

An Analysis of Employee Satisfaction in a Selected Company

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ABSTRAKT

Spokojenost zaměstnanců je důležitá, jelikož ovlivňuje několik vnitřních procesů organizace. Hlavním cílem této práce bylo zjistit, zda jsou zaměstnanci ve vybrané společnosti spokojeni se svou prací. Ke sběru dat byl použit anonymní dotazník, který odhalil míru spokojenosti zaměstnanců spolu se silnými a slabými stránkami firmy, na jejichž základě byla navržena doporučení pro společnost X. V závěrečné části práce jsou navržena doporučení pro zlepšení spokojenosti zaměstnanců ve společnosti, jako například programy pro podporu profesního růstu, návrhy ke zlepšení spolupráce mezi odděleními nebo lepší přizpůsobení zaměstnaneckých výhod.

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

ABSTRACT

Employee satisfaction is a crucial factor as it influences various internal processes within the organization. Therefore, this bachelor thesis aimed to determine whether the employees of the selected company are satisfied with their job. Data was gathered through an anonymous questionnaire, which revealed the level of employee satisfaction, along with the company's strengths and weaknesses, based on which recommendations were proposed for company X. The final part of the thesis presents recommendations aimed at enhancing employee satisfaction within the company, such as professional development programs, suggestions to improve cooperation between departments, and better alignment of employee benefits.

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

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

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INTRODUCTION

Employees are likely essential contributors in any company, and to achieve the best results, employee satisfaction appears to play an important role. Employee satisfaction is considered a key factor in today's highly competitive work environment. Companies that effectively manage human resources can create an environment that may promote employee satisfaction, which can lead to better results both in the short and long term. Several areas seem to influence employee satisfaction, such as working conditions, company culture, and workplace relations. Together with transparent communication, support from the management and remuneration can have an impact on employee engagement. On the other hand, dissatisfied employees can lead to fluctuation or higher absenteeism within the company. Companies that do not address the needs of their employees can often face issues with retaining good-quality personnel.

This bachelor thesis aims to analyze whether employees from the selected company are satisfied with their jobs and to what extent. The company chosen for the analysis operates in the logistic sector and ensures the supply chain for various retail and industrial businesses. It provides warehousing, distribution, and transport services. Thanks to its wide customer network and innovative logistic processes, it is one of the major providers of such services in Central Europe. The company was selected not only because of its complex and dynamic environment, but also because it recognizes the importance of employee satisfaction and actively seeks to address it. Additionally, the company's size, diversity of employees, and variety of job positions contributed to its selection.

The thesis consists of two main parts – theoretical and analytical. The theoretical part focuses on human resources management, employee satisfaction along with its factors and measurement methods, and motivation. The analytical part presents the selected company and describes both the questionnaire and interview surveys aimed at identifying employee's needs. The questionnaire survey includes a range of questions related to various areas such as working conditions, workplace relationships, internal communication, remuneration, and others. Based on the results of the questionnaire survey, the company's strengths and weaknesses are identified, and recommendations for improvement are proposed.

I. THEORETICAL PART

1 HUMAN RESOURCE MANAGEMENT

The topic of employee satisfaction is closely related to Human Resource Management (HRM), since an effective HRM can have a big impact on overall satisfaction and motivation of employees. The human resources department is in charge of HRM and is responsible for employee management, development, recruitment, and overall satisfaction. This chapter therefore describes and explains HRM, its importance and roles within the company.

According to Noe et al. (2022), human resources can be defined as employees who are trained and skilled in their respective areas and possess abilities of critical thinking, intelligence, perspective, and the capacity to maintain healthy and respectful relationships with others. (Noe et al. 2022, 4-5) Organizations rely on their people and must acquire and build capable, skilled, and engaged employees. This involves managing their productivity, rewarding them for their effort, and fostering healthy relationships among employees to ensure their well-being. Fundamentally, this is the core responsibility of HRM. (Armstrong and Taylor 2023, 3) The required qualities are significant for an organization's value and irreplaceability. There are no viable substitutes as they cannot be easily emulated. (Noe et al. 2022, 4-5)

Human Resource Management (HRM) assesses an organization's performance, including quality, positive return, and customer satisfaction. According to Noe et al. (2022), HRM practices, which indicate significant strategy that affects the performance of a company, are as follows:

- Analyse and design a certain work
- Ensure the correct HR planning
- Hiring of new employees
- A wise choice of employees that the company needs
- Training and developing people
- Monitor the efficiency of employees to achieve the goals of the company
- Adequate remuneration
- Effective workplace relationship

(Noe et al. 2022, 3-4)

2 EMPLOYEE SATISFACTION

One of the most important goals of Human Resource Management is to achieve employee satisfaction. As Spector explains, job satisfaction is how people are satisfied with their job and how they feel about it. Since job satisfaction is commonly viewed as an attitude it represents people's assessment of their job, ranging from positive to negative evaluations. (Spector 2022, 2)

Furthermore, employee satisfaction reflects the extent to which employees feel content and fulfilled and whether they can meet their needs and expectations in the workplace. Indeed, employees with higher satisfaction are more likely to perform better. (Robby et al. 2014, 4)

Employee satisfaction is a crucial factor in the success of an organization. As highlighted by Spector, this can be assessed using two primary approaches: a global approach and a facet-based approach. The global approach is used when the goal is to identify the overall or bottom-line attitude, for example, if one needs to determine the effects of people liking or disliking their jobs. In contrast, the facet approach examines satisfaction with specific aspects of the job such as relationships with coworkers, compensation, or job tasks. This is useful for organizations that wish to identify areas of dissatisfaction that they can improve. Combining both approaches can be helpful for a more comprehensive understanding of employee job satisfaction. (Spector 2020, 4)

Spector explains where research has identified the key dimensions of job satisfaction that categorize the factors influencing how employees perceive their work. These dimensions include the nature of work (tasks performed), organizational context (policies and practices), rewards (benefits and pay), and social environment (relationship with coworkers and supervisors). (Spector 2020, 4)

As outlined by Robby et al., Mike (2005) noted that a correlation occurs between employee satisfaction and customer satisfaction in a way that a satisfied employee is linked to a satisfied customer. (Robby et al. 2014,5)

Five important actors in employee satisfaction have been sorted:

- Feeling appreciated for their contribution
- Working in a low-stress environment
- Being valued and respected within the organization

- Having access to career opportunities for career growth
- Maximizing the potential of employee's knowledge and skills

(Robby et al. 2014,5)

2.1 Employee satisfaction and engagement

Foertsch's research suggests that job satisfaction and employee engagement are related and positively influence organizational commitment, which aligns with previous findings in the field. (Foertsch 2021, 28)

In the view of Turner an engaged employee is highly productive compared to others and is a major contributor to a team's effectiveness. Turner differentiates the performance of an engaged team and an engaged employee as an individual. An engaged team is seen as a source of effectiveness as a whole unit. On the other hand, an engaged employee is a source of competitiveness because of his or her honest excitement for work, loyalty to the company's mission and vision, and willingness to work beyond responsibilities. This is a significant strategic advantage. (Turner 2020, 1)

According to the meaning of employee engagement Alfes et al. is consisted of three core facets:

- *“intellectual engagement — thinking hard about the job and how to do it better;*
- *affective engagement — feeling positively about doing a good job;*
- *social engagement – actively taking opportunities to discuss work-related improvements with others at work.”*

(Armstrong, Taylor 2023, 218 – 219)

Armstrong and Taylor describe an IES model of employee engagement, where there are three pillars – commitment, organizational leadership, and motivation. These three pillars support the overall engagement of employees within any company. Engagement is the result of these three pillars if they are supported effectively. (Armstrong and Taylor 2023, 220)

Crawford et al (2014: 56 – 62) describe seven drivers that affect employee engagement. It is essential to comprehend these drivers in order to understand job engagement properly:

- job challenge – the job should be sufficiently engaging for workers to allow employees to grow personally, and the job should provide a sense of accomplishment

- autonomy – workers feel better when they have the freedom, independence, and discretion since it provides control over their work
- variety – mundane job may not be interesting for workers, it should allow one to perform various activities or use various skills
- feedback – evaluating employees by providing concise and objective information about their performance
- fit – the ability of workers to feel fulfilled, there should be alignment between the individual and the work environment with their values and behaviours
- opportunities for development – meaningful work is important for workers because it provides growth and fulfillment
- rewards and recognition – both direct and indirect returns on the personal investment of one's time into work performance keep workers engaged

(Armstrong and Taylor 2023, 221)

There has been research that supports the claim that effectiveness and resulting outputs linked with employee engagement led to increased shareholder returns and income, lowered stress and absenteeism, and improved health and the overall well-being of employees. (Turner 2020, 1 – 2)

Outcomes and engagement

Stairs and Galpin (2010) suggest that high levels of engagement yield:

- lower absenteeism
- higher productivity and efficiency
- improved quality
- increased sales
- higher profitability and shareholder return
- customer satisfaction
- efficient business growth
- enhanced potential for business success

(Armstrong and Taylor, 2022, 221)

2.2 Employee satisfaction and performance

When considering job satisfaction, it would be useful to introduce relation between employee satisfaction and work performance. Work performance shows how effectively employees fulfill their responsibilities and achieve the company's required goals. (Armstrong and Taylor, 2020, 257) Performance is shaped by the combination of individual skills and motivation. Organizations ensure that employees enhance their effectiveness and support to achieve the company's goal. (Robby et al. 2014, 2)

Job satisfaction could be connected to performance since it is a widely held belief that performance is the outcome of job satisfaction and that the more satisfied an employee is, the better performance they demonstrate. It is thought that social fulfillment and supportive supervision could enhance productivity by creating a positive work environment. (Armstrong and Taylor 2020, 257) According to Hesketh and Cooper, improvement in engagement leads to better performance which results in lower staff turnover, decreased sick leave, improved workplace attendance, and reduced misuse of leave. (Hesketh and Cooper, 2023, 80)

However, research has found that no correlation occurs between job satisfaction and job performance. As confirmed by the data from 2006 on the link between job satisfaction and performance for 177 managers, performance can increase job satisfaction but satisfaction doesn't have an impact on job performance. (Armstrong and Taylor 2020, 257 – 258)

2.3 Job dissatisfaction

Meanwhile, job satisfaction can be often connected to positive outcomes for both individuals and organizations, but job dissatisfaction can have the opposite impact. Noe et al. define job dissatisfaction as a set of feelings experienced by individuals, caused by various aspects of people and organizational structures. Managers should be aware of four main causes of job satisfaction – personal dispositions, assignment and job responsibilities, relationship with supervisors and colleagues, and the pay package. (Noe et al. 2022, 348)

According to Kociánová (2010), the factors that can contribute to job dissatisfaction include:

- unpredictable impacts on work,
- time pressure,
- workload and unrealistic work demands,

- social discomfort in the workplace,
- poor relationships among colleagues,
- lack of personal and family time,
- psychosomatic consequences of work.

(Kociánová 2010, 36)

Furthermore, according to Noe et al. (2022), job dissatisfaction often leads to job withdrawal. Job withdrawal refers to a collection of patterns through which employees attempt to avoid work, manifesting in physical, mental, or emotional forms. (Noe et al. 2022, 348)

3 FACTORS INFLUENCING EMPLOYEE SATISFACTION

Employee satisfaction is a key factor in the success of any company, and several factors that influence satisfaction will be discussed in this chapter.

Armstrong and Taylor explain that factors affecting job satisfaction or dissatisfaction are determined by internal motivating factors related to job content. Especially the job characteristics model identified by Hackman and Oldham such as skill variety, task identity, task importance, autonomy and feedback. The quality of supervision is another factor claimed by Hawthorne that supervision is the most significant factor influencing the attitudes of workers. Social contact is a factor that creates the strongest association between individuals and colleagues. Success or failure as factors that lead to satisfaction and dissatisfaction. (Armstrong and Taylor 2023, 204)

Other factors influencing employee satisfaction according to Kociánová both internal and external, are divided into individual and personal characteristics work activities along with non-organizational factors acting on the individual externally. Factors related to work activity consist of the content of work, managing organization, remuneration, and appreciation of work. Personal characteristics include self-assessment, motivation, values, and interests. Non-organizational factors are, for example, employment, labour market, and wage levels or competition.

