

Motivation of employees in Zlín Region

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ABSTRAKT

Tato bakalářská práce se zabývá motivací zaměstnanců ve Zlínském kraji. V teoretické části je charakterizován vývoj motivace, impulsy a známé teorie. Dále jsou zmíněny využívané formy motivace a komplexní odměňovací balíčky včetně Cafeteria systému.

Analytická část bakalářské práce uvádí slavného zlínského podnikatele Tomáš Baťu, jeho filosofii a přístup k motivaci. Velký prostor je věnován dotazníkovému šetření, které podstoupili zaměstnanci i zaměstnavatelé z důvodu získání obou úhlů pohledu týkajících se motivace ve firmách. Všechny výsledky jsou analyzovány a v závěru práce je navrženo řešení zjištěných problémů.

Klíčová slova:

Motivace, odměňování zaměstnanců, zaměstnanci, zaměstnavatelé, manažeři, podnikatel, firmy, společnosti, Zlínský kraj, Tomáš Baťa.

ABSTRACT

This Bachelor thesis deals with the motivation of employees in the Zlín Region. In its theoretical part, the development of motivation, impulses and its famous theories are mentioned. Further on the means of motivation and remuneration packages including the Cafeteria System are forenamed.

The analytical part of the thesis begins with the chapter about Tomas Bata, his philosophy and approach towards motivation. In order to get valid acquirement of opinions from various points of view, the major part is dedicated to the analysis of questionnaires performed by both employees and employers. All the data are analyzed. In the conclusion of my thesis there is designed a solution of the problems that were discovered.

Keywords:

Motivation, remuneration of employees, employees, employers, managers, entrepreneur, firms, companies, Zlín Region, Tomas Bata.

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DECLARATION OF ORIGINALITY

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

April 26, 2011

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INTRODUCTION

This bachelor thesis maps the situation of the motivation of employees in the Zlín Region. It is focused on the means of motivation used in this area and on the importance of employees' motivation in general.

The goals of this bachelor thesis are to identify tools of motivation used by the managers and employers in the Zlín Region and whether they are applied effectively. Last but not least, this work is aimed at confrontation of both employers' and employees' attitudes. Within the evaluation, the current situation in the Zlín Region is taken into account.

The theoretical part is dedicated to the origins of motivation and its roots. Well-known theories are divided into the traditional and the modern ones. Selected theories are described and analyzed. Various forms of employees' motivation are also discussed and examined.

In the practical part, the motivation of employees in the Zlín Region is discussed. This particular area has its long history as "a city of entrepreneurs" thanks to Tomas Bata, who is closely connected to Zlín and its surroundings. Apart from the fact that he offered people jobs in his shoemaking factory, he gave them opportunities to educate themselves, provided them with health care and places to live. Through these basic tools he motivated them and these are also the reasons why he is such an important person.

In order to find out complex information whether employees are motivated or not and how they are motivated, two researches were carried out – both for employees on one side and for firms as employers on the other. The approaches occupied by the company managers are analyzed in connection with the results given by the questionnaires answered by the employees. There are also suggested solutions which could improve the situation.

I. THEORY

1 MOTIVATION AND ITS DEVELOPMENT

There are many theories trying to express what motivation is. Basically, the word “motivate” itself comes from a Latin verb *movere*. It means a movement or a kind of a progress. Scientists have been trying to identify motivation for more than a hundred years. That is why there are so many different theories.

Max A. Eggert gives us a lot of arguments to give reasons for such a high number of hypotheses. Some of them are that motivation is an artificial construct and people differ in their needs and wants, so the kind of motivation is different.¹

1.1 Impulses for motivation

According to Abraham Maslow and his “Motivation and Personality”, the starting points for motivation are the needs². Ken Shah and Prof. Param J. Shah claim that other pulls are emotions, goals or values³.

1.1.1 Needs

Needs are so-called psychological drives that come to light as an absence of something. *“Two lines of research make it necessary to revise our customary notions about these needs: first, the development of the concept of homeostasis and second, the finding that appetites (preferential choices among foods) are a fairly efficient indication of actual needs or lacks in the body.”*⁴ According to this definition needs are the most powerful signals.

The understanding of people’s needs is crucial for a proper motivation. If a manager does not know what his employees need, he cannot satisfy them and they will not work effectively. That is why managers cannot forget traditional theories of motivation. Mrs Tureckiová also claims that motivation is an inner process that expresses the desire to do an action leading to the achievement of subjectively important goal or result.⁵

¹ Max Eggert, *The Motivation Pocketbook* (Alresford: Management Pocketbooks Ltd., 1999), 10.

² Abraham H. Maslow, *Motivation and Personality*. 3rd ed. (New York: Harper & Row, 1987), 15.

³ Ken Shah and Param J. Shah, “Motivation,” Lay Networks (April 2009), <http://www.laynetworks.com/Motivation.html> (accessed March 26, 2011).

⁴ Maslow, *Motivation and Personality*. 3rd ed., 15.

⁵ Michaela Tureckiová. *Řízení a rozvoj lidí ve firmách*, 1st ed., (Praha: Grada, 2004), 55.

1.1.2 Emotions, goals and values

The influence of emotions, goals and our values is also important. Their impact can influence either the attitude to work, the engagement to problems or the process of the work itself. Their effect on results is also unexceptionable.⁶

Emotions are our feelings. They are a part of more sustained emotional state of mind called mood.

Goals represent an intended outcome that requires action. At the end it leads to the satisfaction of needs.

Values are apart from cultural elements personal “rules” that make people behave in a certain manner. They reflect their attitudes and beliefs. Personal values are sometimes more important than social, political or economic values.

1.2 Positive and negative motivation

Looking at the motivation from the very basic point of view, it can be divided into negative and positive. Managers often translate good working conditions for positive motivation and bad conditions for negative motivation. The latter is mainly based on the fear similar to the threat of a lower salary or a lower job position.

1.3 Intrinsic and extrinsic motivation

One of the basic divisions of motivation is into intrinsic and extrinsic. Basically, intrinsic motivation deals with aspects that origin in our interests. Extrinsic motivation is based on factors around us – factors that make us act in a certain way. The boundary between the two types is not clear; external factors can become internal depending on preferences of each person.⁷

1.3.1 Intrinsic motivation

According to the book “Achievement and Motivation: Cambridge Studies in Social Development” from Ann K. Boggiano and Thane S. Pittman, intrinsic motivation is innate but becomes differentiated with the changes in individual’s interests. Managers have to

⁶ Ken Shah and Param J. Shah, “Motivation,” Lay Networks (April 2009), <http://www.laynetworks.com/Motivation.html> (accessed March 3, 2011).

⁷ Petr Popov, “Obecná Teorie Motivace,” Společnost pro návykové nemoci (02.04.2008), <http://academic.cuesta.edu/acasupp/as/202.htm> (accessed March 26, 2011).

bear in mind this fact since they want to take advantage of this type of motivation.⁸ In my opinion, intrinsic motivation is the strongest one and influences human's acting considerably.

1.3.2 Extrinsic motivation

This type of motivation concerns external factors. It is based on external rewards like for example recognition, praise or money. Managers usually go for extrinsic motivation when the employee is not motivated enough intrinsically. However, if managers use extrinsic motivators to excess, it might not work very well.⁹ But if managers do not choose the right external factors, motivation becomes useless.

1.4 Theories of motivation

This chapter divides the theories of motivation into two sections. There are some traditional theories and selected interesting modern theories. Special attention is paid to their classification and analysis.

1.4.1 Traditional theories

Theory of needs

As mentioned before, needs are very important impulses. Abraham Maslow built his theory on this fact and managers have still been using his approach in a transposed way. He claims: "*This theory is in the functionalist tradition of James and Dewey, and is fused with the holism of Wertheimer, Horney, Reich, Jung, and Adler. This Integration or Synthesis may be called a holistic-dynamic theory.*"¹⁰

In essence, the theory divides needs in five categories. At the bottom, there are physiological needs, above them stand needs of safety, social needs and esteem needs. At the top there is self-actualization. Together they create a pyramid as you can see in the picture below:

⁸ Ann K. Boggiano and Thane S. Pittman, eds. *Achievement and Motivation: Cambridge Studies in Social Development*. (New York: Press Syndicate of University of Cambridge, 1992), 7.

⁹ Collective of authors, "Extrinsic Motivation," Motivation Now, <http://www.motivationnow.com/extrinsic-motivation.html> (accessed March 26, 2011).

¹⁰ Abraham H. Maslow, *Motivation and Personality*. 3rd ed. (New York: Harper & Row, 1987), 15.

Figure1. *Maslow's Hierarchy of Needs*¹¹

According to Maslow's theory, if the needs at the lower level are not satisfied, the needs at the higher level can not be satisfied either.

While in the Maslow's theory physiological needs are processes important for living such as rest, hunger, breathing or sex, managers have to transpose them for company's motivation. Such level of needs would correspond with the wage or salary. Safety needs include shelter and personal security and match with the security in work and job certainty. Social needs are based on the contact with other people. Alongside the family and friends the worker communicates and spends time with his or her colleagues. These interpersonal relationships at workplace can rapidly change the worker's efforts. Esteem needs are of those *higher needs*. They involve a personal status and social standing, which makes the worker an individual and gives him or her an identity. At work people want to gain the same goals and have the appreciation of their performance. As far as these needs are satisfied, the person wants to achieve self-actualization or self-realization. At a working position this need is gained by higher education and self-development. Nowadays, managers are keen to give this opportunity to their employees. Apart from satisfied people managers are well-disposed towards more qualified workers.

¹¹ Internet Center for Management and Business Administration, Inc., "Maslow's Hierarchy of Needs," NetMBA.com(05/2010), <http://www.netmba.com/mgmt/ob/motivation/maslow/> (accessed March 26, 2011).

Theory X and Theory Y

One of the traditional theories is the Theory X and Theory Y, whose author is Douglas McGregor. His theory is based on the premise that the main role of the manager is to gather all required factors of production. His main goal is to achieve the profit of the firm.

