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**INVESTIGATION OF THE
IMPORTANCE OF MOTIVATIONAL
FACTORS**

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Dissertation was submitted to the University of Huddersfield
for the BA (Hons) Degree, European Business

Abstract

One of the most important tasks of the company management is to influence its workers to perform their duties. However, the ability to lead the employees is considered as one of the most difficult issues of the modern management. Although many studies were made in this area, the motivation still remains unexplored.

This paper is designed to determine the connections between the key motivational elements (resources, factors). It also explores the relations between the factors of motivation and various groups of people characterised by different features. This paper explores these issues on the case of the particular company in Czech Republic.

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1 Introduction

1.1 Rationale

The ability to lead the workers is considered as a main objective of managerial activities. The main importance of motivation lies in the fact that it deals with the people. In the managerial centre of view, people are considered as the key capital of the companies. No matter, how the companies are equipped with the modern machines, employees are still the most essential part of organisation. Therefore, more and more attention is being paid to it in the modern management. In the present time, motivation is one of the most used managerial terms. It is related to the human behaviour, general position, activities and his role in the society.

Motivation has been the subject of research for more than one hundred years. Many theorists had tried to properly investigate this phenomenon. Probably the most known researchers and writers were Maslow, Herzberg, Vroom and Mayo. They all developed various theories which were associated with this subject. Despite of their deep analyses, the motivation still remains the mysterious subject that has many unexplored areas.

1.2 Aim of study

The main aim of my study is to examine the factors of motivation and to answer the questions which are related to them. What are these factors? How deep impact do they have on the human behaviour? What factors have bigger effect in which situations? Is everyone influenced by the same factors? This paper explores these issues on the case of the particular company in Czech Republic. Furthermore, it concentrates on the relation between the factors of motivation and various groups of the employees characterised by different features (age, gender,time in the company and workload).

1.3 Introduction of the company

The company Šroubárna Turnov Inc. is a Czech screw mill which was founded in 1951 in Turnov. Šroubárna Turnov in the form of people's and later the state company worked as well as the other screw factories on the territory of Czechoslovakia under the former Productive-Economic Unit Secondary Metallurgical Manufacturing until its privatisation. With the effect from 1 May 1992 all property of Šroubárna Turnov was transferred to the private joint-stock company of the same name aimed at continuation of production of jointing material, maintaining of the company's goodwill in the market and strengthening of its position as a manufacturer of jointing material. At the present time, the company concentrates on the production of made to measure screws, compacted parts, and lathe parts. It also provides other services, such as metal finish, heat modification of metal and tools manufacturing. The most important customers are Škoda Auto, Volkswagen, Audi (car producer), Whirlpool (washing machines producer), Embraco (refrigerator producer) and Denso (automobile parts manufacturer).

The company has more than 300 employees. Majority of them are manual workers, who are working in the production, pattern-shop, pressing-shop and metal fitting departments. The management and the office staff are responsible for the internal and external communication, negotiations, contracts preparation, handling of complains, dealing with customs documents, etc. In term of employee care, the approach of the company is not very different than in other organisations. Although the company provides various benefits and services to its workers, it is still trying to find another way how to stimulate its employees to make them work more efficient.

1.4 Overview of chapters

The following chapter of the paper is associated with the various motivational approaches. The literature review is divided into two main parts. The first part shows the importance of motivational factors and resources and the role they play in the motivational process. The second part provides the deep theoretical background. It deals with the different models of the motivation which take into account different factors and

situations. The third chapter shows the whole process of my research. It examines which methods I chose for my studies and how they were implemented. Fourth chapter is focusing on the analysis and the results of my research. Furthermore, chapter four tries to discuss the findings I made. Finally, the last chapter summarises my paper.

2. Literature review

2.1 The importance of motivation

Each company is interested in creating and achieving permanent level of labour efficiency. Unfortunately, their ideas, how the labour motivation works, are often very simplified. J. Kleibl (2001) claims that in spite of a large amount of studies and research, the subject of motivation is not fully understood. It is more complicated than many people think. He notes that motivation is related to the human status and function in society. First of all, “one must understand the human nature itself”. Many managers believe that the correct motivator is only the reward in the form of money. Kleibl claims that motivation will work efficient if it is based on the proper understanding of the whole human behaviour.

Armstrong and Stephens (2005) declare that motivation is a reason for engaging particular behaviour. “Well-motivated people are those with clearly defined goals who take action that they expect will achieve those goals”. People have different needs. Therefore, they determine various goals and perform differently to fulfil them. It is a mistake to think that one approach of motivation will suit to everyone.

Geen (1994) describes that there are many cases, where the workers are motivated to the better job performance only by the fact that they fear of their job security, because they feel they can lose it. Consequently, because of the high unemployment rate in some regions, people are forced to accept almost any job, even under the disadvantageous conditions. This results in the situation, where the worker’s spontaneous activity and the creativity are highly subdued.

Bedrnová and Nový (2004) write that most of people are being motivated from outside. Company can create an environment where employees can achieve a high rate of motivation through the stimulus, rewards, job satisfaction, opportunities of education

and future career growth. Nevertheless, it is still the manager who must play the main role. His task is to connect the goals of the company and its employees.

Harvey (1992) publishes that to motivate people correctly, it is necessary to create inner interest and willingness to become involved in fulfilment of company objectives. He claims that personnel manager should connect employee's personal aims with the needs of the organisation. Motivation helps to create certain thinking, which will be in accordance with the targets of the organisation. He also notes that there exist a lot of factors which show the evidence of the motivation importance.

1. At first, the pressure of competition together with the rising regulation in entrepreneurship force companies to find new mechanisms which will help them to boost output and efficiency.
2. Second reason deals with the problem of the technological advancement. Organisation must systematically ensure that its employees are able and ready to use technologies to achieve company goals.
3. The complexity and the complicity of this phenomenon, which has the effect on a lot of elements, have caused the increased attention of the companies. They are examining not only these factors but also their links and their effects on the outcome.
4. The final reason of motivation significance is the planning horizon. If we take into account the time perspective of human resources (creating the team of highly qualified and enthusiastic people), the sense of motivation will rise.

2.2 Psychological background

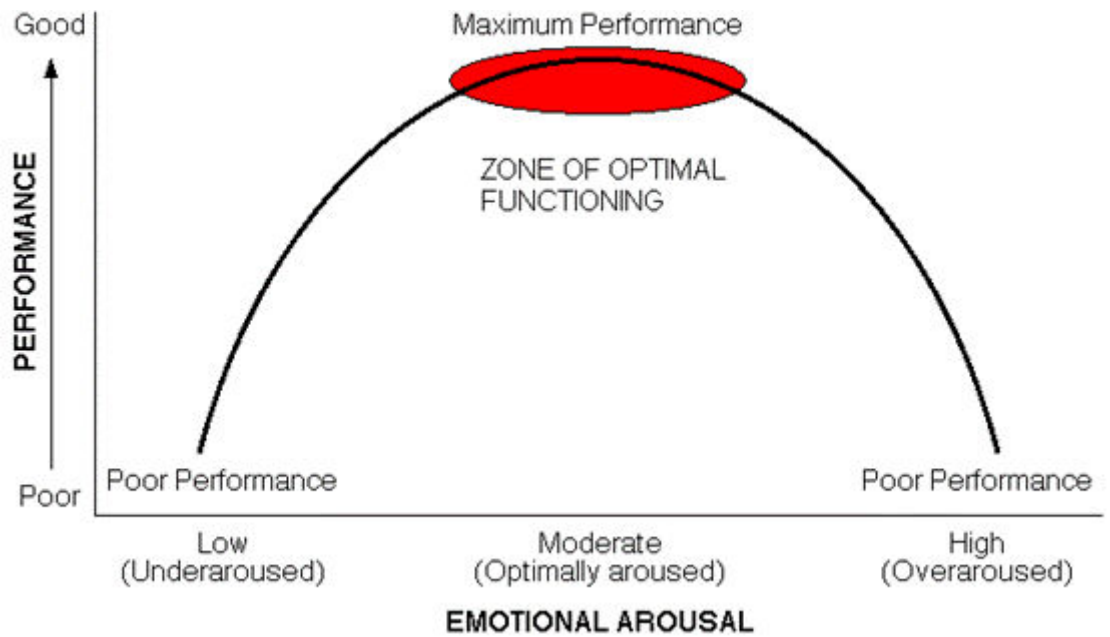
If we want to examine the issue of motivation closer, we should take into account the human behaviour and cover his psychological background.

Why is human mind affected by certain factors? Why does his behaviour change? Why is human effort focused on certain subject? Which factors caused his emotional change? The term of motivation helps us to find the answers on many of these questions.

Deci and Ryan (1985) describe that human activities are affected by the high amount of internal and external elements. In relation to his surrounding, individual is always active and he is always trying to achieve his short-term and long-term goals. Different factors, which influence him, have different relevance. Human evaluates them. He deals with those factors, which are more important to him. He rejects the others and some of them he does not even realise. He chooses among them according to his orientation and interests. His choice is not random. It depends on his internal feelings, aims and values.

Armstrong explains that motivation integrates and organises all human psychical and physical activities and focuses his efforts on the particular areas. That means that motivation is related to the internal activity. Those activities could be either positive or negative. On the one hand, they could lead to certain objects, on the other hand, they could also divert from them. People have different levels of motivation and different relations to each activity they make. These relations have an effect on the human approach to work, which define his overall social and working position in term of his personal goals.

In case that the human is not motivated enough, the outcome is not satisfactory. Also the excessive motivation could often lead to destructive effect. If people are trying too much, it could result in the failure. On the other hand, the adequate motivation leads to the optimal level of performance.



1 Level of Performance

2.3 The types of motivation

According to Levenhagen, if we want to motivate people properly and achieve a good result we must take into a consideration the fact that there are two different motivational directions. At first, people are motivating themselves by doing the work which fulfils their needs. Secondly, they are motivated by the company management through various methods of rewards, acknowledgement, promotions, etc. Levenhagen claims that the work motivation consists of the various links which are coming out of human needs, such as money, creative work, required level of effort, success, job evaluation, admiration, reputation, etc. He also notes that there are two types of motivation – internal and external.

2.3.1 Factors of Internal Motivation

The internal motivation is influenced by factors which come from within an individual. These factors are responsibility (feeling that the work is important to us and that we have the control over our possibilities), autonomy (freedom of our action), the possibility to use and exploit our abilities, interesting and stimulating job, opportunity for personal advancement, trouble free job, etc.

Veber (2003) explains that employee should familiarize himself with the internal policy of his company and with its goals and values. Therefore, a company should have a document with the history, culture and aims of the organisation. Consequently, employee should find out what should he do for his company and how does he fit in its plans. Veber continues by saying that the company culture has to provide quality conditions to make the best of its workers. It should support their employees, allow free discussion and prefer positive thinking. The working climate has also the significant impact on the employee's performance. It does not only deal with the relationship between employees at the same level, but also with the relation to the management and company itself. The working atmosphere together with the job conditions has the long-term effect on human resources in the company. Therefore, the companies should focus on the increasing level of the culture and safety and they should build the background which has the positive effect on their employees. The level of employee's performance is determined not only by the satisfaction of the workplace but also by the content of the workload. The company has many possibilities to improve their workers feeling (by changing the structure of their work, shifting them to another place, delegating authority, etc).