Factors positively influencing job satisfaction are the following:

- transparent organizational and personnel policy
- objectives in question clear and reasonably defined concerning their own work
- diversity in work
- autonomy
- appreciation of work
- social position within both group and organizational contexts
- financial assessment
- interpersonal relations
- safety in a workplace

(Kociánová 2010, 36)

All factors previously mentioned in this chapter highlight the complexity of employee satisfaction. Armstrong and Taylor explain especially internal motivating factors and the relationship between success and unsuccess. Additionally, Kociánová focuses on a broader range of factors that include the work itself, personal characteristics, and non-organizational factors. Each paragraph provides a different perspective on factors influencing employee satisfaction since there is a large amount of them. (Kociánová 2010, 36)

Personal dispositions

Personal dispositions introduce a collection of internal characteristics of an individual, that influence a person's behaviour, attitudes, or reactions to different situations including the workplace. According to Noe et al. (2022), job dissatisfaction is more common among employees who are low in emotional stability, conscientiousness, and agreeableness. Another personal quality associated with job satisfaction is negative affectivity. This quality is characterized by negative satisfaction in all aspects of life and people with this quality are often nervous, fearful, and contemptible than other people. Because of their negative mindset, they tend to be focused on negative aspects at work, and away. (Noe et al. 2022, 348)

Tasks and Roles

Another significant factor influencing job satisfaction is the nature of tasks and roles. Noe et al. claim that employees, especially women are not satisfied with mundane or stereotypical jobs. Workers are not satisfied with physically demanding jobs or when they don't see the value in their jobs. Roles are a set of behaviours, and qualities, that are expected from an individual in certain jobs. (Noe et al. 2022, 349) Dissatisfaction is related to the following three types of roles:

- Role ambiguity – lack of clarity regarding the organization's expectations for the employee in terms of what to do or the approach to take
- Role conflict – an employee's recognition that demands of the job are conflicting or incompatible with each other
- Role overload – an employee is overwhelmed by too many demands and expectations

(Noe et al. 2022, 349)

Supervisors and Co-workers

Supervisors and co-workers are essential for job satisfaction since they can impact the work environment and employee's overall experience. According to Noe et al. (2022) the improper behaviour of management can cause immense dissatisfaction. Employees insist on clear expectations, fair and accurate conditions, and acknowledging their accomplishments. Employees value working in conditions where they can continuously grow. Fostering a healthy environment with respectful and caring leaders for their employees is crucial. In contrast, unpolite workplace behaviour can manifest in different ways as lowered commitment, effort, and performance. (Noe et al. 2022, 350 – 351)

Pay and benefits

Additionally, adequate and fair remuneration is important for each worker since it directly influences their financial well-being. Noe et al. (2022) explain that since a job is the primary source of income and it provides security, it is a significant factor that employees care about, and it manifests in satisfied employees. Although benefits, such as insurance or vacation time are welcomed, oftentimes employees still prefer to earn more than receive benefits. (Noe et al. 2023, 357)

Impact of human resource practices

Lastly, human resource (HR) practices can influence employee satisfaction because they can directly affect company culture. The research of Mamaki and Pazarskis (2024) found out direct correlation between HR satisfaction and job satisfaction. Therefore a good HRM system certainly influences employee satisfaction. Specifically, HR policies focusing on motivation and remuneration, employee autonomy, and communication have a major influence on employee satisfaction. (Mamaki and Pazarskis 2024, 2,16)

How to increase Employee satisfaction

The question in place can be how to increase employee satisfaction because of the importance of overall organizational success. Noe et al. 2022 claim that to prevent withdrawal, job satisfaction needs to be encouraged. Employees are satisfied when the job meets their important values. The organization can enhance job satisfaction by addressing the four factors mentioned – personal dispositions, job tasks and roles, supervisors and co-workers, and pay and benefits. Increasing satisfaction can be manifested in – recruiting employees predisposed to being satisfied, creating meaningful jobs, encouraging social

support, strengthening common values, helping employees to achieve goals, and appropriate pay levels. (Noe et al. 2022, 353)

According to the study of Sageer et al., several variables affect employee satisfaction, for example empowering employees, fair wage policies, a good corporate culture, clear communication, regular feedback, safe working conditions, maintaining a positive attitude, new information technologies, and others. (Sageer et al. 2012, 39)

4 MONITORING EMPLOYEE SATISFACTION

As explained in the previous chapter, employee satisfaction is an important factor affecting the operations of each organization, therefore would be useful to regularly monitor the satisfaction level of employees. Monitoring can reveal problematic areas that can be addressed later.

Monitoring job satisfaction is essential for improving performance and remaining of employees. Using structured surveys, analytics, and exit interviews organizations can identify key problems and enhance employee satisfaction. (Noe et al. 2022, 357 – 59)

As Noe et al. (2022) state, for employers is important to know the level of satisfaction of their employees to retain them. Deficiencies should be identified for personnel to work with them. Monitoring of job satisfaction is usually done by surveys, from which strengths and weaknesses can be identified, to help prevent voluntary turnover. To create a proper survey is good to start by creating their own scale that is specific to the organization. There are two ways of doing surveys, the first being “pulse surveys” that consist of weekly and daily questions or one-time surveys that can be evaluated more in-depth. When the surveys are done, organizations can see if there has been an improvement in job satisfaction. Monitoring employee satisfaction can provide an opportunity for employees to be heard, which can positively affect job satisfaction. (Noe et al. 2022, 357 – 58)

As mentioned previously, there are several ways of measuring employee satisfaction. Noe et al. explain a method called The Job Descriptive Index (JDI) which is a widely utilized metric for the assessment of job satisfaction. Specific aspects are highlighted, including remuneration, the work itself, supervision, colleagues, and opportunities for promotion. Along with general satisfaction using broader questions. Employees respond with “yes”, “no”, or “undecided” to questions related to their job. Additionally, non-verbal measuring can be a facing scale showing several types of faces sorted from the lowest to the highest level of satisfaction. Employees circle the face they relate to the best. (Noe et al. 2022, 358)

When employees leave, exit interviews help to identify the reasons why. Questions by supervisors or human resources specialists should give the employee a chance to name the source of dissatisfaction. A question to elaborate on is when several employees give similar answers about their reasons for leaving. (Noe et al. 2022, 359)

5 EMPLOYEE MOTIVATION

The significant key factor influencing employee satisfaction might be motivation for many people. This is why this chapter focuses on employee motivation.

According to Armstrong and Taylor (2023), motivation is defined as a source of energy, and direction and is the force that sustains behaviours. As Ryan and Deci (2000:54) say: *“To be motivated means to be moved to do something.”* Motivation is the force and direction of behaviour in a certain way to achieve something. (Armstrong and Taylor 2023, 195)

An unmotivated person is characterized as not being inspired, whereas a motivated person feels energized or ready to achieve a specific outcome. Well-motivated people are more likely to perform higher than others. These employees are more likely to achieve the company's goals. (Armstrong and Taylor 2023, 195)

As stated by Arnold et al. (1991), the motivation components are:

- *“Direction – what a person is trying to do.*
- *Effort – how hard a person is trying*
- *Persistence – how long a person keeps on trying.”*

(Armstrong and Taylor 2023, 196)

An essential role in motivating employees is played by the organization, even though employees may be self-motivated, additional motivation provided by the work itself, quality of leadership, and various remuneration helps people work and perform their best. (Armstrong and Taylor 2023, 196)

5.1 Types of motivation

Based on Armstrong and Taylor (2022) there are two types of motivation – intrinsic and extrinsic where intrinsic motivation is described as motivation by the work itself, and extrinsic motivation is based on meeting an external world. (Armstrong and Taylor 2022, 196)

5.1.1 Intrinsic motivation

The activity itself or the end goal is sufficient in itself to satisfy a direct need. Some forms of intrinsic motivation by Frey and Osterloh (2002) are job satisfaction, adherence to

standards for their own use, and the achievement of personal goals. (Frey and Osterloh 2002, 8)

Armstrong claims that intrinsic motivation occurs when individuals find their work engaging, meaningful, and stimulating. A sense of autonomy is required by employees and employees are more motivated when they can improve their skills, and gain expertise. (Armstrong and Taylor, 2022, 201)

Pink (2009) claimed three steps for improving intrinsic motivation:

- Autonomy – freedom to act
- Mastery – help people identify improvement steps and how to track progress
- Purpose – when explaining instructions include the *why* and the *how*

Intrinsic motivators are concerned with "quality of working life" which generally a deeper and longer impact because they are congenital in individuals. (Armstrong and Taylor 2022, 201)

5.1.2 Extrinsic motivation

In contrast to intrinsic motivation, which comes from the individual, extrinsic occurs when external factors can influence behaviour. According to Frey and Bruno, extrinsic motivation desires in satisfaction of personal needs outside the work. (Frey and Bruno 2002, 8)

Extrinsic motivation includes various rewards such as increased pay, promotion or it could be punishments as part of disciplinary action. (Armstrong and Taylor 2022, 201)

As opposed to intrinsic motivation motivators of extrinsic motivation don't last long however they are instant and high-powered. (Armstrong and Taylor 2022, 202)

5.2 Motivation theories

Motivation theories can be relevant since they can help to understand, what gives employees drive. In this part, motivation theories will be explained. Armstrong and Taylor describe various motivation theories such as reinforcement theories, content theories, and process theories.

5.2.1 Content theories

Maslow, Alderfer, McClelland, and Herzberg developed a content theory that is consisted of two need theories. These theories emphasize the role of needs and explain that individuals are driven by their internal desires. This theory believes that tension is created by unsatisfied needs, therefore behaviour is motivated by unsatisfied needs. That demonstrates to us the reason to call content theories the need theories. (Armstrong and Taylor 2023, 196 – 197)

Specifically, the process of motivation according to content theory is a cycle that includes four main steps. Firstly, a goal is established, which is desired to be achieved. This is followed by taking action, which requires effort. The crucial role is once the goal is achieved since it strengthens the motivation. Finally, this success creates a need for further goals. (Armstrong and Taylor 2023, 196 – 197)

5.2.2 Maslow's hierarchy of needs

One of the best-known theories of needs is developed by Maslow (1954). Maslow claimed that five major need categories exist, applying to all people. These needs start with the most basic physiological needs and continue through a hierarchy of needs for security, social relationships, recognition, and the need for self-actualization, which is considered the highest need of all. Maslow argued that individuals progress through these levels consecutively. Some have criticized this theory for the claim that different people have different needs perceived as inflexibility. (Armstrong and Taylor 2023, 197)

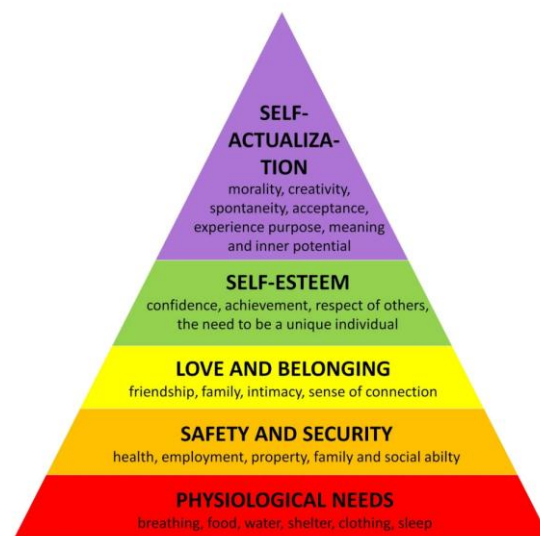


Figure 1 Maslow's hierarchy of needs (simplypsychology.org 2025)

5.2.3 ERG theory

A more compelling theory was formulated by Alderfer, who proposed three primary classifications of needs listed below:

- Existence needs – basic material requirements for living such as food, water, and other requirements such as pay, working conditions, and benefits
- Relatedness needs – social connections and relationships to feel accepted and understood
- Growth needs – the most crucial need including personal development and achievement

(Armstrong and Taylor 2023, 197 – 198)

Unlike Maslow, Alderfer suggested that individuals can be motivated by multiple needs and the levels may decline to lower levels when higher-level needs are not satisfied. (Armstrong and Taylor 2023, 198)

5.2.4 McClelland's theory of managers

Finally, theory focused on motivation of managers, since a manager's motivation can be influenced in different ways.

