

# **An Analysis of Employees' Motivation at the Eye Center Gemini a.s.**

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## **ABSTRAKT**

Bakalářská práce je rozdělena do dvou částí. První poskytuje teoretické zázemí a definuje motivaci a její typy. Dále jsou zde popsány teorie a strategie motivace. V neposlední řadě vztah motivace a peněz a systém odměňování pracovníků.

Cílem bakalářské práce bylo zjistit současný a skutečný stav motivace zaměstnanců na oční klinice Gemini a.s. Druhá část je tedy zaměřena na analýzu dat, založenou na vytvořených dotaznících pro zaměstnance. Na základě analýzy autorka navrhla možná řešení ke zlepšení stavu motivace zaměstnanců.

Klíčová slova: motivace, odměňování, zaměstnanci, benefity, vzdělávání, vztahy na pracovišti

## **ABSTRACT**

This bachelor thesis is divided into two parts. The first one provides theoretical background and defines motivation and its types. Furthermore theories and strategies of motivation are described here. Finally, relations between motivation and money and system of rewarding employees are elaborated.

The aim of this bachelor thesis was to find out current and real state of employees' motivation at the eye center Gemini a.s. The second part is focused on data analysis based on questionnaires created for employees. On the basis of an analysis authoress suggested possible solutions for improvement of state of employees' motivation.

Keywords: motivation, rewarding, employees, benefits, education, relationships in workplace

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## INTRODUCTION

In medical institution, such as eye center Gemini a.s., personnel has to be much more motivated than in other organizations. Medical staff because of character of their job and demands on them, administrative workers because they can feel inferior, when they have to do their “common” work, while there are so many people who help others.

Company’s management is interested in the actual state of an employee motivation, so that is the reason why the authoress in collaboration with the company’s management decided, that it is needed to elaborate an analysis of employees’ motivation at the eye centre Gemini a.s.

Purpose of the bachelor thesis will be to find out the real state of employees’ motivation at the eye centre as well as to recommend some steps how to improve motivation not only of the medical staff, but motivation of administrative and support staff, as well.

In theoretical part authoress will focus on processing of theoretical knowledge from literature about motivation and personnel management. Authoress will explain, what does actually motivation mean, she will clarify theories of motivation and fundamentals connected to motivation – human needs, hygiene factors and motivators. Then authoress will focus on motivation strategies of employers, reward system and at the end of this part the authoress will address the management and employee motivation in health care. There will be also theoretical background of recommendations given to the company.

In practical part the authoress will introduce eye centre Gemini a.s. Furthermore the authoress will focus on analysis of employee motivation, where she will process the data sources, analyse them and based on results she will suggest a solution to improve employee motivation, that will be appropriate for given company and its activities.

If an employer is not motivated, an employee could not be motivated as well. The lack of enthusiasm and motivation will necessarily reflect in the quality of services. Therefore the suggested solutions can help company to improve efficiency, quality and reputation of a company as a whole, which is very important when client chooses the best health institution. Because nobody would be willing to put his/her health in hands of people who do not have a motivation to do a good job and on the other hand nobody would want to do such difficult job like this medical one, without appropriate financial and non-financial evaluation.

## **I. THEORY**

## 1 MOTIVATION

A lot of definitions and theories about motivation have been stated. One of them was said by Rudolph and Kleiner (Certo 2000, 354): "Motivation is the inner state that causes an individual to behave in way that ensures the accomplishment of some goal."

If there is a good manager in a company, motivation can be a powerful tool to achieve aims of a company because employee motivation leads to higher productivity and inevitably to fulfilling the objectives of a company (Certo 2000, 354). Simply stated, motivating people is like navigating them in the right direction. Employee is motivated when he/she wants to take steps to achieve company's goal, not only to satisfy his/her own needs. (Armstrong 2005, 70)

### 1.1 Types of Motivation

A person can be motivated internally, on his/her own beliefs, and such motivation has deeper and longer-term lasting. But of course it has to be in accordance with motivation from the outside, from the management. Employee needs both financial and non-financial motivation. Company's management can increase employees' motivation by providing further education, reward, verbal evaluation etc. Because motivation to work is not only about financial stimuli, but also about recognition, feeling of own necessity and meaningful work (Armstrong 2003, 215)

There are two types of motivation (Armstrong 2002, 56):

- Intrinsic motivation – this type of motivation includes self-generated factors. It depends on personality and human nature. Intrinsic motivation is about our responsibility, enthusiasm at the beginning, conviction.
- Extrinsic motivation – this type is quite opposite of intrinsic motivation. It is not influenced by a single employee, but it means what is really done for him, e.g. reward, recognition, punishment, feedback, pleasant working environment.

### 1.2 Components of Motivation

Arnold (Armstrong 2003, 216) listed three components of motivation:

- Direction
- Effort
- Persistence

First component *direction* indicates the goal that the person is trying to achieve. Well motivated people know their goal and can stay in work in the right direction on the way to achieve goal. But if there is constantly no signal that the work has been done well or even negative signals appear, the direction can be lost. Second component is *effort*. It means how hard a person is trying to achieve a goal and the third component *persistence* means how long is a person trying to achieve it. These components are also connected to the types of motivation. A person can be convinced, that he/she does right thing, he/she is enthusiastic, but he/she needs to have some signals from the outside to keep an effort and persistence. (Armstrong 2003, 216)

## 2 THEORIES OF MOTIVATION

All information written above are based on several motivation theories, that say what it is all about from different points of views in details. Some of them were broadly criticised, mainly in psychological circles although many managers agree with them and rely on them when motivating or rewarding their employees.

### **Instrumentality Theory**

This theory occurred in the second half of the nineteenth century, which was very rational time and people tried to focus on rational things. The theory says that one work will lead to another work and people work only for money. It states that people will work satisfactorily only if the penalties and rewards are given strictly according employees' performance. This theory is even today widely held, but it has to be in certain circumstances. (Armstrong 2003, 218)

This theory is sometimes called Taylorism, because it has roots in management methods performed by Taylor, who wrote (Armstrong 2003, 218): "It is impossible, through any long period of time, to get workmen to work much harder than the average men around them unless they are assured a large and permanent increase in their pay."

### **Behavioural Theory**

This theory is based on Skinner's concept of conditioning. He said that behaviour is learned from experience. It means that people can act a certain way if they were rewarded for such way of behaviour, because they are interested only in external factors. But it is not said that it has to be positive reinforcement, such behaviour can be learned also after negative one. (Armstrong 2002, 57-58)

### **Needs Theory**

This theory is based on claim that human behaviour is caused by unsatisfied needs, because every unsatisfied need brings disbalance and inconveniences. And that is the reason why a person sets a goal and procedure, how to achieve it to satisfy certain need. All human needs have different importance and it depends on certain situation, person and circumstances. This complexity is multiplied by the fact that between need and goal there is not simple relationship. "The same need could be satisfied by a number of different goals. The stronger the need, and the longer its duration, the broader the range of possible goals. At the same time, one goal may satisfy a number of needs. A new car

provides transport as well as an opportunity to impress the neighbours." (Armstrong 2002, 58)

First, who described and divided human needs, was Maslow (1954). He also said that unsatisfied needs motivate people. Maslow formed a hierarchy of needs, which is often represented by a triangular diagram and he put there five basic needs, which are closely related to each other. It means that if the person satisfies his/her physiological needs, he/she needs to satisfy other needs that are stated in the hierarchy.

Maslow's hierarchy of needs (Communication theory 2010):

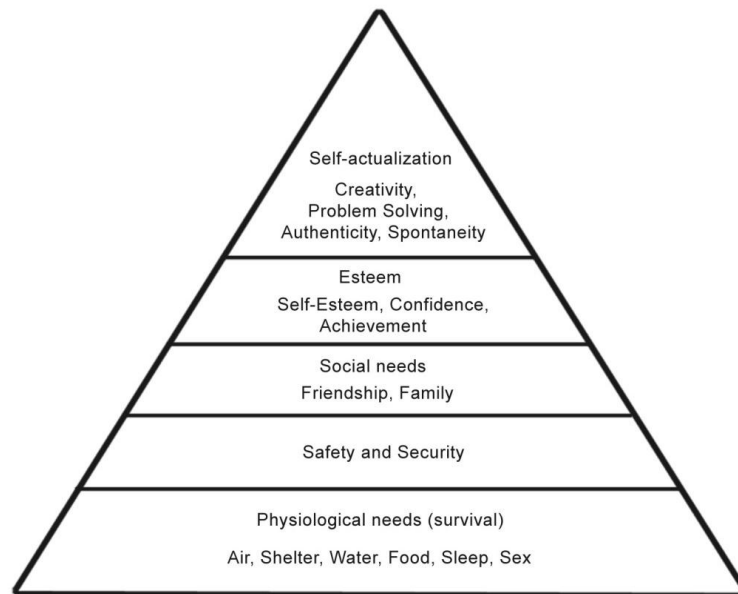


Figure 1 Maslow's hierarchy of needs

All these needs are closely related to employee motivation at work. Physiological needs are basic needs like food, oxygen, water and reproduction. Employee knows, that he/she needs to satisfy his/her physiological needs and he/she needs to have some money to fulfil some of them. Thus satisfaction of physiological needs is motivation to work to some extent. The need of safety is the need of protection against danger, what is also connected to financial incentives. Social needs, needs of esteem and self-actualisation are not connected to financial stimuli so much, but they are much more related to verbal motivation, praise, but a person does not need only external motivation. A person is self-motivated to fulfil the need of self-actualisation. He/she likes work because he/she wants to establish some position, wants to apply own knowledge and skills. (Adair 2004, 30-38)

## **Process Theories**

Process theory, also known as cognitive theory essentially replaces content theory, because it offers much more realistic view at human motivation. It focuses on psychological processes affecting both motivation and basic needs too. These processes are (Armstrong 2003, 220-221):

- Expectations
- Goal achievement
- Feeling about equity

### ***Expectations (Expectancy Theory)***

Originally it was valency-instrumentality-expectancy (VIE) theory formulated by Vroom. Valency stood for value, instrumentality meant that one action leads to another one and expectancy was belief that well done job, will lead to a reward. Such expectations were built on past experiences, but nowadays the situation has changed because employees as much more often exposed to the situation, when they have to change a job because in some cases employers disregard the past experience. And in these cases the motivation is greatly reduced. (Armstrong 2002, 60)

### ***Goal Achievement (Goal Theory)***

Goal theory was formulated by Latham and Locke and it says that people are more motivated when they have a goal, which is quite difficult, but agreed and they get a feedback related to their action. Feedback must be constructive and should help an employee to deal with a difficult goal. Than it is effective and it can improve employees' motivation. (Armstrong 2002, 61)

### ***Feeling about Equity (Equity Theory)***

Equity theory, originally formed by Adams, states that people are motivated when they are treated fairly-equitably. It is comparative process and employees have to have a feeling that leadership deals with them fair. But it is not exactly the same as equality, because equality means, that employer behaves the same way to each of his/her employees, but it is not fair. And equity theory is all about fairness. (Armstrong 2002, 61)



**Herzberg's Two-Factor Model**

Two-factor theory was developed by Herzberg, Mausner and Snyderman in 1957. Based on investigation they found out, that employees describe two groups of different factors, which influence them while working. The first group of factors were mainly recognition, advancement, autonomy, responsibility and the work itself. Among factors in the second group, which were not so satisfactory, belong working environment, conditions, company policy and administration, supervision and salary.

These two groups clearly differ from each other. One of them satisfies employees, motivates them and the second group demotivates them and disturbs their work. Therefore they were later named as satisfiers or motivators and dissatisfiers. The second group, dissatisfiers, which described environment as a whole, are also called hygiene factors, which primarily prevent employees from performing a good job. (Armstrong 2003, 224-225)

### 3 MOTIVATION STRATEGIES

Motivation and needs are closely related to each other, so for manager its crucial to motivate his/her employees because the lack of motivation and enthusiasm will lead to inappropriate behaviour. There are a lot of strategies how to motivate every employee and how to approach to a common goal through their action and behaviour. Partly it is about a communication. Manager should talk about goals with his/her employees, clarify the situation and expectations, and give a constructive feedback. He/she should determine company's reward system, give financial and non-financial stimuli and highlight the relation between work and a reward. Last but not least things are that a good manager should choose good team-leaders that will help to motivate employees, provide higher education and give employees the feeling of necessity, value and success. (Armstrong 2005, 70)

These are general things that every manger should know. All these actions can be divided into several managerial strategies and in this way the manager has an overview of complex motivation that should be provided to the employees. The following strategies are aimed at satisfying subordinates' needs. (Certo 2000, 361)

#### **Managerial Communication**

Communication is the basic mean for transmission of information, but such simple action like communication with an employee can be also very powerful motivator. Manager can meet several needs of an employee by just a word – recognition, security and social needs. (Certo 2000, 362)

#### **Theory X – Theory Y**

This theory operates with two concepts – theory X and theory Y. Theory X, according to its founder McGregor, represents action, when manager has negative prejudices about his/her subordinates. It means that he/she thinks that every employee hates working and he/she does everything to avoid it. Theory Y is the opposite. It means that managers think positively about their employees. McGregor stated that manager who uses theory X is bad manager and manager who uses theory Y is a good one and motivates his/her employees. However, Reddin argued that manager cannot be judged whether he/she is good or bad according the fact that he/she uses theory X or Y, because it depends on a situation. And this thought was a base for new Theory Z. (Certo 2000, 362)

**Job Design**

The third strategy to motivate people is so-called job design. Earlier techniques of job design were job rotation and job enlargement. More recent ones are job enrichment and flextime.

