

An Analysis of Employee Satisfaction in a Chosen Company

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ABSTRAKT

Spokojenost zaměstnanců je velmi důležitá. Spokojení zaměstnanci pracují lépe a udržují společnost v pohybu. Cílem práce bylo zjistit, zda jsou zaměstnanci vybrané firmy spokojeni se svou prací. Teoretická část obsahuje základní pojmy spojené s pracovní spokojeností. Analytická část obsahuje dotazníkové šetření a jeho výsledky. Na základě výsledků bylo zjištěno, že jsou zaměstnanci firmy spokojeni. Výsledky ale také ukázaly několik slabých stránek, které se staly základem autorových doporučení jako lepší vzduchotechnika, klimatizace, adaptační plán pro nové zaměstnance a další.

Klíčová slova: pracovní spokojenost, pracovní nespokojenost, faktory ovlivňující pracovní spokojenost, motivace, řízení lidských zdrojů, dotazník

ABSTRACT

Employee satisfaction is very important. Satisfied employees perform better and keep the company moving forward. The aim of the thesis was to find out whether the employees of the selected company are satisfied with their job. The theoretical part contains basic terms connected with job satisfaction. The analytical part contains a questionnaire survey and its results. Based on the results, it was revealed that the employees of the company are satisfied. However, the results also showed several weaknesses, which became the basis for the author's recommendations such as better ventilation system, air conditioning, adaptation plan for new employees, and more.

Keywords: job satisfaction, job dissatisfaction, factors influencing job satisfaction, motivation, human resource management, questionnaire

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

CONTENTS

INTRODUCTION	10
I THEORY	11
1 HUMAN RESOURCE MANAGEMENT	12
2 JOB SATISFACTION, JOB DISSATISFACTION	14
2.1 JOB SATISFACTION	14
2.2 JOB WITHDRAWAL	15
Psychological withdrawal.....	15
Physical withdrawal	15
Behavior change	16
2.3 JOB SATISFACTION AND PERFORMANCE	16
2.4 MEASURING JOB SATISFACTION	16
3 FACTORS INFLUENCING JOB SATISFACTION	18
4 MOTIVATION	22
4.1 TYPES OF MOTIVATION	22
4.2 MOTIVATION THEORIES	23
5 RESUME OF THEORETICAL PART	25
II ANALYSIS	26
6 INTRODUCTION OF THE COMPANY	27
7 ANALYSIS OF EMPLOYEE SATISFACTION.....	29
7.1 DATA COLLECTION METHOD	29
7.2 CHARACTERISTICS OF THE QUESTIONNAIRE.....	29
7.3 CHARACTERISTICS OF RESPONDENTS	30
7.4 ANALYTICAL FINDINGS.....	31
7.4.1 Satisfaction with work relationships	31
7.4.2 Satisfaction with rewards	33
7.4.3 Satisfaction with awareness	36
7.4.4 Satisfaction with working conditions.....	37
7.4.5 Satisfaction with education and development.....	41
7.4.6 Loyalty to the company.....	42
7.4.7 Open-ended question.....	44
8 RESUME OF THE QUESTIONNAIRE SURVEY	45
9 RECOMMENDATIONS	47
9.1 VENTILATION SYSTEM, AIR CONDITIONING.....	47
9.2 COMMUNICATION BETWEEN DEPARTMENTS	47
9.3 ADAPTATION PLAN FOR NEW EMPLOYEES.....	48
9.4 EDUCATION AND DEVELOPMENT	48
9.5 POSSIBILITY OF PROMOTION	49
CONCLUSION	50
BIBLIOGRAPHY	51
LIST OF ABBREVIATIONS	53
LIST OF FIGURES	54

LIST OF TABLES	55
APPENDICES	56

INTRODUCTION

Nowadays Human Resource Management (HRM) is as important as modern technology or finance. As Marchington et al. say, proper management of human talent is considered one of the most crucial things that play a big role in the success of a company/organization. (2016, 3–8) Properly set HRM can have a big impact on job satisfaction.

It is very important to have satisfied employees with positive relationships with their job. Such employees do much more of quality work and keep the company/organization to move on. Work is a big part of everyone's life. That is the reason why employers need to regularly get feedback from the employees and to be aware of the satisfaction of their employees. There are many methods, which help the employers find out the level of satisfaction of their employees such as interviews, satisfaction surveys, and others. It is proven that satisfied employees perform better, so the company can achieve its set goals. (Noe et al. 2010, 293) Job satisfaction is also connected with the motivation of employees. Well-motivated employees tend to perform better.

This bachelor's thesis deals with the analysis of employee satisfaction in a chosen company. The main goal of this thesis is to find out whether the employees of company X are satisfied with their current job. After a meeting with the company's management, it was decided that the company's name would remain anonymous. This company was chosen because it is a leader in its field (spot transactions) on the Czech foreign exchange market and in order to maintain its position, it is important to take care of the satisfaction of its employees so they can give their best performance and achieve company's set goals.

The thesis has two parts. The first theoretical part deals with the term 'job satisfaction' as such. The theoretical part contains chapters like human resource management, job satisfaction, job dissatisfaction, influencing factors, and motivation. All the important topics related to the aim of this thesis are explained.

The analytical part focuses on the introduction of the company and on the main part of this thesis—the analysis itself. A questionnaire survey was chosen as a method of collecting the data. The questionnaire helped to find out the strengths of the company, which were highlighted and weaknesses that became the basis of possible improvements. The results of the analysis were crucial for answering the main question of the research. Also, the results became the basis for recommendations how to increase employee satisfaction.

I. THEORY

1 HUMAN RESOURCE MANAGEMENT

The topic of the bachelor thesis is employee satisfaction, which is closely related to Human Resource Management (HRM), therefore the term HRM and its role are explained in this chapter.

Employees are the crucial source of organizational growth, problems, performance, lawsuits and resistance. Human Resource Management designs formal systems to accomplish company's goals by managing human talent. It is about people inside the company—employees. The system is needed whether it is a small non-profit organization with few employees or a big organization with 10, 000 employees. No matter what company people are in, they have to be paid, recruited, selected, trained, and managed, so appropriate system is needed. (Mathis et al. 2014, 4–5)

The term Human Resource Management (HRM) became popular from the mid-1980s in the UK and other terms such as personnel management were replaced by this term. HRM uses an array of structural, personnel and cultural techniques to achieve competitive advantage by highly committed and capable workforce. People – employees are the most valued asset in an organization. Nowadays, HRM is considered more important than finance or technology and it is seen to be crucial for companies to be successful or unsuccessful. (Marchington et al. 2016, 3–8)

According to Noe et al. (2019), employee attitudes, behaviour and performance is influenced by HRM systems, policies and practices. There are several important HRM practices. These practices include attracting potential employees (recruiting), designing and analysing work, choosing employees (selection), determining human resource needs (HR planning), preparing employees for future (development and training) and teaching them, how to perform their jobs, evaluating their performance (performance management), rewarding employees (compensation), and creating a positive work environment (employee relations). (Noe et al. 2019, 4)

Main activities of HRM may vary from organization to organization depending on the HRM function and how it is organised. According to Foot and Hook (2008), HRM is involved in a wide range of matters listed below.

- Safety and health
- Employee welfare
- Negotiation
- Adding value

- Talent management
- Employee counselling
- Recruitment and selection
- Motivating employees to achieve set goals and improved performance
- Reward and payment of employees
- Development and learning
- Encouraging engagement and involvement
- Redundancy
- Human resource planning
- Managing diversity
- Corporate and ethics responsibility
- Provision of equal opportunities
- Change management
- Provision of contracts
- Dismissal
- Disciplining individuals
- Provision of fair treatment
- Knowledge management
- Dealing with grievances
- Managing international HRM or cross-cultural issues (Foot and Hook 2008, 3)

Mathis et al. (2014) claim that some organizations hold that their most important assets walk out the door each evening. To have reliable, productive, and creative employees should be the goal of every organization so it can get the most out of the finances spent on its employees. This can earn a reputation of good employers and perfect place to work. (Mathis et al. 2014, 4)

Employees does not automatically give their best performance in an organization, they need to be placed into right job position, trained, and given feedback. (Mathis et al. 2012, 1) Job satisfaction is one of the many things that can be affected by properly adjusted HRM strategy. Next chapters are devoted to job satisfaction/dissatisfaction, influencing factors, motivation and other terms related to this topic.

2 JOB SATISFACTION, JOB DISSATISFACTION

HRM settings can affect employee characteristics. One of them is job satisfaction. According to Armstrong, the term 'job satisfaction' can be described as a work attitude. Whether the employees have favorable and positive feelings about their work leading to job satisfaction or unfavorable and negative ones leading to job dissatisfaction. (Armstrong, 2017, 202) Until the 1950s, the term 'work morale' was used in the management literature. However, the term 'job satisfaction' is more common now. (Kociánová 2010, 34–5)

2.1 Job satisfaction

According to McFarlin only 15 percent of employees are in their job very satisfied. (McFarlin 2020) Job satisfaction is just a small part of the overall life satisfaction of a person. Human satisfaction is a subjective feeling either in personal or professional life. It changes according to the experience of reality, needs, values, attitudes, and emotions. Work plays a very important role in everyone's life. (Kociánová 2010, 34)

According to Neuberger and Allerbeck (1978) the keystone of job satisfaction is based on these following aspects: (Kociánová 2010, 35)

- working hours,
- organization and its management,
- co-workers,
- working conditions,
- superior,
- pay,
- possibility of professional development,
- job security,
- work content.

Every individual worker has its own emotional response to all things mentioned above. An employee expects his job values to be fulfilled, so he/she can feel satisfied. On the other hand, when the expectations are not fulfilled, then comes unpleasurable emotion of dissatisfaction. (Henne, Locke 1985, 222–23) Bad attitudes of employees towards the co-workers, organization, superiors, themselves and their work cause negative phenomena like leaving the organization, absence, cheating and sloppy job. (Kociánová 2010, 35)

The organization managers should be aware of employee's dissatisfaction and try remedy it, because persistent employee dissatisfaction can be detrimental to the achievement of the

objectives that the firm set. (Henne, Locke 1985, 221) If an employee is showing a negative attitude in the workplace, he/she is either dissatisfied with his/her job or is going through a difficult period of personal life. This negative attitude can very quickly spread to other employees in the workplace and the whole working morale could begin to slip. (McFarlin 2020)

2.2 Job withdrawal

Job withdrawal is produced by job dissatisfaction. It is a state when employees try to mentally, physically, or emotionally avoid working. This negative condition is caused by employee dissatisfaction of nature of the job, pay levels, co-workers and supervisors, or employee's own disposition. Job withdrawal has three forms—psychological withdrawal, physical job withdrawal and behavior change—which are closely related. (Noe et al. 2010, 303)

Psychological withdrawal

When the employee is not satisfied with the job itself, it may result in low level of job involvement and low organizational commitment. Employees with low level of job involvement do not identify themselves with their job. Such employees are physically at work but mentally elsewhere. Employees with low level of organizational commitment are not willing to put the effort in working for the organization. (Noe et al. 2010, 308)

When the employee has a job, he/she would rather avoid, the emotional state of dissatisfaction creates a conflict in the employee's mind. This conflict can result in mental health issues like frustration and many others. The employee who is feeling mentally unhealthy has less logical thinking and less ambitious values and is less capable of achieving the goals. (Henne, Locke 1985, 232–34)

Physical withdrawal

Dissatisfied employees may be solving their problems by physically withdrawing from their job which is costly for the employer. Even when they are physically in work, they are not actually working. Other options of physical withdrawal are calling sick, arriving late, requesting a transfer, or leaving the organization. (Noe et al. 2010, 307–08) Moreover, job dissatisfaction is followed by several physical responses. One of the responses can be stress which can cause high blood pressure, frequent headaches, and others. (Henne, Locke 1985, 235)

Behavior change

When the employees are dissatisfied with certain aspect of their job, the first logical response is trying to solve the problem with the superior and make some changes of the conditions. Unfortunately, the superior might take this as a confrontation, and it may lead to a major conflict. The superior takes all the confrontations and complaints as threats even if mentioning these could solve the problem. If the communication between management and employees does not work, then employees may be looking for help from outside the organization. This might be harmful for the organization because it causes bad publicity. (Noe et al. 2010, 307)

2.3 Job satisfaction and performance

Job satisfaction is one of the aspects of organizational management. (Kociánová 2010, 34) It is proven that the organizations with satisfied employees tend to perform better. (Noe et al. 2010, 293) According to Armstrong (2003), it is not job satisfaction that produces high performance, but it is the high performance that leads to job satisfaction. When people want to achieve certain goals, they improve their performance, and then they are satisfied with the work they have done. Giving people financial or non-financial rewards and the opportunity to perform can also lead to bigger improvement. In other cases, the management have to find other ways to satisfy needs of employees that are already satisfied with their job and will not be willing to work harder. (Armstrong 2003, 240)

2.4 Measuring job satisfaction

Measuring the level of employee satisfaction is very important thing for employers to do. They should be aware of it, so they can avoid the employee dissatisfaction and make necessary changes. (Noe et al. 2010, 313)

The level of employee satisfaction can be measured by several methods. (Armstrong 2003, 240) One of the easiest ways to find out the state of employee satisfaction is to ask them. If the leaders let know their employees they do care about their honest opinions, the employees will be more willing to share their opinions with them. Sending an employee satisfaction survey is the best way. (Young Entrepreneur Council 2019)

The program of employee surveys should be part of every organization's human resource strategy. This program allows employers to monitor if the trend is falling or not. If there is any problem, the trend signals a need for an improvement. The results can be compared either with different departments within organization or use the data for comparison with

other companies in the same industry. (Noe et al. 2010, 313) Using these surveys gives employees the feeling of being heard and it can lead to employee satisfaction as well.

