Employee Satisfaction in Selected Companies in the Czech Republic

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Ústav moderních jazyků a literatur

akademický rok: 2017/2018

ZADÁNÍ BAKALÁŘSKÉ PRÁCE

(PROJEKTU, UMĚLECKÉHO DÍLA, UMĚLECKÉHO VÝKONU)

Jméno a příjmení: **Dominika Rajnohová**

Osobní číslo: **H15741**

Studijní program: **B7310 Filologie**

Studijní obor: **Anglický jazyk pro manažerskou praxi**

Forma studia: **prezenční**

Téma práce: **Spokojenost zaměstnanců ve vybraných společnostech v České republice**

Zásady pro vypracování:

Shromáždění materiálů k tématu
Studium odborné literatury
Formulace cílů práce
Analýza spokojenosti zaměstnanců ve vybraných společnostech
Formulace závěrů práce

Rozsah bakalářské práce:

Rozsah příloh:

Forma zpracování bakalářské práce: tištěná/elektronická

Seznam odborné literatury:

Armstrong, Michael. 2017. Armstrong on Reinventing Performance Management: Building a Culture of Continuous Improvement. London: Kogan Page.

Armstrong, Michael. 2016. Armstrong's Handbook of Management and Leadership for HR: Developing Effective People Skills and Better Leadership and Management. 4th ed. London: Kogan Page.

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Saunders, Mark, Philip Lewis, and Adrian Thornhill. 2016. Research Methods for Business Students. 7th ed. Harlow: Pearson.

Vedoucí bakalářské práce: **Ing. Martin Mikeska, Ph.D.**
                                    Ústav ekonomie

Konzultant: **Mgr. Petr Dujka**
                                    Ústav moderních jazyků a literatur
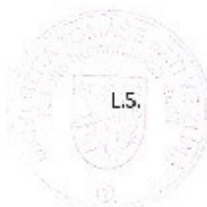
Datum zadání bakalářské práce: **10. listopadu 2017**

Termín odevzdání bakalářské práce: **4. května 2018**

Ve Zlíně dne 22. ledna 2018

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ABSTRAKT

Tato bakalářská práce se zabývá analýzou spokojenosti zaměstnanců ve dvou zlínských firmách působících především v oblasti online marketingu. Tyto firmy jsou si navzájem konkurencí na trhu práce, jelikož poptávají pracovní sílu se stejnou specializací a schopnostmi. V teoretické části jsou rozpracovány literární zdroje zaměřené na problematiku spokojenosti zaměstnanců a témata s ní související. Praktická část obsahuje charakteristiku obou společností a vyhodnocení dotazníkového šetření spokojenosti zaměstnanců. Výsledky jsou ilustrovány v podobě grafů s komentáři. Cílem práce je nalezení rozdílů v pracovních podmínkách, jež jednotlivé firmy poskytují a určení jejich vlivu na spokojenost a loajalitu zaměstnanců.

Klíčová slova: zaměstnavatel, zaměstnanec, firemní kultura, způsob vedení zaměstnanců, motivace, zapojení zaměstnanců, pracovní prostředí, pracovní doba, systém odměn

ABSTRACT

This bachelor thesis deals with the analysis of employee satisfaction of two companies based in Zlín. Both offer mainly online marketing services. These companies compete with each other in the labour market as they are in need of employees with similar skill sets. Literary sources dealing with the topic of employee satisfaction and those related to it are elaborated on the theoretical part. The practical part consists of a characteristic of each company and an evaluation of a questionnaire focusing on employee satisfaction. The results are interpreted in the form of graphs and comments. The aim of the work is to determine the differences in working conditions that these companies offer and find out how the conditions influence employee satisfaction and loyalty.

Keywords: employer, employee, company culture, leadership, motivation, employee engagement, working environment, working hours, reward system

ACKNOWLEDGEMENTS

I would first like to thank my supervisor Mgr. Petr Dujka for his kind guidance and patience. He supported me, provided me with valuable advice and always steered me in the right direction whenever I needed it.

I am also grateful to all employees of Marketsoul s.r.o and Weboo s.r.o companies for their participation in the survey. Special thanks goes to Mgr. Marie Greplová and Stanislav Horák for giving me the opportunity to work with them and for providing me with detailed information about the companies.

Finally, I must express my gratitude to my parents, siblings and other family members for supporting me not only during my studies but throughout my whole life. Special thanks belong to my older brother and my boyfriend for their support in overcoming all the difficulties I have been facing along the way.

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

CONTENTS

INTRODUCTION

Employees create a great part of company's overall performance. Therefore, they are often marked as the most valuable assets of a company. Their satisfaction has an impact on the quality of their work produced. Moreover, now in the time of low unemployment rate, there is a lack of skilled employees in the labour market. Therefore, the working conditions play an important role in the recruitment of new people.

Factors that influence employee satisfaction differ not only with regard to the type of the job, but they change with each individual person. The theoretical part of this thesis deals with some of the most important aspects of employee satisfaction. The first one is the company culture which includes mainly the company's vision, values, practices and the way the company is perceived in public. The employee's overall satisfaction is highly affected by the degree to which he fits into the company culture. Equally important is the leadership and structure of the company that both have an impact on employees' engagement and motivation. In the past, a financial reward was an effective tool for employee stimulation. However, nowadays people put a strong emphasis on how they feel in the company and the meaningfulness of their work, which is often more important than the financial reward. Part of the reward system are benefits which may serve to create more comfortable working conditions. Benefits can take a form of an adjustment in the working hours. People appreciate when they have control over their time, and that can be achieved by flexible working hours or a possibility to work from home. The working environment is just as important whether the employee works from home, in open office space or has his own separate office. The conditions of the working space effect employee's productivity and wellbeing.

In the practical part of this thesis, there are introduced two companies which operate mainly in the field of online marketing. Both companies, Marketsoul s.r.o. and Weboo s.r.o., are based in Zlín. It is clear that both companies need equally skilled employees and they recruit them in the same location. Thus they are competition in the labour market. Employees of these companies filled out questionnaires focusing on their satisfaction at work and various factors that influence it. The results from the questionnaires are illustrated in graphs with comments supplemented by information from the interviews with personalists of each company. The overall results from both companies are then compared.

The aim of this thesis is to analyse the working conditions of Marketsoul and Weboo and their effect on employee satisfaction. The intention is to describe the differences

between those companies and the impact the differences have on the employees. Eventually, suggestions for changes in the companies are made based on the results of the analysis and based on the wishes of the employees themselves.

I. THEORY

1   COMPANY CULTURE

According to Armstrong, "organizational structure consists of shared values, norms and assumptions which influence the way people act and the way things get done" (Armstrong 2015, 46). These aspects are set from when the company was established and new employees should adapt to the existing company culture (Craig 2014). Therefore, the company culture is more or less stable, however a change in the culture is possible over time. The company culture is reflected in the efficiency of the company and in the quality of employees' working life (Lukášová 2010, 39-40).

1.1 Vision

The basics of company culture are formulated in the vision statement. This statement should express what is the purpose of the company's existence. Employees of the company should identify themselves with the company's vision and make sure that every decision they make is in accordance with this vision. (Coleman 2013).

1.1.1   The Importance of Strong Why

A study from Amy Wrzesniewski distinguishes three different employees approaches to work. The differences between them stem from the intensity of their why, i.e. how strong is their reason to work (Mühlfeit 2017, 108). Some people perceive their work as a job. That means the only reason for working is their need of finances. The second group looks at their work as it is a career. In that case they perceive the work as something that will help them in the future but they do not plan to remain in the same position. The last approach with the strongest why is referred to as calling. This person does not feel a big difference between his work and social life. His work is his life and he believes that his work is in some way beneficial for the community (Wrzesniewski, et al. 1997). This is the reason a company should have a strong why and pass it on to its employees. People tend to feel more satisfied when they know why they do what they do (Mühlfeit 2017, 108). Having employees with a strong why can be beneficial for the company in many ways. One of them being that the obstacles that often come up are being met with a bigger resolve. (Sinek 2011, 50).

1.1.2   Objectives

Vision is realized by set objectives. There are two different types of objectives considering the time in which they are intended to be achieved. Long-term objectives are in the perspective of five or more years. It concerns improvements in profitability, return on

investments, employee productivity and more (Bianca n.d.; Business Dictionary n.d., http://www.businessdictionary.com/definition/long-term-objectives.html). The role of short-term objectives is to meet the long-term objectives. These objectives have shorter perspective than the long-term ones and they can be changed based on the changes on the market. Short-term objectives are delegated by the manager to the specific departments of the company and individuals (Bianca n.d.). There are certain rules based on which the objectives might be set. E.g. the SMART rule which describes that objectives should be specific, measurable, achievable, realistic and time-bound (Chartered Management Institute 2011). However, according to Armstrong these complex methods should be substituted by simpler processes. It should be based only on defined number of priorities which are agreed upon in advance. These priorities can concern targets and delivery timescales. This approach is less time consuming and more understandable than more complex methods (Armstrong 2017b)

1.2 Core Values

To achieve the vision a company sets all employees should share the same values (Spiegelman 2012). Core values "…express beliefs about what sort of behaviour is desirable" (Armstrong 2015, 46). Employees should adjust their behaviour to the values of the company. It is important that they should not just behave in accordance with the values but they should truly believe in them too. The values of the company are usually discussed during the hiring process. It is in the company's best interest to hire not just talented people but also people who fit into their company culture. It is also much easier to get along with co-workers if they stand for the same values. Based on these values employees make decisions, communicate with clients and inside of the company as well (Coleman 2013).

1.3 Practices

Company's values are applied in its everyday practices. Through practices company shows its values are important to them and they follow them on an everyday basis (Coleman 2013). E.g. TOMS company's core value is "to help improve lives through business" (TOMS n.d., http://www.toms.com/supply-chain-transparency). Putting it into practice, TOMS increased maternal health care program participation, raised student enrolment of 1000 in Liberian primary school classroom, 100 children were identified as needing malnutrition care in Malawi, over 2 million children have been protected from hookworm with medication (TOMS n.d., http://www.toms.com/improving-lives). By buying a TOMS

product the customers contribute to fulfilling the company's core values. The company promises to give a pair of shoes to a person in need for a pair of shoes sold, or to provide a safe childbirth per each bag sold (One for One n.d.). This company stands against any kind of forced labour and refuses to cooperate with anyone who practices forced labour (TOMS n.d., http://www.toms.com/improving-lives).

1.4 People

As it was said before, it is highly important to find people who fit into company culture and help to develop it. A job applicant should be acquainted with company vision and values as part of the hiring process to find out whether the person shares the same morals and will be able to adapt. It is probable that the people who believe in what the company believes are more loyal and remain in the company for a longer time (Coleman 2013).

1.4.1   Communication

Verbal behaviour is a crucial part of a company culture, i.e. the way people talk and the way they address each other (Řezáč 2009, 337). Relationships in the workplace play an important role in creating a pleasant atmosphere where all employees feel comfortable. It is always better when everyone looks forward to meeting their colleagues. Dealing with bad relationships is a waste of time and energy one could spend working on the next big project.

Healthy relationships in the workplace can be established by team building activities. They enable employees to get to know each other better and develop friendships (Spiegelman 2012). A so called happiness manager can help improve communication and organize team building activities (Messinger 2015). His job is to take care of employees' wellbeing, finding out what causes their dissatisfaction and what can be improved to create better working conditions (Bártová 2016).

1.5 Narrative

Employees should know the history of the company they work for, the reason why it was established, the beginnings and challenges it had to cope with. It helps strengthen company culture and vision. Employees should be aware of how the company behaved in difficult situations and model it. Besides, if there is a story that is interesting and well known in public it makes the employees take pride in working for that company and makes them more loyal as a result (Coleman 2013). These stories can be a useful tool for introducing a company culture to a new employee (Lukášová 2010, 23).

1.6 Place

Company culture is shaped by the location and design of the offices and overall work environment. It can have a substantial impact on employee satisfaction as well (Coleman 2013). By overall design of the working environment, including the furniture, used materials, colours and technology available, company can be differentiated from their competition (Lukášová 2010, 25).

2 LEADERSHIP

2.1 Organization Structure

Relationships between people in a company is defined by an organization structure. It deals with division of labour, structure of management, authority, decision making process, coordination of work etc. (Wetherly 2008, 21).

2.1.1 Hierarchical Structure

One of the most used structures is the hierarchical. This structure was designed in 1854 and it clearly states who is accountable to whom, who has higher position, who makes decisions (Morgan 2014, 85). The higher in the hierarchy the person is, the greater authority the person has. The authority is usually allocated based on the education and expertise of the person. A drawback of this structure is that people at the bottom of the hierarchy might feel unappreciated and thus they become less committed to the organization. Moreover, the communication between all layers is time consuming (Wetherly 2008, 23).
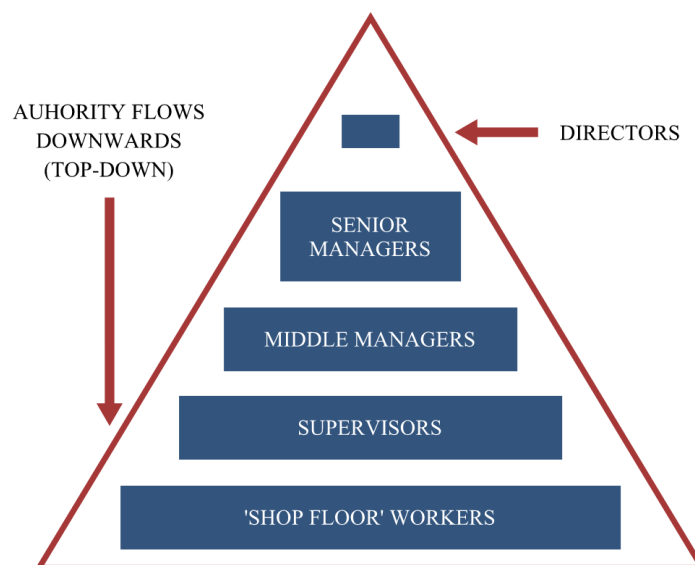

Figure 1 Hierarchical Structure

(Wetherly 2008, 23)

Market conditions are now different considering the new inventions, market situation and people's expectations. "Progressive organizations are trying to build cultures where employees are engaged, inspired and creative," describes Jacob Morgan in his book. That is hardly achievable within an organization with the hierarchical structure. The working environment changes these days quickly, and the company should be able to react to these

changes, which is more difficult with a strict hierarchy (Morgan 2014, 85). This can be achieved by delayering of the organization structure (Wetherly 2008, 23).

2.1.2   Functional Structure

Functional structure enables the organization to react to changes in the business environment more easily. The structure consists of sub-systems with specific functions. These departments generally focus on finance, personnel, production, marketing, sales, research and development. Teams in each department are put together based on experience, education and expert knowledge and have usually hierarchical structure. This leads to high and effective performance of the teams. However, there might occur difficulties with the work coordination or conflicts between certain departments (Wetherly 2008, 21-2).
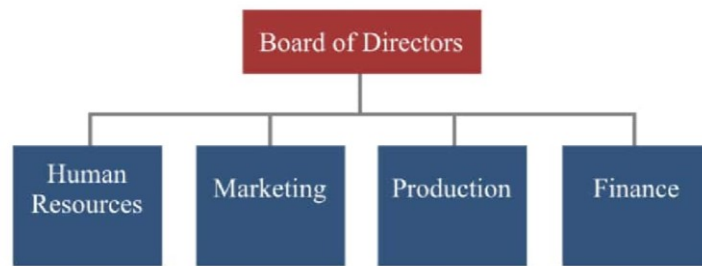

Figure 2 Functional Structure

(Wetherly 2008, 22)

2.1.3   Matrix Structure

Another option is a matrix structure where both horizontal and vertical levels are combined as shown in figure 3. One person has accountabilities to his department and simultaneously to his project team. This system brings together people with appropriate expertise and the departments are more interconnected. A drawback of this structure is a possible confusion about authorities and accountabilities of the individuals (Wetherly 2008, 22).
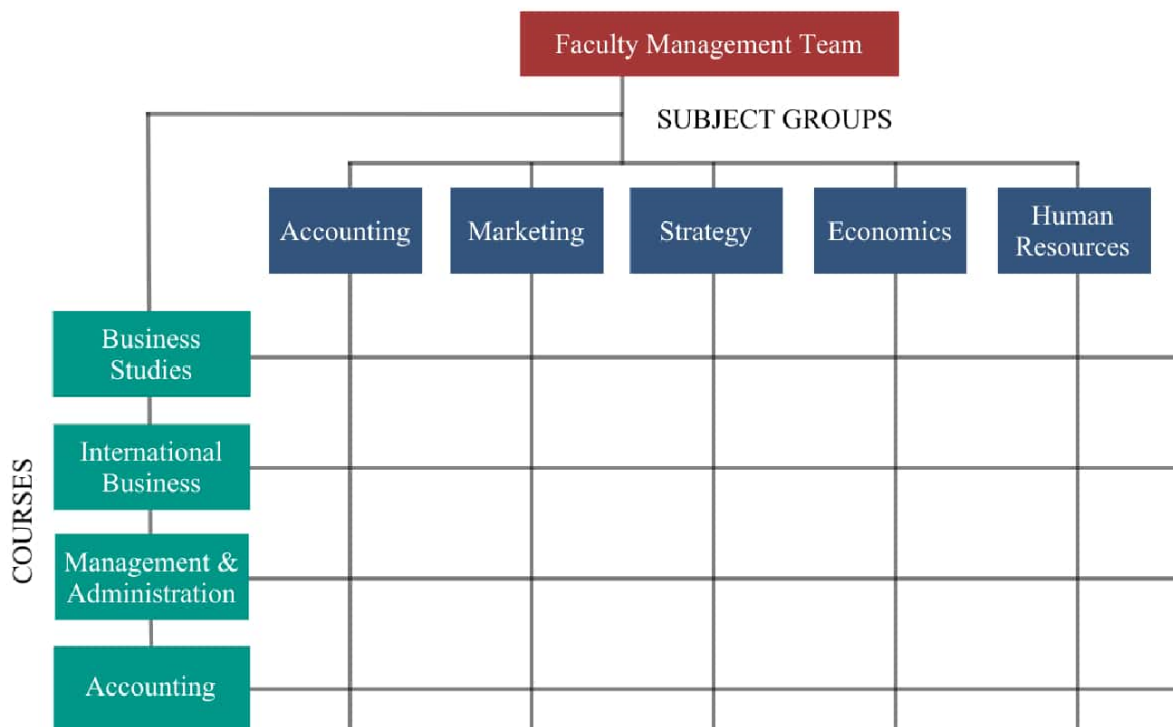
Figure 3 Matrix Structure

(Wetherly 2008, 22)

2.2 Leader vs. Manager

These expressions have very similar meanings, yet according to many publications, there is a difference (Caruso 2004, 17; Armstrong 2016, 33-34). The main function of both, leader and manager, is almost identical. Their role is to build an effective team, motivate its members, help to create relationships within the team, set goals and make plans on how to achieve them. They should also be able to make quick and effective decisions (Caruso 2004, 18). The difference is in the way of how they approach their respective roles. A manager is more focused on tasks he has in his job description. It consists of planning, setting the goals, organizing and controlling employees. Leader, on the other hand, is more innovative, cares more about employees as individuals and overall employee engagement and satisfaction. A manager can also be a leader, which is the best option possible. However, not every manager is a good leader and vice versa (Armstrong 2016, 33-34).

2.3 Personal development

The tools of personal development can be used to motivate employees, to educate them and to lead them to a better work performance. Employees with less experience can be educated by job shadowing. The less experienced employee cooperates with a more

experienced co-worker and learns by watching what he does. He goes to the meetings with him, works on the projects and afterwards, they both discuss important parts of those activities. Coaching is an even more effective, but more expensive and time consuming method. This technique goes into more detail. The coach can be a senior worker or an externalist. Other options are education and training, usually in form of a lecture or a workshop. Employees can learn about new technologies, they can improve their communication skills etc. (Bělohlávek 2016, 16). The environment where these trainings are happening plays an important role in the learning process, whether it is in the company's premises or in some external location (Fuller 2004, 110).

When the tasks an employee deals with are monotonous, do not fulfil his potential or he has to deal with more tasks than he can handle, it can lead to demotivation and less productivity. This situation can be prevented by a change in the job description, delegation of some tasks to other employees or by job rotation (Bělohlávek 2016, 17). During job rotation the employee changes job positions according to a pre-arranged plan. Not only will the employee's work be less monotonous but he will also develop skills in more fields (Business Dictionary n.d., http://www.businessdictionary.com/definition/job-rotation.html).

2.4 Employee Engagement

One of the definitions states that employee engagement is "an individual's purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort and persistence directed towards organizational goals" (Armstrong 2016, 212). Another definition says that it is "individuals involvement and satisfaction with as well as enthusiasm for work" (Armstrong 2016, 212). There exist many more explanations of the meaning of employee engagement, but what they have mostly in common is that employee engagement is something positive. It leads employees to a better performance and a higher loyalty to the company (Macey 2008, 4).

IES model of employee engagement mentions its three main components which are motivation, commitment and organizational citizenship behaviour. These three parts of employee engagement share some aspects – they overlap (Armstrong 2008, 213). Some of the characteristics of engaged employees include doing more than what his job description is, being interested in improving company's performance, actually doing it and sharing the company's values (Robinson 2004, 6).

2.4.1 Motivation

There exist two types of motivation – intrinsic and extrinsic. Intrinsic motivation is "the self-generated factors that influence people to behave in a particular way or to move in a particular direction" (Armstrong 2003, 217). This type of motivation is important for employee engagement. When the person does the work because it is meaningful to him, not just because of the vision of the financial reward, the employee engagement is higher (Armstrong 2016, 214). On the other hand, "extrinsic motivation pertains to a wide variety of behaviors where the goals of actions extend beyond those inherent in the activity itself" (Jovanovic 2014, 457).

According to Armstrong, "Motivation is concerned with the strength and direction of behaviour and the factors that influence people to behave in certain ways" (Armstrong 2015, 60). Good leader should motivate his subordinates to work effectively, with enthusiasm and, if necessary, remind them the reason why they work on that task. He should encourage their intrinsic motivation. In the past, companies put emphasis on inputs – how many hours employees spent working on the project, how long they were in the office. However, nowadays the focus is more on outputs – what was created, not how long it took. In other words, it does not matter if it was done in 3 hours or if it took the whole day as long as the outcome is of a good quality (Morgan 2014, 86-87). Extrinsic motivation is part of the reward system which is not influenced by the leader that much (Jovanovic 2014, 457).

- Maslow's Hierarchy of Needs

This motivation theory was invented by Abrham Harold Maslow in 1943 and is part of content motivation theories. Maslow describes five major categories of needs which have hierarchical structure and specific order. The categories are fundamental psychological needs, safety needs, social needs, esteem needs and self-fulfilment needs (Armstrong 2017a, 193). Fundamental psychological needs include food, water or breathing (King-Hill 2015, 54). In connection with organization it might include adequate heat, air and based salary (Daft 2014, 529). Safety needs are both psychological and physical needs like security of body, family or property (King-Hill 2015, 54). In the environment of an organization safety needs are connected with the need for safe job, fringe benefits and job security (Daft 2014, 529). Part of social needs, also called as belongingness needs, are love, intimacy and friendships (King-Hill 2015, 54; Daft 2014, 531). In the workplace it is liken to good relationships with co-workers, participation in a work group and a positive relationship with supervisors (Daft 2014, 530). Esteem needs include acceptance and

approval of others (Armstrong 2017a, 193). In organization it is a motivation for recognition, an increase in responsibility or high status (Daft 2014, 530). At the peak are self-fulfilment needs which are specific to each human being (Armstrong 2017a, 193). Part of these needs might be the needs for education, religion, hobbies or personal growth. Within the organization it is reflected in opportunities for training, advancement, growth and creativity (Daft 2014, 530).

The principle of this theory is, that the basic needs have to be satisfied first (King-Hill 2015, 54). Without having satisfied needs that are lower in the hierarchy, higher needs cannot be satisfied either. Once the basic needs are satisfied the one above becomes a priority (Armstrong 2017a, 193). When the first three categories of needs are not satisfied, Maslow calls it as deficiency needs. Meaning that when these needs are not being met, it might result in psychological and physiological problems. When the person has the needs of first three categories satisfied, he can focus on higher needs, where job and job performance belong (King-Hill 2015, 54). However, the last category of self-fulfilment needs can never be fully satisfied. When one need is satisfied the person creates new needs which causes constant motivation (Armstrong 2017a, 193-194). Criticism of Maslow's theory points to the fact that the hierarchical order does not have to apply to all people across different cultures, living conditions, religions, etc. (King-Hill 2015, 55).
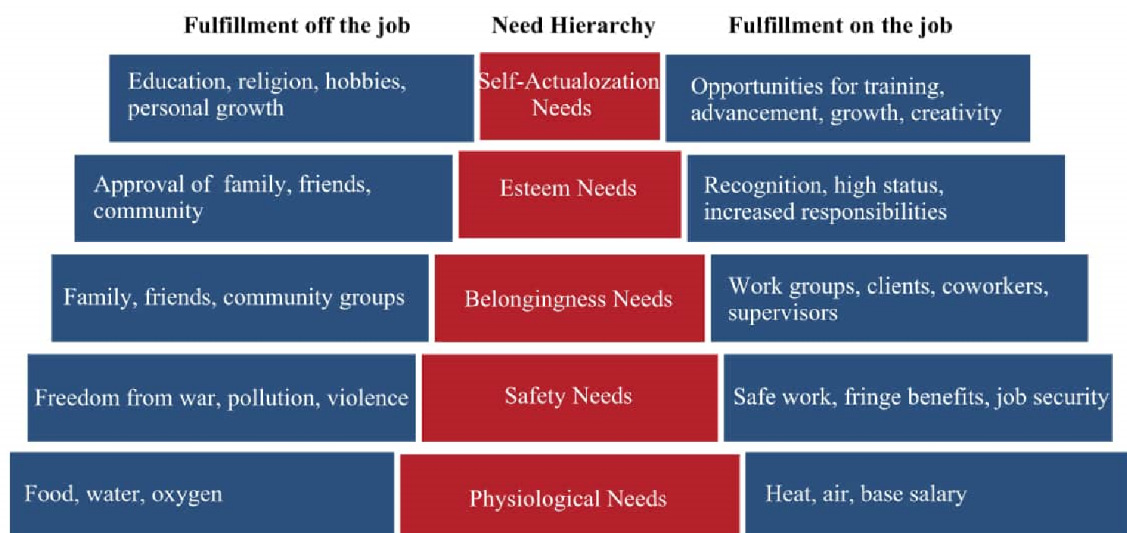

Figure 4 Maslow's Hierarchy of Needs

(Daft 2014, 530)

- ERG Theory

Clayton Alderfer formulated the ERG Theory by modifying Maslow's Hierarchy of Needs (Daft 2014, 531). He simplified Maslow's theory and listed three categories of needs. Existence needs, which are the needs for physical well-being (Daft 2014, 531). That includes hunger and thirst which are related to pay, fringe benefits and working conditions (Armstrong 2017a, 194). Second category are relatedness needs, meaning the needs for satisfactory relationships with others (Daft 2014, 531). It includes acceptance, understanding, confirmation and influence (Armstrong 2017a, 194). Third category are growth needs which lead people to educate themselves, develop and find their potential (Daft 2014, 531; Armstrong 2017a, 194). Both Maslow and Alderfer prove how needs are important in people's satisfaction. Through satisfying employees' needs, company can motivate them to better performance (Daft 2014, 531).

- Herzberg's Two-Factor Model

This theory describes two factors affecting employee satisfaction or dissatisfaction. Factors which motivate employees, called satisfiers, consist of the need for achievement, responsibility, opportunities for advancement. Such needs are part of intrinsic motivation (Armstrong 2017a, 195). In contrast, hygiene factors lead to dissatisfaction of employees and include pay, relationships in the workplace, working conditions, company policy and supervision. These factors do not lead to higher satisfaction, but they are necessary to prevent dissatisfaction (Provazník 2014, 320). The role of the manager is to eliminate dissatisfiers and focus on satisfiers by which he motivates people and achieves higher performance and employee satisfaction (Armstrong 2017a, 532-3).

- Theory X and Y

McGregor's theory X and Y describes two types of people based on their behaviour, attitude and their performance at work. Characteristics of workers type X are that they avoid work responsibilities, do only what they have to, are not creative and prefer when they are given instructions. They need to be controlled and they are motivated by reward or punishment. On the other hand, workers type Y are initiative, creative, responsible, they see added value in their work performance and they are motivated by vision of career growth or positive feedback (Provazník 2014, 322).

2.4.2 Commitment

There are more types of commitment. The so called affective commitment that is applied in connection with employee engagement. This type of commitment expresses how

satisfied all people in the company are overall and how they feel about their colleagues. These types of employees are willing to do more than what is in their job description. Structural commitment is the exact opposite. Employees whit this type of commitment are in the company not because they believe it is a great company but because they are satisfied with the working conditions and salary (Robinson 2004, 8).

2.4.3 Organizational citizenship behaviour (OCB)

The main content of OCB is the behaviour of the employee and how willing he is to do more than he is asked. It is not listed in the reward system and the intention of such behaviour is not to be rewarded. OCB is strongly connected with employee commitment. If the employee has an affective commitment then his main intention is not the reward but the performance of the company and good relationships with colleagues. Therefore, he is willing to work overtime, help his colleagues and share his experience with the company he works for (Armstrong 2016, 214).

3   WORKING HOURS

According to the Labour Code, Section 78, "working hours means a period of time for which an employee is obliged to perform work for his employer and a period of time for which an employee is ready to perform work in the workplace according to his employer's instructions" (Labour Code 2006, Section 78[1]).