***Job Rotation***

Job rotation is moving an employee from one job to another, so it is said that they can't lose a motivation because it is still something new for them and employees are not bored by the job.

***Job Enlargement***

Job enlargement is based on the idea to increase the number of operations that one employee can perform. These duties are usually within the same level as current content of a job.

***Job Enrichment***

Job enrichment is also based on the increasing the number of operations, employee has an opportunity to use the range of his/her skills and abilities. However job enrichment means that employee is entrusted with greater responsibility because his/her duties are within more levels inside the company.

***Flextime***

Normally, people in the Czech Republic work for eight hours, but working hours are stipulated by an employer. They usually work in strictly set hours, e.g. from 8:00 a.m. to 4:30 p.m. The strategy called flextime should change this routine. There are many options how flextime can be set up. One of them is that employee has an option to schedule his/her working hours within a week as he/she likes. Flextime has several advantages such as increased productivity, decreased absenteeism, accommodation of working parents, decreased tardiness or facilitation of employees scheduling of medical, dental, and other types of appointments, but it has disadvantages as well. They are e.g. lack of supervision during some hours, key people might be unavailable during some hours, inability to coordinate project and difficulty in planning work schedules. (Certo 2000, 363-366)

**Behaviour Modification**

This strategy is based on Skinner's concept of conditioning. It stated that people tend to repeat behaviour that was rewarded and behaviour which was punished is eliminated. At

the same time reward is preferred over punishment, because long lasting and often repetitive punishment cause the opposite effect – demotivation. There are some rules that should be applied when modifying behaviour (Certo 2000, 367-368):

- Workers are rewarded differently, in comparison with other workers and according their performance
- Manager and worker need to communicate about what has been done wrong or well
- When punishing, manager and worker should be alone in private and manager should avoid the punishing in front of other people
- Only deserved reward and punishment should be given

### **Likert's Management Systems**

The fourth strategy to motivate company's members is based on work of Rensis Likert. After studying he concluded that management styles can be divided into four systems (Certo 2000, 368-369):

- System 1 – This system is characterized by the lack of communication. Subordinates are motivated by threats and punishments and decisions are made only at the top of a company.
- System 2 – In this type of organization subordinates are motivated by rewards and actual punishments. Decisions are made at lower level, but employees do not discuss their job with the management.
- System 3 – In this system employees freely discuss their job with superiors, but communication may be sometimes viewed with suspicion. Decisions are usually made at the top of a company, more specific decisions at lower level. Subordinates are motivated by rewards and occasional punishments.
- System 4 – This system is coordinated very well. Subordinates freely discuss whatever regarding to their jobs, communication and making decisions flows upwards, downwards and horizontally. This type is characterized by a complete trust and confidence in subordinates.

Likert said that organization should move from system 1 to 4, because people in organization of type 4 are more productive and motivated. Within the moving from

system 1 to 4 in the longer term people become more reliable, motivated, productive, responsible, decisive and satisfied. (Certo 2000, 369)

### **Monetary Stimuli**

Subordinates are motivated by financial incentives for well done job. Another technique is based on the idea that employees would receive shares of a company stock. This would increase their motivation. Another motivator could be e.g. lump-sum bonuses. (Certo 2000, 370)

### **Nonmonetary Stimuli**

This technique states that people can be motivated also by nonmonetary incentives and that sometimes it can be more powerful motivator for them. (Certo 2000, 370)

## 4 MONEY AND MOTIVATION

All people need money for satisfaction of their basic and higher needs. And because they need money, they also want them and they are motivated to work by the fact, that they will be financially rewarded. In 1982 Wallace and Szilagyi suggested several functions of money (Armstrong 2002, 62):

- "It can act as a goal that people generally strive for, although to different degrees.
- It can act as an instrument which provides valued outcomes.
- It can be a symbol which indicates the recipient's value to the organization.
- It can act as a general reinforcer because it is associated with valued rewards so often that it takes on reward value itself."

Question that is offered is: Do money motivate people? The answer is yes because money serve for meeting human needs and if people want to understand it, they have to get back to Maslow's hierarchy of needs. To some extent money enables us to satisfy basic needs like food, water and indulges people a comfort when meeting other basic needs like sleep. Money also enables people to satisfy the needs of safety, people can buy a flat or even a house, which serves as a refuge, where they secure themselves and their families. To some extent money satisfies need of esteem, because it is mean by which the superior recognizes people and rewards them for the work done.

But if the system of rewarding employees is misconfigured, money can have a demotivating function. Because when there are two workers who receive the same financial reward, while one of them is doing much better work, is more productive and contributes to fulfilling the objectives to a greater extent, the financial stimuli, the same as for the second worker is demotivating. Why would such an employee try to be more productive and hardworking, when he/she would get the same amount of money even for half of work?

Talking about motivation by financial stimuli, also human nature has to be considered. Less confident person will be satisfied with such amount of money, which is totally inadequate for another person. Even if they do the same work, are equally productive and have the same long experience. If the manager makes a compromise and gives the same financial reward to both workers, for the first of them the reward is more than satisfactory and motivates him/her to the same, if not better job, just because he/she does not have such financial demands. While the second worker can be completely

demotivated by this reward, because he/she thinks, that for the work done, he/she should be better rewarded. Manager in the company cannot, of course, always look to the needs of his employees, their demands and cannot reward two workers totally different amount for the same work. In this example it is clearly seen that money can be both motivating and demotivating. It depends on human nature, employee's demands and habits from the previous jobs. (Armstrong 2003, 225-228)

## 5 REWARD MANAGEMENT

Reward management is a complex part of company's management and it is about how to reward people according to their value for a company. It includes both financial and non-financial rewards. (Armstrong 2002, 3)

Reward management (Armstrong 2003, 614):

- "supports the achievement of the business strategy;
- is strategic in the sense that it addresses longer term issues relating to how people should be valued for what they do and what they achieve;
- is integrated with other HRM strategies, especially those concerning human resource development;
- is concerned with developing a positive employment relationship and psychological contract;
- adopts a 'total reward' approach which recognizes that there are a numbers of ways in which people can be rewarded, which embrace both financial and nonfinancial rewards, and that all these need to be taken into account and integrated in order to maximize the effectiveness of reward policies and practices;
- is base on a well articulated philosophy – a set of beliefs and guiding principles that are consistent with the values of the organization and help to enact them;
- recognizes that HRM is about investing in human capital, from which a reasonable return is required, then it is proper to reward people differentially according to their contribution (the return on investment they generate);
- focuses on the development of the skills and competencies of employees in order to increase the resource based capability of the firm;
- is itself an integrated process which can operate flexibly;
- supports other key HRM initiatives in the fields of resourcing, development and employee relations."

### 5.1 Reward Strategy

Reward strategy defines company's intentions about its approach to separate goals. Brown said (Armstrong 2003, 615): "Reward strategy is ultimately way of thinking that you can apply to any reward issue arising in your organization, to see how you can



create value from it.” He also said that reward strategy has three components (Armstrong 2003, 615):

- The company goals have to be clearly defined.
- The reward programmes have to be arranged and they have to be tailored to the company and its members.
- There has to be effective HRM.

## 5.2 Components of a Reward System

Reward system is a complex system, which involves total remuneration and non-financial rewards. Total remuneration is fixed or base pay and variable pay, share ownership and benefits. These components can be also called financial rewards. Non-financial rewards are e.g. recognition, opportunities to develop skills, current opportunities and quality of working life. Total reward is therefore financial (total remuneration) and non-financial rewards together. (Armstrong 2002, 4)

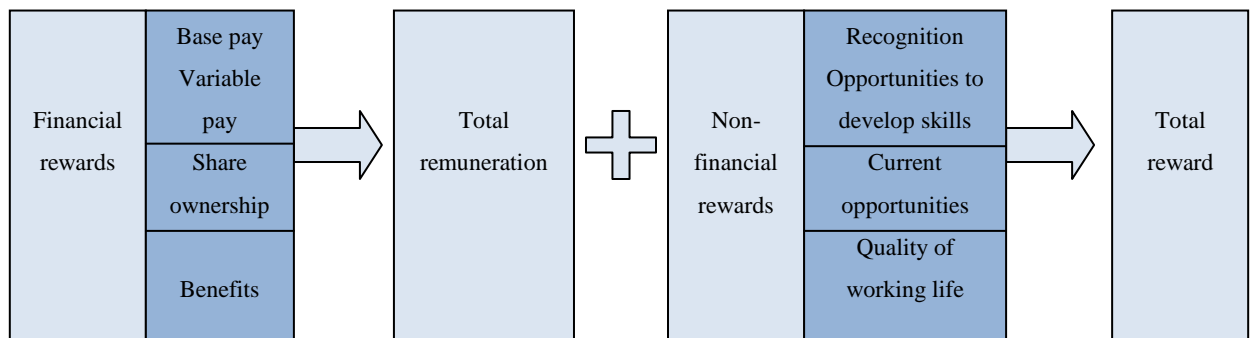


Figure 2 Components of a Reward System

(Armstrong 2003, 621)

The main components of the reward system are processes, practices, structures, schemes and procedures. Processes serve for measuring the value of an employee for an organization and his/her market worth. Practices are for motivating employees by financial rewards, which are as stated above base and variable pays, and non-financial rewards, which are provided through the management, leadership, working environment and the opportunities the workers have. Structure of a reward system is useful to differentiate the workers, their values, performances, positions and contributions for organization. There are also schemes for providing rewards to people according to their individual or group performance. Procedures show that the system is working efficiently. It is needed to say that reward system is not only about rigid structures, but

the whole system should be flexible and should help the organization to meet its goals. (Armstrong 2002, 4)

Levels of pay should change within time, managers should take into consideration inflation, changes of demands, movements in market rates, performance and pay should be negotiated. But there are still some companies where bad management once decided for certain amount and does not suit it to above changes. The company systems are not developed systematically and the result is chaotic and unfair pay management what finally leads to employees demotivation. (Armstrong 2002, 5)

### *Basic forms of wages*

Time wage – is a reward for the length of work

Piece wage – is a reward for amount of work done

Commission salary – reward depends on amount of products or services sold by worker

Pay for the expected result – is a reward for work that was agreed previously and worker is bound to do the job (Koubek 2011, 165)

## **5.3 The Aims of Employee Reward**

### *Reward Aims from the Organisation's Point of View*

Employer does not give a reward to employee just because they are supposed to do so. Reward is a way, in which an organisation can express several things. Reward values worker's performance, at the same time it motivates him/her to do the same or even better job. Reward encourages and supports employee's behaviour and thus it helps to meet the company's objectives. Reward is also a kind of communication within the company. It creates employee's values, financial reward expresses the unspoken praise and recognition. It is also used for commitment of future workers and to retain company's current workers, especially those better, more powerful and more efficient ones. Such workers are aware of their qualities from earlier jobs and from his/her performance, so it is necessary to reward them financially and non-financially well to retain them. If the organisation undergoes some change on company's culture, process or structure, reward can support this change and induce employees accept the change. In last decades, increasingly, in some organisations appears motto: Employees first, customers second. It means that reward can satisfy employees, their needs and when

employees are satisfied, it reflects on the communication with customers, co-workers, on quality of services and speed of response. (Armstrong 2002, 14)

#### *Reward Aims from the Employees' Point of View*

For the employee reward is very important too. It gives them the feeling they are part of an organisation, they are important for it, can be involved in processes and development, help the organisation to fulfil the objectives. Reward also helps employees to meet their own expectations, but it has to be given fairly. (Armstrong 2002, 14-15)

### **5.4 Factors Affecting Pay Levels**

Organisations simply have to differentiate its employees. Firstly, because of the limited funds for the remuneration and secondly because when all workers would receive the same reward it would lose an effect and it would not motivate employees. There are several factors, which influence the levels of pay (Armstrong 2003, 626-627):

- Internal job evaluation
- External job evaluation
- Value of the person
- Affordability
- Trade unions

Internal job evaluation is related to the value of an employee for an organisation. It means that the bigger the job, the more employees are paid. External job evaluation is related and depends on market value of a worker. Such person has some market value and it depends on how the company will decide about its policy to value people. Organisation can decide that it will pay more than employee's market value is. This company will probably employ the best people in a certain field and as for the rewards the company probably will not have troubles to retain its employees. Organisation can also decide they will keep an employee's market value and it depends on working environment and other factors if the company is able to retain such employee. And there are also organisations that have to pay less than the market rates are, mostly for financial reasons. These three types of organisation are also called high, medium and low payers. Another factor, which influences the level of pay, is value of the person. Individual employees are also paid for their individual contribution to the company. Such people are more paid due to their higher level of skills, bigger contribution, and longer

experience in the company. Affordability is sources that the company can release for the employees' remuneration. Pay levels can be also determined through collective bargaining with trade unions. (Armstrong 2003, 626-627)

## **5.5 Pros and Cons of Single Bonuses**

For recognition of certain employee companies often give special rewards to them. These special rewards include mainly extra money to the base pay, vouchers, goods and travels. However all these bonuses have their pros and cons which have to be weighed up by an organisation, before setting its reward system. Organisation also has to know what particular employee wants and what motivates him/her the most.

The most common bonus is money. It is easy, flexible, undemanding on administration and the most common within all companies in the Czech Republic. But money has also disadvantages, which company should consider and avoid them. Because money can cause that employees will think that managers are cold and calculating or it can be perceived as manipulation with their time and skills. Companies can avoid such employee behaviour by appropriate transfer of remuneration to the employees and by good communication. Another disadvantage for both parties is that social and health insurance and VAT has to be paid, so employee does not receive whole amount of money and employer spent more money than he/she would want.