Job Descriptive Index (JDI) is widely used method of measuring job satisfaction. The JDI focuses on specific aspects of satisfaction, such as supervision, pay, promotions, co-workers, and the work itself. Other methods focus on specific aspects of job satisfaction more in detail. For example, Pay Satisfaction Questionnaire (PSQ) focuses on specific aspects of pay, such as raises, structure, and pay levels. These surveys help the human resource management to avoid potential problems or confirm the expectations. (Noe et al. 2010, 314–15)

Other possible way of gathering the information is the exit interview. The departing employees meet with the human resource specialist and discuss all the reasons why they are leaving the organization. Well-structured exit interview can uncover a lot of reasons why the employees are leaving the organization and may help to solve these problems. For example, when a lot of exiting employees are leaving the organization because of the similar problems, it is a big warning that the management should consider a change. (Noe et al. 2010, 315–16)

3 FACTORS INFLUENCING JOB SATISFACTION

Job satisfaction is unstable. That is the reason why one cannot be fully satisfied or completely dissatisfied. Some circumstances of the job satisfaction can be acceptable for certain group of people, and to others not acceptable at all. Job satisfaction is influenced by several factors. The set of factors that influence job satisfaction is very complex. Some factors affect job satisfaction in the long term, others situationally. (Kociánová 2010, 35–36)

All the factors influencing job satisfaction can be divided into four categories – conditions of work, non-organizational factors, influences related to employees' work activity (the content and character of work), and influences on individuals (personality and individual characteristics). Conditions of work include working environment (air, light, noise, temperature, etc.), employee care and safety of work, appreciation of work and organizational reward system, organizational management, leadership style (the quality of supervision), career development, and interpersonal relationships. Non-organizational factors are wage level, the economic situation of the state, the international, national and local labour market, legislation (especially labour law), international and national policy (especially employment policy), competition in the field of organizational activities, etc. Personality characteristics include needs, attitudes, interests, self-esteem, motivation, abilities, aspirations, degree of identification with work as a profession, and degree of satisfaction as a personality disposition. Individual characteristics include gender, age, education, marital status, cultural specifics, and work experience. (Kociánová 2010, 36)

As many surveys show, the factors are divided into the ones with strong positive impact and the ones with very negative impact on the job satisfaction, leading to dissatisfaction.

Similarly, Noe et al. divided the factors influencing job satisfaction into four categories, as follows: tasks and roles, pay and benefits, personal dispositions, and co-workers and supervisors. (Noe et al. 2010, 304)

Tasks and roles

Generally, repetitive and simple tasks in work are very boring for employees, especially for women. Jobs that require bigger physical strain and exertion are more dissatisfying for people. Job dissatisfaction is also caused when the work is not related to something the employee values. (Noe et al. 2010, 304–05) Employees have also specific role within the organization. Employers expect that the roles of employees will consist of the specific set of behaviors that include the formally defined duties. Some of them are listed below:

- Role conflict (means that one cannot meet all the tasks/objectives; job objectives/demands are contradictory and incompatible.),
- Role ambiguity (means that employees want to know how their performance is going to be evaluated; an uncertainty about what the organization expect the employee to do and how to do it.),
- Role overload (is a situation when a person is expected to do too many tasks and too many expectations are placed on him/her). (Noe et al. 2010, 304)

Pay and benefits

There are three forms of benefits. Financial rewards are referring to pay. Non-financial rewards are referring to recognition of achievements, receiving praise, and feeling valued. Benefits are non-pay rewards such as healthcare, pensions, memberships in health or fitness clubs, or meals. (Wilton 2016, 203) In general, employees require security, fairness, additional benefits, and enough money to meet their expenses. (Henne, Locke 1985, 222) For most people having a job means to be financially secured and it is the primary source of income. Apart from interesting work and positive relationships with co-workers, earnings are the most important thing employees care about. The pay level (the amount of income associated with each job) is especially important and significant for retaining employees. Pay can be also represented as an indicator of status within the society and the organization, which is important for people's self-worth. Employees also do care about benefits like insurance, but sometimes they have difficulty measuring their worth and they may not consider them as much as pay itself. (Noe et al. 2010, 306–07)

Personal dispositions

Bad or good feeling about one's job is experienced by individuals. Employees who are having problems and are low in emotional stability, agreeableness and conscientiousness are more likely to be dissatisfied with their job. (Noe et al. 2010, 304) Mental and physical well-being at work depends on employees' attitudes, priorities, values, expectations, health and personal circumstances. (Wilton 2016, 383) Personal qualities like negative self-evaluation and negative affectivity are also associated with job satisfaction. Core self-evaluations are positive or negative bottom-line opinions that individuals have of themselves. Such employees blame others for their problems, and they tend to act aggressively toward other people, or they do nothing. People with negative affectivity tend to feel nervous, angry and experience other feelings like contempt, guilt, fear, and disgust. This is caused by being dissatisfied

with all aspects of life, compared with other people's feelings. Even if they change occupations or employers, they still feel dissatisfied with their job because they tend to focus on the negative things of themselves and others. (Noe et al. 2010, 304)

Co-workers and supervisors

Dissatisfaction in the workplace can be caused by peers and managers that behave in very negative way, so employees are more likely to be dissatisfied with their job when management is unresponsive and distant. Employees need to be sure that the company's leaders care about them. (Noe et al. 2010, 305–06) Employees prefer supervisors who are honest, fair, considerate, competent, and who are able to reward good performances of employees. Also, they should allow employees do their own decisions in term of completing tasks. Co-workers should share similar values and the organization itself should clear sense of direction and basic respect for employees. (Henne, Locke 1985, 222)

Generally, factors that have a positive impact on employee satisfaction are: (Kociánová 2010, 36)

- social position in an organization and in a group and job appreciation,
- safety of performed work,
- diverse tasks,
- financial reward,
- clearly and adequately defined objectives of the work,
- transparent organizational and personnel policy,
- human relationships and optimal cooperation,
- opportunities to use own skills and experience,
- bigger autonomy (the possibility of self-controlled work).

On the other hand, factors that have a negative impact on employee satisfaction (leading to dissatisfaction) are: (Kociánová 2010, 36)

- time stress,
- predominance of unpredictable influences on work,
- lack of time for personal and family life,
- workload,
- impossible work demands,
- psychosomatic consequence of work,
- workplace stress,
- bad relationships with co-workers and supervisors.

Strong employee dissatisfaction can lead to his/her decision to leave the company. Branham, who specializes in employee engagement and turnover, divided the major reasons of leaving the organization into seven points as it follows (Fitz-enz 2009, 116):

1. Loss of confidence and trust in older leaders
2. Too little feedback
3. Overwork and work-life balance stress
4. Feeling devalued and unrecognized
5. No growth and opportunities
6. An incompatibility between person and job
7. Workplace and job are not even to expectations

4 MOTIVATION

Job satisfaction and dissatisfaction is closely connected to the motivation of employees. The term ‘motivation’ derives from the word *movere* which means movement in Latin. Motivation can be described as a direction of behaviour that influences employees to behave in a certain way. Have a motive means to have a reason to do something. (Armstrong, Taylor 2014, 170)

Well-motivated employees with clearly defined goals are more likely to achieve high performances and get valued reward which satisfies their wants and needs. Such employees go in the right direction to achieve the company’s goals. (Armstrong 2008, 70) Wilton says that motivation can be understood as the level of effort an employee is willing to give to the task, as well as the employee’s choice to perform a certain task. (Wilton 2016, 46)

According to Arnold et al (1991) there are three components of motivation (Armstrong, Taylor 2014, 170):

1. Effort (how hard an employee is trying)
2. Direction (what an employee is trying to do)
3. Persistence (how long an employee keeps on trying)

Employees that are well-motivated make an effort and engage in positive behaviour. (Armstrong, Taylor 2014, 170)

Motivating people is not an easy task. As Armstrong says (2007), employees set different goals, have different wants and needs, and they also take different steps to meet them. It is impossible to use one motivation strategy to all employees. (Kociánová 2010, 26) A mix of approaches to encourage company’s employees to perform better is used by many organizations. It is important to know how to motivate the employees, because it has the power to transform the business. (Barnett 2020)

4.1 Types of motivation

According to Kociánová (2010), there are two types of work motivation—extrinsic motivation (out of the work) and intrinsic motivation (directly related to work).

Extrinsic motivation

Extrinsic motivation includes things like punishments (withholding pay, criticism, disciplinary action) and rewards (increased pay, promotion, incentives, praise). (Armstrong, Taylor 2014, 170)

Intrinsic motivation

Intrinsic motivation is not created by external incentives. Armstrong and Taylor described it as a motivation by the work itself. It is based on the fact, that employees feel that their work is challenging, important, interesting, and they can achieve a lot of opportunities and develop their abilities and skills. Hackman and Oldham (1974) said that there are five characteristics of job resulting in intrinsic motivation (task identity, autonomy, skill variety, feedback, and task significance). Pink (2009) suggested that there are three steps that managers should take to improve the motivation: purpose (it should be explained why and how to do the given task), reasonable degree of autonomy (freedom of act), and mastery (helping employees to improve their work and identify if they are making progress). (Armstrong, Taylor 2014, 170)

4.2 Motivation theories

There are many theories of motivation, which were developed to understand what people want and need, what motivates them and how they behave. According to Wilton, motivation theories can be divided into process theories and content theories. Process theories of motivation are focused on the internal decision-making mechanism and the process of motivation. In contrast, content theories focus on the factors that are motivating employees (job satisfaction and achievement, recognition, financial incentives, and status). (Wilton 2016, 46) While Wilton divided motivation theories into content and process, Armstrong (2003) claims that there are three motivation theories-content theory, instrumentality theory and process theory, which are explained below.