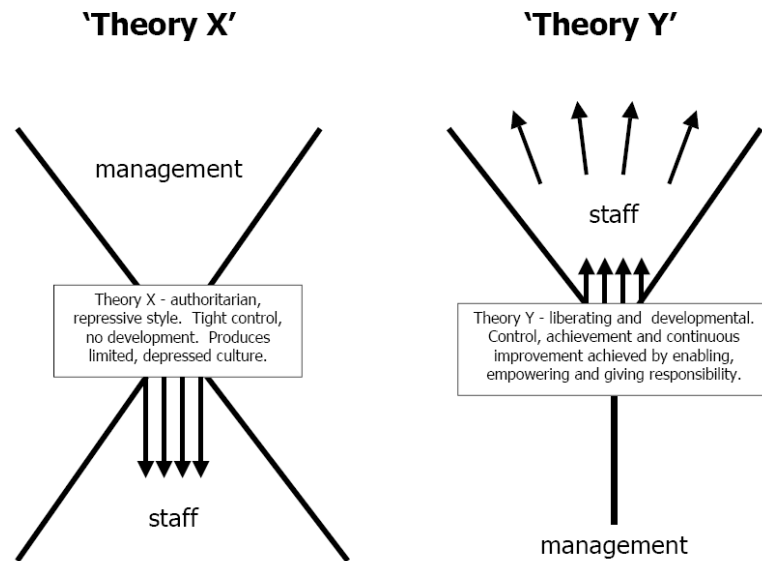
Part X of the theory presumes that a worker cares only about his or her personal achievement and the main goals of the organization are not crucial for him or her. This kind of person does not like the job and tries to avoid it, and every change proposed by the management is deprecated by him or her. Money and security are the only motivators, because this type of a worker has no ambition and does not care about his or her personal self fulfillment.

On the other hand, part Y is the antipode. The worker's needs are of higher level and they are never completely satisfied. Such person considers work as a natural thing as the sleep. If the remuneration is determined to satisfy their needs, he or she will be committed to the objectives. That is why this worker can easily handle with responsibility and can show self-direction.

To motivate either worker X or worker Y, so-called hard and soft approaches were developed. The hard approach is founded on tight control and command. Therefore it is recommended for factor X.

The soft approach is based on seeking the harmony and cooperation with workers. They do not have to be forced, but asked. While this approach would not work for X, worker Y would definitely appreciate it.¹²

¹² Internet Center for Management and Business Administration, Inc., "Maslow's Hierarchy of Needs," NetMBA.com(05/2010), <http://www.netmba.com/mgmt/ob/motivation/maslow/> (accessed March 22, 2011).

Figure2. *Factor X and Factor Y*

Two-Factor Theory

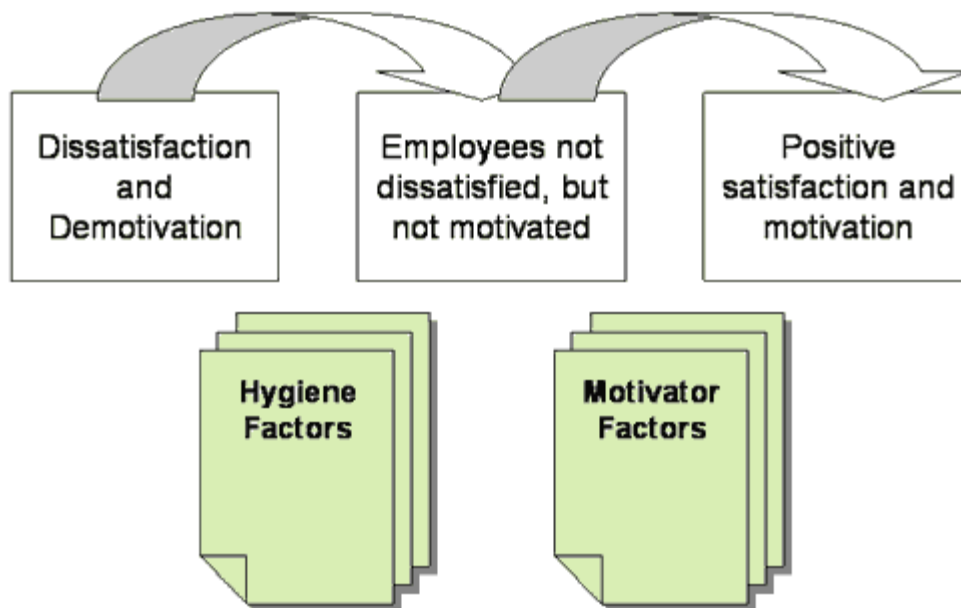
Among other theories the Herzberg's Motivation-Hygiene theory, also called Two Factor Theory is considered to be one of the traditional. According to the studies, the psychologist Frederick Herzberg determined factors in employee's work environment that caused his or her dissatisfaction or satisfaction. These factors act independently on each other and are related to Maslow's theory of motivation.

In general, the factors causing satisfaction are mainly achievement, responsibility, recognition, growth, advancement and the work itself. They can be also called motivators. On the other hand, the factors leading to dissatisfaction concern supervision, salary, work conditions, company policy and relationships with leaders and co-workers. Together with job security and fringe benefits they can be entitled as hygiene factors.

To bring the productivity on the best level, it is necessary to make sure, that the hygiene factors are fulfilled. Motivation factors mentioned above are needed to motivate employees to better performance.¹³

The full process of the theory is displayed in the picture below:

¹³ Collective of authors, "Two-Factor Theory of Motivation," American-Business.org, <http://american-business.org/827-herzbergs-two-factor-theory-of-motivation.html> (accessed March 26, 2011).

Figure3. *Hygiene Factor and Motivator Factors*¹⁴

1.4.2 Modern theories of motivation

Even though traditional theories have their history and development, they are not sufficient for managers today. That is why modern theories were developed. It is believed that unlike the traditional theories they are supported with evidence. Thanks to these methods, employers can identify their needs in a clearer way. This chapter is focused on three of six theories among which are ERG Theory, Goal Setting Theory, Expectancy Theory of Motivation, McClelland's Theory of Needs and Equity Theory of Motivation.¹⁵

ERG Theory

Abraham Maslow's Hierarchy of Needs has become a source of inspiration for younger ancestors. One of them was Clayton Alderfer, who introduced ERG Theory. His approach is simple but more complex. The abbreviation "ERG" refers to *existence, relatedness* and *growth*.

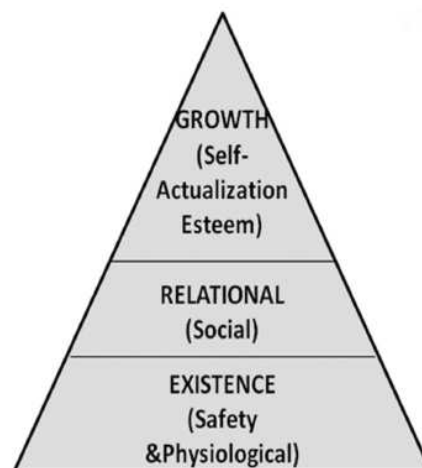
¹⁴ Collective of teachers, "Motivation in Theory - Herzberg Two Factor Theory," tutor2u, http://tutor2u.net/business/people/motivation_theory_herzberg.asp (accessed March 12, 2011).

¹⁵ Himanshu Juneja and Prachi Juneja, "Modern Theories of Motivation," Management Study Guide (02/2008), <http://www.managementstudyguide.com/modern-theories-motivation.htm> (accessed March 26, 2011).

Existence is represented by many different forms of material and psychological wishes and desires. Relatedness involves relationships with other people. It is satisfied by mutual sharing feelings and thoughts like understanding or acceptance. Growth forces a person to make productive or creative actions on his environment and himself.¹⁶

Those needs are arranged in order as in the picture below:

Figure4. Needs according to ERG Theory¹⁷



Unlike Abraham Maslow's Hierarchy of Needs, ERG Theory allows the order of the needs to vary for different people. *"If a higher level need remains unfulfilled, the person may regress to lower level needs that appear easier to satisfy. This process is also called the frustration-regression principle. The ERG Theory also allows for different levels of needs to be pursued simultaneously."*¹⁸

Company's management can use this theory in order to satisfy employee's needs at once. If the worker does not have the opportunity to grow, he or she may move back to relatedness needs. So far as the manager is able to recognize these changes, steps can be taken to improve the employee's situation. The worker can soon focus on growth again.

¹⁶ W. Huitt, "Motivation to learn: An overview," Educational Psychology Interactive. Valdosta, GA: Valdosta State University (accessed March 3, 2011).

¹⁷ The Journal of Wealth Management, Erg Theory, Winter 2008, <http://www.ijournals.com/doi/abs/10.3905/JWM.2008.11.3.030> (accessed March 18, 2011).

¹⁸ Internet Center for Management and Business Administration, Inc., "ERG Theory," NetMBA.com(05/2010), <http://www.netmba.com/mgmt/ob/motivation/erg/> (accessed March 22, 2011).

Goal Setting Theory

In 1960's Goal Setting Theory was first introduced by Edwin Locke. At the time it was the reaction on three main approaches to human motivation that were dominant – Drive Theory, Reinforcement Theory and Subconscious Motives. The last one was considered to be very alternative.¹⁹

Goal Setting Theory is based on the premise that much of the human action is purposeful, in that it is directed by conscious goals. Edwin A. Locke claims that there are three levels among which goals are controlled. Goal-directed action at the lowest (vegetative) level of life is physiologically controlled. The next level is represented by the lower animals. It presents conscious self-regulation through sensory-perceptual mechanisms including pleasure and pain. Humans dispose of the highest form of consciousness, the capacity to reason. They have the power to choose their own goals.

“This theory states that specific and challenging goals along with appropriate feedback contribute to higher and better task performance.”²⁰

By the virtue of the goals that indicate and give directions, an employee knows what needs to be done. He or she also knows how much effort has to be put in.

The keynote lies in correct setting of goals. Edwin A. Locke suggests in his studies that goals need to be S.M.A.R.T. – specific, measurable, attainable, relevant and timely. If goals are set correctly, managers will soon experience increased motivation, effort and persistence. Goal-setting theory also improves the quality and frequency of feedback on performance. Feedback usually requires interaction with upper management. *“However, with a clear goal in sight, employees can measure their progress and make necessary adjustments to their methods or efforts throughout the process.”²¹* On the other hand, Goal Setting Theory has many limitations. Sometimes managerial goals are in conflict with organizational goals. If goals are complex and difficult, they can cause riskier behavior.

