State Versus Private Employees: A Study of Motivation

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ZADÁNÍ BAKALÁŘSKÉ PRÁCE
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Téma práce: **Veřejná versus soukromá sféra zaměstnanců: studie motivace**

Zásady pro vypracování:

Teoretická část:
Na základě studia dostupných informačních zdrojů zpracujte teoretická východiska týkající se problematiky motivace zaměstnanců s důrazem na druhy motivace, motivační faktory zaměstnanců a přínos efektivní motivace zaměstnanců pro firmu.
Praktická část:
Analyzujte současný stav motivace zaměstnanců ve vybrané organizaci.
Navrhněte řešení vedoucí ke zdokonalení motivace zaměstnanců ve vybrané organizaci.

Rozsah bakalářské práce:

Rozsah příloh:

Forma zpracování bakalářské práce: **tištěná/elektronická**

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**Adair, John Eric, and Lenka Vorlíčková. Efektivní motivace. Praha: Alfa Publishing, 2004.
Armstrong, Michael. A Handbook of Human Resource Management Practice. London:
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Management Applications. 7th ed. Mason: South-Western, Cengage Learning, 2011.**

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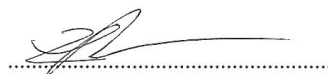# PROHLÁŠENÍ AUTORA BAKALÁŘSKÉ PRÁCE

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ABSTRAKT

Tato bakalářská práce se zabývá problematikou motivace zaměstnanců ve státní a soukromé sféře. Skládá se ze dvou částí (praktické a teoretické). V teoretické části je specifikován pojem motivace, její nejznámější teorie, motivační faktory zaměstnanců a manažerské motivační trendy. Praktická část se věnuje analýze motivace zaměstnanců ve státní sféře, která je reprezentována zaměstnanci střední školy a soukromé sféře, prostřednictvím zaměstnanců firem. Na základě dotazníkového šetření, které bylo provedeno u zaměstnanců státní i soukromé organizace, dochází k zastoupení názorů obou dvou skupin. Výsledky šetření jsou srovnávány a v závěru práce je navrženo řešení nedostatků.

Klíčová slova: motivace, zaměstnanci, manažeři, uspokojení, potřeby, organizace, odměňování zaměstnanců.

ABSTRACT

This bachelor thesis deals with the problematic of an employee motivation in state and private sphere. It is divided into two parts (practical and theoretical). The theoretical part specifies the term motivation, its well-known theories, employee motivation factors and manager motivation trends. Practical part dedicates to analysis of employee motivation in state sphere, represented by the employees of secondary school and private sphere, through the employees of companies. On the bases of questionaire research, which was given to employees of the state and private organization, it comes to the representation of both opinions of these two groups.Research results are compared and in the conclusion of the thesis is designed a solution of disadvantages.

Keywords: motivation, employees, managers, satisfaction, needs, organization, employee rewards.

ACKNOWLEDGEMENTS

CONTENTS

INTRODUCTION

This bachelor thesis deals with the problematic of employee motivation in both, state and private organizations. As it consits of two parts, theoretical and practical, it reflects the theory, covering the topic of motivation and supports it with concrete questionnaire research results.

The aim of this bachelor thesis is to find out, whether the state and private employees expectations of need satisfaction are desirable for both types of organizations to be fulfilled and to what extend they take the notice of its importance for the employees at real. It does not concentrate only on employee motivation, but it also shows what are the attitudes of the organization to employee motivation and stimulation, set on the base of motivation factors, all supported by the datas gethered from questionnaire research results, which were given to employees of both organization spheres. The theoretical part introduces the topic of motivation, the way it is understood and apllied on organization employees to motivate them to more effective work performances, according to organization´s expectations. It mentions motivation systems and the approaches, how the organization deals with the employee motivation, common mistakes related to unappropriate use of motivation and the basic pillars of motivation, the managers should take to the account, in order to provide a motivational work spirit in the organization field.

The practical part is based on a research among state sphere employees, who are represented by the people employed in secondary school and private sphere employees, making a business on alternative energy sources. I did the research by the form of paper questionnaries, which I had printed out and delivered to both of the organizations. According to that, I had an opportunity to get in contact with the employees personally and to recognize their work environment, what helped me to create a more complex idea, clarifying me, what was the reasons that they filled in the questionnaries in the way they did it.

I. EMPLOYEE MOTIVATION

1 MOTIVATION

Motivation is a power producing an action concentrated on satisfaction of a certain need. It is understood as one of the basic personality substructurs. Its origin comes from the Latin word „movere", carrying the meaning of the English word to move. Motivation is not something we could contemplate. It is an inner drive that activizes a human to a motivated proceeding. (Kim 1999, 9-12)

According to its importance, an ability to motivate people became the most significant manager function, placing above previously prioritized work organization and assignment distribution. What makes it so unique, are the positives, which are adherent to it, as the motivation covers the field of amusement, inspration and embodies its signs. It is a key aspect on the way to become successful. (Certo 2000, 354)

 The goal of the management is to lead employees under the influence of motivation to have the work results that meet with management expectations. An approved management method to deal with motivation is looking for the best means of employee motivation in the form of rewards, good leadership, benefits, work promotion, etc., which motivate employees to high quality of the work done. (Heller 2004, 168)

1.1 Dimensions of motivation

- Dimension of direction:
  The concentration on certain operations (for example when we say I want..(this.)., I don´t care about..(that), I would like to have.., etc.)
- Dimension of intensity:
  The power leading the human to achive the target (I must have it, I really want it, I think of having it, etc.)
- Dimension of stability:
  Expresses dimension of an ability to deal with all kinds of inner and outer obstacles on the way of achieving the goals. (Duchoň a Šafránková 2008, 265)

For the comparison with previously mentioned dimensions of motivation, Arnold, Robertson and Cooper (1991) depict simmilar three factors (forming the process of motivation) that have impact on employee behaviour, encouraging them to a motivated action. (Armostrong 2006, 216)

Pillars of motivation process:

- Direction:

    It reflects what the man is trying to do.

- Effort:

    It reflects the effort the man exerts (how hard he is trying).

- Persistence:

    It reflects the time (how long) the man spends on trying. (Armostrong 2006, 216)

1.2 Employee motivation

Employee motivation stands on the rule of keeping them moving in the direction the management wants them to follow, with a view to achieve requested results. While self-motivation is given by an employee himself in the moment of setting the goal, the direction leading forward to it and finally taking individual steps in order to get there. The term perfectly depicting motivation is a goal-directed behaviour. During the process of employee motivation it is essential to assure them that the goal, they are working on its attainment, is realistic to be fulfilled. (Armostrong 2006, 216)

When the employees see the clearly defined goal symbolizing a value reward and the preceeding single actions, which are possible to get over on the way to achieve the goal, they are well-motivated to satisfy their needs threw the reward given them for the performed action. Such employees may incline to self-motivation. In the case they naturally continue the right direction towards the predetermined goal, they gain the best possible form of motivation. But this is an example that does not fits to all employees. Usually, employees have the need to be motivated by the organization governing body to a better performance level. The means organization disposes with, supports achieving of goals by providing stimulation, rewards, self-education, learning opportunities, knowledge progress, career promotion and work satisfaction. (Armostrong 2006, 216)

However, it is still mainly the manager´ s role to apply his motivation skills on employees to provide their best for the employer and to make good use of organization motivation politics at the same time. To be able to manage employees effectively, it is crucial to understand the motivation process. (Armostrong 2006, 216)

Employee motivation process

In the figure below is a model of the process of motivation. According to scheme, motivation is initiated by intended or unintended recognition of unsatisfied needs. On the basis of needs are created wants, representing desires of achieving or obtaining something. This proceeds to the goal establishment. The aim of goals is to satisfy needs and wants, then, threw the selected behaviour pathway, it comes to the goal achievement. In the case of achieving the goal, the need is satisfied and it is probable that the behaviour pattern will be repeated, when a similar need appears next time. On the other hand, the action is less likely to be repeated, if the goal is not achieved. (Armostrong 2006, 216 - 217)
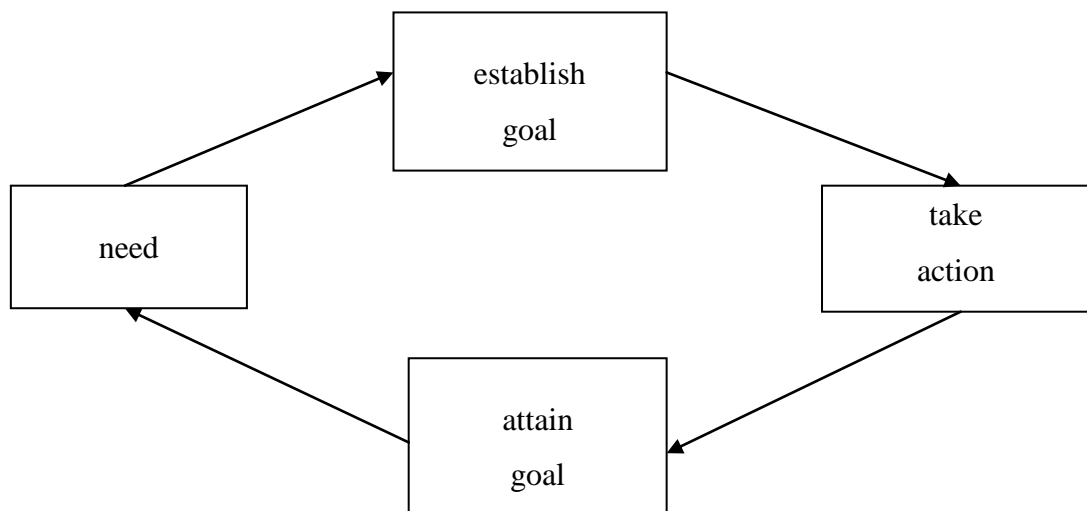
Figure 1. Employee motivation process
Source: A handbook of HUMAN RESOURCEMANAGEMENT PRACTICE

1.3   Sources of motivation

Motivation is a concept of subdivided terms it covers, which are considered as its sources. The fundamental and crucial pillars are needs, habits, interests, ideals and values. (Bedrnová, Nový 1994, 186)

- **Needs :**

  One of the basic conditions of a human existence is the satisfaction of needs. Need is an experienced feel of absence of something an individual finds to be important for his

life. Survivance is the need a man naturally thinks of as important. Needs related to survivance are certainty, safeness, subsistence, etc., all belonging to the concrete category of needs. That is why the motivation is closely related to Maslow´s hiearchy of needs, which states five basic human needs, all in hierarchical order, according to its importance to be satisfied. It main idea is that the satisfaction of the needs placed lower in the hiearchy causes the necessity of satisfaction of the needs standing above. In other words, once the lower need is realized, the higher one appears to be fulfiled. (Bedrnová, Nový 1994, 186 - 187)

Maslow hiearchy of needs:
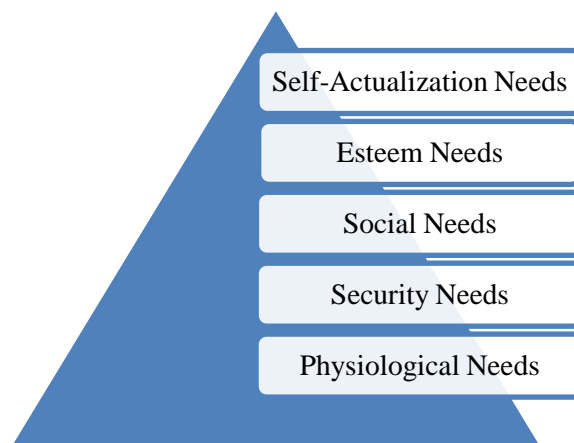
Figure 2. Maslow hiearchy of needs
Source: Modern management: diversity, quality, ethics & the global environment

- Physiological needs (existencional needs) are the basic human needs corespponding with the function of the body, composing the initial point of the hiearchy. They corespond with physiological homeostasis, as the human organism naturaly tends to keep its stable inner condition – for example the regular blood pressure. These are the needs of food, water, sleep, air, sex and rest. (Certo 2000, 358)