Instrumentality theory

Instrumentality theory is based on punishments and rewards (carrots or sticks). The term instrumentality assumes that when an employee does one thing, it will lead to another. Motivation that uses this form basically says that employees only work for money. This form of motivation is widely used even nowadays, and it could be successful in some cases. (Armstrong 2003, 218–19)

Content (needs) theory

In Content (needs) theory all the behaviour is motivated by unsatisfied needs that could lead to the state of disequilibrium. To avoid the state of imbalance that is caused by unsatisfied

needs, that the goal that will satisfy the need has to be identified, and the pathway that will lead to the achievement of the goal has to be selected. Otherwise the balance is not going to be restored. The theory of needs was originally created by Maslow (1954), and later in his two-factor model, Herzberg, Mausner and Synderman (1957) listed needs which they described as ‘satisfiers’. (Armstrong 2003, 218)

Maslow (1954) formulated the most famous classification of needs. He divided the needs into five major categories listed below. (Kociánová 2010, 28)

1. Physiological need – is the need for water, food, oxygen and sex.
2. Safety need – is the need for being protected against danger.
3. Social need – is the need for belonging to a group, love and affection.
4. Esteem need – is the need to have a high and stable evaluation of oneself and to have the respect of others.
5. Self-fulfilment – is the need to develop own skills, the ones that one is capable of. This is the highest need of them all. (Armstrong 2003, 219–20)

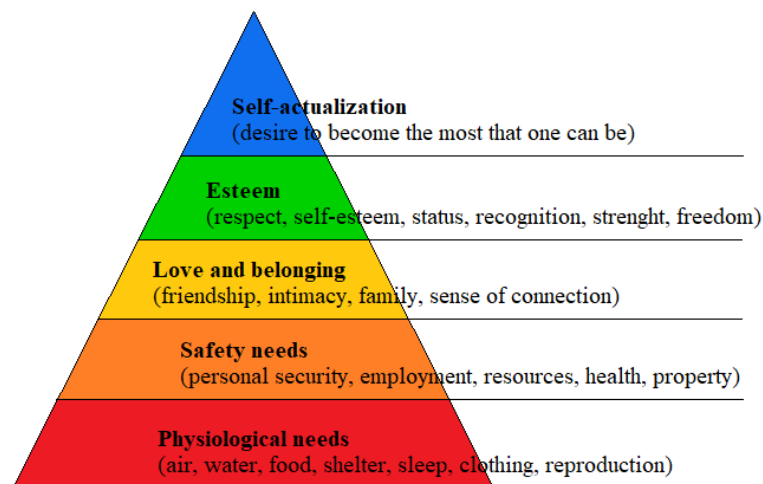


Figure 1: Maslow's hierarchy of needs (simplypsychology.org 2020)

Process theories

Process theories focus on the psychological processes that affect motivation. These theories are also known as cognitive theories because they deal with people's perceptions of their working environment. The main process theories are focused on goals, reinforcement, equity, expectancy, and cognitive evaluation. (Armstrong 2003, 224)

5 RESUME OF THEORETICAL PART

Human Resource Management (HRM) is a very important department that should be in every company or organization. By effectively managing human talent (hiring, training, motivation, development, communication, etc.), the company achieves its set goals. To make it happen, the HRM department has to give employees the necessary training, job positions, and feedback to maximize their performance. Additionally, each company should be aware of the degree of the satisfaction of its employees and measure it.

Job satisfaction is a state when employees have positive work attitudes, favourable feelings about their job, and they feel satisfied because their work expectations were fulfilled. There are several aspects, that play a big role in the degree of employee satisfaction (working hours, organization and its management, co-workers, superior, pay, the possibility of professional development, job security, and work content). Each employee responds to these aspects his/her own way. On the other hand, the feelings can be also negative and unfavourable, which leads to a negative work attitude. People try to avoid the work mentally, physically, and emotionally as much as they can.

Measuring employee satisfaction and getting their feedback is a big advantage for employers. Employers should let their employees know, that their opinions matter. There are several methods that measure job satisfaction (the use of attitude surveys, Job Descriptive Index (JDI), Pay Satisfaction Questionnaire (PSQ), or exit interview). The results they get give them the idea of what does the current situation of their company looks like and helps them to spot potential issues. Based on that, they can improve the company's productivity and performance.

The causes of employee satisfaction and dissatisfaction are a result of several influencing factors. The factors influencing job satisfaction positively are for example financial rewards, diverse tasks, bigger autonomy, human relationship, etc. The factors which have negative impact are for example time stress, workload, bad relationships, impossible work demands, and others.

Employee satisfaction and dissatisfaction are closely connected to employee motivation. There are several motivation theories that describe what people want and need, how they behave, and what motivates them. The most known theories are for example theories of Maslow, Herzberg or McGregor.

The theoretical findings will be used in the analytical part, which focuses on the analysis of employee satisfaction in a chosen company.

II. ANALYSIS

6 INTRODUCTION OF THE COMPANY

The company is an existing joint-stock company established in the Czech Republic in July 2010. Its major business activity is the activity of a payment institution in the extent of the license granted by the Czech National Bank. This company is the largest company operating on the foreign exchange market in the Czech Republic and it is the legal successor of another institution which was founded in 1999. It also has four subsidiaries and cooperates with 10 international banks in total.

The company has been active on the market for 15 years and has been fulfilling its vision by providing the most favourable exchange rates.

In the history of this institution, there are quite a lot of milestones that the company met through the years of its operation on the market. The most significant moments happened in 2004, 2007, 2008, 2010, 2011, 2013, 2015, 2016, and 2018. In 2004 the company acquired a license from CNB. This license gives the right to do foreign exchange transactions for the purpose of buying and selling foreign currency. In 2007 the company has exceeded 1,000 clients. In 2008 was significant with the conclusion of a partnership with another bank. 2010 was the year of record growth of total turnover to 50 billion. In 2011 the company acquired another license from CNB. In 2013 the company has exceeded 10, 000 clients and 100 billion turnover. In 2015 was the 10th year anniversary of its operation on the market. In 2016 the total turnover was more than 150 billion CZK and in 2018 the company achieved a record turnover. (Company website 2020)

It shows that the company is doing really well and still growing. Another evidence is, for example, the profit growth according to the company's annual report from 2018. The profit changed from 54 816 000 CZK in 2017 to 71 164 000 CZK in 2018. (Annual report 2018)

By the year 2018, company X exceeded the milestone of 17,000 clients, achieved a record turnover of 291,5 billion CZK, and also achieved the leading position in spot transactions on the Czech foreign exchange market.

The structure of this institution is quite complex. There are 8 departments under the CEO—Product Development, Sales Department with Call Centrum and Sales Support, Dealing, Human Resources, Marketing Department, Economics Department, Risk Department, and Back Office with Compliance, Transaction Settlement Department, Information Security Department, and IT.

The number of employees changed from 52 in 2017 to 60 in 2018 with three members of the board of directors and one member of the supervisory board.

It is very important that the company follows certain laws, government regulations, and the European Parliament and Council (EC) regulations. Every year the accountancy of the company is checked by the audit company. Long-term co-operation and a positive audit statement are proof that the company's internal processes are fully compliant with applicable legislation and comply with demanding CNB regulations.

There are four main steps to do to become a client of this company - a conclusion of the contract, handing over a contact to a dealer's specialist, an arrangement of the trade, and the settlement of the trade. (Company website 2020)

7 ANALYSIS OF EMPLOYEE SATISFACTION

So far, the term job satisfaction as such was dealt with in the theoretical part, now it will be considered from the analytical part. In connection with the main goal of this thesis, one main research question was identified. This question will be answered with the help of the questionnaire survey at the end of the thesis.

Main research question: Are the employees of company X satisfied with their current job?

The main goal of this bachelor's thesis is to find out to what extent are the employees of company X satisfied or dissatisfied with their job. First, the research methodology will be introduced. The following chapters deal with describing and evaluating the research sample. Based on the results of the analysis, the list of possible recommendations will be proposed. These recommendations could serve as a guide for increasing employee satisfaction in company X.

7.1 Data collection method

For the purposes of the research in company X, a questionnaire survey was used. The analysis was based on a standardized questionnaire created by the Research Institute For Labour and Social Affairs under the leadership of Aleš Kroupa. (Research Institute For Labour and Social Affairs 2020) The questionnaire can be seen as an appendix 1 and 2 at the end of the thesis.

The final version of the questionnaire was approved by the supervisor and the management of company X. The online version of the questionnaire was sent to individual employees by the company's management via company e-mail. Only the appearance of the questionnaire was changed and five questions that did not concern the company X were deleted. The data was collected by an online platform for creating online questionnaires. (Click4survey 2020)

7.2 Characteristics of the questionnaire

In terms of structure, the questionnaire is composed of an introductory part and ten questions (five scale question, four close-ended questions and one open-ended question). The introductory part contains the introduction of the topic and goal of the thesis, the declaration of anonymity when filling in, and last but not least, the request for its filling in.

The results of the research were processed for the clarity of the work in graphs.

Two response scales were created to evaluate the graphs.

Completely satisfied	Completely agree
Somewhat satisfied	Somewhat agree
I do not know	I do not know
Somewhat dissatisfied	Somewhat disagree
Completely dissatisfied	Completely disagree

Table 1: Response scales (own creation)

Research date: April 16, 2020–April 27, 2020

Number of respondents that completed the questionnaire: 46

The number of addressed employees was 50. From all the sent questionnaires, 46 were filled in correctly. The return is 92%. Therefore, all the 46 correctly completed questionnaires were used for data analysis.

7.3 Characteristics of respondents

The gender division of respondents was 59% of women and 41% of men. In absolute terms, the questionnaire was filled in by 27 women and 19 men.

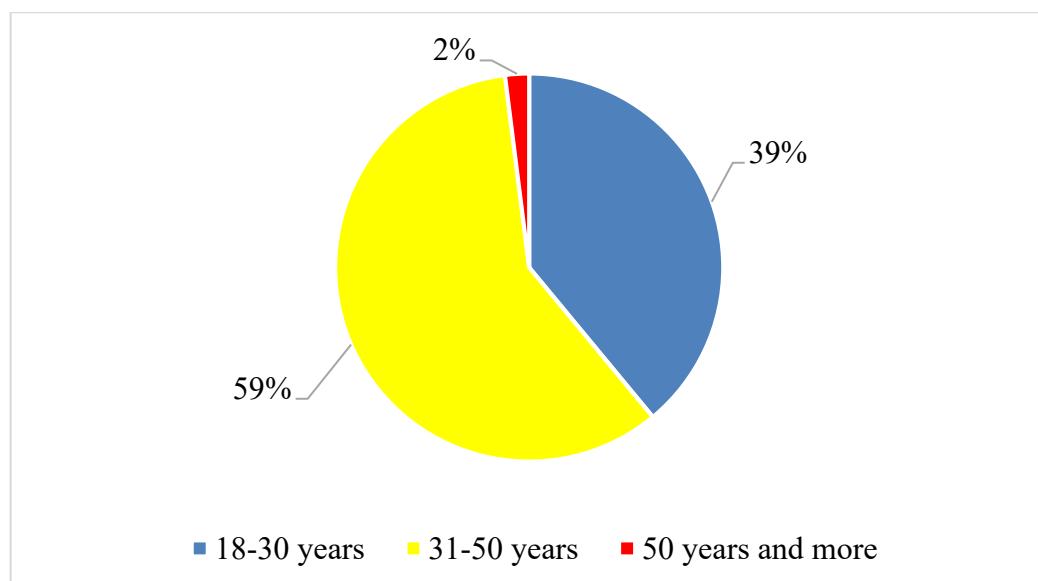


Figure 2: What is your age group? (own creation)

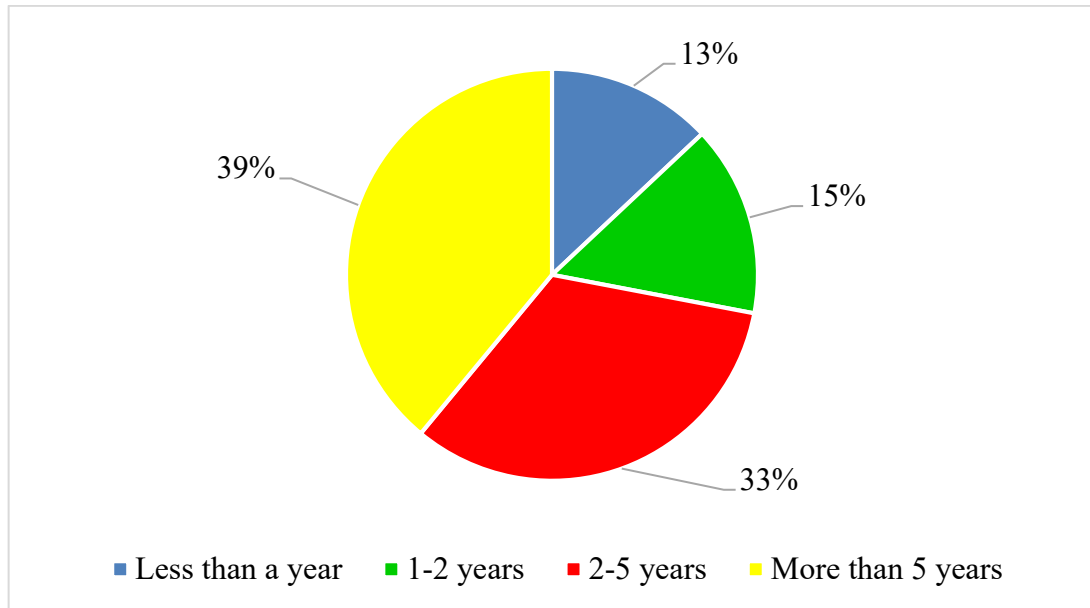


Figure 3: How many years have you been working for this company/organization? (own creation)

As the results show, most employees work in the company for more than 5 years. That indicates that they are probably really satisfied with their job and they do not want to leave. This assumption will be confirmed at the end of the thesis.