¹⁹ Harold O'Neil and Michael Drillings, eds. *Motivation: Theory and Research*. (New Jersey: Lawrence Erlbaum Associates, Inc., 1994), 13-15.

²⁰ Himanshu Juneja and Prachi Juneja, “Goal Setting Theory of Motivation,” *Management Study Guide* (02/2008), <http://www.managementstudyguide.com/modern-theories-motivation.htm> (accessed March 26, 2011).

²¹ Shane Thornton, “Goal-Setting Theory in Management,” *eHow* (07/2009), http://www.ehow.com/about_5243758_goal_setting-theory-management.html (accessed March 26, 2011).

Employees are also keen to focus on the attainment of the goal rather than on their performance.²²

Expectancy Theory of Motivation

Beside all the theories dealing with human's preferences, needs and goals, Victor Vroom specified motivation with the emphasis on outcomes. *"This approach has become a commonly accepted theory for explaining how individuals make decisions regarding various behavioral alternatives."*²³

Victor Vroom based his theory on three beliefs. He entitled them as *Valence*, *Expectancy* and *Instrumentality*. Valence refers to the value that every person puts on the place of rewards. It represents his or her goals, needs and values. Expectancy represents the faith that better efforts will result in better performance. It is based on self-confidence and on past experience.

Instrumentality means the interconnection between performance and evaluation. If a worker performs a good job, he or she will be rewarded by an adequate outcome.

If there is a relationship between expectation and outcome, three units need to be fulfilled – *effort*, *performance* and *outcome*.

Effort supports the idea according to which people put more effort in their work in order to improve their performance. That is why it comes as the second element. It makes people believe that high level of their self-presentation will be compensated in an appropriate way or with a reward. The last unit – outcome - must be attractive for the worker.

Victor Vroom assumes that the worker's performance is influenced by many things. Individual factors like knowledge, skills, abilities and experience are very important.²⁴ Together they all have a large impact on the employee's behavior at work.

Expectancy Theory is very useful for creating an appropriate incentive scheme. This approach envisages that employees come to work because they get paid. They go there whether they enjoy the type of work they do or not. If they like the job, it is another benefit

²² Himanshu Juneja and Prachi Juneja, "Goal Setting Theory of Motivation," Management Study Guide (02/2008), <http://www.managementstudyguide.com/modern-theories-motivation.htm> (accessed March 26, 2011).

²³ Collective of authors, "Expectancy Theory," QuickMBA (08/2005), <http://www.quickmba.com/mgmt/expectancy-theory/> (accessed March 26, 2011).

²⁴ The Certified Accountant, Expectancy Theory, Winter 2008, 48-49 <http://www.lacpa.org.lb/Includes/Images/Docs/TC/TC341.pdf> (accessed March 24, 2011).

for them. Workers make choices from the options that are available and their likelihood of achieving beneficial results. This helps to determine how much energy and motivation they are going to spend in achieving these objectives.²⁵

1.4.3 Motivation and leadership

Last but not least the role of leadership itself can not be omitted. Without a capable and recognized leader with the ability to talk to people and persuade them to act the way he wants, motivation would not have any effect. *“Motivation is part of the leadership picture. Bill Clinton, Jimmy Swaggart, Dan Rostenkowski and others may not have strong characters, but they certainly know how to stand up in front of people and motivate them or move them toward action.”*²⁶

Although the understanding of relationship between motivation and leadership is not often underlined, those two elements are closely bound. *“Motivation in connection with leadership is often illustrated on the army. It has generally assumed that both good leadership and highly motivated troops are necessary for effective combat operations.”*²⁷

²⁵ Collective of authors, “Using the Expectancy Theory of Motivation in Your Business,” Self Motivation Resources, <http://www.selfmotivationresources.com/expectancytheoryofmotivation.php> (accessed March 26, 2011).

²⁶ Richard C. Maddock and Richard L. Fulton. *Motivation, Emotions, and Leadership: The Silent Side of Management*. (Westport: Quorum Books, 1998), 16.

²⁷ Maddock and Fulton. *Motivation, Emotions, and Leadership: The Silent Side of Management*, 6.

2 FORMS OF EMPLOYEE'S MOTIVATION

Every company has a possibility to use various attitudes to motivation. Regardless of the type of a company, managers can use either means available in the firm or from the internal sources, or outsource other organization which can offer many different remuneration packages. There is also a possibility to use combination of both. In this chapter both types are discussed and analyzed.

2.1 Motivation provided from internal resources of a firm

Before managers start to think about the motivation of their employees in the sense of extra benefits, they should provide non-material but very important background. No worker will appreciate tangible rewards until the communication in the company is clear and goals or tasks are concrete. Apart from the salary there are factors like administrative, interpersonal relationships and work security which are indeed crucial. Certainly, there are many other aspects like acknowledgement either by leaders or co-workers, work, responsibility to do a certain type of work or professional growth.

Among tangible things which can be used for motivation is a company car for personal use, commission, financial help, and compensation of financial costs expended on work purposes. Extra vacation or flexi-time work would belong to a special category of non-financial benefits.

2.1.1 Goals, tasks and communication

Especially objectives play an important role and are strong motivators. To reach the desirable goal, every employee has to accept the task and be committed to the work completely. While the objectives are set, it is important to gain a feedback. Both employees and managers are assured that the task has been understood in the right way.²⁸

Without effective communication, understanding is impossible to reach. In fact, cooperation is based mainly on free and open communication. It is the task for the manager to attach information flow through the whole company. When it is reached, employees do not have any doubts and are well- informed.

²⁸ František, Bělohávek. *Jak vést a motivovat lidi*. 5th ed. (Brno: Computer Press, 2008.), 33-34.

2.1.2 Administrative, interpersonal relationships, work security and salary

All these factors can easily become negative motivators. As far as managers are concerned with administrative, interpersonal relationships and work security, they have to bear in mind that solution should be useful for both sides – the leaders and employees.²⁹

Administrative

No one likes ineffective bureaucracy which often leads to great time loss. For example, control system might be necessary, but the paper work arising from that is tedious. To avoid the situation, people have to know its advantages and needfulness. The simpler the system gets the better procession of work it brings.

Interpersonal relationships

On the contrary to the individuals who do not care much about others, companies and managers often prefer teamwork. To make teamwork effective, employees should be open to discuss and communicate with co-workers. Managers have to create a team in which people will work readily. All differences in the company-status of workers should be wiped-off to prevent tensioned atmosphere in a group.

Work Security

Some people prefer to have a secure job, but others appeal for risk. Depending on the economy, job security is a major concern for employees. *“They have to try their best, even when job security is uncertain, for the sake of keeping their self-esteem intact and knowing they are doing their best job possible.”*³⁰

Salary

Although the salary is the reason why people work, it is considered to be a rather negative factor than a motivator. There are just a few people who are really satisfied with the amount of money they get for the work done. From this point of view, the salary or the wage are considered to be weak tools of motivation. *“According to modern studies and*

²⁹ Patrick Forsyth, *How to Motivate People*. 2nd ed. (London: Kogan Page Publishers. 2010.), 25-32.

many researches it has been found out that money (even in a large amount) is not one of the top things a person needs to feel complete or content in a job."³¹

2.1.3 Tangible benefits offered by the company

As mentioned above, one of the most valuable benefits is a company car. Though almost all workers would appreciate the use of a car they basically do not own, there are also weaknesses. Companies which can offer this benefit usually acquire a car through a lease contract. The deed lasts for three years and is based on a monthly fee to the leasing provider. After all the fees are paid, the car could be sold to the company or it becomes a property of a leasing firm. Once this process is finished, either the company or the leasing firm can sell the car to another person. In recent years the economy falls down and that is why the sale of used cars declines. Thanks to this phenomenon, leasing firms do not offer profitable fees for companies. On this account purchase of such a vehicle becomes expensive.³²

Similar to a company car is the use of a company mobile phone. Basically, employers pay for the bills of phone services. To avoid extra expenses, managers specify the amount of money that an employee can use per month. Money beyond that amount is paid by the worker.

Commission is defined as a payment added to the salary. Its height depends on the amount of work done by an employee. To make a commission an efficient motivator, it needs to be personal and calculated the easiest way possible. Commission does not have to be delivered only in the form of money. Many companies offer this bonus as presents or free tickets to cinema or theatre.³³

If an employee needs larger amount of money and does not want to go to a bank, financial help can be requested. This usually works on the principle of a loan with low or no interest.

³⁰ Joey Pellham, "Job Security as a Motivational Factor," eHow (05/2009), http://www.ehow.com/facts_5693382_job-security-motivational-factor.html (accessed March 27, 2011).

³¹ Your Guide, "Isn't a Salary Enough Motivation to Get the Job Done?" October 16, 2005, <http://www.beginnersguide.com/careers/motivation/isnt-a-salary-enough-motivation-to-get-the-job-done.php> (accessed March 27, 2011).

³² Phil Peace, "Staff Motivation During Recession: Keeping the Company Car," Fresh Business Thinking (September 23, 2009), http://www.freshbusinessthinking.com/business_advice.php?AID=3445 (accessed March 27, 2011).

³³ Patrich Forsyth, *Jak motivovat svůj tým*, ed. Jitka Novotná (Praha : Grada, 2009), 33-34.

Many companies differ from various types of loans for their employees according to the amount of money.

More frequently company leaders agree on compensation of financial costs expended on work purposes. This category comprises benefits such as a company credit card or discharged fare.

2.1.4 Summary

Even though benefits are theoretically divided into many different groups, companies usually use their combinations. Nowadays, means of motivation provided from internal resources of a firm mentioned above are not sufficient. They are considered to be a basic element of a workplace. Therefore, managers have to add other benefits to make work for their company attractive.

2.2 Remuneration packages offered by outsourced organizations

To help managers with motivation there are various organization and companies, whose specialization lies in combining various types of remuneration. Those packages include everything that an employee earns for performing a job. *“Remuneration packages should suit the business situation, and reflect the responsibilities and duties of the position and the skills and abilities of the employees. To attract and retain staff it is also important to consider current market rates being offered for similar positions.”*³⁴ Hence meal vouchers, various insurances, further education courses, vouchers for sport activities, recreation, culture events, health products and free time activities are offered.

