

An Analysis of Employee Satisfaction in a Chosen Company

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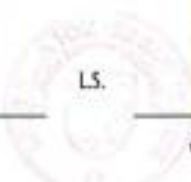
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ABSTRAKT

Spokojenost zaměstnanců je důležitá pro dosahování jednotlivých cílů organizace. Hlavním záměrem této bakalářské práce je tedy navrhnout řešení pro zlepšení spokojenosti zaměstnanců ve společnosti X na základě analýzy spokojenosti. K sběru dat byl využit anonymní dotazník, který vytvořila společnost X. Na základě vlastní analýzy výsledků dotazníkového šetření jsou zjištěny slabé stránky podniku, podle kterých jsou navrženy doporučení, vedoucí ke změně současného stavu spokojenosti zaměstnanců ve vybrané společnosti. V závěrečné části práce jsou poskytnuty návrhy ke zlepšení spokojenosti zaměstnanců se vzděláváním a rozvojem, s benefity, meetingy a vzájemnou kooperací jednotlivých oddělení.

Klíčová slova: pracovní spokojenost, pracovní nespokojenost, motivace, řízení lidských zdrojů, zaměstnanec, měření spokojenosti, dotazník

ABSTRACT

Employee satisfaction is important for the achievement of the organization's individual goals. Therefore, the main purpose of this bachelor thesis is to propose a solution to improve employee satisfaction in company X based on satisfaction analysis. Data was gathered through an anonymous questionnaire created by Company X. Based on the author's analysis of the results of the questionnaire survey, the weaknesses of the company are identified, according to which recommendations are proposed, leading to a change in the current state of employee satisfaction in the selected company. The final part of the thesis provides suggestions for improving employee satisfaction with training and development, benefits, meetings and mutual cooperation between departments.

Keywords: job satisfaction, job dissatisfaction, motivation, human resources management, employee, satisfaction measurement, questionnaire

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

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INTRODUCTION

Employees play a significant role in any organization, and their interests should be in every company's mind. Because people spend half of their lives at work, job satisfaction is reflected in their personal lives. Satisfaction is good not only for the employees but also for the company. Satisfied employees are more productive, do quality work and speak well about the organization, which can help to recruit new prospective employees.

The Bachelor's thesis focuses on analysing the current state of employee satisfaction in a chosen company. The main objective of the thesis is to propose recommendations based on the satisfaction analysis, through which the strengths and weaknesses of the selected company were identified.

The company used for the analysis is one of Europe's largest suppliers of springs to the rail and automotive sectors and employs more than 200 employees. Thus, the company has to take care of the satisfaction of its employees for the smooth running of production. After a meeting at the HR department, it was agreed that the company would remain anonymous because the bachelor thesis contains internal matters to the company.

The thesis is divided into two parts – the theoretical and the analytical parts. The theoretical part deals with the basic concepts of satisfaction. It contains chapters such as Human Resource Management, motivation, job satisfaction including factors and measurement, low job satisfaction, and dissatisfaction.

The analytical part includes background information on the company and a questionnaire survey. Company X provided the questionnaire survey, which was subsequently analysed by the thesis author. Based on the analysis, the strengths and weaknesses of the company are identified. Last but not least, the questionnaire survey results are used to make subsequent recommendations to increase employee satisfaction in the company.

I. THEORY

1 HUMAN RESOURCE MANAGEMENT

Employee satisfaction and Human Resource Management (HRM) are connected; accordingly, the first chapter deals with the term HRM and its role.

Human resources

Employees play a crucial role in every company, and they are expected to have proper knowledge and abilities to perform in a particular environment that continually changes. According to Mathis et al. (2016), finding motivated individuals, preparing them to perform critical work, rewarding them appropriately, giving them serious work responsibilities, and providing them opportunities for their personal growth and success, are only some of the few issues that a company needs to deal with. (Mathis et al. 2016, 5) Therefore, the department called Human Resources exists; an organization's department in charge of hiring new employees, keeping records on all of the company's employees, and assisting them with any issues. (cambridgedictionary).