7.4 Analytical findings

The chapter ‘Analytical Findings’ shows the results of the questionnaire, which were processed in different types of graphs. This step was taken in order to evaluate the data easier and make the data clearer. The percentage results were always calculated concerning all the 46 answers. All the graphs are provided with comments. Apart from the open-ended question, the rest of the questions was divided into 6 categories—satisfaction with work relationships, satisfaction with rewards, satisfaction with awareness, satisfaction with working conditions, satisfaction with education and development, and loyalty to the company. However, not all the questions from the questionnaire are included in this chapter. The questions about gender, age, and the length of employment in the company were evaluated in the previous chapter.

7.4.1 Satisfaction with work relationships

The first analysed area contains questions about the relationship with a direct supervisor, his authority, and the atmosphere among co-workers. This chapter will assess whether the relationship in the workplace is good and whether the supervisor is able to lead and inspire his employees.

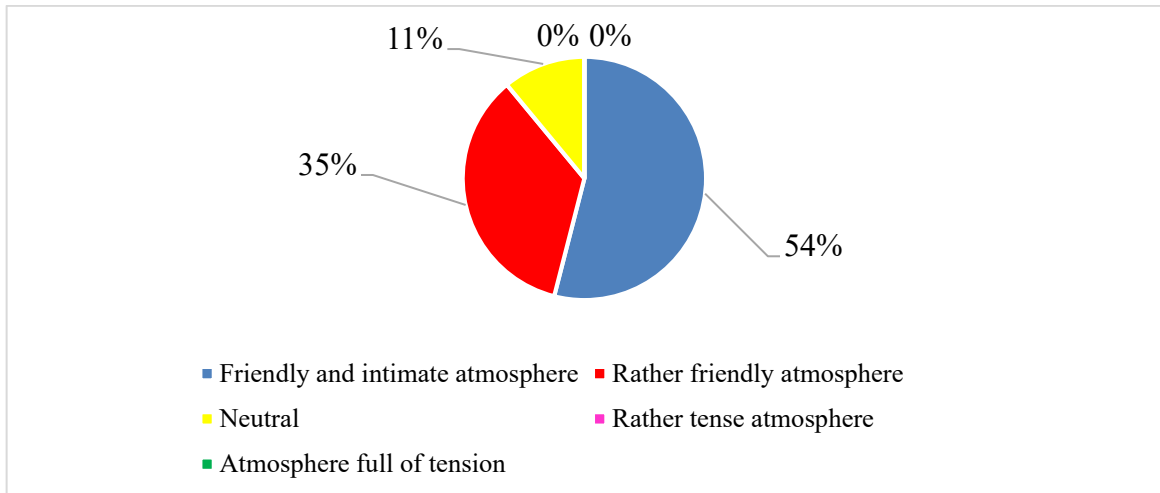


Figure 4: How would you characterize the atmosphere among co-workers? (own creation)

Working in a pleasant environment and good atmosphere is essential. As the graph already suggests, the atmosphere among co-workers is friendly. This is proved by 89% of respondents (specifically 41 respondents), who voted for the opinion that the atmosphere is intimate and friendly. 11% of respondents (specifically 5 respondents) are not sure about the atmosphere among co-workers, which may be due to personal reasons. None of the respondents feel that the atmosphere between co-workers is full of tension and conflicts. Working in a nice and positive atmosphere can lead to better performance. The atmosphere among the employees can certainly be included in the company's strengths.

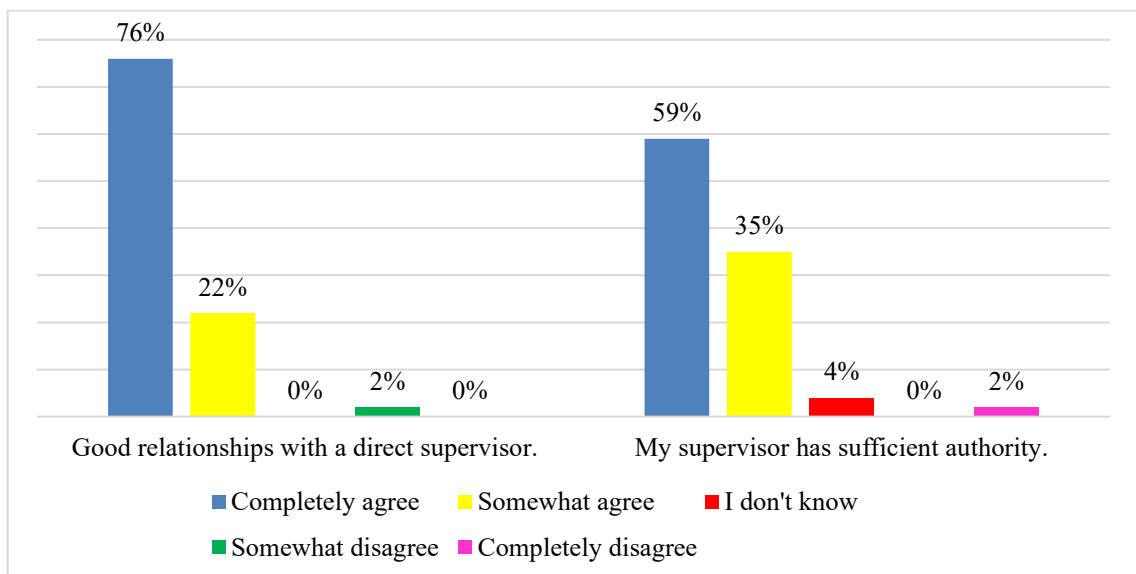


Figure 5: To what extent do you agree/disagree with the following statements? (own creation)

Good communication and the relationship between the supervisor and employees are very important. The employees need to feel comfortable talking to their supervisor if there is any problem and they should feel like their opinion does matter. According to the data, 98% of employees have a good relationship with the supervisor. The second part of the graph proves that the supervisor has sufficient authority to manage the employees. That indicates that the supervisor is able to lead and inspire his employees and treats them with respect.

7.4.2 Satisfaction with rewards

The next part of the questionnaire concerned questions about rewards. This chapter is focused on the questions related to the pay, job benefits, and praise for work performance. The following graphs evaluate whether or not respondents agreed with the given statements.

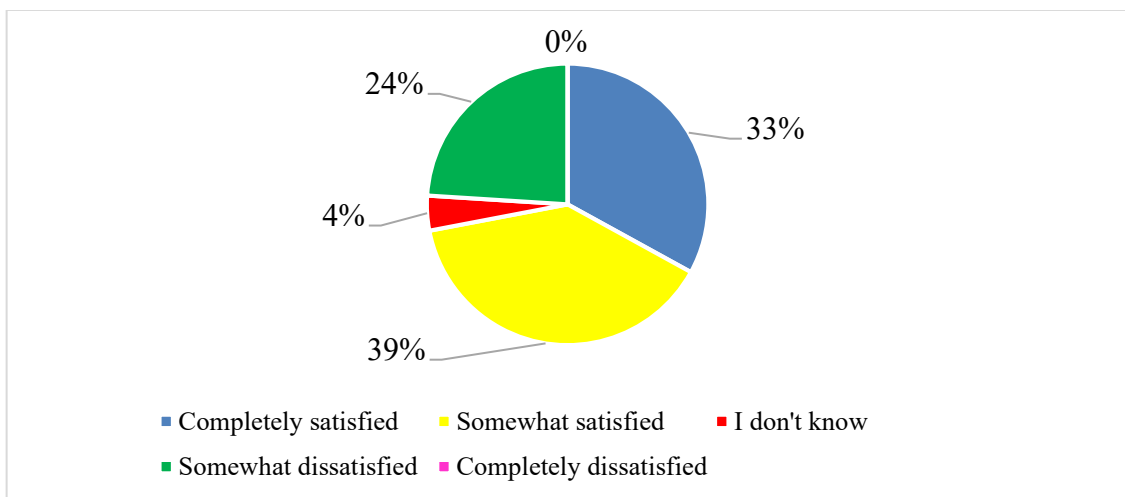


Figure 6: How satisfied/dissatisfied are you with the pay? (own creation)

Pay satisfaction plays a big role in overall job satisfaction in every employee’s life. Pay motivates employees to perform better. 72% of respondents are satisfied with the current level of their pay. 28% of respondents are either not sure or somewhat dissatisfied with their current pay level. This might be a problem because it could lead to decreased job motivation and morale. The reason behind this might be either that they are being paid fairly but they do not give a good work performance or the employees are actually underpaid. Either way, the employees should reach their supervisor in order to explain to him why they deserve a raise and ask for it or ask for justification of their pay level. The supervisor will show them and prove to them that they are actually paid fairly or he/she will explain to them what to do or not to go to get a raise.

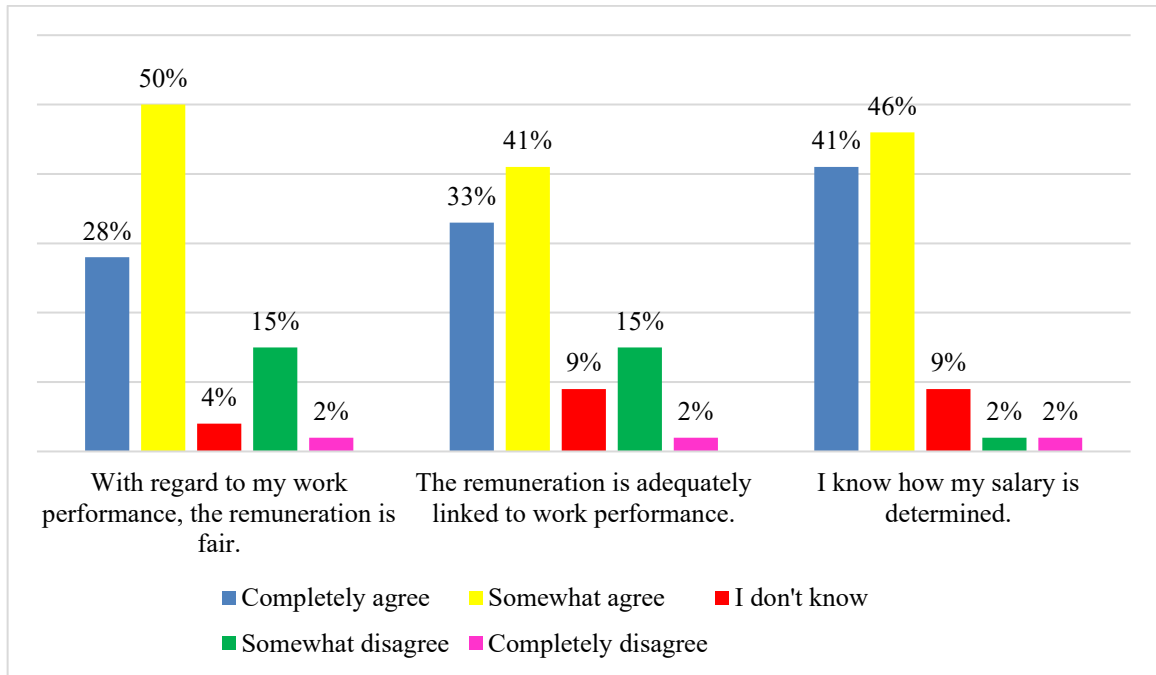


Figure 7: To what extent do you agree/disagree with the following statements about remuneration? (own creation)

The results of this graph show that the employees of this company know how their salary is determined. This statement is supported by the percentage of answers, where 87% of respondents (specifically 40 employees) voted that they know how their salary is determined. The other two statements had similar results. For both statements, an absolute majority of respondents agreed that remuneration is fairly linked to work performance. 15% of respondents think that remuneration is not fair. As mentioned in the comment in the previous graph, the key to the solution is communication with the supervisor.

