farmers, gardeners, and breeders are an essential part of the resources offered. Furthermore, the company's future priorities and plans were explained and the venue, major competitors, and primary customers.

The methods used in the bachelor's thesis exposed a fundamental flaw, namely that human capital is needed. This significant weakness is related to a slew of other problems, all of which arise from a lack of emphasis on the organisation's productivity. Despite these flaws, the organisation received a decent number of points in the results of the existing state of human resources management review to be classified as having a medium level of human resources management.

A simple suggestion was to establish a job of human resources professional who would be in charge of the company's staff management. Proposals for streamlining employee appraisals, preparation processes, enhancing motivation, and designing ways and procedures for sourcing, choosing, and hiring, as well as appraising staff, were also included in the recommendations.

It is vital that the company's management recognises that human capital is critical to the company's growth and a strong competitive edge and that human resources should be managed with the same respect as financial, capital, and material resources. Please refer to Appendix A VI for a detailed list of the total cost of suggestions for improvement.

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APPENDIX A I: EMPLOYEES' QUESTIONNAIRE

Dear respondent,

Please fill in a questionnaire, which focuses on the perception of the company of employees of Hanácká osiva s.r.o. By completing the questionnaire, you will contribute to changing the current state of human resource management – if it turns out that such a need exists. I will deal with the topic due to the improvement of working conditions or work efficiency.

My name is Martina Hanáková. I am studying the third year of English for Business Administration at Tomas Bata University in Zlín. Your answer will help me obtain relevant data for my bachelor's thesis, which deals with human resources management in a selected small company.

The summary results will be anonymized and passed on to management. It will take you up to 10 minutes to complete.

- | | |
|--|---|
| <p>1) Are you generally satisfied with your job?</p> <ul style="list-style-type: none">a. Definitely yesb. Rather yesc. Rather nod. Definitely no | <p>4) Are your supervisor's expectations of work performance realistic?</p> <ul style="list-style-type: none">a. Definitely yesb. Rather yesc. Rather nod. Definitely no |
| <p>2) Is your work valuable for the company?</p> <ul style="list-style-type: none">a. Definitely yesb. Rather yesc. Rather nod. Definitely no | <p>5) Do you feel overworked or stressed during your typical week?</p> <ul style="list-style-type: none">a. Definitely yesb. Rather yesc. Rather nod. Definitely no |
| <p>3) Is your job demanding?</p> <ul style="list-style-type: none">a. Definitely yesb. Rather yesc. Rather nod. Definitely no | <p>6) Will you likely be looking for another job outside this company soon?</p> <ul style="list-style-type: none">a. Definitely yesb. Rather yesc. Rather no |

- d. Definitely no
- 7) Your more detailed comment:
- a. *Open question*
- 8) Do you have suitable conditions for the proper performance of work?
- a. Definitely yes
 - b. Rather yes
 - c. Rather no
 - d. Definitely no
- 9) Are you satisfied with the way you control your work?
- a. Definitely yes
 - b. Rather yes
 - c. Rather no
 - d. Definitely no
- 10) Your more detailed comment:
- a. *Open question*
- 11) Do you feel informed enough?
- a. Definitely yes
 - b. Rather yes
 - c. Rather no
 - d. Definitely no
- 12) If you feel uninformed, what other way to communicate with management would you appreciate?
- a. *Open question*
- 13) Your more detailed comment:
- a. *Open question*
- 14) Are you adequately paid for your work?
- a. Definitely yes
 - b. Rather yes
 - c. Rather no
 - d. Definitely no
- 15) Are you satisfied with the employee benefits?
- a. Definitely yes
 - b. Rather yes
 - c. Rather no
 - d. Definitely no
- 16) What existing benefits are attractive for you?
- a. *Open question*
- 17) Do you receive benefits that are unusable for you?
- a. Yes
 - b. No
- 18) What other benefits would you add?
- a. *Open question*
- 19) Your more detailed comment:
- a. *Open question*
- 20) Do your co-workers value your opinions?
- a. Definitely yes
 - b. Rather yes
 - c. Rather no
 - d. Definitely no

21) What are workplace relations like?

- a. Very satisfactory
- b. Satisfactory
- c. Neutral
- d. Dissatisfactory
- e. Very dissatisfactory

22) Do potential conflicts between employees in your workplace threaten your performance?

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

23) What are the common causes of conflict?

Check all that apply.

- a. Bad communication
- b. Stress
- c. Ambiguous leadership and poor organization
- d. Differences in perceptions of problems and job evaluations
- e. Different goals
- f. Relationships at the wrong level (with both colleagues and superiors)
- g. Events that change the life and environment in the workplace
- h. Others:

24) Your more detailed comment:

a. *Open question*

25) Are you motivated by feedback from your supervisor for further work?