Renchler (1992) added that the companies should not forget to take into account the issue of teamwork. Setting up certain criteria (and changing the whole reward structure according to those criteria) to create the competitiveness among their employees could slightly boost the working performance in short-term run; on the other hand it could be also very risky. The whole process could easily lead to the disaster by the fact that the workers will become rivals. Better way how to improve their morale and ensure that they would be further motivated is the idea of building independent working groups. The organisation should assign one target to entire group which will divide the work and the reward among all members. The advantage of this scenario is the fact that it is easier to motivate one group than to motivate several employees separately. It also improves the effort of weaker employees to achieve the level of those who are working better. Veber (2003) mentioned that there exists a risk that the group

members could have a quarrel with each other (because the different approach or the different level of their skills) which can ruin the whole project.

Renchler explains that another important factor is the level of education and personal development. Companies must ensure to provide the quality system of education to their employees to remain competitive. It does not only help to train their own employees to increase the level of their knowledge and work better. It also boosts their satisfaction and effort.

There are also a lot of other factors which has the effect on the creation of the comfortable working environment. Organisation can provide some services to their workers, such as flexible working hours (if the content of the job can allow it), longer holidays, earlier date of retirement, etc.

2.3.2 Factors of external motivation

The external factors consist of elements which have the immediate effect, but do not always work on the long term basis. The most used tools are not only the system of rewards and promotions, but also the penalties, wage deductions, critics and disciplinal procedures. According to Bewley (1999), the company sets the payment conditions system which results from the fact that the employee is paid for his quality performance, involvement and abidance by the rules. Therefore, the payroll is determined by fulfilment of employee's obligations (quality, output). Employer has the rights to punish his workers. If they do not meet the work criteria, they have no rights to draw a flexible part of a pay.

Many theorists (Kleibl, Dvořáková, Šubrt) are arguing about the level of internal factors importance. Some of them claim that the money is the biggest factor of motivation which is taken into account by employees. Companies should change the whole structure of the wage system to achieve a better performance from their workers. They claim that if they change it from the present system, where employees are being paid independently on their outcome, people would be more motivated to perform their

job and the level of output would rise significantly. Therefore, they are familiar with the idea of the implementation of the flexible wage system which is based on the level of their performance. The more products they make, more money they will get. But there are several authors (Vodáček, Vodáčková) who disagree with this statement. They claim that this idea is in conflict with the pleasant working atmosphere, because employees would be more stressed, if they do not meet the criteria. They further continue to support their theory by adding that internal factors which are dealing with the quality of working atmosphere have longer impact, because they are the part of everyday life which influences human nature.

2.4 Motivational resources

To fully understand, how people act in different situations, how can we increase their performance and how are they affected by certain elements, we must take into account impulses which form their behaviour. According to Vodáček and Vodáčková, the motivation is created by the pool of various resources which are very complex. These resources consist of needs, interests, habits, values and ideals. Each individual human being have different amount of those resources which appear under various circumstances. The number and the kind of those resources depend on the economic and social position, actual psychological condition, previous experience and on the current background of the particular subject.

2.4.1 Needs

Vodáček and Vodáčková claim that one of the basic human requirements is to satisfy his needs. He has to eat, drink, breathe, meet other people, etc. Individual always takes hard if he does not fulfil his current need. This sense can be characterised as a situation when the subject feels a tense which influences him to get rid of this negative element. The need makes people act. If they find the correct solution to their actual problem (the lack of something), their requirements will be accomplished. The needs have many forms and different importance which may vary (primary – the most basic biological needs; secondary – social needs). The motivation is also affected by social

environment. Bewley claims that the human activities are influenced by four needs which are common to all people. Everyone has just different amount of those needs:

1. Need for the security and certainty (comfort, calm life, home)
2. Need for the new experience (curiosity, lust for new adventure)
3. Need for the acknowledgement (lust of power, feeling of importance)
4. Need for the emotional attitude (love, friendship)

According to Maslow (as I mentioned below), the needs have hierarchical and dynamic structure. The higher level of needs will appear after the fulfilment of lower level of needs. Furthermore, higher level will be satisfied after the lower level.

2.4.2 Habits

Everyone constantly performs some activities and follows certain life style which is related to the many areas (e.g. free time, hygiene, education, job, etc). Those activities are based on the habits. Koubek defines habit as an automated human behaviour in particular area. The same situation makes us to act by the proofed and adopted way. If we get used to the certain order, activities will become essential for us. Therefore, it is very important for us to create desirable habits, because they have the impact on our education and culture. Koubek makes the point, that this issue should be taken into an account by personal managers which are ignoring the psychological angle of human resources. This situation could lead into the lack of understanding among workers which could result in various problems.

2.4.3. Interests

Another element which also influences motivation is interest. The theorists define it as the continuing orientation in a particular subject, activity or area. The significance of the interest lies in the fact that it helps to define the character features of human being and encourages him to make certain activities. The level of his effort depends on the diversity, stability and the depth of those interests.

2.4.4 Ideals and values

Harvey (1992) states that from the sociological aspect of view, people are trying to adopt moral measures and desirable ideas which are linked to their ideals and values. Ideals and values form the resources which have the impact on human motivation. Ideals are created under the influence of human evaluation. Those ideals belong to the important feature of human character which take the effect in all human activities, represent people's confidence and opinions. According to Harvey, ideal is a model which serves as a guidance to human acts. It also deals with our personal profile and with our life goals. People idealise those things, which they value at most and which they usually don't have. Ideals are determined by the human experience, philosophy, moral and social norms.

Value is something which we appreciate and which helps us to choose the right way of our acts. During our lives, we are creating the measure system that influences everything we do. The right balance between the way how we live and our system of values brings us the satisfaction and calmness. On the other hand, the disharmony can result in frustration. (Harvey, 1992)

2.5 Motivational dimensions

According to Armstrong, the important feature of the motivation is the fact that it is determined by the three dimensions at the same time. These three parts of the motivation are: direction, intensity and endurance. The direction of the motivation tells us what a certain subject is trying to do. It directs human activities and his motivation to the particular area. On the other hand, it also diverts individual from many different ways. Armstrong claims that human activity is also determined by intensity which shows us what effort is being made by certain person. Finally, the endurance of motivation tells us how long the employee is trying to achieve his goal. Each person has to overrule some barriers (minor failures, etc) which prevent him from reaching his goals. The high rate of endurance means that the person is able to overcome those

obstacles and continue to finish his plans in the original direction without changing his effort.

2.5.1 Motivation from outside

According to Geen, there lies a huge gap between the motivation from inside and outside. He added that the motivation from outside can be successful only if we direct our employees in the way we want them to take. They will be motivated correctly, if they understand that their effort will provide them some reward which will satisfy their needs. Consequently, the organisation has to provide them the proper background which will encourage them to get a high level of motivation by the system of rewards, satisfying job and the possibility of education and personal advancement. Geen says that the main responsibility to create functional background lies upon the personnel managers. They must fully understand how the motivational process works to be able to make their employees do their best.

2.5.2 Motivation from inside

Well motivated people are those who have defined their objectives and who make the steps which will lead them to those targets. Armstrong claims that the best form of motivation is when the people are motivating themselves. He adds that to motivate ourselves properly, we must know what we want to achieve, set our target and plans and perform activities which will bring us where we want. However, the majority of the people need to be motivated from the outside because there are many reasons why they are not able to do it themselves.

2.6 Motivational process

According to Armstrong, the motivation is initiated by the feeling of unsatisfied needs. Those needs create a wish to achieve something. On the basis of those needs we set up our targets, because we believe that they would fully satisfy those needs. Furthermore, we follow our plan which we have created to attain goals. In case we have

reached our targets, the need is satisfied. It is possible that we will use the same way in the future if the same need appears.

2.7 Motivational differences

Czech theorist Veber was dealing with the question how different groups of people are affected by the factors of motivation.

According to Veber, the way how to understand a motivation of various professions is not easy. Managers have different values and needs than their subordinate workers, who do manual work in production and machinery departments. Practically, companies provide two types of benefits to their employees. They let their managers to use company mobile phones, personal computers and other machines which are necessary for their work. On the other hand, they also provide services (luncheon vouchers, support of many social and sport activities, collateral insurance, etc) to the ordinary workers. Both groups have different working conditions, wages, benefits and different content of their work. Consequently, all these factors have an influence on their values, interests and needs. Therefore, it is more than obvious that their level of motivation will be also different.

Veber also speculates that there could be the factor difference between the people with different age. He claims that older people have different needs and values than younger people. Therefore, they will be affected by the same factors differently. Veber also claims that the similar situation will be between the people who are working in the certain company for many years and new employees. He describes some elements, such as daily routine, job fluctuation and experience that may have an effect on the factor importance. Furthermore, Veber makes the point by saying that males and females are also differently influenced by particular factors. He claims that women who are for example more sense orientated have other work preferences than men.

2.8 Motivational problems

There are many problems which may occur, if the motivational process is not fully understood. Wilsner claims that these problems can be divided into three categories, according to their sources. First of all, we may not be able to motivate ourselves, because of various reasons (which are mentioned below). Secondly, it may be the fault of the personnel manager who is not doing his job correctly. Finally, our company may not provide us proper working background which may cause several difficulties. The major problems are:

1. Wilsner noted that one of the most frequent problems is the fact that people are always postponing their plans (or company plans) to another day, because it is easier to do nothing. The main reason of this problem lies in the fact that they people are not able to motivate themselves to start working.
2. Secondly, people have too many plans at the same time. They can not accomplish all those plans properly, because they do not have enough time to focus on them. Wilsner says that the problem can be easily solved by the proper time management. If people select one or two activities they would like to do in exact time and make them priorities, difficulties will disappear.
3. Another problem why are employees not fully motivated is the reality that they are not fully focused on their goals. Wilsner writes that people are being quite easily distracted by many things (computer browsing, mobile phones, conversation with other employees, etc.)
4. Sometimes, when the boss tells us to do certain thing, which we do not find important, because it does not follow our ideas, there is the risk that it will not be achieved. Because it is important to boss, it may not be important to us.

5. Another problem is quite similar to the previous one. Sometimes the target can be important to us, but we do not really want to do it, because we do not like the procedure which will lead to this goal. Therefore, it is not very likely that this goal will give us the passion and drive our needs to achieve it.
6. People must also know how to deal with certain goals. If the manager gives us some target, which we are not able to achieve, because we do not know how to do it, we will definitely fail. This problem usually occurs, when we do not possess the certain amount of skills or education. It can be solved by the proper training and educational courses that should be provided by the company.
7. There are also many cases, when we are motivated enough to reach company goal, but we do not have right tools. No matter what the task is, if the proper resources are not available (tool box, computer software, machines, etc); the job will not get done.
8. Finally, there could be also a lack of communication between the horizontal and vertical sphere of the company. It is necessary to create the appropriate system of distributing information inside the company and to communicate constantly with all departments.