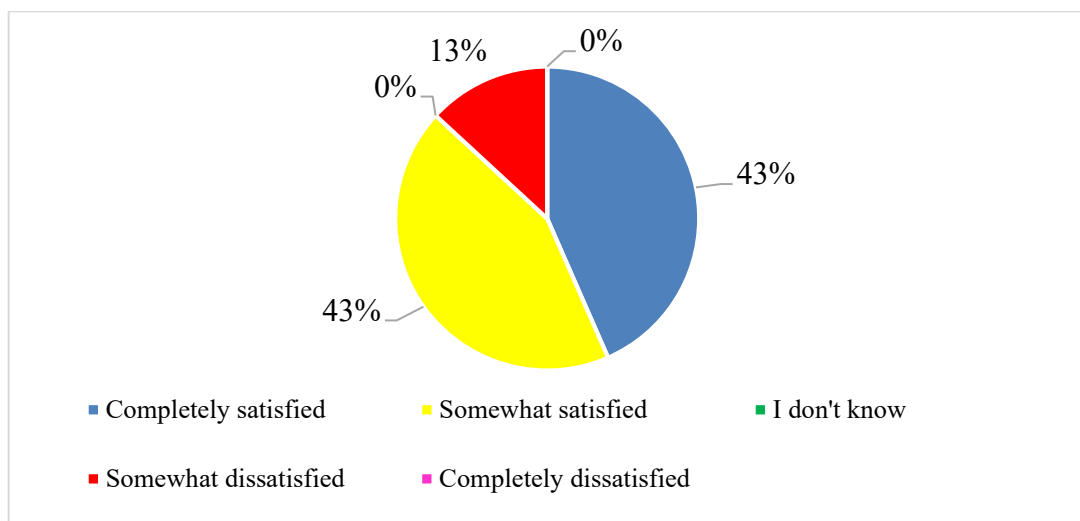


Figure 8: Satisfaction with employee benefits (own creation)

Regarding satisfaction with employee benefits, 86% of respondents are satisfied with them. In addition to wages, benefits motivate employees to perform better. 13% of respondents (specifically 6 employees) are not satisfied with the current benefits. This can be explained with the help of the open-ended question at the end of the questionnaire, where the respondents could write their own comments and suggestions. Several respondents stated that they would welcome the Sodexo Flexi Pass Cards and the holiday allowance. This may explain the percentage of respondents who voted for the answer ‘somewhat dissatisfied’.

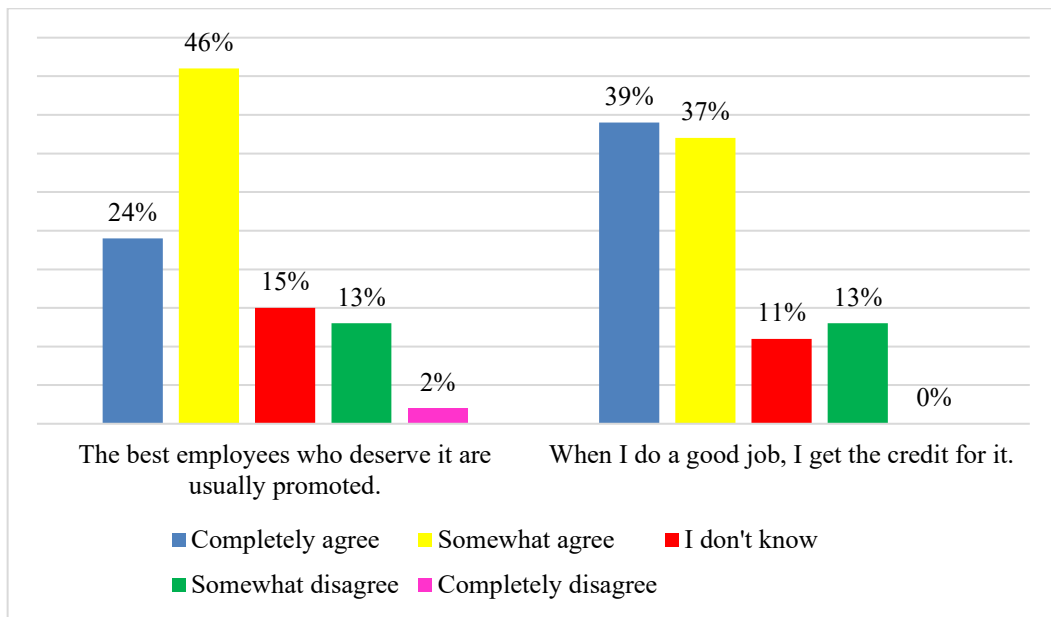


Figure 9: To what extent do you agree/disagree with the following statements? (own creation)

The last two questions in this area examined how satisfied employees are with career growth and feedback for their work performance.

70% of respondents do agree and are satisfied with the statement that the best employees who deserve it are promoted. 30% of respondents (specifically 14 employees) are not sure or think that the promotion is given to employees that does not deserve it. This is the note for superiors to focus more on the employees and their performance, so the promotion is given fairly. Sometimes the employees just need an explanation why they could not be promoted. A lot of people want a promotion even when they do not fit the position or are too independent. The key to solve the 30% of ensure or dissatisfied employees is to talk to them about it.

76% of respondents feel satisfied with the credit they get for their work performance. 24% of respondents (specifically 11 employees) feel the lack of praise or recognition for their work done. Giving feedback is very important. By giving feedback, the supervisors give

their subordinates the feeling that they pay attention to them and appreciate their hard work. The supervisors should focus more on individuals and their work performance, let the employees know they are doing a good job, so they feel appreciated or write them a thank you e-mail.

7.4.3 Satisfaction with awareness

The questions listed in the chapter ‘satisfaction with awareness’ relate to the extent of employee information. The aim of these questions was to find out whether the employees are satisfied or dissatisfied with the information about the company’s economy, whether they have clearly defined work tasks, enough information to give the best performance and to what extent the content of their work is interesting.

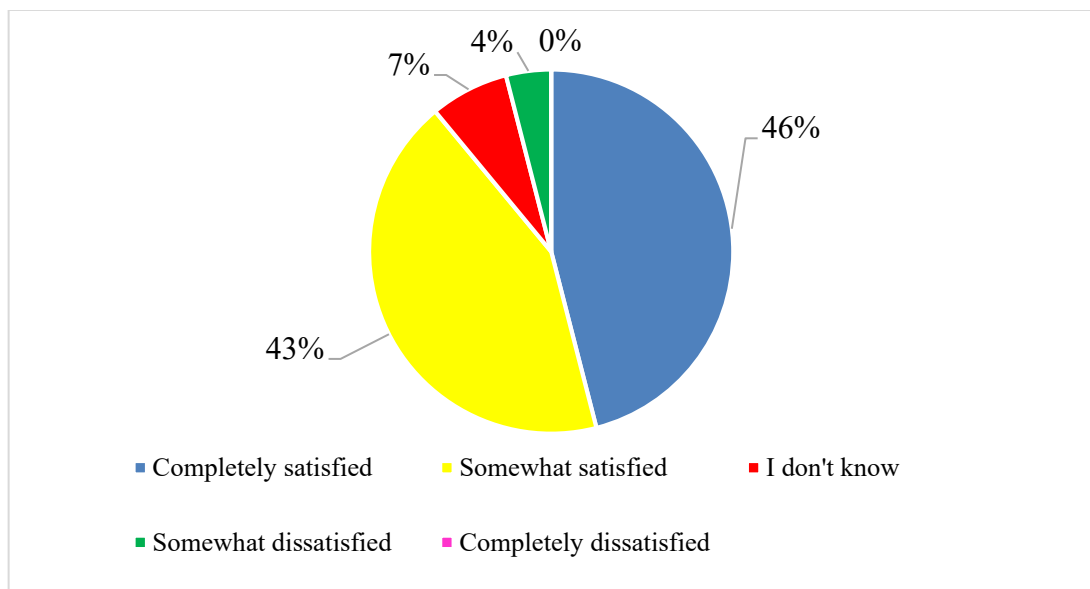


Figure 10: How satisfied/dissatisfied are you with interesting content of work? (own creation)

89% of respondents find their work content interesting and inspiring. 3 employees (7%) are not sure and only 2 employees (4%) do not agree with this statement. This question obviously proves that almost all employees of this company are satisfied with the interesting content of their work. This result definitely belongs to the company’s strengths.

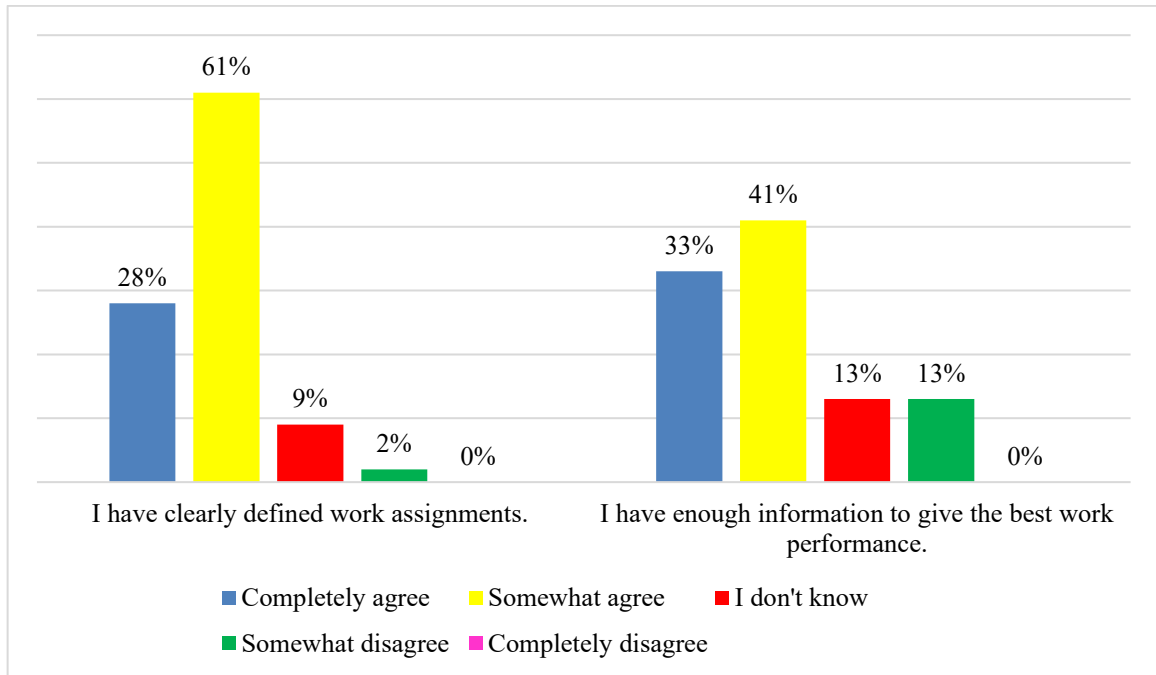


Figure 11: To what extent do you agree/disagree with the following statements? (own creation)

From the results, it is obvious that an absolute majority of respondents do think they have clearly defined assignments. It is very important to give the subordinates clearly defined duties so the set goals or projects can be completed.

Another question analysed whether the respondents had enough information to do their job properly. It is crucial to have enough information to complete the given tasks properly because if not, it can slow down the whole department. 74% of respondents consider the given information sufficient. 26% of respondents would need more information to give their best work performance. Maybe written instructions would be great. The employees would not have to feel uncomfortable asking the subordinates many questions about completing their tasks.

7.4.4 Satisfaction with working conditions

Satisfaction with working conditions is very important. This area focused on workload, job security, working conditions (air, light, heat, noise, etc.), organization of working time, equal opportunities for men and women, and working hours. It also examined the extent to which employees agreed or disagreed with the identified statements concerning the equipment and tools necessary for getting the job done, enough workers to manage the required tasks, enough time to do the job well, and health threats.