Nowadays many companies' favourite benefit is vouchers that are painless for companies and it can be pleasant for employees. But the voucher can be made so that it looks better than money and this action is not fair to the employees.

The special type of benefit is goods. It is very personal and it looks like real effort from the management. Disadvantages of this type of bonus are related rather to employer than to employees, because the bigger administrative costs are related to goods as a reward.

The last discussed benefit is travels and for the most subordinates it would be the best motivator of all. However companies should know their employees very well, because such travels for one person will not fit to the married employee. As well as this type of benefit is the most expensive and if an employee gets this reward he/she can expect it next year and it can be problem. (Adair 2004, 164-165)

Big criterion in decision-making about benefits for employees is advantage for employer. Some benefits are tax-favoured, what is benefit also for a company. Tax-favoured benefits are education (closely connected to work), pension insurance, meal

tickets, life insurance, influenza vaccination, contribution for vacation and contribution for travel expenses for transport to work. Tax disadvantaged benefits are e.g. cell phone, company car, drinking regime, education, one-time benefits, thirteenth salary, employee loans, sport, health, culture. (Business info 2011)

### **Cafeteria Plan**

Cafeteria plan is system of rewarding employee by vouchers or 'points' which are changeable for benefits they like. It was implemented mainly because employees are of different age, come from different social and interest-oriented groups and each of them has different priorities and needs. (Rosenbloom 1998, 48)

Cafeteria plan is nowadays one of the most popular ways of rewarding employees. The system is very similar to the system in buffet - real benefit is chosen by every single employee. According recent survey cafeteria system is getting more popular and 70 % of respondents in Zlín region have experience with this from their work. (Hubáčková 2011)

## 6 MANAGEMENT IN HEALTHCARE ORGANISATIONS

*“If you are spending all your time in your office, then you’re looking for problems in the wrong place!”*

- *Hospital administrator*

Healthcare organisation’s basic features are the same as in other organisations. There has to be a manager and he/she has to lead his/her employees, motivate them to better performance, communicate with them and built own organisational structure. (Shi 2007, 52)

Despite these common features medical organisation is very specific institution. There are various kinds of jobs and all workers are motivated by various things. Management in healthcare organisation should consider the problem of motivating employees that have very different values as well as managing and leading different people as one team. Therefore authoress included a chapter about management in healthcare organisation to the bachelor thesis.

### **Leadership in a Medical Organisation**

Earlier, administrator was perceived as a strong human, who alone, single-handedly managed to lead people and to fulfil the organisation’s objectives. Nowadays he/she is rather team leader, who has to understand certain medical field, he/she has to know everything about professions of doctors, nurses and auxiliary medical personnel, but also about administrative workers, he/she should know their needs and wishes, help them to prevent burnout syndrome. Then he/she has to be able to communicate with clients, listen to and understand them and at the same time he/she has to be a strong manager, who can manage the medical organisation. (Shi 2007, 53)

What should be without saying is that leadership in medical organisation should be based on credibility, fairness and a strong consensus of support. However there are other desirable characteristics of a leader as well. They are e.g. intelligence, experience, the ability to attract and retain competent staff members, good communication skills, political awareness, the ability to build an organisation and manage it effectively and stamina. (Barnett 1992, 14)

## **Motivation of Healthcare Personnel**

Motivation in health care organisation is a key point of management. First, employees need to fulfil their needs and then they can be efficient in meeting clients' needs. The critical moment occurs when health care worker has to realize, what is essential, whether his/her own needs or help to others. Many theories states that help to others is the basic column of a health care, but in this case, the healthcare organisation is like every other company. It means that if an employee is not satisfied and motivated, he is not efficient and does not contribute to fulfilling common goals of an organisation. (Shi 2007, 53-54)

Certain studies (Lighter 2004, 14-15) showed positive impact of a team work on efficiency and motivation of healthcare workers. They also stated that team members' motivation is getting higher when he/she contributes to the result and prestigious team members exert greater influence on the team, what is very important when motivating employees. When a healthcare worker knows that there is a great and powerful worker in the team, he/she feels like he/she is approaching his/her better qualities and efficiency. Another factor that motivates employees is the fact that they do not want to hamper the team, because they feel a responsibility towards team.

## **7 SUMMARY OF THE THEORETICAL PART**

In theoretical part authoress focused on informational background for an analysis. She elaborated definition of motivation, its types and components. Important part to remember was about two types of motivation. They are intrinsic and extrinsic motivation. Intrinsic motivators, also called incentives, depends on certain people their enthusiasm, conviction and nature. Extrinsic motivators, also called stimuli, represent employees' wage, bonuses and benefits and nonmaterial motivators.

Then authoress elaborated theories of motivation including important Maslow's hierarchy of needs. Next chapter dealt with motivational strategies how employer can treat his/her employees and what are the options to reward them.

Authoress also familiarized readers with the relationship between money and motivation and proved that the same amount of money can be both motivating and demotivating as well. It depends on a particular employee. Authoress paid big attention to the reward management, its components and aims of employee reward. She also elaborated factors that can affect pay level and pros and cons of single bonuses and benefits, which recommendations given at the end of a practical part will be based on.

The last chapter of a theoretical part dealt with management in healthcare organisation because authoress realized the distinction between healthcare organisation and every other one.



## **II. ANALYSIS**

## 8 EYE CENTER GEMINI A.S.

In an analytical part of the bachelor thesis authoress will focus on an introduction of a company Gemini, a.s. in Zlín, its current situation concerning employees' motivation and reward system. Authoress chose anonymous questionnaires as the main way to acquire true information about current situation and employees' motivation. In the last part of an analysis there will be recommendations for the company which will be based on results from analysed questionnaires.

Company Gemini a.s. is a private eye center, which follows the tradition of eye surgery in Zlín. Employees of the eye center want to provide high quality services and its proof is its stable place among eye clinics in the Czech Republic. Nowadays there are six institutions in operation and these are in Zlín, Prague, Budweis, Ostrava, Brno and Vienna.

The company always prefers clients before their own interests and therefore it provides some services at the weekends and in the late afternoon according to customer's wish. Leader of a team of specialists is prim. MUDr. Pavel Stodůlka, Ph.D., who is highly recognized eye surgeon abroad, well-known for unique operations he performed as the first surgeon in the Czech Republic but also in the world. (Gemini)

### Basic Information about the Company

**Corporate Name:** GEMINI Eye Center, a.s.

**Registered office:** Průhonice, U Křížku 572, 252 43

**Office of a subsidiary in Zlín:** Zlín, Pančava 360, 760 01

**Legal Form:** a.s.

**Object of a Business:** Production, trade and services not listed in appendixes 1 to 3 of Trade Act

Operation of private health care center in the field of ophthalmology

**Statutory Body:** Board of Directors; member of the Board of Directors: prim. MUDr. Pavel Stodůlka, Ph.D.

**Number of Employees:** 65

**Registered Capital:** 2 000 000 CZK (Obchodní rejstřík a sbírka listin 2003)

**Vision**

Vision of the eye center Gemini is providing care to all people in need regardless kind of disease and social status.

Employees are supposed to provide eye care of the highest quality with human approach while maintaining dignity and privacy of clients.

**Organizational Structure**

On the following figure there is organisational structure of the company. It employs 65 people. Therefore only groups of employees of the same professions are shown there.

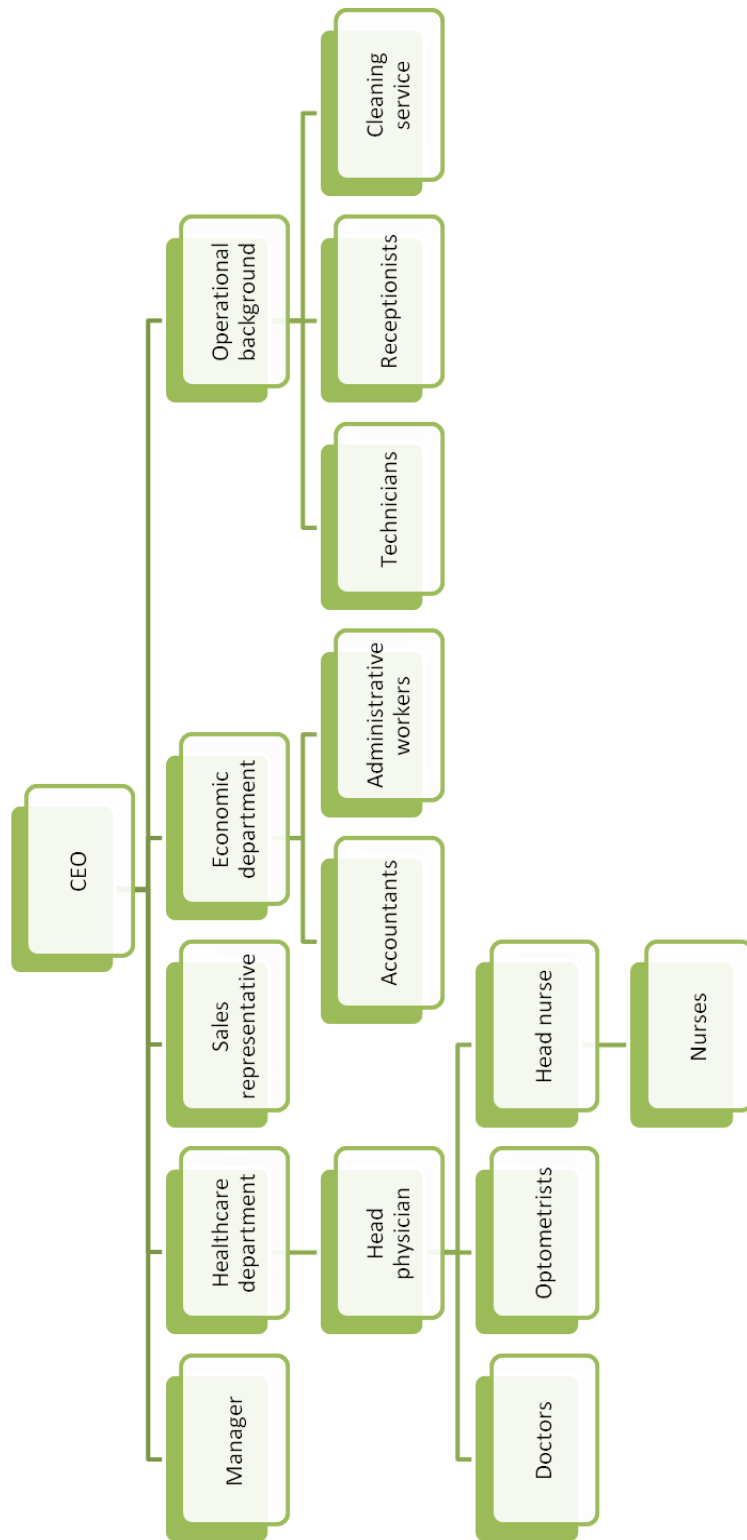


Figure 3 Company's organizational structure

## 8.1 Current Tools for Motivating Employees

Company currently uses several tools for motivation of its employees. Generally these tools, representing motivational system of a company, are divided into two parts – financial and non-financial rewards.

### Financial rewards

#### *Base pay*

Base pay or base wage depends on particular job positions, demands of work and content of a job.

#### *Quarterly bonuses*

Company motivates its employees also by regular premiums – quarterly bonuses. These rewards for employees are divided in a similar way as base pay. Amount of money determined for quarterly premiums is percentually divided according single professions, demands of a job position and content of a job. Furthermore premiums are allocated according overtime hours that particular employees works off every month.

#### *Meal vouchers*

Every employee of the clinic monthly receives meal vouchers of value 85 CZK.

### Non-financial rewards

#### *Holiday*

As non-financial rewards company uses two tools. First of them is holiday. Every employee is entitled to use twenty days of time off per year and employer is willing to allow employees to pick up time off whenever he/she wants if it is possible.

#### *Education*

Last tool that company uses to motivate its employees is education. Employees, mainly healthcare workers, are forced to educate them regularly. (Ing. Jana Lišková, personal communication)

Authoress' opinion concerning current motivation system at the eye center is that it is very poor and it can hardly motivate all employees well. Authoress also thinks that education is not actually meant as motivational tool, because health care workers are obligated to educate themselves and administrative workers are not really educated, but only informed about news in the company.

## **9 AN ANALYSIS OF EMPLOYEES' MOTIVATION**

### **9.1 The Aim of Analysis**

The aim of an analysis is to find out real state of employees' motivation. Authoress in cooperation with leadership of a company decided for analysis of a problem of motivation, because company doesn't have quality HR department which would care about motivation of employees, so company's management is interested in results of the questionnaires, because it will save their time and effort.

Company's management realizes that employees' motivation is very important for working process to be successful. Company prefers clients before its own interests and issues, so recommendations that authoress will suggest later can really help to keep company's good name and its employees motivated, satisfied and loyal.

As stated in theoretical part, employees' motivation includes also financial rewards. Because authoress is not allowed to publish information about financial results and indexes and wages of employees, it is not possible to analyse and assess complete motivational system from the point of financial rewards. Therefore authoress will analyse motivational system mainly from the point of non-financial rewards, and mainly benefits except base pay and premiums will be taken into account in analysis of motivation by financial rewards.

### **9.2 Methods of Data Collection**

#### **Questionnaire**

Choice of a method of data collection is very important to get the most and true information. Because the company employs 65 people it would be very hard to collect information from all employees via interview. Company also treats about privacy of their clients, so observing during a working day was not possible, so the best way how to obtain the information was to create a questionnaire.