Human Resource Management

The term Human Resource Management (HRM) first appeared in the 1980s. In the beginning, it was a philosophy of how people should be managed, and it worked as an alternative to conventional forms of personal management. (Armstrong, Taylor 2020, 5) Nowadays, Human Resource Management (HRM) is regarding the policies, practices and systems that influence employees' behaviour, attitudes, and performances. The most important of the HRM practices can include, training and development, performance management, compensation and benefits, personal policies, employee data, and information systems, etc. (Noe et al. 2019, 4-6).

According to Armstrong and Taylor (2020) the main goals of Human Resource Management are the following:

- Develop and implement human resource (HR) plans that are linked with the business strategy to assist the firm in attaining its goals.
- Assist in the creation of a high-performance culture.
- Ensure that the company has the talented, skilled, and engaged employees it requires.
- Maintain a positive working connection between management and employees, keeping in mind that in order to perform effectively and efficiently over time, employees must feel trusted, respected, and appreciated.
- Ensure a positive employee experience.
- Promote employee well-being as a primary stakeholder.

- Ensure the eligibility of how management treats its stakeholders and adopt an ethical approach to people management to attain social legitimacy (defined by Dowling and Pfeffer (1975:122) as "the congruence between the values associated with the company and the values of its environment."
(Armstrong, Taylor 2020, 7)

2 MOTIVATION

Together with Human Resource Management, motivation is also closely connected to employee satisfaction. Motivation is a process of achieving the highly productive efficiency of an organization and its employees. The word 'motivation' is derived from the Latin word 'movere' which expresses 'a movement', the particular reason for the circumstance is that a motive is a reason to do something. (Armstrong 2015, 217). To explain the term motivation, "*motivation is the strength and direction of behaviour and the factors that influence people to behave in certain ways*". (Armstrong, Taylor 2020, 247) The main three motivation components are:

- Direction, what a person tries to achieve
- Effort, how much the person tries to achieve something
- Persistence, how long the person tries to achieve something

(Armstrong 2015, 218)

As it was mentioned before, motivation is a process of achieving the highly productive efficiency of an organization and its employees. Well-motivated people achieve higher performance and engage in positive behaviour. (Armstrong, Taylor 2020, 247) However, motivation is not automatic. According to Urban 2017, some people cannot be motivated, and companies have to get rid of them, on the other hand, motivating people, who want to be motivated, is not easy. One of the most important tasks of every organization is the proper usage of the motivation tools, both financial and non-financial and either positive or negative. Rewards and sanctions are two of the main tools used to motivate employees properly. (Urban 2017, 9)

Rewards

Most of the employees perform their job in order to achieve something to fill their basic needs. The term 'reward' is not understood only as the financial reward, however, it is everything that people consider important and pleasant, and it motivates them to do a certain activity. (Urban 2017, 24)

Sanctions

On the other hand, positive motivation is accompanied by negative motivation so-called sanctions or a certain punishment. A sanction actively demonstrates that either employee does not receive any reward, or the amount of money is deducted, for the poorly done work. Criticism can also be a sanction. Positive motivation is more efficient than negative

motivation. Nevertheless, sanctions are important on the occasion of a company trying to prevent certain actions. (Urban 2017, 25)

2.1 Types of Motivation

According to Armstrong 2020, two types of motivations are distinguished, intrinsic motivation, which is directly related to work, and extrinsic motivation, outside of the work. (Armstrong 2015, 218)

2.1.1 Intrinsic motivation

Intrinsic motivation is not created by external incentives. Intrinsic motivation, described as motivation by itself, occurs when individuals feel that their work is important, interesting, and challenging and it gives them a reasonable degree of autonomy (= freedom of action and decision-making), opportunity to develop and use their knowledge, skills, and abilities or to achieve the desired success. (Armstrong 2015, 218) According to Deci and Ryan (1992), intrinsic motivation is entrenched in the need to be able to perform a certain activity while being self-determined (meaning, to have a choice) especially when it comes to how to perform and achieve. (Armstrong, Taylor 2020, 248)