Kociánová (2010) explains the theory used to identify a manager's needs based on three main needs:

- Belonging – friendly environment among colleagues
- Assertion and influence of position – the need for more dominant position
- Effective application – need for critical thinking, creativity, and innovation

(Kociánová 2010, 29)

6 SUMMARY OF THEORETICAL PART

To summarize, the theoretical part is concluded from various topics all connected to Human Resource Management and employee satisfaction, which will be analysed in the analytical part.

Firstly, Human Resource Management is explained since it is closely related to employee satisfaction. The Human Resource Department is the fundamental part of any organization, managing all employees and holding the position of recruitment, training, development or evaluation. The actions of the Human Resource Department can have an impact on overall employee satisfaction, as mentioned earlier.

To continue, job satisfaction appears to have a significant impact on employee performance, motivation, and behaviour. Job satisfaction can be defined as the perception and feelings employees have about their job. The state when they feel fulfilled, have positive attitude towards their job, workplace, and responsibilities. Since job satisfaction can lead to higher performance and motivation, it is important to show genuine care.

In contrast, job dissatisfaction exists, it can be seen as a state of feelings that does not meet the needs of employees and can lead to negative impacts.

There are several factors influencing employee satisfaction, such as personal dispositions, tasks and roles, supervisors and co-workers, remuneration, human resources practices etc. These factors can be measured by different methods. As described previously, methods such as structured survey, analytics, or exit interviews. Specifically, The Job Descriptive Index (JDI) or non-verbal measuring using a face scale. Based on the results, deficiencies can be identified for personnel who can work on improving the situation within the company. Feedback on employee satisfaction is beneficial for both management and employees. Since employees feel heard, and management retains satisfied, positive employees.

Additionally, another factor that influences job satisfaction is motivation. Motivation can be seen as the driver of an action, that helps to move forward. There are several motivation theories that explain the interconnection between motivation and satisfaction. The well-known theories explained previously are for example theories of Maslow, Alderfer or McClelland.

These theoretical findings will be used in the analytical part, focused on analysis of employee satisfaction in a selected company.

II. ANALYSIS

7 INTRODUCTION OF THE COMPANY

The chosen company X for the analysis of employee satisfaction has been on the market for more than 30 years. The company specializes in comprehensive logistics services for a wide range of clients. The unknown company X selected for this analysis, is a subsidiary that focuses on international logistics needs. Company X operates in six different countries, including the Czech Republic, Slovakia, Hungary, Poland, Romania, and Germany. This research focuses on one of the company's branches in the Czech Republic, which provides a comprehensive range of logistics services. Specifically, providing warehousing, transportation, e-commerce logistics, custom packaging, and value-added services. The company utilizes dry, chilled, and frozen storage capacities. (Company website 2025)

According to the information from the Human Resource Department, the organizational structure of company X is divided into several departments and each department has its own head of staff; furthermore, other positions are divided into individual categories. The entire distribution center is under the responsibility of the director under whom the logistics managers work. Logistic managers are responsible for running the entire warehouse, such as stocking the warehouse, handling orders, and communicating with customers. Additional leading management is divided into warehouse managers and administrative managers. Furthermore, shift masters supervise warehouse workers and are partially responsible for managing overall warehouse operations. Another role is administrative managers who are accountable for administrative workers, who communicate with drivers mostly. Another important role is that of a shift master, who oversees the work of warehouse workers and drivers. Besides, shift masters handle administrative work. Warehouse workers perform work in the warehouse, receiving goods, picking goods, and dispatching goods. The site manager deals with the running of the site, servicing of handling trolleys, audits, and inspections of elicitation equipment besides he is managing the maintenance and cleaning workers. Lastly, the manager of quality controls the quality of the warehouse such as order and technique.

The Human Resources Department is one of the key parts of any organization that takes care of human resource management and ensures effective employee management. The HR department is responsible for recruitment, training, employee benefits, and work environment. This department has several roles, including the head of HR who is accountable for strategic leading of human resources, recruitment, and satisfaction of employees. The head of HR department deals with onboarding and offboarding, problems

of employees. Another role is Human Resources specialist who takes care of training, employee evaluation, employee satisfaction, and communication with managers. The last role of the Human Resource Department stands for the HR administrator who enters data into the system.

Additionally, the Human Resources Department provided data to characterize employees of company X. The total number of employees in the company X is 386. Out of those, 96 employees work as white-collar workers, including 49 women and 47 men. The remaining 290 employees are blue-collar workers, of whom 71 are women and 219 are men. In addition, out of 96 white-collar employees there is one director, 63 administration workers and specialists, 7 logistic managers, 11 heads of administration, and 14 shift masters. Among blue-collar workers, there are 168 warehouse workers, 114 lorry drivers, 3 janitors, and 4 cleaners. The average age of all employees is 42 years. (31.12. 2024)

Specifically, out of total number of employees, 24% have a primary education, 37% have an education certificate, 33% have a high school diploma, 2% have higher vocational education, and 4% have a master's degree. (31.12. 2024)

The number of employees has changed throughout the last five years. In 2024 the company employed 386 people and in 2023 the total number of employees amounted to 473. In 2022 and 2021, there has been a deliberate reduction in the number of employees due to the economic situation. Specifically, the company employed 467 people in 2022 and 554 people in 2021. The annual average sickness is not monitored by the company. Furthermore, the company provided data on fluctuation when the highest fluctuation over the past three years occurred in 2022, with a 1.9% fluctuation for white-collar workers and a 3.4% fluctuation for blue-collar workers. While the lowest fluctuation occurred in 2024, with a 1.2% fluctuation for white-collar workers and a 2.3% for blue-collar workers. In the year 2023, the fluctuation was for white-collar workers 1.4% and for blue-collar workers 2.4%. The optimal fluctuation occurs between 5 and 7 percent. (logistikaekonom.cz 2018) This indicates that company X's fluctuation is within the normal range.

The company provides its employees with several benefits, including meal vouchers, one extra week of holiday, work anniversary celebrations, a MultiSport card, a discounted mobile tariff, and cooperation with other companies resulting in products available for sale.

Employees are supported in their professional development through two main approaches. White-collar employees have access to an E-learning platform where they can acquire new skills according to their preference. Blue-collar employees undergo mandatory training

specific to their job position to ensure the correct handling of operations and safety procedures.

According to internal materials provided by the Human Resource Department, the remuneration system provides employees with a basic salary with the possibility of performance-related bonuses, particularly for achieving operational targets. Salaries are regularly adjusted through valorisation. Education and training are conducted annually for every employee, ensuring the continuous development of skills and competencies. Preparation for leadership positions is based on employee experience, and career advancement is possible through an internal selection process. International communication is primarily conducted through emails and a company mobile application. Additionally, once a year, the company publishes a magazine summarizing achievements and developments of the past year.

8 ANALYSIS OF EMPLOYEE SATISFACTION

The theoretical part provided an explanation of the job satisfaction, and now it will be examined in detail through analysis. The main objective of this thesis is to suggest recommendations based on the satisfaction analysis. The results of the questionnaire will determine whether or not are employees satisfied with a chosen company.

The main research question examines whether the employees of the selected company X are satisfied with their current jobs.

The primary purpose of this bachelor's thesis is to propose recommendations based on the satisfaction analysis. Firstly, the questionnaire survey will be described together with the research methodology. Based on the survey results, recommendations will be proposed. Furthermore, results will be discussed with different management representatives, and interviews will be conducted with them.

8.1 Data collection method

For the research in this thesis was created questionnaire by the author. The main aim of this questionnaire survey was to analyze the level of satisfaction of employees and to identify the key factors that influence the level of satisfaction. The results will help evaluate strengths and weaknesses in the field of work conditions, communication, benefits, and other aspects of the work environment.

Respondent's answers will be analyzed using graphs, statistical methods, and percentage results. Open-ended questions will be evaluated by qualitative analysis and grouped into main thematic areas.

Characteristics of the questionnaire

To obtain relevant information of the satisfaction of employees in company X was created anonymous questionnaire which focuses on different aspects of the workplace. It was distributed among different employee categories to gather comprehensive feedback. The questionnaire consists of two parts – the introduction and the main part. The introduction describes the purpose of the questionnaire and how to fill it in, alongside anonymity is mentioned. The main part consists of 17 questions which are divided into two main parts. The first part includes 4 identification questions and these questions are used to obtain basic demographic information about the respondents, such as gender, age, and type of employment status. The main part focuses on the satisfaction of employees such as working

hours, financial evaluation, relationships at the workplace, and opportunities for career growth. The main part of the questionnaire consists of 11 closed-ended questions using a five-point Likert scale, measuring either the level of satisfaction (“Completely satisfied” – “Satisfied” – “Dissatisfied” – “Completely dissatisfied” – “Not rated”) or the level of agreement (“Completely agree” – “Agree” – “Disagree” – “Completely disagree” – “Not rated”). The rating scale is a close-ended survey tool that allows to employees to express their level of satisfaction or agreement with various aspects of their current job. It is one of the most common types of surveys, where respondents are asked to score the quality of different aspects. In addition, the questionnaire includes two open-ended questions, allowing respondents to express their own opinions and suggestions for improvement. For the purpose of quantitative analysis, numerical values were assigned to each response option: “Completely satisfied” and “Completely agree” = 4, “Satisfied” and “Agree” = 3, “Dissatisfied” and “Disagree” = 2, “Completely dissatisfied” and “Completely disagree” = 1, and “Not rated” = 0. This numerical conversion enabled the calculation of mean and median scores to objectively evaluate and compare the satisfaction and agreement levels.

Rating	Numerical Value	Rating	Numerical Value
Completely satisfied	4	Completely agree	4
Satisfied	3	Agree	3
Dissatisfied	2	Disagree	2
Completely dissatisfied	1	Completely disagree	1
Not rated	0	Not rated	0

Table 1 Rating scale

(own creation)

This scoring system allowed the calculation of descriptive statistics, such as average satisfaction scores. The analysis was conducted using statistical software (Excel, JASP), allowing a clearer interpretation of employee satisfaction levels.

The questionnaire was primarily distributed through an email from the Department of Human Resources but due to the low return rate, it was necessary to reach employees

personally to simplify and speed up the whole process. Printed versions were distributed at the offices and in the warehouse and after completion, the answers were transcribed into an online version. This method of distribution helped the higher return rate.

Research date: March 4, 2025 – March 11, 2025

The target groups of respondents were employees of a certain company X regardless of age, gender, position at the job, or length of employment. The total number of respondents that took part in completing the survey is 102 employees.

Characteristics of respondents

150 employees were asked to fill out the questionnaire but due to lack of interest, sickness or work overload the total number of respondents is 102. Approached respondents were from various sectors such as logistics managers, administrative staff, warehouse and administration managers, shift foremen, site managers, warehouse workers, and production workers. Of the responses received, 58% were men and 42% were women. In terms of the age distribution of respondents, 17% were in the 15-30 age group, 55% were in the 31-50 age group and 28% were in the 51-65 age group. Furthermore, 99% of the respondents were working based on an employment contract, and 1% based on a work agreement. In the matter of length of employment, 10% have been employed with the company for less than 2 years, 38% between 2-5 years, and 52% have been with the company for more than 5 years. All questionnaires that were returned, were fully answered and used for the analysis, the return is 68%.

8.2 Analytical findings

This part of the bachelor thesis shows the results and deals with the evaluation of the questionnaire survey. The results are presented in the form of graphs which are accompanied by comments. The percentage results were calculated concerning all 102 answers. The questions were divided into several thematic categories, including job satisfaction, working conditions, working hours, sense of safety, interpersonal relationships, opportunities for growth and development, company stability, quality of communication, supervisor support, and both financial and non-financial compensation. Based on the results of the questionnaire survey, suggestions will be proposed to improve employee satisfaction in the workplace.