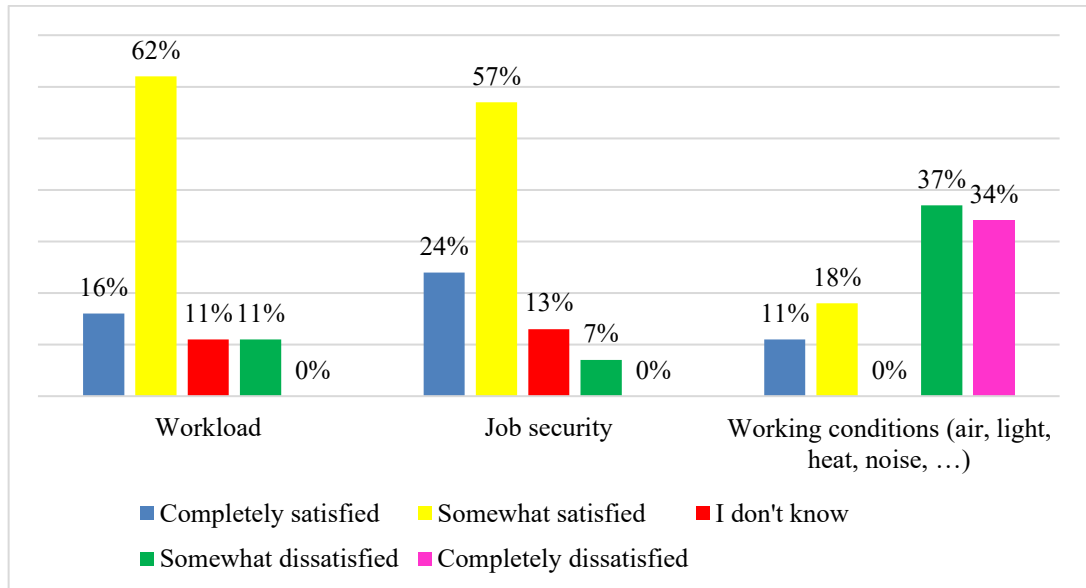


Figure 12: How satisfied/dissatisfied are you with the following circumstances? (own creation)

The worst results brought working conditions. More than half of the respondents (specifically 71%) have a major problem with working conditions such as air, light, temperature, noise and other. Working conditions will be included in the company's weaknesses and will have a major impact on overall satisfaction. This assumption will be confirmed by an open-ended question, where the respondents mentioned air conditioning and ventilation system as a huge problem several times.

The best results brought workload and job security, where more than half of the respondents are satisfied. 22% of respondents are either not sure or somewhat dissatisfied with the workload and it might lead to stress at work. Such employees should talk to the subordinates and find a compromise. In terms of job security, the majority of respondents do not feel threatened by losing their job and they are not forced to look for another job.

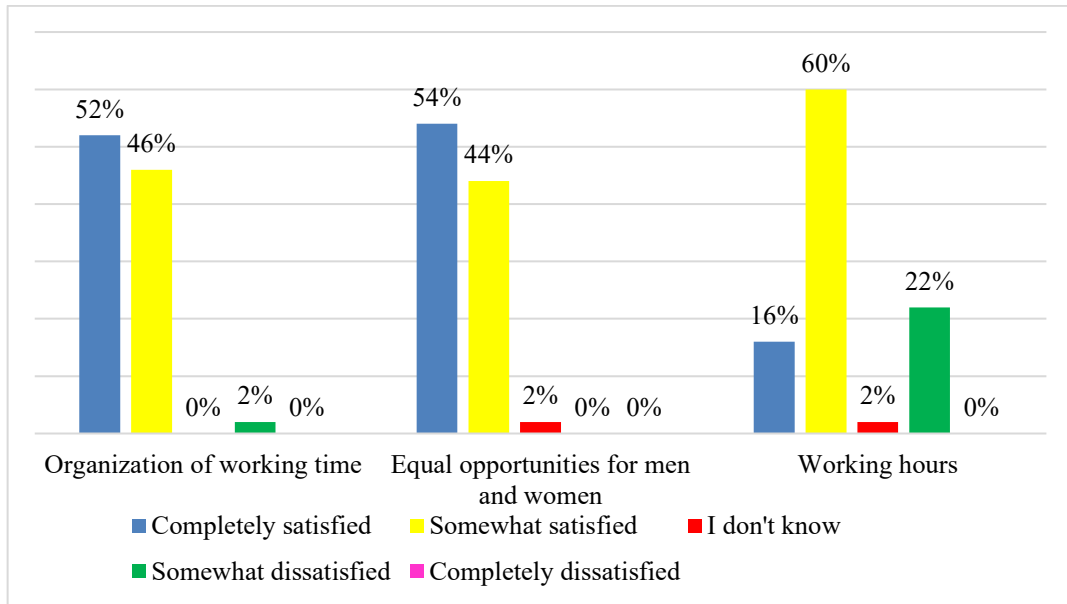


Figure 13: How satisfied/dissatisfied are you with the following circumstances? (own creation)

The best results brought answers about the organization of working time with and equal opportunities for men and women. In both cases, the percentage was 98%. This is certainly a big strength for the company.

76 % of respondents are satisfied with the working hours. However, there are employees who are not that satisfied with the working hours. 22% of not satisfied employees would prefer more flexible working hours. This assumption can be supported by the open-ended question. One of the requests was shortening the working time mentioned several times.

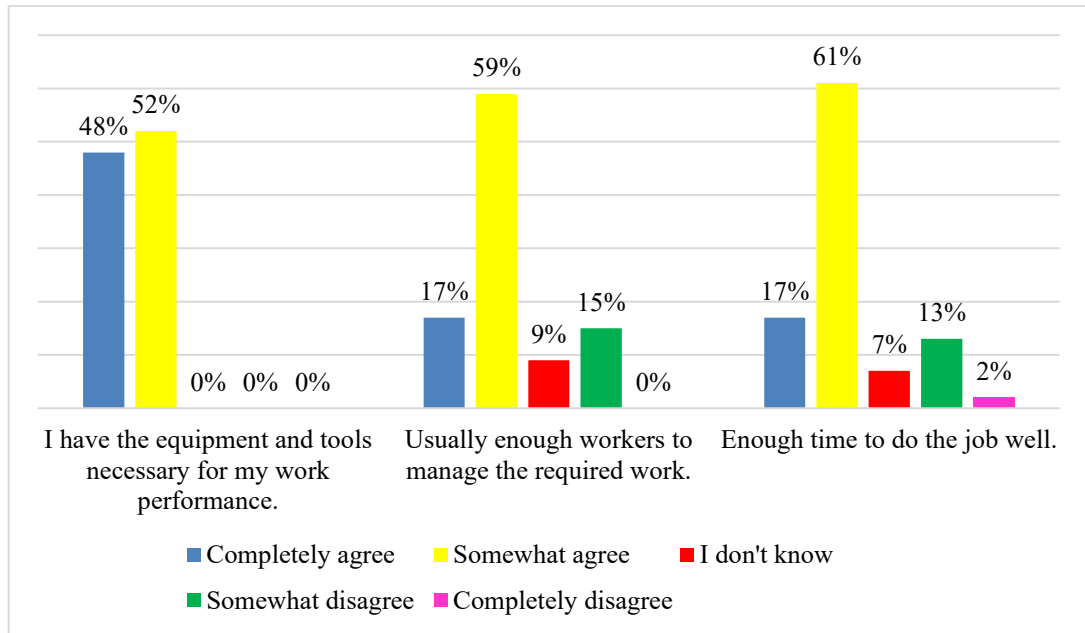


Figure 14: To what extent do you agree/disagree with the following statements?? (own creation)

All the statements in the graph above have very positive results. Each statement has majority of positive answers.

None of the employees does not think there is a problem with equipment and tools necessary for the work performance. This positive result is also one of the company’s strengths.

The statement that there are enough workers to manage the required work supported 76% of respondents. However, 15% of respondents think that there are not enough workers for completing the tasks.

78% of respondents are satisfied with the time provided and are able to complete their tasks in that time. It is important to focus on one thing at a time. 15% of employees feel under pressure and would appreciate more time to finish their tasks. These employees should decide which tasks are more important and which can be done later.

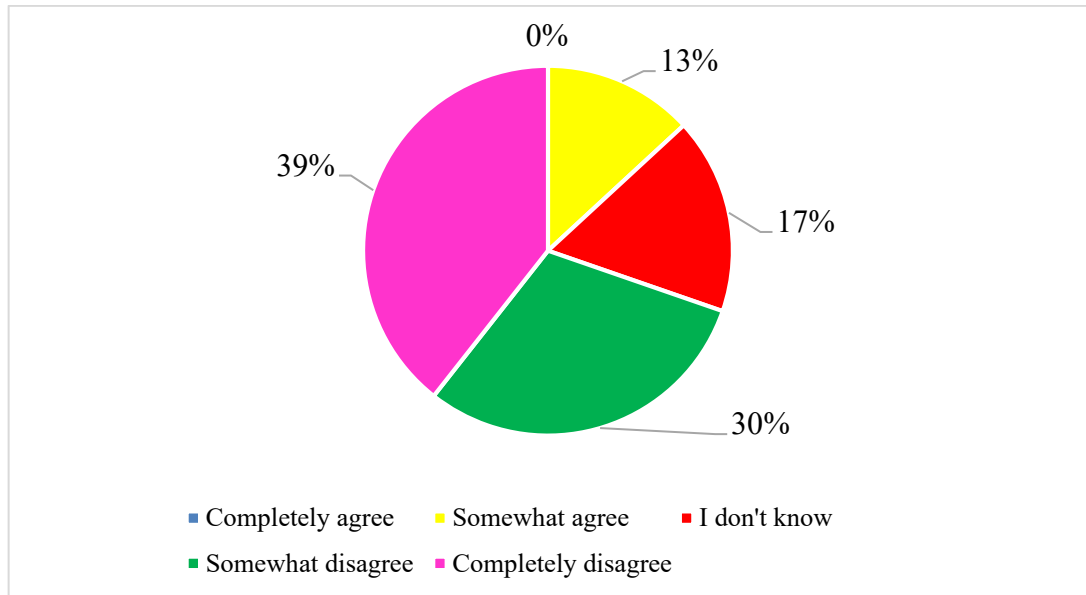


Figure 15: Working in the company threatens my health. (own creation)

Last question of this area concerned the health of the respondents. They were asked if they felt that working in the company affected their health. 69% of respondents do not have the feeling that working in the company threatens their health. There are still 30% of respondents (specifically 14 employees) who do feel like their health is threatened. This can be explained by dissatisfaction with working conditions. As it was mentioned before, several workers would appreciate better air conditioning and ventilation system.

7.4.5 Satisfaction with education and development

The aim of 'Satisfaction with education and development' area was to find out how employees evaluate the possibility of promotion and whether they have the possibility of further education. According to the results, employees are not that satisfied with the opportunities they get.

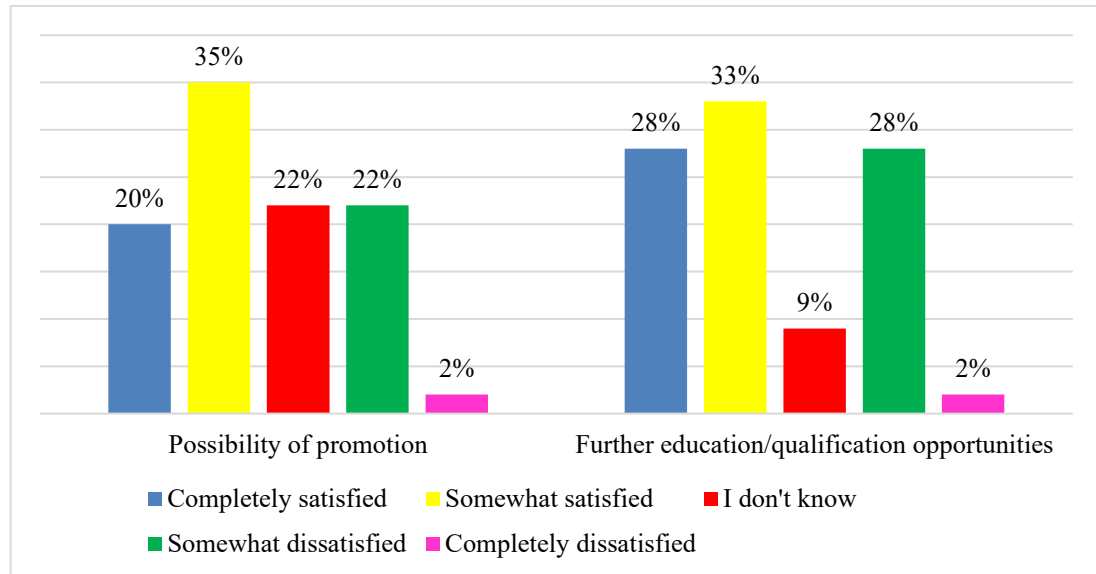


Figure 16: How satisfied/dissatisfied are you with the following circumstances? (own creation)

55% of respondents are satisfied with the possibility of career growth. The rest is not sufficiently informed or think they do not have the possibility of promotion. As it was mentioned in the rewards area, sometimes an explanation would help to solve this problem. 61% of respondents feel they keep up to speed with the changing market and feel pretty satisfied with the further education provided by the company. 39% of respondents think that the company does not give them enough opportunities to further education. Both the possibility of promotion and further education could be listed in the company's weaknesses. Also, both of these circumstances could have an impact on overall employee satisfaction.