- Security (safety) needs represent human desire of being free from harm, including bodily and economic disaster. Here we can see a significant difference between children and an adult perception of fear. (Certo 2000, 358) Children react in absolutely nature way in all the situations disturbing their world – for example, they get frightened from sudden thunder, noise, unknown things, while the adults often have precautions to express concerns and try to hide it. (Adair 2004, 31)

- Social needs include a desire of belonging somewhere and being accepted by the others we are surrounded by. The key role plays the need of love, friendship, companionship. (Certo 2000, 358) A man feeling social needs would suffer from its absency and would look for „his place in the group". Social needs are essential for people. We were born into a family model, composed of family members and became an individuals. Despite that we have never lost the necessity of belonging somewhere. According to Maslow, also the work-place sets a good field and conditions to meet up with the social needs threw the friendships and colleagues´ relationships. (Adair 2004, 33)

- Esteem needs are adherent to the desire for respect and divided into two categories of self- respect (connected with high self-evaluation) and respect from others.
    - Self-respect needs: desire for strength, sucess, equality, ability to achieve something, freedom and competency.
    - Respect from others: desire for reputation, prestige, status, dominancy, consideration, importance and popularity (Certo 2000, 359)

On the basis of an old Greek idea „hubris" (shameless boast) and other sources as Erich Fromm´s work, Maslow came to the fact that we should be aware of the negatives leading from human inclination to built our self-respect on other people opinions. That means we do not pay attention to importance of our real talent, abbilities and adequacy of the task. The most stable and right one self-respect is based on the deserved respect, we are proved by the others, not on irrelevant impressions of uncertain adulation. (Adair 2004, 35)

- Self-actualization needs stand on the top of the Maslow´s hiearchy. They are characterized with the desire to maximize the potential a human as an individual has. (Certo 2000, 359)

1.4 Maslow´s hiearchy of needs implemented into the organisation/work field

The hiearchy of needs found its importance in the work management. It is a a long term understood model, helping to provide the choice of suitable impulsions for work motivation. From that reason, Maslow´s hiearchy is used in its transfered form at the work-place, where each category of needs is represented by the needs coming up from the work field.

- Physiological needs are at work sphere represented by the concrete wage, adequate work and organization conditions, which help to the fulfilment of some other needs.

- Security needs are satisfied threw the means providing health safety and security at work-place. What can not be forgotten, as an integral part of security needs in this conception, is a quarantee of work position. The role of the work management is also to satisfy employee security needs by setting the right wages, allowing the employees to purchase things as housing and food.

- Social needs are satisfied by the social contact held among colleagues, which corresponds with a membrship in a certain group and building of a position and prestige in it.

- Esteem needs are realized threw the work amusement, appropriate work position (status), positive evaluation of a job performance and varied forms of immaterial rewards. The satisfaction of esteem needs does not have to be necessarily common for all people, because some of them do not „grow up" in that phase.

- Self-actualization needs are represented by the opportunity of self-education and self-development from the proffesional and personal point of view. It does not immidiately collocates with a performance of a concrete work operation or profession. An example included in this category is a self-fulfilment from the well-done job, which was really important for the organization and so gained ability to make own decisions, resulting from the previous work sucess. (Tureckiová 2004, 60)
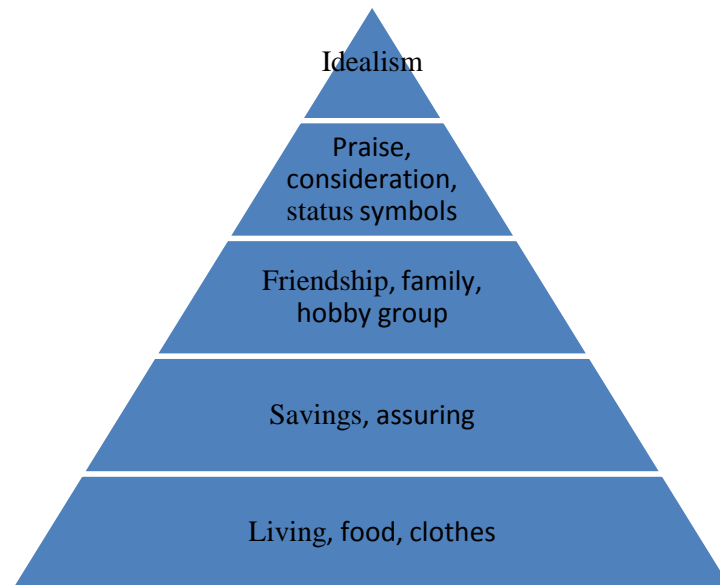
Figure 3. Maslow hiearchy of needs implemented to economical field
Source: Jak efektivně motivovat (Allianz knowledge academy)

1.5   Herzberg study of motivation

Frederic Herzbergs studied the level of empoyee satisfaction from two points of view, according to the factors that stand behined their existence. The first group, created by the complex of factors that describe the work environment and are able to cause or influence the degree of a job dissatisfaction, he named hygiene or also called maintenance factors. Herzberg thought of these factors as of those, which decide whether the employees feel good or unhappy at work. In other words, at the situation when the maintenance factors are undesirable, the employees will become dissatisfied. In his motivation theory he defined 7 main hygiene factors. (Armstrong 2006, 224)

1.5.1   Hygiene/ Maintenance factors

1) Company policy and administration
Strategies of the company are clearly defined and avaliable. Especially those one, connected with people in organization.

2) Supervision
It is a technical supervision represented by the competences and equal attitude of a supervisor.

3) Relationship with supervisor

4) Relationship with peers

5) Relationship with subordinates

Factors 3, 4 and 5 concentrate on relationship at work field, among colleagues, work collective, subordinates and supervisor and define the quality of work social life.

6) Work conditions

Work conditions are the physical conditions the employees are surrounded by and work in. It is the quantity of work, machines and echnologies, appearance of the work-place, etc.

7) Salary

It reflects all benefits as salary, wages, financial rewards, company car, etc., which serve like compenzation for the work done.

The second group of factors, so called motivation factors or motivators are those, which in comparison with the hygiene factors influence the degree of job satisfaction and are not related to the work environment, but to the work itself. (Certo 2000, 364 – 365)

1.5.2 Motivation factors/ motivators

1) Opportunity for achievment

Opportunity for achievment springs from good realization of a given task, well performed job activities, effective work highligting employee results, etc.

2) Opportunity for recognition

Opportunity for recognition covers the field of different forms of recognition, from which the commonly used examples are word public or private recognition, often accompanied by some kind of a reward.

3) Work itself

This is the case, when the work itself significates employees the feeling of being important for them and provides a motivational impulse.

4) Responsibility

Work responsibility is connected with the space and ability of decision making.

5) Advancement

Advancement characterizes the change of the work status and competencies, which are given to the concrete work position.

6) Personal growth

Personal growth deals with new job opportunities in the sense of trying and learning something new. The progress has also close to career promotion, when the employee deepens his knowledge from the work field. (Certo 2000, 364)

1.5.3   Impact of motivators on employees

Making motivation factors more desirable (for example by increasing a salary) can not always influence employees in their attitude to their job in the sense of the improvement of a quality of the work for the organization, but it provides the protection of workers by keeping them away from becoming dissatisfied. But another situation is, when the motivating factors of a concrete job situation are high. In a such case, employees are positively effected to do a better job. And the extent of such an employee motivation and productiveness is given by the quantity of the motivators that are formed in their job situation. The term motivators is adherent to the phrase job enrichment, as it is the base of the process of integrating motivators into a job situation. (Certo 2000, 364 – 365)

Herzberg came to the conclusion that the biggest contribution for the organization make up those employees, who are set the work situations, which currently have both desirable hygiene (maintenance) and motivating factors. In the figure below are pictured those needs of Maslow hiearchy, which are satisfied by desirable hygiene and motivating factors. A concrete example of esteem needs, satisfied by a hygiene factor, is the case of a private parking place, which signs the status symbol of an employee´s importance to the organization. The second example of esteem needs satisfied by motivating factor in this

case is an award, given to the employee for precise performance, which marks a recognition of a well-done job and signifies the employee´s value to the organization. (Certo 2000, 365)

1.5.4   Herzberg and Maslow in comparison

Herzberg´s and Maslow´s motivation theories are interesting to compare. Both of them reach an agreement about basic conditions of self-realization, nevertheless, Maslow´s mostly holistic approach gives a contrast to Herzberg´s dichotomic perception of motivation. Maslow pointed out his statement of the importance of chronological satisfaction of the needs, as they are in hiearchical order and interconnected - the satisfaction of higher needs is affected by the satisfaction of preceding needs. That means that threw the satisfaction of physiological, secure and social needs the human proceeds to the top of need´s fulfilment. Here is the space for Herzberg disagreement, caused by the minimum of the importance he gives to these three categories of needs. According to him, these needs have too small effect and lack of strength to provide satisfaction. On the other hand, esteem needs and self-actualization needs have better ability to spread positive and long-term feel of content. (Adair 2004, 62)
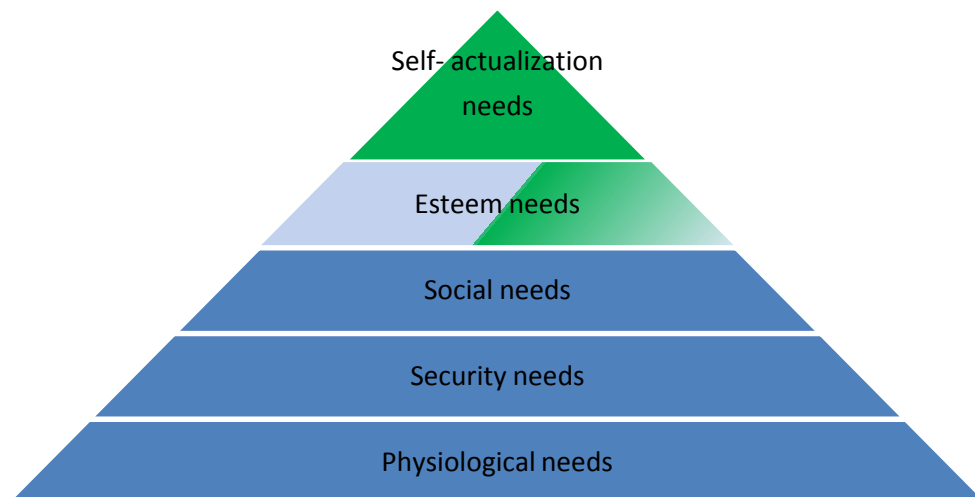

Figure 4. Desirable hygiene and motivating factors that satisfy needs of Maslow´s hiearchy

Source: Modern management: diversity, quality, ethics & the global environment

- o   Needs that hygiene factors generally satisfy
- o   Needs that motivating factors generally satisfy

1.6 Dynamic of needs

The changeover between particular categories of needs are fluent. It is difficult to specify the boarder especially between self-respect needs and self-actualization needs. It is also said, that the need of respect is never possible to be totally satisfied. People also never orientate all their effort on needs of current category (only in extreme situations). A man, who according to his life situation spends all his effort on getting respect, naturally wants to stay to be able to provide his economic existence. If he lost his assets over the night for some reason, he would consider the economic needs to be his priority. Also a self-fulfilment artist comes back on the edge of basic physiological needs in case of suffering from starving.