8.2.1 Overall satisfaction with the work

Employee satisfaction leads to higher engagement, which has a positive impact on the overall performance and success of an organization. Research has shown that engaged employees contribute to greater productivity, effectiveness, and quality of work. (Armstrong and Taylor 2023, 221)

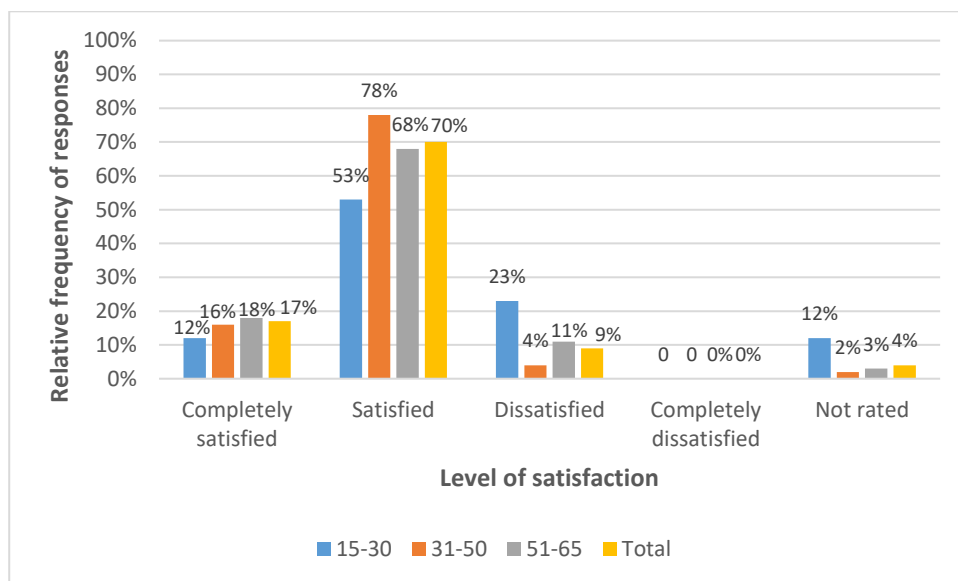


Figure 2 How satisfied are you with your job?

(own creation)

Figure 2 demonstrates how different groups of employees perceive their job satisfaction. As seen in the graph, the most satisfied group is employees aged 31-50, where 78% are satisfied with their job and 16% are very satisfied. The least satisfied group is employees aged 15-30, where 53% are satisfied, 12% are completely satisfied, and 23% are dissatisfied. The 51-65 age group shows 68% satisfaction, 18% complete satisfaction, and 11% dissatisfaction.

These results indicate that the most satisfied group is the 31-50 age category (orange), with a total of 94% expressing job satisfaction. On the other hand, the least satisfied group is the 15-30 age category (blue), where 65% are satisfied, but 23% are dissatisfied with their job.

The mean satisfaction score for the group aged 15-30 is 2.5, for the group aged 31-50 it is 3.1, and for the group aged 51-65, it is 3. This shows higher satisfaction among the 31-50

and 51-65 age groups. The overall mean, along with the median for all aged groups, is 3, which corresponds to the category “satisfied.”

The overall employee satisfaction (Completely satisfied and Satisfied) is 87%, while overall dissatisfaction is 9%. This reflects relatively good results, although there are some areas for improvement within the company.

8.2.2 Working conditions and safety

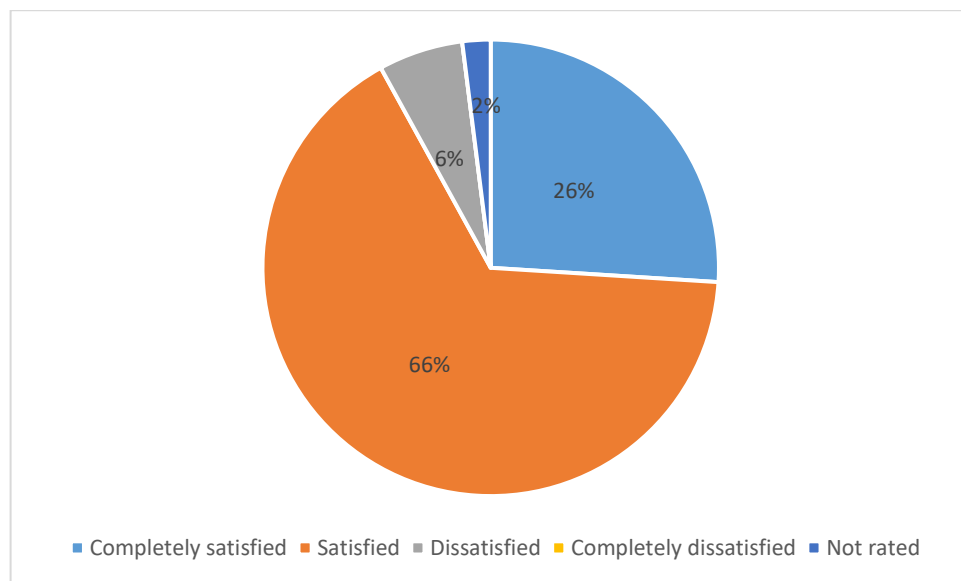


Figure 3 How satisfied are you with the working conditions in the company? (e.g. workspace, equipment, and working tools)

(own creation)

Figure 3 illustrates the level of satisfaction, specifically regarding working conditions within the company (e.g., workspace, equipment, and working tools). As shown, a total of 86% of employees are satisfied with their working conditions, of which 20% are completely satisfied and 66% are satisfied. The remaining employees are either dissatisfied (12%) or did not provide a rating (2%).

The mean satisfaction score across all groups is 3. More specifically, the mean for the 15-30 age group mean is 2.7, for the 31-50 age group it is 3.2, and for the 51-65 age group it is 2.9. The median value is 3, which aligns with the category “Satisfied,”

These results indicate overall satisfaction among employees regarding their workplace conditions.

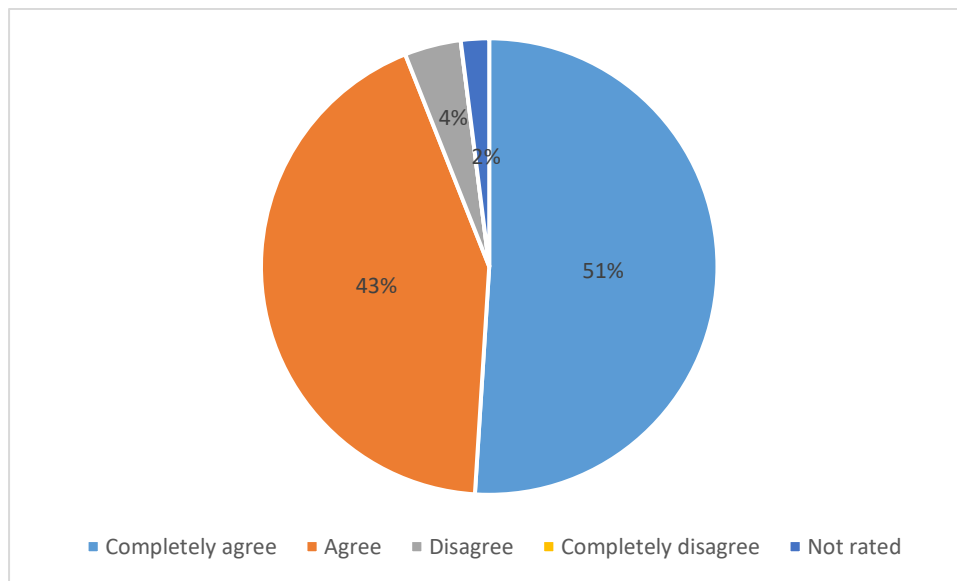


Figure 4 Do you feel safe at work?

(own creation)

According to Beus et al., workplace safety is defined as the characteristics of work systems that reflects the low probability of physical harm, whether immediate or delayed, to people, property, or the environment during the performance of work. (Beus et al. 2016)

Based on the questionnaire survey, 94% of employees reported feeling safe at work, while 4% disagreed with this statement and 2% did not provide a response. The mean score across all age groups reaches to 3.4 which indicates that the majority of respondents agree or completely agree with this statement.

This data suggests that a significant number of employees perceive their workplace as a secure environment. A high percentage of employees feeling safe may reflect effective workplace safety measures, such as adherence to health and safety regulations. However, 4% of employees might not feel completely safe due to blue-collar employees working with machines and using handling trolleys.

8.2.3 Satisfaction and work-life balance

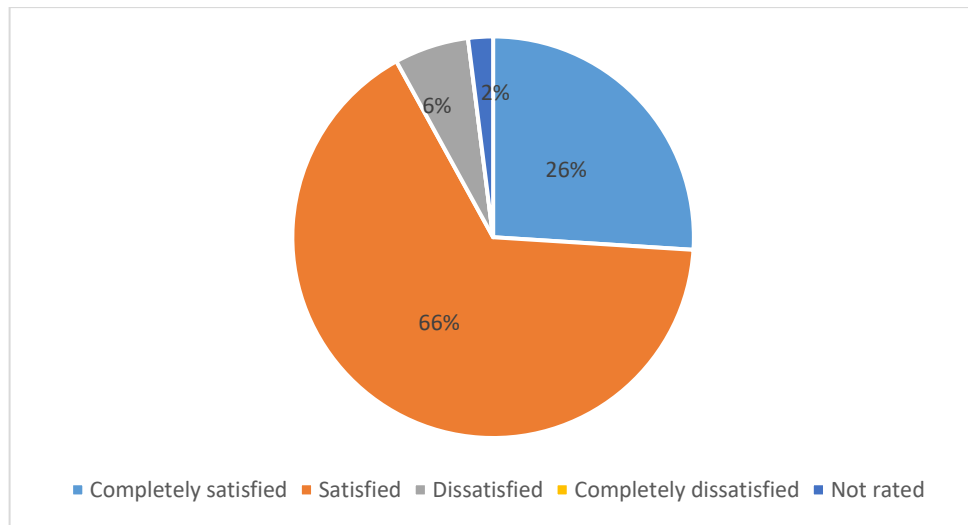


Figure 5 How satisfied are you with working hours and work-life balance?

(own creation)

Maintaining work-life balance is vital in human resource management, as it has a significant and positive effect on job satisfaction. (Kasbuntoro et al. 2020)

The study of Aruldoss et al. confirmed that work-life balance brings advantages to both individuals and organizations. Organizations facing high employee absenteeism and turnover should pay attention to work-life balance and strive to create work environment in which employees are satisfied and motivated. (Aruldoss et al. 2022, 264 – 265)

Figure 5 presents the level of satisfaction, particularly concerning working hours and work-life balance. The data shows that 92% of employees are satisfied with their working hours and perceive a good work-life balance. Meanwhile, 6% of employees are dissatisfied, and 2% did not rate this question.

The mean satisfaction score for this category is 3.1. Specifically, the mean for the 15-30 age group is 2.6, for the 31-50 age group it is 3.3, and for the 51-65 age group it is 3.2. The median value is 3, and the mode is also 3. These findings indicate overall satisfaction among employees regarding their working hours and work-life balance.

8.2.4 Workplace relations and communication

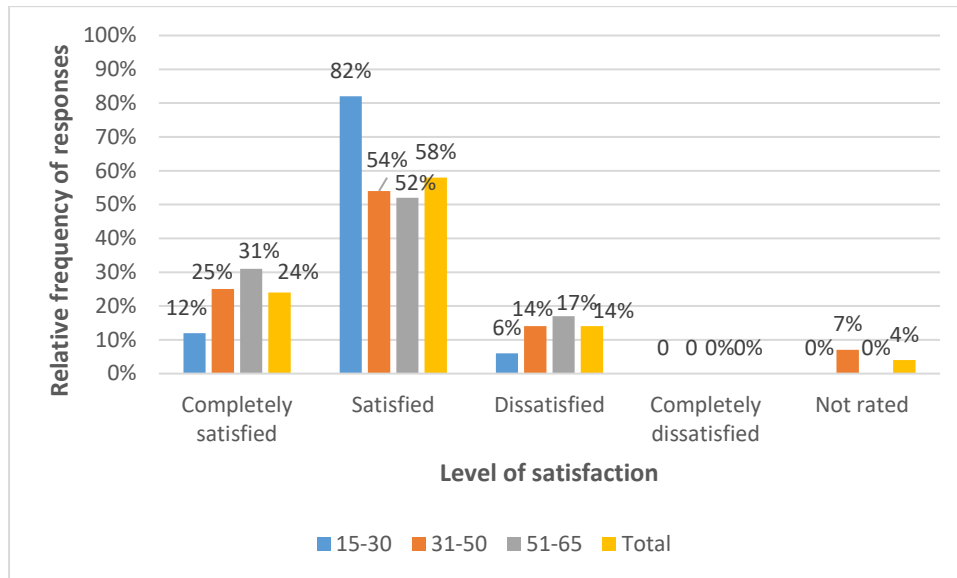


Figure 6 How satisfied are you with workplace relations?