According to Kociánová 2010, the most important intrinsic motives of the work include:

- Requirement for an action; get rid of the 'excess energy'.
- Requirement for a contact with other people; especially in a profession in which contact with people has a crucial role.
- Requirement to perform; especially satisfaction from the successful performance.
- Desire for power; higher positions in the hierarchy of the organization.
- Requirement for the meaning of life and self-realization; work provides opportunities to do relevant activities with valuable results, allows people to show their qualities, and develop personal prerequisites.

(Kociánová 2010, 26)

2.1.2 Extrinsic motivation

Extrinsic motivation, outside of the work, takes place when things are done to or individuals in order to motivate them. This type of motivation can have an instant and powerful effect, however, it will not necessarily last long. Extrinsic motivation includes rewards for instance incentive, money increase, praise, or either promotion;

including punishments such as withholding pay, sanction, disciplinary action, or criticism. (Armstrong, Taylor 2015, 219)

According to Kociánová 2010, the most important extrinsic motives of the work include:

- Requirement for money.
- Requirement for the certainty; partly identical to the requirement for money, however, is more connected to the future.
- Requirement for importance.
- Requirement for social contacts; connected to work activities.
- Requirement for the sense of belonging, partnership; the work environment helps to build relationships.

(Kociánová 2010, 26-27)

2.2 Motivation Theories

According to Armstrong and Taylor (2020), three main motivation theories, that explain the ways in which intrinsic and extrinsic motivation takes place, are distinguished: instrumentality theories, content theories, and process theories. (Armstrong, Taylor 2020, 248)

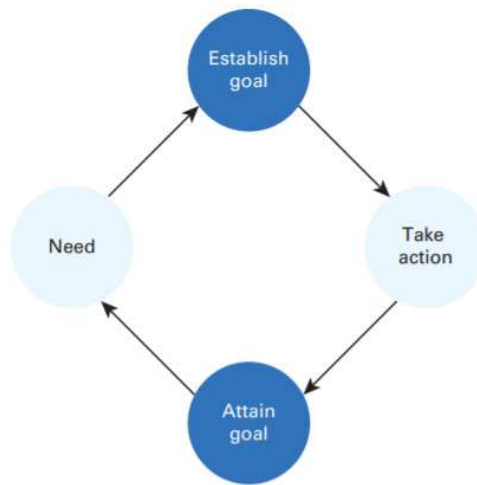
2.2.1 Instrumentality theories

Instrumentality theory represents the scientific management of Taylor (1991), who claims that motivation is emphasized by the impact of financial incentives. (Kociánová 2010, 28) Instrumentality theory declares that rewards and punishment are the best instruments to create motivation among people. If rewards and sanctions are tied directly to employees' performance, people will be motivated to work. The theory does not recognize a number of other human needs and depends exclusively on a system of external influences. (Armstrong, Taylor 2020, 248-249)