2.2.1 Meal vouchers, pension insurance and life insurance

Organization assorting remuneration package counts in the salary and adds fringe benefits. There are various benefits that workers can earn. Nowadays meal vouchers are very common together with pension insurance or life insurance. In these cases, employers can

³⁴ Dairy Australia, “Working Out a Remuneration Package,” 2008, <http://www.thepeopleindairy.org.au/engagement-reward/working-out-a-remuneration-package.htm> (accessed March 27, 2011).

motivate workers through contributions. In the Czech Republic, the state policy takes this into account and offers tax allowances for employers.³⁵

2.2.2 Further education courses

Lots of employers offer training courses and special training in order to have qualified staff. It is a very useful way for an employer how to increase the employee's qualification. The only condition needs to be fulfilled – the attended course has to relate to the job performed. The Czech state policy offers tax reliefs also in this area.³⁶

2.2.3 Sport activities, recreation, culture events, health products and free time activities

These benefits are more hobby-oriented. Employers can provide free tickets to any cultural event or free season tickets to sport or recreation facilities. Other advantages comprise the purchase of health products such as food supplements or cosmetics.

2.2.4 Cafeteria System

The system offers complete outsourcing of employee benefits. It is based on non-financial remuneration for employees. Workers offered with this system tend to be more loyal and satisfied. Employees have the right to choose which services they want to use. Instead of wasting the given amount of benefits on health products they do not need, they can ask for extra free days or for free tickets to a sports match. Very often other members of the worker's family are involved. Thus this system improves work-life balance.³⁷

With the use of such a system, the employer can decrease costs and fluctuation. The company reaches higher competitiveness and becomes more attractive for its employees.

³⁵ Michal Ruml, "Ušetřete na daních pomocí zaměstnaneckých benefitů," Finance.cz (12.10.2007), <http://www.finance.cz/zpravy/finance/132524-usetrete-na-danich-pomoci-zamestnaneckych-benefitu/> (accessed March 27, 2011).

³⁶ Petr Bukač, "Využíváte zaměstnanecké výhody?" Měšec.cz (16.03.2005), <http://www.mesec.cz/clanky/vyuzivate-zamestnanecke-vyhody/> (accessed March 27, 2011).

³⁷ Pavla Korbelová "Co Nabízí Cafeteria Systems?" Cafeteria.cz, <http://www.cafeteriasystems.cz/> (accessed March 27, 2011).

II. ANALYSIS

3 HISTORY AND RECENT SITUATION OF MOTIVATION I N ZLÍN REGION

The Zlín Region has become widely known as a "city of entrepreneurs". Historically it was a place where the famous shoemaker Tomas Bata operated and without his contribution, the Zlín Region would not have a reputation as it has nowadays. It would not be possible for other successful entrepreneurs and companies, which have followed him. Therefore this chapter is partially dedicated to Tomas Bata and his philosophy, which is closely connected with his approach to motivation.

The second part characterizes firms and entrepreneurs overall in the Zlín Region in recent times.

3.1 Tomas Bata

Tomas Bata started his business as a shoemaker in 1894 with his brother Jan and sister Anna. Since that time the company Bata has gone through a long development. It had its ups and downs, but after such a long time it is obvious that Bata has been established as a strong brand.

He drew inspiration from experiences he had got from his journeys abroad and mainly from the work for Henry Ford. Since the very beginning Tomas Bata used his philosophy and strong opinion to motivate people he was employing.³⁸

3.1.1 Philosophy

Since the very beginning Tomas Bata as a young entrepreneur knew that he had to deal with people with respect and take care of them. His intention was to give people freedom, jobs and create civilized and modern democratic society. In his autobiography he wrote: "*The most vital ingredient of our corporate culture is the loyalty and integrity of our people.*"³⁹ With these opinions Tomas Bata scored a success and could expand abroad, for example to Canada.

³⁸ Marek Kudzbel, *Bata: The Business Miracle (The Story of an Extraordinary Entrepreneur)* (Marianka: Marada Capital Services, 2006), 61-53.

³⁹ Thomas J. Bata and Sonja Sinclair, *Bata: Shoemaker to the World* (Toronto: Stoddart Publishing Ltd, 1990), 274.

3.1.2 Approach towards motivation

To make the loyalty and integrity really strong, Tomas Bata built the whole city to please the needs of all the people who worked for him. He built up streets to make it possible for people to travel. He built a hospital, which has nowadays a strong reputation in the Czech Republic and he gave his workers places to live – small houses built in Zlín. He also built restaurants and shops. These elements can be seen as basic needs that were fulfilled. Further on, Tomas Bata aimed at the personal development of his workers. He offered them further education – so-called evening school system.

To sum it up, Thomas Bata used very basic tools of motivation, but really effective ones. As a reward he got continuous performance of his workers, who faced any problem or task decisively and with loyalty.⁴⁰

3.2 Firms and entrepreneurs in Zlín Region in recent times

Apart from Bata's company which still operates in Zlín and in other cities, the city is full of other firms and entrepreneurs offering various products and services.

As the database abc.cz shows, various kinds of enterprises are represented in the Zlín Region nowadays. They differ in size and in branch of business. On one hand we can find large building and reconstruction companies and on the other also smaller family firms. This situation of a small and a large company operating in the same field can be found in many other branches like electronics, advertising, services in general and many more.

The Zlín Region also offers many free time activities and facilities. For instance there are possibilities to do various kinds of sports and to have a rich cultural life. It implies that there are virtually many chances for managers to choose the right form of motivation.

To find out whether the employees in the Zlín Region are motivated, two researches were carried out. One of them was conducted with employees and the other with managers as employers.

⁴⁰ Anthony Cekota, *Entrepreneur Extraordinary: The Bibliography Thomas Bata*(Ontario: Best Printing Company Ltd., 1968), 186-87.

4 DATA EVALUATION FROM EMPLOYEES' AND EMPLOYERS' QUESTIONNAIRE

For the purpose of my bachelor thesis I prepared a questionnaire for 98 employees, on half of them were men and the other half were women. Through 15 questions in total I tried to discover, whether the employees consider themselves to be motivated or not. Some of the questions were also aimed at the types of motivation their directors use and if they are successful or not. A special part is dedicated to Cafeteria System. I paid attention to the leadership and its influence on motivation, as mentioned in the chapter 1.4.3, as well.

To get a complex picture about the situation of employees' motivation in the Zlín Region I enlisted opinions of 20 managers. 15 of them are men and 5 are women. They are of different age and work in various business branches. They were asked very similar questions to the employees' ones. I also included chapters about preparation and distribution of the questionnaires.

Through this chapter I would like to evaluate answers to each question and compare the facts and figures retrieved from the employers and the employees. Each question is concluded with a brief summary. To get a better overview of the questions, I divided them into five parts: Basic information, Motivation provided from inner or outer resources of a firm, Motivation through Cafeteria System, Education as a tool of motivation and Motivation and leadership. The questionnaires in their full form can be found in appendices.

4.1 Preparation of Questionnaires

First of all I prepared a questionnaire for the employees. I focused on basic and easy topics, which were later extended. As it was prepared, I used similar questions for the employers and managers, who were keen to answer. As I found during the process of getting the information, it was not easy to get views from the employees, but even harder to get valid data from employers and managers.

4.2 Distribution of Questionnaires

To get information in the shortest period of time I decided to distribute the questionnaires in many different ways. This is the reason why I used modern communicational technologies to spread the questionnaires among people. E-mails and on-line communication devices were among the technologies used.

When deciding about the numbers of respondents, I enlisted 98 employees from companies of different business branches and sizes to have the best possible sample of respondents. To contrast their views and opinions I chose 20 managers, among which one quarter were women.

When I communicated with the managers and the employers, I had to choose a little different approach. It was necessary to be more personal and not to let them send me away. To sum it up, the approach of the employers was rather positive and the approach of the managers was more complicated and a bit negative.

4.3 Basic information

In order to find out basic information about the sources of motivation I asked questions concerning positive and negative motivation, managers' interest in employees' needs as well as the question if the employers properly evaluate the work done by their employees.

My goal was to discover whether the managers use more positive or negative tools of motivation and whether the employees feel some kind of interest from their bosses and how many of the respondents consider themselves to be evaluated properly.

4.3.1 Positive and negative motivation

Question for employees: Does your employer use more of the positive motivation (good working conditions) or negative motivation (degradation / lower benefits)?

Even though managers should not force their workers to do their job under any kind of negative pressure, this type of motivation is still used. Almost one third of the managers do use negative type of motivation, whilst more of them (more than 70% - see the table below) are into the positive kind of motivation. This discovery is pleasant, because it clearly shows that the employers are trying to reward their staff with good working conditions. If managers try to make the working conditions even better, it is highly possible that the motivation of their employees will grow up.

Figure5. *Does your employer use more of the positive motivation (good working conditions) or negative motivation (degradation / lower benefits)?*

	number	%
Positive	70	71,43%
Negative	28	28,57%

Question for employers: **Do you use rather positive motivation (good working conditions) or negative motivation (degradation / lower benefits)?**

According to the results displayed in the table 2, 70% of the managers try to motivate their staff positively. This number perfectly corresponds with the data gained from the employees. It is obvious that the managers try to follow modern trends in management and more than threatening they rather lure workers through a nice working environment and respectful approach.

Figure6. *Do you use rather positive motivation (good working conditions) or negative motivation (degradation / lower benefits)?*

	number	%
Positive	14	70%
Negative	6	30%

Summary: In overall picture, the statement that the employees in the Zlín Region are motivated positively is true. The data shows modern approach of managers and employers. Moreover, it is a sign of an agreeable approach which employees appreciate.

4.3.2 The care about the needs

Question for employees: **Does your employer take care of your needs?**

In the case of the second question I wanted to search out the information whether employers take care of their workers' needs. Given the fact that needs are the main drives and the most powerful signals which need to be fulfilled I consider this task to have a great importance. According to the data reflecting the employers' opinion, the managers in the Zlín Region take a good care. More than a half of the respondents answered positively. It is a really optimistic factor showing the employers' interest.

Figure7. *Does your employer care about your needs?*

	number	%
Yes	56	57%
No	42	43%

Question for employers: Do you take care of your employees' needs?