During the process of motivation, employee's effort may be limited by many barriers which have the negative effect on the whole motivational process. Sometimes, these barriers may lead to the frustration which has the major impact on the human behaviour and activities. Bedrnová and Nový claim that frustration has only the temporary effect on the human psyche and it does not really change his personality. They further write that the typical signs of frustration are the feelings of setback, disillusion, anger, aggressiveness, etc. Koubek explains that the company must provide proper background to their employees to ensure that they will avoid this negative effect which may be disastrous for the whole organisation. He adds that it can not only destroy

the current project, but it can also lead to so called snow ball effect (frustration will spread among more and more employees) which could bring long term crisis.

2.9 Motivational programme

Is it really necessary to motivate people? Would not it be better to hire those employees who do not require it? And if we decide to motivate them, how do we set criteria?

According to Koubek (2002) the process of finding the correct method is very complex. It is necessary to utilize all options and knowledge into some form, which is clear to everyone. As a result, the creation of motivational programme appears to be the best instrument. It is a valuable tool which serves to increase the work productivity. Programme should take into account all needs of individual employees. It should result from those needs and serve as a feedback to provide all useful information. Further data evaluation is important for future program changes and innovation.

McCrarey outlines that good motivational programme does not have to be too complicated. She emphasizes that more simple the idea, the more efficient it will be. She explains that acts like acknowledgement, birthdays and anniversaries celebration can be the easy way to make employee happy and boost his morale. She also suggests creating a role of “local winner”. The main aim is to gain a sense of pride and honour and motivate others. However, this role can result in envy and rivalry among workers.

The main aim is to gain all useful information, rank them and consequently differentiate them in terms of working roles and in final part draft out all possibilities of the view of the motivational plan. It is also necessary to analyse the work procedure of personnel department of the company, its activities and the perspective on its work. The final effect on the employee motivation requires not only well built-up motivational plan but also continuous and purposeful pressure on employees. (Koubek)

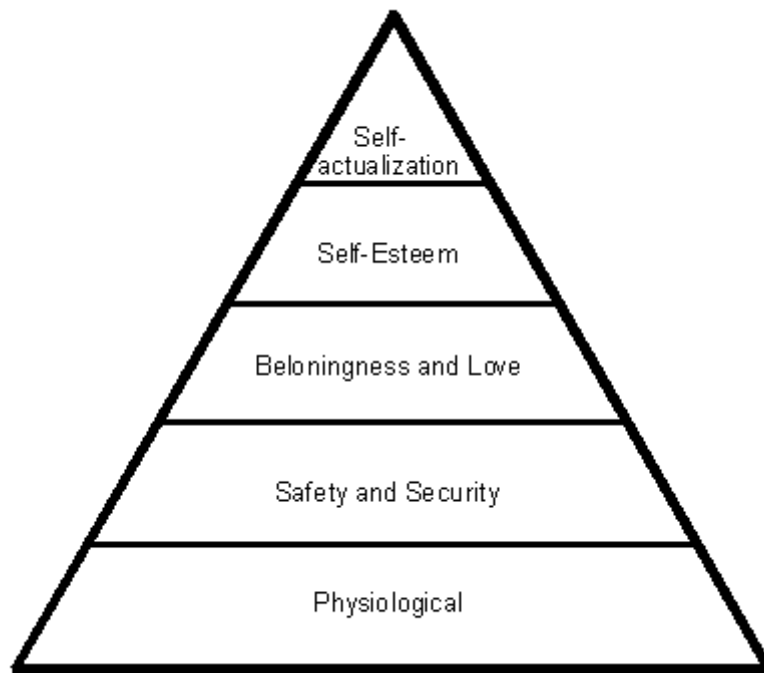
2.10 Theories and Models

2.10.1 Content theories of motivation

2.10.1.2 Maslow's Hierarchy of Needs Theory

One of the most important theorists and humanists who most significantly enriched the motivational approaches was American psychologist Abraham Maslow (1954). His hierarchy of need is probably the most known theory which deals with the issues of motivation. According to Maslow, each mind is controlled by two forces. The first one is associated with the fear for the safety which drives the individual backwards. Because of the fear, the person is not able to run the risk which result is no activity. The second force has the opposite impact. It drives him forward by using all his skills which result in positive effect.

Maslow believes that there are five basic categories of needs which are arranged in a hierarchical form. These categories are often organised into the pyramid:



2 Maslow's Pyramid

Maslow divided those needs into two basic groups. First group is called 'deficiency needs' and it consists of psychological, safety, security, belongingness and love needs. Those needs are determined by the fact that the human being wants the feeling of safety, belongingness, respect and love. The second group consists of growth needs. These needs are associated with the self development and with the ability to reach our potential.

1. Psychological needs are the most basic needs that are required by the individual. Those needs are related to survival (air, food, water, sleep) and to basic working conditions (moderate temperature, wages, air conditioning, etc).
2. Safety and security needs are associated with the protection and emotional stability. This group includes the needs for psychological stability, freedom, order, protection against accidents, safe working conditions, insurance, job security, etc.

3. The third category consists of those needs which are determined by the friendship, love, acceptance by others and family. In the workplace, the individual requires communication, working in teams, etc.
4. Self-esteem category drives individual to satisfy his needs for self-respect, recognition, accomplishment and higher status in the workplace.
5. The last category is related to self-actualization. Human being is trying to achieve his highest need for self-fulfilment. At this stage, the individual has the goal to fully reach his potential. He is looking for the autonomy, responsibility and for the work assignments which would test his creative skills.

He reports that the need which is not fulfilled produces an effort and a search for the satisfaction. After the need is fully satisfied, people are no longer motivated in the particular area (at the same level). On the other side, people are trying to progress. Therefore, they are attempting to advance to another level of the pyramid. Maslow describes that the lower level needs must be satisfied before higher level needs.

Porter (1961) evaluated his theory by declaring that the managers at the higher level of the pyramid are more motivated than the managers at the lower levels. He supported his theory by writing that the high level management has more innovative and challenging content of the work than others. However, many of authors, including Alderfer (1972), contradict this suggestion by saying that this theory is based on the basic facts and does not apply to work organisations. In addition, Wahba and Bridwell (1976) agree with Alderfer by claiming “the theory is widely accepted, but there is little research evidence to support it”. These theorists evaluated Maslow’s theory in three areas. At first, they did not find the evidence that the needs can be divided into five categories and structured hierarchical way. Secondly, the statement that the need which is not fully satisfied will generate an effort on the particular need was not supported by

their studies. They also did not find the proper evidence which would support the idea that the satisfaction of one need would create another need from higher level of the pyramid. Despite of these studies, the Maslow's hierarchy of needs still remains the most respected motivational theory.

2.10.1.3 Alderfer's Existence-Relatedness Growth Theory

As mentioned above, Alderfer did not agree with Maslow's model because it did not take into account the situation around work organisations. As a result, he developed his own theory. It was based on the idea that the needs have to be divided into three different categories which are more relevant to this issue.

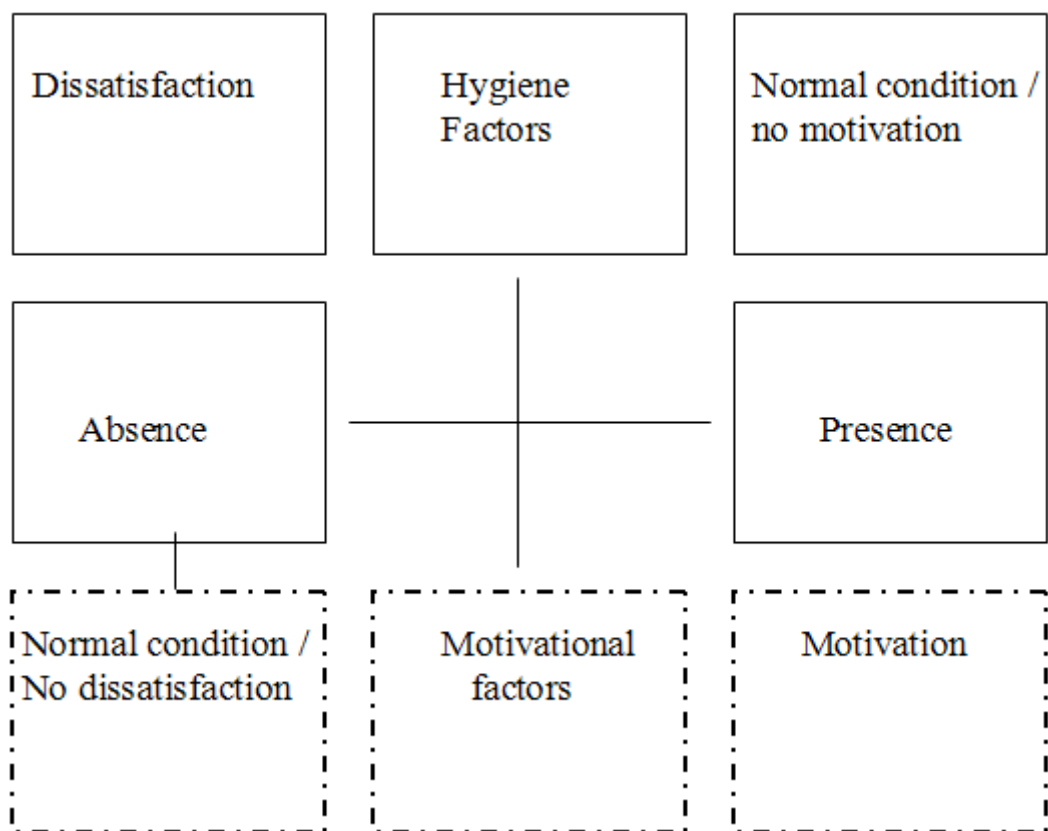
1. The first category is dealing with the human existence. According to Alderfer, they are very similar to Maslow's psychological and safety needs.
2. The second group focuses on needs which are associated with relationships. Relatedness needs can be compared to the belongings and self-esteem needs.
3. The final category consists of those needs, which necessary for the personal development.

In contrast to Maslow's theory, Alderfer refuses the statement that one level of needs must be fully satisfied to fulfil higher level of needs. In his view, people are motivated in more areas which mean that they are affected by more than one level of needs at the same time.

There were not many studies which have tested Alderfer's theory. According to few evaluations, Alderfer's model is less rigid than Maslow's model. Nevertheless, theorists claim that there are not many significant differences between those two theories.

2.10.1.4 Herzberg's Motivator-Hygiene Theory

For many years Herzberg (1966) was trying to find the right link between the job satisfaction and dissatisfaction. He claims that there are two groups of factors. The first consists of motivators (recognition, responsibility, and challenging work) which give positive satisfaction. The second group includes hygiene factors (job security, salary) which do not create satisfaction, but unless preventive action is taken, they may lead to dissatisfaction.