2.2.2 Content (needs) theories

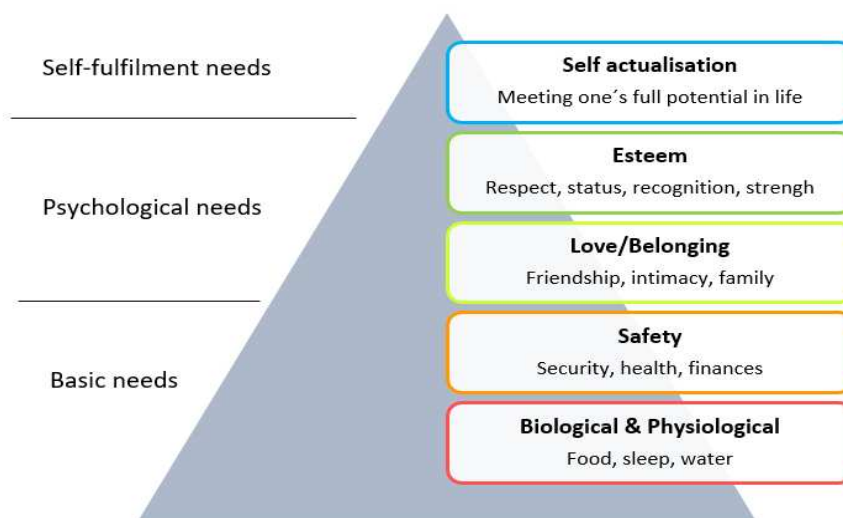
Content theory, also known as needs theory, concentrates on motivation based on human needs, whereas an unsatisfied need evokes a feeling of tension and a state of disequilibrium. The balance is restored after needs are satisfied, by setting a goal and selecting the right behaviour that is important to the achievement of the goal. Every human being has a different kind of needs, some of them are more important and others less. In the case when a less important need is satisfied, the more important need becomes dominant, and attention is

focused on satisfying it. However, people will never be completely satisfied. Maslow claims that a human is a living creature suffering from a deficiency. (Armstrong, Taylor 2015, 220)



*Figure 1 The process of motivation according to content theory
(Armstrong, Taylor 2020, 250)*

Maslow (1954) created the best-known classification of needs, Maslow’s hierarchy of needs. The American psychologist divides needs into five major categories that apply to people in general, beginning with the fundamental psychological needs followed by safety, social, esteem needs, and self-fulfilment, which cannot never be satisfied, because the dominant need is the prime motivator of behaviour. Described needs are hierarchically ordered. Maslow claims that when a lower need is satisfied the higher need becomes dominant, and attention focused on satisfying it. (Armstrong, Taylor 2020, 249)



*Figure 2 Maslow's hierarchy of human needs
(professionalacademy.com 2021)*

2.2.3 Process theories

Process theory, also known as cognitive theory, concentrates on the psychological or mental processes and impacts that affect motivation, together with basic needs. (Armstrong 2020, 251) Process-oriented theories might be more important to managers than needs theories for the reason that they provide a more realistic guideline for methods of motivating people. (Kociánová 2010, 31)

3 JOB SATISFACTION

Employees' satisfaction is one of the special Human Resources strategies. According to Armstrong et al. (2020), job satisfaction can be described as the attitudes and feelings people have about their work. Job satisfaction is indicated by positive and favourable perspectives towards the job. On the contrary, negative, and unfavourable perspectives towards the job specify job dissatisfaction. (Armstrong, Taylor 2020, 257)

Job satisfaction is not in the theory understood uniformly due to the fact that many variables affect it. Job satisfaction and job dissatisfaction can be understood as a complex phenomenon – depends on how an individual subjectively responds to perceived and experienced influences in the working environment, is the results of the evaluation of work conditions, is influenced by the individual's personality characteristics, his/her individual preferences and influences the formation of person's working attitudes. (Kociánová 2010, 35)

On top of that, job Satisfaction is closely connected to a people's values; what a people consciously and unconsciously want to achieve. However, the same circumstances can produce different levels of job satisfaction due to the fact that different employees have different visions of which values are important. Perception also defines job satisfaction, not always on an objective or complete measurement of the situation. Every person differentiates the job situation from their values, and people are likely to vary in what they perceive. (Noe et al. 2015, 350)

According to Kociánová (2010, 35), the principle of job satisfaction lies in attitudes to various aspects, many of which have a psychological disposition:

- colleagues
- superior
- work content
- working conditions
- organization and its management
- opportunities development
- wage
- working hours
- job security

(Kociánová 2010, 35)

3.1 Job Satisfaction and Performance

Job satisfaction is closely related to performance in light of the fact that the performance is one of the outcomes of job satisfaction. (Robbins, Judge 2017, 124). It is believed that higher job satisfaction results in improved performance. (Armstrong, Taylor 2020, 257)