3.1 Shift patterns

Labour Code defines the term shift as "such part of weekly working hours, excluding overtime, for which an employee is obliged to perform work for his employer according to a predetermined schedule of shift-working" (Labour Code 2006, Section 78). Shift pattern defines how long will the working hours be and a schedule according to which the working hours will take place during the month (IBM n.d.). There exist:

- Two-shift pattern of work

It is a rotation of an employee between two shifts in a period of 24 consecutive hours – morning and afternoon shift, typically from Monday to Friday, a total of 38.75 hours a week.

- Three-shift pattern of work

It is a rotation of an employee between three shifts in a period of 24 consecutive hours. Typically morning, afternoon and night shifts, a total of 37.5 hours a week.

- Continuous pattern of work

In this pattern of work employees rotate continuously 24 hours, 7 days per week. The shift is usually 8 or 12 hours long including the rest period, a total of 37,5 working hours a week. Shifts must be followed by rest days.

- o Flexible schedule

The employer determines even and uneven schedules of working hours. The employee can then decide about the beginning and the end of his working hours, a total of 40 working hours a week (Labour Code 2006, Section 78, 79; Working Time Solutions n.d.).

In general, the length of one shift cannot be longer than 12 hours. In case of shifts, the employer creates the schedule and that must be handed to the employee at least two weeks beforehand, unless agreed otherwise (Labour Code 2006, Section 85). The employee

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[1] This is an official translation by Státní úřad inspekce práce.

should have at least 11 hours rest time between the end of the last shift and the beginning of the next one (Labour Code 2018, Section 90).

3.2 Overtime work

According to the law, overtime work is "work performed by an employee, on the order of his employer or with his employer's consent, which exceed the weekly working hours ensuing from the predetermined schedule of working hours and above the pattern of shifts" (Labour Code 2018, Section 78). According to Labour Code, Section 93, "overtime work may be performed only exceptionally" (Labour Code 2018, Section 93). During one week, the employee can be ordered to work maximum 8 hours of overtime, within one calendar year overtime hours cannot exceed 150 hours in total. Overtime hours can be compensated by granted time off, in which case overtime hours are not counted into the total overtime hours (Labour Code 2018, Section 93).

3.3 Work Breaks

At least 30 minutes long break for food and rest has to follow after six hours of continuous work. People under age 18 have the right for this break after four and half hours of continuous work. This break can be divided into two breaks 15 minutes long and should not be taken at the beginning or at the end of working hours and it shall not be a part of working hours. Equitable time for food and rest must be given even to an employee who does work which cannot be interrupted. In this case, the break time is included in working hours. However, employees under age 18 cannot work without a break (Labour Code 2006, Section 88).

3.4 Leave (Days off)

According to Labour Code, Section 211, "an employee who performs work (job) under his employment contract is entitled, under the conditions laid down in this Part, to: annual leave (i.e. leave per annum) or its proportional part; leave for the number of days on which work was done; supplementary leave" (Labour Code 2006, Section 211). The length of a leave is calculated from hours worked. An annual leave should be at least four weeks per calendar year. Some exceptions exist where the length is different according to the job description (Labour Code 2006, Section 212-15).

However, this is only the minimum of leave an employer is obliged to give to an employee. An IT company Artin and an insurance company Direct, both based in the

Czech Republic, offer unlimited leave by which they want to increase employee motivation and improve work performance (Buřínská 2017).

3.5 Employment Relationship

An employment relationship is discussed in Labour Code in Chapter II. It is written there that the employment relationship "shall be based on an employment contract between the employer and his employee unless this Code proved for otherwise" (Labour Code 2006, Section 33). If the employee is not in an employment relationship but is engaged by agreements on work performed outside an employment relationship, according to the law the employer does not have to create a schedule for him (Labour Code 2006, Section 74).

There are two types of agreements on work performed outside an employment relationship. In case of an agreement on work performance, working hours cannot exceed 300 hours worked within one calendar year. An agreement on working activity allows the employee to work maximum 20 hours per week within one year (Dlouhá 2018; Labour Code 2018, Section 76-77).

4 REWARD SYSTEM

According to Armstrong, "Reward systems consist of the methods used by organizations to pay their employees and provide them with other types of reward" (Armstrong 2015, 11). It serves as an effective tool for achieving employee satisfaction and for stimulating employee motivation. Rewards are part of the extrinsic motivation (Armstrong 2003, 217). Rewards can be financial and non-financial, a combination of both creates total rewards (Armstrong 2015, 17).

4.1 Income

Pay is one of the means that motivate people to work (Bednář 2018, 14). People need money to satisfy their basic needs, to buy food, to have a place to sleep, to feel secure and to take care of their health (McLeod 2017). In order to convince a person to join the company, he has to get a salary which will enable him to satisfy his basic needs. To keep the employee in the company, he should get a salary as high as he would get for the same or a similar job position elsewhere. If he is paid less, he might leave when another company offers him more money (Bednář 2018, 17). Money can be viewed as "an instrument that provides valued outcomes" (Armstrong 2015, 92). Meaning that company needs to have the work done and people need the money. Employees do the work and get the money, it is the main principle of employer-employee relationship. It is also a way of how to show employees their value for the company (Armstrong 2015, 92).

There is a distinction between salary and wage. The main difference is that salary is paid to employees who are paid fixed amount of money per pay period, while wage is paid to employees based on hours worked (Bragg 2017). People, who do an administrative office work, i.e. skilled personnel, are given salary. Wage is usually paid in the field of manufacturing process work to semi-skilled or unskilled people. Wage can be paid daily based on hours worked, while salary is commonly paid monthly based on performance (Surbhi 2015).[2]

4.1.1 Salary structure

Salary can be divided into two parts – fixed salary and movable salary. Fixed salary is discussed in the contract (Ministerstvo financí 2014). Minimum fixed gross salary is the

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[2] For the purposes of this thesis, the term salary will be used.

lowest salary permitted by law. Its basic legislation is specified in the Labour Code Act No 262/2006 Coll., as amended. The basic rate is determined by the government No 567/2006 Coll. The basic rate for the week working hours, which is 40 hours, is currently 12, 200 CZK or 73.20 CZK per hour (Ministerstvo práce a sociálních věcí. n.d.). The movable salary consists of bonuses, personal evaluation, allowances and other rewards. (Ministerstvo financí 2014) This part of the salary is used to motivate employees (Bělohlávek 2006, 552). The only compulsory part of the salary are the allowances. They are paid in case that the employee worked overtime, during the weekend, during the national holiday or when he worked in difficult working conditions (Ministerstvo financí 2014). Allowances can also be paid in case the employee is sent abroad by the company (Armstrong 2015, 16).

When an employee worked overtime hours an employer is obligated to pay him a premium of at least 25% of his average earnings or the employee can take compensatory time off (Labour Code 2006, Section 114). When the employee has to work during a public holiday, the employer is obligated to pay him his average salary and give him compensatory time off or a premium of at least 100%. Working on Saturdays and Sundays should be rewarded by a premium of at least 10% of the average earnings for hours of work on Saturday or Sunday. For work at night the employee should get a premium in the amount of at least 10% of the average earnings for work at night. (Labour Code 2006, Section 114-16,118).

4.1.2 ROWE model

Results Only Work Environment strategy focuses on outputs that employees produce rather than on the number of hours they work on a task. Employees are responsible for their performance by which they influence their salary. This responsibility can positively affect the employees' performance and quality of their work. Another advantage of this model is that people can work from their homes (home office). This will appreciate people who do not feel comfortable working while surrounded by other colleagues in the office. The option of a home office is favourable for the company as well because it can save money on costs of the offices (see chapter 5.1.2). A drawback of this strategy is that it is more difficult to handle teamwork and the overall communication between employees is decreased (Nichol, n.d.) People who struggle with their own time management might find it difficult to work in the ROWE. Moreover, this model can be applied only in some

specific fields, e.g. marketing agencies. It will not work for companies where the direct contact with the customer is necessary (Perkins, 2017).

4.2 Benefits and Perks

Benefits are a non-cash compensation given to an employee as an addition to the salary (Doyle 2018). They are primarily used to increase employee motivation and loyalty to the company. Benefits often play an important role when choosing the future employer, they often have a higher priority than the salary itself (Berglová 2017).

One of the first Czech businessmen who started using benefits was Tomáš Baťa. He built houses for his employees, he enabled them to educate themselves with a possibility of a career growth and increase of wage. Apart from that, he provided them food and health care. However, these benefits are nowadays considered to be a matter of course. Moreover, each company has different types of employees who appreciate different types of benefits. Most widespread benefits in the Czech Republic currently are e.g. food allowances, mobile phone, training courses, flexible working hours, seven days of leave extra or automobile for private use. Other favourite benefits are language courses, leisure time activities allowances, food available during all working hours or child care (Berglová 2017).

Childcare is a suitable benefit mainly for single parents or families where both parents have a time consuming work and have no one to help them look after their child (Champion-Hughes 2001, 287). Kindergartens at work are supported by the European Union, which gives out grants and subsidies to support equal working conditions for both men and women (Firemní školky n.d.).

Tax-exempt income is also a part of benefits. It includes pension contributions and life insurance allowances up to 50,000 CZK per person per year, courses and trainings connected with their job description, provision of recreation in non-financial form up to 20,000 CZK per year, non-financial performance in the form of contributions to education, culture, sport and health, usually in form of vouchers or cafeteria system (Berglová 2017). Flexible benefits scheme, called cafeteria system, which companies often use, allows their employees to choose from all benefits the company has to offer. There is a limit an employee can reach and within this limit everyone can compile their benefits. The employer has to coordinate the benefit system with respect to the tax system (Armstrong 2015, 17).

Tax-neutral benefits have to be taxed in accordance with the same conditions as salary. Those are e.g. contribution to transport to work, products and services for lower prices than common price, sick leave or one week of leave extra (Berglová 2017).

On the other hand perks, also called fringe benefits are more about making the employee's working conditions more comfortable and enjoyable. Perks may consist of profit sharing, free food and drinks, gym membership, paid day off for birthdays, ping pong, table football or other types of entertainment in the offices. Perks are also a good way of supporting the company culture and employee productivity (Blake 2015; Doyle 2018). E.g. employees of Google company have free food at work. That is beneficial not only for employees but also for the company itself. The main purpose of a cafeteria with free food and drinks in the workplace was to connect employees from different departments. It supports their communication which might serve as a source of new information, inspiration and it supports overall relationships in the workplace as well (Bock 2015).

5 WORKING ENVIRONMENT[3]

The academic field is divided when discussing the effects of the working environment on employees' job satisfaction and performance (Lee 2005, 326). Some studies show that the way a workplace is designed can change employees' concentration, productivity, satisfaction and overall effectiveness of the company (Becker 2002, 154; Geoffrey 2017).

Working environment has an impact on employees' health as well. Type of furniture, materials, easy manoeuvrability in the office environment, it all has an influence on employees' bodies and can cause health issues if set improperly (Dostál 2014). Appropriate working conditions can be a competitive advantage of the company if it needs to recruit new employees (Ergonomics Plus n.d.).

5.1 Office

5.1.1 Open Space vs. Closed Space Offices

The original intention behind creating open offices was "to facilitate communication and idea flow" (Konnikova 2014). This office layout is very popular amongst companies, around 70% of all offices are designed as an open space (Konnikova 2014). However, not everyone feels comfortable sharing one room with all the colleagues. There are several studies which prove that this type of office layout is not beneficial for the employee productivity. People working in an open space office often complain about noise and its negative impact on their ability to concentrate (Geoffrey 2017). People who are in noisy environment often have lower motivation, tend to be less creative and their cognitive skills are reduced (Konnikova 2014). This problem can be solved by using headphones or earplugs. Nevertheless, there is still a disruption caused by visual noise which is more complicated to reduce in open space offices (Shellenbarger 2017).

One of the reasons why companies decide for an open space office is, that it is cheaper than the closed ones (Church 2015). When the number of employees is increasing, the alternative to dividing the offices of the company into two floors might be an open office space. The division of the offices into two floors or even different buildings might have a negative impact on the overall company culture (Church 2015). Another advantage of sharing one room with colleagues is that people feel more involved in company's day to

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[3] For the purpose of this thesis will be discussed office environment.

day operation. Communication is much easier in the open space office. When an employee needs speak with someone, he can reach out to him immediately (Belosic 2014). This might also be a disadvantage, though. People can be disturbed by questions and new tasks that can come basically at any time. The work environment also creates company culture and the way how people perceive the company. In case of an open space setup, the environment looks busy, people there look like a big family and it has a positive feel to it. Companies use this to present themselves on the internet to create a positive and modern looking image of the company (Church 2015).

Each person is different, therefore it is not possible to say if the open space office is better or worse than separate offices. To achieve high employee satisfaction in connection with work environment, the company should meet requirements of both – people who prefer to work in private space as well as people who prefer an open space office. This can be solved by so called hybrid type of office. These offices offer larger rooms for people who need to work in a team or just prefer to work in larger space. Moreover, there are also private offices available, where people who do not like to be disturbed by noise and movements of their colleagues can work (Morgan 2016). An easy way to find out what suits to employees best is to engage them into the process of designing the workplace (Hongisto 2016, 178).

5.1.2 Home office

Home office means working at home or at any place other than the workplace. It is a common practice of self-employed people. It can also be a form of working relationship when the employee does his work at home or combines both, home office and workplace. Employees working from home can regulate their working hours but they still have to be able to meet the deadlines set from the employer. They also have the same rights for salary, career growth and education as employees working in the workplace. An employee working from home has no right for surcharges for overtime or public holiday (Plešková 2013). Amendment to the Labour Code discusses that when the employee is working from home, the employer should pay him the expenses related to his work performance including the internet connection, mobile phone and other technical and software equipment (Krasovskyj 2017).

Employees find home office attractive because it brings time flexibility. They can adjust the time they spend working to other responsibilities. Moreover, they save time by not having to commute to work. It saves not only time but money to both the employer and

the employees. Employees do not spend money on commuting and the employer does not pay for the offices. This applies only when employees work from home permanently. Home office is a good option for people who prefer working alone and are more productive outside of the office environment (Plešková 2013).

One drawback of home office is that the employee does not come in touch with other colleagues. It might lead to problems with communication and loss of the sense of belonging. If the employee needs to discuss anything, phone call or video call might be an option. Anyway, it cannot fully compensate personal contact. An occasional home office day can serve as a healthy change of rhythm while avoiding the danger of a complete separation. From the employer's point of view the loss of control over the employee might be a disadvantage and bring higher administrative burden (Plešková 2013).

5.1.3 Ergonomics

On the website of the Ergonomics Plus company the ergonomics is introduced as "the science of designing a workplace, keeping in mind the capabilities and limitations of the worker" (Ergonomics Plus n.d.). An inappropriately chosen office design and equipment can decrease employees' productivity and cause damage for the body (Ergonomics Plus n.d.). One of the most important aspects for employees working in the offices is having enough space in the offices to walk. A long-term sitting by the desk can cause health issues like digestive problems or metabolism disorders which can lead to obesity, diabetes or heart disease (Dostál 2014).

6 RESEARCH METHODS[4]

6.1 Research Design

Research design is a plan which describes the process of the research including the structure and the strategy of the examination – data collecting method, measurement analysis etc. (Kumar 2011, 94; Sekaran 2016, 95-6). The process generally is as follows:

1. Problem statement
2. Review of the literature
3. Choice of a data collection method
4. Test of the quality of the questionnaire
5. Formulation of the final questionnaire
6. Choice of population and sample design
7. Decision about the fieldwork
8. Time horizon
9. Data analysis
10. Presentation

(Saris 2014, 4-11; Saunders 2016, 12; Sekaran 2016, 96)

6.2 Qualitative vs. Quantitative Research Strategy

Quantitative research strategy puts an emphasis on the amount of the data collected. In contrast, Qualitative research strategy points out the importance of the content of the data (Bryman 2015, 37-38). For quantitative researches a deductive approach is more typical– the data are used to test the theory. An inductive approach is more frequently associated with quantitative research, where the research is used to construct new theories (Saunders 2016, 168). However, both methods contain similar elements and it might be hard to distinguish between them. There exists a mixed method research which combines quantitative and qualitative methods. The main idea of the mixed method is to eliminate possible deficiencies originating from having only quantitative or qualitative data (Creswell 2014, 13-15).

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[4] For the purposes of this thesis were described methods used in the practical part

6.3 Data Collection Methods

6.3.1 Questionnaires

The purpose of questionnaires is to collect usually larger number of data. Therefore, they belong mainly to the quantitative research strategy but can also be part of qualitative research strategy based on the context – the purpose, the number of respondents and the forms of questions (Sekaran 2016, 143). Through questionnaires factual or demographic data, attitudes and opinions can be collected (Saunders 2016, 445).

There are different forms of questions that can be used in a questionnaire. Open-ended questions enable respondents to write any kind of answer, which is not limited by predetermined options. This form of question is often used at the end of the questionnaire to give the respondent a space to add anything he could not mention in previous answers – suggestions, additional information, feedback, etc. The number of words is not limited or a longer text is allowed (Flatworld Solutions n.d.).

Close-ended questions have more forms. The importance questions, likert questions and rating scale questions have a form of scale on which the respondents can evaluate the importance. Through these forms respondents are usually asked how often they do some type of activity or how satisfied they are with some service. (Flatworld Solutions n.d.; Saunders 2016, 457). Dichotomous questions require only yes or no answer. A drawback of this form of question is that there is no option in between (Flatworld Solutions n.d.). List questions offer a number of predetermined answers and an option to answer with one's own words. (Singh 2010).

The administration of questionnaires can be done by mail in form of a printed document which will be then filled out by pencil. Since the internet became a common part of people's lives, electronic and online questionnaires are being used instead. They are posted on the internet or sent via email. An advantage of this form of administration is that it is not expensive and the evaluation of the data is easier (Sekaran 2016, 143).

6.3.2 Interview

According to Sekaran an interview is "a guided, purposeful conversation between two or more people" (Sekaran 2016, 113). During the interview one can ask closed or open questions. Closed questions are simple, requiring mostly tick box answers. This type of interview is mainly used during a quantitative research and is done with two parties – an interviewer and one respondent. Open questions are used more often during a qualitative

research (Davies 2015, 27). In this case, the interview can take the form of one to one – interviewer and respondent, which does not have to be face-to-face, but can also be done over the phone or online (Bryman 2015, 673; Sekaran 2016, 113). The next concept is formed by the interviewer and a small group of people, usually six to twenty of them. It is called semi-structured reflective interview (Davies 2015, 27). Interviews can be structured or unstructured. In the first case, there is a set of questions formed in order find out a specific information. During unstructured interview there is an opportunity to go into more detail and ask follow-up questions based on the previous answers (Sekaran 2016, 115).

An advantage of face-to-face interview is that the interviewer can take nonverbal cues into consideration and clarify the questions. On the other hand, face-to-face interview takes more time and is more expensive when wider audience is questioned. For this purpose is it more suitable to do a telephone or online interview. This concept better serves when wide geographical area is covered. It provides anonymity of the respondent, therefore, he can be more open in his answers. On the contrary, telephone interviews have to be shorter and the interviewer cannot read the nonverbal clues (Sekaran 2016, 123).

6.3.3 Observation

Observation involves "planned watching, recording, analysis and interpretation of behaviour, actions or events" (Sekaran 2016, 127). There are three basic forms of observation. One is called participant observation which requires that the researcher and the object of the study work or live together. During covert observation the purpose and identity of the researcher are not known. The last form is non-participant observation where the researcher does not directly meet the participants, but observes them from a different room or on a video camera (Davies 2015, 29).

A major disadvantage of observation is that this method is time consuming and its realization is expensive. The influence of the observer might result in a biased, invalid outcome. The form of the observation plays an important role. One advantage of this research method is that the people who cannot be interviewed can be observed, e.g. children, people who do not speak the same language or people with some kind of disorder. During observation more aspects can be monitored – conversation, movement of body, movement of eyes, decisions made. The data gathered from observation are considered more reliable and less biased than the data from other collecting methods. They belong to the qualitative research strategy (Sekaran 2016, 137-39).

6.4 Data Analysis

The data analysis of quantitative and qualitative research differ. Quantitative data have to be coded first and edited afterwards – e.g. gotten rid of blank answers, illogical responses etc. Then the data can be inserted into a database (Sekaran 2016, 273-8). Such database can then be illustrated in frequency tables, bar charts, pie charts, histograms and other forms (Bryman 2015, 347-9).

The analysis of the data based on qualitative research is more complicated. The data are in form of a transcript of the interview, transcript of video record, open ended answers and other forms. Each form requires different approach. Generally, the first step is the reduction of the data during which the data is rearranged, reduced and divided into categories. The next step is called data display. In this phase, the data is illustrated e.g. in charts, diagrams, graphs or drawings to get a better overview of the inputs collected and its possible connections. Last phase is drawing a conclusion from the entries and answering research questions (Sekaran 2016, 332-47).

II. ANALYSIS

7   BASIC INFORMATION

7.1 Purpose of Analysis

The purpose of this analysis is to determine the level of employee satisfaction in two different companies, which operate on the same market, and the way they keep their employees satisfied. Both companies, Marketsoul s.r.o. and Weboo s.r.o., are based in Zlín and operate in the field of online marketing. The services they offer are similar. Among other things, they include online marketing, web programming and graphic design. Therefore, both companies are in need of equally skilled employees and they compete with each other in the labour market.

7.2 Research Methods

After the purpose of analysis was stated, the student did an interview in each company with an employee who takes care about overall wellbeing of all employees. The main intention was to find out basic information about the company itself and about the company culture, leadership, working hours, reward system, working environment and steps they make towards keeping their employees satisfied at work. The research took the form of a structured interview. Both employees were handed the same set of questions one day before the interview took place. Both employees were questioned separately in the premises of their companies so that the student could observe the working environment.

   Based on those interviews a questionnaire for employees was created. The questionnaire was identical for both companies. It consisted of 33 questions. 8 questions were open ended and 25 close ended in the form of rating scale questions, one dichotomous question and list questions, some of them with option of an open ended answer. The questionnaire was divided into 7 parts:

1) Introduction and Research purpose
2) Employee and His Job Description
3) Company Culture
4) Leadership and Team
5) Working Hours
6) Reward System
7) Work Environment

7.3 Data analysis

The questionnaire was created on a Google forms platform. The link was sent to all employees via email and was available from 22nd March until 29th March. The data from questionnaires were illustrated in bar charts, pie charts, histograms with comments and open ended answers were commented on. First the data from both questionnaires were analysed separately and then they were compared. Only the most relevant graphs were analysed, detailed questionnaires' results are available to see in the appendices section of this thesis.

8 MARKETSOUL

8.1 Basic Information

Marketsoul s.r.o. is a full-service digital agency based in Zlín (Marketsoul n.d.). The company was established in January 14, 2016 by Pavel Urban who is the director of the company (Veřejný rejstřík a Sbírka listin n.d., https://or.justice.cz/ias/ui/rejstrik-firma.vysledky?subjektId=921504&typ=UPLNY). It is a business-to-customer company and the main services they offer are web development, market analysis, search engine campaigns, SEO optimization, social network management and video creation (Marketsoul n.d.). Currently, the company consists of six employees out of whom three are full-time employees and three are part-time employees. Other than that, they have around eight to nine externists. (Horák, Appendix I). All employees are men (see the questionnaire).

8.2 Vision

The vision of Marketsoul company is to be a strategic partner in the field of innovation and, by using modern technologies, make life happier. Their short-term objectives concern planned monthly turnover. They also set goals with regard to production planned for each month. The plan for this year is to increase their turnover by 100% which might also be reflected in the number of employees. They want to keep the profitability on some pre-set percentage. The next plan is to open a branch office in Slovakia. That is already happening as they are currently looking for skilled employees there. They do not set objectives longer than five years (Horák, Appendix I).

8.3 Values

One of the main values of the company is "win-win" outcome – between the company and their clients, between the employer and employees. All stakeholders should feel like they have won. That requires communication and the ability to make compromises. Another value is "90% solutions 10% excuses". It means that when any problem appears, everyone focuses on those 90% and tries to come up with a solution rather than to make excuses. All employees should also keep their word and be responsible. The last value is innovation. They try to come up with new ways of providing marketing services (Horák, Appendix I).

8.4 Questionnaire

1) Company Culture

First three questions connected to the company culture were focused on the company's vision and objectives. Three out of six employees knew the exact form of the company's vision which is presented on their website. One employee answered that the company's vision is to be a reliable partner for their clients which is close to the original form. Next employee's answer was that the vision is to expand their services to larger companies. The last answer contained company's values instead of vision.

In answers about short-term objectives appeared e.g. planned monthly turnover, increase of clients with a fixed monthly payment, need for a skilled account manager, a programmer and a graphic designer, finishing some projects and opening a branch office in Slovakia. More or less, all employees know what the company's short-term objectives include. The answers about long-term objectives included mainly yearly turnover and expansion of the company. To summarize, all employees have a strong sense about company's vision and objectives. Overall, all employees know what the company wants to achieve and they also know what they as individuals have to do for it. This positively affects employee satisfaction as mentioned in the theoretical part 1.1.1.
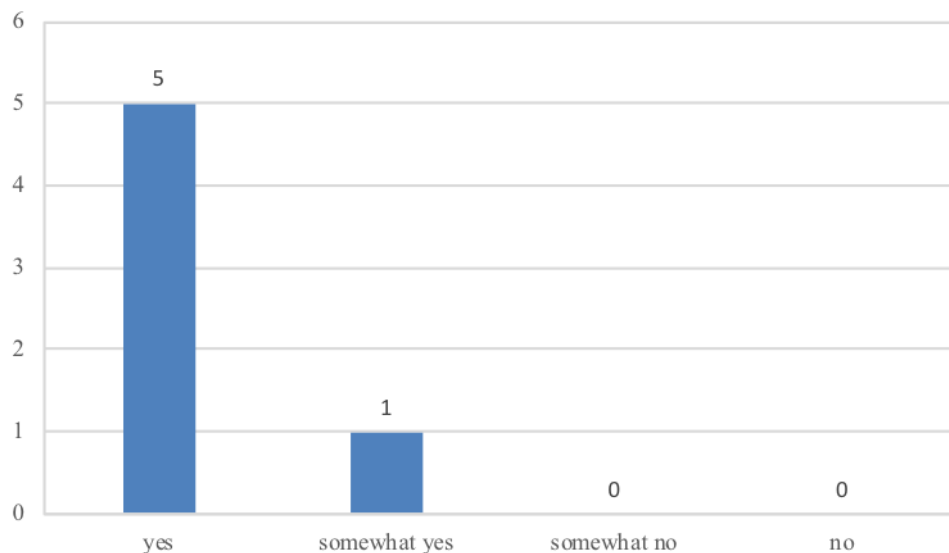
Figure 5: Question: Is it clear to you what your role demands so that you are able to meet the company objectives?

Except for the director of the company, all employees have the possibility a of career growth. However, only one employee thinks that he will work for the same company in

three years. Four employees are not clear about their future in the company and one employee thinks that he will probably not work for the same company in three years. This may indicate that employees are open to new job opportunities or they just do not think about their future much. The company has been operating on the market for only two years, so it is still developing itself and shaping its core structure. A growth of the company and an increase of the number of employees might lead to changes in the company culture and the hierarchy of the company. These changes could affect the employee loyalty in the future. If they will not be satisfied with the changes, they might decide to leave the company.

The employees were also asked if their job gives them a sense of fulfillment. The answers were mostly yes and somewhat yes. Only one person answered somewhat no. He, as the only one, does not feel that his opinions are being heard and valued by the management of the company. Perhaps, the management of the company does not give enough space to this employee to express his opinions, or does not react to his opinions, therefore he does not feel to be fully satisfied and does not feel a sense of fulfillment. However, there might be some misconception on the employee's side as well. He might not express his opinions clearly enough or he does not put strong emphasis onto them. The rest voted again for yes or somewhat yes.
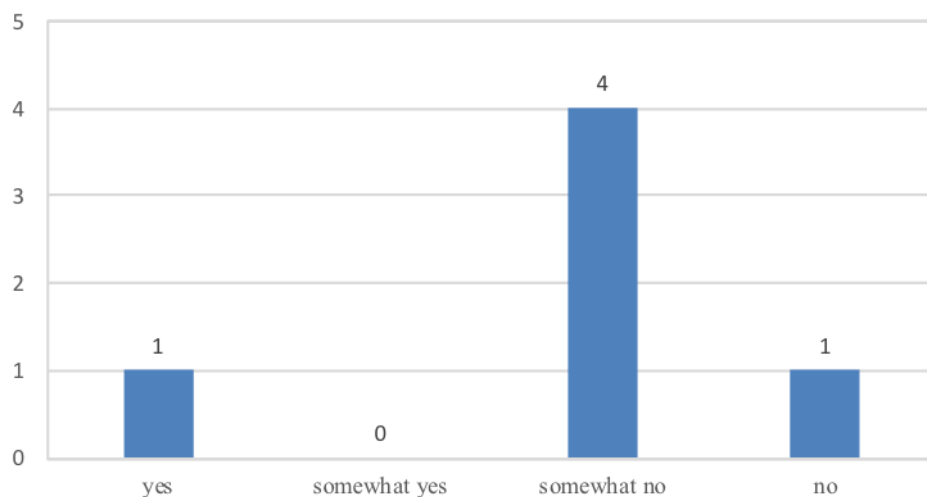
Figure 6: Question: Will you be working for the same company in 3 years?