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

26) What is most motivating for you at work?

Check all that apply.

- a. Pay
- b. Praise from the leader
- c. Employee events
- d. Employee benefits
- e. Others:

27) Your more detailed comment:

a. *Open question*

28) Does the company support employee training?

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

29) Do you have the motivation to educate in your job?

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

30) Are the assigned tasks beneficial for you in your further work?

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

31) Does your supervisor support your development?

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

32) Are you satisfied with the possibilities of career growth in the company?

- a. Definitely yes
- b. Rather yes
- c. Rather no
- d. Definitely no
- e. There are no growth opportunities in the company

33) Are you regularly presented with evaluations of your performance?

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

34) Your more detailed comment:

- a. *Open question*

35) Do you work rather:

- a. In the seed department

- b. In retail

36) What type of employment do you have?

Check all that apply.

- a. Full-time employment
- b. Part-time employment
- c. Work performance agreement
- d. Short-term work performance agreement

37) Age:

- a. 18-20
- b. 21-29
- c. 30-39
- d. 40-49
- e. 50-59
- f. 60 and more

38) Highest education level

- a. Primary education
- b. Secondary education with an apprenticeship certificate
- c. Postgraduate studies providing education with a school-leaving examination
- d. Secondary education with a school-leaving examination
- e. Higher professional education
- f. University - bachelor's degree program
- g. University - master's degree program
- h. University - doctoral study program

Thank you for completing the questionnaire. If you have any comments, remarks, or other additional information, feel free to tell me. You can contact me here: m_hanakova@utb.cz

39) Here is a free space for you where you can comment on the information in the questionnaire. For example, what would you change in your work? What do you like to tell the management of the company?

a. *Open question*

DEGREE/CERTIFICATION: _____

OTHER: _____ CITY / STATE: _____

FROM: _____ TO: _____

DEGREE/CERTIFICATION: _____

PREVIOUS EMPLOYMENT

EMPLOYER 1: _____
Company / Individual

E-MAIL: _____ PHONE: _____

ADDRESS: _____
Street Address Apt/Suite

City State Zip Code

STARTING PAY: \$ _____ HOUR SALARY ENDING PAY: \$ _____ HOUR SALARY

JOB TITLE: _____ RESPONSIBILITIES: _____

FROM: _____ TO: _____

REASON FOR LEAVING: _____

EMPLOYER 2: _____
Company / Individual

E-MAIL: _____ PHONE: _____

ADDRESS: _____
Street Address Apt/Suite

City State Zip Code

STARTING PAY: \$ _____ HOUR SALARY ENDING PAY: \$ _____ HOUR SALARY

JOB TITLE: _____ RESPONSIBILITIES: _____

FROM: _____ TO: _____

REASON FOR LEAVING: _____

EMPLOYER 3: _____
Company / Individual

E-MAIL: _____ PHONE: _____

ADDRESS: _____
Street Address Apt/Suite

_____ City State Zip Code

STARTING PAY: \$ _____ HOUR SALARY ENDING PAY: \$ _____ HOUR SALARY

JOB TITLE: _____ RESPONSIBILITIES: _____

FROM: _____ TO: _____

REASON FOR LEAVING: _____

REFERENCES
(PROFESSIONAL ONLY)

FULL NAME: _____ **RELATIONSHIP:** _____
First Last

COMPANY: _____ TITLE: _____

E-MAIL: _____ PHONE: _____

FULL NAME: _____ **RELATIONSHIP:** _____
First Last

COMPANY: _____ TITLE: _____

E-MAIL: _____ PHONE: _____

FULL NAME: _____ **RELATIONSHIP:** _____
First Last

COMPANY: _____ TITLE: _____

E-MAIL: _____ PHONE: _____

BACKGROUND CHECK CONSENT

IF ASKED, ARE YOU WILLING TO CONSENT TO A BACKGROUND CHECK? YES
 NO

DISCLAIMER

Applicant understands that this is an Equal Opportunity Employer and committed to excellence through diversity. In order to ensure this application is acceptable, please print or type with the application being fully completed in order for it to be considered.

Please complete each section, EVEN IF you decide to attach a resume.

I, the Applicant, certify that my answers are genuine and honest to the best of my knowledge. If this application leads to my eventual employment, I understand that any false or misleading information in my application or interview may result in my employment being terminated.