(own creation)

Building strong relationships with colleagues is essential for fostering a positive work environment and ensuring effective teamwork.

Figure 6 illustrates the level of satisfaction with workplace relationships across different age groups. Overall, 82% of employees reported being satisfied with workplace relations, of which 24% are completely satisfied and 58% are satisfied. In contrast, 14% of employees expressed dissatisfaction, and 4% did not provide a response.

Among the three different age groups, there results of satisfaction with workplace relationships are relatively similar. In the 15-30 age group, 94% of employees report being satisfied, with 12% completely satisfied and 82% satisfied. In the 31-50 age group, 79% of employees express satisfaction, including 25% who are completely satisfied and 54% who are satisfied. The 51-65 age group shows an overall satisfaction rate of 83%, with 31% completely satisfied and 52% satisfied.

The mean satisfaction score across all age groups is 3, referring to the category “Satisfied”. Specifically, the mean score for the 15-30 age group is 3.1, for the 31-50 age group it is 2.9, and for the 51-65 age group, it is 3.1. From this data can be observed the lowest satisfaction level is among employees aged 31-50. These results indicate higher satisfaction among employees.



Figure 7 How satisfied are you with the quality of communication in this company?

(own creation)

Communication is a way to delegate tasks, provide feedback, and express agreement or disagreement. That is why it is essential to communicate clearly, honestly, and concisely to avoid confusion, misunderstanding, or disagreement. (HR vision n.d.)

According to the study of Giri and Kumar, hypothesis that organizational communication has a significant influence on job satisfaction was confirmed. (Giri and Kumar 2010)

76% of employees are content with the quality of communication, while 23% are not. The least satisfied age group is the 15-30 cohort, with 35% expressing dissatisfaction in this area, while 65% of employees are satisfied. In contrast, the most satisfied group is the 51-65 age category, where 80% of employees express satisfaction and 20% report dissatisfaction. The 31-50 age group falls between these two, with 77% of employees satisfied and 21% dissatisfied.

The overall mean satisfaction score across all age groups is 2.8, indicating that employees do not perceive full satisfaction in this area. The highest mean satisfaction score is 2.9, observed in both the 31-50 and 51-65 age groups, and the lowest is 2.6 for the 15-30 age group. These findings suggest that younger employees may have higher expectations regarding the quality of communication within the company compared to their older colleagues.

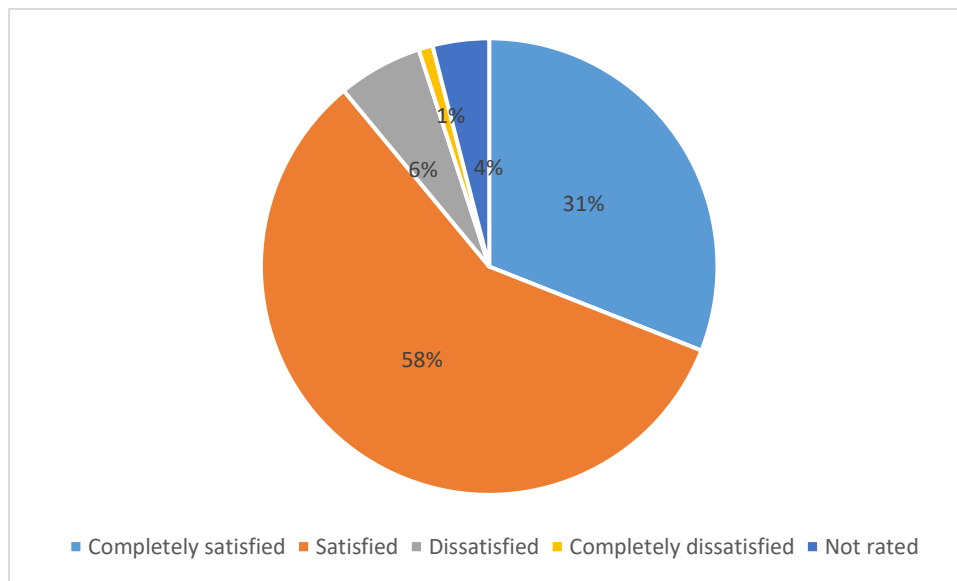


Figure 8 How satisfied are you with the support from your supervisor?

(own creation)

The support of a supervisor has several positive impacts on employees, including health and well-being at work. A study conducted by Hämmig found that supervisory support has a positive impact on employees for their health and well-being. (Hämmig 2017, 401)

In the selected company 89% of all respondents are satisfied with the support from the supervisor. From that 31% are completely satisfied and 58% are satisfied, which indicates a high level of satisfaction and a good relationship among employees and their supervisors.

The mean score across all employees is 3.1 which refers to more than satisfied. The mean score among the 15-30 age group is 2.8, while the 30-51 age group has a mean score of 3.1, and the 51-65 age group reaches 3.2. These results highlight a noticeable difference between the youngest group and the older group of employees. The lower satisfaction level among younger employees says that this group has not fully reached the "Satisfied" category, potentially suggesting higher expectations or different communication needs.

8.2.5 Professional growth and job security

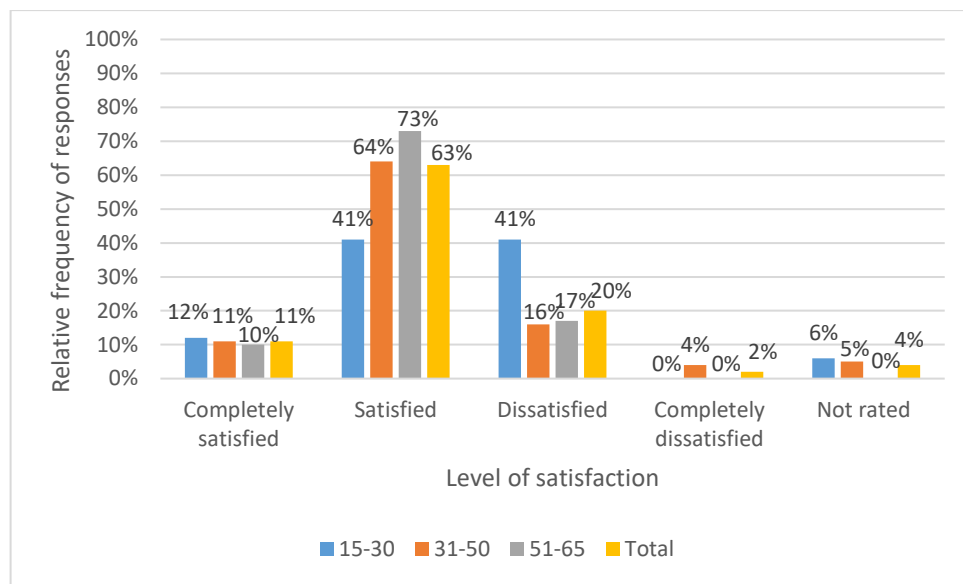


Figure 9 How satisfied are you with the opportunities for professional growth and development?

(own creation)

According to a Harvard article, the journalist Parsons explains that “*Professional development is gaining new skills through continuing education and career training after entering the workforce.*” Including attending workshops or supplementary classes, obtaining a certificate or joining a relationship between two called mentoring. All these examples help to shift employees to growth. (Harvard Division of Continuing Education 2025)

Professional development is crucial for many people since it opens opportunities for career improvement, including a higher salary. People that are having certain skills, and expertise people in different fields, or those who obtain completed certifications are more appealing to hiring management and differ from others. (Harvard Division of Continuing Education 2025)

Regarding to the satisfaction with opportunities for professional growth and development in the selected company, 74% of all employees are satisfied. However, there are notable differences among age groups. In the 15-30 age group only 53% are satisfied, compared to 75% in the 30-51 age group and 83% in the 51-65 age group.

This highlights a relatively high level of dissatisfaction among younger employees, with 41% of the 15-30 age group expressing dissatisfaction – significantly more than in other age

groups, where dissatisfaction rates are 20% for the 31-50 age group and 17% for the 51-65 age group.

This results in a large difference between the 15-30 age group and other groups and the substantial gap suggests that younger employees may have higher expectations for career growth and development. This could indicate a necessity for more career advancement opportunities, mentorship programs, coaching, or other developmental initiatives to better meet their needs.

The mean satisfaction score across all age groups is 2.4 which refers to the category between “Satisfied” and “Dissatisfied”. Furthermore, the 15-30 age group is 2.5, the 30-50 age group is 2.7, and the 51-65 age group is 2.9. These data result in the highest satisfaction of the 51-65 age group and the lowest satisfaction of the 15-30 age group. The median of all age groups is 3 which assigns to "Satisfied".

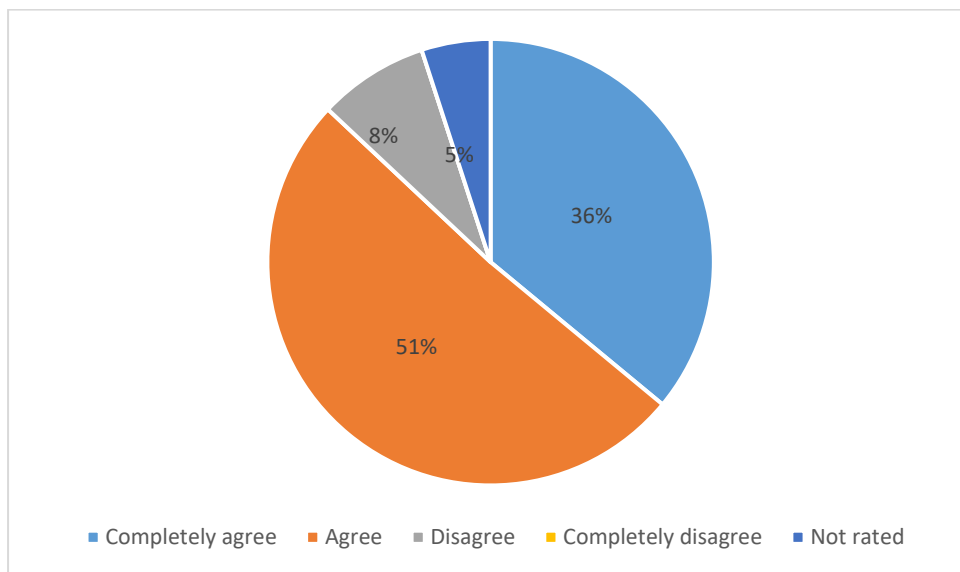


Figure 10 Do you feel a sense of job stability in this company?

(own creation)

As described in a career-advice article someone who has job security believes that there is a low probability of job loss, and their position will not be redundant soon. Job stability depends on economic factors that have been changing constantly. (Indeed Editorial Team 2025)

Figure 10 shows that 87% of employees feel a sense of job stability, while 8% disagree. The overall mean agreement is 3.3. When broken down by age groups, the mean score is 3.4 for both the 15-30 and 31-50 age groups, while the 51-65 age group has a bit lower mean of 3.0.