On the report of Robbins and Judge (2017) people with increased job satisfaction perform better, and according to that, organizations with more satisfied employees tend to be more productive than those with fewer. The results of many analyses can argue that *“it is not increases in satisfaction that produce improved performance but improved performance that increases satisfaction.”*. (Armstrong, Taylor 2020, 257) According to the data from 2006 in the link between job satisfaction and performance for 177 store managers, it was proven that job satisfaction did not influence job performance. (Armstrong, Taylor 2020, 258)

3.2 Job Satisfaction and Engagement

Job satisfaction is connected to employee engagement. According to Armstrong et al. (2020), *“engaged employees are likely to be satisfied with their jobs”*. (Armstrong, Taylor 2020, 274) Engagement can be described as an emotional state when individuals became enthusiastic about the company and their work and therefore are motivated to achieve high levels of performance. (Armstrong, Taylor 2020, 272) Employee engagement is defined as how thoroughly engaged employees are in their work, as well as the level of their job and business devotion. (Noe et al. 2015, 277) According to Alfes et al. (2010, 5) engagement is having three core facets:

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

(Armstrong, Taylor 2020, 271)

To be able to properly understand employee engagement, it is necessary to understand the factors that affect it. Seven drivers of employee engagement are described by Crawford et al:

- Job challenge – happening when the scope of the job is broad and job responsibility is increased and therefore a high workload can be expected. Job challenge establishes potential accomplishment and personal growth

- Autonomy – providing a sense of ownership despite the fact that employees have their freedom, independence, and they are allowed to schedule their own work.
- Variety – enables to perform many different activities or usage of many different skills
- Feedback – individuals are provided with direct information about their performance
- Fit – a balance between an individual and work environment which allows employees to behave in a way they see themselves
- Opportunities – providing pathways for individuals growth and fulfilment and therefore the job is more meaningful
- Rewards and recognitions – showing that personal investment of one's time in acting out a work role is worth fit.

(Armstrong, Taylor 2020, 274)

Higher level of engagement is good for both employees and employers. It can result in increased productivity, employee's effort and quality, reduced error rates, or faster business growth. Engaged employees are more likely to want to stay with their employers. (Alfes et al. 2010, 2).

3.3 Low Job Satisfaction and Dissatisfaction

Every coin has a flip side, therefore as talking about job satisfaction, job dissatisfaction should be mentioned too. Dissatisfaction can be defined as a lack of satisfaction. It can be caused by many aspects and managers and HR professionals need to be aware of them in order to avoid them and to increase job satisfaction. More precisely, job dissatisfaction should be corrected immediately because of the fact that when satisfaction is dropping down, employees are more likely to quit their job. (Noe et al. 2015, 345) The dissatisfied employee has lower motivation therefore performs poorly and shows negative attitudes towards the job. These effects can spread among the other employees and can have a negative impact on the company. (smallbusiness.chron.com 2018)

According to Kociánová (2010), low job satisfaction can be caused by many factors:

- unpredictable effects on work
- time stress
- workload
- unrealistic work demands
- discomfort in the workplace

- bad relationship with colleagues and superiors
- lack of time for family and personal life
- psychosomatic consequences of work

(Kociánová 2010, 36)

4 FACTORS INFLUENCING JOB SATISFACTION

A person is not usually completely satisfied or completely dissatisfied with everything. As it was mentioned before job satisfaction is not in the theory understood uniformly due to the fact that many variables affect it. Some of the variables affect satisfaction situationally and others are longer lasting. (Kociánová 2010, 35)

The factors influencing job satisfaction can be divided into impacts related to job activity, job conditions, impacts on individuals (individual and personal characteristics), and non-organizational impacts. Impacts concerning job activity include the content and character of the work. Job conditions include management, rewards, recognition, appreciations, interpersonal relationships, and the working environment. Impacts on individual characteristics include age, gender, marital status, cultural status, or education. Personal characteristics are connected to needs, motivation, self-reflection, interests, attitudes, and abilities. Non-organizational impacts include the economic situation of the country, international and national politics, labour market or wage level, etc. (Kociánová 2010, 36)