As the figures demonstrate, the managers see themselves as more concerned than the employees think they are. In relation to the data in the table 4, 65% of the managers know that an employee is the basic element of each company which needs to be looked after and they try to act this way. Without doubt it is a highly positive aspect of their approach.

Figure8. *Do you take care of your employees' needs?*

	number	%
Yes	13	65%
No	7	35%

Summary: Even though the numbers are not the same, the difference is not prominent. There could be many aspects that employers consider as a sign of an interest, but employees do not have to share the same opinion. One of the reasons is the fact that this question deals with personal preferences and is rather individual. Another aspect that needs to be taken into account is the number of workers – in the case of a big company it is not possible for the managers to take care of each and every one individually.

4.3.3 Evaluation of the work doneQuestion for employees: Does your employer evaluate your work adequately?

As results in the table 5 show, more than a half of the respondents do not think their work is evaluated properly. From this point of view the motivation is very low, which is not a very positive factor for the managers.

Figure9. *Does your employer evaluate your work adequately?*

	number	%
Yes	48	49%
No	50	51%

Having in mind the Maslow's hierarchy of needs, this factor is considered to be the basic one in the company structure. Even if the managers used other tools of motivation, the anticipated effect would not be fulfilled completely unless they can evaluate the work of their employees adequately.

Question for employers: Do you try to evaluate your staff adequately?

In compliance with the company's prosperity, employers should assess their workers. The figures in the table 6 show that all of the twenty respondents aim to give their employees equivalent appreciation that shows the high level of their intention. This aspect is definitely positive and crucial for further and successful development of the company.

Figure10. *Do you try to evaluate your staff adequately?*

	number	%
Yes	20	100%
No	0	0%

Summary: This question gained rather mixed responses. The employees feel not evaluated while the employers are doing their best. The solution of this issue depends on the financial situation of a company. In spite of the financial crisis that began in 2008, the reaction of workers is highly expected. The crisis had a huge effect on the companies in the Zlín Region – many of them were closed, others had to lower their costs rapidly. In my opinion this could be the reason that all the managers try to evaluate their staff, but without proper tools that more than 49 % of workers who responded would appreciate.

4.4 Motivation provided from inner or outer resources of a firm

The basic tools of motivation managers can offer are benefits accessible from the internal resources of the company. One of the resources can be devices that workers can use for their personal need (printers, scanners). The other type is a profit (money), which can be used as the only motivational tool. In connection to this point employers can use money to pay their workers costs expended on work purposes. Another type of financial motivation is through the cashed overtimes. Further forms of motivation provided by the resources of the company are tangible benefits. That is why I asked respondents about the use of company mobile phones, or company cars. The aim of this question is to compare the numbers that emerged from the questionnaires.

4.4.1 Motivation through money

Question for employees: Does your employer motivate you entirely through money?

Modern statistics shows that the salary or wage and money itself is not the best motivator and the managers in the Zlín Region know it. In accordance with the responses of

the employees, more than a half of their employers do not use money as the only motivator. But still there are more than 40% of people whose remuneration is only financial. In my opinion, the managers of the companies, where those people work, are probably afraid of the costs expended on motivation. It is probably caused by the lack of information connected to this topic, because the state policy takes this into account and offers tax allowances for employers.

Figure11. *Does your employer motivate you entirely through money?*

	number	%
Yes	42	42,86%
No	56	57,14%

Question for employers: Do you motivate your employees entirely through money?

As the data show, the employers and managers are familiar with the fact that motivation that is purely based on money is not the best way how to get the best from their workers. 70% of the managers who were asked agree and try to add some other type of remuneration besides the wage or salary. The rest of them admitted that they consider money as the best motivational tool ever.

Figure12. *Do you motivate your employees entirely through money?*

	number	%
Yes	6	30,00%
No	14	70,00%

During an additional interview one of the managers told me: *“The best threat is through the money: If you are able to put people in pressure through lowering additional rewards, everybody starts to do the job the best way possible. Only this way you can get the finest work done.”* From my point of view, this directive approach can work only in a short-time period – it is not a solution for a longer period of time. If he uses this strategy in the long term, his reputation as a leader will significantly fall and his workers will not trust him. Furthermore, they will not take those threats into account anymore.

Summary: To use money as the only motivator is not the best solution. Most of the managers and employers in Zlín Region have the same opinion and include modern trends to remuneration. To this purpose the managements of many companies put the emphasis on

their human resource department and on staff department to introduce new and better proposals. Only good managers and leaders know that they should offer more than *just* money. To summarize, the better remuneration is offered, the better employees can be hired.

4.4.2 Motivation through flexi-time working and cashed overtimes

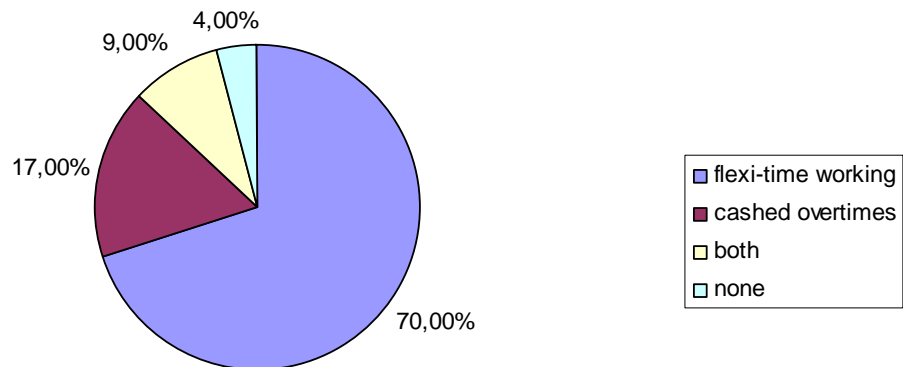
Question for employees: Does your employer motivate you through flexi-time working and cashed overtimes?

This question is essential for modern trends in the motivation of employees. With the exception of shift workers it was my goal to find out whether it is more frequent to be motivated through flexi-time working system or through cashed overtimes and if there are managers who use both of the types or none of them.

In recent times it becomes more frequent from managers to offer flexibility than to pay for overtimes. The figures in the table 9 support this claim. Almost 70 % of respondents are motivated through flexi-time working system, whereas 17% of employees get cashed overtimes. Surprisingly for me there are still managers who offer none of these. From my point of view flexi-time working is a great advantage and all the employees appreciate it. If employers and managers offer this possibility, employees consider them to be apprehensive and with human approach.

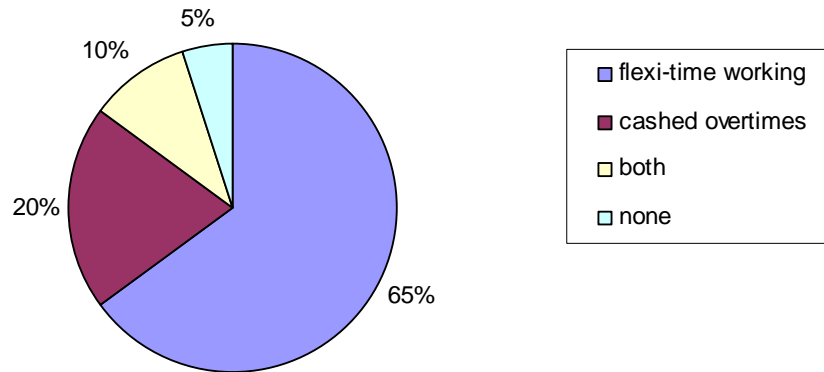
There are also workers who are offered both flexi-time working and cashed overtimes. Compared to the others, those are the most motivated employees – it is not much common to get a full money reward for overtimes, and it depends on the business branch. In my judgment, 9% of respondents are offered comfortable and convenient work conditions that provide them perfect work-life balance and appropriate evaluation of their job.

Figure13. *Does your employer motivate you through the cashed overtimes or flexi-time working?*



Question for employees: **Do you motivate your staff through flexi-time working and cashed overtimes?**

With respect to the figures resulting from the graph below, more than a half of the managers prefer rather flexi time working system. The reason is in its simplicity and availability – almost every manager is able to offer this working system. In contrast to cashed overtimes there are no extra expenses that the employer has to pay. In spite of this fact it was surprising for me to find out that 20% of the managers are keen to pay for overtimes and 10% of the respondents use both of the types. From my point of view those employers are in real terms committed to their staff and are trying their best to bring as many advantages as possible.

Figure14. *Do you motivate your staff through flexi-time working and cashed overtimes?*

Summary: As I learned, flexi-time working is a popular kind of motivation. It has its advantages not only for the employees but also for the employers by the virtue of simplicity and availability. In a broader sense, employers do not have extra expenses, whereas with the cashed overtimes they have to spend money. By all means it depends on the business branch – in manufacturing corporations this kind of motivation is widely used, whereas in for example companies operating with IT technologies managers would probably use different tools of motivation.

4.4.3 The use of internal sources of company

Question for employees: **Does your employer use internal sources of his / her company?**

As mentioned above in the chapter 2.2, the use of internal sources of the firm is one of the easiest methods how to motivate employees. Among those sources are for example borrowing working tools from work-shops in the case of blue-collar workers or the possibility to use photocopying machine for personal purposes. But the managers in the Zlín Region do not share the same opinion and more than a half of the employees are not motivated this way.

Figure15. *Does your employer use internal sources of his / her company?*

	number	%
Yes	22	39,29%
No	34	60,71%

Personally I think this is a surprising discovery, because it seems logical to use the means easily accessible in the company. In my opinion it is also very comfortable both for managers and workers. On the other hand, once managers allow their workers to get something for free, there should also be some limits to avoid the misuse of these sources. If an employer does not count on this possibility, the use of internal sources of a company can become a very expensive tool of motivation.

Question for employers: **Do you use internal sources of company?**

Most of the managers agreed that the use of internal sources of a company is not the right way how to motivate their staff. More than a half of them admitted during short interviews that they are afraid of the misuse of the sources. 45% of them are of the opposite opinion and let their workers use devices in a firm. As I came to know, the employers trust in this case their employees. Contrariwise they are familiar with the fact that somebody can always take advantage of those benefits to a fault.