2) Leadership and Team

As was mentioned in the interview, the company culture is built on openness and no strict rules. It is also reflected in the company's leadership and the way they communicate in the company. The structure of the company is more or less flat and the director of the company is not separated from the rest of the employees, they all share one office together. Employees are satisfied with the overall leadership, four employees voted yes and two employees somewhat yes. This degree of satisfaction is also reflected in the next question.
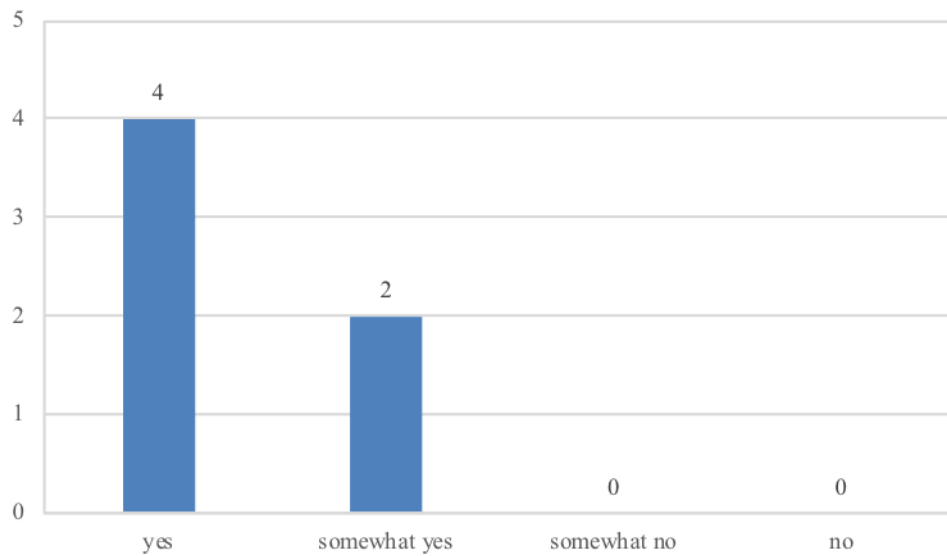
Figure 7: Question: Are you satisfied with the management of the company?

The same two employees, who are somewhat satisfied with the leadership, expressed that they are somewhat satisfied with the reaction to suggestions they give to the management of the company. Therefore, the lower degree of satisfaction with overall leadership might be caused by the unresponsiveness to suggestions made by the employees.
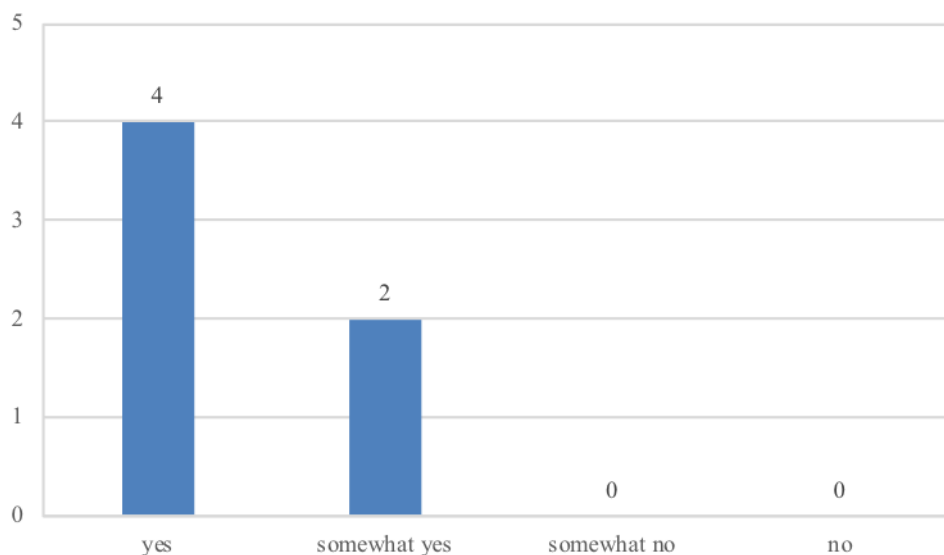
Figure 8: Question: Does the management of the company react to the

suggestions you give them?

In terms of the satisfaction with the team the employees work in, only one employee voted for somewhat dissatisfied. The same employee expressed, as the only one, that the team he works in does not inspire him to do his best at the job. That might be one of the factors which causes his overall dissatisfaction with the team. On the other hand, four employees feel to be very inspired by their team. All employees feel support from the team when they need it. Except for one, all employees know who to ask for advice, if they come across a difficulty. In a small team of six people, it is more likely that employees know who to ask for help, because they do not have that many options to choose from.
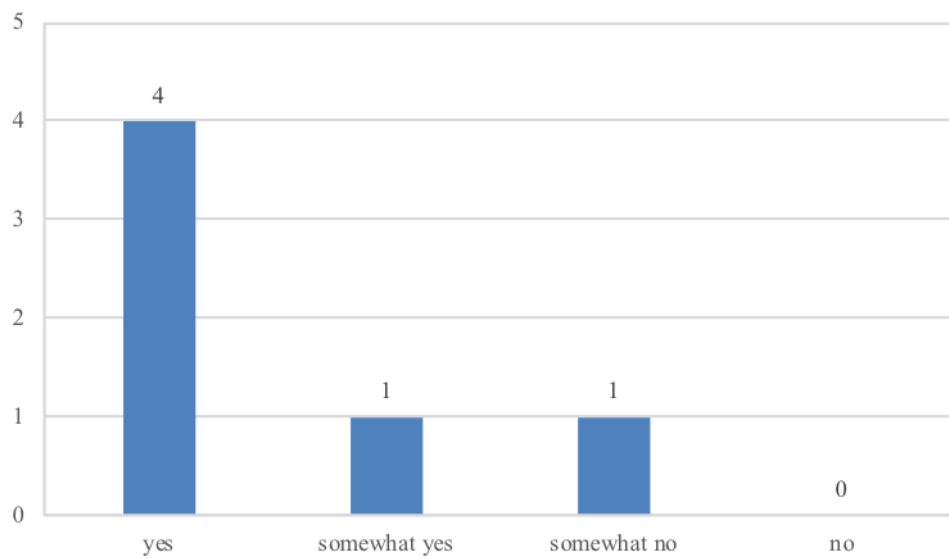
Figure 10: Question: Are you satisfied with the team you work with?
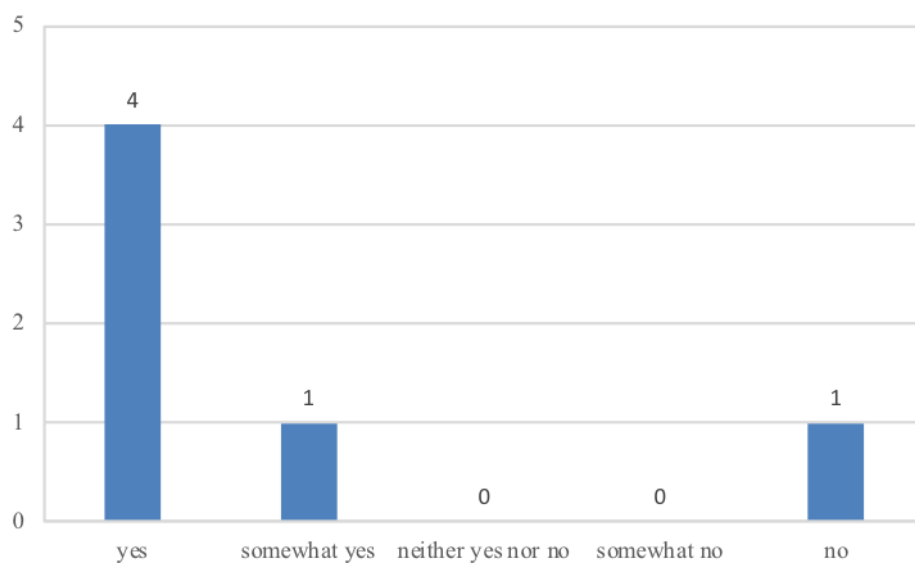
Figure 9: Question: Is your team a source of inspiration for you to perform better at your job?

The leader or manager should divide tasks between employees with regard to their skills and abilities. If an employee is given tasks which are not connected to his filed of knowledge and he struggles with it or if the employee is given only subordinate tasks which do not make full use of his skills and abilities, it leads to lower satisfaction, as mentioned in the theoretical part 2.3. According to the questionnaire, tasks employees deal with in Marketsoul do more or less make a good use of employees' skills and abilities. Management probably knows its employees well and divides tasks appropriately.
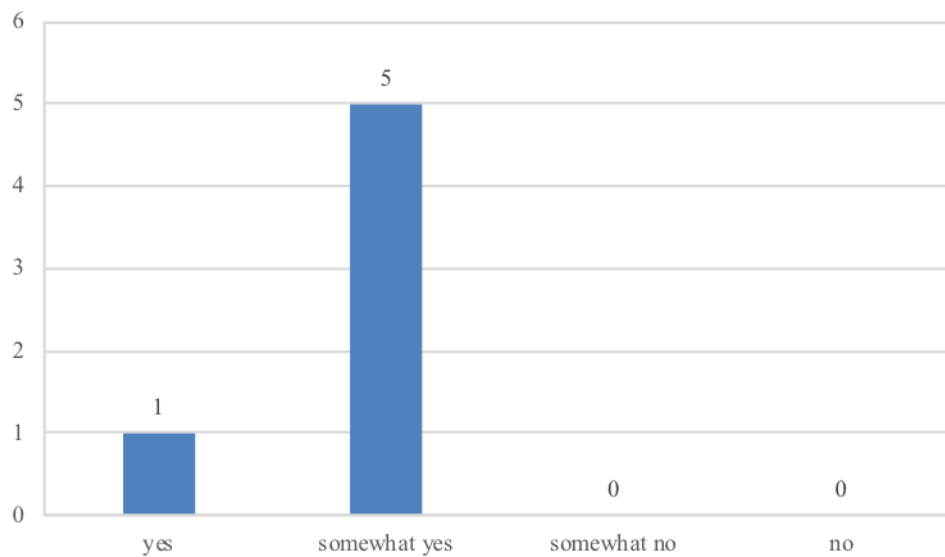
Figure 11: Question: Does your job make good use of your skills and abilities?

As was mentioned in the theoretical part 1.4.1, relationships in the workplace are important for the employee satisfaction. When an employee feels good at work, he is then more productive. To strengthen the relationships in the workplace, the company organizes team building activities. They management of the company expects not only a strengthening of relationships from the teambuilding activities but it is also a good way to clear mind from work (Horák, Appendix I). All employees in Marketsoul participate in teambuilding activities. They regularly play volleyball, they go for a beer from time to time, they go to a summer house together and also they organize some occasional events like night march Clay Eva in April and more. Employees appreciate sport teambuilding activities, except for one who does not like playing volleyball. Therefore, company should also consider including sport activities other than volleyball.

3) Working Hours

The next section of the questionnaire was about the satisfaction with working hours. Employees in Marketsoul are not paid per hours worked but their salary is dependent on their performance. Therefore, they do not have got fixed working hours. Employees are more or less satisfied with this system of working hours. One employee voted somewhat no. This system of working hours might cause that the employee has not defined the time for work and so he works basically all the time and has almost no free time. This is one of the factors that might lead to dissatisfaction. However, it depends more on the time management of individuals. The management of the company could have a meeting with this employee and help him to organize his time better. His colleagues might give him advice as well.
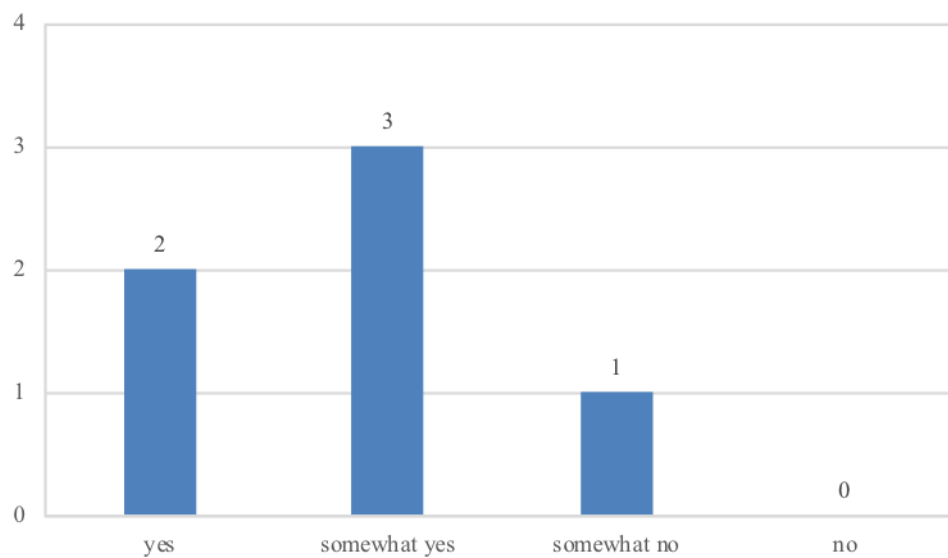
Figure 12: Question: Are you satisfied with your working hours?

4)   Reward System

The reward system in Marketsoul is based on employee performance with some small fixed pay. They decided for this form of rewards to motivate people to perform their best (Horák, Appendix I). No one feels to be fully satisfied with rewards they get for their work and loyalty to the company. However, the majority of people voted somewhat yes. Two employees are rather dissatisfied. With regard to the fact that employees are paid based on their performance, they might see the percentage they get from the business deal they work on as too low or they might want to get a higher fixed pay.
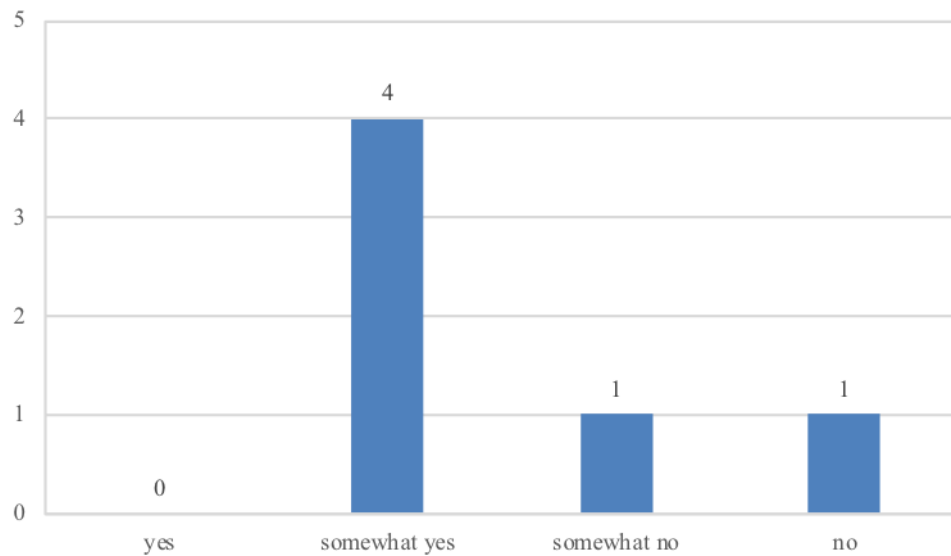
Figure 13: Question: Do you feel that you are adequately rewarded for
your work and loyalty to the company?

Part of the reward system are benefits. One third of employees is fully satisfied with benefits the company offers, one third somewhat satisfied and one third somewhat dissatisfied. Employees who are rather satisfied appreciate mainly the coffee in the office, friendly and dynamic environment, the field of work, flexible working hours, home office, team building activities and training courses. Two employees, who are less satisfied, appreciated only flexible working hours and unlimited phone calls and mobile data.

Employees suggested new benefits in the form of free training courses once in a month, support of sport activities e.g. in the form gym membership, meal vouchers and contributions to work equipment like laptops or mobile phones. People who are not satisfied with the benefits and overall reward system might be more open to the thought of leaving the company in case they get an offer from a company with more attractive benefits and at least the same salary. The company should also better inform their employees about benefits they offer, because one employee suggested a sim card as a new benefit but they are already being offered this.
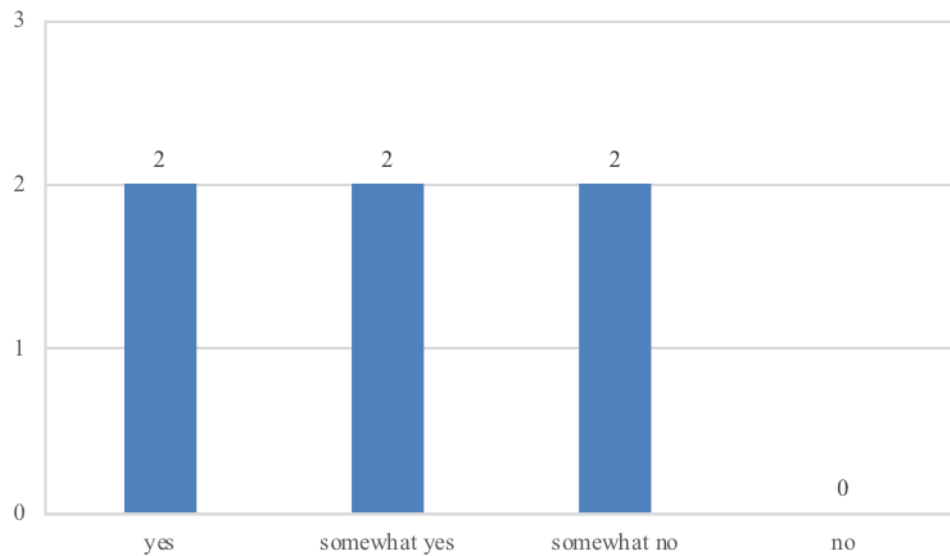
Figure 14: Question: Are you satisfied with the benefits your company

offers to you?

5) Working Environment

The Last section of the questionnaire concerns satisfaction with the working environment. The company has an open office environment. They decided for this form of office because there is only six of them so far and also because they have a more or less flat structure of the company. They do not have any departments. Apart from that it makes communication in the company easier (Horák, Appendix I). Employees are rather satisfied with this type of office layout, however there are some factors which disturb them while they are working in the office. These are mainly insufficient privacy, little space, bad air in the office and noise. Employees are often disturbed by colleagues' phone calls (five out of six) and chatting of colleagues (four out of six). Fortunately, this can be solved by handling calls or discussing things in a separate room which is available in the company and ask them to do so.
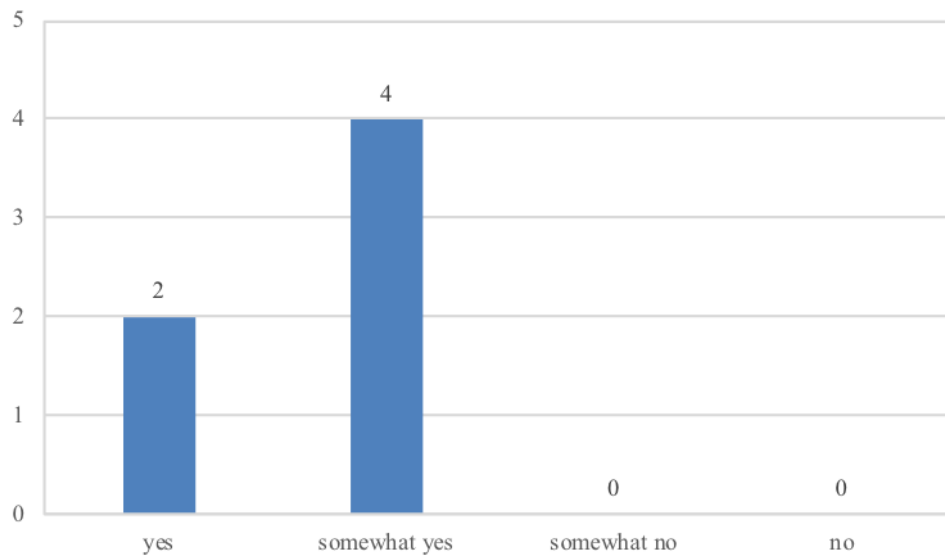
Figure 15: Question: Do you like working in an open office
environment?

6)   Suggestions for Changes

It could be said that an easy way to ensure that employees are satisfied is to ask them what they need the most to be productive and to do their job well. Based on the questionnaire, employees in Marketsoul need e.g. high-performance laptops and mobile phones, adequate rewards, provisions, company cars, headphones, good working environment, cooperation with colleagues, set goals, possibility of personal growth, meaningful work and stimulation by the management which is available for them in most cases.

However, most employees would suggest some changes in the reward system and the selection of their clients. Improvement of financial stability, optimization of the system of provisions, fixed pay and benefits, these are some areas employees would wish to change. Marketsoul has been operating on the market for only two years which might be the reason the company is not financially stable yet. After some time, when they are financially stable and have more clients with regular services, they might be more selective and choose only the reliable clients. Some employees also wished for new colleagues – assistant, graphic designer and developer who are currently needed in the company. In the future it might be better if they have less externists and more permanent employees who they are currently struggling to find (Horák, Appendix I).

The team primarily consists of young people. The company could reach potential employees through social media – Facebook, Instagram, where they unfortunately are not very active at this moment. Insufficient promotion of the company itself is caused by staff

shortage. The employees have no spare time to work on their brand awareness but they always satisfy their clients in the first place. I could be advised them to search for new employees at the Tomas Bata University. They could search for programmers at the Faculty of Applied Informatics, for marketers at the Faculty of Multimedia Communications and for accountants at the Faculty of Management and Economics. Students often look for some temporary job and they would surely fit into the dynamic environment and overall company culture as well. However, the company searches rather for fulltime employees who are hard to find. Therefore, the company might offer trainee programs for students and then keep full time those people who suit the job position they need to occupy.

As the team consists only of men, two employees would welcome a female member in the team. Apart from other tasks, the woman would take care of employees' wellbeing in the company by creating more pleasant working environment. She could add some flowers to the offices, put some pictures or photos from the teambuilding activities on the wall and make other aesthetic changes. In the room where the employees have meetings with the clients, there could be posters with company's values on the wall which might impress the clients. The woman could take care of clients' wellbeing as well by welcoming them in the company and making coffee for them before the meeting starts. The company could address women by offering benefits that would attract them. It can include a free voucher for manicure once a month (costs around 230 CZK[5]), massages (costs in the range between 100 CZK and 1500 CZK depending on type of the massage[6]) or free enter to a fitness centre once a week (one enter costs around 65 CZK[7]). Obviously, the company would have to compensate these benefits to male employees too. Men could be offered e.g. vouchers to barbershop instead of manicure (costs in the range between 150 CZK and 350 CZK[8]). Therefore, the final costs have to be multiplied by the number of all employees.

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[5] **Beauty parlours in Zlín:** http://www.salontiptop.cz/manikura.html;

http://www.pedikuraeva.cz/manikura.html; https://www.pedikura-zlin.cz/cenik/

[6] **Massages in Zlín:** https://www.masazezlin.com/cenik/; http://www.avana.cz/ceniky/cenik-masazi-2017/;

http://www.amenity-wellness-spa.cz/cenik-a-oteviraci-doba/

[7] **Fitness center in Zlín:** https://infitness.cz/kluby/zlin/informace-o-centru.html;

http://www.fitnessfl.cz/index.php?page=objednavky; http://www.relax-fitness.cz/cenik.php

[8] **Barber shop in Zlín:** http://www.fousy.cz/#prace-cenik

9 WEBOO

9.1 Basic Information

Weboo s.r.o. is an agency focusing on online marketing, programming, graphic design and virtual reality (Weboo n.d.). The company was established in February 17, 2014 (Veřejný rejstřík a Sbírka listin n.d., https://or.justice.cz/ias/ui/rejstrik-firma.vysledky?subjektId=858103&typ=UPLNY). However, the history of this company goes further back to 2007 when the directors of Weboo, Jiří Maňásek and Milan Juřík, started doing business connected to online marketing. It is a business-to-customer company and apart from online marketing, programming and graphic design they are newly dealing with virtual reality. The company consists of seventeen employees out of which two are owners/directors of the company, eight are full time employees and seven are part time employees (Greplová, Appendix II). The questionnaire was filled out by 16 employees out of whom there are 6 women and 10 men (see the questionnaire).

9.2 Vision

The main vision of the Weboo company is to become a partner for their clients in all areas connected to the online world and to do all of the necessary activities in-house. The company does not want to have any externists and subcontracts and wants create everything in the agency. A Part of their long-term objectives is to be good at what they do, to educate themselves, to innovate their services while considering the changes in the online world and to keep up with trends. Short-term objectives include planned turnover per year and, concerning clientele, they want to expand their customer portfolio (Greplová, Appendix II).

9.3 Values

Their motto is "Go up" which they try to follow in everything they do. It means that everything they do should be, in some way, increasing. It applies in four main areas. First is personality, which means that employees should develop themselves and should respect other people. The next area is client. Employees should help their clients to always go forward and should respect their opinion. Third area concerns the company itself. The most important part of this area is based on employees and their ability to work in teams and be responsible. To keep their word is the key. Last but not least is neighbourhood. It includes respect of competition. They try to keep the environment in mind and live ecologically e.g.

by separating waste. Further, they support the business environment and employability in Zlín, e.g. by offering trainee programs for students or by presenting that their work for clients was created in Zlín, e.g. in the footer of websites (Greplová, Appendix II).

9.4 Questionnaire

1) Company Culture

The company does not have its vision stated word for word, therefore, there is not only one specific correct answer. According to the answers, employees put a strong emphasis on their clients' satisfaction. Being a responsible partner for clients, personal contact with clients, satisfied clients – answers like these appeared frequently. Development of company's services, growth and stability of the company are other aspects that some employees consider to be a part of the company's vision. Two employees did not know what might the company's vision be and three employees described company's values instead. However, the majority knows what the vision is about.

Answers about the short-term objectives varied. Most of them include orientation on clients, their satisfaction and expansion of client portfolio as well. Five employees did not come up with any short-term objectives. One of them noted that she is trying to do the best she can and she does not need to know what the vison and objectives are. However, each person is different and to some people, knowing the company's vision and objectives might serve as a motivation to increase their engagement. Answers about the long-term objectives mingle with the short-term ones. Again there appear clients' satisfaction, expansion of clients portfolio, company growth, virtual reality and more.

From the answers it is obvious that the employees are probably confused about the difference between the short-term and the long-term objectives of the company. The short-term objectives are more important for the employees, because they are more closely connected to their everyday tasks. The majority of all employees knows what their role demands so that they are able to meet the company objectives. It positively affects employees' satisfaction as mentioned in the theoretical part 1.1.1.
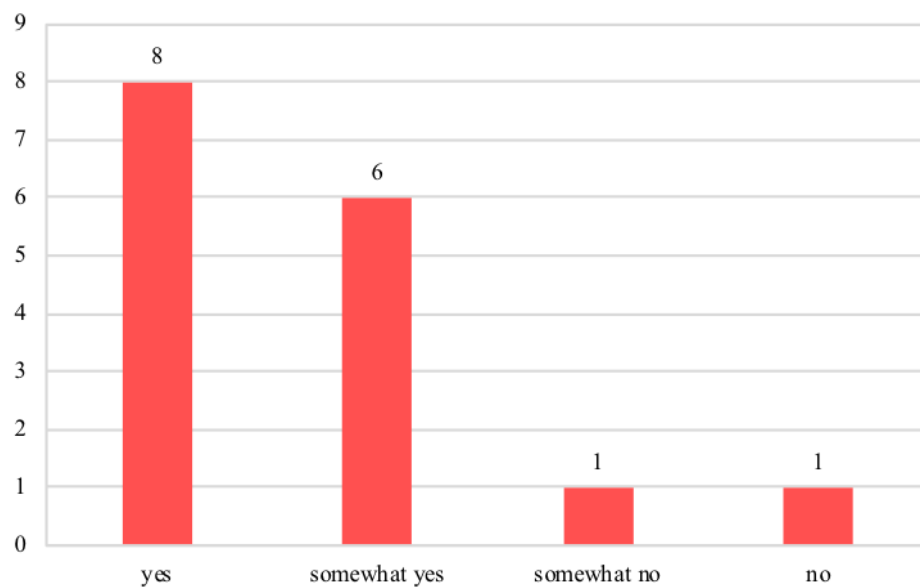
Figure 16: Question: Is it clear to you what your role demands so that you are able to meet the company objectives?

Three employees expressed that they would appreciate the possibility of a career growth in the company, because they do not have at the moment. Upon closer observation of the data was found out that it concerns people who work as the programmer, developer and graphic designer. It is hard to say if they would have the possibility in any other company as these positions tend to be not favourable for a career growth in general. Job rotation might be a solution in this case. E.g. the programmer works as a programmer three days a week and two days a week he might do a different job. It can be a job which will develop his skills other than programming.

The fact that there is no possible career growth for these three employees might have a negative impact on their future in the company as two of them do not think that they will be working for the same company in three years. Half of all the employees do not know if they will stay in the company. Six employees are positive about their future in the company which indicates their current satisfaction.
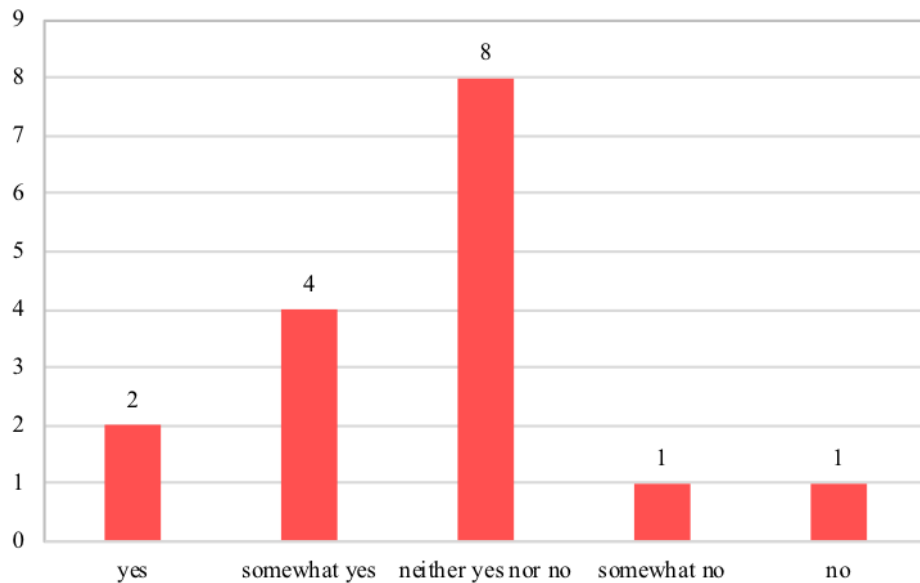
Figure 17: Question: Will you be working for the same company in 3 years?