Factors that are positively influencing job satisfaction:

- organizational and personnel policy
- clearly defined objectives of the work
- diversity
- greater autonomy
- usage of skills and experience at work
- financial evaluation
- cooperation
- interpersonal relations
- safety

(Kociánová 2010, 36)

According to Armstrong et al. (2020), levels of job satisfaction are influenced by the intrinsic motivating factors, the quality of supervision, and success or failure. The quality of supervision is according to the Hawthorne studies the most important determinant of worker attitudes. Satisfaction is created by success, which is a proof for individuals if they are using their skills on full. On the other hand, dissatisfaction is created by failure. (Armstrong, Taylor 2020, 257)

Noe et al. divided factors influencing job satisfaction into four categories – personal dispositions, tasks and roles, supervisors, and co-workers, pay and benefits. (Noe et al. 2015, 350)

Personal Dispositions

Job satisfaction is closely connected to personal qualities such as negative affectivity and negative core self-evaluation. (Noe et al. 2015, 350) Negative affectivity is a personal trait because of which a person experiences negative emotion more often. (SpringerLink 2020) Core self-evaluation refers to the theory which includes four personality dimension - self-esteem, self-efficacy, locus of control, and emotional stability. (Journalsplos 2020) During employee selection managers need to look after people with a higher predisposition of being satisfied. Noe et al. suggest that “*interviews should explore employees’ satisfaction with past jobs.*”. In the case that applicant was dissatisfied with five of his/her previous jobs, the possibility that he/she will be dissatisfied with your organization is much higher. (Noe et al. 2015, 351)

Tasks and Roles

Job satisfaction can be influenced by the proper division of tasks and team roles. The more complex and meaningful the job is the more satisfaction increases. Methods such as job enrichment and job rotation as well as developing clear and appropriate job roles can be used to create satisfaction among employees. Noe et al. describe 3 ways how to ensure satisfaction in the company:

- Job complexity – Not only employers can improve the job complexity, but also employees take measures to make their job more interesting. They can bring to work their personal items, such as headphones or photos.
- Meaningful work – Every employee should feel that what he/she is doing is meaningful. It is the most important aspect of work.
- Clear and appropriate roles – By implementing clear and appropriate roles to employees the company can avoid job dissatisfaction.

(Noe et al. 2015, 351 – 352)

Supervisors and Co-workers

Job satisfaction can be influenced a lot by the environment of the company. Organizations are formed of supervisors and co-workers who affect job satisfaction. Many companies try to foster a culture of shared values in light of the fact that it is believed that shared values

among employees can increase job satisfaction. Another factor that increases job satisfaction is social support. Social support can be provided by both co-workers and supervisors. As a matter of fact, companies that want to avoid dissatisfaction among their employees organize team buildings both on and off the job (such as paintball, laser game, etc.). The main purpose of these events is to strengthen ties among group members by playing team games together. (Noe et al. 2015, 352-354)

Pay and Benefits

One of the main broad functions of HRM is managing rewards. HR managers are responsible for designing and implementing a reward system which should cover financial and non-financial rewards, including employee benefits, perks, and pensions. (Wilton 2016, 41-42) A financial reward is pay related to the value of a job. A non-financial reward is based on needs a person has to gain recognition, personal growth, or acceptable working conditions. (Armstrong, Taylor 2020, 483-484)

Job satisfaction is influenced by two factors of pay satisfaction. A process of assigning different pay levels to different levels and job categories by the organizations is called satisfaction with the pay structure. Another important pay satisfaction factor is pay raising. People expect that their pay will increase over time, and they will be eventually satisfied if their expectations become true. In addition to, it is very important that employees will be informed about the financial situation of the organization due to the fact that if they understand the circumstances, they may feel less dissatisfied. (Noe et al. 2015, 354)