Questionnaire was divided into four parts. The aim of a first part was to find out the current situation in the company, in this case which motivational and demotivational elements employees meet in their work and what elements motivate or demotivate them the most. In this way authoress found out what motivational tools company uses and what employees would appreciate.

The following three parts were focusing on particular problems regarding motivation which are at the same time problems that companies usually have, if they cope with problems of employees' motivation. These three parts were about benefits, communication and relationships among co-workers and subordinates and their supervisors and further education of workers.

Respondents were all employees at the eye center in Zlín. Authoress prepared 65 questionnaires for all employees. Questionnaires given to employees were in Czech language. With the help of payroll clerk, Ing. Jana Lišková, questionnaires were given to different supervisors at the eye center who delivered them to their subordinates during three weeks. Supervisors were also well informed about importance of filling out the questionnaires to get as reliable results as possible. There were also prepared enclosed box at the reception for filled questionnaires. Despite plenty of time only 49,23 %, it means 32 filled questionnaires returned back. So results of the questionnaire cannot be taken as unambiguous and one hundred percent reliable.

### **Personal Communication**

Another source of information was personal communication between authoress and payroll clerk Ing. Jana Lišková. She provided information for verification of answers from the questionnaires and she also added important facts about company's operation.

### **Internet sources**

Last source of information were company's website and Commercial Register, which provided basic information about company.

## **9.3 The Survey Results**

In the following chapter authoress will analyse results of the questionnaires. Answers of single questions will be illustrated in charts with descriptions. Results will be enhanced by authoress' own opinion and suggestions to improve employees' motivation and closely connected productivity and satisfaction, which lead to better competitiveness in the market.

First two questions were focused on motivational and demotivational factors which employees meet with. In these questions respondents were not limited with number of answers. According to the first figure it is obvious that the most used motivational tool is financial reward for an extraordinary work. This question was answered by 32

respondents. Relative frequency of total number of all answers was 18,97 %, it means that eleven respondents consider financial reward as a motivational factor and they meet it in their work. From the personal communication authoress found out that the company rewards its employees by quarterly bonuses.

Other tools employees can meet with are praise, recognition and content of a job. All of them are non-financial and psychical motivators. The question is if balance between financial and non-financial benefits is appropriate. On the other hand the least relative frequency of answers were supporting environment (1,75%), supervisor's instance, voucher and other benefits and other (3,45%). Supporting environment and supervisor's instance create together very important part of employees' motivation. When there is bad or no instance in supervisor, employees tend to behave the same way and non supporting environment is from the long-term view very stressful for a human psyche. The third least circled answer was 'Other', but only few respondents wrote a note to this answer. One respondent appreciate a permission to take a holiday whenever it is possible, once opportunity for education occurred and the last note was that no motivational elements are realised and that there is no company culture and quality human resource department or motivational system, which is very important when providing services. Considering the rest of questionnaires, where respondents circled different options, authoress thinks that it should not be considered as a one hundred percent reliable answer.

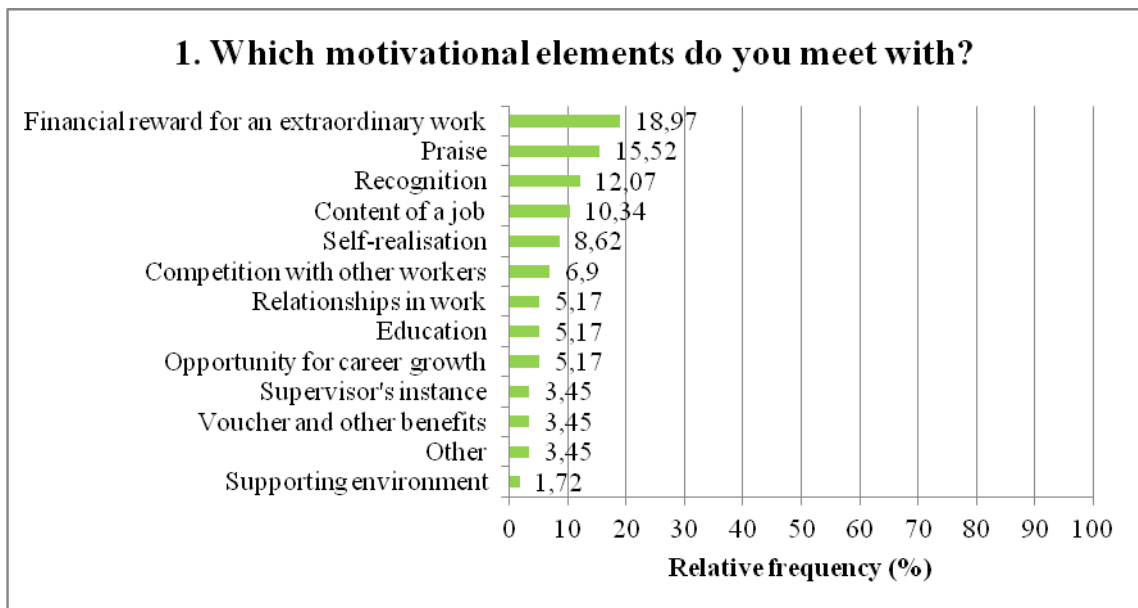


Figure 4 Motivational tools used at Gemini, a.s.



The most frequent answers on the second question were bad relationships in work, non-satisfactory working hours and low salary. Bad relationships in a workplace can be very serious problem, because it can cause tension among workers and it could be reflected in work with clients. Considering the fact that employees at the eye center do not work on shifts, non-satisfactory working hours are probably connected to the adaptation to the clients' needs, it often means late afternoon or weekend work. However 18,18 %, it means every fifth employee is quite enough for considering the situation and thinking of a solution of the problem, because long-term dissatisfaction of such number of employees could have bad consequences. Low salary is very delicate question and it is hardly analysed, because it is a question whether employees really have low salary or it is adequate to their work, but everybody would appreciate more money.

There is one more, but very important thing, which is the fourth most frequent answer. 10,23% of respondents answered that they are demotivated by company policy. From observing of authoress when working on bachelor thesis on Gemini, a.s., the company policy seems to be employees at the end. Everything seems to be more important than employees and this can be also connected to the thing of low salary. Employees might be so dissatisfied with company policy and working hours that it looks like everything inside the company is wrong. Although many people do not realise it, company policy is very important thing and even subconsciously influences employees. It is also thing that can be easily changed. It would be enough to know their workers that they are valued, superiors care about them and they are aware of the fact that when employees are satisfied, clients will be also satisfied and employees will become loyal to the company.

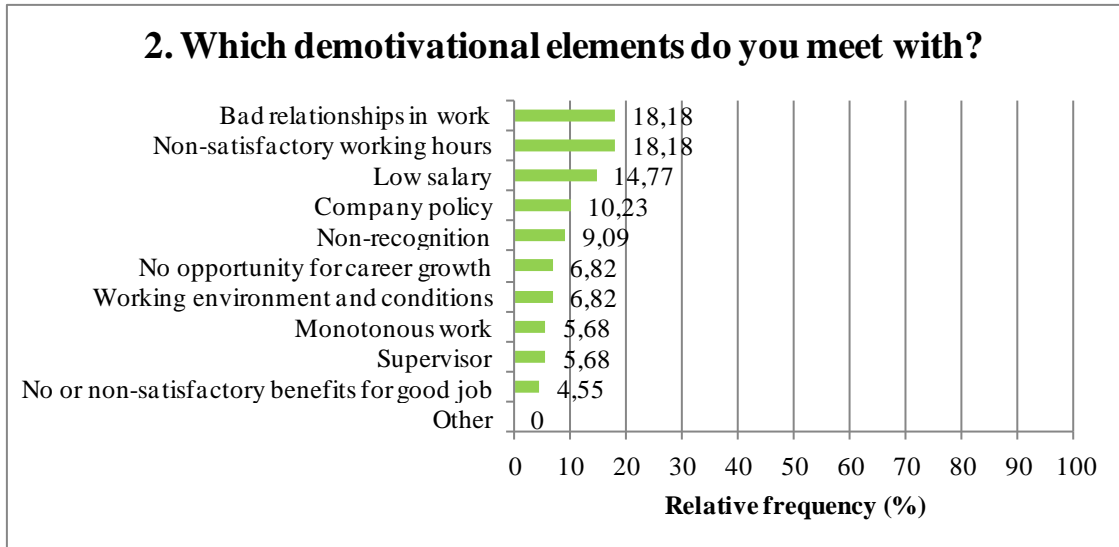


Figure 5 Demotivational tools used at Gemini, a.s.

Following two questions were to find out what elements motivate and demotivate employees. The first one will help the authoress to recommend some improvements, which will worth the risk, because they will be based on what employees really want. The most circled answer 'Financial reward for an extraordinary work' is very understandable and it must not be explained, because money is the first and the biggest motivator for work. Important for making recommendations are the following three answers - recognition, praise and supervisor's instance.

The fourth question is important for deciding which demotivating factors influence employees the most, what things should be changed in the first place and what is not so important, because employees do not care about it. Again the most circled option was related to money. Relative frequency of answer 'low salary' was 26,51 %. According the same index, relative frequency, authoress found out that other factors that demotivate employees are non-satisfactory working hours, bad relationships in work and non-recognition.

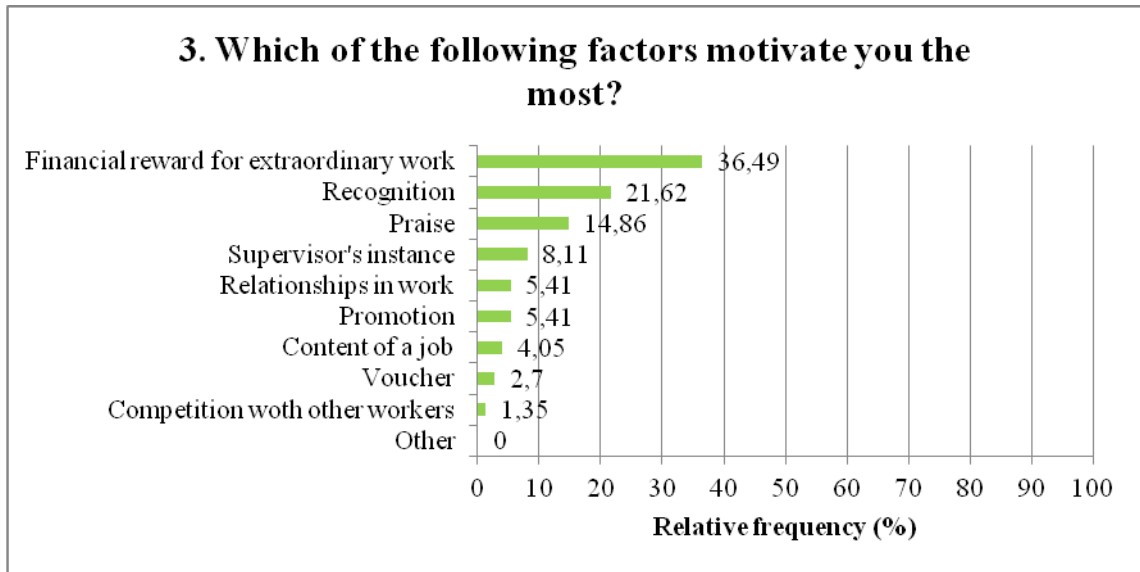


Figure 6 Factors which motivate employees the most.

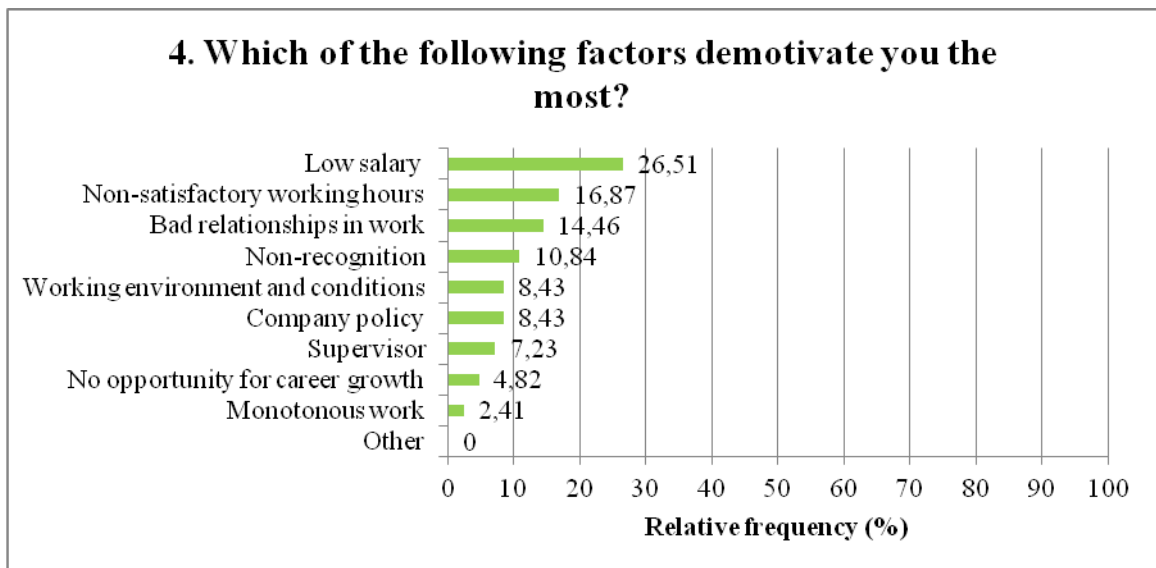


Figure 7 Factors which demotivate employees the most.