3 Herzberg's theory

Herzberg theory is the most controversial motivational study. Despite many articles (Brockman, 1971; Whitset & Winslow, 1966) strongly support this theory several authors (House & Widgor, 1967; Vroom, 1964) disagree and seriously question the research methodology. They also note that Herzberg was not able to measure the relationship between satisfaction and performance. King (1970) adds that the research

model is not completely consistent with its theoretical interpretations. For example, he disagrees with the statement that money belongs to the group of hygiene needs. According to his empirical research, he proved that money is a part of motivators.

2.10.1.5 McClelland's Learned Needs Theory

McClelland states that people are creating their needs by their previous experience. There are four groups of needs that can be learned:

1. Needs of achievement are those needs which are relevant to the desire to get a higher responsibility, to complete difficult goals and to take the risks which may bring bigger success.
2. Needs of power are defined as a need to control the others. People with the high amount of those needs want to direct their workers, be responsible for them and decide who will do what kind of work.
3. Need of affiliation is determined by the need to have a good personal and social relationships with other people. Individuals with those needs are keen to communicate with their co-workers and to listen to their wishes.
4. Need of autonomy is associated with the human independence. Person with high need of autonomy want to work on their own and have a bigger control over their workplace.

McClelland states that all these needs can be learned only in childhood. Many theorists do not accept this statement. They claim that some needs could be also acquired by adults. They do not even agree with his another statement that these needs are acquired permanently.

2.10.2 Process theories of motivation

2.10.2.1 Vroom Expectancy Theory

Most previous approaches which were mentioned above are dealing with the recognition of the needs. These needs then cause certain type of employee's behaviour. Vroom (1964) was trying to find out, why can be motivation of the single workers different and why it is possible to find two workers with similar features (age, gender, education) who do not perform the same way. Therefore, Vroom created the Expectancy method which is focused on process of the motivation. According to Vroom, each employee chooses among various tasks that he may accomplish. His decision is based on his expectation. He performs those activities that he believes will lead to rewards which he values most. His theory combines individual and organisational factors of motivation (effort and reward). The relation between employee's behaviour and his outcome is influenced by individual factors, such as personality, abilities, perception; and by organisational factors which include culture, structure and style of the management. Vroom Expectancy Theory tries to avoid determining the group of motivators. On the other side, it focuses on the individual differences of the employees. Vroom's model is based on the idea that the motivation is affected by three elements: outcome, valence and expectancy.

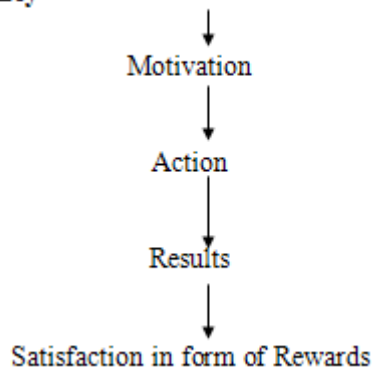
1. Outcomes are associated with the probability that certain effort would bring certain rewards to the employee. These rewards are represented by pay rise, acknowledgement, satisfaction, etc.
2. Valence is the value which employee links to various anticipated outcomes. It shows how the outcome attractive or unattractive is to the individual. Different people have different values. Therefore, each outcome may vary in its attractiveness from person to person. The valence of the outcome can be measured from -1.0 (unpleasant outcomes,

such as being fired) to 1.0 (pleasant outcome, such as promotion, pay rise, etc).

3. Expectation is determined by the probability that the certain effort would lead to certain performance. The expectation may vary from 0 (employee believes that his behaviour will not lead to performance) to 1.0 (employee believes that his behaviour will bring certain performance). For example, someone is confident that extra working hours will increase the output by 15%.

According to this model, all three elements must be at the high level to achieve high motivational force. Vroom describes that employees should see the connection between effort and rewards. They must feel that they have all necessary skills to complete the goal. They must also believe that their performance will have an effect on the reward. Furthermore, the reward must be attractive to them and it should satisfy their needs.

Valance x Expectancy



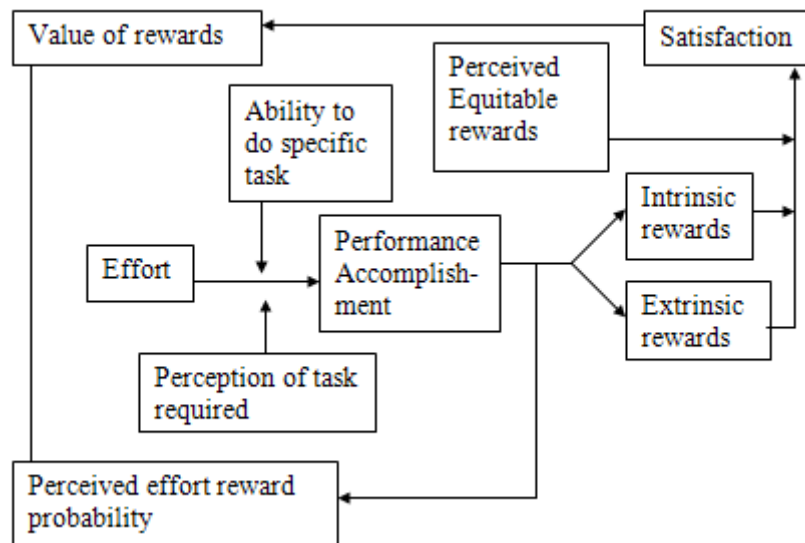
4 Valance x Expectancy

Harrell and Stall (1986) and Miner (1980) argue about Vroom's theory. They disagree with the statement that the amount of the effort can be measured. Consequently, they claim that Vroom's model does not specify which outcome is

relevant to particular situation. They also note that individual is not able to measure his motivation because he does not always know what his motives are.

2.10.2.2 Porter-Lawler Model

Porter and Lawler (1968) examined and further extended Vroom's Expectancy theory. They agreed with Vroom that the human behaviour is influenced by the valence and expectation. In contrast, they disagree with his opinion that effort will always lead to the performance. Porter and Lawler declared that person may not have all necessary abilities to complete the goal. Although he is highly motivated, the performance may not come. In addition; they claimed that the relationship between valence and expectation is more complicated than Vroom thought. They also believed that there is no link between satisfaction and performance. For example, they noted that employee will not be satisfied if he does not get expected reward for his performance.



5 Porter and Lawler model

Although Roberts and Glick (1981) support this theory, there are a lot of theorists who have criticized Porter and Lowler model. Pinder (1984) speculates that P&L study deals only with the money effect on motivation. He notes that P&L did not take into account the impact of other factors (fatigue, promotion, etc). In addition, Taylor and Griess (1976) questioned the validity of Porter and Lowler theory because they claimed that P&L did not test their propositions longitudinally.

2.10.3 Managerial approaches to motivation

Previous theories were based on the research of motives, efforts, needs and performance. Managerial models are different. They are focusing on the workplace itself. These models take into account new social forces which were not mentioned by the theorist before.

2.10.3.1 Traditional Model

This model was created by the theorist Frederick W. Taylor (1911) who was dealing with the problem of inefficient production. Taylor states that this issue is the problem of management. Therefore, Taylor describes the role of the management:

1. It is their task to build a suitable group of people who will be able to do their job efficiently.
2. Furthermore, the management is also responsible for their training and education which will result in the improvement of their skills and abilities.
3. Managers should also closely cooperate with their employees and control them to gain achieve company goals. According to Taylor, employees must be controlled, because they find their work very distasteful and they are only interested in money. Therefore, they will tolerate their work, if they earn a decent amount of money.

4. Managers are also responsible to create clear, understandable and repetitive tasks which can be easily learned by employees to make them work more efficient. Taylor adds that only few employees are keen to perform new and creative tasks.
5. Another task is to establish the detailed system of work procedures and informational flows.

2.10.3.2 Human Relations Model

Mayo (1933), Roethlisberger and Dickson (1939) do not accept Taylor's model. They announced the brand new theory which is dealing with the employee's role. They nearly negated all Taylor's assumptions. M&R&D claim that employee wants to feel useful and important. He wants to be listened and perceived as individual. In contrast in Traditional model, people have more important needs than money. Mayo Roethlisberger and Dickson also write that managers should focus on several areas:

1. At first, they should be able to create the background where will everyone feel important.
2. Secondly, managers should inform their employees and listen to their propositions and complaints.
3. Management should also share some information to their subordinates and involve them in several routines. That will make them happy because they will feel more important.

Miles (1965) comments, that he does not see any major difference between the managerial approaches. He claims that managerial tasks in Human Relations Model are quite similar to Traditional model.

2.10.3.3 Human Resources Model

Human Resources Model is associated with the assumption that different employee has different goals and different talent to use. Therefore, employee is seen like a part of the company resources. McGregor (1960), Likert (1967), Schein (1972) and Miles (1965) developed the new theory by the modification of previous ones. They used more or less same assumptions and put them together. According to them, the work is not distasteful, if employees are performing meaningful tasks. They also declare that employees can be more creative and responsible when it is necessary. Theorists add that the primary managerial task is to fully exploit human resources of the company. They should create the environment in which everyone will use all his abilities. Furthermore, managers should encourage their workers by the system of self direction and control.

2. 11 Conclusion

Because of the fact that human psyche is very complex, the area of motivation is still not fully understood. People must be familiar with the whole process of motivation to understand its issue properly. At first, it is necessary to know the importance of motivation. The care of employees is the most important part of human capital management. If the company creates the suitable working area for its workers, the following effect on their behaviour will be significant. The whole system of benefits and services influences employee's motivation which has the direct impact on the success of the whole organisation. Its main aim is to increase employee's satisfaction, decrease his fatigue and restore his energy (by the change of working hours, additional holidays, regeneration activities, etc.) Employee care is also very significant part of the system of indirect remuneration. It supports direct rewards (wages) by providing various benefits, such as insurance, premium pay for boarding and for transport, etc.

The previous chapter shows, how all motivational aspects are connected with each other. The personnel management must take into consideration various elements. People have different needs, values and interests which has an influence on their

behaviour. These resources create the primary interest to change employee's current situation. Unsatisfied needs will force him to act somehow. Therefore, it is up to the company to recognize the needs of their workers. If the organisation manages to fulfil them, employees will be more motivated. Another task of management is to create such targets that will be in agreement with employee's goals. Consequently, employees will be happy. That will have the direct effect on their performance and work efficiency. However, the creation of motivational programme is a complicated process.

Many theorists made a high number of researches on this topic. They were investigating the influence of various resources and factors on human behaviour. Different groups of theorists examined different areas of motivation. Some of them focused on the individual and his role in the society. On the other side, the others were concentrating on the role of the company. Researchers take into account the effect of different factors and features. Therefore, their models are not always in agreement.

After the summarization I made these objectives.

1. Examine the relationship between the importance of motivational factors and the age of respondents.
2. Explore the relationship between the importance of motivational factors and the gender of respondents.
3. Examine the relationship between the importance of motivational factors and the workload of respondents.
4. Explore the relationship between the importance of motivational factors and the time of employee's engagement in current job.

On the basis of these objectives I determined four hypotheses:

1. Job security is more important to older people.
2. The social contact is more important to women.
3. Services and benefits are more important to office workers.
4. Personal development is more important to new workers.