- **Habits:**

Almost everybody follows specific regime, regularly does some activities or is accostumed to execute all kinds of duties. These can be an example of hygiene, studying or working tasks or every-day life actions we have to deal with. Habit is a repeated, fixed and mechanical manner of a human action in a concrete situation. A good way for the human to make life easier is to acquire these habits and do the things automaticly, without thinking. On the other hand, those habits, which are found as undesirable and do not have a positive contribution from a social point of view are called vices. Some of them can become strong in the way they influence a human, for example a drug or alcohol addiction, pathological lying, etc. (Bedrnová, Nový 1994, 189)

- **Interests:**

Interests as these play an important role in the process of motivation of a human being. The area of interests is wide and includes complex of objects and phenomens the human constantly concentrates on. The human is due to them activized to a certain action, has the need of realization and takes the control of the object of his interest. They determine the quality and depth of our attitude to individual kinds of proceeding. We can sort the interests according to the category, they cover in several fields:

- o Artistic (musical, literal, estetic, art)
- o Linguistic
- o Scientific and cognitive (curiousness)

- o Manual

- o Business-economical (organization, accounting)

- o Social

- o Sport

- o Collecting (Bedrnová, Nový 1994, 189)

- **Ideals and values:**

Every human being is belonging to a certain social group and underlies its social ties. It leads us to the creation of socialy accepted opinions, moral codex, moral criterias and ideals. The existence of ideals stands especially on social evaluation and the influence it carryes. Ideals are transparent when the man performs an action. They represent opinions, persuasion, appoint our approaches and attitudes as they are an important part of personal characteristic. (Bedrnová, Nový 1994, 190)

Ideal is a model or a pattern which the man follows in the process of performing an action. It covers both, the personal profile of the man or his life goals. The strenghtness of social impact on the creation of ideals is obvious. Not only social environment but also accepted moral and legal norms, life phylosophy and experiences determine ideals. Values can be defined as something desirable the man thinks much of. They have an effect on the choice of right manners and aims of his acting. During life, the man sets the system of values he is identified with. The system of values serves him as a value orientation system, representing what the man prioritizes and considers to be important. (Bedrnová, Nový 1994, 190)

The harmony of value system of man with the duration of his life brings the satisfaction and rest, while the disharmony is the cause of suffering. Needs, interests, ideals and values, all together, form different views of personal directivity and appear in the motivation of human acting. Their importance in human life is varied. Many aspects have to be taken to the account. Firstly, living standards and the environment the man lives in, the level of education, the way of living social life, life experiences based on success and failure the man got threw. (Bedrnová, Nový 1994, 190)

2   TYPES OF MOTIVATION

Motivation is generally divided into two main types, not only from the work point of view. In the first case people are those, who motivate themselves on their own threw finding new things, opportunities and doing the job they can self-realize in. This is the step contributing to the fulfilment of their needs or at least helping to come closer to the achievment of the goals. In the second case, there is an outer subject effecting man and being responsible for his motivation. To be more concrete, these two types are inner and outer motivation: (Armstrong 2006, 200)

2.1   Intrinsic motivation

Intrinsic motivation results only from our internal and is not proposed by someone else. That is why it is characterized with its depth, strength and mainly with a long-term effect it has on us. Each person takes the role of self-motivation producer. At the work place inner motivation is adherent to the quality of work life. Human self-generated factors, which lead an individual to motivated action, cover the field of few unavodiable man characteristics that intrinsic motivation stands on. These characteristics are responsibility and autonomy. Responsibility reflects employee feelings of importance he has about work itself. Autonomy is an ability of freedom acting, setting a place for personal skill and ability of development or coping with work challenge. (Armstrong 2006, 217)

2.2   Extrinsic motivation

Extrinsic motivation is produced directly from the environment surrounding us with the aim of strong, effective and immediate impact on man. In other words, it is a complex of stimulants, which are made for employees in order to motivate them. In comparison with inner motivation it can last shorter period of time. Work managers use outer motivation transfered in many forms as a tool to motivate workers and satisfy them threw adequate salary, career promotion, positive evaluation, etc. (Armstrong 2006, 217)

2.3   Human motivation profile

Motivation profile is to some extent a given, unchangeable characterisctic a human disposes with. It is the reflection of a relatively constant preference and orientation of definite needs and values. Motivation profile has a multidimensional character. In the complex motivation profile, particular dimensions can be varied and can differ in its intensity and importance. Final profile is created by the most transparent ones. Following

characteristics can be regarded as the basic dimensions of a motivation profile:

1) Situation alignment – perspective alignment:

It reflects the orientation of man on tasks and targets with the respect to the length of their time duration.

2) Individual orientation – group orientation:

It represents the ties a human has threw the social contacts with another people and the tendency to achieve the position in the social background he belongs to.

3) Self-orientation – non-self-orientation:

It reflects an attitude to self-evaluation and seriousness that the human attributes to it.

4) Activity – pasivity:

It involves the level of reaction activity, the number of realized actions, the process of dealing with obstacles, gathering of information and the way it is utilized.

5) Orientation on success – orientation on content of an performance:

It reflects purposeness and self-discipline of a human action in order to acquire success or to concentrate on the content of work, which is performed. A person strongly foccused on success is very competitive, having the vision of being first and the best. While in the second case, the person orientated on quality and content of the performance thinks of the success as of something accompanying and trivial.

6) Economical avail – moral (ideal) satisfaction:

It represents man´s value orientation, the importance he gives to the money, the prevailing preferencies in apprecation of the results of an action and his social status.

7) Orientation on organisation – orientation out of an organisation:

It reflects the relation an employee has with employer (state or public organization, etc.) (Bedrnová, Nový 1994, 190 – 193)

2.4 Basic rules of employee motivation

Generally, four main motivation manager rules are prioritized in the relation to employees, on the way to a motivational proceeding:

2.4.1 Employee motivation as a manager function

Sometimes managers make a common mistake. Its causation comes from their idea, that employee motivation is reflected or dependent on their character, what more, tham employees´s attitude to work is naturaly given and can be positive or negative and manager can not do much about it, neither to change it. It is obvious that among employees is a transparent existence of different motivation level and work morality, nevertheless, accusing them from law motivation level and underperformance is not the right solution to the problem. The conclusions resulting from the researches show that the biggest potentional on employee motivation is in the hands of a manager. As valuable is considered their ability to discuss with employees straightforward, to reward honestly, to give an evaluation for a well-done job, to create a favourable work and team atmosphere. (Urban 2003, 90)

2.4.2 Preference of positive motivation tools from negative

Two well-known types of motivation used in praxis are reward and punishment. If the employees meet with expectations of the managers and fullfill them, they get the reward, which can take various forms (financial compensations, career promotion, public recognition, etc.). The other situation happens, when employees do not follow manager´s requirements or do not work enough and face the punishment threw the salary reduction, exhortation, objurgation or release. Sometimes manager has no other option than to choose one from the tools of negative motivation. But before he does such a step, he should consider, whether he has already tried to use all the forms of the positive motivation for this type of acting. To sum up, higher employee productivity rate can be reached more easily in a long-term aspect by prefering positive motivation tools from negative. (Urban 2003, 90 - 91)

2.4.3 Employee behaviour

From time to time, managers face the reality that employees do not behave, as the organization would like to. This is taken as the attribution of non-working motivation, but at real, it has a lot to do with an unproper use of motivation factors. Despite the fact manager thinks he motivates employees effectively, with a purposes, it can be other way

around, because employees behave according to what behaviour managers (organizations) motivate them to perform(what they are rewarded for). (Urban 2003, 91)

To illustrate this category with an example, we will put this situation at the work-place, concentrating on two employees A and B. Both of the employees (A and B) are given the same task. Employee A is responsible, finishes the task standartly in a high quality as he is used to it and before the dead-line. And jsust because he finishes it in advance, he is told to work on another announcement. While employee B, who is the right opposite, does not finish the task in time and in addition to it, it is full of mistakes the manager has to correct. In this example, employee B takes the advantage of the situation, because he did not finished the task in time and nothing bad happened to him resulting from his attitude to work he had been given. While employee A, who did a great job, got another extra task to do because of a time allowance. In the case that both employees get the same salary, is the problem of motivation even worse. If the manager continues in his attitude to employees and problem solving, he is on the best way to loose his most productive ones. Employees will realize that high-quality job performance is not in their good. Now the two possibilities are likely to occur: they will accept a new job offer (giving a value to a quality performed job) or they will stagnate in their targets and working actions. The result coming from this example is that one of the most negative motivation impacts is to award profesionally unequal work equaly. (Urban 2003, 91 - 92)

2.4.4 Non-universality of motivation factors

Motivation factor of one employee does not have to motivate the rest. Each employee is an individual with his specific needs. The manager´s task is not to apply generally known motivate factors on his employees, but to reveal their unique motivation factors they think of as being valuable. Finding out the motivation factors is not always easy. Exist the cases, when employees themselves do not become aware of them or do not want to speak about them publicly with the manager. In such cases, managers have to incite them to a situation that would help them to discover motivation factors of a concrete employee. Pointing of group or individual motivation factors should be the basis of the evaluation system of employees in each organization. (Urban 2003, 92)

3 EMPLOYEE MOTIVATION SYSTEM

As it was mentioned above, perfectly motivated employees, according to organization expectations, do not appear automaticly. The organization works on them due to its managers (their ability to provoke and intensify motivated behaviour) and its motivation system, confirming desirable employee behaviour. Effectiveness of organization employee motivation builts on two points. It is the reward system and the work-place, both stimulating motivational proceeding. (Urban 2003, 93)

3.1 The importance of the work-place

The impact of the influence of a work-place on its employees is significant and meaningful, when the organization benefits from the effect it has. What is more, its positive contribution for the organization is strengthen threw its cohesion with other factors like manager approaches, social environment and organization culture. This cohesion does not only produce advanteges in the form of employee motivation. At the same time, it stabilizes and empowers the financial reward system and may often lower its costs. These factors, connected with work-place, are characterized as following: (Urban 2003, 93)

3.1.1 An attention/ recognition given to success

Due to researches, which are done regularly at the organizations, was found out that big part of responding employees (more than half of them) feels weaknesses in the system of employee performance recognition, which the managers do not pay enough attention and importance to. Employees suffer from the absence of a reward in the form of obtaining personal thanks from their managers or superior, which they personally think of as one of the most important motivation factors. The lack of recognition or positive evaluation for a well-performed job is one of the main causes, why employees decide to stop working for the organization. Managers´ task is not to underlie their tendency to point out employee imperfections rather than to refer to their positives.

Negative motivation can decrease an existence of undesirable behaviour, anyway, it does not necessarily have to lead to increase of its opposite, the desirable behaviour. The praxis shows that those employees, who are treated only with negative comments, do not acquire the tendency to become better workers, but instead, try to avoid the contact with their managers. It breaks the relation the employee has with the manager (organization) and turns it to negative attitude they both may feel one to another. On the contrary, positive

motivation supports desirable behaviour and is the source of favourable emotions leading the employee to better achievements. Instead of depicting employees inaccurateness, managers should take a notice of the positives leading from a well-done job, punctuate them and stimulate the employees so to performances and behaviour the organization expects and finds desirable. This is also the process of building the employee loyalty on. (Urban 2003, 93 - 94)

3.1.2 Disinterested perception of employees

Managers do not only take the role of the controllers and leaders in relation to their employees. They even more are the ones to know the employees the best and to be able to provide them efficient advice in order to help them to work well. Managers should never keep on mind the illusion that the employees´aim is to perform unprofessional job. Employees do not usually achieve bad results consciously. This may occur rarely, only in the situation, when the employee sabotages given tasks from some reason. Rather than focus on punishment or threats of employees, managers should higher employees´productivness and professionality threw the way of practical training, encouragement or support. (Urban 2003, 94)

3.1.3 Confidence and respect of employees

Employee motivation relates with the space and opportunity to participate in making decisions. When the manager believes in work abilities of his employees, they are more likely to achieve the results, because they are motivated to it and become more productive. Moreover, employees involved in decision making process bring inovative ideas, they are loyal to their organization and have inner drive in the form of work amusement. (Urban 2003, 94)

3.1.4 Failure concerns limitation

Limitation of concerns, rising from the worries of posible potentional nonsuccess, is one of the aspects contributing to a positive, higly productive work atmosphere, accrueing from motivated workers. Managers lead the employees to not hesitate to discuss their mistakes, which may appear, as the employees work independently, do their own steps and decisions. Employees are not blocked by the fear or stress, on the contrary, they have a suitable work background to devote fully to their work. (Urban 2003, 94)

3.1.5 Outspoken communication

One of the critic factors, the organization prosperity and employee motivaton depends on, is the open, non-barrier communication among employees. Managers have to pay atention to the situations, when the employees tend to promote interests of the collective they feel to be a part of. This would cause the storage of the information or innovative ideas the employees come with only with the colleagues belonging to that group. The organization´s economic situation is the result of effective work of its employees as the whole. From that reason, the managers request and insist on equality in communication and sharing the information among all employees, with no difference. (Urban 2003, 94 - 95)