5 MEASURING JOB SATISFACTION

Employers should take the time to monitor job satisfaction in their company due to the fact that they can better retain employees in the future. (Noe et al. 2010, 354)

One of the most used ways to measure job satisfaction is a survey, which should be part of the organization's human resource strategy. A survey is a systematic, ongoing program that allows the organization to observe trends that may signal a need for improvement. Organizations can compare results with other departments in order to identify successful practices that can be applied elsewhere in the organization. With provided data organizations can also compare themselves with others in the industry. Because of the collected information a company is enabled to attract and retain employees in a competitive job market. On the other hand, employees have a chance to be heard, which can lead to their satisfaction. (Noe et al. 2010, 354-355)

Job satisfaction can be measured by Job Descriptive Index (JDI), which emphasizes specific aspects such as —pay, the work itself, supervision, co-workers, and promotions. (Noe et al. 2010, 355) The JDI is a test consists of 72-items which evaluates an individual's level of job satisfaction. Respondents are asked about five aspects of their job (discussed above) and the answers only include options; 'yes', 'no' or 'undecided'. When the questioner is finished, a satisfaction is reflected by the numerical value assessed to every word. A total score is obtained from the sum of all items in each category. (study.com 2016)

Another well-known method to measure job satisfaction is an interview. The interview can be structured, unstructured, and semi-structured. A structured interview obtains a pre-prepared set of questions therefore every topic is covered. However, the answers may not be spontaneous and revealing enough. On the other hand, an unstructured interview doesn't obtain a pre-prepared set of questions. The interviewed person is encouraged to talk freely about the subject without any interruptions or intervention. However, the unstructured interview can lead to poor data that is difficult to analyse. Semi-structured interview obtains pre-determined interest and key questions to be asked were prepared in advance. The interviewer needs to have the proper skill to phrase the questions and adjust them according to the characteristics of each interviewee. Due to interviews information is obtained directly from the people who are closely connected to the area that is being researched and they are more precise. (Armstrong, Taylor 2020, 641)

6 SUMMARY OF THEORETICAL PART

Employees are vital to any organization, and their interests should be in every company's mind. Therefore, the Department of Human Resources exists. Employee training and development, performance management, salary and benefits, personal policies, employee data and information systems, and other aspects of Human Resource Management are all addressed.

Together with Human Resource Management, motivation is also closely connected to employee satisfaction. People that are well-motivated perform better and behave more pleasantly. Regardless, the corporation must understand how to encourage its staff appropriately. The effective use of motivating instruments, both financial and non-financial, positive, and negative – penalties and rewards – is one of the essential tasks of any organization.

One of the fundamental Human Resources strategies is to ensure employee satisfaction. Job satisfaction can be understood as feelings people have towards their job. However, People are rarely totally satisfied or unsatisfied with everything. Job satisfaction is influenced by many factors – personal dispositions, duties and roles, co-workers, and supervisors, as well as salary and perks. Every person reacts to these aspects differently.

Every coin has its flip side; therefore, next to job satisfaction, job dissatisfaction exists. Job dissatisfaction is defined as a lack of job satisfaction caused by various factors such as unpredictable work effects, time stress, unrealistic work demands, workplace discomfort, etc. To avoid these issues and increase employee satisfaction, every organization must be aware of these aspects.

Knowing if employees are satisfied with their job or not is very important due to the fact that the more satisfied employees a company has, the better the company can operate. Employers should devote time to monitoring employee job satisfaction to improve staff retention in the future. Job satisfaction can be measured by the survey, Descriptive Job Index, and interview.