2)   Leadership and Team

This company works in a so called functional structure. Employees are mostly satisfied with the leadership and with the reaction of the management to suggestions the employees give them. The strength of the company lies probably in the team. All employees are more or less satisfied with the team they work in. Their team is a source of inspiration for them to perform better at their job in most cases and they feel support from their team when they need it. It seems the employees have good relationships which make the work more enjoyable and easier because they can rely on each other.
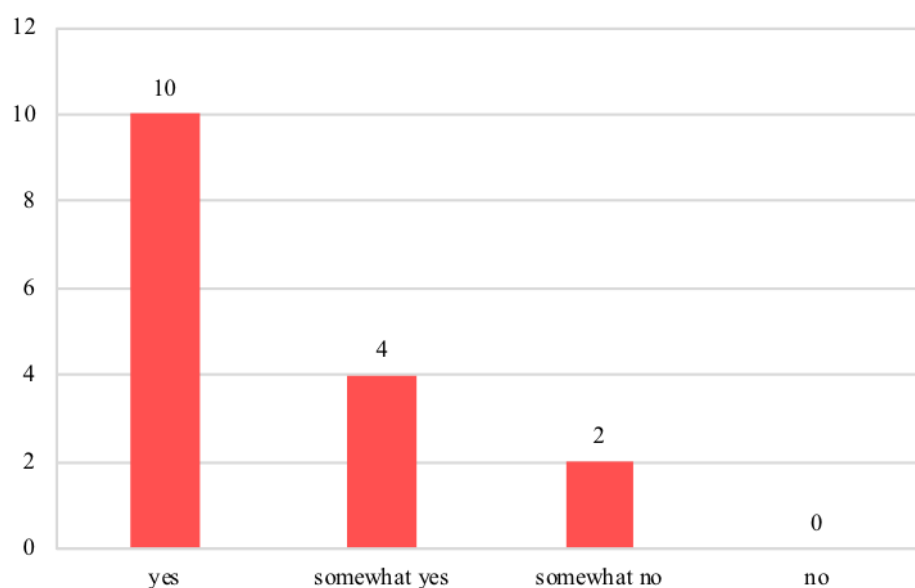
Figure 18: Question: Is your team a source of inspiration for you to perform better at your job?

From the theoretical part 1.4.1 is know that good relationships in the workplace are supported by teambuilding activities. The employees regularly go to a summer house once a year, organize a grill party and a Christmas party. Other teambuilding activities are rather spontaneous. Sometimes they go for a beer, a ride on go karts, exit games or they celebrate birthdays and other special occasions. The management of the company then expects a support of good relationships in the workplace and relax from work. Part of some teambuilding activities, e.g. the summer house, is to work on the development of Weboo (Greplová, Appendix II). Most of the employees participate in these activities or they plan on doing so in the future. The major benefit for them is that they get to know each other outside of the office environment which strengthens their relationships in the team and creates a pleasant atmosphere. It also is an opportunity to talk about problems and it leads to a better understanding of the co-workers as individuals.

3) Working Hours

All employees are very satisfied with their working hours except for one. This one employee often works overtime. Nevertheless, he expressed that he does not mind working overtime hours. Therefore, it is hard to determine where the roots of his dissatisfaction are. Employees of the company have flexible working hours, meaning that they can come to work basically at any time they want. They have an 8-hour work day and the time for breaks is not strictly defined. This gives the employees freedom and a possibility to adjust their working time to their other activities. Six employees have to occasionally work overtime. However, it does not cause employee dissatisfaction because none of those people find working overtime problematic. Three employees who would mind working overtime are not asked to do so very often or not at all.

Home office is primarily used by people on positions such as copywriter, junior graphic designer, developer and by the SEO and one PPC specialist. On the other hand, people who have a greater responsibility, e.g. the developer leader, marketing leader or director, are usually present in the office during their working hours. The opportunity to choose from where the employees want to work is a form of benefit which seven out of sixteen employees appreciate. Other employees probably prefer to work in the office or cannot work from home. That might be mainly the programmers or developers who may need the equipment which is available only in the office, e.g. high-performance computer or three monitors.
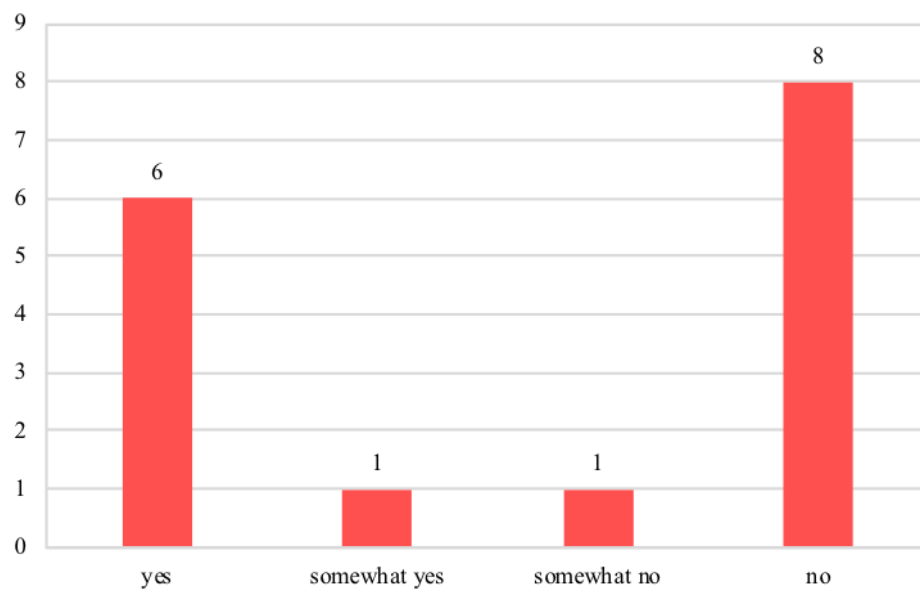
Figure 19: Question: How often do you work from home?

(home office)

4) Reward System

Employees in Weboo have fixed monthly salary supplemented by benefits. The majority of all employees is rather satisfied with the way they are rewarded for their work and loyalty to the company. Half of all employees voted somewhat yes and two voted yes – very satisfied. Three people are rather dissatisfied and the next three are completely dissatisfied. Dissatisfaction occurs amongst people for whom there is very small possibility of a career growth (programmer, graphic designer, developer). All the three employees would appreciate the possibility of a career growth. Presumably, because it might lead to higher rewards. Moreover, one of them thinks that he/she[9] will probably not be working for the company in three years and another one is quite sure about it. This decision might be caused by the dissatisfaction with their salary as seen in the questionnaire.

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[9] With respect to the anonymity of the questionnaire the gender is not mentioned in this case.
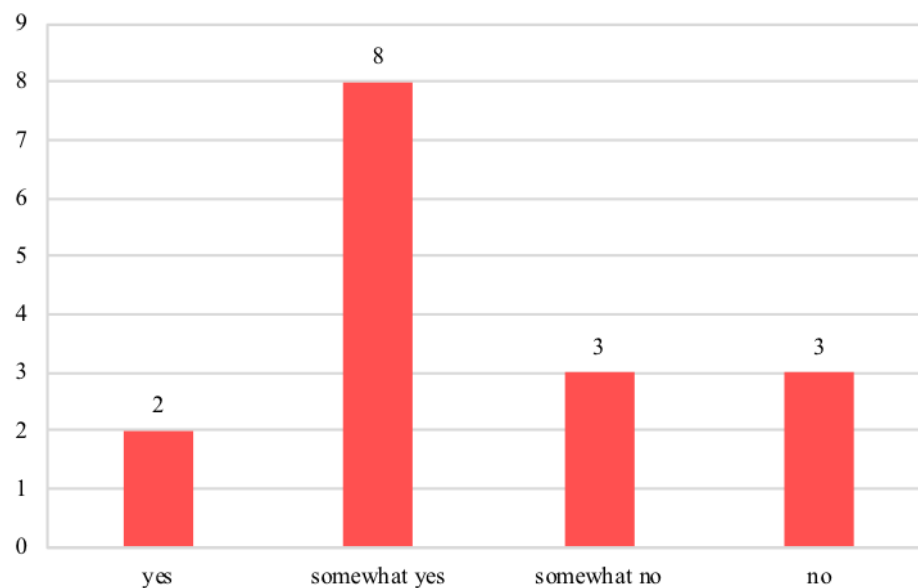
Figure 20: Question: Do you feel that you are adequately rewarded
for your work and loyalty to the company?

As for the benefits, the rate of satisfaction with them is higher than with the overall reward system. The most favourite benefit is the MultiSport card[10], the card has multiple uses and everyone can choose what suits them best. The next benefits that employees appreciate are flexible working hours and the possibility of working from home.

Suggestions for new benefits contain mainly meal vouchers, financial rewards in form of a commission from a trade and a bonus at least once per year. Employees would appreciate pension contributions, holiday allowances and transport compensations as well. The implementation of these benefits depends on the company's financial possibilities.

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[10] "MultiSport programme: the concept of motivation for employees to engage in regular exercise and relaxation" (source: https://multisport.cz/en/). Holders of this card can use it in Zlín to visit e.g. the Sky Gym, Fitness Relax, Solná jeskyně a polárium Solanka, Sporcentrum Maty, Sportovní centrum Heat Fit and more. However, they can use it all around the Czech Republic and Slovakia (source: https://multisport.cz/en/?s=&town=Zl%C3%ADn).
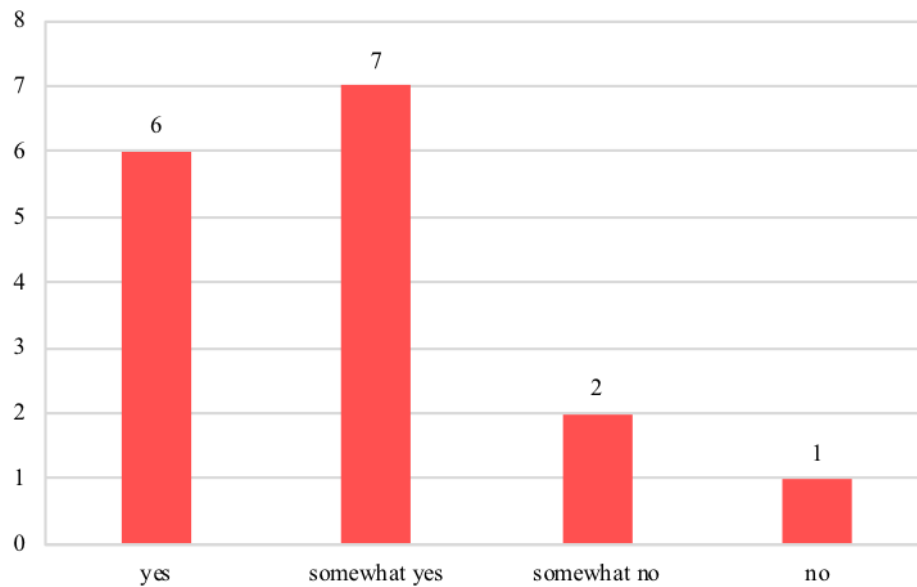
Figure 21: Question: Are you satisfied with the benefits your
company offers to you?

5)   Working Environment

The company has an open office environment. They have decided for this office layout
because it simplifies the communication. Employees often work on one project with people
from different departments. The open office environment saves time when something
needs to be discussed. Moreover, it supports the company culture which is based on
openness and communication. Open office layout might strengthen the relationships and
enable employees to better get to know each other (Greplová, Appendix II).

Employees are highly satisfied with this type of office. Only one employee is a little
dissatisfied. Factors which cause his dissatisfaction are noise, bad air in the office,
colleagues' phone calls and chats of colleagues. These factors often disturb other
employees as well. Moreover, one employee mentioned noisy printer which might be
solved by moving the printer to other room or buying a new one. Nevertheless, employees
who do not want to be disturbed by other people can move to another room which is
available for them in the premises. Of course this solution does not include people who
cannot move their computers. Those are mainly programmers, developers and graphic
designers. However, according to the results of the questionnaire, people at this job
positions are satisfied with the working environment.

9.5 Suggestions and Recommendations

Things that help individual employees to be productive and do their job well differ with regard to their job position. For programmers it is important to have a high-performance technical equipment. On the other hand, for people who do a more creative job, e.g. SEO and PPC specialist, it is important to have a possibility to change the place they work in, to work in a quiet environment or to listen to their own music, to have an access to the Internet and to have regular breaks. The most of all employees agreed that motivation, good team and relationships in the workplace, financial rewards, work environment and overall atmosphere at work all have a positive influence on their performance.

As financial rewards are important for employees to be satisfied, some of them suggest changes in the reward system, higher salary, bonuses and other benefits like meal vouchers etc. Possible increase of the salaries or bonuses depend on the financial state of the company.

Some employees wish not only for financial rewards but they also need a bigger motivation from the management, better engagement of the management and a greater ability to be praised for a job well done. One employee would appreciate regular feedback on the work done. The management should take it into consideration and thinks about a plan of motivation and feedback for the employees. After a project is done, the team could have a short meeting with the management of the company and briefly evaluate the process. What was done well, what should they avoid next time etc.

The company can consider announcing the employee of the month reward. Not only will the employees know that the management appreciates their work but it will serve as a motivational tool as well. I would not suggest defining any rules of choosing the candidate, because it might create pressure on employees. The employee might be chosen based on his above the standard work performance, willingness to often work overtime or gaining a valuable client. He/she can be rewarded for helping others or even for bringing positive energy to the team. The management can be creative in regard to the form of the reward as well. It does not necessarily have to be a financial reward. The reward can be a cake with a flavour and design which the employee likes. At the end of each month a meeting will take place and the employee of the month will be announced. All employees can then eat the cake, have a coffee together, talk about the performance in the last month and about random things from their lives. This will result in a strengthening of relationships. It is important to be careful ensure the employee of the month reward does not lead to jealousy

and does not have a negative effect on the employees' relationships. The price of the cake is around 1000 CZK[11], plus the hourly wage of each participant must be added to the costs as well.

The employee of the month might be presented on the company's websites and social media as well. There can be posted his photo with a comment on his performance, the reason he was rewarded and the value he brings to the company. It will strengthen the employer-employee relationship. Moreover, the company's clients and other fans on its social media accounts will have a chance to get to know the employees and overall company deeper.

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[11] Price for a cake for 18 people: http://dortyposkocil.cz/dorty/; http://www.cukrovita.cz/dorty-zlin.php.

10 COMPANIES COMPARISON

The intention of this chapter is to compare working conditions of each company and their influence on employee satisfaction and fluctuation. The comparison is based on the interviews with the personalists of each company and on the questionnaires.

First of all, it is important to clarify the main differences between the two companies and their influence. Marketsoul s.r.o. has been operating on the market since January 2016 while Weboo s.r.o since February 2014 and its history goes even further back to 2007. The length of the existence of the company might have an impact on its financial stability and the fluctuation rate which is low in the Weboo company (Greplová, Appendix II). On the other hand, the fluctuation rate in the Marketsoul company is higher. It might be caused by the performance-based salary. Some employees find out that it does not suit them and leave the company (Horák, Appendix I). The team of Marketsoul consists of six men and around eight to nine externists. On the other hand, the team of Weboo includes ten men, six women and they want to avoid having any external staff. The team composition and number of people in the team might influence the overall company culture and stability of the company as well. The team which consists only of internal personnel is more stable and the communication is easier. When the company has a large number of externalists, the communication is more difficult and the company is not united (Horák, Appendix I).

1) Company Culture

The company cultures in both companies are based on openness, communication and freedom. The company cultures are supported by the company structures which are in both cases functional structures. However, the structure in Marketsoul tends to be more "flat" as there is a lower number of employees and they are not divided into departments as they are in Weboo. The lower number of employees in Marketsoul creates a high opportunity for a career growth. Considering the future growth of the company, people will have an opportunity to become heads of various departments. The vision of this possibility might be tempting for new potential employees. Nevertheless, employees in Weboo have a possibility of career growth as well. The difference in the questionnaire results stems from the fact that in Weboo, there exist positions that do not generally offer a possibility of career growth. These positions are a programmer, senior graphic designer and developer. In Marketsoul, on the other hand, these roles are fulfilled by externists. This might have caused a disparity in the results.

To summarize, the possibility of career growth is comparable in both companies. However, in Marketsoul, the progress might be faster as the company currently struggles with employee shortage and needs to occupy position with a great responsibility, e.g. project manager.
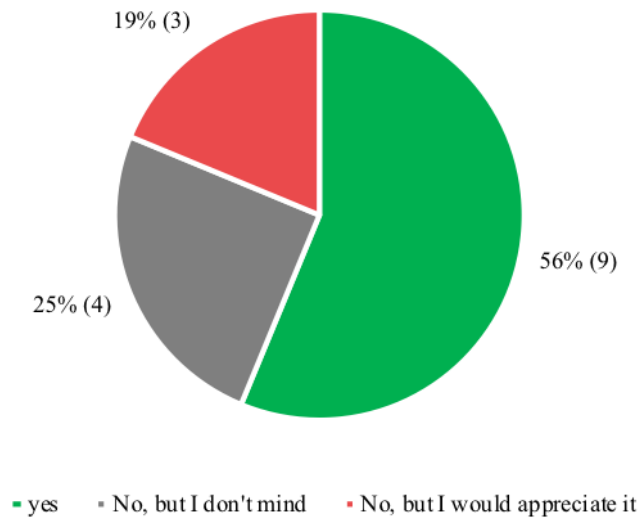

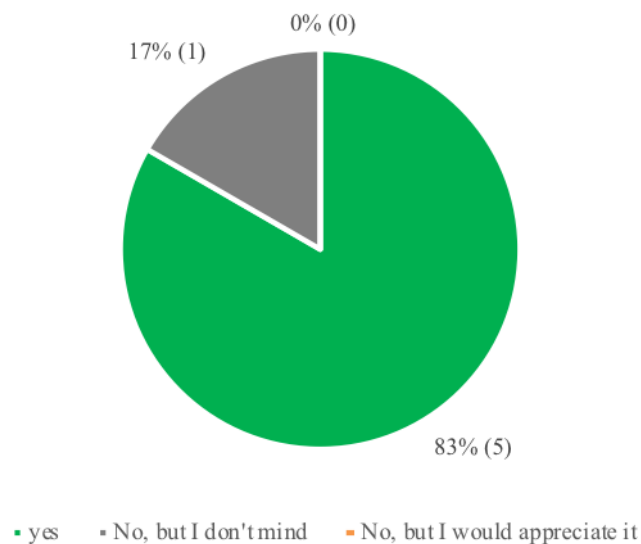Figure 23: Question: Is there an opportunity of career growth in the company? (Weboo s.r.o.)

Figure 22: Question: Is there an opportunity of career growth in the company? (Marketsoul s.r.o)

2) Team

One of the strengths of both companies is in the team itself. Considering the questionnaires' results, both teams seem to be composed of people who are responsible and have good relationships in the workplace. Employees of both companies feel satisfied in their teams. Moreover, the majority of all employees feels to be inspired by their team and can rely on their colleagues when they need advice. The good atmosphere that is created by the employees creates a positive image of the company when they share their satisfaction with their friends or on social media. The positive view of the company might attract new employees to join their team. Companies have Facebook profiles through which they share pictures and videos from their working environment and teambuilding activities. Through sharing these moments companies enable people to see behind the scenes and show them how their teams work.

3) Working Hours

Large number of employees in both companies expressed that they consider the working hours a benefit. The working hours are flexible in both companies, yet there is a difference between them. Employees of Weboo work 8 hours per day from Monday to Friday and it is up to them what time they come to work at. Employees of Marketsoul do not have specified working hours. They have to finish their work no matter how long it will take them as long as they meet the deadlines (see chapter 4.1.2). In both cases, employees have control over their time and can adjust their working time with regard to their leisure time activities. The form of no time-framed working hours in Marketsoul might be seen as both – advantage and disadvantage. Either an employee does his job quickly and has more free time or it takes him more time and he works more than eight hours per day. This depends on each individual person, but it seems that employees with time-framed working hours are a little bit more satisfied.
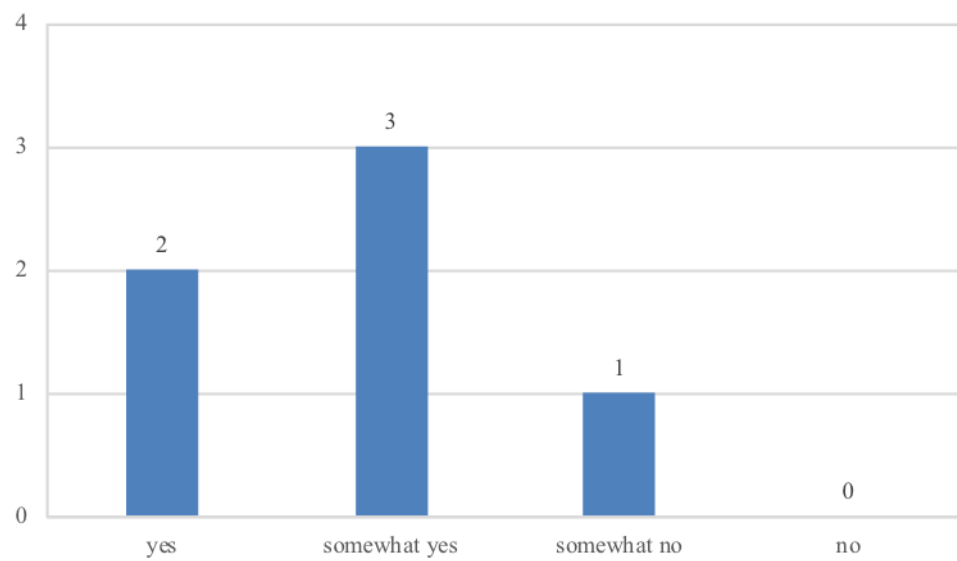
Figure 25: Question: Are you satisfied with your working hours?

(Marketsoul s.r.o.)

Are you satisfied with your working hours?
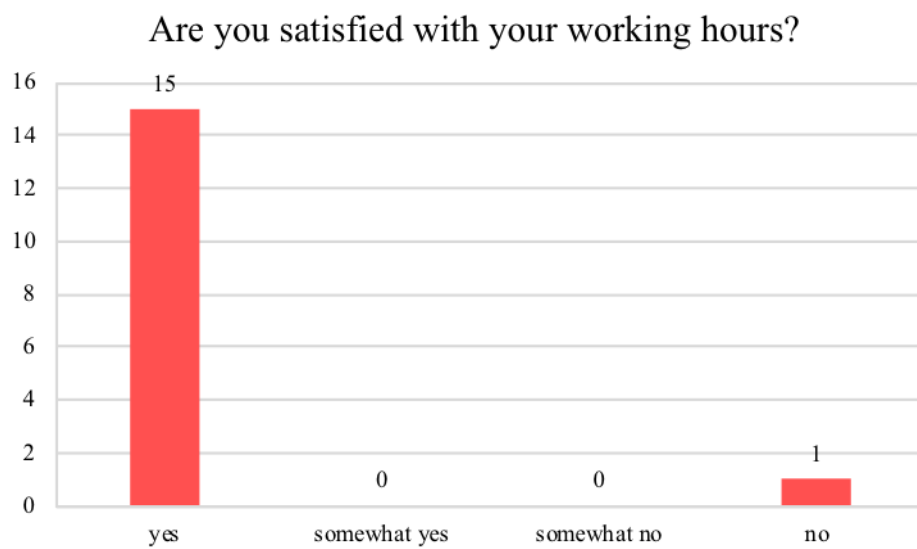
Figure 24: Question: Are you satisfied with your working hours?

(Weboo s.r.o)

4) Reward System

One of the main differentiations of the companies is the reward system. In the Weboo company employees have fixed monthly pay plus possible overtime and benefits. Meaning that the employees get the same amount of money each month, not less. No matter how much work they have done as long as they were at work at least 160 hours per month. In contrast with that, employees in the Marketsoul company have low fixed pay and their monthly salary depends on their performance. Therefore, the employees have different salary each month. The system of performance based salary should serve as a motivation for the employees. That might attract mainly young people who have no obligations to their own families. If the person is hard working, he can earn more money than he would in a company with fixed monthly salary. However, it is more mentally demanding and the reward system might be one of the reasons why the fluctuation in the Marketsoul company is higher than in the Weboo company (Greplová, Appendix II; Horák, Appendix I).

The benefits each company offers are limited by their financial possibilities. Therefore Weboo, the company with a longer existence, can afford to offer benefits like the MultiSport cards which the majority of employees uses. Nevertheless, employees of both companies appreciate mainly benefits which are not costly, including flexible working hours, possibility of home office, free coffee and friendly atmosphere in the office. Teambuilding activities might be also seen as a benefit. People who like team sports might prefer working for the Marketsoul as the employees regularly play volleyball together. Their occasional teambuilding activities are often sport-based as well. On the other hand, people who prefer going to the fitness centres or do not like sports at all might prefer working for Weboo. The Multisport card gives them many options of spending their free time – fitness centre, wellness and other leisure time activities.

Benefits might be an opportunity to differentiate working conditions of the company from their competition. Not only do they attract new employees but they can also have an impact on current employees and their longer stay in the company. When the person starts using the Multisport card in Weboo regularly or gets used to play volleyball with his colleagues in Marketsoul every week, he will take these aspects into consideration when thinking about changing his job.

5) Working Environment

The companies' premises were observed during the interviews with the personalists. The interview in the Weboo company was on Thursday at 10 a.m., and there were around ten employees in the office at that time. The environment was quiet, and some people listened

to music in their headphones. The interview took place in a meeting room where appointments with clients or company's meetings are held. The student was offered coffee. Some of the employees consider having free coffee in the office their favourite benefit. There was also a separate room with a couch built with pallets. The employees themselves designed the room and assembled the furniture. They can go to this place when they want to work alone or when they need to work in a team and discuss projects.

The interview in the Marketsoul company was on the same day at 4 p.m., and no other employees were present in the company at that time. There was one open office, one small meeting room for appointments with clients and one larger meeting room for employees' meetings. Employees can go to the separate meeting rooms when they want privacy and do not want to be disturbed. The interview took place in the smaller meeting room, and the student was offered a coffee in this company as well. Some employees of Marketsoul consider free coffee in the office as their favourite benefit too.

Although many studies in the theoretical part point out the disadvantages of an open office environment, employees of both companies are satisfied in this type of office. The working environments in both companies are similar. Therefore, it would probably not play a significant role while choosing one company over the other. People who prefer to work alone have a possibility to work in a separate room in both companies. However, the work in an online marketing agency often involves teamwork which is facilitated by the open office environment.

CONCLUSION

The purpose of this thesis was to analyze the level of employee satisfaction in two different companies operating in the field of online marketing. As both companies, Marketsoul s.r.o. and Weboo s.r.o, are based in Zlín, they are competition to one another in the labour market. The thesis includes not only the analysis of employee satisfaction of both companies but also a comparison of their working conditions. The intention of the comparison was to describe the differences in the working conditions and how could such conditions affect the success rate of recruiting new employees.

The thesis was divided into theoretical and practical part. The theoretical part deals with some of the most important aspects that have an influence on overall employee satisfaction. It includes company culture, leadership, working hours, reward system and working environment. The last chapter of the theoretical part describes different research methods and data analysis some of which were then used for the analysis in the practical part.

The practical part includes an introduction of each company followed by an evaluation of questionnaires filled out by employees of both companies. The data for companies' descriptions were collected by interviews with personalists of each company. This information was also used to help create the questionnaire. The questionnaire deals with some of the most important aspects influencing employees' wellbeing in the companies. The answers were illustrated in graphs and the most relevant questions were commented and supplemented by information from the interviews. Lastly, the working conditions of both companies and their influence on employee loyalty and satisfaction were compared.

The results of the analysis of the Marketsoul company showed that employees are satisfied with overall working conditions. They mostly appreciate the dynamic environment of the company, flexible working hours and the team they work in. The weakness of the company is its instability arising primarily from the short existence of the company. The area which concerns most employees is finances. Their higher satisfaction could be achieved mainly by changes in the reward system including higher fixed pay, holiday allowances, meal vouchers and more. Better stability of the company might be built by having less external staff as well. The Marketsoul company is suitable mainly for young people who feel comfortable in fast-moving conditions and are resilient. Having performance-based salary, as people in Marketsoul have, is mentally demanding. However, it can serve as a motivator for employees to perform their best. At the end of the company

analysis the student recommended ways to reach new employees which they are currently struggling with.

The results of the research in the Weboo company showed positive outcomes as well. The employees highlighted their satisfaction with their team, benefits, flexible working hours and overall pleasant atmosphere in the company. Although employees would appreciate changes in the rewards in form of a higher salary and financial bonuses, they would also welcome changes that are not that financially demanding. The management of the company could achieve higher employee satisfaction by greater ability to praise the employees for a job done well, by giving them regular feedback on their work and by motivating them to perform their best at work. That might be achieved by greater engagement of the management itself. Consequently, the student recommended a new way of rewarding employees.

The main differences between the companies arise from the length of their existence. Weboo, the company with the longer existence, tends to be more stable in terms of finances and fluctuation. The higher fluctuation rate in the Marketsoul company might be caused by the insufficient reward system as people get performance-based salaries. Greater stability of the Weboo company and fixed pay might be more attractive to the majority of people. However, the Marketsoul company could attract people who desire career growth and the possibility to increase their salary with their performance.

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LIST OF ABBREVIATIONS

OCB   Organizational Citizenship Behaviour

CZK   Czech crown – the currency of the Czech Republic

e.g.   exempli gratia = for example

i.e.   id est = that is

s.r.o   společnost s ručením omezeným

ROWE   Results Only Work Environment

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APPENDIX P I: Interview Stanislav Horák – Marketsoul s.r.o.