3.1.6 Employee progress

Another motivation approach the organization dispose with, is the systematic education of its employees. Management role is to provide sufficient background, suitable for employee training programs in order to support them in improvement of their proffesionality leading to the achievement fulfilment of the organization´s goals. (Urban 2003, 95)

3.2 System of employee rewards

Suitably set employee reward system is a higly effective motivation element. As it was mentioned before, it is much better and influential to treat employees with positive motivational approach in the form of rewards, rather than to punish them. (Urban 2003, 95)

3.2.1 Positive approach to the organization´s goal

Rewards are the mean the organization uses to motivate its employees to more productive performances, to strength their desirable behaviour and on the other hand, to eliminate undesirable acting. Reward motivation system builts on the fact that each employee is able to be motivated, no matter how productive he is or what are his abilities. A special attention has to be given to the attainability of targets. The targets have to be set suitably, what means that they are realistic to be achieved, not too exxagerated and impossible to be reached (that would on the contrary lead to the demotivation, resulting from inadequate, unachievable targets). (Urban 2003, 95 - 96)

Employees have to understand organization motivation system, which has to be introduced them threw the managers, who interpret the organization goals, which are later on achieved by the employees. (Urban 2003, 95 - 96)

3.2.2 Frequency of diving awards

Frequent question, that managers ask themselves is, whether they should award their employees for particular accomplishment of given tasks, or to wait for a while with the positive evalution and to appreciate only their bigger work successes. But the problem is, that the proffesion of some employees does not represent the line of challenges (which fulfilment leads to success) one following another, thorough it is a consecuetion of a daily ruitine work. That means, that plenty of employees do have a limited opportunities of achieving a success. Even more, the time when the situation bringing potencional success appears does not come often, it lasts. In this case, whether the managers make a decision to award employees for their big work successes, they will spend quite a lot of time waiting for this moment to occur. (Urban 2003, 96)

3.2.3 Control of the awards effectiveness

It is crucial to pay attention to the fact, whether the system of motivation awards brings positive outcomes. The right state is, when the employees are positively effected threw the reward system, which represents for them an inner drive on the way to finish the given task. If the managers see that their motivation system does not work well, it is important to consider, whether it is the right one motivation system for existing request, supporting and motivating employees to a motivated behaviour and in the goal achievement. Award motivation system is not permanent, because of the employees tendency to think of it as of the obviosity. That is why it has to be inovated from time to time by implenting new motivational elements. (Urban 2003, 97)

3.3 The importance of money

Employees are motivated to earn such an amount of money that makes them able to satisfy their basic needs. The character of basic needs is changeable in time. When the employees meet with that level and get adecuate wage belonging to it, they find financial motivation less intensive from that point and prefer non-financial motivation factors (character of work-place, career promotion, manager´s and colleagues´ respect or recognition, etc. (Urban 2003, 97 - 98)

Managers often incline to financial motivation, because it is easy and comfortable. In comparison to non-financial reward, which require managers time, iniciative and creativity. (Urban 2003, 97 - 98)

II.   ANALYSIS

4 EMPLOYEE MOTIVATION RESEARCH

In this part of my bachelor thesis I deal with employee motivation in praxis, threw the research based on questionaire, which was given to both categories of employees, state and private.

4.1 The research objective

The objective of my thesis research was addressed to the employees of state and private organizations with the aim to find out, which motivation factors is the most crucial one for both employee categories. State sphere is represented by the secondary nursing school employees, while private sphere is represented by the employees of the company XY, which profites from alternative energy sources and has its central office in Brno, anyway, their actual aim is to infiltrate to Slovakia market. The secondary nursing school is situated in this region, educating its students for 65 years. With its 320 students and 35 teachers it belongs to the category of smaller schools.

4.2 The research task

How the state and private work sphere approaches to the satisfaction of employee needs threw the effective attitude to motivation itself.

4.3 The research respondents

I did my research with a sample of 42 respondents (21 from private organization, 21 from state organization). The respondents were the employees belonging to the age category starting from 20 years old to 51 and more, of a both sex, men and women.

4.4 The method of the research

I decided to work with a quantitative method of the research. The respondents were given an anonymous paper form of a questionnaire with 8 questions, which were dividing furthermore. The questionnaire was created on the bases of choosing right answers the employees felt comfortable with, also offering the place for their prompts and observations at the end. I also had an opportunity to discuss the questionnaire with the employees personally, as I had its printed form for them to fill in.

4.5   The research results presentation

a) At the begining of the questionnaire, there is the place for identification data. There is a crucial point asking the employees to cross, whether the state or private category is the one they belong to. I addressed 21 respondents from both spheres. The graph below shows the number of men and women respondents in both categories:
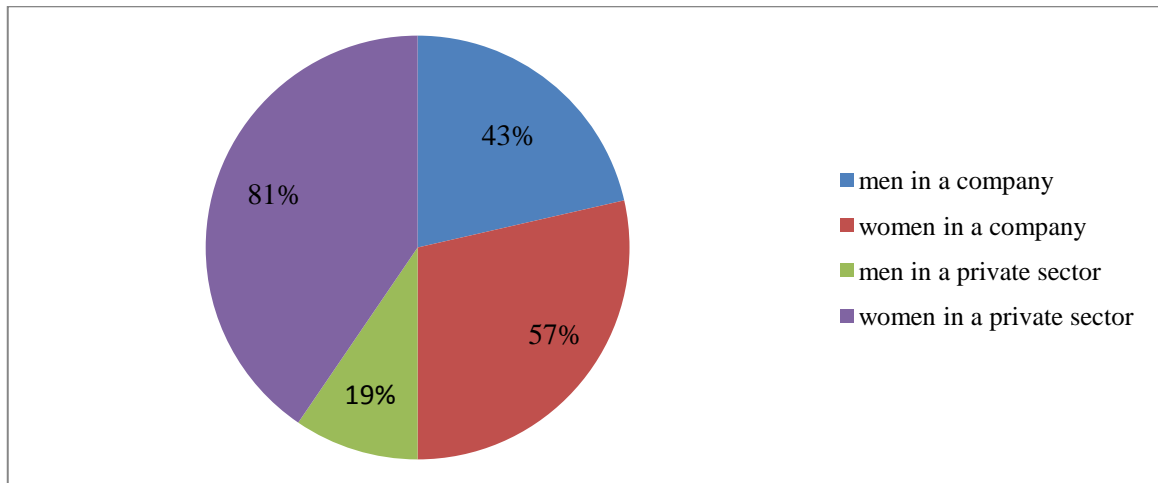

Figure 5. Representation of men and women employees
Source: Author

According to the answers I found out, that in both sectors was the number of women employees responding to my questionnaire higher. In the case of the state organization, it was 17 (81%), while at private organization it was 12 (57%), out of 21 respondents. Men in state sphere were represented by the number 4 (19%), in contrast with 9 (43%) in private sphere.

b) Another research point focusses on the age of the respondents:
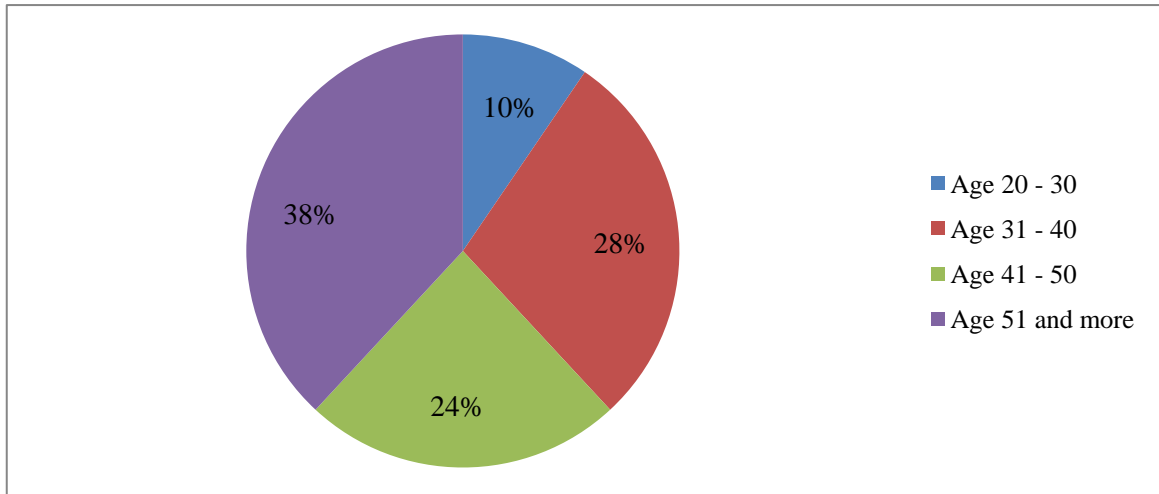
Figure 6. Age of the state sphere employeess
Source: Author

State organization represented by secondary school has the highest percentage of employees in the age category 51 and more - 38 %, which is 8 employees. The second numerously biggest group with 28% is the one, involving 6 employees from 41 – 50 years. The rest is 24% with 5 employees included from 31 – 40 years and finally, 10%, standing for 2 employees from 20 – 30 years.
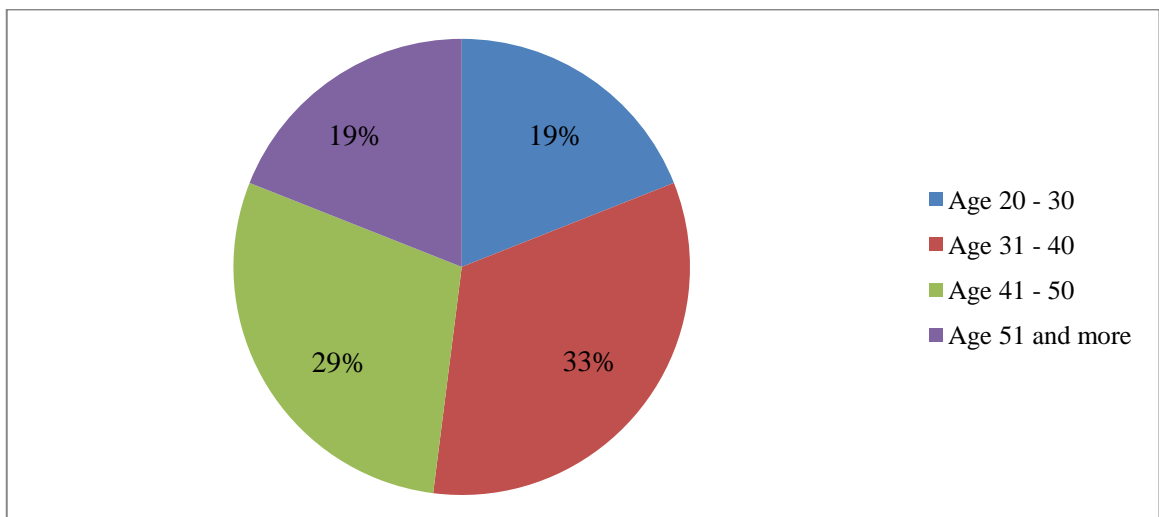
Figure 7. Age of the private sphere employees
Source: Author

Private organization employees were also divided into four age categories, anyway, with the most respondents belonging to the age category from 31 – 40 years, where the percentage rate

was 33%. The second biggest group of respondents was included in the age category from 41 – 50 years, creating 29% of the whole and finally, there is 19% rate for the employees from 20 – 30 years and for those, who are 51 and more years old.