SIGNATURE _____ **DATE** _____

PRINT NAME _____

APPENDIX A III: INTRODUCTORY PERFORMANCE REVIEW

Table 16 Introductory performance review (Brown 2019)

Introductory Performance Review

Employee Info

Employee Name		Department	
Employee Id		Reviewer Name	
Position Held		Hr Rep	
Hire Date		Date Of Review	

Behaviours

Quality	Unsatisfactory	Satisfactory	Good	Excellent
Works to Full Potential				
Quality of Work				
Work Consistency				
Communication				
Independent Work				
Takes Initiative				
Group Work				
Productivity				
Creativity				
Honesty				
Integrity				
Coworker Relations				
Client Relations				
Technical Skills				
Dependability				
Punctuality				
Attendance				

Strengths / Training Needs

Detail Employee's Greatest Strengths
Detail Aspects Requiring Improvement

Goals

Achieved Goals Set In the Previous Review?
Goals For Next Review Period

Comments and Approval

Employee Comments		Reviewer Comments			
Employee Signature		Reviewer Signature		Hr Rep Signature	

APPENDIX A IV: ONBOARDING INTERVIEW

Source: (*'Your Ultimate Guide to Answering the Most Common Interview Questions'* 2021)

- 1) Introduction = The development of a friendly atmosphere, the establishment, and relations
- 2) Middle section = Knowledge gathering and transmission, questions answering.
- 3) Conclusion = Interview overview + next move agreement

Introduction:

- Please tell me a little bit about yourself.
- How did you find out about this job?

Middle section:

- What is your motivation for applying for this position?
- What makes you the best candidate for the job?
- In five years, where do you see yourself?
- What are the strongest points?
- What do you think your shortcomings to be?
- What is the proudest career accomplishment?
- Would you tell me about a career problem or dispute you have faced and how you dealt with it?
- What is the reason for quitting your present job?
- How do you manage pressure and inconvenient situations?
- What drives you?
- When would you be able to begin working for us?
- What are your wage goals?

Conclusion:

- Do you have any questions for us?

APPENDIX A V: RANKING SYSTEM OF WORK ASSESSMENT AND PAY

Table 17 Ranking system of work assessment and pay (Janišová and Křivánek 2013)

Number of criterion	Weight	Criterion	Degrees	Number of points
1	2	Education	Lower than secondary	2
			Secondary education	4
			University	6
2	2	Relevant work experience	0-3 year(s)	2
			3-6 years	4
			More than 6 years	6
3	1	Special education (certificates, certificates, examinations, training)	No requirements	0
			Low requirements	1
			Intermediate requirements	2
			High requirements	3
4	1	Knowledge of a foreign language	No requirements	0
			Reading level	1
			Conversational level	2
			Negotiating level	3
5	3	Managing subordinates	No requirements	0
			One department	3
			Multiple departments	6
			Managing at a strategic level	9
6	1	The critical profession of organisation	Not key	0
			Less important	1
			Moderate	2
			Highly important	3

Wage classes

Table 18 Wage class (Janišová and Křivánek 2013)

Class	Workers (W)	Referents (R)	Specialists (S)	Managers (M)
9				M

8				M
7			S	M
6		R	S	
5		R	S	
4	W	R		
3	W			
2	W			
1	W			

Person groups are assigned an actual wage margin, which is typically determined by benchmarking or industry data. As a consequence, there are a set number of groups, each with a set pay margin. Although one class's ranges overlap with the next, the range width (the ratio of the class's upper and lower limits) should be the same in each class and not exceed 1.5, as seen in the table.

Table 19 Example of a range of wage classes

Class	Lower limit	Upper limit	Class range
4	20,000	30,000	1,50
5	25,000	37,500	1,50
6	30,000	45,000	1,50
7	35,000	52,500	1,50

A smaller number of classes (5-8) is preferred because it provides a more dynamic structure that requires less frequent changes and allows one to address the needs of individuals within the class.

APPENDIX A VI: THE TOTAL COST OF SUGGESTIONS FOR IMPROVEMENT

Table 20 Total cost of suggestions and recommendations for improvement

HR officer for part-time employment		
Gross salary	CZK 19,000	
Social insurance (24,8%)	CZK 4,712	
Health insurance (9%)	CZK 1,710	
Total cost (super gross wage)	CZK 25,422	
Costs per year	CZK 305,064	
Employee benefits		
	Cost per one employee	Cost per all employees (55)
Voucher for one visit to the wellness centrum	CZK 650	CZK 35,750
Five cinema tickets per year	CZK 650	CZK 35,750
Voucher for a sport event worth CZK 300 every three months	CZK 1,200	CZK 66,000
Teambuilding – tourist trip	CZK 990	CZK 54,450
Learning and development		
	Cost per one manager	Cost per all managers (10)
Leadership course	CZK 10,600	CZK 106,000
Celkem	CZK 603,014	