Figure16. *Do you use internal sources of company?*

	number	%
Yes	9	45,00%
No	11	55,00%

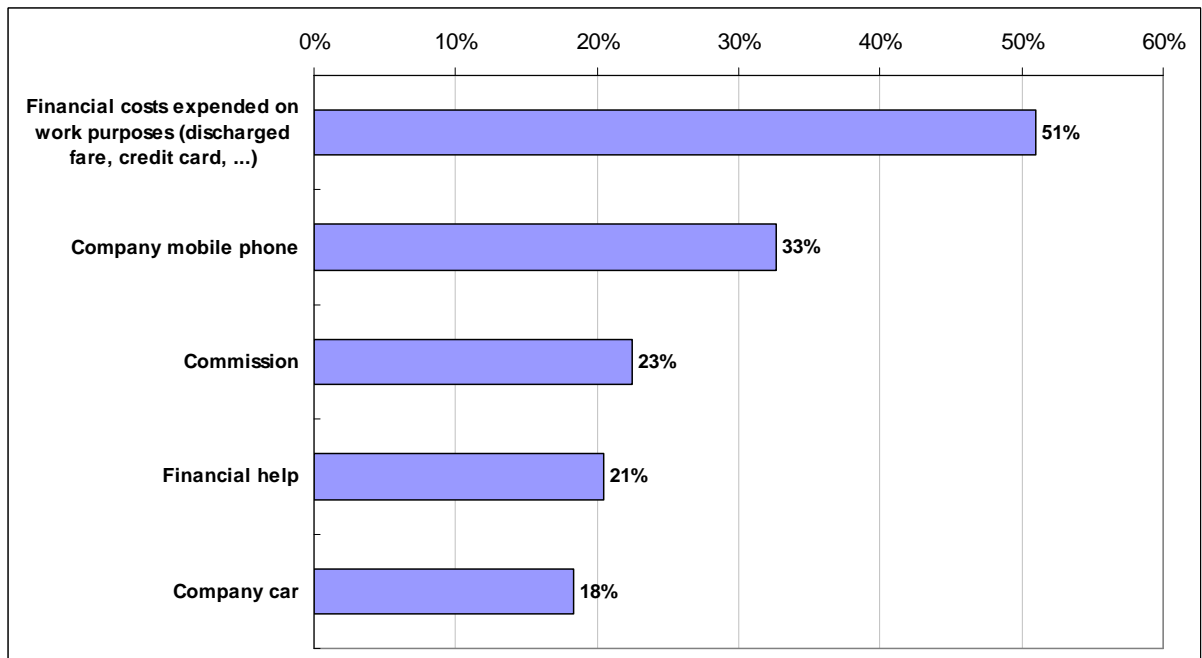
4.4.4 Usage of a company car, a company mobile phone, etc

Question for employees: **Does your employer offer you a company car, a company mobile phone, etc.?**

In connection to the previous question it is interesting to find out that a company car is still a very common motivational tool. However, more frequently managers offer compensation of financial costs expended on work purposes such as a company credit card or discharged fare in case of business trips. According to the figure 12, commission is not much frequent tool of motivation, whilst respondents are relatively often offered financial help. This fact is quite surprising for me, because if every employee asked for the financial help at the same time, the company could easily get into cash flow problems. Taken from

a different point of view, such a possibility of financial help should not be offered by unstable firm but only by a big company with a great monetary base.

Figure17. *Does your employer offer you a company car, a company mobile phone, etc.?*

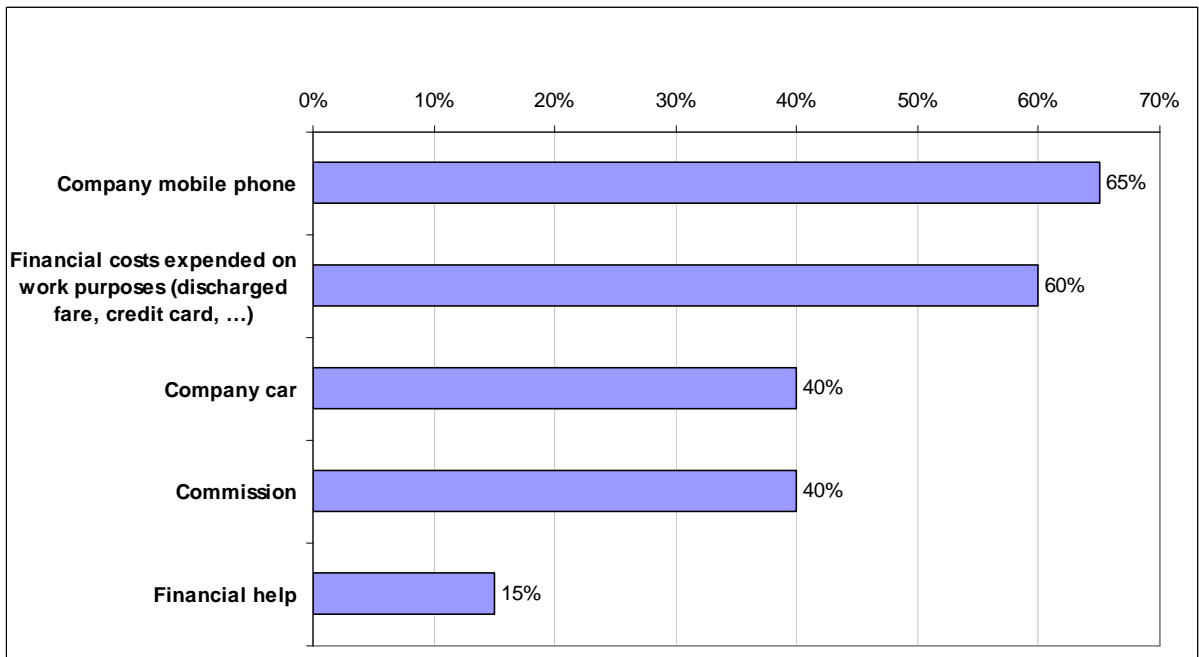


Question for employers: Do you offer your employees a company car, a company mobile phone, etc.?

The major part of the managers and the employers acknowledged that their employees are offered a company mobile phone. Its use is usually based on a limit that the employee can use for work and personal purposes. The rest of the money spent beyond that limit has to be paid up by the employee.

Most of the respondents also agreed with the repay of the financial costs expended on work purposes. Discharged fare related to business trips is mostly offered, while credit cards are not a common way how to compensate expenses. I was curious about this fact, so I carried out a small research based on oral survey. From my observations, the companies operating in the Zlín Region usually have a long history and well-established good will or have in its headquarters a foreign investor. Moreover, this benefit is usually offered to the employees in the middle management. In this case, motivation grows quickly through the trust that higher managers show with this decision.

Figure18. Do you offer your employees a company car, a company mobile phone, etc.?



Summary: To summarize the question, both the employers and the employees agreed that a company mobile phone is a frequent benefit. On the other hand, a company car which is a strong motivational tool is not used often. The reason could lie in growing costs related to the use of company cars and their maintenance.

4.5 Motivation through Cafeteria System

Those employees and employers, who are not used to motivation only through money, are accustomed to exploit the Cafeteria System. It was my goal to find out whether this system is used in the Zlín Region and which company is usually hired in this area. This chapter is connected with the question in the chapter 2.2.1., in which respondents had to decide whether they are motivated just through money or not. Those who agreed with other than financial motivation were asked about the Cafeteria System. The following questions concerned their satisfaction with the offer and what they would change.

4.5.1 The usage of complex remuneration packages – Cafeteria System

Question for employees and employers: **Do you use complex remuneration packages – Cafeteria System?**

Since the Cafeteria System is widely used across the Czech Republic, the data shows that in the Zlín Region the system catches peoples’ attention. About 70% of the respondents use

this system in the company their work for. Generally, the Cafeteria System is based on the free choice of products according to the workers' preferences.

Figure19. *Do you use complex remuneration packages – Cafeteria System? (employees)*

	number	%
Yes	40	72%
No	16	23%

In comparison with the data gained from the employees, they are the managers and employers who use the Cafeteria System more. It is caused by its simplicity and comfortable use. The only problem is to outsource a trustworthy company. Once this problem is solved, the company takes care of each process through its introduction to the employees to the remuneration itself. The managers do not have to take care of anything – all the process is usually handled by a Human Resource representative or a Staff Department representative. It is their task to communicate with the outsourced company and prepare the distribution of the remuneration packages that each employer has chosen.

Figure20. *Do you use complex remuneration packages – Cafeteria System? (employers)*

	number	%
Yes	12	86%
No	2	14%

Summary: The Cafeteria System is one of modern trends used in remuneration of employees. According to the data given by the questionnaire, the advantages of this system have also attracted the managers and employers in the Zlín Region. One of the reasons why companies decide to use this system is its easy structure and cutback of costs. Engagement of companies that provide this service is based on outsourcing, which perfectly corresponds with the new development in the area of human resource.

4.5.2 The provider of Cafeteria System service

Question for employees and employers: **Which company offering Cafeteria System is hired in your firm?**

Results from this issue show there are basically two companies represented in the Zlín Region. Most of the respondents use the Cafeteria System from Sodexo and a few of them

use the system provided by the company Edenred. Assuming these facts from the table below, Sodexo Company is widely used and has the most popular system of remuneration.

Figure21. Which company offering Cafeteria System is hired in your firm? (employees)

	number	%
Sodexo	34	85,00%
Edenred	4	10,00%
Other	2	5,00%

As expected, the figures correspond with the numbers that emerged from the questionnaire for employers. To summarize, Sodexo is mostly chosen by managers. In my opinion their choice depends on the offer that covers wide area of usage – for example sport facilities, cultural events, health supplements and unusual free time activities such as bungee jumping or a ride in a Porsche. From this point of view employers try to find the best possible provider of the Cafeteria System, so each employee’s needs could be satisfied. Other important factors are definitely the customer support and the technical background.

Figure22. Which company offering Cafeteria System is hired in your firm? (employers)

	number	%
Sodexo	9	75,00%
Edenred	2	16,67%
other	1	8,33%

Summary: In consonance with the data given, Sodexo Company is the main provider of the Cafeteria System. In the Zlín Region there is also a company called Edenred offering similar service, but this service is not much used in the area. According to the data, Sodexo Company is probably the first-rate outsourced firm with the services of a high quality.

4.5.3 Satisfaction with the offer of Cafeteria System

Question for employees: **Are you satisfied with the offer of Cafeteria System?**

Supposing the fact that employers should be satisfied with the product they are buying, the following question was intended only for employees.