7.4.6 Loyalty to the company

The last analysed area focused on the loyalty of employees to the company. Whether the employees would recommend the company as a good employer or whether they seriously think about leaving the company. From the graphs, it is obvious that both statements show positive results and belong to the strengths of the company.

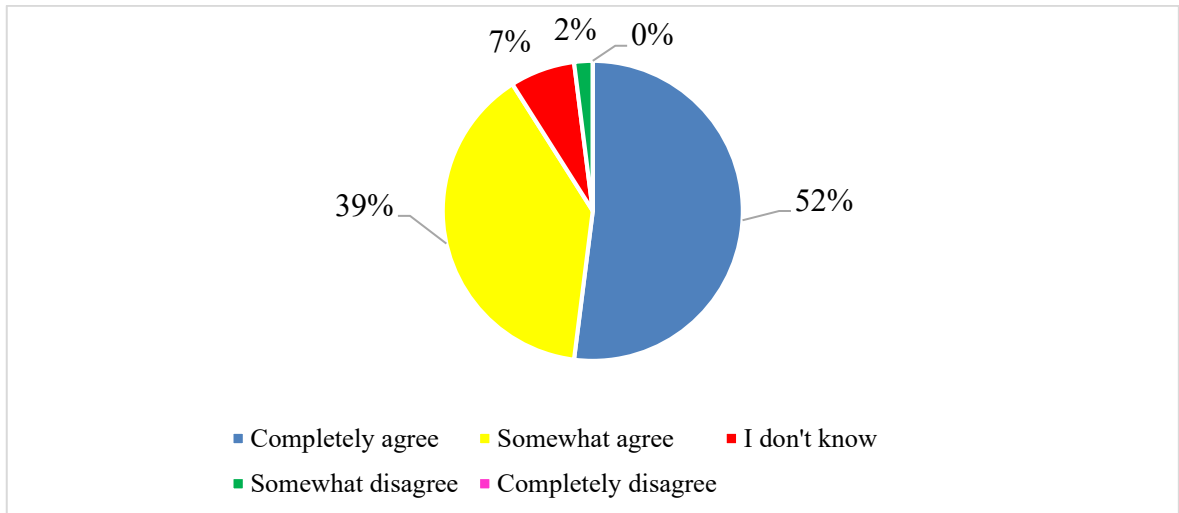


Figure 17: I would recommend our company as a good employer. (own creation)

From the results, it is obvious that this statement is definitely one of the company’s strengths. The reputation of a good employer is very important when hiring new employees. The question of whether the employees would recommend their company as a good employer brought very good results. 91% of respondents do like their employer, feel good in their work, and would recommend the company to others. The negative outcome was very small. 7% of respondents are not sure and only 2% of employees said that they would rather avoid a recommendation of this company. Negative recommendation spreads very quickly and it could have a big impact on the company’s reputation but in such a small percentage, it should not be a problem.

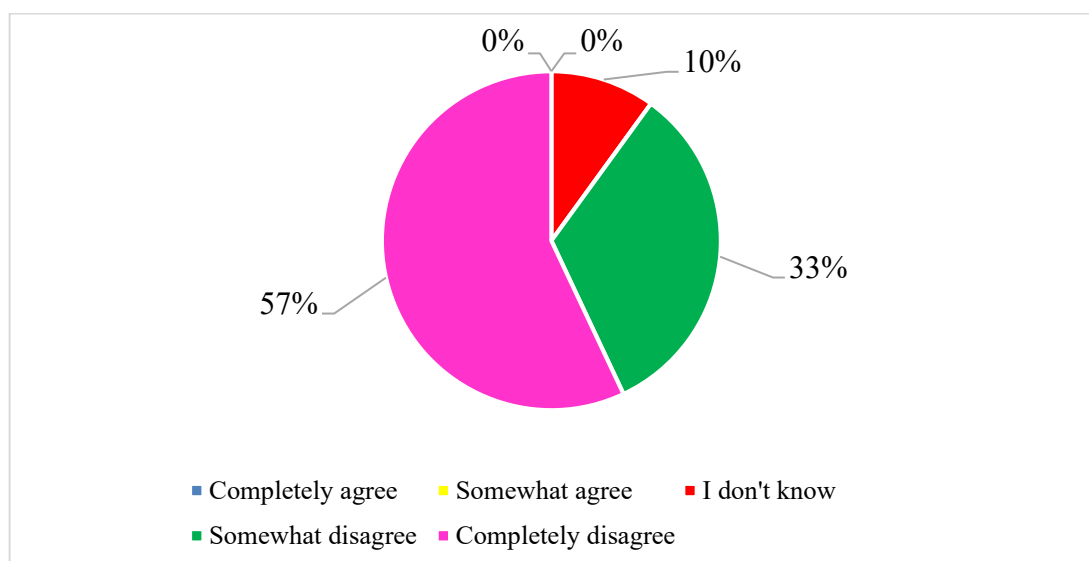


Figure 18: At the moment, I am seriously considering leaving the company. (own creation)

Every employer wants to avoid fluctuation and make the employees stay in their company. The results of this statement were also very positive. This is supported by 90% of respondents who definitely do not think about leaving their current job. Only 10% of respondents might be thinking about it. The reasons might be the weaknesses of this company which could be easily solved. The crucial information for the employer is that none of the employees is definitely decided to leave the company.

7.4.7 Open-ended question

The questionnaire contained only one open-ended question, which encouraged employees to leave their message for the company management. Their messages should contain recommendations what to improve, change, or cancel in order to better employee satisfaction. 21 respondents took this opportunity. Almost all the comments were about the causes of job dissatisfaction. Apart from the recommendations, there were two positive comments that the company should not change anything and that company X is the best employer in its region.

The recommendations listed below were repeated the most.

- Ventilation (in the whole building and mostly for dealing department)
- Air conditioning
- Better cell phone in terms of battery life
- Better communication between departments
- New employees are not sufficiently informed about all departments

Less frequently mentioned comments are listed below.

- New furniture
- Cancellation of shared jobs
- Parking places closer to the company
- Replacement of IT suppliers
- More flexible working hours
- Significantly better management, support, and coordination of business development by management
- Further education and development
- Greater awareness of decisions-making within the group
- Lack of agreement on common goals

8 RESUME OF THE QUESTIONNAIRE SURVEY

In order to analyse the data easier, the results of the questionnaire survey were divided into 6 areas which were analysed separately. These areas contained questions about work relationships, rewards, awareness, working conditions, education and development, and loyalty to the company. All the areas achieved above-average results. For this reason, only the questions that have achieved the best and worst results will be highlighted.

The best results brought questions about work relationships, the content of work, necessary equipment and tools for work performance, organization of working time, equal opportunities for men and women, and loyalty to the company. The question about loyalty to the company was of the utmost importance. This is very good news for the subordinates of the company and confirmation that their employees feel good at work, they do not plan to leave their job in the near future and would recommend the company as a good employer. Another positive is the content of work. Employees find their work interesting. They are clearly given tasks and they have the necessary tools to finish them. Communication between co-workers and with a direct superior was very positively evaluated. Working in a positive environment is always easier and leads to higher work performance. It is important that employees think and agree that there are no differences between men and women in the company and that everyone has the same conditions and opportunities.

The most significant strengths of the company are:

- atmosphere among co-workers,
- communication and relationships with a direct supervisor,
- interesting content of work,
- necessary tools and equipment for completing given tasks,
- equal opportunities for men and women,
- loyalty to the company.

According to the results, the employees of the company would most welcome changes about working conditions, communication between departments, further education and development, awareness of new employees, and the possibility of promotion.

Employees feel that communication between departments is very poor. This can have a major impact on the achievement of common goals. The percentage of employees who are not satisfied with working conditions is quite alarming. According to the open-ended question, the ventilation system and air conditioning in the building is very poor. Most

concerns were about the dealing department. Employees are bothered by draughts and bad air. Working conditions cause constant dissatisfaction and complaints. Employees would appreciate stable temperature and proper regulation and cleanliness of the air. The lack of information of new employees bothers them as well. Employees would also appreciate more opportunities in terms of education, development and promotion. The weaknesses of the company were stated mainly according to the employees' own suggestions mentioned in the open-ended question.

The most significant weaknesses are:

- working conditions (air conditioning, ventilation system),
- communication between departments,
- new employees not sufficiently informed,
- further education and development,
- possibility of promotion.

All the weaknesses mentioned above became the basis for possible recommendations in the next chapter.

Main research question

The main goal of this thesis was to find out if the employees of company X are satisfied with their current job. The answer to the main research question was based on the knowledge from the theoretical part of the thesis and on the results of the analysis.

With the help of a questionnaire, it was found that each analysed area achieved above-average results. Therefore, it was assumed that the employees of this company are satisfied with their current job. This assumption was also confirmed by the last graph that proves that none of the respondents plan to leave the company in the near future. Although the respondents showed great dissatisfaction with the working conditions, this does not mean a sufficient reason for them to leave the company. Other company's weaknesses could be easily solved by the company's management.

9 RECOMMENDATIONS

The results of the analysis helped to recognize the most problematic areas of the company. The most significant weaknesses listed in the previous chapter became the basis of recommendations how to improve employee satisfaction in company X presented in this chapter.

According to the results of the analysis, it was assumed that the employees of company X are rather satisfied. Therefore, the recommendations suggested by the author of the thesis will rather serve to improve the current situation or to avoid possible problems. By solving the problems, the superiors will show that they care about the employees and their satisfaction.

A good sign is that the company does not face any serious problems such as fluctuation. Nevertheless, there is still a space for improvement, especially in terms of working conditions, communication between departments, awareness of new employees, further education and development, the possibility of promotion, and information about the company economy.

9.1 Ventilation system, air conditioning

The worst results brought the category of working conditions. Working conditions cause dissatisfaction and constant complaints of employees. Employees are most bothered by bad air, draughts, and bad temperature in offices. According to the open-ended question, the most affected is the dealing department. The longer duration of this problem could cause health problems for several employees.

To improve the satisfaction with working conditions, the company management should consider the investment plan for the next year and include improvements of the ventilation system and air conditioning in the building. The company should install completely new systems or hire someone to ensure that the current systems will automatically control and keep stable temperature and air circulation in acceptance.

The investment plan for next year could also include other items from employees' comments such as new telephones in terms of battery life and new furniture.

9.2 Communication between departments

Internal company communication is crucial for completing common goals. There are 8 departments in the company. Employees feel that the departments are struggling to

communicate with each other. The author provided several recommendations how to permanently improve communication.

The company should try to hold weekly meetings with the managers of each department. These meetings should be held for sharing the information, addressing the biggest issues, and sharing different insights.

Rotation of employees is another way how to improve the communication between the departments. For few days, employees would rotate between different departments and different job positions in order to gain new skills and experience. This would definitely improve communication among co-workers.

Organization of team building events and social events such as sports activities, dinners, theatre, and even events to celebrate finished tasks would help as well. Such events bring employees together.

9.3 Adaptation plan for new employees

Current employees of the company have the feeling that new employees are not sufficiently informed about the everyday activities of all the departments. The lack of awareness of new employees could slow them down while working.