The fifth question is related to financial reward. From the questionnaires and personal communication, authoress found out, that employees at the eye center get, quarterly bonuses and meal vouchers. No respondent wrote that he/she would be very satisfied with the benefits. The most frequent answers were ‘rather satisfied’ and ‘I don’t know’. Both options were chosen by 34,38 % of respondents. The fact that more than every third person at the eye center does not know his/her opinion on the structure of benefits is quite surprising. It can mean that they do not care about benefits or they have never thought about what they want, need, what motivate and satisfy them, but these options

are not very probable. The only possible explanation is that it is not like employees would not know if they are satisfied, but it is meant as something between satisfaction and dissatisfaction, some neutral position towards benefits. But it is just temporary status and after some time workers will stop being without opinion. The starter can be a little thing that will bother employees and they can realize their real opinion. Of course, not everybody will come to the conclusion that the structure of benefits is bad. However management should realize that those employees who don't know whether they are satisfied or dissatisfied can quite quickly change their opinion or can be easily influenced. 'Rather dissatisfied' was not the most frequent answer, but every fourth dissatisfied employee is quite high number.

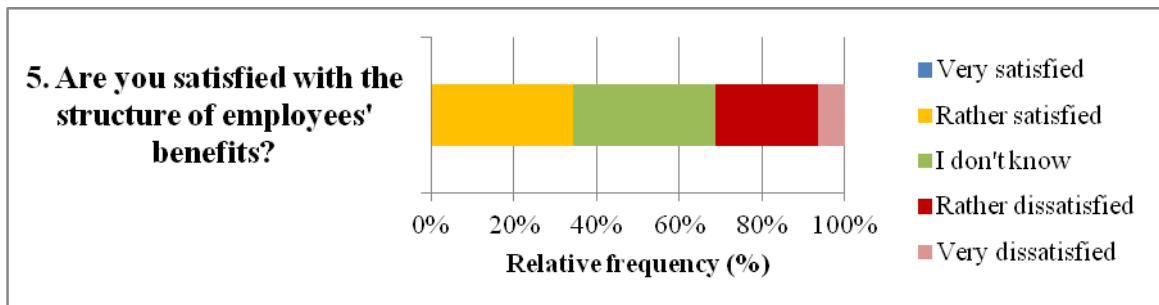


Figure 8 Satisfaction with structure of employees' benefits.

Next question was to find out what concrete benefits employees would appreciate, what would make them satisfied to help the authoress recommend a solution how to improve employees' motivation. The most frequent answer was language course. Respondents were not limited by number of answers, so relative frequency from all answers was 27,7%. Eye center Gemini is very well-known eye surgery clinic not only in the Czech Republic. Head physician is world-class eye surgeon so it is not surprising that a number of foreign clients attend the clinic. Such language course would help to some workers to do their job even better, but it would be also kind of personal satisfaction, because from the question it is clear that respondents were supposed to circle benefit that they would appreciate, benefit for their own use.

Other benefits which could eventually complete the "package" of employees' reward are different vouchers for recreational weekend, sauna and swimming pool and for cultural activity. It means that employees would appreciate not only strictly practical things like meal ticket and language course, but also a kind of recreation, rest from work.

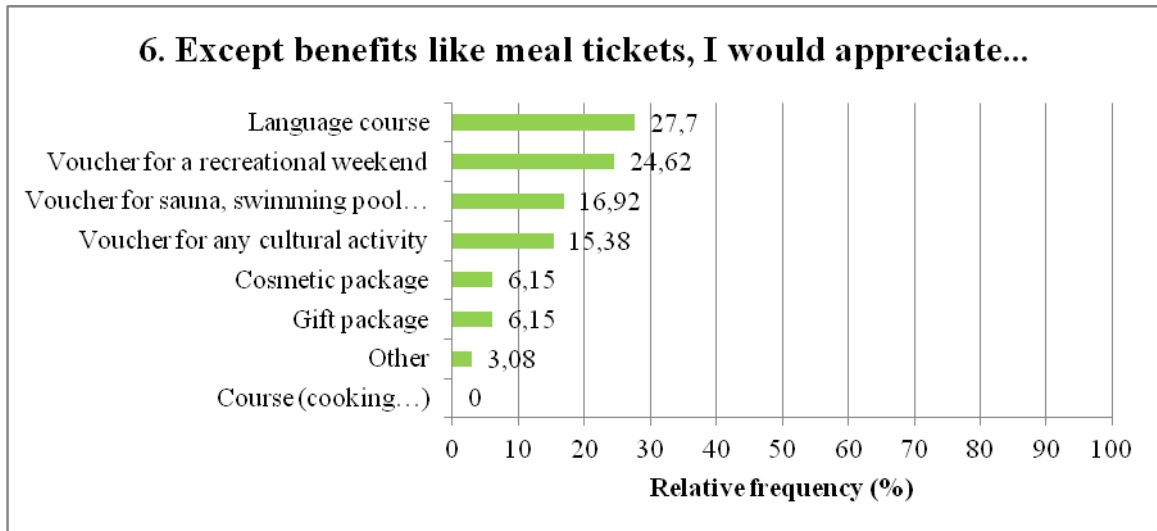


Figure 9 Benefits which employees would appreciate.

Height of a salary is very delicate and it is difficult to analyse seventh question right. 58,06 % of respondents think that their salary does not correspond to their work and performance. But such questions about salary cannot be analysed so reliably, because people are nearly never objective when talking about their salary and can think that salary is low, even if it is adequate to the position, person and his/her performance. Information about salaries of single workers were not provided, so authoress cannot judge, if salaries are substandard as respondents stated. Eye center Gemini, a.s. is private clinic with tradition, it is constantly evolving so logically authoress does not suppose any problems with money for employees' salaries.

In 2010 average wage of health care employees in private organizations and spa organizations in the Czech Republic was 23 660 CZK. (Ústav zdravotnických informací a statistiky 2011) At the same time average gross monthly nominal wage was 23 950 CZK. (Český statistický úřad 2011) If we suppose that average wage of health care workers in private organizations is comparable to average wage of all employees in the Czech Republic, wage of workers at the eye center is about 26 067 CZK, what is average wage of employees in the Czech Republic in 4<sup>th</sup> quarter in 2011. (Český statistický úřad 2012)

On the other side, company policy has been already mentioned. It is even possible that company reflects its policy also to the salaries of employees and it would rather buy new medical equipment or primarily pays its best employees at the expense of salaries and

other benefits for every other employee. The truth is that there should be balance between clients and employees, because without any of them the second cannot exist.

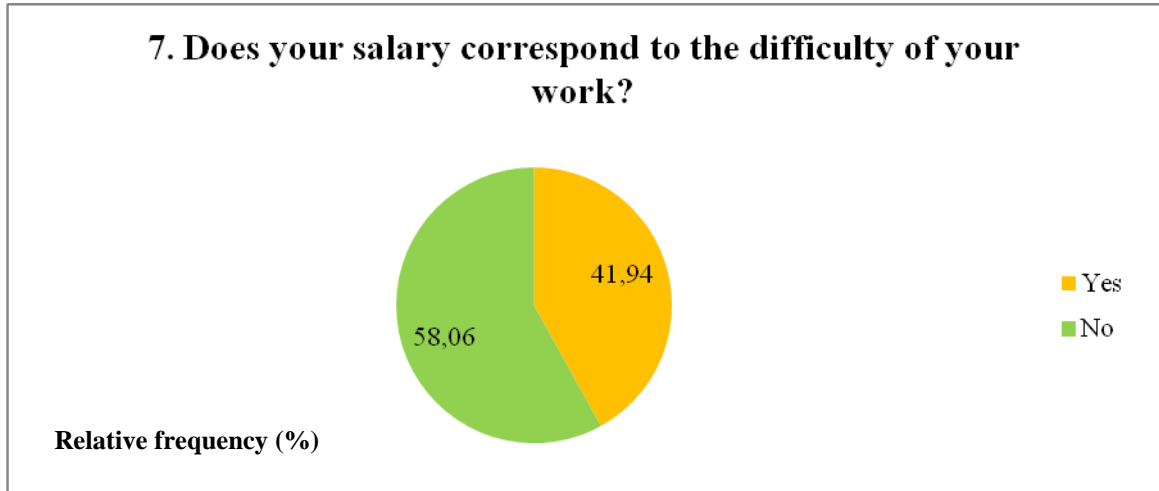


Figure 10 Compliance of salary with difficulty of work.

Following three questions are considering relationships and communication among colleagues.

Person's performance is perfect reflection of relationships in workplace. If relationships among colleagues are harmonic, it is easier to get on well with clients, business partners and give the best performance, because employees subconsciously know that they are in psychic well-being and other colleagues stand behind them. (Management-Issues 2008)

Relative frequency of respondents that are not motivated by the relationship with their colleagues is 65,63 %. It is quite high number, because from the article above is clear that relationships are one of the biggest motivators to work.

From the ninth question implies that communication among employees is from 37,5 % good, 28,13 % of respondents think that it is appropriate and 25 % thinks it is bad. Last two numbers are quite high. Secondly, no respondent answered that the communication would be excellent and only 6,25 % of respondents wrote that the communication is very good. Controversial question is, if good or appropriate communication is enough for healthcare organization. Results of the last question concerning relationships among colleagues are nearly clear. Most of employees meet each other very rarely. In this area company has some problems which could increase in conflicting relationships, total agony in work caused by bad relationships and communication.

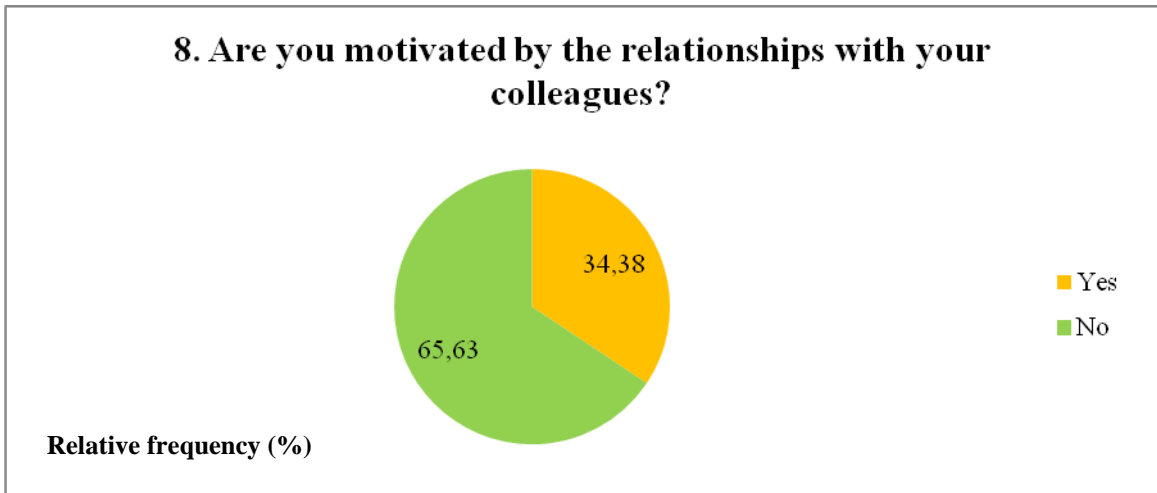


Figure 11 Motivation by relationships with colleagues.

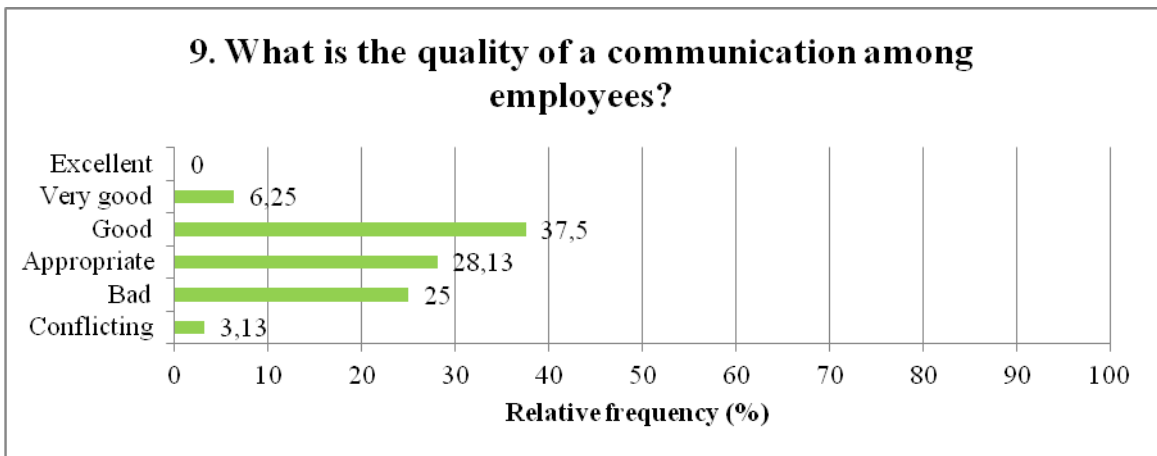


Figure 12 Quality of communication among employees.