3 Methodology

In this chapter I would like to explain which research method did I use and what was the procedure of my exploration.

3.1 Rationale

At first, I would like write about the choice of my topic. I am the student of Technical University of Liberec where I have been studying the course 'Economics and management of the international trade' for 2 years. As a part of this course I attended the modules 'Introduction to the management' and 'Personnel management'. These modules were dealing with the issues of the employee organisation in such areas as communication, behaviour, problems solution, psychology, strategy, cooperation, employee direction, etc. Both modules were very interesting because they were associated with the subjects which are very close to everyone. Therefore, I decided to further examine the issue of motivation, because it covers all these elements at once. Another reason for choosing this topic was the fact that motivation is an area which is not fully examined and understood (although many research studies were made). In consequence, there is the possibility that I could find some new piece of knowledge which will be in contrast with motivational theories. In my second year at the university I even decided to write the seminar work on this topic. Therefore, the choice of this subject was quite easy for me, because I have the possibility to continue in this research.

The best way how to examine this area is by the choice of the case study. I chose this method because of many reasons. Firstly, to investigate the motivation of the people, it is necessary to use the method, which enables me to study this area very deeply. Therefore, I decided to choose the case study. The advantage of this method lies in the fact that the research focuses on the group of people who have similar features. They all work in the same company, solve similar problems, perform similar tasks, achieve similar goals and targets, etc. If I had chosen different method which will not be concentrating on the particular group, the findings would have been useless. So, it was

necessary to choose the case study to be sure, who the people I want to examine are, where do they work and how to they act.

The selection of case study brought me a problem which company should I choose for my research. Fortunately, I was not limited to specific industry, because motivation can be studied everywhere. However, it can be very difficult to make a research in some company. If I do not take into account the question, which company should I choose; there will be always the problem of access. Because of the fact that I needed an approval that I can perform my research on the employees, the probability of my success depended on the luck. There are many factors which may influence the company decision. At first we may not even have the possibility to contact appropriate manager, because of the company restrictions; secondly, the current manager may be very busy to deal with our problem; furthermore, he may not be interested to participate in our project; he may not want us to ask his employees some private and confidential questions, etc. Fortunately, my father is working in the screw mill which is not very far from the place I lived (approximately 20 kilometres from Liberec) at the position of the wholesales manager. Therefore, this situation helped me with my decision making, because I did not have to solve these problems.

Although I have not got many problems with the access to the company, the choice of the Czech company resulted in one major trouble. Because I am studying in the United Kingdom, I do not have many possibilities to travel home (reasons are mentioned in the 'Limitation chapter'). This situation was probably the biggest disadvantage of the whole project. Nevertheless, the fact that my father works in the company and that he was very keen to help me with the whole procedure simplified my situation. In addition, there was a communication advantage. The communication with the company was easy because it was performed in native language.

At first, I had an idea that I would study the motivational differences between Czech and English companies. Choosing the English company has an advantage that the place of my interests would not be very far from my present home. On the other side, I will have to deal with the same problems once more. These issues would be even more

complicated because I am a foreigner. Because I am not a native speaker, I would have bigger problems to explain my position and to persuade the manager to allow me to perform my research in his company. The language barrier is not the only problem. I would have also the problem with the fact that I am a foreign student. The native people have always some advantage ahead of foreigners. As a result, I focused my research only on the Czech company.

I decided to use the questionnaire as the method of my research. This method has many advantages. Firstly, questionnaire is relatively cheap way how to get data from certain people. The only cost which is taken into the account is the cost of the printed paper. It also saved me a lot of time, because it is a great way how to get information from many people in short time. It is a less time consuming procedure than interview because you do not have to spend much time on the separate dialogs. Another advantage is the fact that I do not have to travel to particular location to get required data. Because of the fact that I used closed questions in my questionnaire, interviewed people did not spent much time on it. The questioned employees are also sure, that they will remain anonymous and all data will be used only for the purpose of my research.

I believe that my procedure was very similar to other studies which are dealing with the same topic. At first, I read all necessary information which was associated with motivation and research methodology (books, journals). On the basis of the information I have found out, I determined which data will be relevant. I chose such information as the motivational resources (what causes the motivation), factors (why are people motivated), psychological background (how people behave), motivational problems (what issues should I have in mind) and motivational theories (what are the approaches of the motivation). Then, I created the concept of questionnaire which was based on this information. After some consultations and pilot study I changed few points which were wrong or not relevant. Consequently, I modified it and sent it by email to my father who printed and distributed the questionnaires among his co-workers. After he sent them back to me I analysed them and made the results.

3.2 Validity and reliability

When we are creating the questionnaire, we must take into the consideration several issues. Validity means that the data we are measuring are relevant to our research. To make sure that my questions are accurate and relevant, I linked some questions together. Questions which I used in the third part are connected to the factors from the second part. These questions were designed to cover all factors from previous part.

There is also a risk that employees will not write the truth, because some information may be too private (wages). Therefore, I added there a comment 'You do not have to respond if you do not like'. So, the respondents had the possibility to avoid the question they do not like. I also did not force anyone to complete my questionnaire. The participation on this project was voluntary.

I made my questions as simple as possible, because it was necessary for me that everyone will understand them. Consequently, the questionnaire was provided by the clear instructions. Therefore, everyone knew what to do.

3.3 Limitations

Everyone who is planning to perform some research method must take into consideration all kinds of difficulties. The best way how to deal with the barriers which may occur during the research procedure is to avoid them. Therefore, it is very efficient to think about all inconveniences which may happen. However, there are some barriers which we could not avoid. So, we must cope with them and try to prevent them from limiting us.

My biggest limitation was the time. At the beginning of the first term, I lost a lot of time, because I was not hundred percent sure which topic should I choose. After I chose my topic, it was very difficult to fully focus on the dissertation because I had a lot of other obligations. I had to concentrate on the school – go to the lectures and tutorials; write assignments, etc. Furthermore, because of my job, where I am working twice a

week during the night, my whole daily routine changed. Therefore, it was not very easy to manage my time properly. The lack of time was also the important factor why did I choose the questionnaire method.

Because of the fact that I am not very rich student, I had to look at the costs which are linked with the dissertation. The company which is the point of my interests is located in Czech Republic in Turnov. At first I planned to go there personally and make an interview with the employees. However, the cost of the plane ticket was so expensive that I changed my mind.

Another limitation was the language. Although I am trying to do my best and improve my English every day, I am not the native speaker. Therefore, some grammar mistakes and the inappropriate use of vocabularies may occur in my paper.

3.4 Sample

Because I wanted to get some data from specific groups I used purposive sampling. I created 50 questionnaires which were distributed under this condition: There should be relatively the same amount of people from different groups (departments, age, gender, job length) who would fill my form.

3.5 Pilot study

Before I sent the final version of my questionnaire to the company, I had made the pilot study. The main aim of pilot study was to ensure that the questions are well structured, organised and clear to everyone. I asked my father and two of his colleagues to complete my questionnaire and write some feedback. After I analysed the feedback, I made several changes.

At first there were few problems with the fact that there were too many questions. Because it will take a lot of time to complete this form, I decided to reduce my questionnaire. The third part was the longest. There were many questions which

covered the same area. Therefore, I decided to cut those questions which were very similar to others and which were the least important.

Several questions were not clearly formulated. Some of them were too complicated. So, I decided to make them simpler by using the more appropriate words. The question in the part two “Rate the attributes of your work in term of importance to you” was not very clear as well. Therefore, I added the proper explanation to use each number only once. I also made a few spelling mistakes which were corrected immediately.

3.6 Questionnaire

My questionnaire is divided into three parts. The first one is the introduction of the research. The second part deals with personal questions about employees and the final part is questioning the working background.

3.6.1 Personal questions

In this part I would like to explain what kind of questions did I use and what was their purpose.

3.6.1.1 Gender

This question was used to find out how does the difference between males and females affect motivation (what factors are most important to them and how are they satisfied with the work background).

3.6.1.2 Age

Is motivation influenced by elements which are related to the age (different working attitude, process of familiarization, life experience, dynamic range, etc)?

3.6.1.3 How long have you been working in your current job?

Is there a relation between the time that employees spent in their job and motivational factors? How is motivation influenced by the stability, security and fluctuation?

3.6.1.4 What department do you work in?

The aim of this question was to explore if there is some relation between motivation and job position. It should explain the different needs, values and goals between the employees who work manually (production, pressing-shop, and pattern-shop departments) and office workers (wholesales and finance departments).

3.6.1.5 Rate the attributes of your work in term of importance to you (use each number only once)

This question was used to compare the factor importance between different groups of people (based on age, position, gender, career length).

3.6.2 Working background

The Working background questions cover several areas which are based on the factors of motivation: satisfaction, security, skills, acknowledgement, wages, atmosphere, personal development, intangible rewards, etc. (These factors are also mentioned in second part). Their main aim is to check the accuracy of previous questions in part two. They also show how the employees satisfied with different areas of the work background are. They should also answer the question if the personnel management is doing its task properly.

4. Results, Analysis and Discussion

This chapter is dealing with the analysis, results and discussion of my research which was performed among the employees in the screw mill company in Turnov. The first part shows the general overview about respondents. The second part describes the analysis of my hypotheses: The relationship between factor importance and different groups of people who were divided by age, gender, type of workforce, and the time of engagement. In addition, it also shows which factors are most important to the employees. Finally, the last chapter tries to discuss the findings of my research.

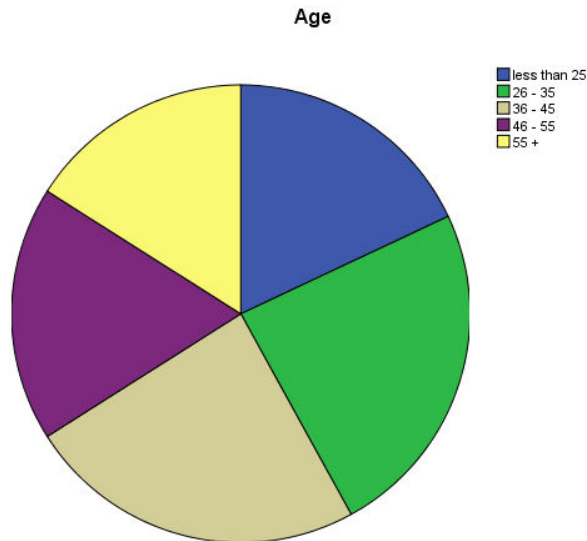
4.1 General results

4.1.1 Age

Total number of questioned people was 50. Fortunately, these people were almost evenly divided into different groups in term of their age. This fact means that each group will have significant value during my later studies.