c) The last point listed in identification data was the length of employment. The two graphs show the number of years the respondents have been being employed:
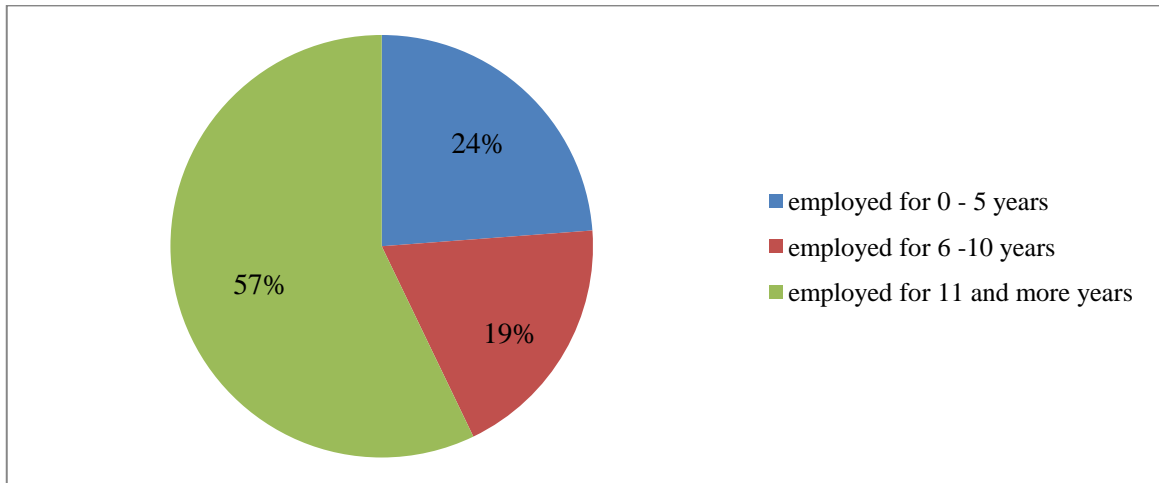

Figure 8. Number of years being an employee of the state organization
Source: Author

As the graph shows, more than half of the respondents, mentioned in numbers it is 12 (57%), have been working for the organization 11 and more years. Another 24% for 5 years and the rest, including 19% for 4 years.
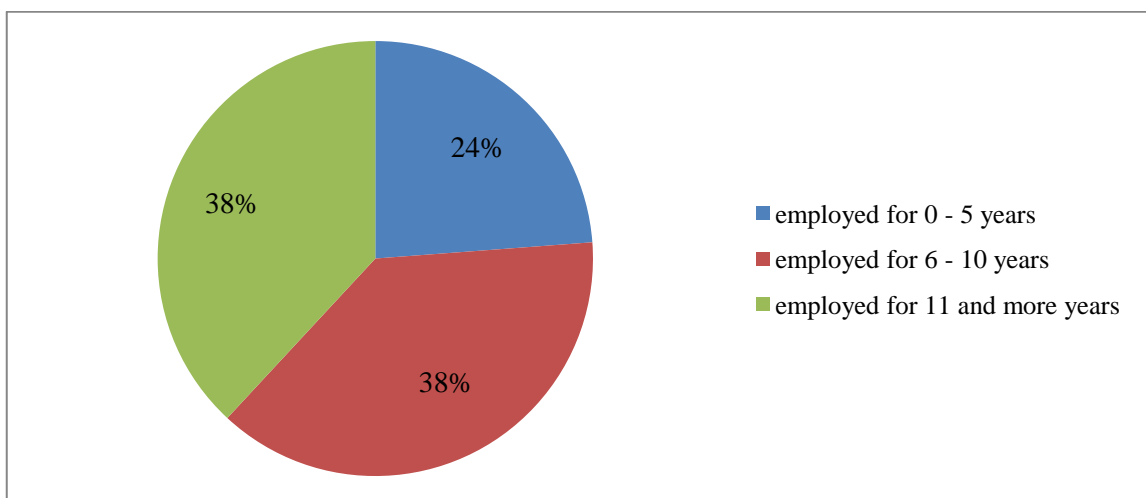

Figure 9. Number of years being an employee of the private organization
Source: Author

In the graph above is a transparent numerical value equality at the employees, who have been being employed for 6 – 10 years and 11 and more years. For this two examples is the percentage result 38%, what transformed to numbers is 8 employees. The rest 24%, in numbers 5 employees, have been performing their job for 0 – 5 years.

These identification data, classifying employees according to organization sphere they work in, their sex and duration were not marked with the number as the questions. It served as a closer specification of the respondents. After filling in this points, the employees got to the questions, which were numbered. These are the questions the employees were asked to complete:

Question 1:

1. I think that in my actual job I earn (put a cross in right column):

very well	well	average	little	too little

I offered the employees the scale with 5 possible answers, trying to cover all possible answers they may use. The results in both spheres significantly differentiate:
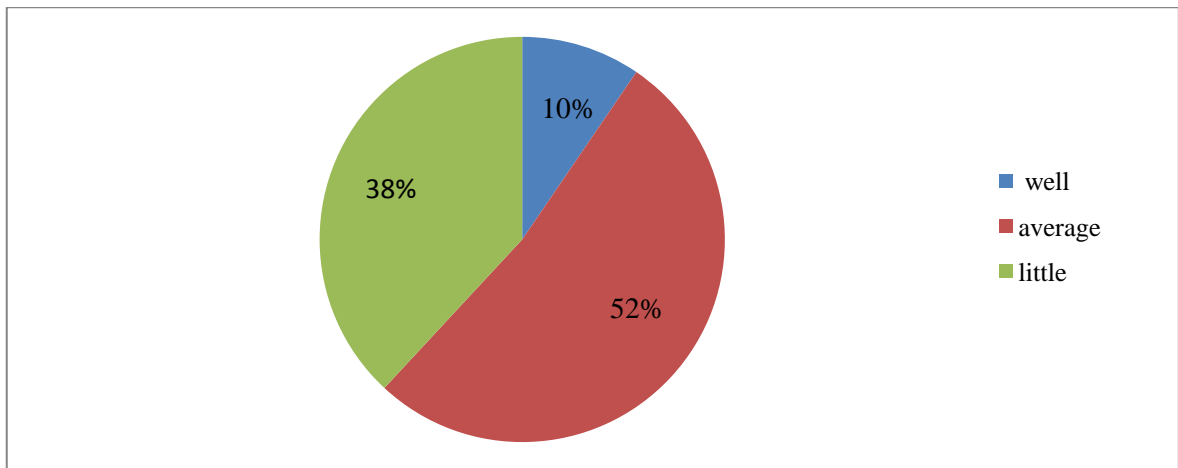

Figure 10. Evaluation of money the state employee earn
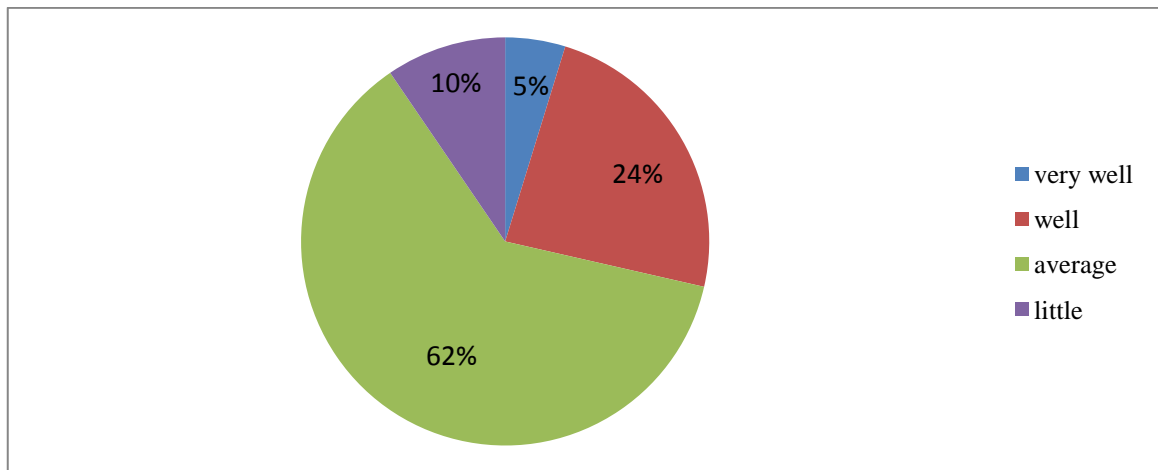*Source:* Author

Figure 11. Evaluation of money the private employee earn
Source: Author

As we can see in these two graphs, state and private sphere employees evaluate the money they earn differently. The employees of the state sphere seem to be less satisfied with their salary, as 38% of them mentioned that they earn little money, in comparison to private sphere employees, where only 10% agreed on the same answer. 52% of state sphere employees admitted an average salary, while in private organization it was 62%. Moreover, in comparison to private sphere, where 24% of employees marked the answer well, only 10% of state sphere employee respondents wrote down the same. No one of state organization employees decided for the answer very well, but the private organization employee did so, as it is represented in the graf with 5%. Comparing the percentage proportions of both employee spheres I came to the result that private employees are more satisfied with the money they earn.

Question 2:

2. Assign number of points to the motivation factors mentioned in the table, according to its importance, it represents to you:

(5 – very important, 4 - important, 3- represents an average, 2 – less important, 1- unimportant)

I tried to do this chart with the aim to include a broad scale of motivators, on which bases I could find out, how important the employees consider them to be and whether there is one predominating in both spheres, or if each sphere is characterized with its own motivation factor that prevails.

As I decided to get to know the value of these motivation factors for the questionnaired respondents, I came to the idea to relate it with the question 4, which consists of the same chart, but the employees task is to match the number of points according to the reality how these needs are satisfied at their work-place. I will just mention here the question number 4 and the evaluation criteria without repeating the chart, which remained the same for better understanding its graph schema:

Question 4:

4. Fill in, how the individual motivation factors are satisfied in your organization:

(5 – very satisfied, 4 - rather satisfied, 3- satisfied, 2 - unsatisfied, 1- very unsatisfied)

a) the amount of financial reward according to work done	5	4	3	2	1
b) stable amount of salary	5	4	3	2	1
c) verbal appreciation	5	4	3	2	1
d) team work (good collective)	5	4	3	2	1
e) job stability	5	4	3	2	1
f) possibility of career progress	5	4	3	2	1
g) possibility of participation in decision making	5	4	3	2	1
h) employee progress and education	5	4	3	2	1
i) self-realization need (like the job)	5	4	3	2	1
j) work environment culture (including free-time activities)	5	4	3	2	1
k) proffesionality of management	5	4	3	2	1
l) productivity of management	5	4	3	2	1
m) equality of management in assignment and reward giving	5	4	3	2	1
n) effective organization leading (good work organization, competency division, work responsibility)	5	4	3	2	1

I found interesting to put the results of question 2 and 4 together in one graph, which means, that I decided to compare the importance of motivation factors of the respondents with the reality that functions in their organization. I also took into account the time the respondents have been working in the organizations (state or private), what is also shown in the graphs:
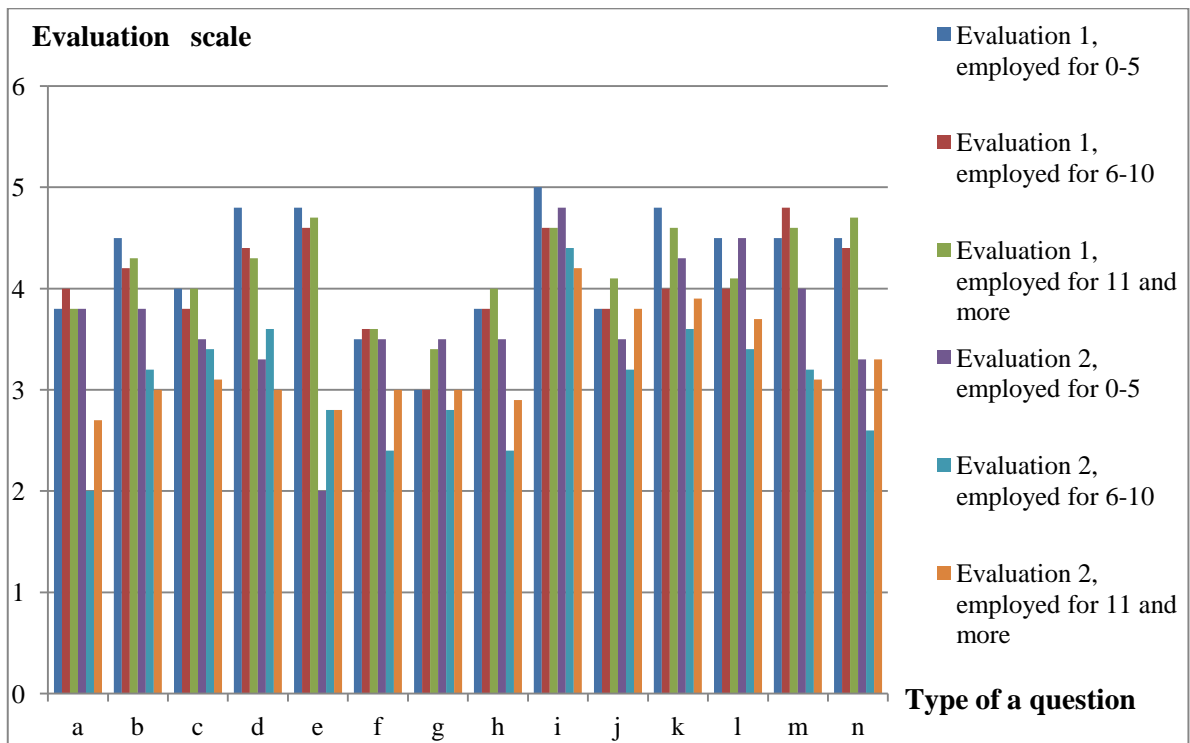