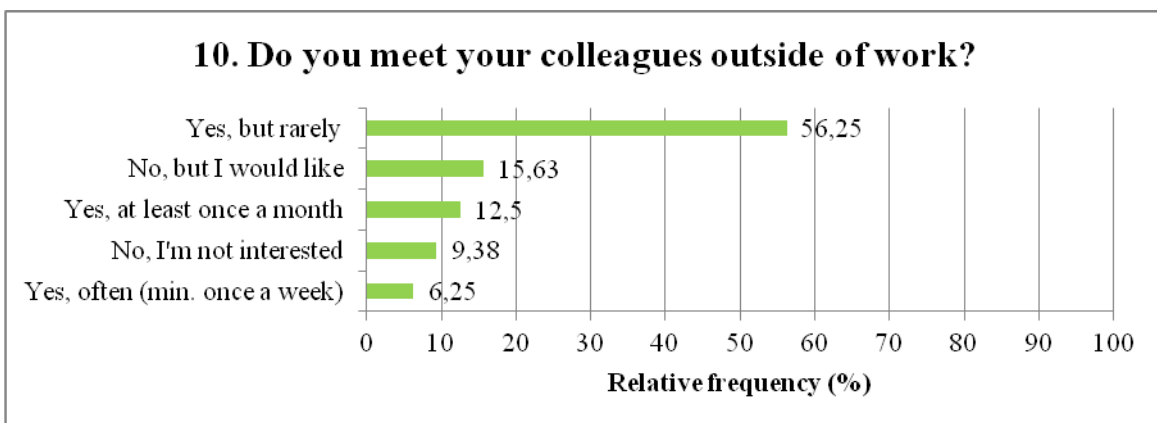


Figure 13 Meeting colleagues outside of work.

The second part of this section is also related to the relationships in workplace, but this time with direct supervisor. At the first sight it seems that following two questions are

the same, but regarding motivation by supervisor, employee can be motivated also by negative behaviour. Such worker can do his/her best to avoid communication with supervisor. Nearly 55 % of employees are motivated by their supervisor, 45 % are not. Very similar results are in the second question. 53 % of employees are supported by their supervisor, 47 % do not feel supported. It is probably problem of one group of workers. Generally at the eye center there are two main groups of employees. These are health care workers and administrative workers. Therefore authoress supposes that problems with supervisors will be problem of one of these groups. It would be very understandable, because many people in one area have the same supervisor or single supervisors can be influenced by themselves and their behaviour to subordinates.

61,29 % of respondents would define their relationship with supervisor as strictly working. This question mustn't be deeply analysed, because if relationships are not conflicting, it is not problem and sometimes even required to maintain relationships strictly working.

Results of the fourth question 'Do you think your supervisor praises you enough for your work?' are again balanced. 50 % of respondents think that their supervisor praises them, 31 % of them stated that unfortunately not so often. It can be caused by personality and character of supervisor or also employee, who used to be praised too much, e.g. in previous job. All the way around both answers are good, even it must not be seen at the first sight. 23,08 % employees circled the answer 'no', but there will be probably problem on the employee's side. The biggest problem occurs with the third answer 'No, although my performance is excellent'. If it is true that the performance is so good that employee should be praised, what can happen is not that worker will feel prejudiced or even angry, but consciously or not he/she will compromise his/her performance, because the reward will be still the same - same money, no praise or recognition.



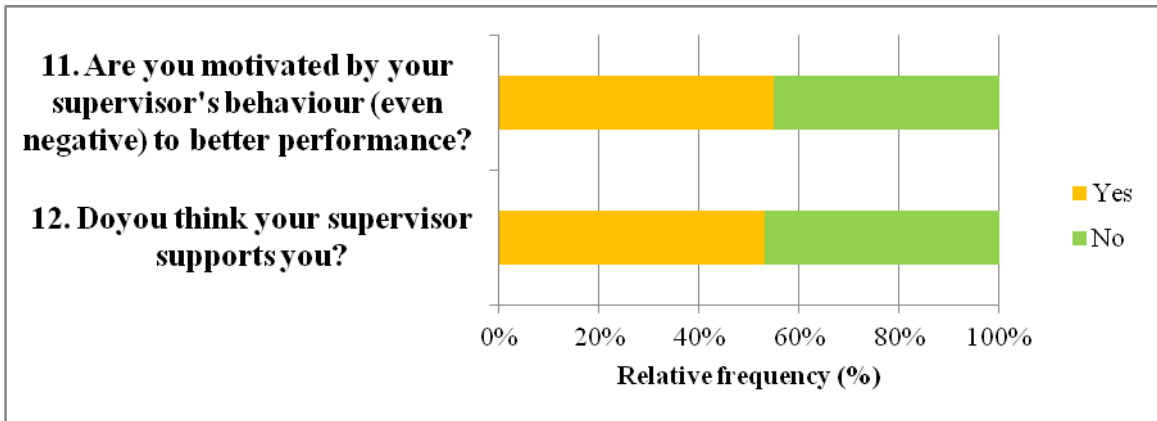


Figure 14 Comparison of motivation and support by superior.

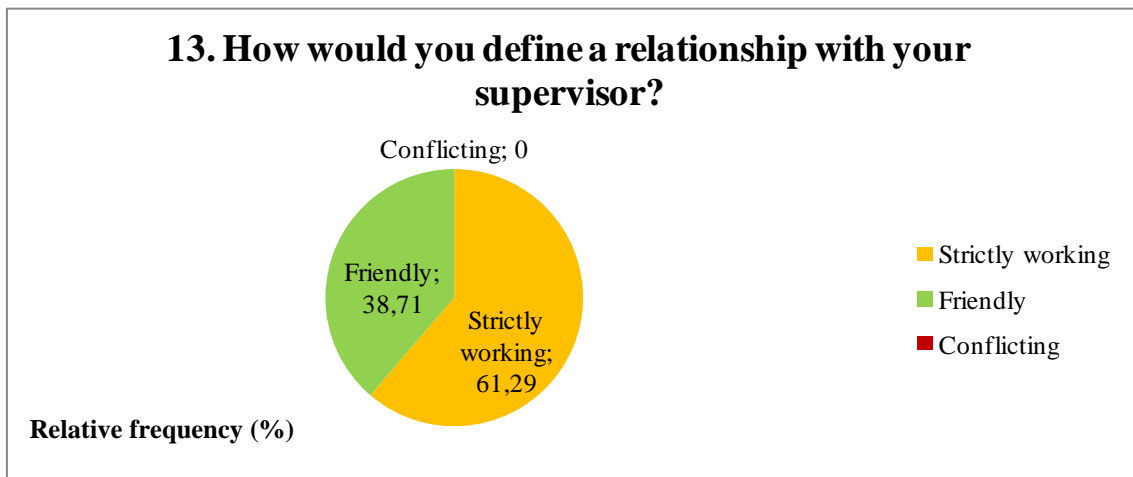


Figure 15 Character of a relationship with supervisor.



Figure 16 The frequency of supervisor's praises.

The last section of the questionnaire is concerning education. Although it may seem like a burden, it is very important motivator for people because they feel valued, that they are still better, it ensures them that they do their job well to their best knowledge and belief and if they would lose current job, they don't have to lose also hope. Results here are astonishing, because health care workers are the first who should be educated during whole life and administrative workers should at least learn about news in their field, e.g. changes in VAT rates, changes in completing of tax return. For 62,5 % of employees it is important to educate themselves, while only half of them have enough opportunities. Almost 69 % of employees are not satisfied with their poor opportunities for further education and 37,5 % does not perceive an opportunity to educate themselves as important. However it is still every third person who is not educated enough and it is important for him/her.

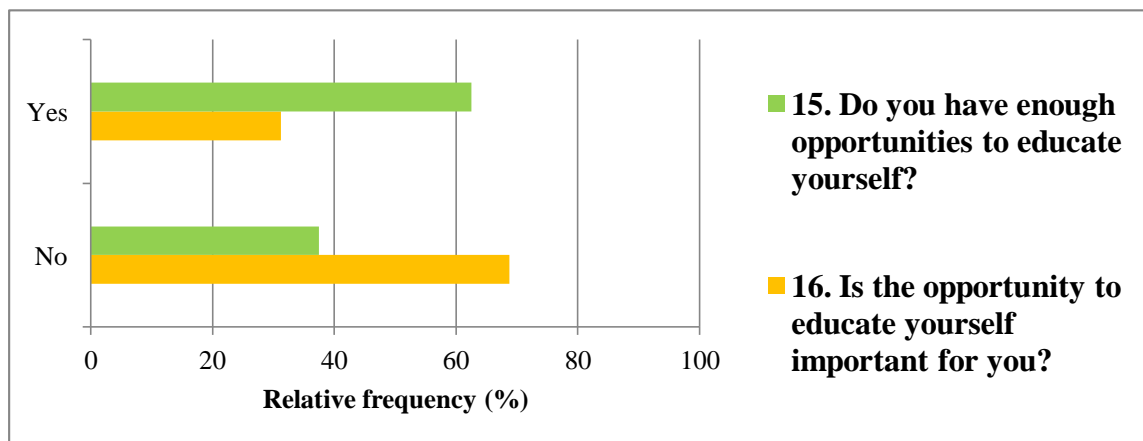


Figure 17 Comparison of educational opportunities and importance of education.

Because of number of foreign clients authoress was interested in language course and if employees would like to attend such course. 81,25 % of respondents would like to attend language course. Additional question was 'Under what conditions?'. Respondents were supposed to write any conditions they would have. 13 of 26 respondents who would want to learn foreign language, it means 50 %, did not write any conditions. 26,92 % would appreciate if the course would be partially paid by employer and condition of the rest (23,08 %) of respondents is that they would have to have time for it and employer would be willing to give employees time off.

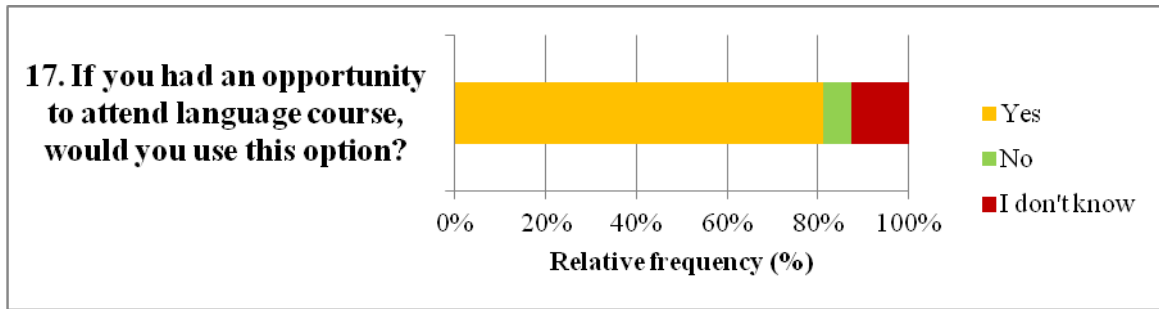


Figure 18 Possible use of opportunity to attend language course.

The following question is very important not only for medical workers, but also for any kind of job, because every employee should be regularly informed about news in his/her field, about important information which can help them or broaden their horizons. More than half of employees, exactly 69,43 % of them answered ‘Yes, often’ or ‘Yes, sometimes’. Mostly it will be probably problem of administrative workers, because health care workers are obligated to educate themselves, so authoress thinks that in the first place company will invest into education of doctors and nurses and secondly when they save some money they invest into education of administrative workers. Some changes may cause confusion, when employees are forced to find out them or other news and progresses. Workers can also be busy with tedious self-studying instead of doing their work fast and still effectively.

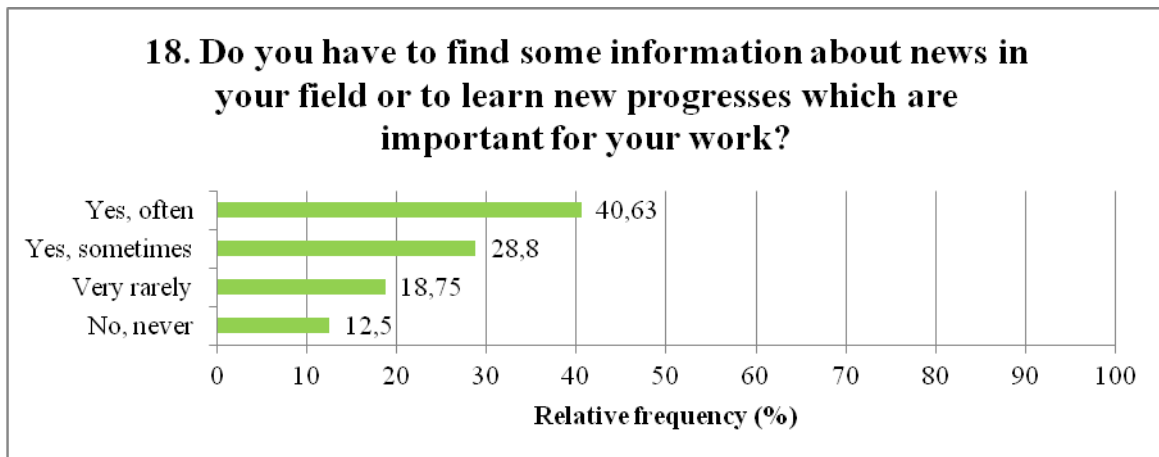


Figure 19 Necessity to find information about news and progresses in field.

Education and providing new information to employees is very important. What is equally important is improving their qualities, teaching them something what is not so closely connected to what they are doing in their job. As was already suggested in question, it can be e.g. course of communication. Not all people are able to

communicate well by telephone, what can be very useful when talking with a potential client. In health care organization, where clients can be nervous before surgery and staff is supposed to calm and reassure them, communication is very important. Another very useful course would be course of work with a PC. When not talking about administrative workers it is not direct requirement for job of nurses and doctors, but it would increase their market value. Or for instance course for leaders. Head nurse or Head physician of eye surgery are primarily nurse and doctor, but when looking at the bigger picture, they are also team leaders who are supposed to motivate their team, lead them to get them to do their best. And although it should be natural quality of such person, there is always something to learn and something that can be improved.