8.2.6 Financial and non-financial remuneration

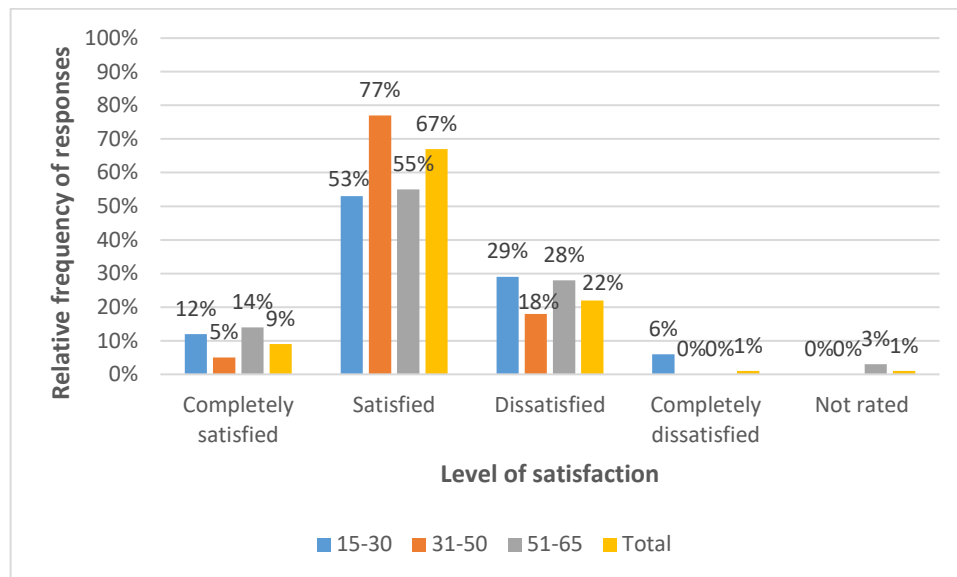


Figure 11 How satisfied are you with the level of financial compensation in relation to your job responsibilities?

(own creation)

A study by Hossain et al. found that job satisfaction is directly connected with compensation since those employees who feel adequately compensated are more likely to feel content about their job. Employees experience higher motivation and feel appreciated when they are satisfied with financial compensation. (Hossain et al. 2022)

Figure 11 displays the satisfaction of respondents with remuneration, with 76% reporting satisfaction. Among the age groups, the highest satisfaction is found in the 31-50 group, with 82% satisfied. In contrast, the least satisfied group is 15-30, with only 65% satisfied. The 51-65 age group shows a satisfaction rate of 69%, which is comparable to that of the 15-30 group.

The mean satisfaction score across all age groups is 2.8 which moderately deviates from the “Satisfied” category. Specifically, the 15-30 age group has the lowest mean score of 2.7, while the 31-50 age group has the highest at 2.9, and the 51-65 group scores 2.8.

These findings show that the level of financial compensation is an area that requires some improvement.

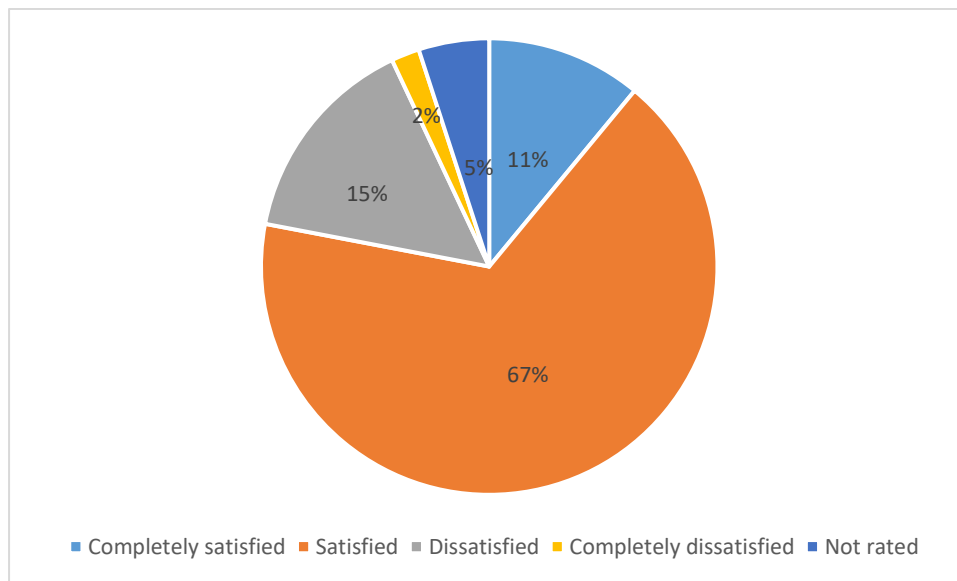


Figure 12 How satisfied are you with the non-financial benefits (meal vouchers, holidays, flexibility, etc.) provided by the company?

(own creation)

Satisfaction with non-financial benefits closely mirrors that of financial compensation, as employees who feel valued tend to be more motivated to work. This makes it an important area to measure. According to the analysis by Haider et al., the importance of non-financial benefits directly affects employee satisfaction and contribute to the success of any organization. The impact of non-financial rewards is essential for boosting employee morale and increasing overall satisfaction. (Haider et al. 2015, 349)

Figure 12 shows that 78% of respondents are satisfied, while 17% are dissatisfied.

The overall mean satisfaction score across all groups is 2.8. The lowest mean score is observed in the 31-50 age group (2.7), while the highest is in the 51-65 age group (2.9). The 15-30 age group has a mean score of 2.8.

8.2.7 The analysis of open-ended questions

This chapter focuses on the analysis of two open-ended questions included in the questionnaire. These questions were optional, allowing employees to express additional insights based on their personal experience. This analysis categorizes and interprets the responses, highlighting key themes and recurring patterns. By examining these questions, a deeper understanding of employee's ideas, suggestions, and overall satisfaction within the company is gained. The results of the analysis are structured and presented in the following table.

Category	Number of mentions	Example
Improve communication	13	“Speed up and simplify the internal flow of information.”
Benefits	10	“Expansion of employee benefits.”
Salary increases and financial remuneration	8	“Inflationary salary increases every year.”
Working conditions and environment	5	“Better maintenance of technology.”
Company cultures and values	2	“Reflect on value and practise.”
Satisfaction / no suggestions	9	“I have no reservations for my position.”

Table 2 What would you suggest to improve job satisfaction in the company?

(own creation)

The results (see table 2) indicate that respondents who wanted to share their opinions see reservations in the lack of communication, which suggests that there is necessary to simplify the internal flow of information between departments and management. Many respondents want more transparency in change, better coordination between teams, and clearer feedback on their work. Specifically, 27.7% of respondents mentioned improvement of communication.

The second most frequently mentioned area by respondents is benefits. The requirements relate to both the extension of existing benefits (e.g. pension, bonuses, usable benefits for warehouse workers) and to the organization of company events and teambuilding activities that could contribute to better working environment and teamwork. Out of the answered questions, 21.3% of respondents expressed their feelings about benefits.

Another important area for improvement is financial compensation. Several employees expressed a desire for a pay rise, regular salary increases to reflect inflation, or the

implementation of 13th and 14 salaries. This demand may stem from the rising cost of living. In total, 17.0% of respondents would appreciate the expansion of financial compensation.

In addition to these key areas, some employees mentioned working conditions and the work environments, such as better office facilities or improved maintenance of equipment. A small number of respondents focused on company culture and values, highlighting the need for greater cohesion between employees and management. 10.6% of respondents mentioned improvements in working conditions. Additionally, two respondents shared their opinion related to company culture and values. Specifically, 4.3% of respondents.

Nine respondents expressed full satisfaction and did not provide any suggestions for improvement. This indicates that some employees perceive the current conditions as satisfactory. In total, 19.1% of respondents are satisfied and do not have any ideas or insights for improvement.

Category	Number of mentions	Example
No reservations	8 (61.5%)	"I have no additional information."
Positive feedback	3 (23.1%)	"Thank you for the opportunity to work here."
Ideas for improvement	2 (15.4%)	"It is important to listen to employees and their needs because a happy team means better results for the company."

Table 3 If you have anything else to add or anything to say to the management, this is the place for you:

(own creation)

Participants had an option to add something to the survey. The majority of respondents did not use the space to add specific comments or messages. 61.5% of respondents indicated that they had no further comments, which may correspond to a high level of satisfaction with the current situation.

In addition, 23.1% of respondents expressed positive feedback, which is an indicator of satisfaction. Some people expressed gratitude for the opportunity to work at the company or appreciated the help from colleagues or supervisors, which indicates positive relationships in the workplace.

Furthermore, 15.4% mentioned ideas for improvement, involving the improvement of communication and listening to the needs of employees. One respondent mentioned interest in benefits, specifically pension contributions. Another respondent suggested keeping the company's canteen.

These findings result in overall satisfaction of employees, while a minority would welcome small changes at the workplace.

8.3 The analysis of employee satisfaction interviews

In this part of bachelor thesis, the analysis of employee satisfaction interviews will be conducted. The qualitative part of the research was carried out through semi-structured interviews with three key representatives of the selected company, including the director, the head of the Human Resources Department, and the shift foreman to ensure broader perspective from different positions. The interviews were conducted on 21 March 2025 at the premises of the company. To ensure confidentiality, all interviews were carried out anonymously. Each interview lasted approximately 20 to 25 minutes. With the consent of the respondents, all interviews were audio-recorded to facilitate accurate transcription and further analysis.

The discussions focused on several key topics, including employee satisfaction, organizational strengths and weaknesses, and suggestions for improvement. To analyze the collected data, the coding method was used to identify major patterns and recurring themes within the responses. The primary purpose of these interviews was to gain deeper insights of management and supervisors, with the aim of identifying specific actions and strategies that could contribute to help improve employee satisfaction and overall organizational development in the future.

8.3.1 Open coding – identification of key topics

Based on interviews, the answers of respondents were categorized into thematic codes, as shown in the table below:

Topic	Code	Sample answer
Estimate of employee satisfaction	Low estimate of satisfaction	“My guess is that half the workforce is satisfied.”
	High estimate of satisfaction	“I think satisfaction is about 70%.”
Strengths of the organization	Job stability	“Our company is stable and reliable.”
	Support from supervisors	“Management is helpful and supportive.”
	Good team	“We have friendly relations among our colleagues.”
Weaknesses of the organization	Low financial compensation	“The basic wage is slightly below the industry average.”
	Problems with internal communication	“Some employees do not use applications.”
	Limited career development procedures	“Employees have the opportunity to grow, but we prefer those who have been here a long time and have experience.”
Suggestions of improvement	Mandatory use of internal application	“We should make it compulsory to use the app so that everyone is informed.”
	Higher wage indexation to inflation	“Wages should adjust more to inflation.”

Table 4 Identification of key topics (own creation)

8.3.2 Code categories

In the second phase of analyzing interviews, there were identified key areas of satisfaction and dissatisfaction among employees. The results are following categories:

- Satisfaction of employees – employees are more satisfied than their supervisor's estimate
- Key areas of satisfaction – stability of the organization, support from supervisors and work team
- The most common problems – financial compensation and internal communication
- Suggestions for improvement – mandatory use of internal application, modification of payroll system

Based on the analysis of the interviews, the following conclusions can be drawn:

- Employees are more satisfied than their supervisor's estimate. The estimate of satisfaction was lower than the actual results.
- A significant role plays the stability of the company, the support of supervisors, and relations among colleagues.
- Employees suggest several specific measures for improvement, such as the introduction of mandatory use of an internal application, better alignment of benefits, and adjusting the remuneration system to inflation.

9 SUMMARY OF THE ANALYTICAL FINDINGS

To analyze data, a questionnaire survey and conducted interviews were used. The primary purpose of this analysis was to find out whether the employees of company X are satisfied or dissatisfied with their jobs, along with the specific areas they are satisfied or dissatisfied with. Another motive was to determine the strengths and weaknesses of the company, based on which the recommendations will be proposed in the following chapter. Questions were divided into 7 categories to enhance clarity and comprehension – working conditions and security, satisfaction and work-life balance, workplace relations and communication, professional growth and security, financial and non-financial remuneration, and the analysis of open-ended questions. Interestingly, the findings express the lowest satisfaction with these three areas among the 15-30 age group. This points out that the youngest employees in this company have higher demands and expectations.

The most important strengths of the company are as follows:

- Satisfaction with the work
- Safety at the workplace
- Work-life balance satisfaction
- The support from supervisors
- Job stability

According to the findings of the research, the great majority of respondents feel positive and like their job. This is a positive outcome since according to Lohela-Karlsson et al. job satisfaction is associated with a lower level of productivity loss. In addition, the research concluded job satisfaction buffers productivity reduction, highlighting the positive impact on performance. (Lohela-Karlsson et al. 2002) Safety at the workplace belongs to the area that most of the respondents agree with the statement – "Do you feel safe at the workplace"? This implies the fact that even though some employees work in an environment where specific machines are used, safety is maintained. Most employees are satisfied with their working hours, finding them suitable for achieving a healthy work-life balance. Another strength is that supervisors in this company are helpful and supportive, which employees appreciate. Lastly, one of the strengths is job stability, which guarantees certainty for employees.