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 25	9	18,0	18,0	18,0
	26 - 35	12	24,0	24,0	42,0
	36 - 45	12	24,0	24,0	66,0
	46 - 55	9	18,0	18,0	84,0
	55 +	8	16,0	16,0	100,0
	Total	50	100,0	100,0	

6 Table of frequency - age



7 Chart of frequency - age

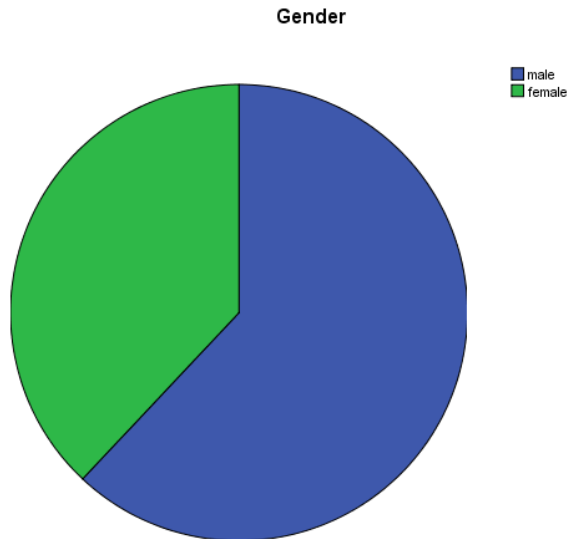
4.1.2 Gender

According to table, majority of workers are men (62% of respondents). There is also a group of women who work in the screw mill factory (38%). If we take into account that the content of the work is mainly manual, the amount of female employees is relatively high. Therefore, the research will be more accurate.

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	31	62,0	62,0	62,0
female	19	38,0	38,0	100,0
Total	50	100,0	100,0	

8 Table of frequency - gender



9 Chart of frequency - gender

4.1.3 Time of engagement in the company

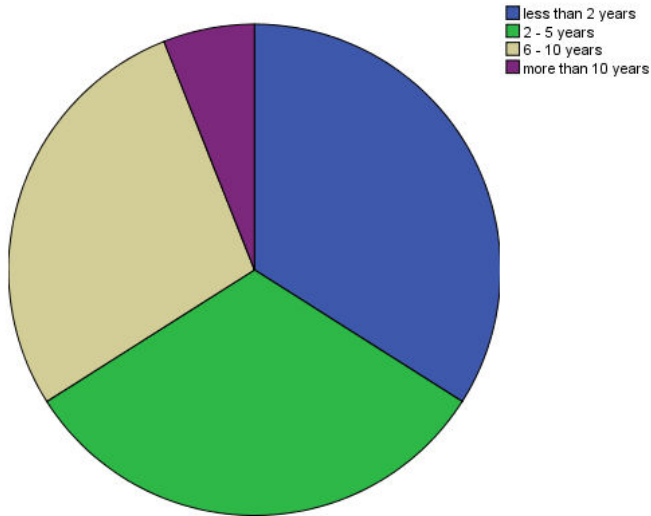
The table shows that there is nearly the same proportion of the employees in the first three groups. Because of the fact that only three people are working in the company for more than 10 years, the output data of this particular group will be slightly distorted.

Time of engagement in the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than 2 years	17	34,0	34,0	34,0
2 - 5 years	16	32,0	32,0	66,0
6 - 10 years	14	28,0	28,0	94,0
more than 10 years	3	6,0	6,0	100,0
Total	50	100,0	100,0	

10 Table of frequency - career

Career in the company



11 Chart of frequency - career

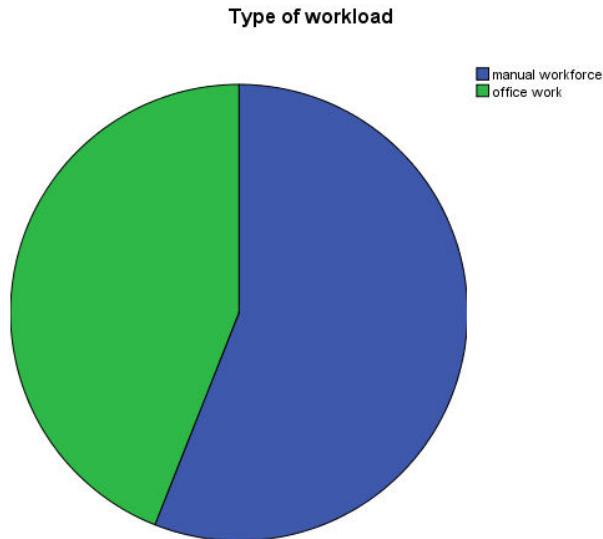
4.1.3 Type of workload

According to collected data, I divided the information about departments into two groups. The first group represents people who work manually (56%). The second group consists of employees who work in the offices (44%).

Type of workload

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid manual workforce	28	56,0	56,0	56,0
office work	22	44,0	44,0	100,0
Total	50	100,0	100,0	

12 Table of frequency - workload



13 Chart of frequency - workload

4.2 Analysis of the results

I used the SPSS statistical programme as a method of my research. Because I wanted to compare means between various groups, I decided to use ANOVA one-way test. This test creates the F-statistic which is used for the calculation of p-value. If the p-value is smaller than 0,5, we can reject ANOVA null-hypothesis (mean is the same for all groups). That means that the groups are different from each other. Furthermore, I used the post-hoc test to find out which groups are different from others.

4.2.1 Salary and intangible rewards

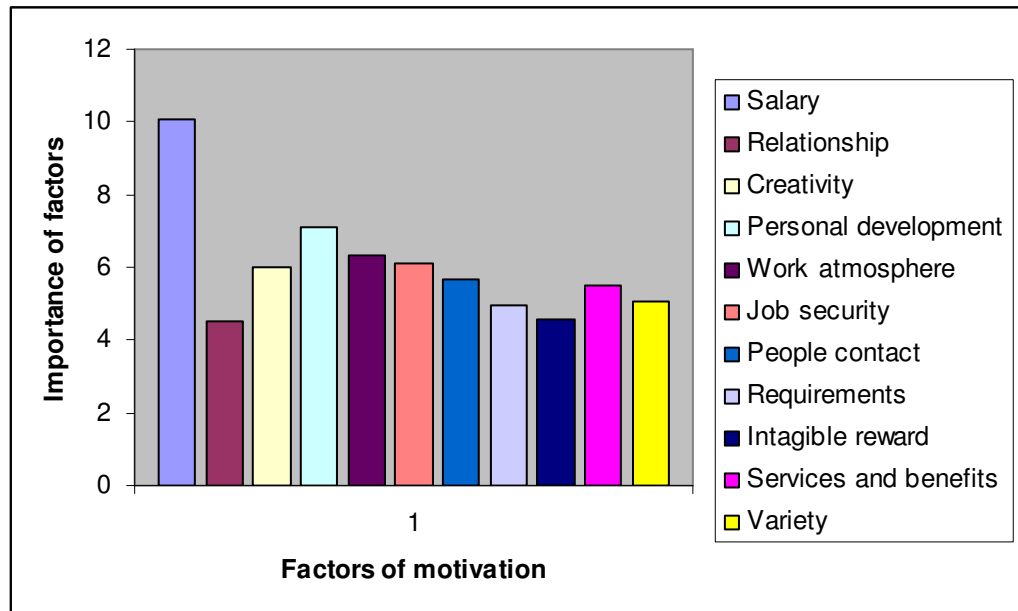
According to the test, the most important factor is the salary. As we can see at the table the mean of this factor is 10, 08 which is very significant number. The chart shows that there is a huge gap between any other factors. The second place goes to the personal development. The rest of factors have nearly the same importance (most of them are at the average level). However, there are two factors (Relationship and Intangible reward) which are not very significant. In comparison, the level of the

intangible reward importance is more than two times lower than the level of salary importance (4, 52).

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Salary	10,0800	50	,92229	,13043
	Intangible reward	4,5200	50	2,84454	,40228

14 Salary x Intangible reward comparison



15 Factors of motivation

4.2.2 Job security is more important to older people

According to the results of ANOVA test, there is a 100% relationship between the age of the employee and the importance of the job security factor. This tests shows that older employees of the screw mill factory are more concerned about the job security than younger employees. The second table shows the differences between the means of separate groups. Because of the upper-sloping curve it is more than obvious that the

biggest difference (-5, 05556) is between the means of the first (less than 25) and the last group (55+).

ANOVA

Job security					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	133,139	4	33,285	31,625	,000
Within Groups	47,361	45	1,052		
Total	180,500	49			

16 Anova test – job security

Multiple Comparisons

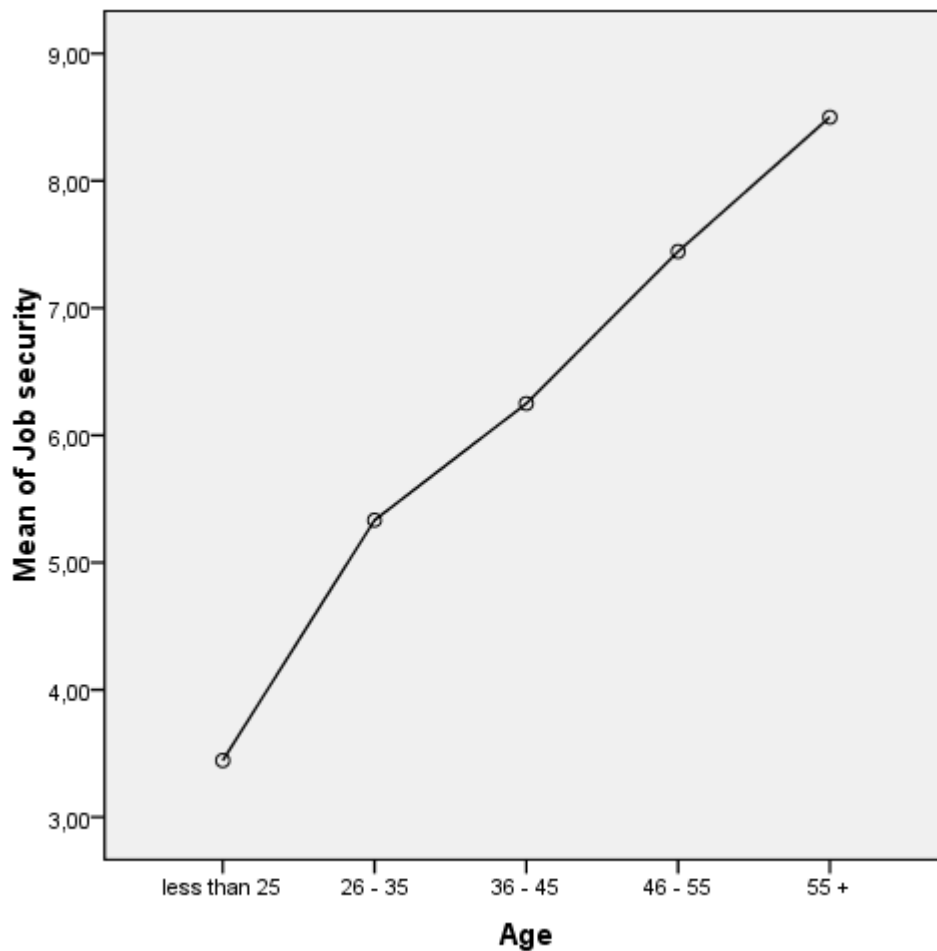
Job security

Scheffe

(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
less than 25	26 - 35	-1,88889*	,45238	,005	-3,3418	-,4360
	36 - 45	-2,80556*	,45238	,000	-4,2585	-1,3527
	46 - 55	-4,00000*	,48361	,000	-5,5532	-2,4468
	55 +	-5,05556*	,49850	,000	-6,6566	-3,4545
26 - 35	less than 25	1,88889*	,45238	,005	,4360	3,3418
	36 - 45	-,91667	,41882	,325	-2,2618	,4285
	46 - 55	-2,11111*	,45238	,001	-3,5640	-,6582
	55 +	-3,16667*	,46826	,000	-4,6706	-1,6628
36 - 45	less than 25	2,80556*	,45238	,000	1,3527	4,2585
	26 - 35	,91667	,41882	,325	-,4285	2,2618
	46 - 55	-1,19444	,45238	,157	-2,6473	,2585
	55 +	-2,25000*	,46826	,001	-3,7539	-,7461
46 - 55	less than 25	4,00000*	,48361	,000	2,4468	5,5532
	26 - 35	2,11111*	,45238	,001	,6582	3,5640
	36 - 45	1,19444	,45238	,157	-,2585	2,6473
	55 +	-1,05556	,49850	,359	-2,6566	,5455
55 +	less than 25	5,05556*	,49850	,000	3,4545	6,6566
	26 - 35	3,16667*	,46826	,000	1,6628	4,6706
	36 - 45	2,25000*	,46826	,001	,7461	3,7539
	46 - 55	1,05556	,49850	,359	-,5455	2,6566

*. The mean difference is significant at the 0.05 level.