1) Kdy byla firma založena?

V lednu 2016

2) Kolik má firma zaměstnanců?

3 zaměstnanci na plný úvazek a další 3 na dohodu, dále 3 externisté ze Zlína a dalších 5-6 externistů mimo Zlín

3) Jaká je vize společnosti?

Být strategickým partnerem v oblasti inovací a pomocí moderních technologií dělat život spokojenější.

4) Jaké jsou krátkodobé cíle společnosti?

Nemáme přesně definovaný seznam, ale máme plánované měsíční obraty, které chceme dosáhnout, což je tedy zaměřené na obchod. Dále máme plán výroby, který bychom měli splnit ten daný měsíc a zdržet stabilní finanční situaci.

5) Jaké jsou dlouhodobé cíle společnosti?

Tak daleko jako je 5 let zatím nevidíme, ale tento rok bychom chtěli o dalších 100% růst, co se týká obratu, nevím, jestli se to promítne i v lidech ve stejném poměru, ale máme určeno zvýšit o 100% obrat. Dále máme v plánu rozvinou aktivity na Slovensku, vytvořit tam v podstatě další tým a už se to i děje. Máme tam drobnou pobočku, ale momentálně sháníme vhodné lidi. Chceme udržet nějakou ziskovost zakázek, která je na určitém procentu a mít spokojené zákazníky.

6) Jaká je pracovní doba? Mají zaměstnanci vymezený čas na přestávky?

Tohle nemáme nějak definované. Je pravidlo, které se dodržuje od začátku, že zhruba v 9 hodin začíná pracovní doba. Od 9 do 15 hodin by tady zaměstnanci měli být, nebo by měli být na telefonu. Ale nikoho nehlídáme. S obědy se počítá, ale nemáme to dané, když si třeba jdeš potom do města ještě něco vyřídit nebo tak, není žádný problém.

o <u>Máte 8 hodinovou pracovní dobu?</u>

Pracovní dobu neřešíme, soustředíme se spíš na finance, všechny cíle se dají převést do peněz. Třeba výroba má nějaký cíl, který musí splnit a jestli do udělá za 2 dny a měla na to celý měsíc nebo to udělá za měsíc a půl a měla na to měsíc, tak to je problém. Ale je to tak, nemáme to nijak jinak definované.

o <u>Jak tedy platíte brigádníky, když nemáte určenou pracovní dobu?</u>

Nejsou placení od hodiny, jsou placení na základě výkonu. Brigádníky máme většinou na obchod, takže jim dáváme určité procento z obchodu, které uzavřou, plus mají nějaký fixní plat.

7)   Mohl/a byste stručně popsat, jaká je ve Weboo/Marketsoul firemní kultura?

V rámci firmy nemáme nějaké přesné pravidla. Dalo by se říct, že je to hodně založené na těch lidech a na té volnosti. Spoléhá se na takovou tu sebereflexi a ctižádostivost lidí. A že když se cítí blbě, tak to prostě řeknou, když se cítí dobře, tak je to tady cítit v té atmosféře. Do té kultury firmy patří i sportovní aktivity, dbáme na to, že kolik jazyků umíš, tolikrát jsi člověkem, takže podporujeme lid například když se chtějí učit angličtinu. Měli jsme tady lektora, kterého jsme platili a lidi chodili na jeho hodiny. Máme tady takové pravidlo, že chodíme upravení. Nechodíme do práce v teplákách s kšiltovkou, ale je tady nějaká úroveň toho oblečení. Možná by se to dalo nazvat sportovní elegance.

8)   Jaké jsou hlavní hodnoty firmy?

Hodnoty jsou win-win. A to jak se zákazníkem, tak interně ve firmě, ve vztahu k soukromému životu. Měl by být všude, aby všechny strany byly spokojené. Je to o dělání kompromisů a domluvě a hlavně komunikaci. Když dobře komunikujete, tak s nestane, že jeden by prohrával a druhý vyhrával, protože se to vždycky vykomunikuje tak, aby obě strany z toho profitovaly. To platí i při náboru lidí, že když někdo chce víc peněz, tak nejsme proti, de facto nám nevadí, když si někdo řekne 100 tis. za měsíc, ale někde se to ve firmě musí projevit. Jinak bude firma lose a on bude win. Další hodnota je 90% řešení, 10% výmluv. To znamená, že když cokoliv nejde, tak se neřeší ty výmluvy (on mi to nedodal, on mi neodepsal), ale řeší se, co můžeš udělat pro to, aby ti to dodal. Nebo když to nejde takhle naprogramovat, jak by to mohlo jít jinak. Další hodnota je držet vlastní slovo, co řekneš, tak to platí. Dále tam máme inovaci práce, kterou děláme, snažíme se hledat nové způsoby jak něco dělat a nedostat se do kolečka, které by nás omezovalo a nepřicházeli jsme s ničím novým.

9)   Proč jste zvolili formu kanceláří open office? Jaké v tom vidíte výhody?

Je to i kvůli tomu, že je nás zatím málo, ale zároveň kvůli tomu, že máme plochou strukturu firmy. Není jeden velitel a všichni ostatní pod ním. Je to více méně ploché, každý má nějakou divizi na starost, nemáme vyloženě nějaké oddělení. Všichni jsme tedy na stejné úrovni a každý se podílíme na prospěchu té firmy stejným dílem. Proto tedy není potřeba to nějak škatulkovat a dělat kanceláře. Máme to tedy všechno otevřené a je to i z toho důvodu, aby se nám lépe komunikovalo. Spousta věcí se řeší

instantně a je potřeba reagovat rychle. Když má někdo dotaz, hned se musí zeptat atd. Kdyby někomu nevyhovovalo pracovat v open space, častokrát se stává, že když se potřebuješ soustředit, tak si dáš sluchátka a pokud potřebuješ být sám, tak si můžeš sednout do téhle zasedací místnosti a nebo kolikrát lidi pracují z domu. Pokud to nevyžaduje komunikaci, ale jen práci na počítači.

10) Jaké pořádáte teambuildingy a jak často?

Máme vánoční večírky. Občas jdeme na bowling, na motokáry. A obecně to máme tak, že když se ve firmě něco povede, tak si dáme štamprlu, připijeme si. Potom když je potřeba něco řešit, třeba nějaké problémy, tak se to kolikrát řeší v hospodě. V kultuře firmy máme také to, že by člověk měl být fit, to měl kdysi i Baťa. Chodíváme alespoň jednou za týden, každý čtvrtek v 6 hod, hrát volejbal. Do tělocvičny a v létě na beach. Občas tam bereme i zákazníky, takže je to takové free.

11) Jaký přínos od teambuildingů očekáváte?

Dobrou atmosféru do firmy a to, abychom dokázali některé věci hodit za hlavu, nebrali je osobně a netahali je do volného času a ten volný čas si užili jako lidé a všichni dohromady. Není to o tom, že ředitel teď bude něco víc, ale všichni se bavíme stejně a je to taková více lidská tvář. Obecně by to mělo zlepšit vztahy ve firmě, vytváříme si společné zážitky.

12) Jaké benefity nabízíte svým zaměstnancům?

Flexibilní pracovní doba, kterou nehlídáme. Samozřejmě ty klasické zákonem dané jako dovolená, sick days, day off. Samozřejmě v kanceláři máme zdarma kafe a další nápojem. Když zaměstnanci potřebují, můžou si půjčit firemní auto, já mám na firmu notebook, telefon. Zaměstnancům dáváme firemní tarify, které můžou používat kdykoliv, protože jsou neomezené a je nám jedno, jestli volá rodině nebo vyřizuje firemní věci. Když je potřeba, tak dostanou i telefony. V kancelářích můžou řešit co chtějí, když sem přijdou o víkendu a potřebují studovat nebo psát bakalářku, tak můžou. Takže tady mají nějaké zázemí, všichni mají klíče. Občas zaplatíme z firemních peněz nějaké ty výlety, v létě plánujeme chatu, kterou také hradíme. Teď půjdeme noční pochod Clay Eva. To je noční pochod z Hostišové až do Bystřice pod Hostýnem, je to 35 km. Tam jsme všichni přihlášení a startovné je asi 100 Kč, tak to hradí firma a podobné. Nebo například když někdo přijde s nějakým školením, které je v rámci působnosti firmy, tak minimálně 50% z toho platí firma. Když přijde firma s nějakým školením, tak to celé hradí firma.

13) Proč by si potencionální zaměstnanec měl vybrat Vaši firmu před Vaší konkurencí?

Předpokládám, že u konkurence by měli taky flexibilní dobu, ale pokud ne, tak by to určitě byla ta flexibilita pracovní doby. Dále to, že tady neřešíme žádnou tu strukturu, je to otevřené a v podstatě se tady může projevit úplně kdokoliv. Když nám někdo napíše, že nikdy v tomhle oboru nepracoval, ale chce dostat příležitost a chce ukázat co v něm je, máme na to přímo pracovní pozici, která se jmenuje junior sniper. Takže ten může dělat cokoliv, vyzkoušet si to a může se klidně stát manažerem celé výroby, může si vzít obchod na Slovensku, může si vzít celou marketingovou komunikaci firmy. Lidi se u nás můžou rozvíjet, dáváme jim ten prostor a financujeme to. Plus máme v rámci firmy aktivity, které se nevztahují vyloženě jen k online marketingu, ale máme mnoho příležitostí otevřít – můžou si zkusit, jak se otevírá e-shop a prodávat montované domy. Máme těch činností víc, do kterých je možné se zapojit a hledáme do nich nějaké šikovného člověka. Od začátku si ten business může rozvést s tím, že my zabezpečíme jak finanční stránku nějakým způsobem, tak tu manažerskou, že pomůžeme, poradíme. Tahle práce není žádná sranda, což se může zdát jako nevýhoda, ale ve skutečnosti je to spíš výhodou, protože nejsi ve své komfortní zóně, ale je to ta diskomfortní zóna, ve které se ten člověk nejvíc posouvá a nejvíc roste. Nedáváme lidem velké fixní platy, ale předem dané KPI (pzn. Key Performance Indicator). Pokud je plní, tak si můžou vydělat neomezené množství peněz a pokud je neplní, tak nedostanou nic a je to jen důkaz toho, že nejsou tak schopní. Takže ta možnost kariérního růstu a osobního rozvoje by mohla být také pro potencionální zaměstnance zajímavá. Celková otevřenost a svoboda v tom, v čem se uchytíš.

14) Co děláte pro to, abyste si udrželi své zaměstnance? Co děláte pro zvýšení jejich spokojenosti?

Snažíme se jim prodat tu svojí filozofii. To, proč chodí člověk do práce není vyloženě jen kvůli těm penězům. Ať už jsou takhle nebo takhle vysoké. Je to o tom, že je to musí i bavit a že má možnost podílet se na zajímavých projektech. A taky to, že jsme tady super parta lidí. To je to, co se jim snažíme prodávat. Kromě těchto social věcí máme také věci jako ty školení, snažíme se do těch lidí investovat, nalévat do nich ty vědomosti, které já nebo Pavel máme, jakožto nejstarší zaměstnanci nebo členové týmu. Snažíme se těm lidem předávat maximum. Když sem přijde nepopsaný papír, tak my ho dokážeme tak popsat, že ten člověk pak zvýší svojí hodnotu na tom trhu. Dáváme jim pořád nějaké challenge, aby neusnuli na vavřínech, pořád je motivovat.

15) Jaká je fluktuace zaměstnanců ve firmě?

No docela velká. Jsme v segmentu, kde pracují mladí lidé a ti často nevědí, co chtějí a nebo si myslí že jsou někde a přitom jsou ještě na začátku, ale vezmou si toho příliš moc na sebe a nevydrží to a odejdou. A proto je ta fluktuace tak velká. Je to taky tím, že nemáme velkou fixní mzdu 25 tis. hrubého a oděláš si svoje a jdeš s čistou hlavou domů. Ale děláme přesčasy a ten fixní plat je nízký, tak to je taková nevýhoda vůči těm lidem, ale je to větší výzva.

16) Jaké pracovní pozice ve firmě máte a které pracovní pozice je momentálně nejtěžší obsadit? (Pozn. vyjmenované pozice budou na výběr v dotazníku ot. Jaká je vaše pracovní pozice?)

Zkušeného account manažera, schopného grafika a programátora. To je takový evergreen tyhle tři pozice.

- o Jakým způsobem zaměstnance hledáte?

  Hlavně přes osobní kontakty, poptáváme se známých, jestli o někom neví, to je ta první meta. Druhá meta je Linked-in. Třetí je web trh, dáme inzerát, že potřebujeme něco vyrobit, ten člověk se o to přihlásí, vyrobí to a když jsme s ním spokojení, tak se s ním domluvíme a najmeme ho na part time a pracuje pro nás. A čtvrtý způsob jak hledáme, tak je facebook, uděláme promo příspěvek, zveřejníme to, že hledáme např. kreativního designéra, pustíme to na facebooku a čekáme kdo se přihlásí.

17) Jakou formou Vám mohou zaměstnanci dávat podněty ke změnám ve firmě?

Buď na kvartálních poradách a nebo kdykoliv jindy. Na těch kvartálních poradách třeba padne otázka, co by firma musela dělat, aby v ní chtěl skončit a tím on vlastně odpoví, co mu vadí. Jinak my to máme hodně otevřené a nemáme v tomhle nastavené žádné pravidla, všechno se řeší operativně. To znamená, že když se někdo ve firmě cítí špatně, tak se to řeší hned, domluví se schůzka s někým.

18) Dostali jste někdy od zaměstnance návrh na provedení nějaké změny ve firmě? Pokud ano, jak jste potom postupovali?

Záleží, jak moc finančně náročné to je, jestli je to moc náročné, tak si řekneme jestli je to vůbec potřeba a jak rychle je to potřeba. A pokud je to nevyhnutně potřeba zařídit, tak se to zařídí. Pokud je to drahé a nepřinese to nic, tak ne. Pokud je to v pohodě, tak to uděláme hned.

19) Prováděli jste někdy analýzu spokojenosti Vašich zaměstnanců? A pokud ano, s jakými výsledky?

Máme kvartální porady, kde si sedneme face-to-face s Pavlem jakožto majitelem, kde máme nějakou šablonu, podle které jedeme. Je tam třeba přímo otázka jak jsi spokojený na škále od 1 do 10. Je tam hodnocení zaměstnanců kolem -pracovní a vztahový. Co tě motivuje, co ti pomůže při práci, aby ses cítil líp a tak. Potom hodnocení sama sebe – silné a slabé stránky. Dále si tam nastavuješ a hodnotíš cíle, které sis ty sám dal a jak jsi je plnil, takže si tohle kvartálně reviduješ. A celkově spokojenost lidí ve firmě se takhle řeší na těch kvartálních poradách

APPENDIX P II: Interview Marie Greplová – Weboo s.r.o.

1) Kdy byla firma založena?

My jsme loni slavili 10. výročí, takže rok 2007, když to budeme brát od úplného základu.

2) Kolik má firma zaměstnanců?

V tuto chvíli máme 17 zaměstnanců a z toho 2 jsou majitelé a jednatelé společnosti, 8 zaměstnanců na plný úvazek a zbytek jsou brigádníci.

3) Jaká je vize společnosti?

Naší vizí je stát se partnerem pro naše klienty co se týče kompletních dodávek služeb v oblasti online světa a to všechno in-house. Abychom neměli žádné externisty a subdodávky a zvládli všechno vytvořit u nás.

4) Jaké jsou krátkodobé cíle společnosti?

Máme stanovené tak, že každý rok chceme obratově růst. Zatím se nám to daří plnit na víc, než jak to máme stanovené v tuhle chvíli. Dále máme také cíle co se týče spolupráce s klienty. Chceme rozšiřovat naše portfolio služeb, což se nám ne úplně v tuto chvíli daří, protože aktivně nabízet a rozšiřovat naše služby je náročné, když jsme v časovém presu, když máme každý hodně povinností.

> o <u>Takže máte i někoho, kdo se zaměřuje na to, shánět nové klienty, nebo si klienti spíš nachází vás?</u>
>
> U nás je to spíš ten druhý způsob. Náš princip spoluprací je hodně postavený na tom, že chceme dlouhodobé spolupráce. Nespolupracujeme asi s nikým, kdo by chtěl jen nějakou jednorázovou službu. Naším cílem je, mít toho klienta dlouhodobě a tím pádem nám i hodně odpadá ta práce, co se týče nových klientů, ale neříkám, že to neděláme. Ale nemáme žádného obchoďáka, který jen oslovuje firmy.

5) Jaké jsou dlouhodobé cíle společnosti?

Abychom byli dobří v tom, co děláme, abychom se dostatečně vzdělávali a inovovali všechny ty oblasti těch služeb, protože ten online svět se hodně vyvíjíj. Před rokem jsme začali pracovat hodně s virtuální realitou. Takže obecně, abychom tu kvalitu služeb dokázali stále zvyšovat a udržet krok s těmi trendy.

6) Jaká je pracovní doba? Mají zaměstnanci vymezený čas na přestávky?

Máme vymezený pracovní čas, nemáme vymezenou dobu na přestávky. Je to tak, že jsou tady kuřáci, kteří si dají pauzu na cigaretu kdy chtějí, na oběd chodí kdo chce kdy chce. Není to tak, že by si někde musel odpíchnout, že byl na obědě přesně půl hodiny.

- o <u>Ale nějaký způsobem se to tedy stejně snažíte dodržovat?</u>

  Ano, je to hodně o té zodpovědnosti toho člověka. Když někdo potřebuje ten den někam jít, má třeba doktora nebo takhle, tak my vůbec nehrajeme na nějaké propustky. Ono se celkem rychle projeví v tomhle malém počtu, když to někdo zneužívá, je to celkem snadno viditelné. A my většinou o sobě víme, protože jsme i kamarádi, takže když má někdo třeba zdravotní problémy, tak to víme a nemáme to tak, že by ten člověk musel donést propustku od doktora.

- o <u>A každý si volí sám, kdy přijde do práce, nebo máte nějak stanovenou pracovní dobu?</u>

  Každý si to volí sám. Je dané, že musíme být na poradách, které jsou stanovené a zbytek je na každém z nás. Někdo chodí na šestou a odchází dřív, někdo chodí třeba na devátou. Já osobně chodím každý den jinak, podle toho, jak mi to vyhovuje. Jak vstanu, jestli jdu ráno cvičit. Každý si to prostě organizuje sám. Důležité je, aby byl na schůzkách a na poradách.

7) Mohl/a byste stručně popsat, jaká je ve Weboo/Marketsoul firemní kultura?

My si hodně zakládáme na tom týmu, na lidech, co spolu sedíme v tom open spacu a to je naše velká síla. Můj šéf to jednou moc hezky řekl v jenom rozhovoru, který jsme dělali, že my nemáme sílu třeba v tom, že by někdo dostal ultra velký plat. Na to, co děláme, nás kdykoliv někdo přetáhne. Kdyby někdo chtěl, tak nás klidně někdo přeplatí třeba v Praze, v Brně. Ale tady jde spíš o to, že my se snažíme vytvářet takové podmínky, aby ti lidi tady byli spokojení, aby je to bavilo. My si to všechno hodně určujeme sami, i tu komunikaci s klienty. Jaké si to uděláme, takového to máme a to je asi ta firemní kultura, stojí to na lidech.

8) Jaké jsou hlavní hodnoty firmy?

Schválně jsem tě dnes vzala do zasedačky, abys to viděla, máme je tady vyvěšené na stěnách. My jsme vymysleli asi před 2 rokama „Go up", což je takové naše heslo, kterým se snažíme řídit ve všem, co děláme. To Go up znamená, že vždycky musíme myslet na to, jestli to, co děláme, jde nějakým způsobem nahoru – pro nás, pro klienta. Ať to všechno kooperuje spolu a ať se to někam posouvá. Určili jsme si takové 4 oblasti, ke kterým se to vztahuje. To jsou – personality, client, company and

neighbourhood. Je to tedy hodně zaměřené na ty lidi, že to rozvíjí člověka po lidské stránce, že respektuje hodnoty každého z nás. Co se týče klienta, tak je to, že pomáháme plnit ty klientovi cíle, že mu pomáháme, aby šel vždycky dopředu, aby to nikdy nebyl pro něj krok zpátky a zároveň vždycky respektujeme klientův názor, to je důležité. A co se týče firmy jako takové, tak vytváříme hodně takové týmové prostředí, o tom už jsem mluvila, že jsme hodně zodpovědní a to je jedna asi z nejdůležitějších věcí, co tady máme. Že ta zodpovědnost vůči těm ostatním v týmu je asi klíčová u nás. Protože já se musím spolehnout na to, že mi někdo dodá věci včas a je mi jedno, jestli to udělá doma, tady, ale musím vědět, že mi to dodá. A další je také to, že si ve Weboo pomáháme a respektujeme, ale to je asi taková jasná věc, protože jsme všichni i kamarádi. A co se týče i okolí, tak samozřejmě snažíme se myslet i na ty věci kolem, že respektujeme konkurenci, že se snažíme myslet na ekologii částečně, což se nám zatím ještě úplně nedaří, ale věřím, že do budoucna to bude lepší. Zatím se snažíme o takové základní věci jako třídění odpadu a takové věci, ale není to zatím na nějaké top úrovni. A snažíme se i podporovat to business prostředí tady ve Zlíně. Jme hodně zapojení ve zlínském kreativním clusteru, kde se hodně angažujeme, jsme zapojení do různých stáží a snažíme se podporovat tady zaměstnatelnost tady na Zlínsku. I co se týká praxe studentů, třeba i to, že s Tebou teď řešíme tu bakalářku. Snažíme se to i hodně prezentovat – created in Zlín, což dáváme teď na většině webů do patičky, aby to bylo vidět.

9) Proč jste zvolili formu kanceláří open office? Jaké v tom vidíte výhody?

Zvolili jsme to tak, protože už od začátku jsme byli všichni v jedné místnosti a myslím si, že pro tu komunikaci mezi lidmi je to nejlepší řešení. My hodně řešíme kreativní věci, koncepty, jak by to člověk udělal a hodně tohle řešíme napříč různých oddělení – markeťák, grafik, kodér. A ono je zdlouhavé, když si člověk musí dopředu domlouvat schůzku. Takhle my na sebe zavoláme a nebo si napíšeme na hangoutu, když nechceme rušit ostatní. Přijde mi to takové víc otevřenější a zároveň je to i o tom týmu, že my si povídáme třeba i o tom, když někdo doma zrovna něco prožívá, tak se o tom pobavíme. Myslím, že to podporuje ty vztahy mezi sebou, než kdybychom každý seděli ve svém kanclu a nebo třeba po dvou po třech, tak potom některé lidi třeba vůbec nemusíš potkat. Snažili jsme se to ale udělat tak, že víme, že ne každému samozřejmě pro práci vyhovuje open space. Takže jsme se to snažili udělat tak, aby tady bylo dostatek únikových míst. Všichni markeťáci mají notebooky, takže kdokoliv chce, tak si může ten počítač přenést, u těch koderů a programátorů a grafiků je to horší, protože oni mají

bednu. Ale snažíme se to dělat tak, abychom nebyli hluční. Když někdo potřebuje, tak si třeba dá sluchátka.

10) Jaké pořádáte teambuildingy a jak často?

Pravidelně děláme vánoční večírek, jednou za rok jezdíme na prodloužený víkend na chatu, v létě děláme grilovačku a potom v průběhu roku děláme spíš takové nárazové akce. Když chce třeba někdo něco oslavit, nebo když někdo třeba tři týdny dopředu napíše, že chce někam vyrazit, ať se kdo chce přidá. Chodíme na exit games, motokáry, ale to už chodíme hodně nepravidelně a v menší skupině. Spíš prostě kdo zrovna v tu chvíli má čas, tak jde. U těch pravidelných velkých akcí se ale snažíme časově vyjít vstříc všem, zvláště u toho vánočního večírku a chaty, to je pro nás důležité.

11) Jaký přínos od teambuildingů očekáváte?

Takové trochu uvolnění se, zároveň podpora toho kolektivu. Ne jenom být pořád zavření v kanclu, ale taky něco vymyslet spolu. Zároveň také práci na Weboo, na naší firmě. Protože ono to je takové, jak se říká, že kovářova kobyla chodí bosa. Že často máme problém s tím pracovat na našem brandu, na naší značce. Protože furt je práce dost a sami sebe dost zanedbáváme. Takže pro tohle je ideální prostor právě na té chatě, prostě sednout si, říct si věci co se nám nelíbí, co bychom chtěli změnit a takhle. Takže to využíváme hodně pro nás.

12) Jaké benefity nabízíte svým zaměstnancům?

Určitě velký benefit je ta flexibilní pracovní doba. Potom máme takové standartní jako kávovar – káva zadarmo, aquamaty a teď nově od prosince máme multisportky, což je super, to využívá hodně z nás.

      o <u>Ty fungují jak?</u>

         Tu Ti zaplatí buď zaměstnavatel, nebo si jí hradíš z části sama – záleží na domluvě mezi zaměstnavatelem a zaměstnancem a platí to do různých sportovních zařízeních po celé české a slovenské republice. Můžeme chodit každý den někam cvičit. Což je super, protože když tady každý sedíme 8 hodin a více, tak je dobré, když myslíme i na to svoje fyzické zdraví. Je v tom třeba i wellness. Je tam v nabídce celkem dost zařízení s tím, že pokud někde chceme navázat spolupráci, tak jim třeba napíšeme a oni je sami osloví, jestli by nechtěli tam tu multisportku taky zavést. A na jednu kartičku můžeš jít jednou denně někam cvičit.

Jinak ty benefity u nás jsou hodně o tom, že když něco chce, tak to může navrhnout a my se o tom potom pobavíme.

13) Proč by si potencionální zaměstnanec měl vybrat Vaši firmu před Vaší konkurencí?

Je to hodně o té kultuře o tom týmu, že většina lidí je třeba i překvapená. Třeba když k nám přijdou stážisti, tak jsou z toho většinou překvapení, že nejsme žádná svázaná firma. Jsou tady všechno mladí lidi, normálně si povídáme o normálních věcech, ne že bych tady 8 hodin seděla se sluchátky na uších a snažíme se začlenit ty lidi do toho kolektivu. To si myslím, že je velká výhoda a zároveň je výhoda v tom, že každý si může navrhnout, co chce. To znamená, že kdo se chce angažovat v nějaké oblasti, třeba marketingu, někdo chce dělat PPC. Přijde sem, tak tu možnost má a má možnost i když si to obhájíš, tak je na jakoukoliv konferenci, kurz, cokoliv. Pokud si to obhájíš, pokud v tom šéf vidí přínos a pokud potom zpětně uděláš nějaké shrnutí pro ostatní, tak můžeš jet kam chceš – což je vlastně další forma benefitu, který jsem předtím nezmínila. V tom je velký přínos i po té stránce rozvoje. Snažíme se, abychom nezakrněli v tom, co umíme, ale abychom se posouvali dopředu. Takže to je i hodně o tom sebevzdělávání. A u nás Ti nikdo nebude počítat, že jsi dneska neodpracovala tady na tom klientovi tolik a tolik hodin. Jsou prostě věci, které trvají trochu dýl, než se naučíš a to je normální. Samozřejmě to člověk nesmí zneužívat, ale to se tady odhalí tím, že tady sedíme spolu a mluvíme spolu, tak se to tady odhalí docela rychle. Takže když toho někdo zneužívá, tak to zjistíme.

o _A už jste měli takovou zkušenost?_

Je to takové, že občas mají někteří lidi problém s tou otevřenou kulturou v tom, že je to nějak moc nemotivuje. Nemají jasně dané, že dneska musí udělat tohle a tohle, ale ten člověk si to určuje sám. Jsou prostě povahy lidí, kteří to nezvládají. Není to pro každého, ale většinou ti lidi odejdou sami, protože to cítí.

14) Co děláte pro to, abyste si udrželi své zaměstnance? Co děláte pro zvýšení jejich spokojenosti?

Když někdo chce někdo změnit, tak může, vždycky to diskutujeme na velkých poradách, které máme jednou za čtrnáct dní a tam může kdokoliv cokoliv navrhnout, říct, když se mu něco nelíbí. To se snažíme hodně takhle komunikovat mezi sebou.

15) Jaká je fluktuace zaměstnanců ve firmě?

Teď momentálně to máme dost stabilní. Plné úvazky si myslím, že jsme tady v takovém složení už minimálně rok a půl. S tím, že brigádníci se nám občas mění, což

je asi normální, protože to jsou lidi co studují, třeba odejdou na magisterské studium někam jinak nebo se rozhodnou, že budou žít mimo Zlín a tak.

16) Jaké pracovní pozice ve firmě máte a které pracovní pozice je momentálně nejtěžší obsadit?

Programátoři. To je velký problém, protože dobrý programátor většinou už někde je, takže ho musíš přetáhnout a samozřejmě i co se týče financí, tak tam se pohybuje nejvíc peněz asi.

> o Jakou formou tedy ty programátory sháníte?
>
> Ty co tady teď máme, tak tady byli nejdříve na stáži nebo na brigádě a zůstali tady. Měli jsme i kluky, co pracovali pro nás a třeba i pro někoho jiného, ale neosvědčilo se nám to. Lepší je to, když jsou tady. Ono se to hodně projeví na tom výkonu, že ten člověk nevěnuje plnou pozornost té svojí práci, ale neříkám že to není reálné, ale zrovna tenhle člověk nebyl s tou otevřenou firemní kulturou úplně ztotožněný.

17) Jakou formou Vám mohou zaměstnanci dávat podněty ke změnám ve firmě?

Na té hlavní poradě a máme i porady jednotlivých oddělení, marketing má jednou za týden a developeři mají každý den ráno takovou krátkou poradu. Na těch se to dá taky řešit, záleží taky na tom, jestli se to týká jen toho oddělení nebo jestli se jedná o celou firmu samozřejmě.