The most important weaknesses of the company are as follows:

- Opportunities for professional development
- Quality of communication
- Financial and non-financial remuneration

All of these areas were identified by respondents as areas with the highest level of dissatisfaction, with none falling below 70%, but these three areas are the least valued. The first area is professional growth and development where several employees lack opportunities to develop, especially younger employees. The second area is the quality of communication within the company, this can lead to misunderstandings which can be problematic for following some assignments. The last area concerns financial and non-financial remuneration, where some respondents feel they are not being paid adequately. This suggests a potential area for improvement in ensuring fair compensation to improve employee satisfaction.

Main research question

The main goal of this thesis was to determine whether the employees of the selected company X are satisfied with their current jobs. The answer to the main research question was based on the knowledge gained from theoretical part and the findings of the conducted analysis. The questionnaire survey revealed results where each analysed area is scored above average. This can lead to the conclusion that employees in the company are more likely satisfied with their current jobs.

10 RECOMMENDATION

Based on the analytical findings, suggestions for improving the job satisfaction of the company X will be proposed. The results of the questionnaire survey announce that the overall job satisfaction was rated above average, and it refers to the fact that employees are rather satisfied with their job. However, to further increase employee satisfaction and address areas of improvement, specific recommendations will be proposed to alleviate the company's identified weaknesses.

The company is not dealing with any serious problems such as fluctuation or absenteeism. Nevertheless, the areas with the lowest level of satisfaction are opportunities for career growth, quality of communication, along financial and non-financial remuneration. These areas indicate space for improvement.

10.1 Support for career growth and professional development of employees

The first area proposed for improvement is to support employees in career growth and professional development. Employees would welcome additional opportunities for learning and professional growth. This would contribute to employee satisfaction and to build more skilled and loyal workforce. Several specific initiatives could be implemented.

10.1.1 Transparent career planning

The company could implement concisely defined career paths, which would show employees the possible ways and steps in the hierarchy of this company. Each position would have defined set of required competencies, skills and experience necessary for promotion.

To guarantee transparency, there could be presented visual table of these career paths, visible and available for everyone through internal communication channels or the company intranet.

In addition, regular career consultations on career development could be arranged. Managers would provide individual meetings with employees at least once or twice in a year to discuss their career ambitions, assess their ongoing performance and identify experience needs. These discussions could lead to the creation of personal development plans, identifying specific steps for an employee persuading career promotion. Thanks to this approach, employees could feel more supported in their career growth.

10.1.2 Professional development programs

To strengthen employee's competencies, a variety of training programs should be introduced. Internal training sessions focused on key areas, such as leadership skills, managing of projects, communication skills, and technical knowledge specific for the company's sector, could be organized regularly.

Besides that, the introduction of mentorship program would be beneficial. Experienced employees would be mentors for newer or less skilled employees therefore this would facilitate and speed up the whole process. Mentoring relationship could be structured and organized with regular meetings and defined goals.

The company could support external education by providing financial contributions to professional courses, certificates or attendance at various conferences. Offering a set annual budget for external education for each employee would display the company's commitment to professional development and growth.

Furthermore, job rotations programs could be introduced to allow employees to work temporarily in different departments. This would expand their skills and operational tasks, develop new skills and it would prepare employees for their desired position.

All these initiatives should be aligned with long-term goals of the company, regularly monitored and updated based on changing business needs.

10.2 Improving the quality of internal communication

Effective internal communication within a company is essential for achieving shared objectives. The company consists of nine departments, including The Human Resources Department, the Facility Management Department, the Transportation Department, and six warehouse departments. Some employees feel that internal communication within the company is deficient.

For improving the quality of internal communication, several steps are recommended based on discussion with senior managers in the company.

Firstly, it is suggested to make the use of the company's communication application mandatory for all employees. Access should be available either via mobile phones or computers so that employees can comfortably connect from their homes. To foster regular use, the application should contain only relevant and important information and avoid unnecessary content that could be overwhelming for users. Specifically, to include short weekly summaries, important announcements and policy updates would be handy.

Secondly, the introduction of regular structured team meetings is recommended. These meetings could be organized once in a week or once in a month depending on the needs of specific departments and would last approximately 30 minutes. The primary purpose of these meetings is negotiating of current tasks, operational issues, and to get important feedback from the personnel. Both white-collar and blue-collar employees already have short meetings, during which the shift foreman or administrative worker announces important information before every shift. Nevertheless, these 30 minutes long meeting would create more space interpersonal communication and employee involvement.

Finally, defining concise internal communication rules – specifying which types of information are communicated through which channel:

- Emails and phone calls should be used for urgent importation requiring an immediate response.
- The internal application would serve for operational messages, general updates, or routine information.
- Team meetings would be used for discussions of broader topics, collecting feedback, and dealing with employee questions or suggestions.

To ensure the effective use of communication channels, it would be helpful to organize training sessions introducing the correct use of the application. In addition, regular evaluation of communication effectiveness could help improve processes continuously, for example through short surveys or feedback forms.

Furthermore, to improve communication and foster better relationships among employees, it would be beneficial to organize a variety of team-building activities such as hiking, badminton, bowling, or even social events like lunch or dinner. These activities would provide opportunities for employees to engage with one another outside the work environment, allowing to deeper understanding of each other. To ensure financial feasibility, these activities could alternate. For example, hiking trips, which have minimal costs for the company, could be organized regularly, while once a year, the company could invest in more costly activities such as sport events or social events. The selection of these activities would depend on the company's agreed budget to ensure balance between more affordable activities and more substantial team-building experiences. The estimated cost of such activities would be following:

	Hiking	Badminton
Cost per employee	No cost	150 CZK (averaged price)
Total (386 employees)	No cost	57 900 CZK

Table 5 Teambuilding costs

(own creation)

10.3 Optimizing financial and non-financial remuneration

As discussed with senior management, financial remuneration at company X is paid slightly under the market average. The company also tries to index wages to inflation, but their financial flexibility depends on negotiations with customers, where in some periods it is more favourable and in some, it is more complex.

To increase employee satisfaction and motivation, it is suggested to introduce a structured system of regular pay reviews. For example, annual pay reviews linked to individual performance assessment, market pay metrics, and inflation rates. This would ensure fair, competitive, and motivating salaries.

In the area of non-financial remuneration, the company could offer to its employees the possibility to choose between more benefits regarding to personal preferences. Options would include contributions to fitness centre memberships, wellness programmes, training courses or book vouchers. The company could carry out a short questionnaire among employees to find out preferences of each employee that would motivate them. The results would help to customize the offer of benefits.

Furthermore, considering that several employees expressed interest in the questionnaire, introducing employer contributions to pension schemes (superannuation) or life insurance would be an appropriate step. These long-term financial benefits would support the loyalty of employees. Possibly, the Company X would be more appealing to potential employees and would be attractive employer in a competitive labour market.

CONCLUSION

Job satisfaction is one of the most important factors influencing employee's attitudes toward their work. Satisfied employees tend to perform better and are more likely to recommend their employer to others.

The aim of this bachelor thesis was to analyze whether employees of a selected company feel satisfied with their current jobs. The analysis was conducted through a questionnaire survey and interviews with senior management. Furthermore, recommendations were proposed to enhance satisfaction within the company.

This thesis is divided into two main parts, specifically the theoretical and analytical parts. The theoretical part provides an overview of several topics, including human resource management, employee satisfaction (along with its factors and methods of measurement), and motivation.

The analytical part introduces Company X, presents the findings of the employee satisfaction survey, and analyses the results of the management interviews.

Based on the questionnaire results, it was found that 87% of employees are satisfied with their jobs, indicating a high overall level of satisfaction. Additionally, other analyzed areas showed above-average results, further confirming overall satisfaction within the company. According to the findings, the highest satisfaction was observed with working hours, with employees considering the distribution of shifts to be suitable. Another strength is the perception of workplace safety, which can positively affect their performance, relieve stress, and can contribute to overall satisfaction. The support provided by supervisors was also rated positively with the majority of employees feeling that they can reach out to management when needed and perceiving the company culture as favorable. A final important strength is the long-term stability of the company, which provides employees with a sense of security. However, some weaknesses were identified, including internal communication, opportunities for professional growth, and both financial and non-financial remuneration.

To address these areas, several recommendations were proposed. First, it is suggested to introduce transparent career planning and professional development programs to support employee's career growth. Second, regular meetings and teambuilding activities to improve internal communication. Finally, regular wage reviews combined with flexible benefit options are proposed to increase satisfaction with remuneration.

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LIST OF ABBREVIATIONS

HR Human resources

HRM Human Resource Management

JDI Job Descriptive Index

APPENDICES

Appendix P I: English version of the questionnaire

Appendix P II: Czech version of the questionnaire

Appendix P III: Table of results

Appendix P IV: English transcribed interview

APPENDIX P I: ENGLISH VERSION OF THE QUESTIONNAIRE

Dear respondent,

I kindly ask you to complete the following questionnaire, which is part of my bachelor thesis focused on employee job satisfaction. The aim of this survey is to analyze the level of job satisfaction within your organization.

Please answer each question using the provided satisfaction or agreement scale:

- Completely satisfied/Satisfied/Dissatisfied/Completely dissatisfied/Not rated
- Completely agree/Agree/Disagree/Completely disagree/Not rated

The final two questions are open-ended and serve for your personal comments.

The questionnaire is completely anonymous, and all collected data will be used solely in aggregate form for the purposes of this research.

Thank you very much for your time and cooperation.

Veronika Hornová

E-mail: v_hornova@utb.cz

1. What is your gender?
 - ☐ Male
 - ☐ Female
 - ☐ Other
2. What is your age?
 - ☐ 15-30
 - ☐ 31-50
 - ☐ 51-65
3. What type of contract do you have with your employer?
 - ☐ Employment contract
 - ☐ Agreement to perform work / Agreement to complete a job
4. How long have you been working at the company?
 - ☐ Less than 2 years
 - ☐ 2-5 years
 - ☐ More than 5 years
5. How satisfied are you with your job?
 - ☐ Completely satisfied
 - ☐ Satisfied
 - ☐ Dissatisfied
 - ☐ Completely dissatisfied
 - ☐ Not rated
6. How satisfied are you with the working conditions in the company (workspace, equipment, and working tools)?
 - ☐ Completely satisfied
 - ☐ Satisfied
 - ☐ Dissatisfied

- ☐ Completely dissatisfied
 - ☐ Not rated
7. How satisfied are you with your working hours and the ability to balance work and personal life?
- ☐ Completely satisfied
 - ☐ Satisfied
 - ☐ Dissatisfied
 - ☐ Completely dissatisfied
 - ☐ Not rated
8. Do you feel safe at work?
- ☐ Completely agree
 - ☐ Agree
 - ☐ Disagree
 - ☐ Completely disagree
 - ☐ Not rated
9. How satisfied are you with workplace relationships?
- ☐ Completely satisfied
 - ☐ Satisfied
 - ☐ Dissatisfied
 - ☐ Completely dissatisfied
 - ☐ Not rated
10. How satisfied are you with opportunities for professional growth and development?
- ☐ Completely satisfied
 - ☐ Satisfied
 - ☐ Dissatisfied
 - ☐ Completely dissatisfied

- Not rated

11. Do you feel a sense of job stability in this company?

- Completely agree
- Agree
- Disagree
- Completely disagree
- Not rated

12. How satisfied are you with the quality of communication within the company?

- Completely satisfied
- Satisfied
- Dissatisfied
- Completely dissatisfied
- Not rated

13. How satisfied are you with the support from your supervisor?

- Completely satisfied
- Satisfied
- Dissatisfied
- Completely dissatisfied
- Not rated

14. How satisfied are you with the level of financial compensation in relation to your job responsibilities?

- Completely satisfied
- Satisfied
- Dissatisfied
- Completely dissatisfied
- Not rated

15. How satisfied are you with the non-financial benefits (meal vouchers, holidays, flexibility, etc.) provided by the company?