46,88 % of respondents would like to attend such course. Very interesting are suggestions that were written by respondents. Among courses that employees would like to attend are except above mentioned course of communication also course of assertiveness, first aid and managing stress. All of them worth considering, because first aid and managing stress are important for working in health care organization and assertiveness is good tool how to communicate with problematic clients as well as how to clear relationships between employee and supervisor.

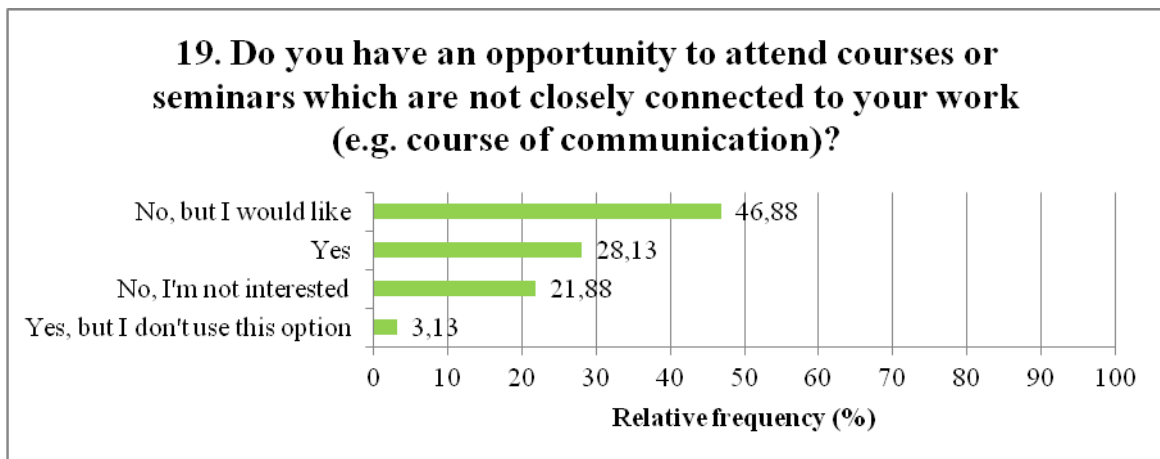


Figure 20 Opportunity to attend courses which are not closely connected to work.

The last question ‘If you had a chance to change something concerning motivation to work, what would it be?’ was open. It was there to find out what employees really want and what are their opinions and ideas. This question was filled by ten respondents. Answers cannot be clearly analysed because opinions cannot be quantified. Following

ideas will be utilized in recommendations to avoid advices which would not be appreciated by anyone. Respondents suggested many changes and noted many things they don't like.

The most frequent note (appeared three times) were bad relationships and bad evaluation of good workers. Those three respondents stated that among employees there is big competitiveness, which is motivator, but only in small quantities, non-collegiality, bad communication by supervisors, distrust and dishonesty. All these facts together reveal that relationships among workers are strained and it can lead to absolute disharmony, disintegration of the collective and of course it would influence whole clinic and its clients.

Respondents also do not like the system where all employees get quarterly benefits and there is no bigger evaluation of good workers. Some of them suggested extra benefits for excellent work e.g. gift voucher and sanctions for bad behaviour.

The second most frequent notes were opportunity for career growth, increasing qualification, professional courses and foreign or local internships; furthermore, it was language course and more days of holiday. Opportunity for career growth is very hard to achieve in any company. At the eye clinic this option is concerning mainly nurses and doctors. Administrative workers usually do not have so many opportunities for promotion, only in such cases that worker, on position they could be promoted to, is retired, left the company or is promoted. Then his/her subordinates have an opportunity to get their position. The same situation occurs concerning top management and auxiliary workers. So only nurses and doctors have the biggest opportunity because of creating new subsidiaries, where company usually wants to employ it's the best people, if they are willing to work in different town. The second opportunity for career growth occurs when company creates smaller teams, because they are better organisable than huge teams of many people. Then there are more job positions of team leaders which employees can be promoted to.

Other suggestions confirm that further education is big motivator, because people want to know they are still valuable for the company or they are still better and able to learn something new. Requirement for more days of holiday confirm possible problem of the company with the lack of employees, because respondents were complaining about unsatisfactory working hours and short holiday. Both problems can be either connected

to the lack of staff or just with the lack of willingness to listen to own employees and to motivate them by the right tools.

Other suggestions that appeared in questionnaires were that employees would appreciate more frequent and constructive feedback, better problem-solving process in operation, any kind of tool for increasing motivation and desire for work, operating conditions and supervision. Because respondent did not write what he/she imagines under the term operating conditions, what exactly should be improved, it is hard to define and analyse what is the problem or even suggest an appropriate solution. Supervision is some kind of evaluation or higher control. Supervisor should help, perceive and reflect his/her own work and relationships. The aim of supervision is satisfaction from the work done, increasing quality and effectiveness of work and prevention of burn-out syndrome. (Free Management Library)

All these answers shows that employees are aware of the fact that they need help, better supervision, motivation to renew desire for work and satisfaction from it. They clearly realize what is wrong and that bad relationships, communication and distrust could have disastrous effects on people and company itself.

## **10 SUMMARY OF THE ANALYSIS OF EMPLOYEES'**

### **MOTIVATION**

From the previous chapter authoress found out, what are motivational elements that employees meet with and what motivate them the most. According to the questionnaire, employees are not satisfied with the height of their salary. Because company did not release the information about corporate assets, it is hard to analyse, if the problems are really so serious, that salaries would be highly substandard. Nowadays every single company, small firm, government but also every household try to save as much money as possible. It would be absolutely understandable if also Gemini, a.s. would like to do so. Therefore height of the salary is not the problem which authoress would like to solve as the main problem.

Interesting are other demotivational elements which employees meet with. The main one is bad system of benefits. Employees get quarterly financial bonuses, but few of them perceive it as absolutely fair. Authoress would like to suggest better system of rewarding employees for extraordinary and excellent work or for working overtime.

Another problem, which authoress found in the company is bad relationships. There is distrust, dishonesty, unhealthy competitiveness among co-workers and unwillingness of supervisors to communicate or listen to their subordinates.

Last area where authoress sees weaknesses and which could grow into big problems is education. For 62,5 % of employees, education is important and 68,75 % feels that they do not have enough opportunities for education. At the same time 81,25 % of respondents would like to attend language course.

## 11 RECOMMENDATIONS FOR INCREASING OF EMPLOYEE'S MOTIVATION

In last part of the bachelor thesis authoress will recommend several improvements to the company and they will be connected to the areas, which authoress found as problematic. Recommendations will be based on analysis done in previous chapter.

### 11.1 Structure of Employees' Benefits

Because 65,63 % of respondents answered that they do not know or they are not satisfied with the structure of benefits, authoress decided to suggest better system of delivering benefits.

#### **Cafeteria System**

What authoress proposes is system of rewarding employees so called "Cafeteria System". Such system that authoress suggests includes particular number of points, that every employee would have a chance to get every month. There would be fixed number of points that would employees get according their work position, it means that doctors would every month get e.g. seventeen points, nurses and administrative workers ten points etc. The second number of points would be strictly allocated to employees according to their performance or working overtime. So every employee would also have a chance to get seven extra points. Company would offer them benefits and employees would choose benefit they like. The list of benefits can be either created by HR department of the company or the whole system can be ensured by an outsourcing company. Every month employees would have an opportunity to order benefits they like.

#### *Advantages and disadvantages*

First advantage that comes to mind is its simplicity after initial implementation. Cafeteria system is recommended to middle and large companies, because it is difficult to unify the system of benefits for such number of employees. The main advantage is that employer does not pay health and social insurance from these benefits. Another advantage is that employer does not have to think of benefits that employees would like to receive, because employees actually choose benefits they want, so it optimizes use of money and benefits. With outsourcing company it is administratively undemanding, so it will simplify work of certain workers. Other advantages are that it is big motivator for employees, increases their effectiveness and loyalty and decreases fluctuation. The last but not least contribution to the employer is that he/she can use the option of quantity discount. Important are also



advantages for employees. They do not pay health and social insurance as well, they appreciate the opportunity to choose benefit they want and whenever they want.

### ***Financing***

Authoress proposes that monthly wages would be the same and amount of money for quarterly bonuses would be divided into two parts. Greater part of bonus would be given to employees in money as so far. The rest would be substituted by benefits. In this way company would get money for whole system. Amount of money substituted by benefits would be different. Salaries of all workers would be divided according their height and percentually according this division all premiums would be reduced of about 500 to 1 500 CZK in average. It means that the premium of the worker with the highest salary would be reduced of 1 500 CZK and premiums of the person with the lowest salary would be reduced of 500 CZK. The rest would be divided in this range according the height of salary. It would mean that in average quarterly bonuses would be reduced of about 1000 CZK per person in average. Company employs 65 workers so it would get approximately 65 000 CZK that could be divided among employees as points, which would be changeable for benefits. Actual values of benefits do not have to be high; it is just prevention of the state when employees do not feel satisfaction from benefits, because also here law of diminishing marginal utility can be implied.

### ***Implementation***

Implementation would be done in three steps. The first one is considering the system of allocating points, what criteria would be set and thinking of a system of how employees would order particular benefits. The second one is selection of rewards. From the questionnaire it is clear that the most powerful reward would be vouchers for recreational weekend, sauna or swimming pool and for any cultural activity. Then it is important to choose appropriate material rewards. The best way would be to arrange commercial partners (outsourcing company) who would offer the company better prices for their products and with postal delivery. The last step is realisation of whole system – agreement with an outsourcing company or creating own list of benefits. In such case orders would be received by HR manager and sent as order to outsourcing company which would supply benefits. Company would also have to inform its employees about the system, e.g. in form of live presentation or recorded presentation sent via e-mail and employees would have an opportunity to ask for anything.

### *Outsourcing*

Company can manage cafeteria system itself, but because of high demands on administration authoress proposes use services of an outsourcing company, which will receive orders, update benefits and supply benefits. The most important issue is to select appropriate and trustworthy company.

Authoress set up two main criteria for choice of the best outsourcing company. The first criterion was that eye center would not pay monthly fee because of administration demands. There are outsourcing companies which clinic would pay monthly fee and benefits in offer are cheaper. Most of companies nowadays do not have a monthly fee and they profit from benefits sold. The second one was wide range of benefits. According these two criteria authoress chose outsourcing companies and compared advantages they offer. Authoress compared companies Cafeteria Systems, HR Guru, Benefit Plus and Sodexo. Authoress suggests usage of services of a company Sodexo, which has long tradition in the Czech Republic and companies have already experience with it in the field of employees' benefits in form of meal tickets. Advantage of this company is that it offers setting up a system according to the customers' needs and portal of Cafeteria Sodexo serves as e-shop with benefits and at the same time it can work as application for managing personal agenda. Every employee can have a personal account, where he/she can see actual state of points and can "shop" benefits in form of contributions to sport, cultural activities, health, education, relax and beauty, travelling, experiences and goods. Great advantage is also functions for employer, in this case HR manager. He/she can manage, set and edit employees' accounts, allocate points, change set of benefits, see statistics of popularity of single bonuses and manage electronic notice board for employees, which fastens communication in a company. (Moje benefity.cz)

## **11.2 Relationships in Workplace**

### **Teambuilding, Course for Managers**

Basis for good relations among colleagues in workplace is communication. Therefore in the first place people should try to communicate honestly and listen to each other. Authoress suggests e.g. teambuilding programme. Nowadays it is very popular activity, which helps people to know each other better, helps to better communication, motivation, development of capabilities, creation or deepening of social relations, strengthening of mutual trust and team structure. According questionnaires and personal communication

authoress found out that problem with communication among employees is becoming more serious and workers are worried about it.

Another solution that authoress proposes would be course for team leaders or managers. In such course employees can learn how to communicate with subordinates even about unpleasant things, give constructive feedback. Then when employees will see that leaders try to communicate it would work vice versa.

Such programmes are very expensive and authoress does not want the company to spend its money that could be invested in salaries of employees.

### ***Subsidy from EU - ESF***

To save money for such programme, nowadays it is possible to apply for a financial subsidy from the European Union. Nowadays there is no project for health care organizations what companies could apply.

Subsidies from EU generally cover course fees, wage compensation and the cost of the accompanying actions like travelling expenses, meal expenses and accommodation, if employer proves that course has to take place outside the workplace. All these contributions are usually limited. Requiring company also may ask the tax office or competent authority for VAT refund.

### **Communication, Corporate Party**

Because it can take some time until there will be listed project on subsidies from EU and, as already stated, authoress does not want the company to spend its money that could be invested in salaries of employees, she proposes another solution for improvement of communication among employees. In the company there would be box which would be available for every employee. Each of them could write and describe what he/she likes and what not and put it into the box. He/she could write anything what he/she is worried to say face to face. Notes could be addressed to anyone in the company, who should know, what he/she is doing wrong or conversely well or it could be addressed to HR manager who will read it and deliver to the competent person.

Authoress also suggests company to organize a corporate party on the occasion e.g. Christmas, anniversary of foundation of the eye center, Easter or just corporate party to converge employees to each other. If the company would not be willing to invest money in e.g. Christmas party, it could organize party without an official occasion and it could take place in a company and after working hours, so costs would be only for refreshment.

### 11.3 Courses

#### *Language course*

The last suggestion is concerning different courses. 81,25 % of respondents would like to attend language course, which would help employees to communicate better with foreign clients as well communicate with foreign suppliers. Two types of conditions appeared in questionnaires. The first one was that course should be partly paid by employer, the second one that employer would give employees time off.