18) Dostali jste někdy od zaměstnance návrh na provedení nějaké změny ve firmě? Pokud ano, jak jste potom postupovali?

Většinou to postupuje tak, že někdo třeba chce nějaký benefit nebo nějakou věc tady řešit, tak zjistíme jaký postoj k tomu mají ostatní a pokud nás je třeba víc, což znamená třeba aspoň 3-4 lidi, tak to předneseme na té poradě a šéfové se k tomu vyjádří, zároveň se k tomu vyjádří ostatní, jestli jim to přijde adekvátní. Záleží také na tom, o jakou věc se jedná, jestli je to věc ta 1000 Kč nebo za 50 000 tisíc nebo i víc.

19) Prováděli jste někdy analýzu spokojenosti Vašich zaměstnanců? A pokud ano, s jakými výsledky?

Většinou to funguje tak, že po roce máš pohovor s vedením. S tím, že tam se dělá dotazník co se týče tebe a té tvojí pozice, jestli to směřuje tam, kam chceš ty, jestli je to dobré pro tu firmu. Jak se vidíš sama v budoucnosti v té firmě a takový komplexní dotazník. Takže to děláme vždycky, když je uplynulý rok pracovního vztahu. Ale tím,

že my to máme hodně o tom, že když se nám něco nelíbí, tak to rovnou řešíme, tak
něco takového úplně neděláme.

APPENDIX P III: Questionnaire Template in English

An Analysis of Employee Satisfaction in Marketing Agencies in Zlín

Hello,
thank you in advance for completing this questionnaire for my bachelor thesis focusing on an analysis of employee satisfaction in marketing agencies. The questionnaire is anonymous and the results will be provided to the management of the company. Therefore, I will be glad if you will take it also as an opportunity how to change something for better in the company you work for :)

PS: The information about the connection between the job description and other answers will not be provided to the company to ensure the anonymity.

Dominika Rajnohová, student of TBU in Zlín

*Povinné pole

Introduction

1. **What is your job description?** *
   Zaškrtněte všechny platné možnosti.

   ☐ Owner/Director

   ☐ Marketing Leader

   ☐ Senior Graphic Designer

   ☐ Junior Graphic Designer

   ☐ PPC Specialist

   ☐ Comparison Websites Specialist

   ☐ SEO Specialist

   ☐ Programmer

   ☐ Developer

   ☐ Developer Leader

   ☐ Social Media Specialist

   ☐ Project Manager

   ☐ Account Manager

   ☐ Sales Manager

   ☐ Assistant

   ☐ Finance

   ☐ Jiné: _____

2. **You are:** *
Označte jen jednu elipsu.

◯ Man
◯ Woman

Company Culture

3. **What is the vision of the Weboo/Marketsoul company?** *

_____

4. **What are short-term objectives of the company?** *

_____

5. **What are long-term objectives of the company?** *

_____

6. **Is it clear to you what your role demands so that you are able to meet the company objectives?** *
Choose on the scale: yes - somewhat yes - neither yes nor no - somewhat no - no
Označte jen jednu elipsu.

	1	2	3	4	5	
Yes	◯	◯	◯	◯	◯	No

7. **Does your job give you a sense of fulfillment?** *
Choose on the scale: yes - somewhat yes - neither yes nor no - somewhat no - no
Označte jen jednu elipsu.

	1	2	3	4	5	
Yes	◯	◯	◯	◯	◯	No

8. **Is there an opportunity of career growth in the company?** *
Označte jen jednu elipsu.

◯ Yes
◯ No, but I don't mind
◯ No, but I would appreciate it

9. **Do you feel that your opinions are heard and valued by the management of the company?** *
   Choose on the scale: yes - somewhat yes - neither yes nor no - somewhat no - no
   Označte jen jednu elipsu.

	1	2	3	4	5	
Yes	◯	◯	◯	◯	◯	No

10. **Will you be working for the same company in 3 years?** *
    Choose on the scale: yes - somewhat yes - neither yes nor no - somewhat no - no
    Označte jen jednu elipsu.

	1	2	3	4	5	
Yes	◯	◯	◯	◯	◯	No

Leadership and Team

11. **Are you satisfied with the management of the company?** *
    Choose on the scale: yes - somewhat yes - somewhat no - no
    Označte jen jednu elipsu.

	1	2	3	4	
Yes	◯	◯	◯	◯	No

12. **Does the management of the company react to the suggestions you give them?** *
    Choose on the scale: yes - somewhat yes - somewhat no - no
    Označte jen jednu elipsu.

	1	2	3	4	
Yes	◯	◯	◯	◯	No

13. **Are you satisfied with the team you work with?** *
    Choose on the scale: yes - somewhat yes - somewhat no - no
    Označte jen jednu elipsu.

	1	2	3	4	
Yes	◯	◯	◯	◯	No

14. **Is your team a source of inspiration for you to perform better at your job?** *
    Choose on the scale: yes - somewhat yes - neither yes nor no - somewhat no - no
    Označte jen jednu elipsu.

	1	2	3	4	5	
Yes	◯	◯	◯	◯	◯	No

15. **Do you feel that your team supports you when you need it?** *
    Choose on the scale: yes - somewhat yes - neither yes nor no - somewhat no - no
    Označte jen jednu elipsu.

	1	2	3	4	5	
Yes	◯	◯	◯	◯	◯	No

16. **If you come across a difficulty, do you know who to ask for an advice?** *
    Choose on the scale: yes - somewhat yes - neither yes nor no - somewhat no - no
    Označte jen jednu elipsu.

	1	2	3	4	5	
Yes	◯	◯	◯	◯	◯	No

17. **Does your job make good use of your skills and abilities?** *
    Choose on the scale: yes - somewhat yes - neither yes nor no - somewhat no - no
    Označte jen jednu elipsu.

	1	2	3	4	5	
Yes	◯	◯	◯	◯	◯	No

18. **Do you participate in the company's team building acitivities?** *
    Also, mention your opinion of how it is beneficial to you, or why you do not participate.

    _____

    _____

    _____

    _____

    _____

Working Hours

19. **Are you satisfied with your working hours?** *

Choose on the scale: yes - somewhat yes - somewhat no - no
Označte jen jednu elipsu.

	1	2	3	4	
Yes	◯	◯	◯	◯	No

20. **Do you often work overtime?** *

Choose on the scale: yes - somewhat yes - somewhat no - no
Označte jen jednu elipsu.

	1	2	3	4	
Yes	◯	◯	◯	◯	No

21. **Do you mind working overtime?** *

Choose on the scale: yes - somewhat yes - somewhat no - no
Označte jen jednu elipsu.

	1	2	3	4	
Yes	◯	◯	◯	◯	No

22. **How often do you work from home? (home office)** *

Choose on the scale: Often - somewhat often - somewhat not often - not at all
Označte jen jednu elipsu.

	1	2	3	4	
Often	◯	◯	◯	◯	Not at all

Reward System

23. **Do you feel that you are adequately rewarded for your work and loyalty to the company?** *

Choose on the scale: yes - somewhat yes - somewhat no - no
Označte jen jednu elipsu.

	1	2	3	4	
Yes	◯	◯	◯	◯	No

24. **Are you satisfied with the benefits your company offers to you?** *

Choose on the scale: yes - somewhat yes - somewhat no - no
Označte jen jednu elipsu.

	1	2	3	4	
Yes	◯	◯	◯	◯	No

25. **Write down 3 benefits that you appreciate the most.** *

_____

26. **Write down suggestion of 3 new benefits which you would appreciate to have.** *

_____

_____

_____

_____

_____

Work Environment

27. **Do you like working in an open office environment?** *

Choose on the scale: yes - somewhat yes - somewhat no - no
Označte jen jednu elipsu.

	1	2	3	4	
Yes	◯	◯	◯	◯	No

28. **Which of these factors often disturb you while you are working in the office?** *

Choose one or more option.
Zaškrtněte všechny platné možnosti.

☐ Noise

☐ Insufficient privacy

☐ Little space (feeling that there are too many people around you)

☐ Movements of colleagues

☐ Poor lighting

☐ Bad air on the office

☐ None

☐ Jiné: _____

29. **What sounds disturb you while you are working in the office?** *
Choose one or more options.
Zaškrtněte všechny platné možnosti.

☐ Use of office equipment (copier, shredder, stapler etc.)

☐ Sounds of others connected to work (keyboard, drawers, paper dusting etc.)

☐ Colleagues' phone calls

☐ Chats of colleagues

☐ Jiné: _____

30. **Write down 3 things that help you to be productive and do your job well.** *
Are they available for you in the company?

_____

_____

_____

_____

_____

31. **Write down 3 suggestions for improvement in the company that would lead to your higher satisfaction.** *
With regard to the leadership, company structure, reward system, working environment, relationships at the workplace and more.

_____

_____

_____

_____

_____

Používá technologii

Google Forms

APPENDIX P IV: Questionnaire Marketsoul s.r.o.

1) **Jaká je Vaše pracovní pozice?**
o   Majitel/jednatel: 1
o   PPC specialista: 1
o   Project manager: 3
o   Account manager: 1
o   Sales manager: 1
o   Asistent: 2
o   Finance: 1

2) **Jste:**
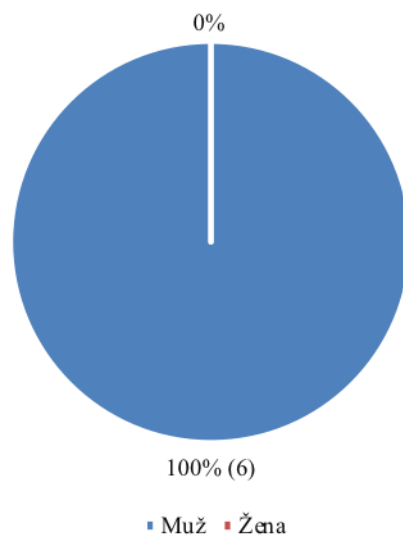
3) **Jaká je vize společnosti Marketsoul?**
o   Být strategický partner v oblasti inovací a pomocí moderních technologií dělat život spokojenější.
o   rozšířit své produkty do velkých firem
o   Být strategický partner v oblastní inovací a pomocí moderních technologií dělat život spokojenější.
o   Inovace, veřejné blaho, 90% řešení 10% stížností,... ahooj Pajo, promin ze si to presne nepamatuju
o   Být strategickým partnerem v oblasti inovací a pomocí moderních technologií dělat život spokojenší
o   stať sa spoľahlivým partnerom pre spoločnosti

4) Jaké jsou krátkodobé cíle firmy?

o Udržet plánovaný měsíční obrat společnosti, množství uzavřených a vyfakturovaných projektů, růst obratu a zvyšování kvality dodaných prací.

o Více zakázek s fixní měsíční tržbou

o Nastavit pobočku v Nitře, uzavřít dlouho otevřené velké projekty, získat nového account manager a programátora.

o Zbavit se ztrátových projektů, obnovit SK pobočku, najit vice schopnych obchodniku, grafiku a koderu na full-time, pustit novy web MS a kampane

o Vytvořit si finanční rezervu. Získat nové zkušené lidi do týmu. Dokončit velké zakázky, které se s námi táhnout už dlouhou dobu.

o Ukončiť dlhodobe projekty, rozvinut slovensku pobočku

5) Jaké jsou dlouhodobé cíle společnosti?

o Meziroční růst o 100% obratově, Udržet spokojenost zákazníků, zvýšit objem pravidelných klientů s měsíčním fee, spokojenost lidí ve firmě.

o Rozšíření povědomí firmy do celé republiky a Slovenska

o Ziskovost 15 %, finanční stabilita firmy, CSR projekty.

o Více pravidelnych lukrativnich praci, podporit organicke poptavky, vytvorit divize a jasne rozdelit role zamestnancu, udrzet nynejsi meziroční procentuální rust

o Zvyšovat hodnotu společnosti.

o Zvyšovať obrat a vytvoriť si system na zvládanie väčších projektov

6) Jste si vědomý/a toho, co vyžaduje Vaše role ve firmě, aby těchto cílů bylo dosaženo?
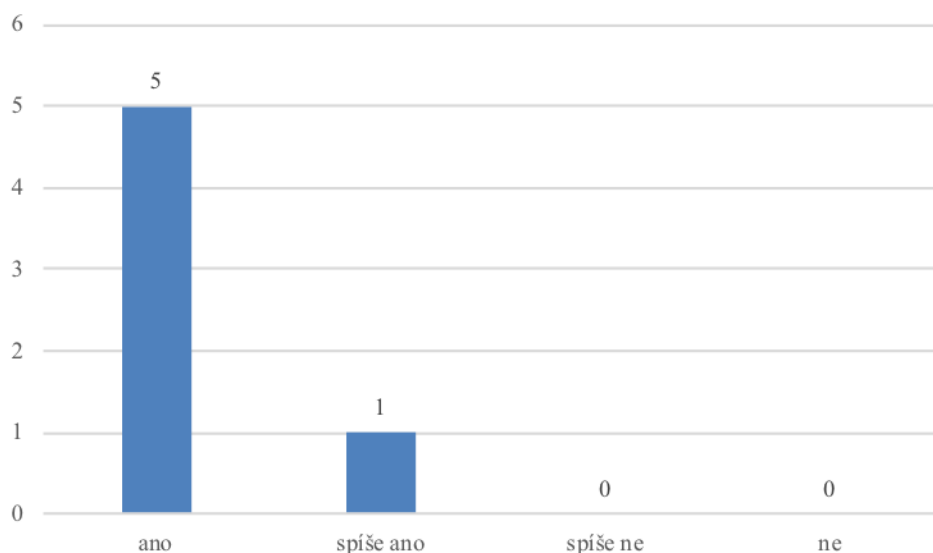
7) Dává Vám Vaše práce pocit naplnění?
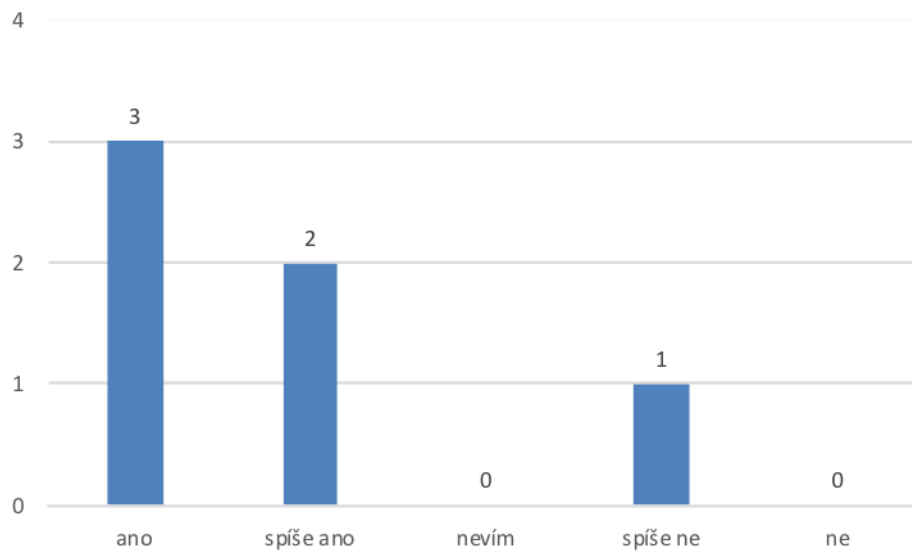
8) Máte možnost ve firmě kariérně růst?
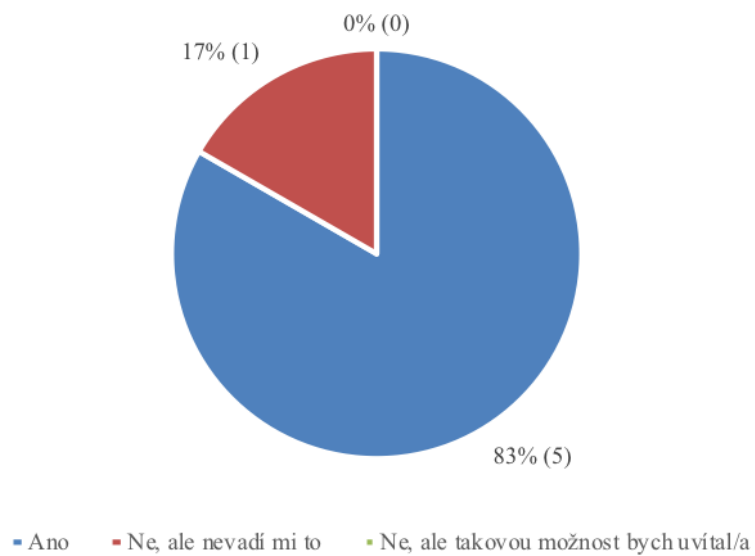
9)   Máte pocit, že na Vašem názoru ve firmě záleží?
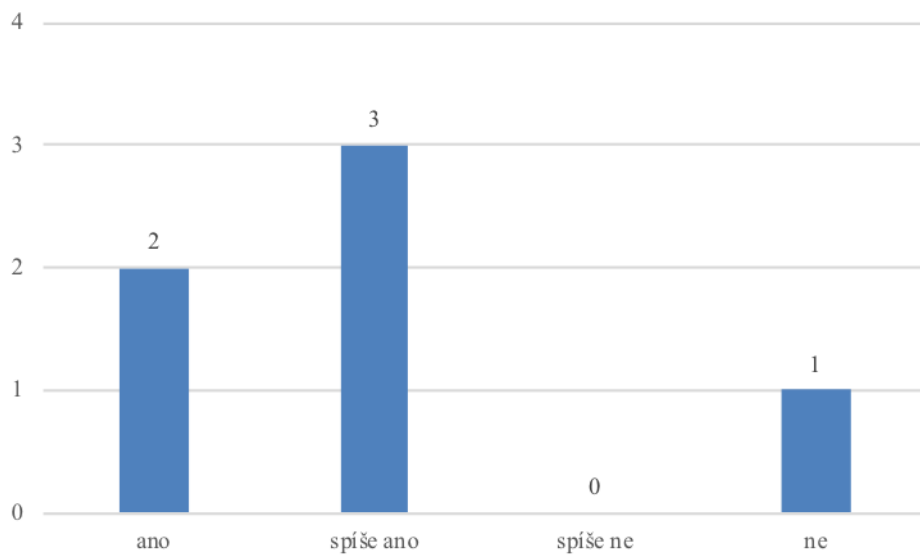
10)   Myslíte si, že budete pro stejnou společnost pracovat i za 3 roky?
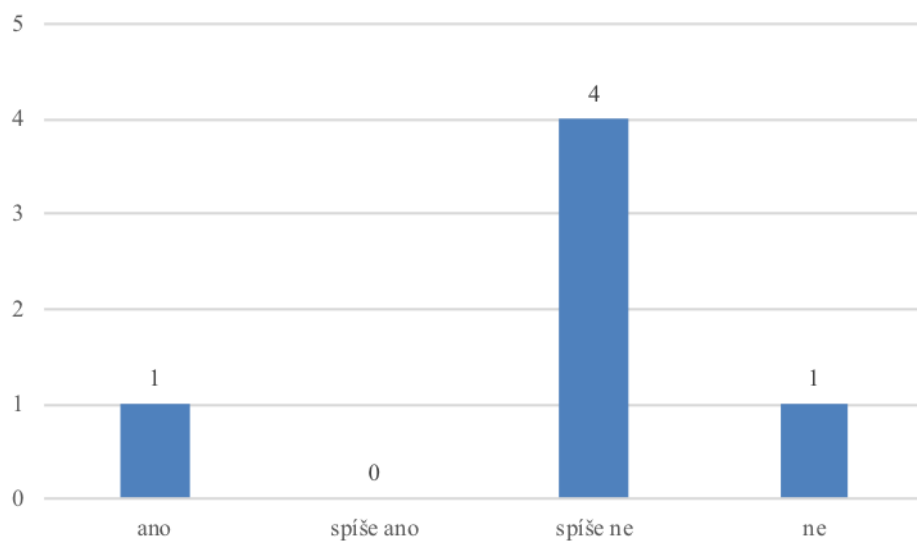
11) Jste spokojený/á s vedením firmy?
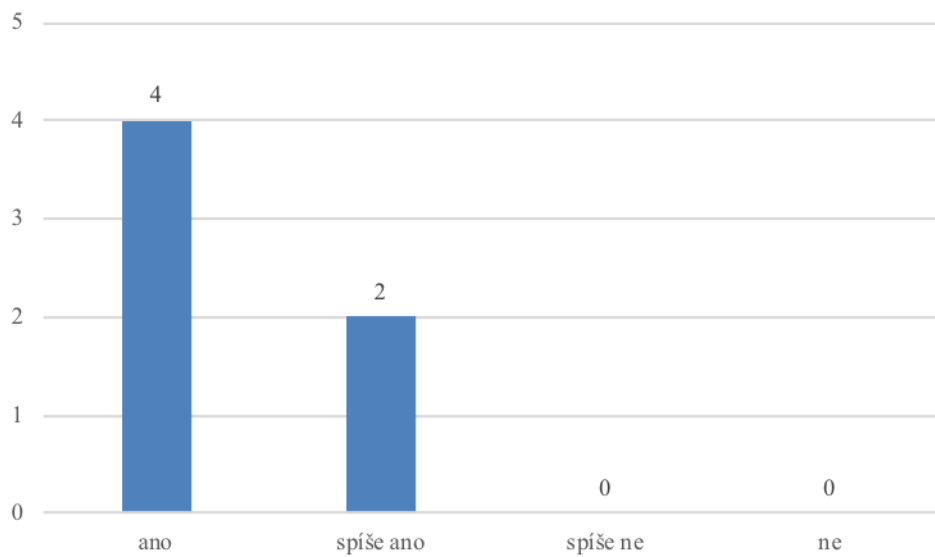
12) Reaguje vedení firmy na podněty, které mu dáváte?
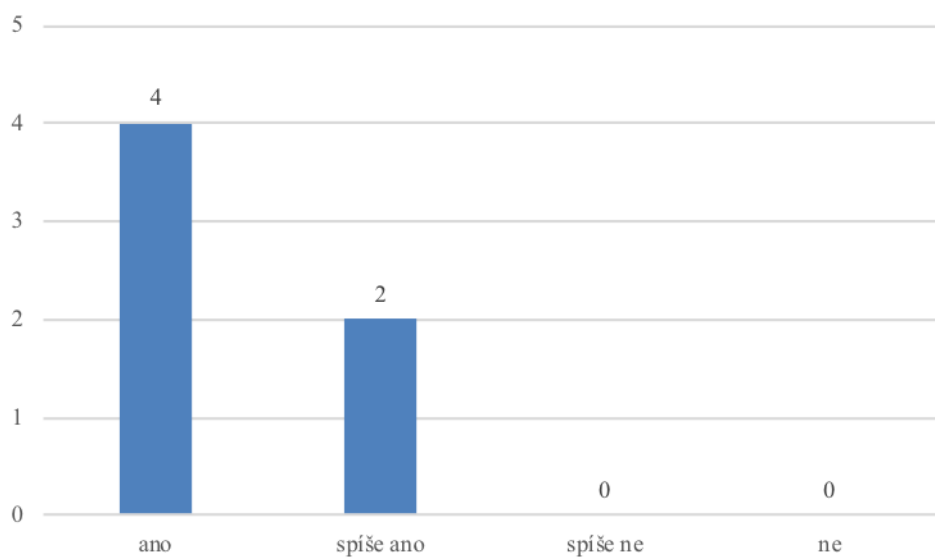
Jste spokojený/á s týmem, ve kterém pracujete?
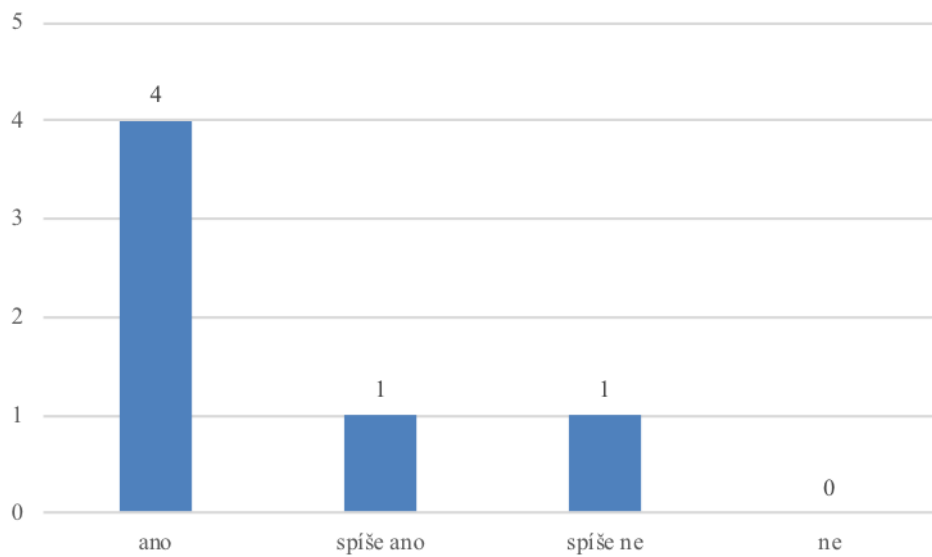
13) Inspiruje Vás tým, ve kterém pracujete, k lepším pracovním výsledkům?
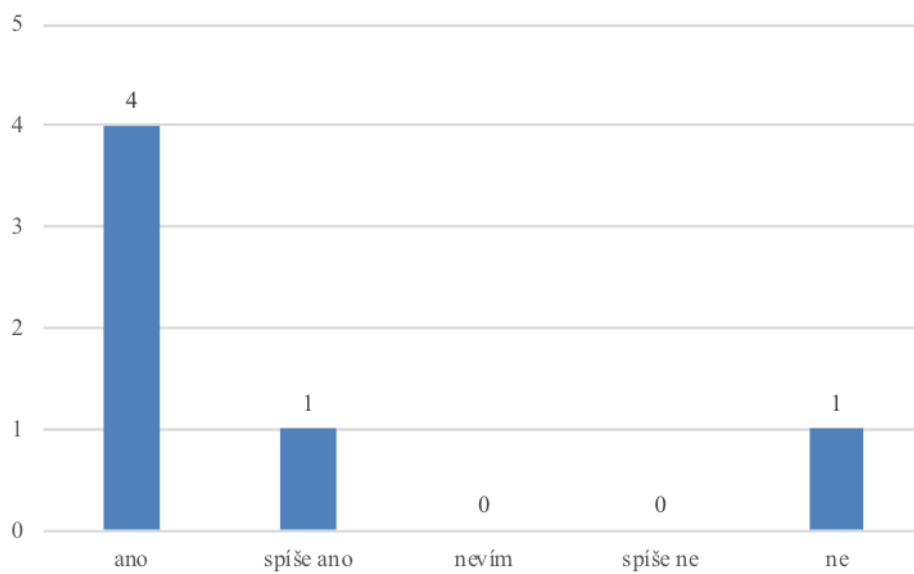
14) Cítíte ve svém týmu oporu, když ji zrovna potřebujete?
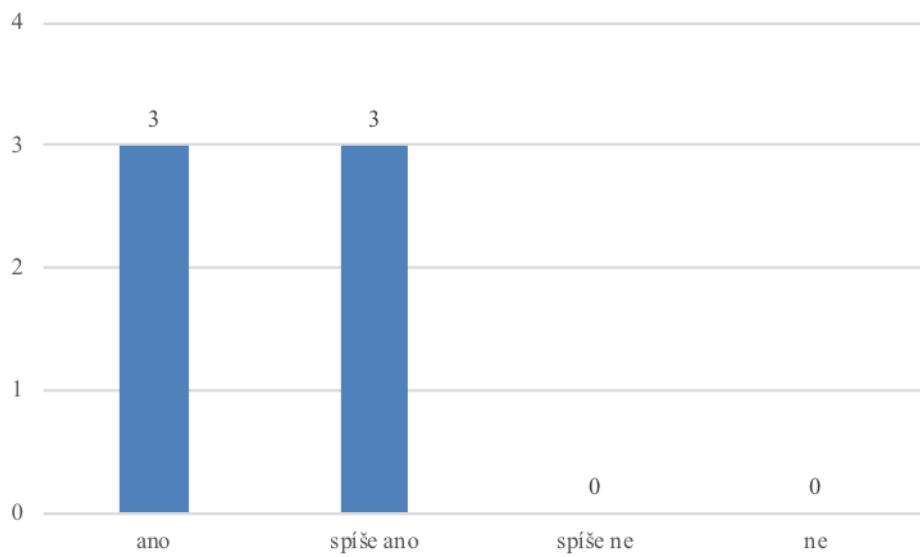
15) Když si s něčím nevíte rady, víte vždy, za kým máte jít?
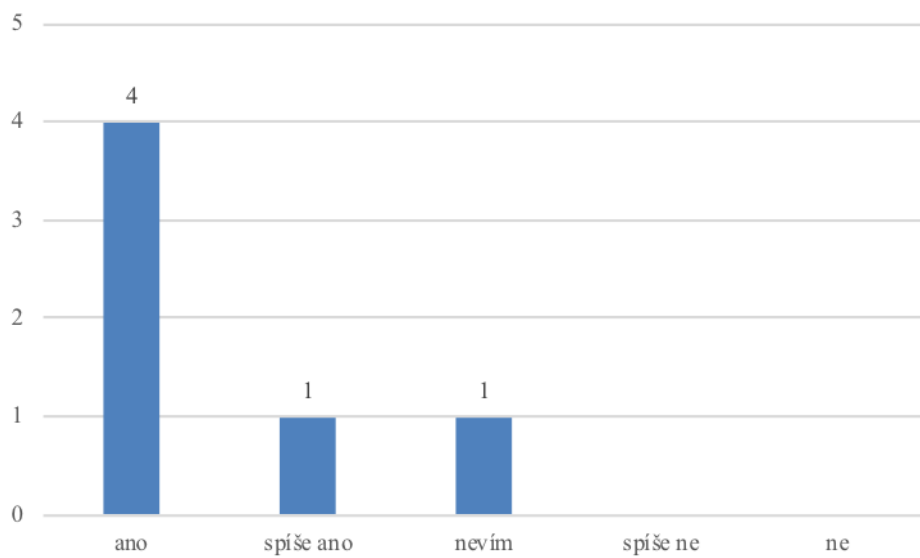
16) Využíváte při práci plně své schopnosti a dovednosti?
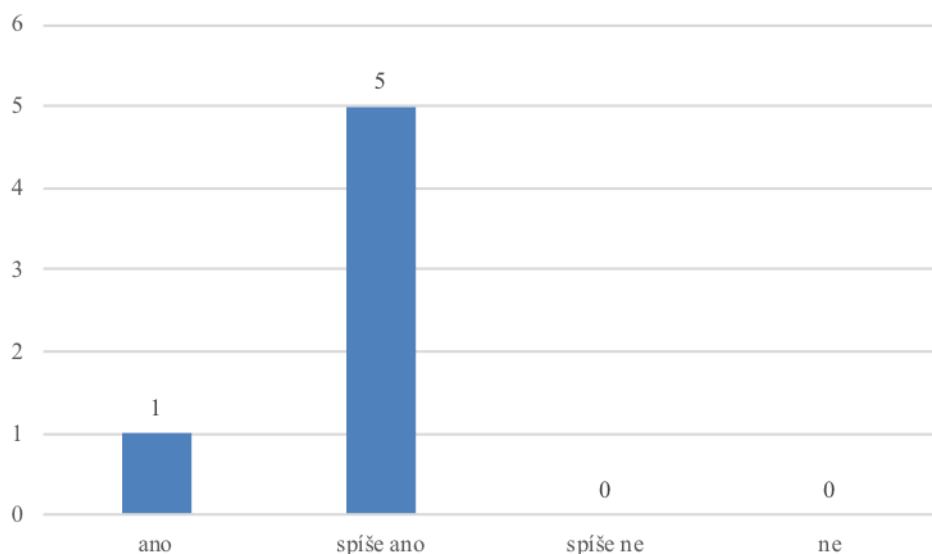
17) Účastníte se firemních teambuildingů?