- ☐ Completely satisfied
- ☐ Satisfied
- ☐ Dissatisfied
- ☐ Completely dissatisfied
- ☐ Not rated

16. What would you suggest to improve job satisfaction in the company?

17. If you have anything else to add, or anything to say to the management, this is the place for you:

APPENDIX P II: CZECH VERSION OF THE QUESTIONNAIRE

Dotazník šetření pracovní spokojenosti

Vážená respondentko, vážený respondente,

ráda bych Vás požádala o vyplnění následujícího dotazníku, který je součástí mé bakalářské práce na téma pracovní spokojenosti zaměstnanců. Cílem tohoto šetření je analyzovat úroveň pracovní spokojenosti ve Vaší organizaci.

Na jednotlivé otázky prosím odpovídejte pomocí stupnice míry spokojenosti či souhlasu.

- Velmi spokojený/Spokojený/Nespokojený/Velmi nespokojený/Nechci hodnotit
- Zcela souhlasím/Souhlasím/Nesouhlasím/Zcela nesouhlasím/Nechci hodnotit.

Poslední dvě otázky slouží pro Váš osobní komentář.

Dotazník je zcela anonymní a získaná data budou použita pouze v souhrnné podobě.

Děkuji Vám za Váš čas a ochotu.

Veronika Hornová

E-mail: v_hornova@utb.cz

1. Jaké je Vaše pohlaví?
 - ☐ Muž
 - ☐ Žena
 - ☐ Jiné
2. Jaký je Váš věk?
 - ☐ 15-30
 - ☐ 31-50
 - ☐ 51-65
3. Na základě jaké smlouvy pro zaměstnavatele pracujete?
 - ☐ Pracovní smlouva
 - ☐ Dohoda o provedení práce / Dohoda o pracovní činnosti
4. Jak dlouho pracujete ve firmě?
 - ☐ Méně než 2 roky
 - ☐ 2-5 let
 - ☐ Více než 5 let
5. Jak jste spokojen/a se svou prací?
 - ☐ Velmi spokojený
 - ☐ Spokojený
 - ☐ Nespokojený
 - ☐ Velmi nespokojený
 - ☐ Nechci hodnotit
6. Jak jste spokojen/a s pracovními podmínkami ve firmě (prostor, vybavení, pracovní pomůcky)?
 - ☐ Velmi spokojený
 - ☐ Spokojený
 - ☐ Nespokojený

- ☐ Velmi nespokojený
- ☐ Nechci hodnotit

7. Jak jste spokojen/a s pracovní dobou a možností sladění práce se soukromým životem?

- ☐ Velmi spokojený
- ☐ Spokojený
- ☐ Nespokojený
- ☐ Velmi nespokojený
- ☐ Nechci hodnotit

8. Cítíte se v práci bezpečně?

- ☐ Zcela souhlasím
- ☐ Souhlasím
- ☐ Nesouhlasím
- ☐ Zcela nesouhlasím
- ☐ Nechci hodnotit

9. Jak jste spokojen/a se vztahy na pracovišti?

- ☐ Velmi spokojený
- ☐ Spokojený
- ☐ Nespokojený
- ☐ Velmi nespokojený
- ☐ Nechci hodnotit

10. Jak jste spokojen/a s možnostmi profesního růstu a rozvoje?

- ☐ Velmi spokojený
- ☐ Spokojený
- ☐ Nespokojený

- ☐ Velmi nespokojený
- ☐ Nechci hodnotit

11. Máte pocit stability svého zaměstnání v této firmě?

- ☐ Zcela souhlasím
- ☐ Souhlasím
- ☐ Nesouhlasím
- ☐ Zcela nesouhlasím
- ☐ Nechci hodnotit

12. Jak jste spokojen/a s kvalitou komunikace ve firmě?

- ☐ Velmi spokojený
- ☐ Spokojený
- ☐ Nespokojený
- ☐ Velmi nespokojený
- ☐ Nechci hodnotit

13. Jak jste spokojen/a s podporou od nadřízeného?

- ☐ Velmi spokojený
- ☐ Spokojený
- ☐ Nespokojený
- ☐ Velmi nespokojený
- ☐ Nechci hodnotit

14. Jak jste spokojen/a s výší finančního ohodnocení ve vztahu k náplni práce?

- ☐ Velmi spokojený
- ☐ Spokojený
- ☐ Nespokojený
- ☐ Velmi nespokojený
- ☐ Nechci hodnotit

15. Jak jste spokojen/a s nefinančními benefity (stravenky, dovolená, flexibilita aj.), které Vám firma poskytuje?

- ☐ Velmi spokojený
- ☐ Spokojený
- ☐ Nespokojený
- ☐ Velmi nespokojený
- ☐ Nechci hodnotit

16. Co byste navrhl/a ke zlepšení pracovní spokojenosti ve firmě?

17. Chcete-li cokoliv dalšího dodat, nebo vedení firmy něco vzkázat, zde máte prostor:

APPENDIX III: TABLE OF RESULTS

Question	Completely satisfied/Completely agree (number of respondents)	Satisfied/Agree (number of respondents)	Dissatisfied/Disagree (number of respondents)	Completely dissatisfied/Completely disagree (number of respondents)	Not rated (number of respondents)
5.	17	72	9	0	4
6.	27	67	6	0	2
7.	52	44	4	0	2
8.	27	67	6	0	2
9.	25	59	14	0	4
10.	15	62	20	4	1
11.	32	59	6	1	4
12.	11	64	21	2	4
13.	37	52	8	0	5
14.	9	68	23	1	1
15.	68	11	16	2	5

APPENDIX P IV: ENGLISH TRANSCRIBED INTERVIEW

Interview 1: Director

Interviewer: I have the first question for you. Before I tell you the results of the survey, how do you estimate that employees rated their satisfaction?

Respondent: I'm guessing the results will match a group of more satisfied employees, around 70%

Interviewer: The results show that 88% of employees are satisfied. What do you see as the strengths of the company? Which areas do you think contribute to the highest employee satisfaction?

Respondent: I believe that good interpersonal relationships in the workplace, stability of employment and support from supervisors will be key factors.

Interviewer: The survey results confirm that the strongest areas include working hours, which 92% of employees are satisfied with, support from supervisors (92%) as well as workplace safety.

Interviewer: Conversely, what areas do you consider problematic? Where do you think employees report the lowest satisfaction?

Respondent: I think the employees were particularly negative about the financial valuation. This problem is quite widespread, as I had the opportunity to hear at one conference. The speaker quoted Vaclav Havel at the time: "Money has the peculiar quality that, whatever its quantity, it is always in short supply."

Interviewer: Yes, financial ratings are among the areas with the lowest satisfaction. The survey shows that 76% of employees are satisfied, while 24% are dissatisfied.

Respondent: That's actually not too bad, I'd expect a more even ratio, like 50/50. I would see another problem with benefits.

Interviewer: Yes, even here satisfaction is lower than other factors - 78% of employees are satisfied.

Respondent: This positively surprises me because I often hear complaints about this area. I think there may be a similar situation for career opportunities.

Interviewer: I agree, satisfaction with professional growth has reached 73%. Interestingly, when dividing responses by age group, I found that employees in the 15-30 age group reported the lowest satisfaction, while older employees were significantly happier.

Interviewer: Another weak area is internal communication.

Respondent: I'm not surprised. We use an internal communication application, which I think works well, but employees don't make much use of it. Everyone can have it - just enter a phone number and email - and it contains different courses as well as important information. However, some perceive it as unnecessary because it also contains less relevant news, such as an International Day of Happiness. At the same time, important information, such as notifications of scam emails or system outages, can be easily found in it. I think its use should be made compulsory, because now a number of employees are ignoring it.

Interviewer: Also, some employees lack satisfaction regarding to professional growth.

Respondent: In terms of career growth, employees have the opportunity to advance. Preference is given to those who have been with the company for a long time and have the necessary experience, so career progression is possible.

Interviewer: Based on the survey results - what concrete measures would you propose to improve?

Respondent: Given my powers, I can rather say what I would like to say. I would certainly encourage regular surveys to know how our market position is evolving and whether our

salaries are competitive. For a long time there was no emphasis on this, but now the situation is improving.

As far as benefits go, it's a difficult question because everyone has different expectations. For example, we provide access to a fitness centre, which is not appreciated by employees with physically demanding jobs. Perhaps it would be preferable to break down the benefits by jobs.

Overall, I think a lot of work has been done and we are on track. I see positive changes and efforts to improve areas identified as weaknesses in the survey.

Interviewer: Thank you for your answers and for your time.

Interview 2: A head of the Human Resource Department

Interviewer: I have the first question for you. Before I tell you the results of the survey, how do you estimate that employees rated their satisfaction?

Respondent: My guess is that half the workforce is satisfied.

Interviewer: The results show that 88% of employees are satisfied. What do you see as the strengths of the company? Which areas do you think contribute the most to their satisfaction?

Respondent: That's a very good result. I think the key strength is job stability. We are a long-term employer with no significant problems, even in terms of competitiveness. During the COVID-19 pandemic, we were not significantly affected by the crisis, which showed our stability.

Interviewer: The results further show that working hours and support for a supervisor are among the strongest areas - both with 92% satisfaction. What do you perceive as weak or problematic aspects with room for improvement?

Respondent: The most obvious problem is the financial valuation. The company operates a system based on performance standards - if the employee is working above 100% performance, he or she can earn a basic wage. Benefits further - there is room for improvement, but we cannot afford a major financial impact. Management is looking into this issue, but a more substantial expansion of benefits is not on the cards at the moment.

Interviewer: Another area of lower satisfaction is communication. Some employees have expressed a desire to increase its quality. Are you planning any improvements in this area?

Respondent: We have a company app that should make information available to all employees, but we're encountering the problem that a part of the workforce doesn't want to download it on their phone for fear of being monitored by an employer. We are therefore considering the possibility of making the app available on a PC, which might be more acceptable - employees could open it at home in comfort. However, the process is not yet complete.

At the moment, only 55% of employees have downloaded the app, so far the interest is not that great. It is also possible to connect to training sessions via the app. Managers and shift managers are still relaying information in person, and internal communication is via email, but the goal is to gradually replace it with this application.

Interviewer: How do you address the issue of financial evaluation and benefits?

Respondent: We're trying to at least partially index wages to inflation. Our situation depends on communication with customers - in some periods it is more favourable, in others it is more complex. As a private firm, we depend on the decision of the owners regarding financial strategy.

In terms of benefits, there have been several recent improvements. We have added an extra week of holiday, employees can use the Multisport card, petrol refuelling discounts, discounted purchases in Datart and Alza or the company tariff. We also support cultural activities - we offer tickets to theatres, philharmonics and various events. We also work with some sporting events where employees can take advantage of the discounts.

However, any expansion of benefits must be carefully weighed against the financial implications. Therefore, the changes may not be immediate, but we plan to phase them in in the future.

Interviewer: And how do you address the issue of some employees not satisfied with professional growth?

Respondent: In terms of career development, employees have the opportunity to advance. We prefer those who have been with the company for a long time and have the necessary experience. Career progression is therefore possible.

Interviewer: Thank you for your time and answers.

Interview 3: Shift foreman

Interviewer: I have the first question for you. Before I tell you the results of the survey, how do you estimate that employees rated their satisfaction?

Respondent: I think satisfaction is about 70%.

Interviewer: The results show that 88% of employees are satisfied. What do you see as the strengths of the company? Which areas do you think contribute the most to their satisfaction?

Respondent: Definitely job stability - we've been in the market for a long time and even during covid we didn't face any crisis. Another strength is the support of superiors. As a supervisor, I can say that we have a very good relationship between managers and storekeepers. We try to accommodate them and do our utmost to help them.

Interviewer: According to the results, the strongest areas include working hours and supporting a supervisor - both with 92% satisfaction, plus company stability. What do you perceive as weak or problematic aspects with room for improvement?

Respondent: The biggest problem is financial valuation. Storekeepers are working on standards, and for some it's difficult to achieve more than 100% of the output to make a profit.

Interviewer: Another area of lower satisfaction is communication. Staff would welcome its improvement. How do you respond to that?

Respondent: As master of the shift, I communicate important information to storekeepers regularly at the start of each shift. If they have ambiguities, they can ask questions at any time.

Interviewer: Are you planning any concrete steps within the company to increase satisfaction?

Respondent: In terms of communication, we are focused on improving cooperation with transport and drivers. I don't have access to decision-making on benefits and salaries, but everything is working well within our department.

Interviewer: Thank you for your time and answers.