Authoress calculated the costs to find out what option is advantageous for the company. Therefore she proposes the option when company would pay lector who would attend the clinic and teach employees in its spaces.

$$\frac{52}{2} * 40 * 80 = 83\ 200\ \text{CZK}$$

52/2 – Number of people. Only 32 questionnaires returned back and 81 % of respondents would like to attend language course. To calculate the costs authoress supposes that 81 % of all employees would want to attend the course. It means 52 employees. There were also two types of conditions and their numbers were comparable. It means that half of employees would attend it if it would be partly paid by employer. Authoress therefore supposes that half of 52 of employees would refuse the option to attend the course because of time reasons.

40 – Number of lessons. Authoress found offers of company language courses. Mostly they offer 40 lessons during 40 weeks (a year without 12 weeks of Christmas and summer holidays).

80 – Price for one lesson per person. Authoress also averaged prices of course found on internet.

The final amount was 83 200 CZK per 10 months of course. It means that monthly costs would be 8 320 CZK which is much lower than costs on compensation of employees' salaries, if the course would be during working hours. According survey employees would be willing to attend the course if it would be partly paid, so company can agree with employees on payment of half and half. So in this way costs could be reduced on 41 600 CZK per 10 months, so 4 160 CZK per month.

#### *Other courses*

Although many workers at the eye center are healthcare workers, they are not normally in situations when they would have to provide first aid. Nevertheless they are still healthcare

workers and not providing first aid by healthcare worker is criminal offense in the Czech Republic. Therefore authoress suggests to prefer course of the first aid before others. Course for firms organized by Czech Red Cross in Zlin costs 350 CZK/person including literature and it can take place either in Red Cross classrooms in Zlin or in the company. (Oblastní spolek Českého červeného kříže Zlín) These courses cannot be attributed to costs, because they are not necessary for performing any jobs at the eye center so it is not tax deductible.

Employees also wrote that they would appreciate other courses, e.g. course of communication, assertiveness and managing stress. Authoress again averaged the prices on different agencies and she found out that course of communication costs in average 14 000 CZK/person, course of assertiveness 13 000 CZK/person in average and course of managing stress 9 000 CZK. Because these courses are very expensive, authoress suggests company to save money for employees' salaries and bonuses and think about these courses later when they will have enough money also for these activities.

## CONCLUSION

In this bachelor thesis, authoress dealt with the issue of employees' motivation. The main goal was to find out the real state of employees' motivation at the eye center Gemini, a.s. and give appropriate suggestions to improve their motivation.

In theoretical part authoress provided some informational background. Therefore this part was divided into several parts. Firstly a definition of motivation and types of motivation were given. Then authoress elaborated the theories of motivation, including important Maslow's hierarchy of needs and continued with motivation strategies. These are different processes of motivating people based on different theories, what motivates people the most. Another part of the theoretical part was elaboration of relationship between motivation and money and the last chapter was reward management, its components and aims.

In practical part the most important information about the company Gemini, a.s. were provided. Authoress created a questionnaire for employees and based on it real state of motivation was analysed. The most important problems, that were found, were bad relationships among colleagues as well as among supervisors and their subordinates. System of benefits was not clear problem, but authoress found it as area that could be also improved to achieve higher motivation and satisfaction.

Recommendations were connected to the three areas stated above. Authoress suggested some programmes for improving relationships and communication among employees, language courses and implementing so called cafeteria plan.

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### **Bachelor Thesis**

- Hubáčková, Petra. 2011. “*Motivation of Employees in Zlin Region.*” Bc. Thesis, Thomas Bata University in Zlin.



**LIST OF ABBREVIATIONS**

CZK	Czech crown
VAT	Value added tax
Prim.	Primář – Head physician
MUDr.	Medicinae universae doctor – Doctor of medicine
Ing.	Inženýr - Engineer
Ph.D.	Philosophiae doctor – Doctor of Philosophy
a.s.	Akciová společnost – Joint stock company
HR	Human resource
HRM	Human resource management
e.g.	Exempli gratia – For example
etc.	Et cetera – And so on
EU	European Union
ESF	European Social Fund

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## APPENDICES

P I      Questionnaire – Czech version

P II     Questionnaire – English version

## APPENDIX P I: QUESTIONNAIRE – CZECH VERSION

- 1) Se kterými motivačními prvky se v práci setkáváte?
  - a) Uznání
  - b) Vzor v nadřízeném pracovníkovi
  - c) Soupeření s ostatními zaměstnanci
  - d) Pochvala
  - e) Vztahy na pracovišti
  - f) Náplň práce
  - g) Peněžní odměna za mimořádnou práci
  - h) Poukaz/voucher a jiné benefity
  - i) Vzdělávání
  - j) Možnost kariérního růstu
  - k) Seberealizace
  - l) Podporující prostředí
  - m) Jiné.....
  
- 2) Se kterými demotivačními prvky se v práci setkáváte?
  - a) Nízký plat
  - b) Špatné vztahy na pracovišti
  - c) Žádná možnost profesního růstu
  - d) Neuspokojivá pracovní doba
  - e) Monotónní práce
  - f) Pracovní prostředí a podmínky
  - g) Politika společnosti
  - h) Nadřízený
  - i) Neuznání
  - j) Žádné nebo neuspokojivé benefity za výbornou práci
  - k) Jiné.....
  
- 3) Které z následujících faktorů Vás osobně motivují nejvíc? Vyberte maximálně 3 možnosti.
  - a) Uznání
  - b) Vzor v nadřízeném pracovníkovi
  - c) Soupeření s ostatními zaměstnanci
  - d) Pochvala
  - e) Vztahy na pracovišti
  - f) Povýšení
  - g) Náplň práce
  - h) Peněžní odměna
  - i) Poukaz/voucher
  - j) Jiné.....

- 4) Které z následujících faktorů Vás osobně demotivují? Vyberte maximálně 3 možnosti.
- Nízký plat
  - Špatné vztahy na pracovišti
  - Žádná možnost profesního růstu
  - Neuspokojivá pracovní doba
  - Monotónní práce
  - Pracovní prostředí a podmínky
  - Politika společnosti
  - Nadřizovaný
  - Neuznání
  - Jiné.....
- 5) Jste spokojen/a se strukturou zaměstnaneckých benefitů?
- Velmi spokojen/a
  - Spokojen/a
  - Nevím
  - Poněkud nespokojen/a
  - Velmi nespokojen/a
- 6) Kromě benefitů jako jsou stravenky, bych uvítal/a:
- Poukaz rekreační víkend
  - Poukaz na saunu, bazén apod.
  - Pokaz na jakékoliv kulturní vyžití
  - Kurz (vaření, jazykový...)
  - Kosmetický balíček
  - Dárkový balíček
  - Jiné.....
- 7) Odpovídá výše vašeho platu náročnosti pozice?
- Ano
  - Ne
- 8) Jste motivován/a vztahy s ostatními zaměstnanci?
- Ano
  - Ne
- 9) Jaká je kvalita vztahů a komunikace mezi pracovníky?



- 10) Setkáváte se se svými spolupracovníky i mimo práci?
- a) Ano, často (min. 1x týdně)
  - b) Ano, alespoň jednou za měsíc
  - c) Ano, ale jen výjimečně
  - d) Ne, ale chtěl/a bych
  - e) Ne, nemám zájem
- 11) Jste chováním Vašeho nadřízeného (i negativním) motivován/a k lepším výkonům?
- a) Ano                      Jak?
  - b) Ne                        Proč? Co byste změnil/a?
- 12) Cítíte podporu ze strany nadřízeného?
- a) Ano
  - b) Ne
- 13) Jak byste označila svůj vztah s Vaším přímým nadřízeným?
- a) Ryze pracovní
  - b) Přátelský
  - c) Konfliktní
- 14) Myslíte si, že Vás nadřízený dostatečně chválí za Vaše výkony?
- a) Ano, často
  - b) Ano, bohužel ale ne tak často
  - c) Ne, a to i přesto, že jsou mé výkony výborné
  - d) Ne
- 15) Máte dost příležitostí pro svůj rozvoj (další vzdělávání)?
- a) Ano
  - b) Ne
- 16) Je pro Vás možnost dalšího vzdělávání důležitá?
- a) Ano
  - b) Ne
- 17) Kdyby jste měl/a možnost navštěvovat jazykový kurz, částečně hrazen Vaším zaměstnavatelem, využil/a byste této možnosti?
- a) Ano
  - b) Ne
  - c) Nevím
- 18) Stává se, že si musíte sami dohledávat informace o novinkách ve Vašem oboru, popř. se naučit nové postupy, důležité pro výkon Vašeho povolání (např. nový způsob výpočtu mzdy)?

- a) Ano, často
- b) Ano, někdy
- c) Velmi zřídka
- d) Ne, nikdy

19) Máte možnost se účastnit kurzů nebo školení, které nepřímo souvisí s výkonem Vašeho povolání (např. kurz komunikace)?

- |                                      |       |
|--------------------------------------|-------|
| a) Ano                               | Jaké? |
| b) Ano, ale této možnosti nevyužívám | Jaké? |
| c) Ne, ale chtěl/a bych              | Jaké? |
| d) Ne, nemám zájem                   |       |

20) Pokud byste měl/a možnost něco změnit, co by to bylo, popř. proč?

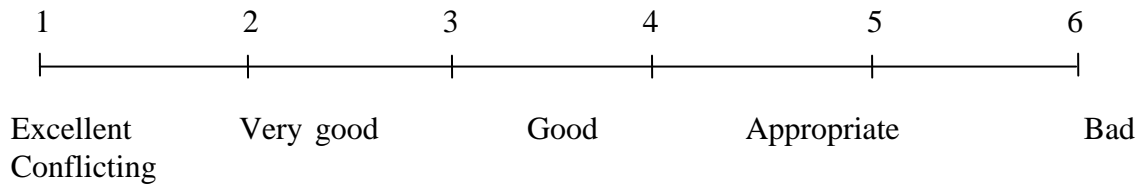
## APPENDIX P II: QUESTIONNAIRE – ENGLISH VERSION

1. Which motivational elements do you meet with?
  - a) Recognition
  - b) Supervisor's instance
  - c) Competition with other workers
  - d) Praise
  - e) Relationships in work
  - f) Content of a job
  - g) Financial reward for extraordinary work
  - h) Voucher and other benefits
  - i) Education
  - j) Opportunity for career growth
  - k) Self-realisation
  - l) Supporting environment
  - m) Other.....
  
2. Which demotivational elements do you meet with?
  - a) Low salary
  - b) Bad relationships in work
  - c) No opportunity for career growth
  - d) Non-satisfactory working hours
  - e) Monotonous work
  - f) Working environment and conditions
  - g) Company policy
  - h) Supervisor
  - i) Non-recognition
  - j) No or non-satisfactory benefits for good job
  - k) Other.....
  
3. Which of the following factors demotivate you the most? Choose maximally 3 options.
  - a) Recognition
  - b) Supervisor's instance
  - c) Competition with other workers
  - d) Praise
  - e) Relationships in work
  - f) Promotion
  - g) Content of a job
  - h) Financial reward for extraordinary work
  - i) Voucher
  - j) Other.....



4. Which of the following factors demotivate you the most? Choose maximally 3 options.
- a) Low salary
  - b) Bad relationships in work
  - c) No opportunity for career growth
  - d) Non-satisfactory working hours
  - e) Monotonous work
  - f) Working environment and conditions
  - g) Company policy
  - h) Supervisor
  - i) Non-recognition
  - j) Other.....
5. Are you satisfied with the structure of employee's benefits?
- a) Very satisfied
  - b) Rather satisfied
  - c) I don't know
  - d) Rather dissatisfied
  - e) Very dissatisfied
6. Except benefits like meal ticket, I would appreciate:
- a) Voucher for a recreational weekend
  - b) Voucher for sauna, swimming pool etc.
  - c) Voucher for any cultural activity
  - d) Course (cooking...)
  - e) Language course
  - f) Cosmetic package
  - g) Gift package
  - h) Other.....
7. Does your salary correspond to the difficulty of your work?
- a) Yes
  - b) No
8. Are you motivated by the relationships with your colleagues?
- a) Yes
  - b) No

9. What is the quality of a communication between employees?



10. Do you meet your colleagues outside of work?

- a) Yes, often (min. once a week)
- b) Yes, at least once a month
- c) Yes, but rarely
- d) No, but I would like
- e) No, I'm not interested

11. Are you motivated by your supervisor's behaviour (even negative) to better performance?

- a) Yes                      How?
- b) No                        Why? What would you change?

12. Do you think, your supervisor supports you?

- a) Yes
- b) No

13. How would you define a relationship with your supervisor?

- a) Strictly working relationship
- b) Friendly
- c) Conflicting

14. Do you think, your supervisor praises you enough for your work?

- a) Yes, often
- b) Yes, unfortunately not so often
- c) No, although my performance is excellent
- d) No

15. Do you have enough opportunities to educate yourself?

- a) Yes
- b) No

16. Is the opportunity to educate yourself important for you?

- a) Yes
- b) No

17. If you had the opportunity to attend a language course, would you use this option?
- a) Yes                      Under what conditions?
  - b) No
  - c) I don't know
18. Do you have to find some information about news in your field, or to learn new progresses which are important for your work?
- a) Yes, often
  - b) Yes, sometimes
  - c) Very rarely
  - d) No, never
19. Do you have an opportunity to attend courses or seminars which are not closely connected to your work (e.g. course of communication)?
- a) Yes
  - b) Yes, but I don't use this option
  - c) No, but I would like
  - d) No, I'm not interested
20. If you could change anything regarding benefits, relationships in work or further education, what would it be and why?