o Ano, je to super uvolnění a ztmelení kolektivu.

o pokud mi to časový rozvrh dovoluje tak ano

o Firma podporuje sportovní aktivity - 1x týdně volejbal, letní firemní chata pro celou firmu. Noční pochod 36 km v dubnu Clay Eva.

o Jsou super, a jsem za ne rad. hlavne voliš!! Ty kecaci me zas tak neberou, ale to asi nikoho. Co se týče kolektivu, není co vytknout

o Ano, účastním. Na pracovišti se většina témat točí kolem pracovních záležitostí a klientů. Proto je příjemné zpestření, když se bavíme o běžných věcech a poznáváme se více z osobního hlediska. Mimo jiné chodíme pravidelně na volejbal, což je skvělé, protože během hry na práci nikdo ani nepomyslí, tudíž je to vždy uvolněné a zábavné. Je to také dobré proto, že se poznáváme navzájem všichni, nikoliv jen s jednotlivci, se kterými se člověk baví víc i ve svém volném čase.

o Zatial to je iba volejbal čo mne osobne nevyhovuje, inak s tým nemám problém a rad si skočím na pivko vždy

18) Vyhovuje Vám Vaše pracovní doba?
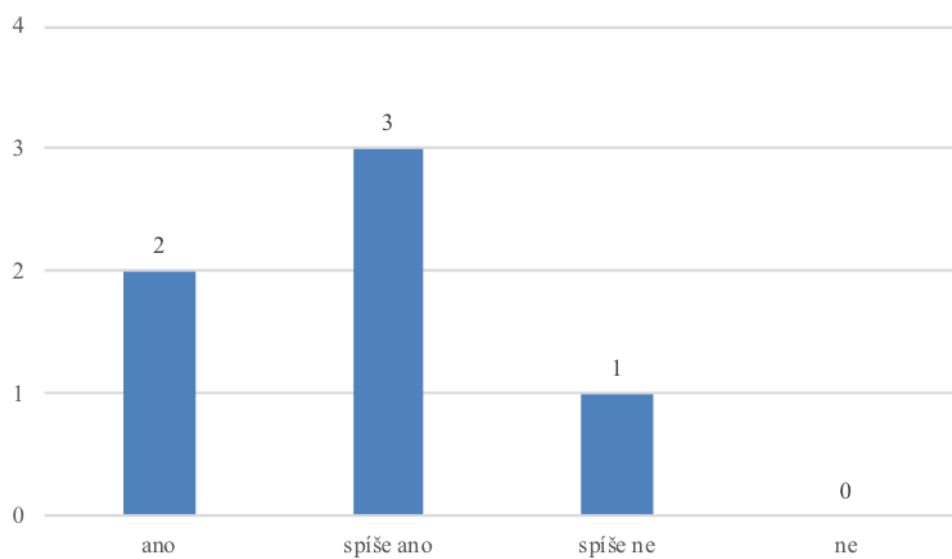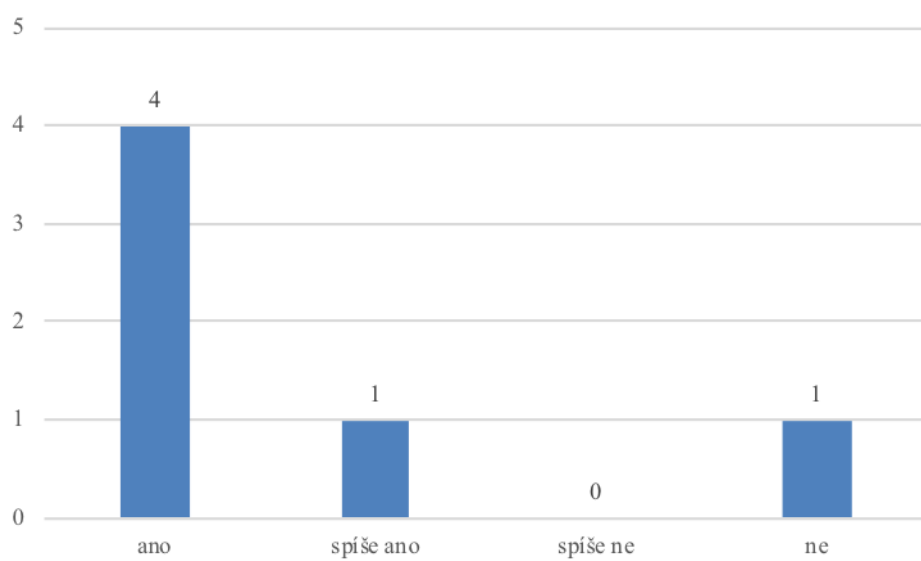
19) Pracujete často přesčas?

20) Vadí Vám pracovat přesčas?
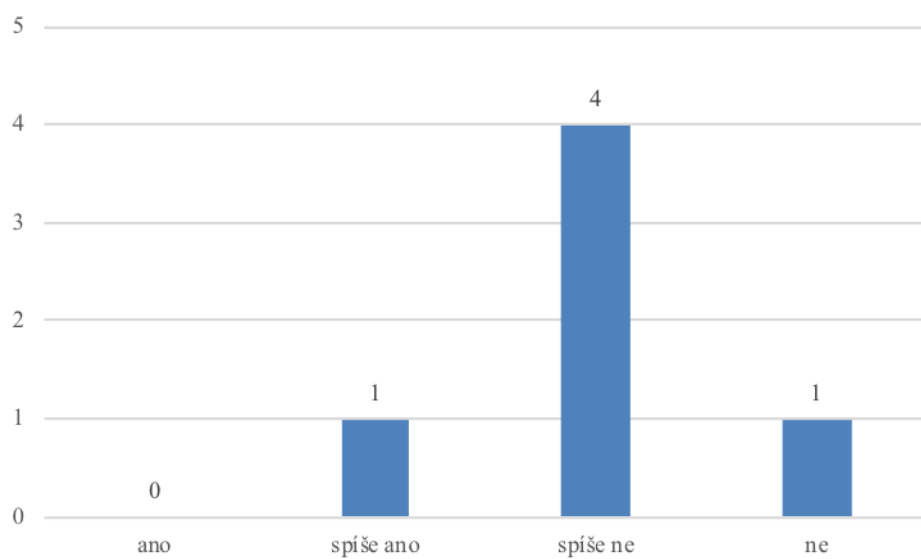
21) Jak často využíváte možnosti home office?
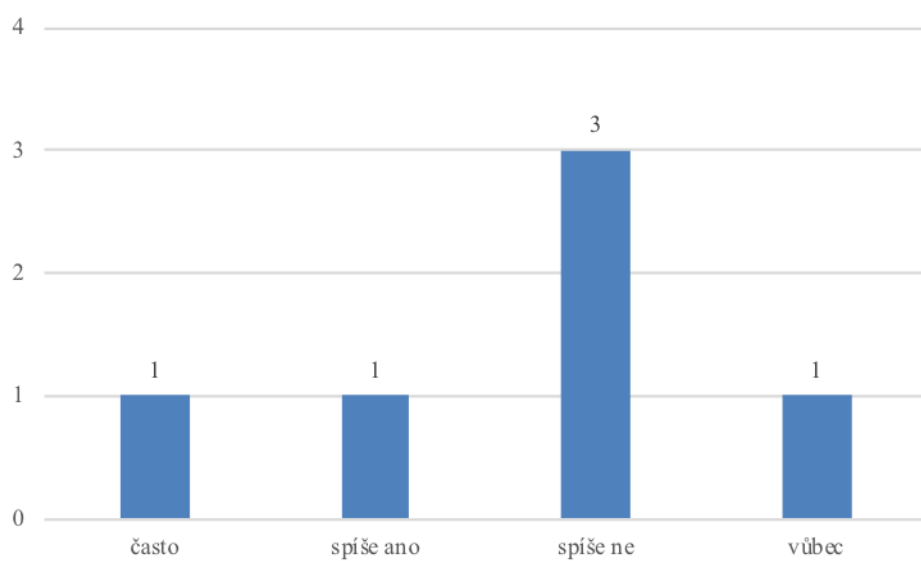
22) Máte pocit, že jste dostatečně odměněn/a za svou práci a loajalitu k firmě?
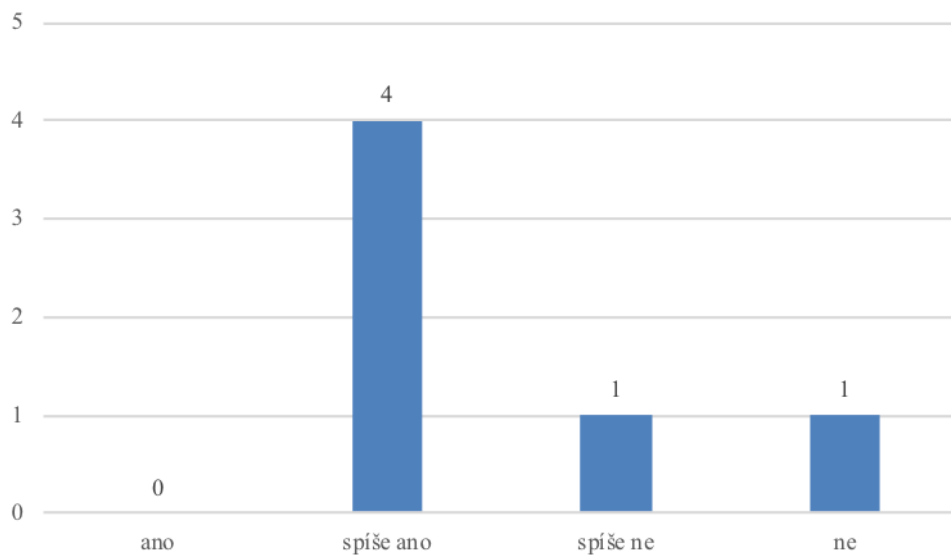
23) Jste spokojený/á s benefity, které Vám firma nabízí?
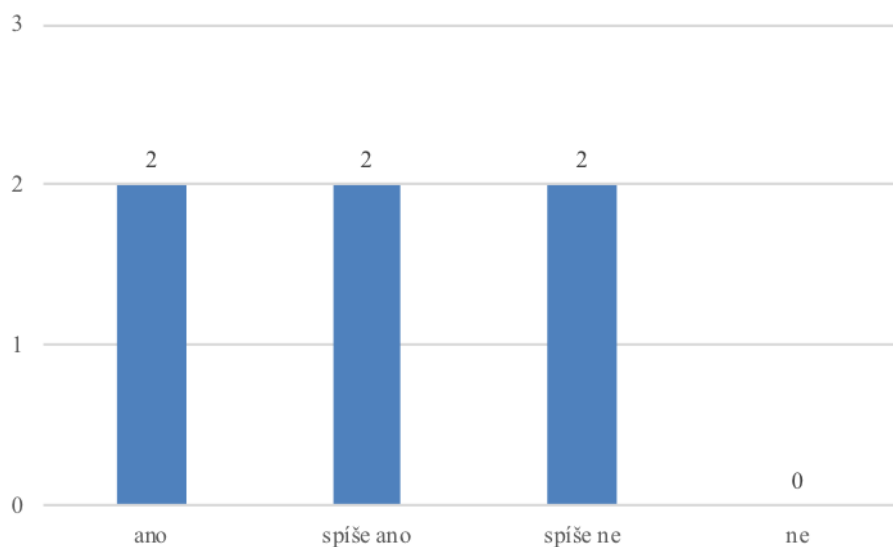
24) Napište 3 benefity, které oceňujete nejvíce.

o   Kafe, super kolektiv, příjemné dynamické prostředí a obor práce.

o   neomezené volání a internet v mobilu

o   Pohyblivá pracovní doba, přátelské prostředí, Dynamické prostředí

o   Kolektivni aktivity, home/school office, flexibilni pracovni doba, vnitropodnikova komunikace, skoleni

o   Volná pracovní doba

o homeoffice, dobrá atmosféra v týme, vzdelavanie

25) Napište návrh na 3 nové benefity, které byste uvítal/a.

o více dovolené :D a méně přesčasů, jinak nic.

o fixní příplatek, jednou měsíčně školení zdarma,

o Příspěvky na dovolenou, nákup dalších zařízení (monitory, počítače)

o Dostanu ten mobil Pavle? Prosím? Pořád čekám čekám na své parkovací misto :D
PS autorce: dotazník anonymní nemůže být, když jsme tam projektaci "dva" a jeden
píše po slovensky :)

o Podpora sportovní aktivity (např. předplatné do fitcentra, do bazénu atd.),
příspěvky na obědy, příspěvek na zařízení, které využíváme k práci (na notebook
nebo mobilní telefon).

o sim kartu na volanie v práci, preplatenie športových aktivít / konferencií

26) Vyhovuje Vám pracovat v prostorách open office?
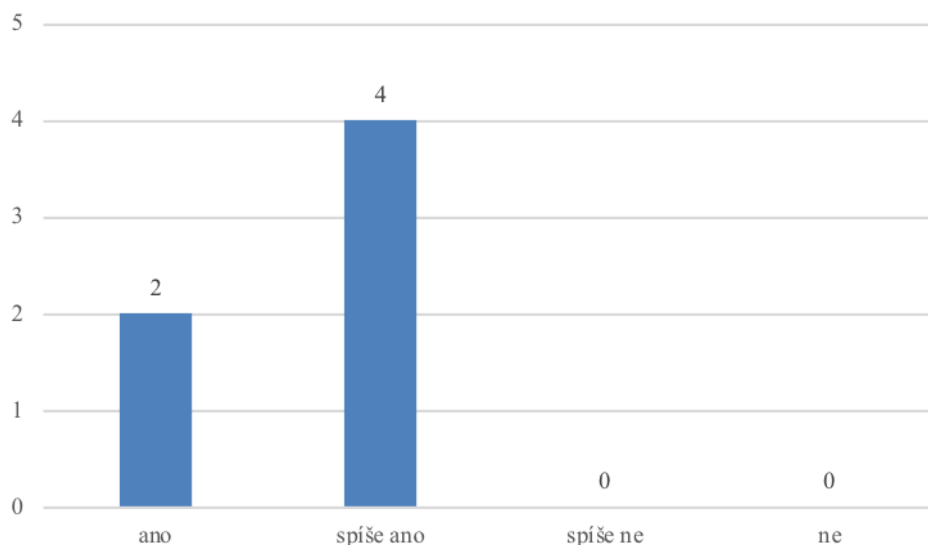
27) Které z následujících faktorů Vás často ruší při práci v kanceláři?

o Hluk: 2

o Málo soukromí: 2

o Málo místa (pocit, že je kolem mě moc lidí): 0

o Pohyby kolegů: 0

o Špatný vzduch v místnosti: 1

o Žádné: 1

o   Jiné: Neustálé dotazy některých kolegů, bez kterých mohou špatně pokračovat v práci.

28) Které zvuky Vás ruší při práci v kanceláři?

o   Užívání kancelářského vybavení (kopírka, skartovačka, sešívačka aj.): 0

o   Zvuky, které při práci dělají ostatní (zvuky klávesnice, šuplíků, šustění papírů aj.): 0

o   Telefonáty kolegů: 5

o   Rozhovory kolegů: 4

29) Napište 3 věci, které Vám pomáhají k tomu být produktivní a odvádět kvalitně svou práci.

o   Dobrý výkonný notebook, smartphone, google

o   mít kvalitní odměnu, dobrý kolektiv v práci, podporování motivace od vedení

o   Věci? Myšleno fyzické? - Firemní auto, monitor

o   Spolupráce kolegu, provize a možnost osobního rustu

o   Vhodné prostředí (pohodlné a klidné) - mám k dispozici částečně. Dělat na práci, která mě baví a dává mi smysl - pouze občas nemám k dispozici. Dělat práci, u které se projeví výsledek okamžitě a navíc je oceněn - mám k dispozici pouze občas).

o   sluchátka, mat stanovené cíle, neviem

30) Napište 3 návrhy na zlepšení ve firmě, které by zvýšily Vaši spokojenost.

o   Větší stabilita ve financích (někdy chodí pozdě prachy), méně přesčasů a lépe prodané zakázky.

o   fixní výplata, benefity

o   Finanční stabilita, mladá asistentka :D

o   Optimalizace % systemu provizi, opatrnější výběr zakázek, vice schopných specialistů na grafiku/kodovani

o   Být častěji oceněn za odvedenou práci (nikoliv pouze ve smyslu financí). Mít firemní notebook, který by perfektně fungoval. Mít kolem sebe zkušený kolektiv, který by mi své zkušenosti mohl předávat a posouvat mě.

o   mentoring program, pravidelne teambuildingy, neviem

APPENDIX P V: Questionnaire Weboo s.r.o.

1) **Jaká je Vaše pracovní pozice?**
- o Majitel/jednatel: 1
- o Leader marketingu: 1
- o Senior grafik: 1
- o Junior grafik: 1
- o PPC specialista: 3
- o Specialista na zbožové srovnávače: 1
- o SEO specialista: 2
- o Programátor: 1
- o Kodér: 5
- o Leader kodérů: 1
- o Copywriter: 1
- o Link builder: 1

2) **Jste:**

38% (6)   62% (10)

▪ Muž   ▪ Žena
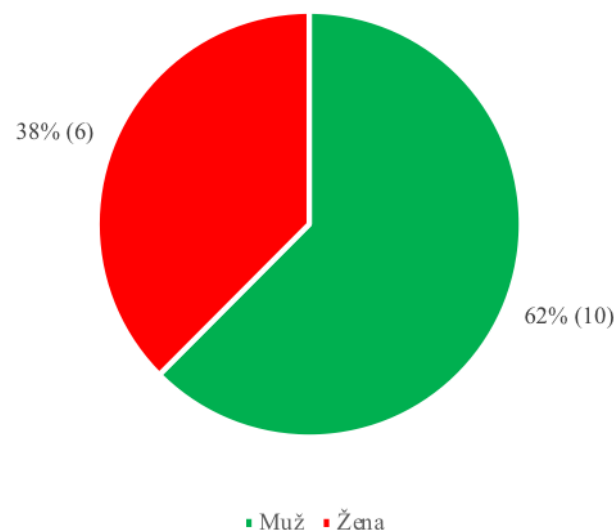
3) **Jaká je vize společnosti Marketsoul?**
- o Udržet si "status" svobodné firmy a být stabilní a uznávanou marketingovou agenturou

o   Být jedničkou na trhu zlínských agentur, které dodávají kompletní řešení v online světě. Všechno dělat pod jednou střechou.

o   Dělat online jinak

o   Nemáme to nikde napsané, ale hádám asi být spolehlivým partnerem našim klientům a přinášet jim co nejlepší služby.

o   Být zodpovědný vůči klientovi, konkurenci, kolegům a ke svému rozvoji

o   GO UP

o   nevím

o   nevím

o   Být nejlepší v online marketingu a ve všech službách okolo

o   Go up, být pořád lepší

o   Mladá prosperující společnost, s velkými zákazníky.

o   svobodná firma

o   spokojenost zákazníků

o   Pevná pozice v oblasti vývoje internetových aplikací a rozvoje marketigových služeb pro naše klienty

o   Mít velké spokojené klienty

o   Dělat svou práci lépe než ostatní, především v oblasti osobního kontaktu s klientem.

4)   Jaké jsou krátkodobé cíle firmy?

o   Zdokonalování se v oboru

o   naplnit obrat, zkvalitnit a rozšiřovat portfolio služeb našim současným klientům, získat nové velké klienty

o   nevím

o   nevím

o   Získávat více zakázek

o   Spokojený klient

o   nevím

o   nevím, snažím se dělat věci, jak nejlíp umím, nepotřebuji k tomu znát vize a cíle

o   Uspokojit potřeby klientů, vydělat peníze

o   Klienti, kteří jsou spokojeni s prací

o   Proniknout do světa virtuální reality.

o   vlastní redakční systém, blog, pořádání školení

- o výkonost
- o Vývoj vlastního internetového řešení
- o Nevím
- o Vybudování paušálního balíčku pro tvorbu webu.

**5)   Jste si vědomý/a toho, co vyžaduje Vaše role ve firmě, aby těchto cílů bylo dosaženo?**
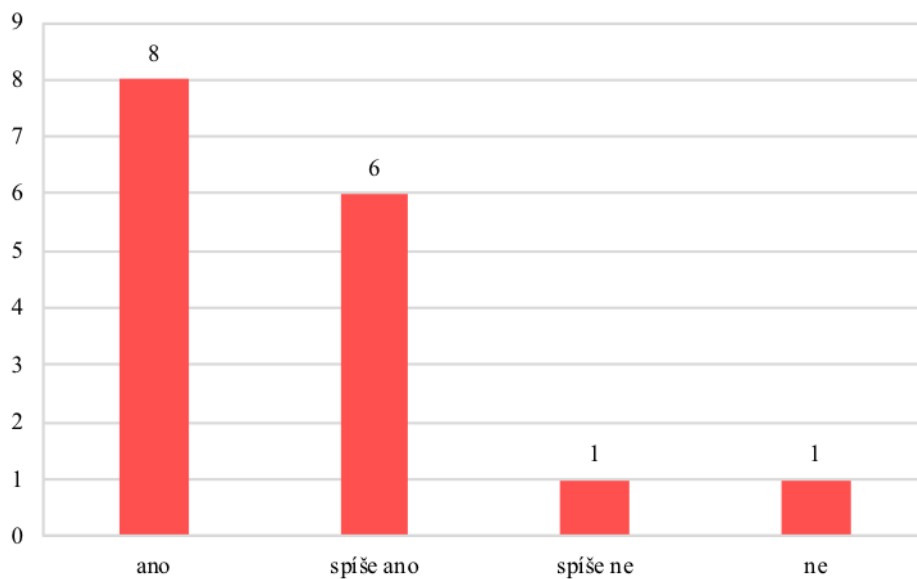

6)   Dává Vám Vaše práce pocit naplnění?

7) Máte možnost ve firmě kariérně růst?

19% (3)

56% (9)

25% (4)

- ano ■ ne, ale nevadí mi to ■ ne, ale takovou možnost bych uvítal/a
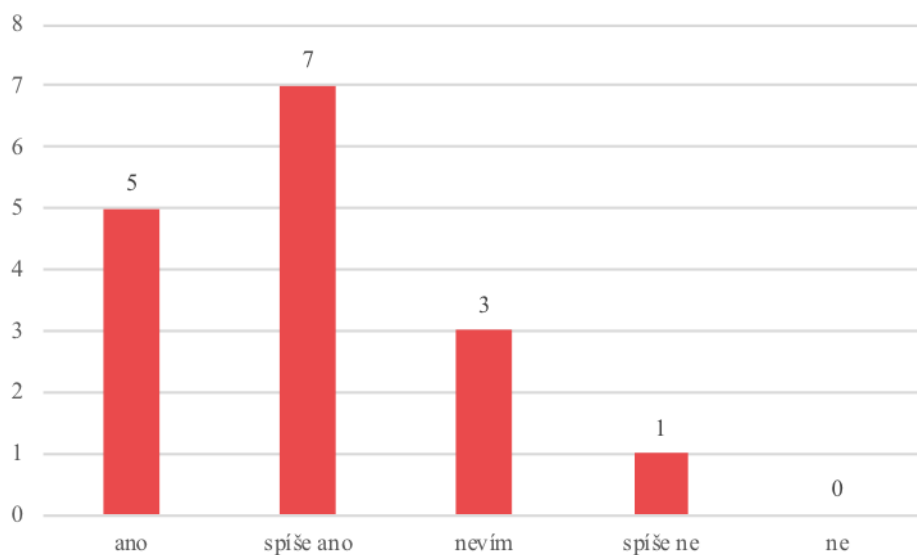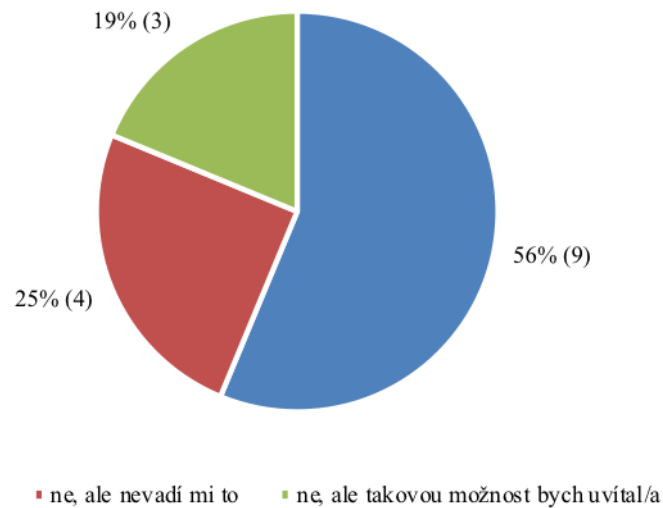
8) Máte pocit, že na Vašem názoru ve firmě záleží?
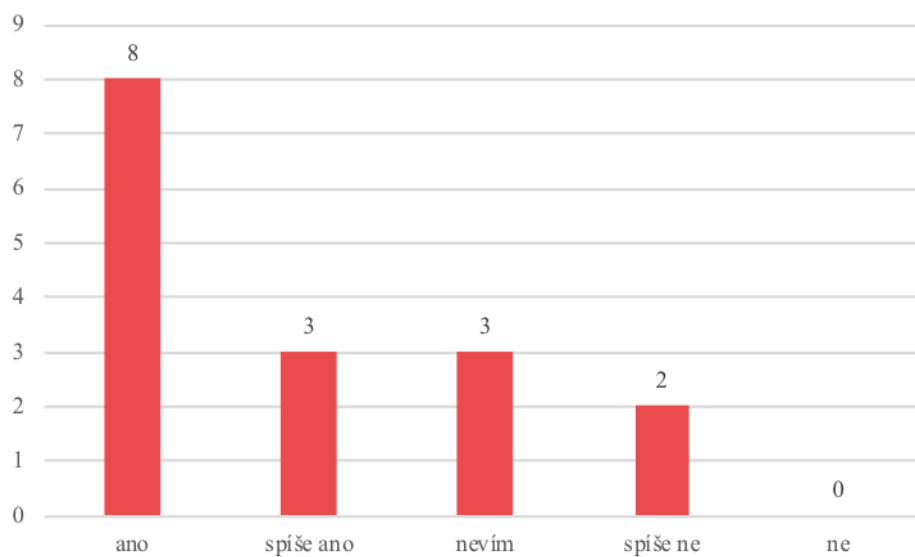
9) Myslíte si, že budete pro stejnou společnost pracovat i za 3 roky?
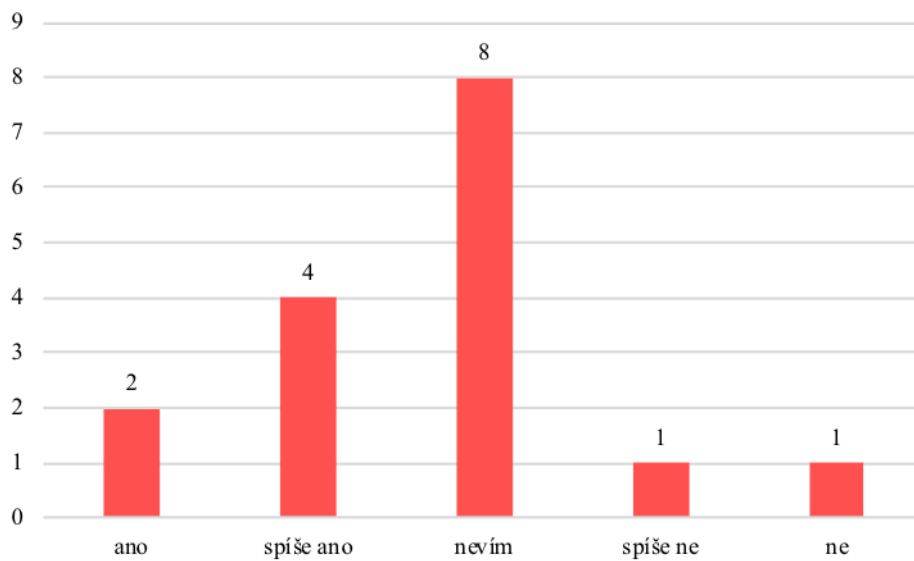
10) Jste spokojený/á s vedením firmy?
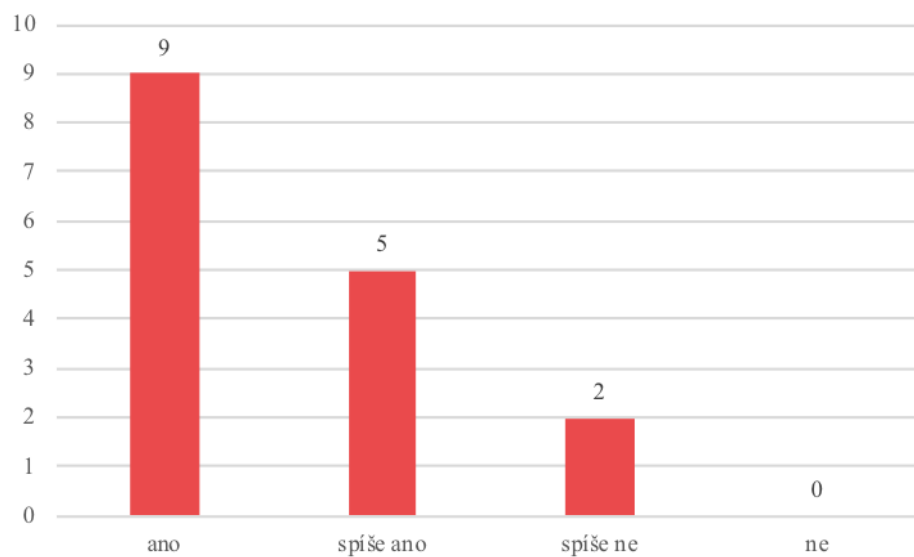
11) Reaguje vedení firmy na podněty, které mu dáváte?
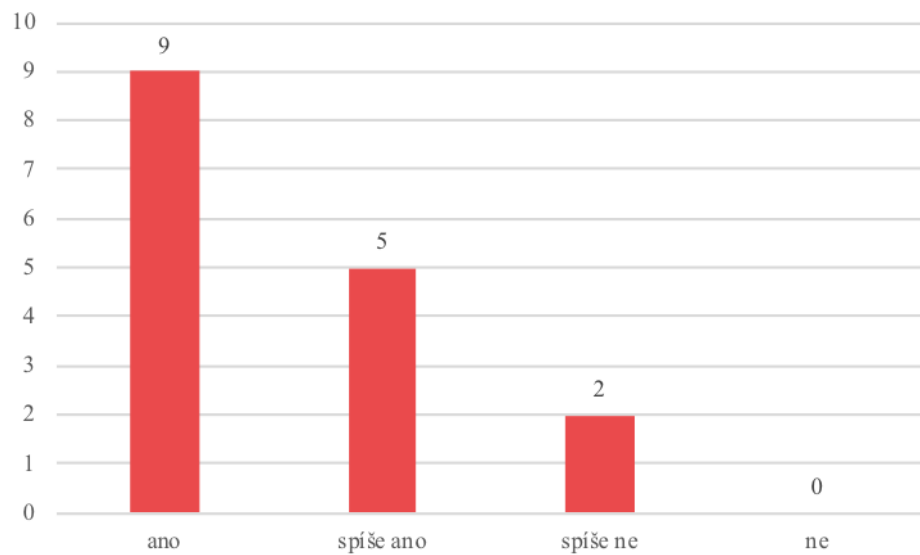