As mentioned above, apart from meal vouchers there are vouchers for sport, health and food supplements or cultural vouchers to the theater, cinema or ZOO. That is why this question deals with the satisfaction of employees with the services they are offered.

The results show that the Cafeteria System can attract people as well as make the same number of people dissatisfied with the offer – it is 50:50.

Figure23. *Are you satisfied with the offer of Cafeteria System?*

	number	%
Yes	20	50%
No	20	50%

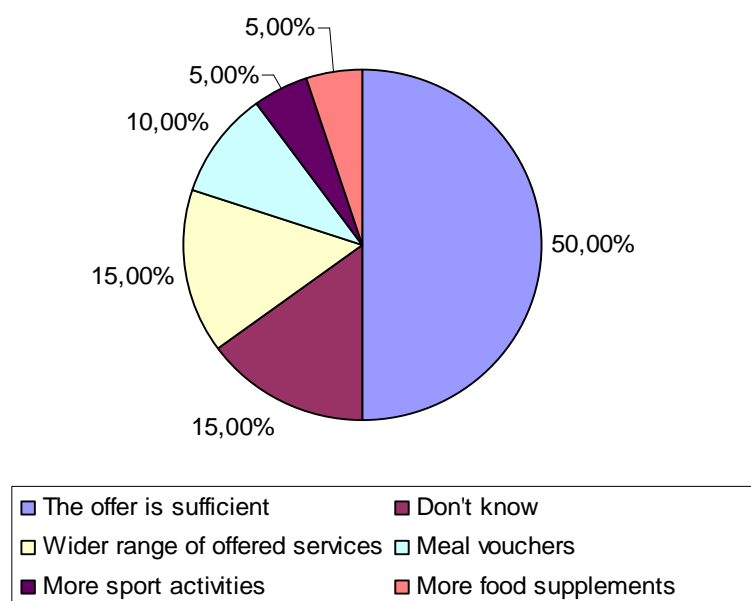
To find a solution to this problem is quite difficult. That is why I prepared the following task for employees where they tried to identify absences in Cafeteria System.

4.5.4 Absences in Cafeteria System

Question for employees: **What would you change or add to the offer of Cafeteria System?**

Those employees who use the benefits provided by the Cafeteria System were supposed to answer the question evaluating the services. According to the numbers represented in the graph, the offer is sufficient for one half of them. 15% of the respondents would appreciate a wider range of services offered. The same number of employees (5%) would like to have more kinds of sport vouchers and bigger variety of food supplements.

Figure24. *What would you change or add to the offer of Cafeteria System?*



The answers respond to modern trends. 10 % of the respondents who have decided for meal vouchers are acquainted with the fact that those tickets can be used in a shop instead of money when buying food. From my point of view this is a useful idea how to improve the offer of the Cafeteria System.

4.6 Education as a tool of motivation

Apart from the benefits that would please employees with culture or sport there is another strong motivational tool – the education. In spite the fact that Czech managers and employers want to have qualified staff and employees are likely to train themselves, the opportunity of further education (like master degrees, MBA, etc.) is offered. Alongside there are various types of further education courses such as trainings, seminars or attestations. The outcomes of these activities, which are privileged with tax reliefs, are various certificates. They usually belong to the employee and he or she can keep them for further use.

As far as education is a part of motivation I decided to cover this topic in my questionnaire. The respondents were asked whether their employers are interested in their professional growth and in their further education. The second question deals with the possibilities to attend language courses or trainings.

4.6.1 Professional growth

Question for employees: Is your employer interested in your professional growth?

With this question my goal was to prove that the employees in the Zlín Region are offered further education connected with their growth. However, my expectations were wrong as the facts demonstrate. More than a half of the respondents answered that the employers are not interested in their professional growth. This fact seems highly negative – every employer should want to have qualified staff to get the best possible outcomes. Moreover, workers are not familiar with modern trends in their fields and are not properly educated. As a result the companies lose their competitiveness.

Figure25. *Is your employer interested in your professional growth?*

	number	%
yes	46	46,94%
no	52	53,06%

Question for employers: **Are you interested in employees' professional growth?**

Beside the fact that the employees feel no interest from their employer in their professional growth, the managers claim that they pay attention to their workers' career. Their interest is well-founded. As managers they need to have qualified staff to stay ahead of other competitors.

As the results show, there are 30% of employers who are careless to self-esteem and further growth of their workers. There are two possible explanations. In the first case these employers have to manage blue-collar workers and do not take care of their professional growth. In the second case they deal with employees as with exchangeable workforce. As soon as their skills are not sufficient, new workers will be hired.

Figure26. *Are you interested in employees' professional growth?*

	number	%
yes	14	70,00%
no	6	30,00%

Summary: Even though there are 70% of the managers in the Zlín Region that are interested in the professional growth of their workers, there are still relatively high numbers of those who do not look out for this fact. In order not to lose their position in the market, they should introduce a new program and encourage people to gain higher professional position.

4.6.2 Language courses, trainings or attestations leading to improvement of qualification

Question for employees: **Are you offered language courses, trainings or attestations to improve your qualification?**

Those respondents whose employers are interested in their qualification were inquired on the possibilities of further education. Almost 70% of these employees are offered various courses, trainings or attestations. Obviously their employers want to have qualified workforce. Compared to what the previous question shows, it is still insufficient - only 32 out of 98 employees are motivated through education. Since the workers are not educated properly within their career, the work done is not done in modern ways and effectively.

Figure27. *Are you offered language courses, trainings or attestations to improve your qualification?*

	number	%
Yes	32	70%
No	14	30%

Question for employers: **Do you offer language courses, trainings or attestations to improve your qualification?**

The employers who are interested in professional growth of their staff were asked how they improve their employees' qualification. Most of them offer language courses. Depending on the branch of business they try to assure further trainings and attestations. Although the positive numbers are quite high, there are employers who are trying but apparently it has no effect

Figure28. *Do you offer language courses, trainings or attestations to improve your qualification?*

	number	%
Yes	10	72%
No	4	28%

Summary: The numbers are not much positive and it is necessary to improve this area of further education. It is not only because of the fact that employers need to have qualified staff – through the offer of education they hold out possibility of further development for their employees. Through this way they show their interest.

Furthermore, these possibilities mean a great advantage for workers. In case of paid and certified exams they get the document proving their education. It can be used in other job applications and thanks to this they can have advantage in comparison with other candidates.

4.7 Motivation and leadership

The last part of my questionnaire is dedicated to leadership, which is a powerful motivational mean. The aim of this question is to find out whether the managers and employers in the Zlín Region are also good leaders. Other task concerns internal running of the company. The respondents had to choose which work processes are their bosses able to handle as leaders.

4.7.1 Proving leader's competence

Question for employees: **Has you employer proved his competence as a leader?**

Leadership has a great influence on motivation and its effectiveness. That is why the question applied only to the employees, who had to evaluate their leader from this point of view.

If a manager is not a good leader, workers will not have who to follow. The role of a leader is of a great importance – through the boss's charisma and decisiveness employees are motivated to do their job. As the data shows, more than 60% of the employers in the Zlín Region have these abilities. The rest of them apparently miss a part of this talent.

Figure29. *Has you employer proved his competence as a leader?*

	number	%
Yes	60	62%
No	38	38%

Summary: It is necessary to improve these skills to have the work done by employers as well as possible. Unfortunately, charisma cannot be taught in any way, but the art of making good and quick decision and rhetoric abilities can be trained.

According to my experience, many leaders are trying to lead the whole team and not to look at the individuals. Once they start to listen to the individuals and then create the whole team according to everybody's abilities, their success as team leaders will grow up.

The managers of 38% of the respondents have also the possibility to follow the footsteps of famous leaders such as Google search engine's founder Sergey Bin or Bill Gates, the founder of Microsoft software.

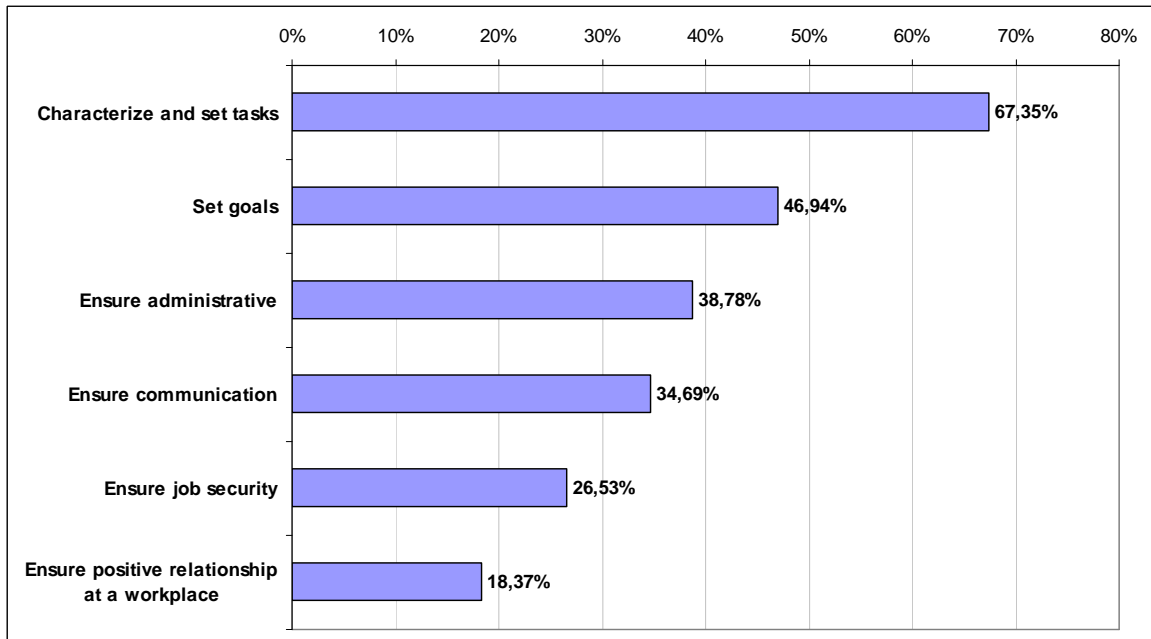
4.7.2 Ability to set goals, tasks and ensure communication, administrative, interpersonal relationships and work security

Question for employees: **Is your employer able to set goals, tasks and ensure communication, administrative, interpersonal relationships and work security?**

The last question in my questionnaire inclined respondents to choose from the elements motioned in the headline. An ideal leader should succeed in all the areas, but the real data show that most of the managers are doing their best only in the area of characterizing tasks. Less than 50% of the employees assented that their bosses are able to identify goals clearly. Not as much as 20% of the respondents agreed that employers are concerned with

interpersonal relationships. The managers do not probably follow trends in teambuilding activities, which could help to improve the figures.