In the case of a new employee, an adaptation plan would be created. A manual would be created in which they could read a brief introduction of each department. It would give them an idea of what each department does. Then the new employee would go through all the departments. Thanks to this, new employees would know how each department works and it would significantly speed up their work.

9.4 Education and development

Employees would appreciate more opportunities in terms of education and development. They feel that the company does not put enough effort into the improvement of their knowledge and skills. Nowadays, every company wants to have highly skilled employees that keep pace with the quickly changing market.

The easiest way how to improve employee satisfaction with further education and development would be through development programs. In order to get the best results, the company management could prepare a development plan and set the budget for it. Clearly given plan would contain for example lectures for all employees or training through the computer. Employees would be able to access the materials whenever they want and they would not have to miss out on work time. These two options would not be that expensive.

9.5 Possibility of promotion

Quite a big percentage of employees were not satisfied with the promotion opportunities. There is a big number of employees and it is impossible to satisfy everybody with a promotion.

The superiors should pay attention more to individuals and their work performance, so the promotion is given fairly and to the ones who really deserve it. Not every employee can get a promotion. Instead of a promotion, the superior could give them at least praise for example in the form of an e-mail or some reward to make them feel valued for their hard work.

CONCLUSION

For each company, it is very important to have satisfied employees. Such employees perform better and the company can grow. The main goal of this thesis was to answer the main research question of whether the employees of a chosen company are satisfied with their current job.

The theoretical part of the thesis contains literary research of main topics related to job satisfaction. The main described topics were Human Resource Management (HRM), job satisfaction, job dissatisfaction, factors influencing job satisfaction, and motivation. Literary research became helpful in evaluating the results of the questionnaire survey.

The analytical part of the thesis consists of the introduction of company X and the analysis of the questionnaire survey. The return of the questionnaire was 92%. The questionnaire was distributed to the employees by the company management, so that might be the reason for such a high return.

The results of the questionnaire were quite surprising. All the analysed categories achieved above-average results. Based on that, specific questions were chosen and the most significant strengths and weaknesses were highlighted. From the results, it was obvious that the employees are most satisfied with the atmosphere among co-workers, relationships, interesting content of work, and equal opportunities for men and women. Question about loyalty to the company became most important because none of the employees is thinking about leaving the company. The worst results brought questions about working conditions, communication between departments, education and development, the possibility of promotion, and awareness of new employees. None of these weaknesses represent such a big problem for the employees that they would consider leaving the company. Based on the results of the analysis, it was assumed that the employees of this company are satisfied with their work.

The most significant weaknesses of the company became the basis for recommendations how to increase job satisfaction. In order to solve all the weaknesses, the author recommended possible solutions such as a new ventilation system and air conditioning, several ideas how to improve communication between departments, adaptation plan for new employees, education and development opportunities, and the possibility of promotion.

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LIST OF ABBREVIATIONS

HRM	Human Resource Management
JDI	Job Descriptive Index
PSQ	Pay Satisfaction Questionnaire
Etc.	Et cetera

LIST OF FIGURES

Figure 1: Maslow's hierarchy of needs (simplypsychology.org 2020).....	24
Figure 2: What is your age group? (own creation)	30
Figure 3: How many years have you been working for this company/organization? (own creation).....	31
Figure 4: How would you characterize the atmosphere among co-workers? (own creation).....	32
Figure 5: To what extent do you agree/disagree with the following statements? (own creation).....	32
Figure 6: How satisfied/dissatisfied are you with the pay? (own creation).....	33
Figure 7: To what extent do you agree/disagree with the following statements about remuneration? (own creation)	34
Figure 8: Satisfaction with employee benefits (own creation)	34
Figure 9: To what extent do you agree/disagree with the following statements? (own creation).....	35
Figure 10: How satisfied/dissatisfied are you with interesting content of work? (own creation).....	36
Figure 11: To what extent do you agree/disagree with the following statements? (own creation).....	37
Figure 12: How satisfied/dissatisfied are you	38
Figure 13: How satisfied/dissatisfied are you with the following circumstances? (own creation).....	39
Figure 14: To what extent do you agree/disagree with the following statements?? (own creation).....	40
Figure 15: Working in the company threatens my health. (own creation)	41
Figure 16: How satisfied/dissatisfied are you with the following circumstances? (own creation).....	42
Figure 17: I would recommend our company as a good employer. (own creation) ...	43
Figure 18: At the moment, I am seriously considering leaving the company. (own creation).....	43

LIST OF TABLES

Table 1: Response scales (own creation).....30

APPENDICES

Appendix P I: English version of the questionnaire

Appendix P II: Czech version of the questionnaire

APPENDIX P I: ENGLISH VERSION OF THE QUESTIONNAIRE

An Analysis of Employee Satisfaction in a Chosen Company

Dear respondents,

as part of my bachelor thesis, which focuses on the analysis of employee satisfaction in this company, I would like to ask you to take a few minutes of your time to fill out a short questionnaire. Your answers will serve as a basis for possible improvements that would increase your job satisfaction. The questionnaire is completely anonymous and its results will be used exclusively for the purpose of my bachelor thesis.

Thank you for your willingness and time,

Lenka Zatloukalová (student of Tomas Bata University in Zlín)

Email: l1_zatloukalova@utb.cz

How satisfied are you with the following circumstances?

Answer with a cross in the appropriate row.

	Completely satisfied	Somewhat satisfied	I don't know	Somewhat dissatisfied	Completely dissatisfied
Working conditions (light, heat, noise)					
Workload (amount of work)					
Working hours					
Organization of working time (arrivals to work, leaving work, breaks, shifts)					
Pay					
Possibility of promotion					
Job security					

Equal opportunities for men and women					
Employees' benefits					
Relationships with a direct supervisor					
Interesting content of work					
Information about the company economy					
Further education/qualification opportunities					

What do you think about the pay?

Answer with a cross in the appropriate row.

	Completely agree	Somewhat agree	I don't know	Somewhat disagree	Completely disagree
I know how my salary is determined.					
The remuneration is adequately linked to work performance.					
With regard to my work performance, the remuneration is fair.					

To what extent do you agree/disagree with the following statements?

Answer with a cross in the appropriate row.

	Completely agree	Somewhat agree	I don't know	Somewhat disagree	Completely disagree

When I do a good job, I get the credit for it.					
The best employees who deserve it are usually promoted.					
My supervisor has sufficient authority.					
Enough information to give the best work performance.					

How would you characterize the atmosphere among co-workers?

- a) Friendly and intimate atmosphere
- b) Rather friendly atmosphere
- c) Neutral
- d) Rather tense atmosphere
- e) Atmosphere full of tension and conflicts

To what extent do you agree/disagree with the following statement?

Answer with a cross in the appropriate column.

	Completely agree	Somewhat agree	I don't know	Somewhat disagree	Completely disagree
I would recommend our company/organization as a good employer.					
At the moment I am seriously considering leaving the company.					

I would like to find out more about the conditions of your work. To what extent do you agree/disagree with the following statements?

Answer with a cross in the appropriate row.

	Completely agree	Somewhat agree	I don't know	Somewhat disagree	Completely disagree
I have the equipment and tools necessary for my work performance.					
Usually enough workers to manage the required work.					
Working in a company threatens my health.					
Clearly defined work assignments.					
Enough time to do the job well.					

How many years have you been working for this company/organization?

- a) Less than a year
- b) 1–2 years
- c) 2–5 years
- d) More than 5 years

What is your gender?

- a) Male
- b) Female

What is your age group?

- a) 18–30 years
- b) 31–50 years
- c) 50 years and more

MY MESSAGE FOR THE MANAGEMENT OF THE COMPANY

What would you recommend the company management to improve / change / cancel to your greater satisfaction? If you have, give three suggestions or comments.

- 1.
- 2.
- 3.

Thank you so much for your time and answers.

APPENDIX P II: CZECH VERSION OF THE QUESTIONNAIRE

Analýza spokojenosti zaměstnanců ve vybrané firmě

Dobrý den, vážení respondenti,

v rámci své bakalářské práce, která se zaměřuje na analýzu spokojenosti zaměstnanců v této firmě, bych Vás chtěla poprosit, abyste věnovali pár minut svého času na vyplnění krátkého dotazníku. Vaše odpovědi se stanou podkladem pro možná zlepšení, která by vedla ke zvýšení Vaší pracovní spokojenosti. Dotazník je zcela anonymní a jeho výsledky budou použity výhradně pro účely mé bakalářské práce.

Děkuji za Vaši ochotu a čas,

Lenka Zatloukalová (studentka Univerzity Tomáše Bati ve Zlíně)

E-mail: 11_zatloukalova@utb.cz

Jak jste spokojen/a s následujícími okolnostmi Vaší práce?

Odpovězte křížkem v příslušném řádku.

	Rozhodně spokojen/a	Spíše spokojen/a	Nevím	Spíše nespokojen/a	Rozhodně nespokojen/a
Pracovní podmínky (světlo, teplo, hluk)					
Pracovní zátěž (množství práce)					
Délka pracovní doby					
Organizace pracovní doby (příchody, odchody, přestávky, směny)					
Mzdové ohodnocení					
Možnost povýšení					
Jistota zaměstnání					
Stejně možnosti pro muže a ženy					

Zaměstnanecké výhody					
Vztahy s přímým nadřízeným					
Zajímavost práce					
Informovanost o hospodaření podniku					
Možnosti dalšího vzdělávání / rozšiřování kvalifikace					

Co soudíte o odměňování ve firmě?

Odpovězte křížkem v příslušném řádku.

	Rozhodně souhlasím	Spíše souhlasím	Nevím	Spíše nesouhlasím	Rozhodně nesouhlasím
Vím, jakým způsobem je stanoveno mé mzdové ohodnocení.					
V naší firmě je odměňování přiměřeně vázáno na pracovní výkon.					
Odměňování je s ohledem na mé pracovní výkony spravedlivé.					

Do jaké míry souhlasíte/nesouhlasíte s následujícími výroky?

Odpovězte křížkem v příslušném řádku.

	Rozhodně souhlasím	Spíše souhlasím	Nevím	Spíše nesouhlasím	Rozhodně nesouhlasím

Když odvedu dobrou práci, dostane se mi uznání.					
Ve firmě jsou povyšováni zpravidla ti nejlepší, kteří si to zaslouží.					
Můj nadřízený má dostatečnou autoritu.					
Mám dostatek informací pro kvalitní výkon své práce.					

Jak byste charakterizoval/a atmosféru mezi spolupracovníky?

- a) Přátelská až důvěrná atmosféra
- b) Spíše přátelská atmosféra
- c) Neutrální
- d) Spíše napjatá atmosféra
- e) Atmosféra plná napětí a konfliktů

Do jaké míry souhlasíte či nesouhlasíte s následujícími výroky?

Zvolte příslušnou odpověď v řádku.

	Rozhodně souhlasím	Spíše souhlasím	Nevím	Spíše nesouhlasím	Rozhodně nesouhlasím
Doporučil/a bych naši firmu/organizaci jako dobrého zaměstnavatele.					
V současné době vážně uvažuji o odchodu z firmy.					

Ráda bych zjistila více o podmínkách Vaší práce. Do jaké míry souhlasíte nebo nesouhlasíte s následujícími výroky?

Odpovězte křížkem v příslušném řádku.

	Rozhodně souhlasím	Spíše souhlasím	Nevím	Spíše nesouhlasím	Rozhodně nesouhlasím
Mám k dispozici vybavení a nástroje potřebné pro řádný výkon své práce.					
Na našem pracovišti je většinou dostatek pracovníků na zvládnutí požadované práce.					
Práce ve firmě ohrožuje mé zdraví.					
Mám jasně stanovené pracovní úkoly.					
Mám dostatek času na kvalitní provedení své práce.					

Kolik let pracujete u této firmy?

- e) Méně než 1 rok
- f) 1-2 roky
- g) 2-5 let
- h) Více jak 5 let

Pohlaví:

- c) Muž
- d) Žena

Váš věk:

- a) 18-30 let
- b) 31-50 let
- c) Více než 50 let

MŮJ VZKAZ VEDENÍ FIRMY

Co byste doporučil/a vedení společnosti, aby zlepšilo/změnilo/zrušilo k Vaší větší spokojenosti? Máte-li, uveďte tři náměty či připomínky.

- 1.
- 2.
- 3.

Mockrát děkuji za Váš čas a odpovědi.