12) Jste spokojený/á s týmem, ve kterém pracujete?
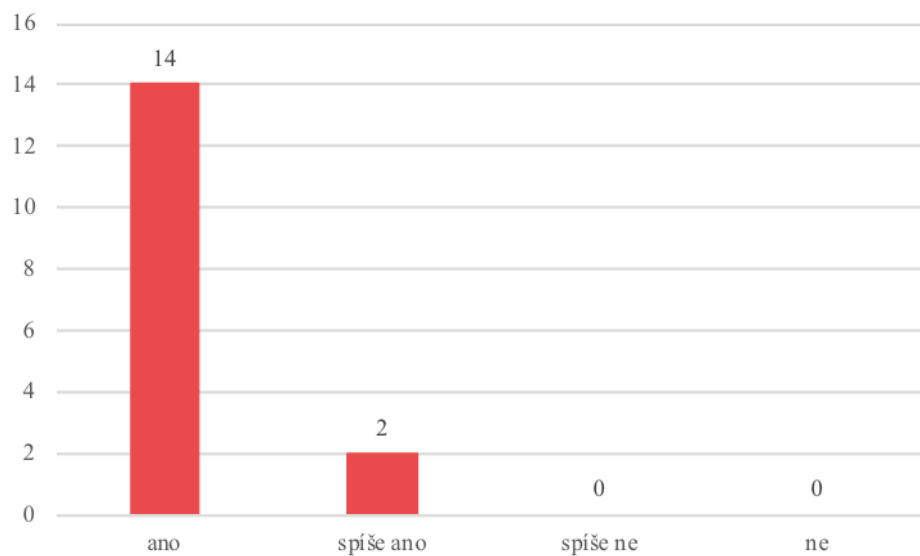
13) Inspiruje Vás tým, ve kterém pracujete, k lepším pracovním výsledkům?
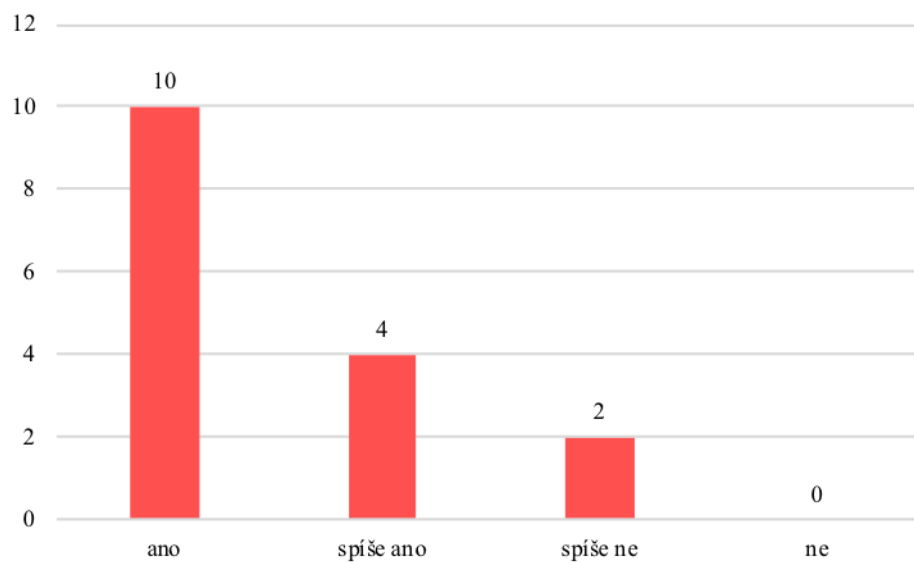
14) Cítíte ve svém týmu oporu, když ji zrovna potřebujete?
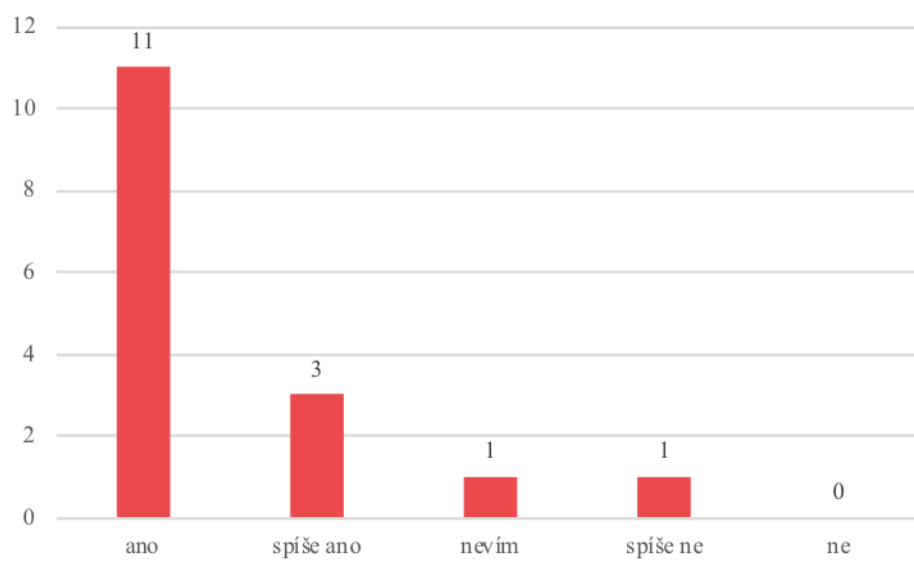
15) Když si s něčím nevíte rady, víte vždy, za kým máte jít?
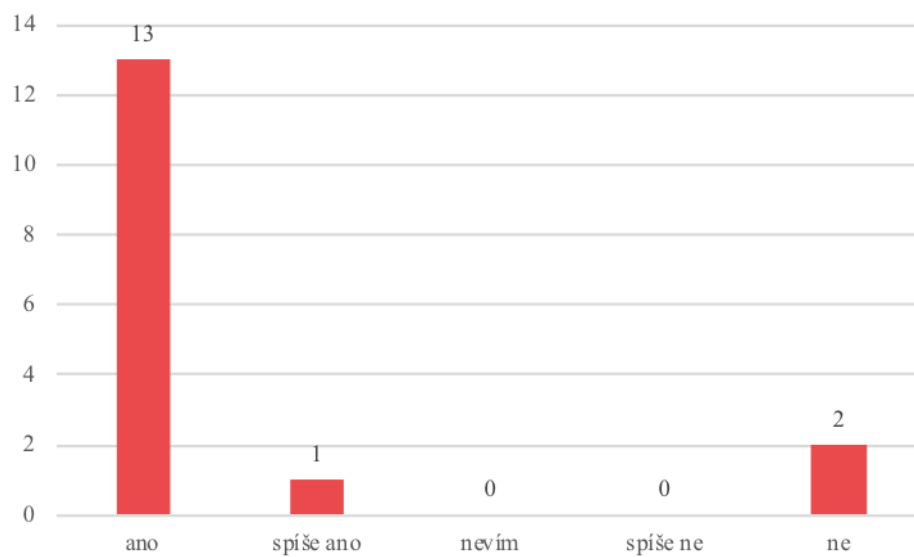
16) Využíváte při práci plně své schopnosti a dovednosti?
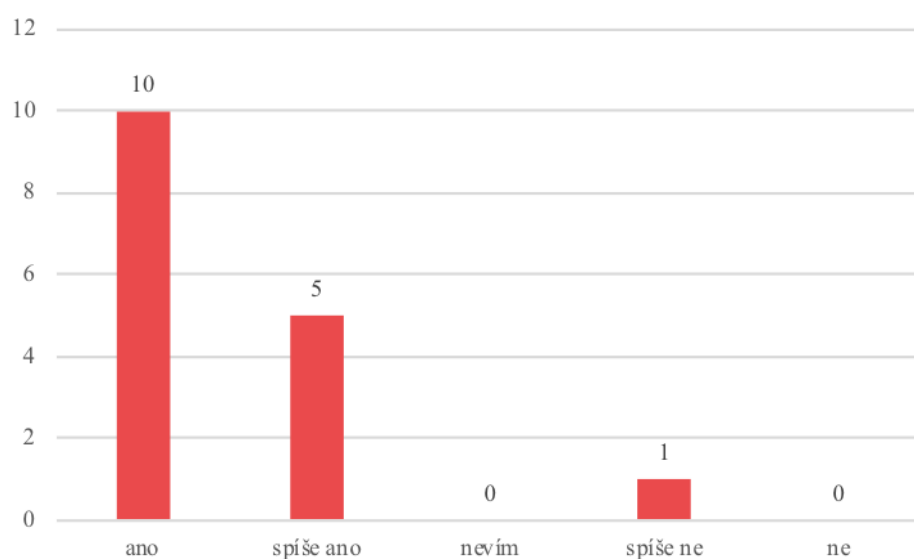
**17) Účastníte se firemních teambuildingů?**

o   Prozatím jsem se nezúčastnil, kvůli školním povinnostem. Mám to ale v plánu.

o   ano, trochu odreagování

o   Zatím jsem na žádném nebyla.

o   Ano účastním, je to super, protože se poznáme i jinak než po pracovní stránce. A jsem ráda, že s kolegy nemáme problém trávit čas i po pracovní době.

o   Ano, jsou potřeba, pro vyříkání si určitých problémů a většího pochopení všech zaměstnanců jako individualit

- o   Ano, jsou přínosné pro zlepšení vztahů v týmu.
- o   ano. přínos - tmelení kolektivu, společné zážitky
- o   ano
- o   Ano občas, přínosné jsou tím, že se odreagujeme od práce
- o   Zatím jsem se neúčastnil
- o   Účastním se, zlepšuje atmosféru ve firmě a jsou super.
- o   účastním, pro dobré vztahy s kolegy je vždy přínosné se toho účastnit
- o   občas
- o   Občas dle možností
- o   ano

18) Vyhovuje Vám Vaše pracovní doba?
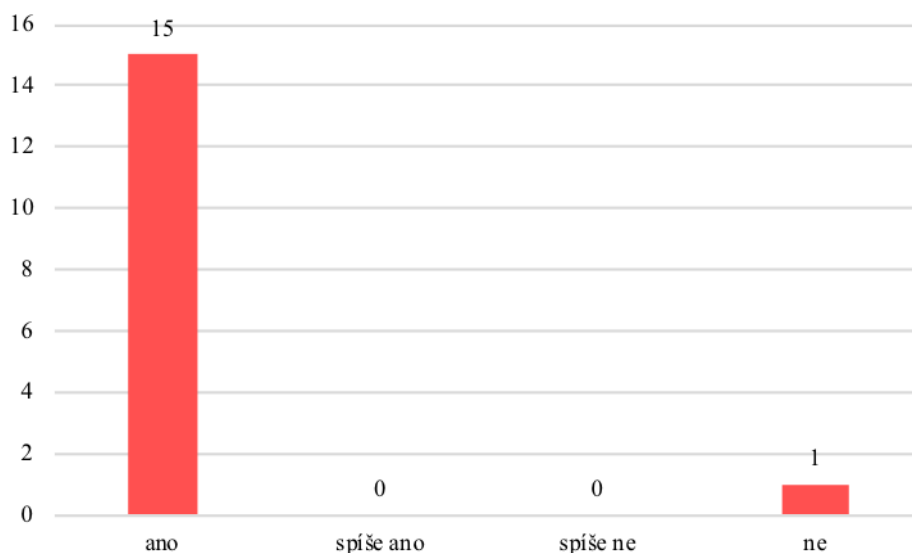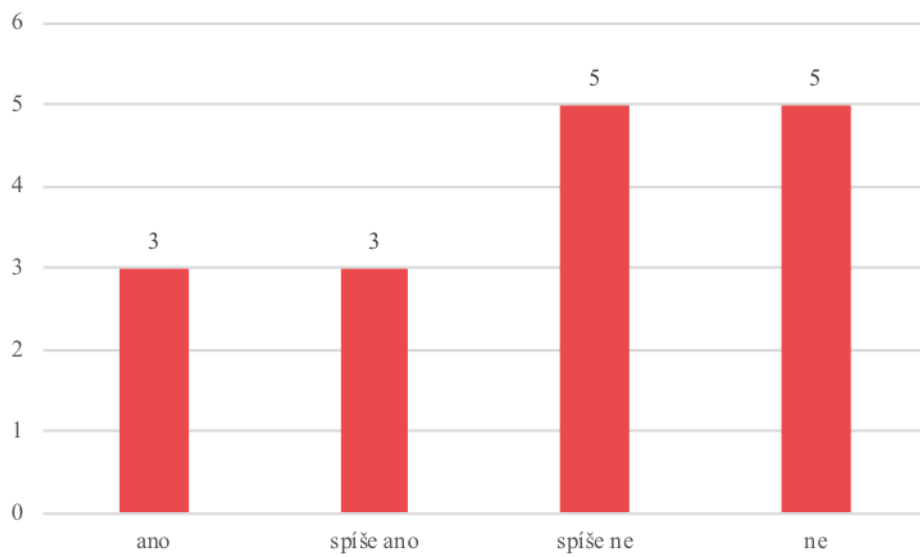
19) Pracujete často přesčas?

20) Vadí Vám pracovat přesčas?
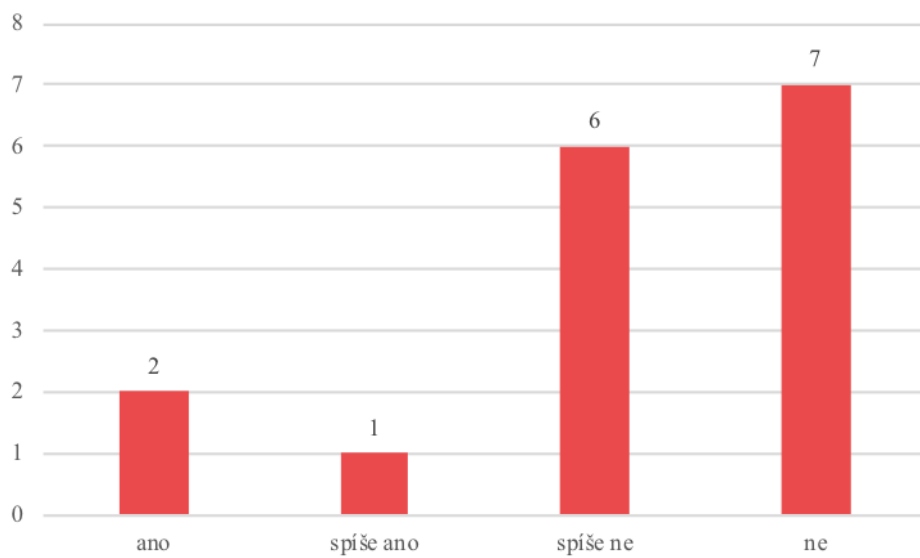
21) Jak často využíváte možnosti home office?
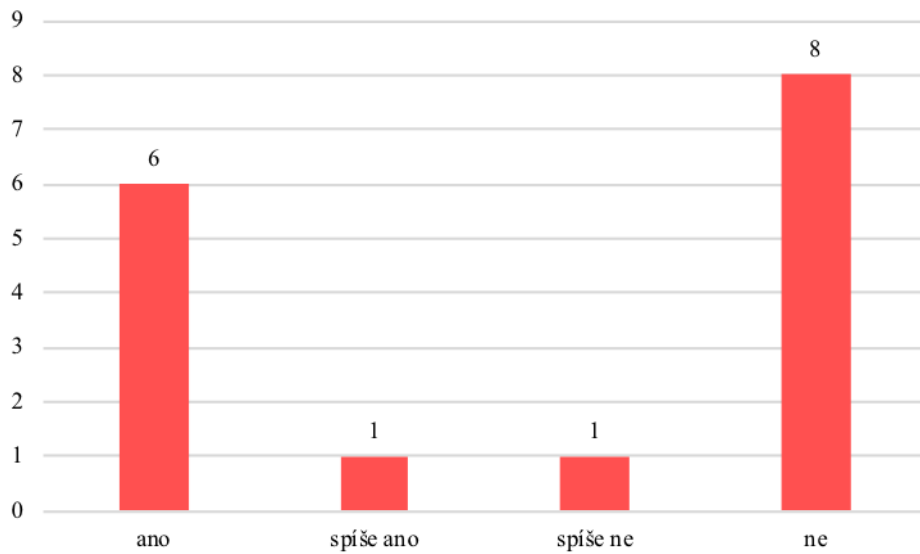
22) Máte pocit, že jste dostatečně odměněn/a za svou práci a loajalitu k firmě?
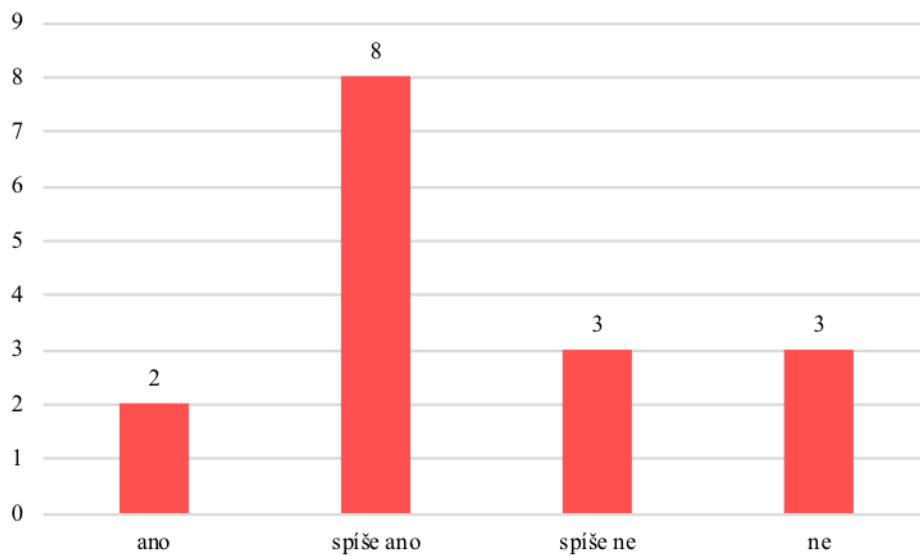
23) Jste spokojený/á s benefity, které Vám firma nabízí?
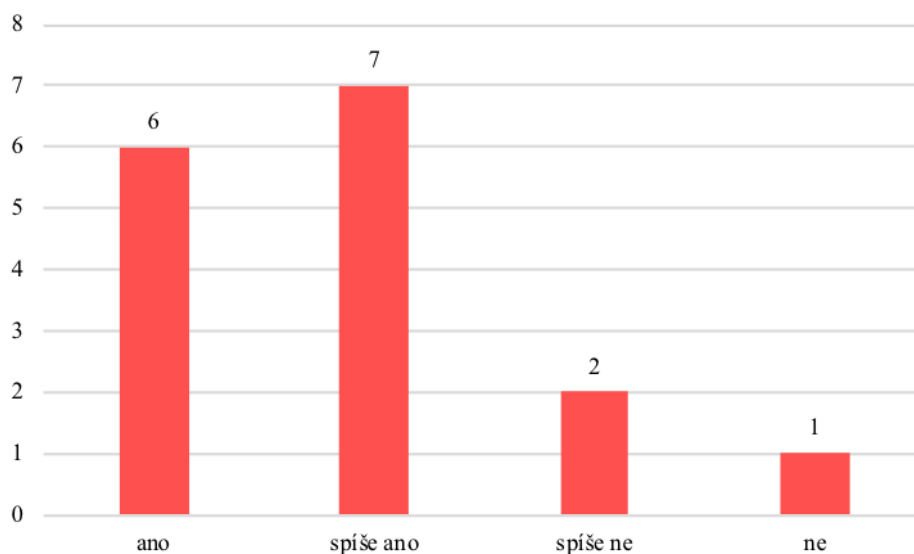
**24) Napište 3 benefity, které oceňujete nejvíce.**

o   Multisportka, Variabilita výběru práce

o   káva, multisportka, společné snídaně

o   Home Office, Účasti konferencích, nevím

o   Multisportka! možnost homeoffice, vzdělávání

o   Multisport karta; nákupy na DPH; možnost vypůjčení / vyzkoušení jakéhokoliv hardware či software

o   dovolená navíc, flexi pracovní doba, uvolněná atmosféra

o   home office, cigaretová pauza, multisport

o   home office, jiné nevyužívám, protože pro mne nejsou úplně vhodné

o   home office, volná prac. doba, multisport

o   Flexibilní pracovní doba, home office, Spotify

o   Flexibilní pracovní doba, home office, multisport karta

o   volná pracovní doba, celková volnost (žádná omezující pravidla)

o   nákup elektroniky bez DPH

o   Multisport, home office, flexibilní pracovní doba

o   multisport, homeoffice, stůl

o   Flexibilní pracovní doba, Home office, Multisport karta,

25) Napište návrh na 3 nové benefity, které byste uvítal/a.

o   Nevím

o příspěvek na masáže, příspěvek na dovolenou

o Příspěvek na online kurzy, nevím

o odměna za dobře odvedený projekt, firemní angličtina, možná stravenky

o Provize za uzavřený obchod; neočekávané prémie; nevím

o vzdělávání, finanční prémie, notebook

o finanční odměna, nevím, nevím

o příspěvek na stravování, příspěvek na penzijní připojištění

o nevím

o Prohlubování kvalifikace, příspěvky na kulturu, stravenky

o Stravenky

o stravenky, příspěvek na důchod, příspěvek na dovolenou

o příspěvek na obědy, příspěvek na dopravu, peněžní bonus minimálně 1x za rok

o Momentálně nemám představu

o pštros, bazén, kuřácká teráska

o nevím

26) Vyhovuje Vám pracovat v prostorách open office?
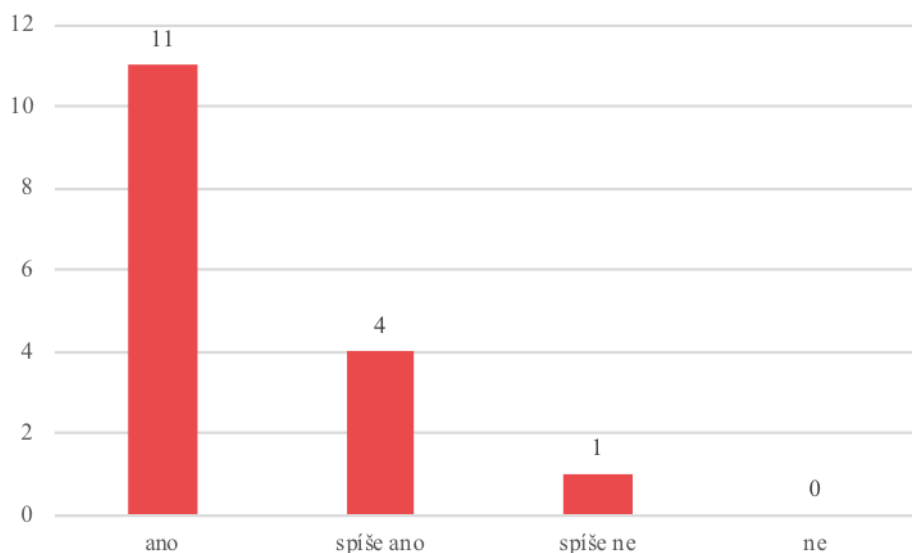
27) Které z následujících faktorů Vás často ruší při práci v kanceláři?

o Hluk: 7

o Málo soukromí: 1

o Málo místa (pocit, že je kolem mě moc lidí): 0

o Pohyby kolegů: 0

o Špatný vzduch v místnosti: 4

o   Žádné: 4

o   Jiné: Tiskárna

28) Které zvuky Vás ruší při práci v kanceláři?

o   Užívání kancelářského vybavení (kopírka, skartovačka, sešívačka aj.): 1

o   Zvuky, které při práci dělají ostatní (zvuky klávesnice, šuplíků, šustění papírů aj.): 0

o   Telefonáty kolegů: 5

o   Rozhovory kolegů: 6

o   Žádné: 6

o   Jiné: Mumlání kolegů (s nikým nemluví, ale mumlá); pracuji z domova

29) Napište 3 věci, které Vám pomáhají k tomu být produktivní a odvádět kvalitně svou práci.

o   Internet

o   dostatečné finanční ohodnocení, smysluplné projekty, společná práce v týmu

o   Kolektiv, Klid, Občasná pauza. Ano, mám.

o   hudba, kaktusy na stole, možnost odejít do jakékoli jiné místnosti

o   Pravidelné přestávky; změna místa práce (gauč, restroom atd.); možnost jít ráno do fitness centra

o   Týmové prostředí

o   vztahy na pracovišti, atmosféra, prostředí

o   motivace, dobrá nálada, smysluplnost - jestli je mám je diskutabilní a záleží to spíše na subjektivních pocitech

o   přátelská atmosféra, žádný stres, možnost poradit se s kolegy v openoffice

o   Nikotin, osobní motivace, tým příjemných lidí

o   Kolektiv, pracovní doba, home-office

o   nemusím řešit jiné věci, které nesouvisejí s mojí pozicí; když něco nevím, zeptám se a dostanu odpověď; když mám dost, můžu si udělat pauzu a jít třeba ven

o   výkonný počítač se 3 monitory a perfektním vybavením

o   Ticho, soukromí

o   dobrá atmosféra, hudba, když ten klient za to stojí

o   Hudba, káva, postup v plnění projektu

30) **Napište 3 návrhy na zlepšení ve firmě, které by zvýšily Vaši spokojenost.**
   o Nevím
   o větší zapojení a zájem vedení, více testovat, mít větší klienty
   o Jsem v agentuře krátce, nemůžu říct. Možná tišší tiskárna.
   o momentálně mě nic nenapadá
   o Více zakázek; více směrů podnikání firmy; větší podpora a schopnost pochválit za dobře odvedenou práci
   o nevím
   o nevím
   o více motivace a ocenění za dobrou práci (těžko realizovatelné v našich podmínkách - už se to také řešilo)
   o nevím
   o Firemní večírky, pravidelný feedback na kvalitu práce, enormní finanční odměny
   o nevím
   o vyšší plat, nějaké benefity (stravenky...)
   o nábor více kvalitních lidí z oboru, firemní bonusy, více teambuildingů
   o Zajistit lepší vybavení
   o pštros
   o Rozšíření technologie tvorby webu (dělat to ještě nějak jinak), systém odměňování