17 Multiple comparisons – Job security



18 Graph – Job security

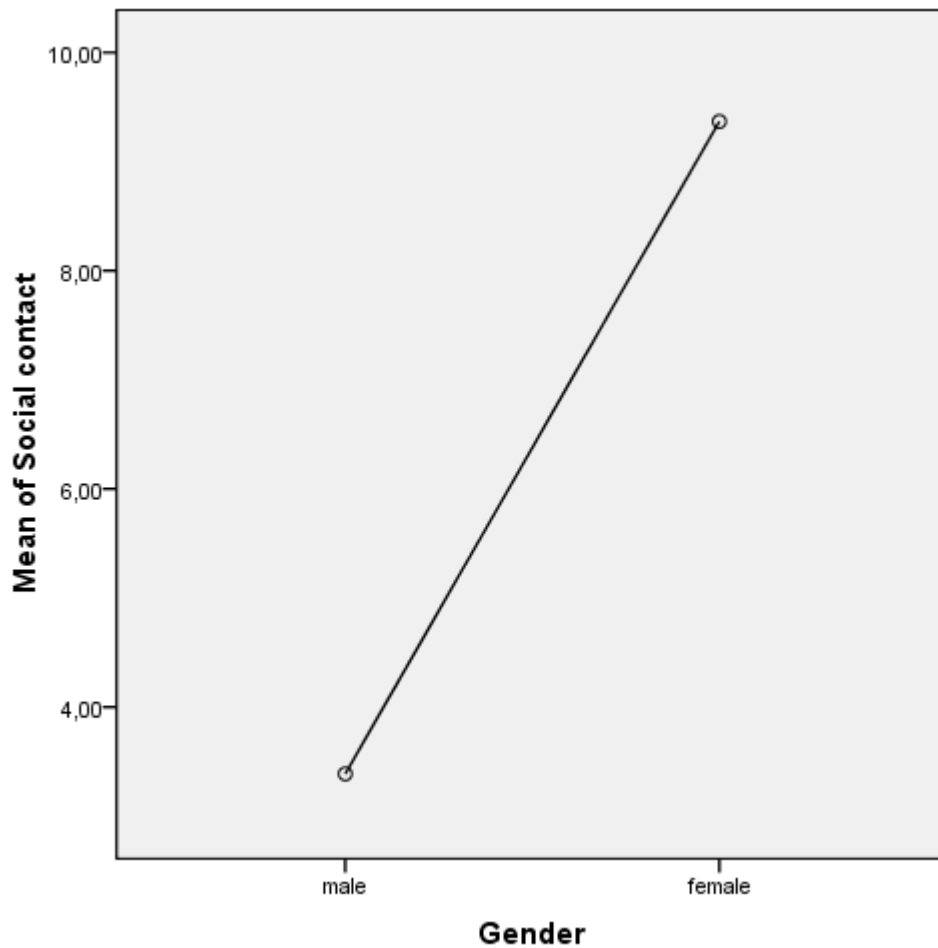
4.2.3 Social contact is more important to women

Because of the facts that the social contact factor is compared only with two groups, the results are not very predicative. However, there is a big difference between the means of both groups. Therefore, the curve is very steep. Because of the significant difference (5, 98), there is a huge probability that there will be a relationship between the gender and the importance of social contact factor. So, we can assume that social contact is more important to women.

ANOVA

Social contact					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	421,444	1	421,444	338,419	,000
Within Groups	59,776	48	1,245		
Total	481,220	49			

19 Anova test – Social contact



20 Graph – job security

4.2.4 Services and benefits are more important to office workers

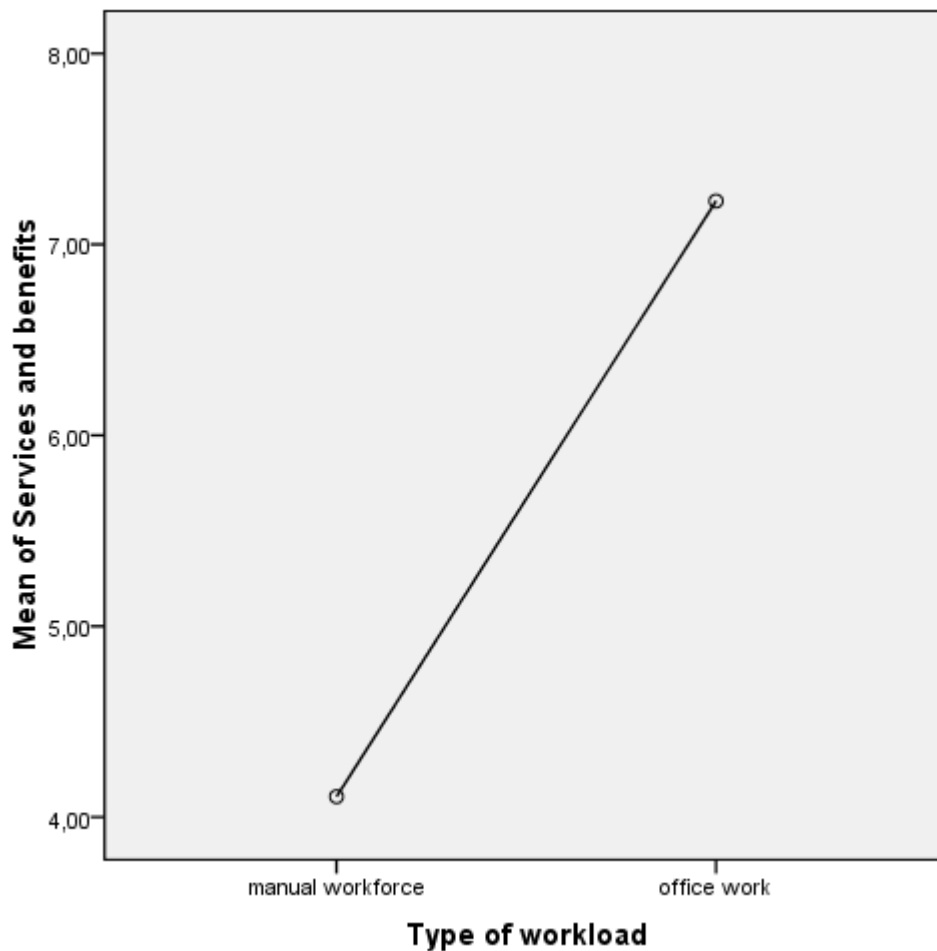
This situation is very similar to the previous one. There are only two groups. Both have a significant mean difference. The mean of the manual workers is 4,107 and the mean of office workers is 7, 227. The huge difference shows us the high probability of the relationship. Therefore, it is more than obvious that office workers are more concerned about the services and benefits provided by the company than manual workers.

ANOVA

Services and benefits

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	119,938	1	119,938	43,435	,000
Within Groups	132,542	48	2,761		
Total	252,480	49			

21 Anova test – services and benefits



22 Graph – services and benefits

4.2.5 Personal development is more important to new workers

The ANOVA test shows us that the mean difference between separate groups is very significant. The first table shows that there is a 100% relation between the personal development importance and the time of engagement in the company. In addition, the biggest difference is between the first and the last group (more than 5, 7). As we can see at the table, the people who are working in the same company less time than others are more concerned about the personal development.

ANOVA

Personal development

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	187,697	3	62,566	24,476	,000
Within Groups	117,583	46	2,556		
Total	305,280	49			