Figure 12. State employees: importance of motivators versus its reality in organization
Source: Author

Explanation of the terms Evaluation 1 and Evaluation 2:

Evaluation 1 = represents the number of points matched to the answers from question 2
(Question 2: Assign number of points to the motivation factors mentioned in the table, according to its importance, it represents to you)

Evaluation 2 = represents the number of points matched to the answers from question 4
(Question 4: Fill in, how the individual motivation factors are satisfied in your organization)

The importance that the state employees attribute to motivation factors a-f and the reality, how the state organization satisfies them does not utterly meet with employees

expectations, anyway, in some types of questions Evaluation 1 (expectations) and Evaluation 2 (reality) are quite close, what is a sign that the given motivation factors a-f are not totally omitted. As the graph shows, in the question type "a" (the amount of financial reward according to work done) the employees being employed in the state organization from 0 – 5 years matched the same number of points to this motivation factor according to importants it reflects to them, as they later on also gave to the organization approach to the satisfaction of this need, which is perfectli fulfilled. The smaller is the length difference between the pillars Evaluation 1 and Evaluation 2 that corresponds one to another, the better is the real satisfaction of the needs in the organization. As we can see in the graph, the differences between expectations and organization reality are not so serious.
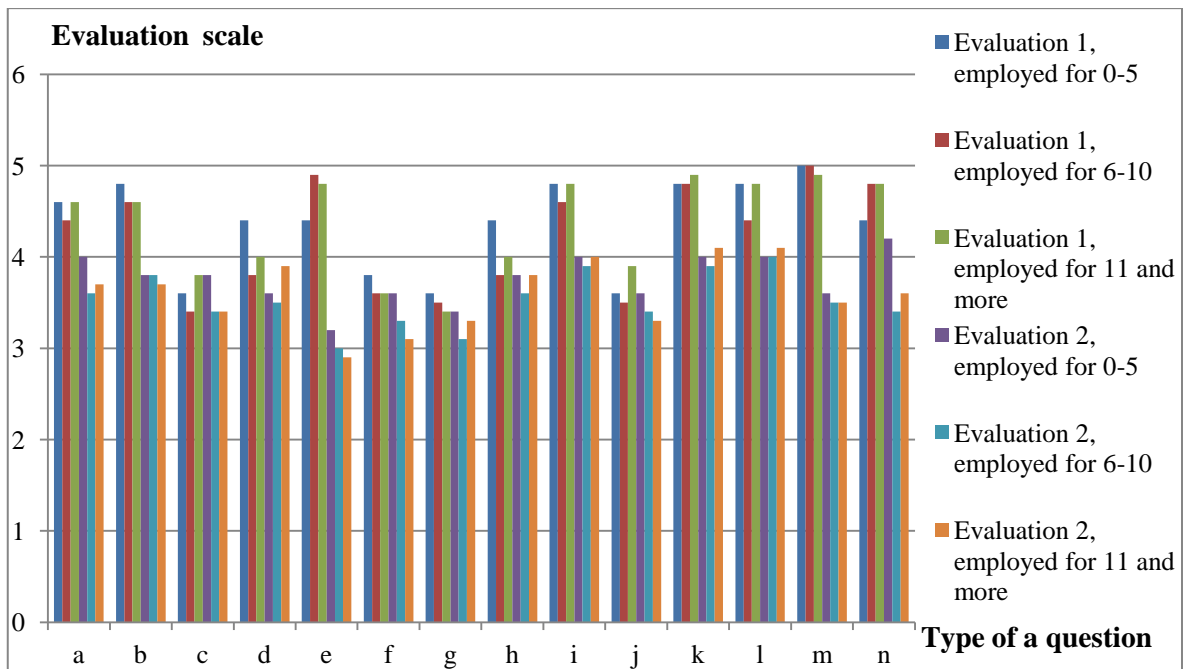

Figure 13. Private employees: importance of motivators versus its reality in organization
Source: Author

Explanation of the terms Evaluation 1 and Evaluation 2:

Evaluation 1 = represents the number of points matched to the answers from question 2

(Question 2: Assign number of points to the motivation factors mentioned in the table, according to its importance, it represents to you)

Evaluation 2 = represents the number of points matched to the answers from question 4

(Question 4: Fill in, how the individual motivation factors are satisfyed in your organization)

The graph above, characterizing private employee answers on questions 2 and 4 shows that organization´s approach to its employee motivation is more effective than it was in the state sphere, where the pillars in the graph did not have so similar height, because the values on evaluation scale were much more different. In the case of private employees, the distance between expectations and real motivation satisfaction is not so big, as it is at the state organization. Private company seems to respect the means of motivation in praxis, according to the fact, that its employees evaluate the reality more positively than state employees.

To illustrate the transparent prevalence of the private sector above the state sector, I put the numerical values, I had gathered from my questionnaire research (and analyzed) in the question 4, into two common graphs describing both spheres employee opinnions and reality the organization satisfies the needs.

Here is the comparison of the importance of questions a – n, which the employees of both spheres evaluated according to their personal feeling of the importance they give to these points. Both spheres evaluate the questions quite in hogh numbers. Because of that it will be interesting to see in the following graph, whether employee expectations meet with the reality the organizations satisfies these areas that the questions cover:
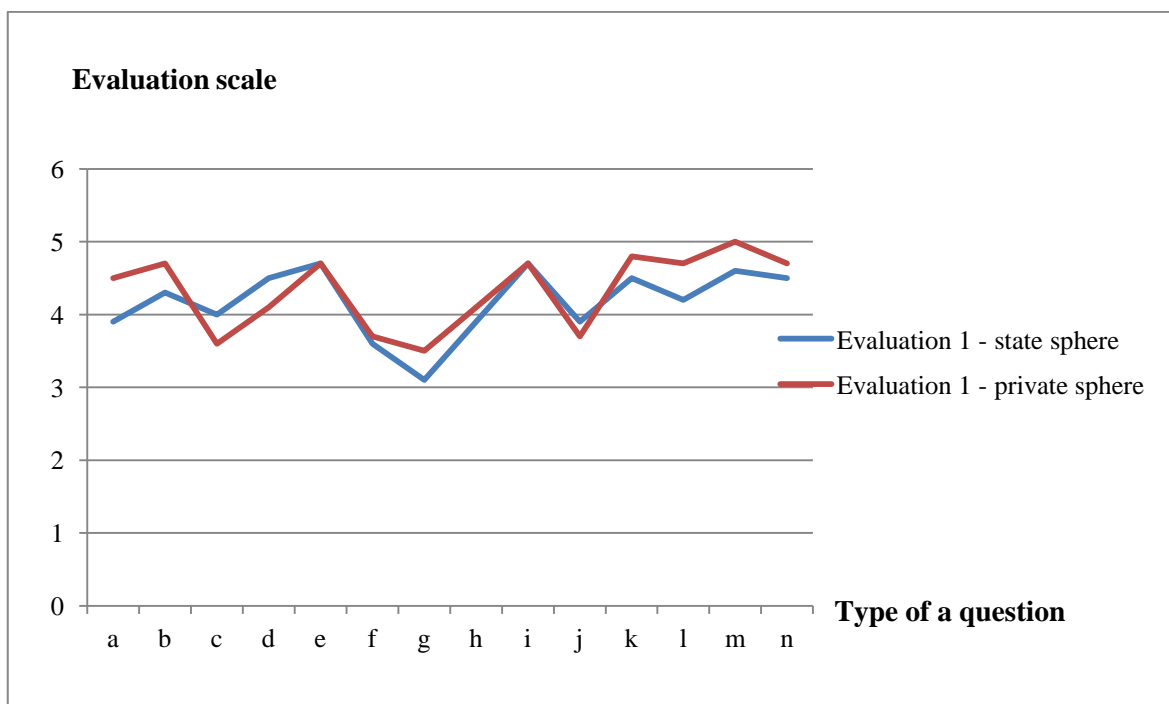

Figure 14. State versus private sphere: employee motivation expectations
Source: Author

Explanation of the term Evaluation 1:

Evaluation 1 = represents the number of points matched to the answers from question 2
(Question 2: Assign number of points to the motivation factors mentioned in the table,
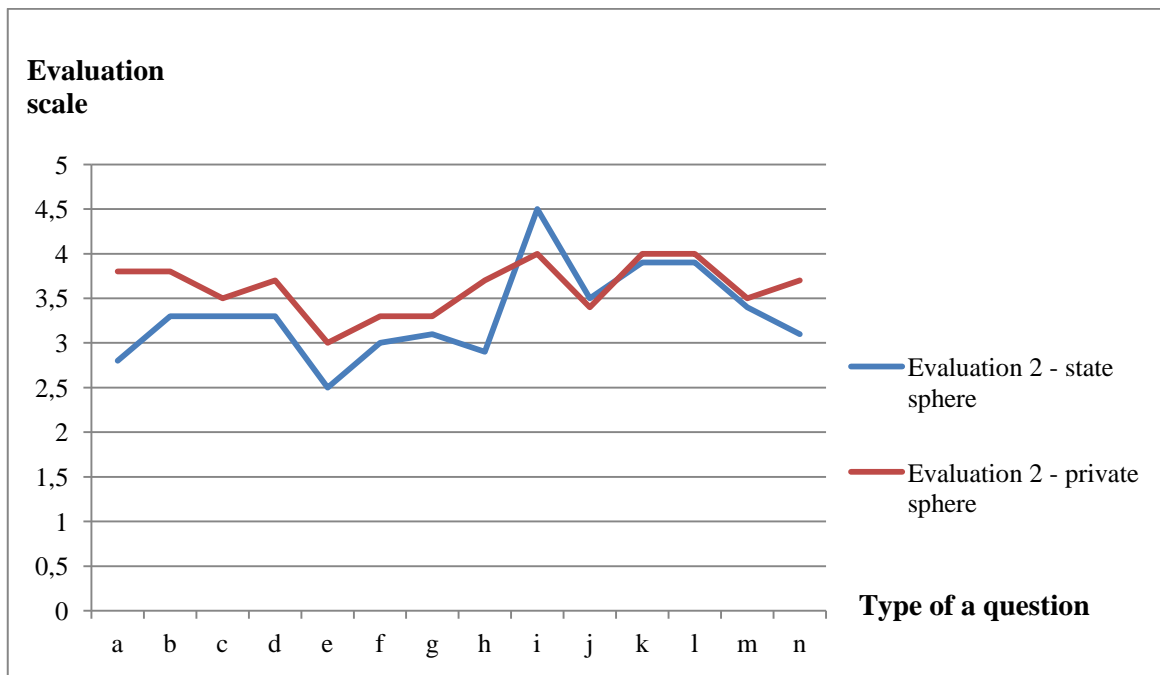according to its importance, it represents to you)

Figure 15. State versus private sphere: employee motivation
Source: Author

Explanation of the term Evaluation 2:

Evaluation 2 = represents the number of points matched to the answers from question 4
(Question 4: Fill in, how the individual motivation factors are satisfyed in your
organization)
The graph, common for both spheres, represents numeric value evaluations of subquestions
a-n from question 4. For the first sight, the prevalence of the private sphere curve is clear
almost across whole spectrum of subquestions a-n, as the curve of private sector lies under
the curve of state sector. The curve of the state sphere gets to its maximum 4,5 points only
once at the evaluation scale with "i" subquestion (dedicating to self-realization need
satisfaction in the organization).
These questionnaire results demonstrate better employee motivation in the private
organization. Private sector deals better with the expectations of the employees, meets with

them and takes to the account the importance the employees give to motivation factors mentioned in the chart of question 2. This leads to the production of motivated employees who effectively influence functioning of the organization.