Figure30. *Is your employer able to characterize and set goals, tasks and ensure communication, administrative, interpersonal relationships and job security?*

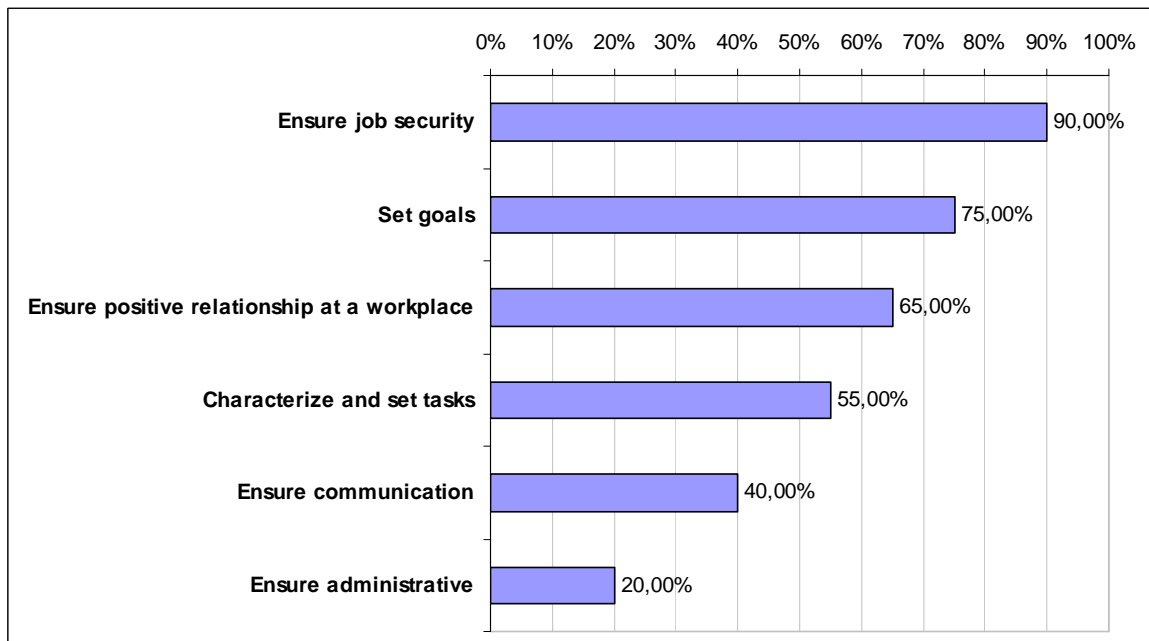


Question for employers: Can your employees appreciate the ability to characterize and set goals, tasks and ensure communication, administrative, interpersonal relationships and job security?

In accordance to the data given by the graph below, the employees are motivated in the eyes of the managers by a job security. They are also grateful for the goals set properly and if the manager is able to ensure positive relationship at a workplace. It is important to add that the employers usually gain this feedback just by observing their staff. In most cases there is no direct reaction.

Given the fact that there was a financial crisis in 2008, a lot of companies are preparing the plan of shake-out and transformation change in the structure. It is highly possible that after all these changes managers will be able to improve communication, administrative and interpersonal relationships.

Figure 31. *Can your employees appreciate the ability to set goals, tasks and ensure communication, administrative, interpersonal relationships and work security?*



Summary: From the point of view of the leadership the results are not very positive. Assuming the fact that leadership is closely connected with the clear communication, the managers should improve this aspect first. They should be capable of precise statements in which they define what they require from their workers. According to the answers given by the respondents, the managers should take more care of communication in general and of interpersonal relationship. The latter could be reached by various teambuilding activities leading to better motivation, too.

4.8 Summary

The initial task was to find out whether employees are motivated or not. The findings are rather optimistic, even though a few alarming facts were discovered.

Among the positive results is the fact that more than one half of the managers and employers take care of people's needs. The same number of managers does not use only money for motivation. One of the widely used tools in this Region is the Cafeteria System, which satisfies one half of the respondents. The most used provider of this service is Sodexo Company. The managers outsource this firm for its wide offer and comfortable system. Those who are not fully pleased would prefer extension in offered services and add more meal vouchers.

Another powerful mean is education provided by the employer. Regarding the facts and figures, more than a half of the employees are not motivated in this way, which is a rather negative discovery. To be more precise, there are 30% employees who are not interested in the employees' professional growth at all. Thanks to their approach, the company could easily lose its position in the market, competitiveness and profit in the end. This fact is one of the most alarming discoveries that were revealed during the evaluation of the questionnaires.

Personally I was surprised to find out that almost 40% managers and employers are not considered to be good leaders. Taking into account the nature of the Zlín Region which has so much potential, this number is quite high and should be reduced with proper courses or seminars for managers.

CONCLUSION

The purpose of my study was to identify whether the employees in the Zlín Region are motivated properly. To find out this information the tools of motivation in particular were identified and evaluated.

Given the area that has a strong entrepreneurial tradition thanks to Tomas Bata and his shoemaking factory, the results are rather negative and there are many things that should be improved.

First of all, there are still many managers who do not care about the employees' needs and according to the numbers given by the employees' questionnaires they do not evaluate their workers adequately. To improve these problems the managers and employers should change their way of thinking. They should know how important those basic factors are and to prove that, there are various teambuilding activities they can use. However, they should not just stay aside, but to take an active part in it.

Another important issue is motivation through money, which is still very common. If managers want to use them, they should bear in mind that money is not the best tool ever. In my opinion, every company should include a non-financial part to remuneration packages. Besides modern trends, they are taken into account by the state policy in the form of tax allowances. The solution to this issue for managers is to weight up all advantages and disadvantages and to join some of these programs. Most of the employers in the Zlín Region use the Cafeteria System and those who do not have any other kind of motivation than only financial could follow their footsteps.

As the data show, one half of the employers are satisfied with the offer of Sodexo Company. The firm should add additional meal vouchers or sport facilities to their catalogue. This could also be the reason why there are managers who are not keen to use Cafeteria System.

One of the most unpleasant findings is the use of education as motivation. There is less than a half of the respondents who offer this choice and just a few of them are interested in professional growth. Those who have not the same opinion should realize that qualified and educated staff is necessary for competitiveness and enables to offer work done with the highest possible quality. Managers should use more educational programs, train their staff and let them have the needed attestations. There are many institutions in the Czech Republic (and particularly in Zlín, too) which can offer these courses.

Leadership plays a crucial role in motivation and 92% of the employers' managers are not well-educated in this area. As in the case of extra education, there are courses helping to gain these skills. Personally I would recommend managers to attend at least managerial or leadership courses or trainings. On the other hand, all the crucial factors are influenced by financial crisis that made people more think about the real value of money. Therefore, managers could not spend their money on education or leadership courses. From this point of view the future should be much better and move to the next level - managers will have money and time to do it.

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APPENDICES

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APPENDIX P I: QUESTIONNAIRE FOR EMPLOYEES

1. Does your employer use more of the positive motivation (good working conditions) or negative motivation (degradation / lower benefits)?
 - positive
 - negative
2. Does your employer care about your needs?
 - yes
 - no
3. Does your employer evaluate your work adequately?
 - yes
 - no
4. Does your employer motivate you entirely through money?
 - yes
 - no
5. Does your employer motivate you through the cashed overtimes or flexi-time working?
 - flexi-time working
 - cashed overtimes
 - both
 - none
6. Does your employer use internal sources of his / her company?
 - yes
 - no

7. Does your employer offer you a company car, a company mobile phone, etc.?

- Company car
- Company mobile
- Commission
- Financial costs expended on work purposes (discharged fare, credit cards,...)
- Financial help

8. Do you use complex remuneration packages – Cafeteria System?

- yes
- no

9. Which company offering Cafeteria System is hired in your firm?

- Edenred
- Sodexo
- other

10. Are you satisfied with the offer of Cafeteria System?

- yes
- no

11. What would you change or add to the offer of Cafeteria System?

- The offer is sufficient
- Wider range of offered services
- More sport activities
- Meal vouchers
- More food supplements
- Don't know

12. Is your employer interested in your professional growth?

- yes
- no

13. Are you offered language courses, trainings or attestations to improve your qualification?

- yes
- no

14. Has your employer proved his competence as a leader?

- yes
- no

15. Is your employer able to:

- Characterize and set tasks
- Set goals
- Ensure communication
- Ensure administrative
- Ensure job security
- Ensure interpersonal relationships

APPENDIX P II: QUESTIONNAIRE FOR EMPLOYERS

- 1) Do you use rather positive motivation (good working conditions) or negative motivation (degradation / lower benefits)?
 - positive
 - negative
- 2) Do you take care of your employees' needs?
 - yes
 - no
- 3) Do you try to evaluate your staff adequately?
 - yes
 - no
- 4) Do you motivate your employees entirely through money?
 - yes
 - no
- 5) Do you motivate your staff through flexi-time working and cashed overtimes?
 - flexi-time working
 - cashed overtimes
 - both
 - none
- 6) Do you use internal sources of company?
 - yes
 - no

7) Do you offer your employees a company car, a company mobile phone, etc.??

- Company car
- Company mobile
- Commission
- Financial costs expended on work purposes (discharged fare, credit cards,...)
- Financial help

8) Do you use complex remuneration packages – Cafeteria System?

- yes
- no

9) Which company offering Cafeteria System is hired in your firm?

- Edenred
- Sodexo
- other

10) Are you interested in employees' professional growth?

- yes
- no

11) Do you offer language courses, trainings or attestations to improve your qualification?

- yes
- no

12) Can your employees appreciate the ability to set goals, tasks and ensure communication, administrative, interpersonal relationships and work security?

- yes
- no