23 Anova test – personal development

Multiple Comparisons

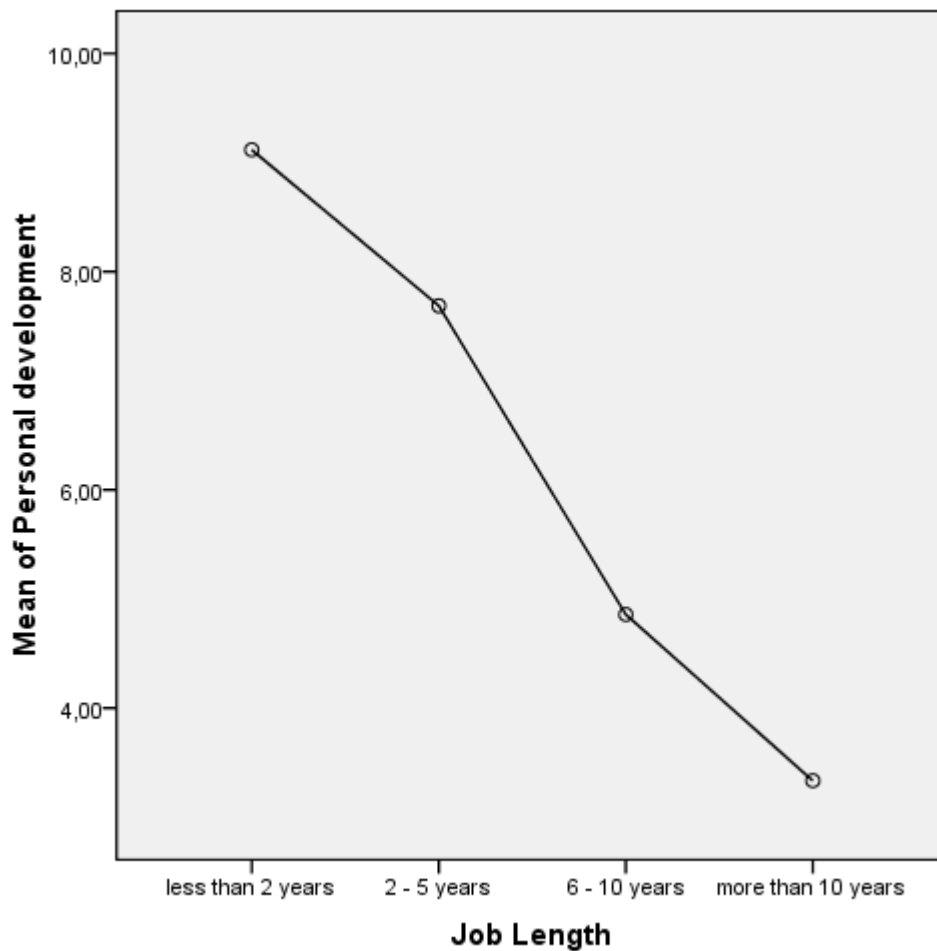
Personal development

Scheffe

(I) Job Length	(J) Job Length	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
less than 2 years	2 - 5 years	1,43015	,55689	,101	-,1858	3,0461
	6 - 10 years	4,26050*	,57701	,000	2,5861	5,9349
	more than 10 years	5,78431*	1,00121	,000	2,8790	8,6896
2 - 5 years	less than 2 years	-1,43015	,55689	,101	-3,0461	,1858
	6 - 10 years	2,83036*	,58510	,000	1,1325	4,5282
	more than 10 years	4,35417*	1,00589	,001	1,4353	7,2731
6 - 10 years	less than 2 years	-4,26050*	,57701	,000	-5,9349	-2,5861
	2 - 5 years	-2,83036*	,58510	,000	-4,5282	-1,1325
	more than 10 years	1,52381	1,01717	,529	-1,4278	4,4754
more than 10 years	less than 2 years	-5,78431*	1,00121	,000	-8,6896	-2,8790
	2 - 5 years	-4,35417*	1,00589	,001	-7,2731	-1,4353
	6 - 10 years	-1,52381	1,01717	,529	-4,4754	1,4278

*. The mean difference is significant at the 0.05 level.

24 Multiple comparison – personal development



25 Graph – personal development

4.3 Discussion

In this part I would like to discuss my findings. In the previous part, two of my hypotheses (job security and personal development) were confirmed. Because of the fact that the ANOVA function compares three and more groups, the other two hypotheses were not accepted nor rejected. However, it is more than obvious that they should be confirmed, because there is a big difference between their means. Therefore, I consider them as confirmed as well.

I believe that all these hypotheses were confirmed, because of the method I had chosen. If I had used different types of questions, there would not have been the significant difference between these groups. Respondents had to rank all factors in terms of their importance and use each number only once. Therefore, they had not got the possibility to put two or more factors at the same level. If I had used another question (How important are these factors to you?), the result would have been different.

4.3.1 Job security is more important to older people

According to my results, it is clear that this hypothesis was accepted. I assume that there are many reasons why older people are more concerned about the job security than younger ones. I believe that younger employees do not find the loss of their jobs so tragic. Maybe, it is because the fact that some young employees do not have their own family. Therefore, they do not have to take care of it. Because they do not have a family, they are also more flexible. Older people, who have own house where they raise their children, are less likely to move to the different location. Another reason can be the fact that it is harder to get a job, if you are old. Nowadays, all companies prefer to hire younger people, because of their flexibility, potential and different approaches. In Czech Republic there is also a problem that the populated generation from 1970's is now at the top of the tree. Therefore, the competition is much higher.

Another reason is associated with the history of Czech Republic. Today's generation of older people had wished to change the former state regime. Unfortunately, they are the ones who suffer from it. Most of them do not know foreign languages. They can not work with the computer. Even though they fully understand their work, they do not have the wide scale of skills. In present time, companies have very high standards which older people can not meet. Sometimes it is more important to find the necessary information quickly than to remember everything. Therefore, they are not able to match with younger generation. Also, the person who was working for more than 30 years in one branch which is now out of date would not find anything. On the other side, older employees, who had studied at the university, have the high amount of

experiences which they can use in their future jobs. Therefore, the higher educated people do not have to be afraid so much.

4.3.2 Social contacts are more important to women

In this part I would like to discuss which ideas led me to the assumptions that social contacts are more important to women. In modern world many differences between men and women were erased. On the other side, there still remain a lot of psychological differences (needs, satisfaction, interests, feelings, etc) between men and women. These elements have an impact on the different approach to the work. I think that men are more orientated in the material aspects of the work (salary), because they still believe that they have the main responsibility for the family. Therefore men are more concentrated on the efforts and the goals than women. However, women are more opened and focused on the relationships. They need to link themselves with other people. In my opinion, men are more satisfied by the successful effort in their job. On the other side, women feel well if they have their relationship in good order.

I also think that other differences may be found in the area of human consciousness. Man's mind is more focused on the particular area. He perceives the World as a whole. On the other hand, woman is able to feel more elements at once. She is able to notice many details. Because of the fact that women give birth to children and take better share in raising children, they are more sense orientated. Another difference may be the way of problem solving. Man is dealing with the problems by thinking and analysing the current situation. When the problem occurs he wants to solve it alone. Women are keen to solve their problems by the communication. Men feel that the communication is the tool which will take them to their target. On the other side, women feel that the communication is the goal itself. In my opinion men are also more successful in abstract thinking. They are more orientated in the natural science. Women are focusing on specific problems. Therefore, they are more successful in human science. Despite of the possibility that my opinion on this area may be little old-

fashioned, I still believe that these are the main aspects which make us behave differently.

4.3.3 Services and benefits are more important to office workers

Why is the system of services and benefits more important to office employees? I think that it is all determined by the several elements. Managers perform their work because they have different skills and abilities than ordinary employees. Because they are mostly higher educated, they have a different life style. That is associated with different needs, values, interests and goals. I believe that their preferences are mainly determined by the content of their work. Manual workers are usually performing the same activities every day. Their work is mostly the everyday routine. They usually do not need many skills and abilities to do their job properly. On the other hand office workload is quite different. It deals with many various problems which may differ every day. Managers have also a big responsibility and control. Because they need to manage various tasks, they require different tools and treatment. Therefore, company provides them a lot of services and bonuses. These services have many forms. According to Veber, managers usually get support of many personal activities, insurance, luncheon vouchers, personal computers, mobile phones, cars, etc. Therefore, it is more than obvious that once they get these benefits, they become accustomed to them. Furthermore, these benefits become the part of their world. That is the reason why are they so important to them.

4.4.4 Personal development is more important to new workers

I believe that the factor of personal development is more important to employees who spent less time in the company. I think that every time we decide to try something new and focus on the brand new area, we get excited. People always have many expectations about the new field of their interests. However, they often idealise it too much. Someone who is planning to perform new activity creates some personal resolutions. After some time, the new activity will become the routine and those resolutions may disappear. I believe that the same situation can be applied to the work

area. I think that new employees may be very active in term of personal development. At the beginning they believe that whatever they do at 100% will have the positive effect on the surrounding. They also feel that well performed work will bring them a reward (in form of money, acknowledgement, skills improvement, promotion, etc). But after some time, disillusion may come. If there is no progression in the company, it will have an effect on its employees. If the working condition stagnates, employee may resign to his plans, goals, etc. That will also influence his personal development approach.

5 Conclusion

The prosperity of the company is mainly determined by the workforce. Nowadays, it is very important to gain and retain skilled specialists. Therefore, it is necessary to take into consideration all different motivational aspects which will help to create the suitable working area. If the company conception is in the collision with the workers, many problems may occur. It is not an easy task to find the agreement between the employee's needs and targets of organisation. To achieve this situation, it is necessary to find the right balance between the interests of the company and employee. It is up to personnel management to find the proper method how to deal with this issue.

This paper was trying to find the connections between various motivational aspects. In addition, my work provided some pieces of former studies which showed different motivational approaches. My research was performed in the particular company in Turnov where I had explored the links between the factors of motivation and various groups of employees characterised by different features. Consequently, I had found the relations between the age and the job security; time of engagement and personal development; gender and social contact; workload and services. All my objectives and hypotheses were successfully achieved.

The opportunity to explore this area gave me the valuable theoretical background of this issue. I also familiarised with the different research methods which will be very useful in the future. Finally, I have also improved my English skills.

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7 Appendix

The University of Huddersfield

FACTORS OF EMPLOYEE MOTIVATION

Questionnaire

1. Introduction

I am the student of the University of Huddersfield writing my dissertation for my BA degree. As a part of my dissertation I am carrying out the research about the factors of employee's motivation. For the purpose of my research I would be very grateful if you could answer my questions. Completing this questionnaire should take about 10 minutes. All the information will be anonymous and used only for my research purpose.

2. Questions about you

1. Gender

- a.
- b. Female

2. How old are you?

- a. Less than 25
- b. 26 - 35
- c. 36 - 45
- d. 46 - 55
- e. 55 +

3. I am working in my current job

- a. less than 2 years
- b. 2 - 5 years
- c. Female
- d. more than 10 years

4. Which department do you work in?

- a. Production
- b. Pattern-shop
- c. Pressing-shop
- d. Wholesale
- e. Finance

5. Rate the attributes of your job in term of importance to you (Use the number scale from 1 – most important to 11 - least important. Use each number only once).

- • Salary
- Relationships
- Creativity
- Personal development
- Working atmosphere
- Job security
- People contact
- Requirements
- Intangible reward (e.g. status, acknowledgement, etc)
- Level of services and benefits
- Variety and change

2. Questions about company

Do you agree with these statements? You do not have to respond, if you do not like.

1. I have few friends at work.

I strongly agree I agree I agree in part I disagree I strongly

2. I would recommend my workplace as an ideal place to work.

I strongly agree I agree I agree in part I disagree I strongly

3. I have the possibilities to train myself and improve my skills.

I strongly agree I agree I agree in part I disagree I strongly

4. I feel my salary matches with my effort.

I strongly agree I agree I agree in part I disagree I strongly

5. I feel that the company management is listening to my ideas, opinions and problems.

I strongly agree I agree I agree in part I disagree I strongly

6. I am satisfied with the level of benefits and services which are provided by company.

I strongly agree I agree I agree in part I disagree I strongly

7. My job has a lot of variety and change.

I strongly agree I agree I agree in part I disagree I strongly

8. The company inspires me to do my best every day.

I strongly agree I agree I agree in part I disagree I strongly

9. My company provides me certainty (I feel safe in the company).

I strongly agree I agree I agree in part I disagree I strongly

10. My supervisor always acknowledges my well done work

I strongly agree I agree I agree in part I disagree I strongly

11. The company values are in agreement with my values.

I strongly agree I agree I agree in part I disagree I strongly

12. I am satisfied with the role of personnel department; it does a great job for employees.

I strongly agree I agree I agree in part I disagree I strongly

13. The requirements of my job are clear to me.

I strongly agree I agree I agree in part I disagree I strongly

14. I am able to do all my work and personal duties quite easily

I strongly agree I agree I agree in part I disagree I strongly

15. I am able to use my creativity.

I strongly agree I agree I agree in part I disagree I strongly

Thank you very much for your participation.