Question 3:

Now, I will move slightly back to analysis of the question 3, which deals with the problematic of employee reward system:

3. I consider the employee reward system as:

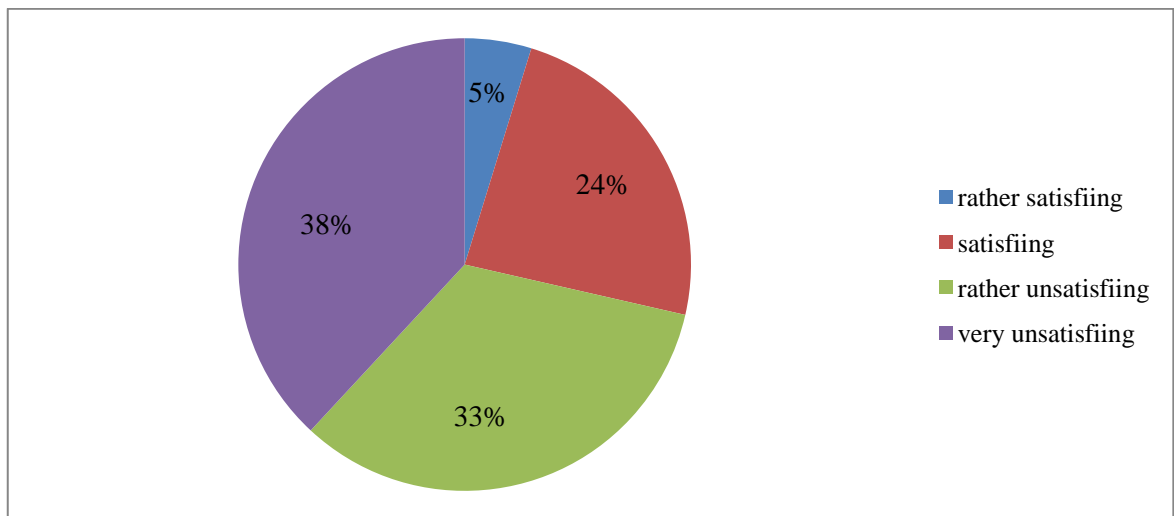| very satisfying	rather satisfying	satisfying	rather unsatisfying	very unsatisfying

Figure 16. State employee reward system satisfaction
Source: Author

According to graph, quite a big part – 38% - of questionnaired state employees is very unsatisfied with their employee reward system. If we consider another 33% rather unsatisfied, it is more than the half of the respondents, who do not think about their reward system positively. This may be a signal for searching for a new reward system methods. On the other hand, those employees, who feel satisfied with the reward system mentioned as the advantages few examples: longer holiday, possibility to have lunch in a school canteen, consumation checks, etc.
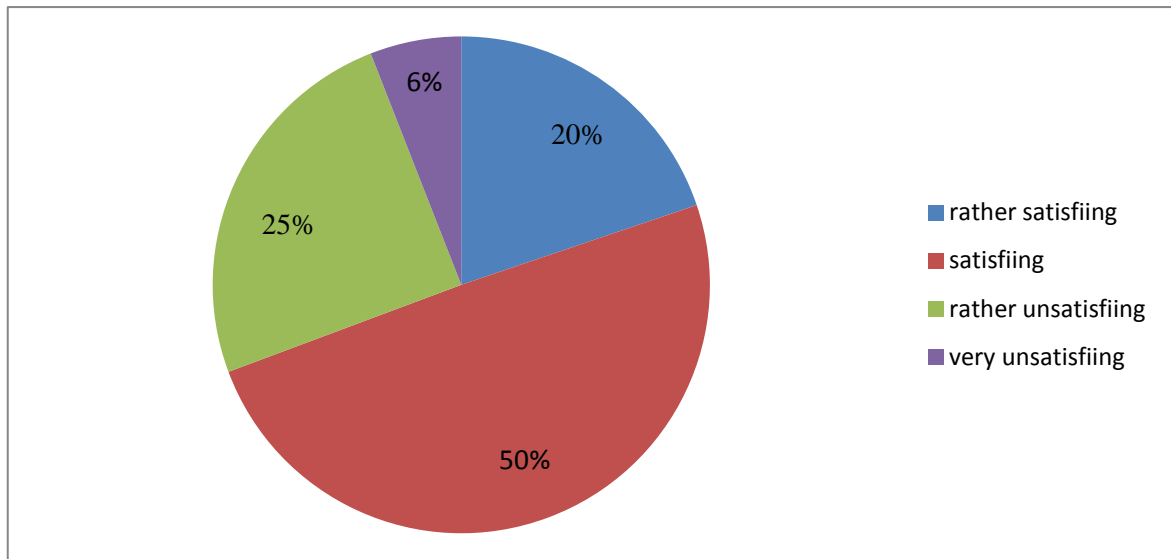
Figure 17. Private employee reward system satisfaction
Source: Author

In comparison to state sphere, the private sphere has 70% of positive results, when 50% of respondents is satisfied with reward system and 20% is even more rather satisfied. Some examples of rewards, mentioned in the questionnaire by the employees were company car, financial bonuses, cheaper products and materials for employees, overtime benefits, etc. From this point of view, private sector employees presented themselves as more comfortable ones with the employee reward system, which their organization operates with.

Question 5:

Private sphere employees	State sphere employees
Question 5: I consider my profession as:	
socially acknowledged - 3 votes	socially acknowledged - 1 vote
not socially acknowledged - 11 votes	not socially acknowledged - 18 votes
physically difficult – 5 votes	physically difficult – 2 votes
psychically difficult - 16 votes	psychically difficult – 13 votes
various, enriching – 20 votes	various, enriching – 19 votes
stereotype, monotonous - 0	stereotype, monotonous - 0
very stressful – 4 votes	very stressful - 1
stressful – 5 votes	stressful - 5
not very stressful – 7 votes	not very stressful - 6

Question 6:

6. In case of my professional existence predominate for me:

☐ inner motivation factors

☐ outer stimulation factors

All 21 respondents of the state sphere chose the possibility in the questionnaire that in case of their professional existence predominate inner motivation factors for them. This state may support previous affirmation, leading from research results in question 4 (Fill in, how the individual motivation factors are satisfyed in your organization) that the employees of private organization do not find their organization motivation system so important, to evaluate it at the same level of points, as the employees of the private sector did, or to choose outer stimulation factors as those, which predominate for them during their working process. This signs inadequate, not precisely functioning employee motivation system, which the state organization should work on to improve the results and employee

evaluation mood, as the respondents mentioned in the questionnaire that they do miss more stimulation factors.
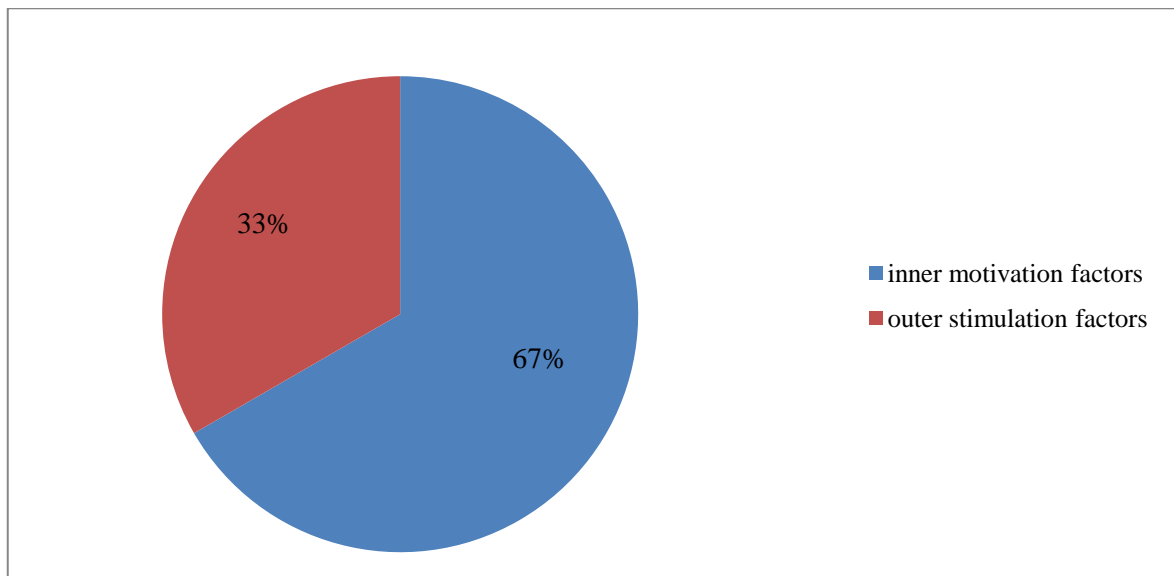

Figure 18. State sphere employee profession existence effected by inner stimulation factors
Source: Author

Private sphere employees both of the question possibilities as they commented it that those, who chose inner motivation factors feel mostly loyal to the organization and are satisfied with their job, while the rest, effected by outer stimulation factors feel to have enough impulses influencing their work performances. I found the private state employees futher more satisfied with their organization motivation system, as this and previous questionnaire research had shown.

Question 7:

7. I consider my work performance as:

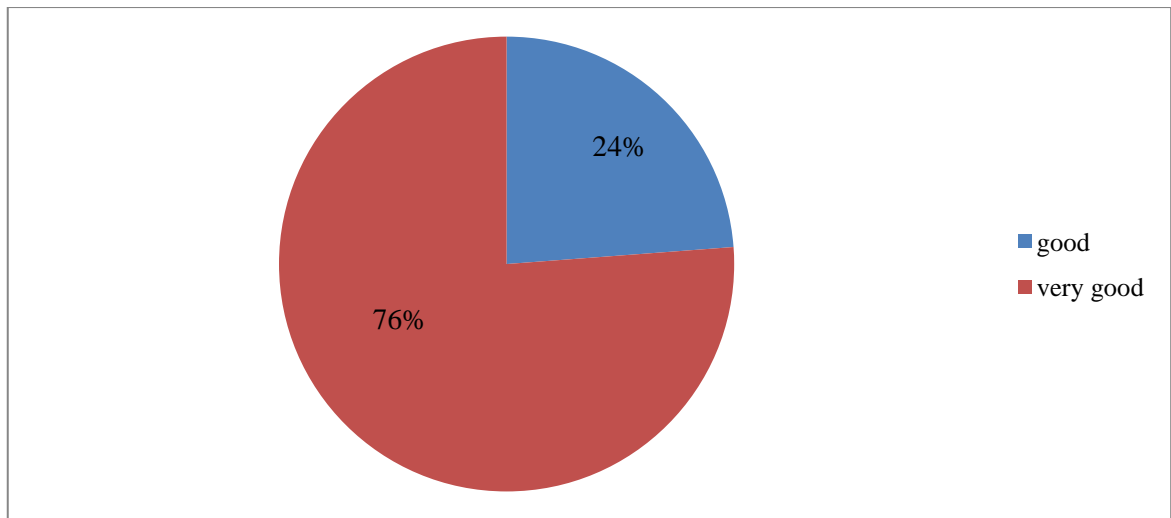☐ adequate ☐ good ☐ very good ☐ excellent

Figure 19. Evaluation of the state sphere employee performance
Source: Author

According to research, all state sector employee respondents evaluate their work performance positively, actually, 76% of them find it very good.
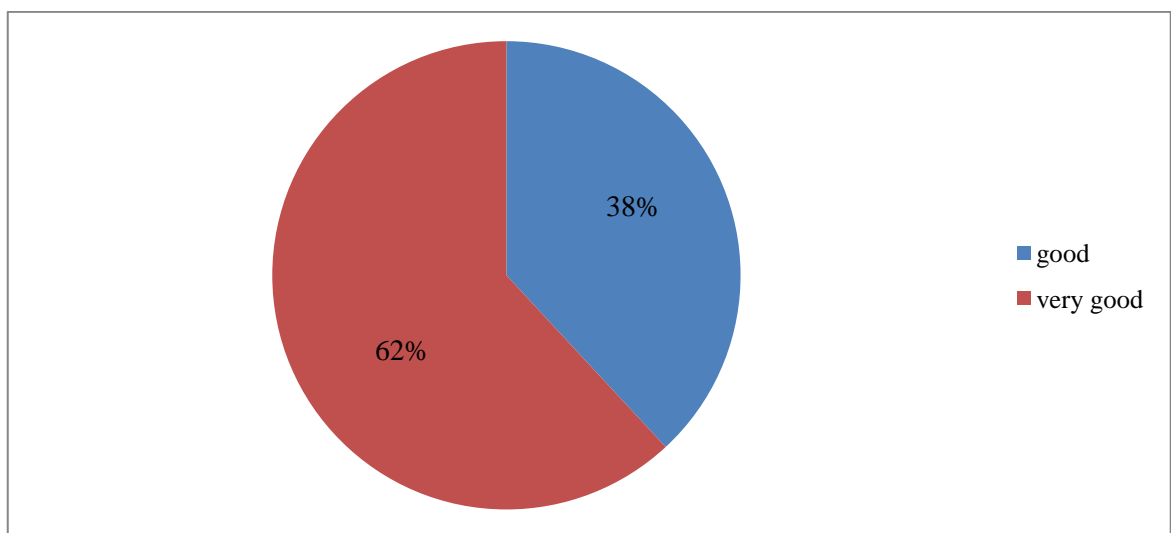

Figure 20. Evaluation of the private sphere employee performance
Source: Author

In the case of private sector employees, all of them also evaluate their work performance positively, in concrete, 62% see their performance as very good.

5 SUGGESTIONS AND RECOMMENDATIONS

According to the results gathered on the bases of my questionnare research in both organizations, I have some observations to add to each employee sphere:

5.1 State sphere employees

State sphere employees, in comparison to private, were in questionnaire evaluation scale more critic and less satisfied. When it came to the first question, asking about the salary they earn, only 10 % responded, they earn well. According to the fact, that their salary is set on the table bases system, it is not so flexible. Anyway, there is still something to do. The workload of pedagogical workers is not only their physical presence in lectures, but also the activities, which do not relate to teaching directly. What the teachers were not always content with, was the unoptimal distribution of these subsidiary work requirements. What I found important is, to make the analysis of workload and work requirement system, to be able to distinquish, whether the division of tasks is done optimaly, to avoid some paradoxes and to set suitable work order.

Another efficient element of an effective motivation system is publicly known reward system specification. This mean of motivation has many advantages. When the employees are told common criterias at once and not separately, it has time saving character and even more, all employees have the chance to express their ideas or uncertainties at the moment, when the reward system criterias are proposed to them. These work meetings also contribute to support of objectiveness and equality to all employees, as the essentials are discussed openly.

I also suggest annual evaluation conferences with the employer, monitoring the self-reflection questions of employees (because the mistake does not always have to be on the side of employer/organization), but also the actual state of organization and the way it deals with employee expectation fulfillment. This would provide the organization and employees a feetback of the situation they have to deal with. It would also serve as base for progress measurement, as the organization could compare its results.

And finally, as the prevention against the burnout syndrome, I find quite important to include motivation education trainings and seminars into organizational activities, provided

for employees in order to get away from potencial employee demotivation. These seminars do not have only preventional character, but also positively support continous motivation mood of employees.

5.2   Private sphere employees

Private sphere organization has "andvantage" that its budget is more variable than the state one and can reach quite interesting numbers, depending on number of realized commissions. Because of that the employer can better manipulate with the money rewards than in state sphere and can give the employees some extra money not only for over-time work, but also for fulfillment of requirements or nightshifts, depending on the fact, how he sets the rules and criterias for rewarding employees, which I find crucial. Than the employees have a given target, they want to reach and precisely know, what they have to do to be rewarded. Specification of reward system criterias works as a power, producing an employee action. That is why employer should set and clarify, what the employees have to do to be rewarded. This will not only lead to employee satisfaction, but also increase of their work effectiveness for the organization.

I think that annual evaluation conferences would have a contribution for both of spheres, no matter, whether the employee belongs to state or private sector. Each organization builts its results from a big part on its employees, who the employer has to know perfectly, to be able to work with such a person. All employees have some expectations and needs (also the organization have) in relation to its employer. The most important thing in this case is the approach of the organization to satisfaction of employee needs and expectations, or finding a suitable compromise that would provide a favourable soil for the motivation employee system, which would be represented by satisfied employees. A key to this success is to do the annual monitoring of the situation in the organization, as I mentioned above, at the state employees. Annual evaluation gives concrete results, the organization can take up on, depending on what the organization needs to work on to improve it.

Another recommendation, also common for both spheres that can not be ommited, is the system of motivation seminars and trainnings. These systems have an ability to motivate emploees for a long time and eliminate the threats of possible demotivation.

According to the fact, that this company highly concentrates on its expansion to abroad, it is also necessary to eliminate the risk of stress the employees have to deal with. The way to support them is to do the week consultations or meetings on the bases of mentioning the work, which was done (mentioning some details to colleagues) and final word acknowledgement. On the other hand, when the employees face some problem, they can get a public support from their colleagues, who can also come with some inovative solutions or ideas.

CONCLUSION

This bachelor thesis focuses on employee motivation in state and private sphere and on organization attitudes to satisfaction of motivation factors of its employees, threw the use of appropriate motivation systems and elements.

The bachelor thesis itself is divided into theoretical part, which specifies the problematic of motivation and practical part with the space for analysis. Thesis theory consists of three main chapters. First chapter characterizes motivation itself. It explains basic terminology, connected with motivation, its sources and well-known theories, used in nowadays praxis that stress the importance of need satisfaction. Considerable part of this chapter dedicates to Maslow and Herzberg motivation studies. Not only differences, but also the things the theories have in common are mentioned as well. These theories are also implemented into the work-field to demonstrate concrete examples. Second chapter deals with types of motivation. The types of motivation are clarified. So is the human motivation profile with the basic rules of employee motivation that are talked about, using the theoretical information supported by the examples from the work-field. Third chapter solves the topic of employee motivation at the work-place, with the stress on subpoints describing the way how the employees are good to behave to in order to motivate them positively.

Practical part, analysis, works with the gathered datas from anonymous questionnaire research, built on eight questions, where two of them have closely specified subquestions a – n. There were 21 respondents in both spheres given the questionnaire to fill it in. The objective of the research was to find out the attitudes of state and private organizations to its employees needs and the importance they give to it and its satisfaction at the work-place at real. According to that, I was trying to find out, how important the individual subquestions the employees find to be and in another question they evaluate, to what extend the organizations satisfies these points.

To sum up the bachelor thesis, I came to the solution that employees of the private sphere are better motivated, as they had evaluated their actual motivation work environment in higher numbers in comparison to state sphere employees, who are less satisfied with the way their organization meets with their expectations.

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LIST OF FIGURES:

APPENDICES

P I   Questionnaire 1

APPENDIX P I: QUESTIONNAIRE 1

Dotazníkové šetření

Dobrý den,

jsem studentkou závěrečného ročníku bakalářského studia Univerzity Tomáše Bati ve Zlíně, oboru Anglický jazyk pro manažerskou praxi. Prosím o vyplnění níže uvedeného dotazníku, který slouží jako podklad pro praktickou část mé bakalářské práce zabývající se problematikou motivačních faktorů zaměstnanců státní a soukromé sféry (*Název práce: „State versus private sphere: employee motivation"*). Děkuji za Váš čas a ochotu – Anna Zgarbová.

Jsem zaměstnanec: ☐ soukromé firmy   ☐ státní sféry
Pohlaví: ☐ muž   ☐ žena
Věk: ☐ méně než 20 ☐ 20-30   ☐ 31-40   ☐ 41-50   ☐ 51 a více
Zaměstnancem organizace jsem: ☐ 0 - 5 let ☐ 6- 10 let ☐ 11 a více let

1. Myslím si, že ve svém současném zaměstnání vydělávám (vložte křížek):

velmi dobře	dobře	průměrně	málo	velmi málo

2. K jednotlivým motivačním faktorům zakřížkujte počet bodů podle toho, jak jsou pro vás důležité:
(5 – velmi důležité, 4 - důležité, 3- odpovídá průměru, 2 - méně důležité, 1- nedůležité)

a) výše finančního ohodnocení podle výkonu	5	4	3	2	1
b) stabilní výše platu	5	4	3	2	1
c) slovní uznání	5	4	3	2	1
d) týmová práce (dobrý kolektiv)	5	4	3	2	1
e) stabilita zaměstnání	5	4	3	2	1
f) možnost kariérního růstu	5	4	3	2	1
g) možnost spoluúčasti v rozhodování	5	4	3	2	1
h) rozvoj a vzdělávání zaměstnanců	5	4	3	2	1
i) potřeba seberealizace, práce mě baví	5	4	3	2	1
j) kultura pracovního prostředí (včetně volnočas. aktivit)	5	4	3	2	1
k) profesní odbornost nadřízených	5	4	3	2	1
l) výkonnost nadřízených (pracovitost)	5	4	3	2	1
m) spravedlivost nadřízených v úkolování a odměňování	5	4	3	2	1
n) efektivní řízení organizace (dobrá organizace práce, rozdělení kompetencí, pracovní odpovědnost)	5	4	3	2	1

3. Systém zaměstnaneckých výhod považuji za:

velmi uspokojivý	spíše uspokojivý	uspokojivý	spíše neuspokojivý	velmi neuspokojivý

a) v případě uspokojení doplňte druhy zaměstnaneckých výhod, které Vaše organizace nabízí

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4. Zatrhněte, jak jsou ve Vašem zaměstnání uspokojeny jednotlivé motivační faktory:
(5 – velmi uspokojeny, 4 - spíše uspokojeny, 3- uspokojeny, 2 - neuspokojeny, 1- velmi neuspokojeny)

a) výše finančního ohodnocení podle výkonu	5	4	3	2	1
b) stabilní výše platu	5	4	3	2	1
c) slovní uznání	5	4	3	2	1
d) týmová práce (dobrý kolektiv)	5	4	3	2	1
e) stabilita zaměstnání	5	4	3	2	1
f) možnost kariérního růstu	5	4	3	2	1
g) možnost spoluúčasti v rozhodování	5	4	3	2	1
h) rozvoj a vzdělávání zaměstnanců	5	4	3	2	1
i) potřeba seberealizace, práce mě baví	5	4	3	2	1
j) kultura pracovního prostředí (včetně volnočas. aktivit)	5	4	3	2	1
k) profesní odbornost nadřízených	5	4	3	2	1
l) výkonnost nadřízených (pracovitost)	5	4	3	2	1
m) spravedlivost nadřízených v úkolování a odměňování	5	4	3	2	1
n) efektivní řízení organizace (dobrá organizace práce, rozdělení kompetencí, pracovní odpovědnost)	5	4	3	2	1

5. Svoji profesi vnímám jako (prosím, zakřížkujte):
☐ společensky uznávanou   ☐ společensky neuznávanou

☐ fyzicky náročnou   ☐ psychicky náročnou

☐ pestrou, obohacující   ☐ stereotypní, monotónní

☐ velmi stresující   ☐ stresující   ☐ nepříliš stresující

6. V případě mého profesního působení u mě převažují:
☐ vnitřní motivační faktory
☐ vnější stimulační faktory

7. Svůj pracovní výkon hodnotím jako:
☐ dostatečný ☐ dobrý ☐ velmi dobrý ☐ výborný

8. V případě vlastních postřehů, námětů, připomínek, doplňte níže:

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