II. ANALYSIS

7 INTRODUCTION OF THE COMPANY

The company is an existing company established in the Czech Republic in 1951. The company is one of Europe's largest suppliers of springs to the rail and automotive sectors. The organization employs 256 people. Nowadays, the company produces three products – helical springs, trapezoidal leaf springs, and parabolic springs. Annually, the company manufactures 572 945 springs. (Company website 2022)

The company was founded at the beginning of the 20th century as a locksmith's shop. The corporation was a public trade company engaged in the production of iron goods. The firm experienced its greatest boom in the First Republic. The company expanded and, by 1935, had 92 employees. The number of workers doubled during World War II. After the war, the company became part of the national metallurgical enterprise. After that, the corporation expanded even further, and production stabilized. The corporation was privatized and separated into three distinct companies in 1994. Since 2005, the corporation has steadily increased its market share in Europe. Since 2008, the company has been owned by an unnamed steel company.

The company's vision is to be a manufacturer with sophisticated lean processes and a reliable supplier of hot-formed leaf, parabolic and helical springs to gain another significant customer in the truck or light commercial vehicle sector. The company wants to keep its position as Europe's largest supplier of springs to the rail sector and automotive sectors and supply its products to customers in continents other than Europe. Another vision is to increase the market share of coil springs in the passenger rail segment and the industrial applications sector. The company wants to achieve these goals thanks to the loyal employees who see working in the organization as a challenge or an opportunity. (Company website 2022)

The company's strategic objectives include turnover increase, diversification - new markets, products, and customers, risk prevention, flexibility, and attractive employer. (Company website 2022)

In addition to the Supervisory Board, the Management Board, and under the CEO, the corporation has five important departments - Department of the Chief Financial Officer, Human Resources Management Department, Technical Director's Department, Production Director's Department, and Sales Director's Department. The organizational scheme of the company can be seen at the end of the thesis. The Human Resources Management Department is composed of four members – the head of HR, the specialist, the payroll

accountant, and the head of the training centre. The Head of HR is responsible for recruitment, union negotiations, training plans, staff appraisals, team management, HR marketing, and communication with agencies. Employee satisfaction surveys, training, medical examinations, recruitment, contractual contracts, internships, trips, issuing directions, and organizing activities for employees are all responsibilities of the specialist. The payroll accountant calculates employee payroll, manages employee benefits and prepares legal documentation. The manager of the training is in charge of developing training plans as well as overseeing the training centre's overall operation. (Company website 2022)

As it was mentioned before, the company currently employs 256 people – white-collar employees (THP) and team leaders (TL), operators (D), audit staff, e.g., janitors (R), and agency staff (Ag), specific numbers are given in chapter 8.1. The number of employees has not changed dramatically over the years. In 2020, the company employed 241 people and in 2019 the total number of employees was 270 thanks to the large number of agency workers hired. The average annual sickness rate has increased from 7.40% in 2019 to 10.40% in 2021. In 2020, the sickness rate reached 8.40%. In addition, the company also provided data on monthly employee fluctuation, which for the last 3 years was the highest in 2019 at 1.85% and the lowest in 2020 at 1.21%. In 2021 it was 1.57%. A turnover rate of between 5 and 7 percent is considered very good. (logistikaekonom.cz 2018)

8 ANALYSIS OF EMPLOYEE SATISFACTION

The concept of job satisfaction was explained in the theoretical part, and it will be currently discussed in the analytical detail. The primary purpose of the thesis is to propose recommendations based on the satisfaction analysis. Results of the questionnaire survey of the thesis will provide a response on whether or not employees are satisfied in the selected company. In particular, the following factors affecting employee satisfaction were examined; overall satisfaction with the work, rewards and benefits, training and development, the supervisor, mutual cooperation, and company's culture.

The primary research objective is whether or not the employees of firm X are happy with their current jobs.

The primary purpose of the thesis is to propose recommendations based on the satisfaction analysis. The questionnaire survey used for the research will be described in the next chapter. Results of the questionnaire will indicate whether or not employees in the chosen company are satisfied. According to the results, the proper recommendation will be proposed in chapter 10.

8.1 Data collection method

For the research of the thesis was used the questionnaire survey. The questionnaire survey was prepared in advance by company X, which can be seen at the end of the thesis. The questionnaire was handed to people in paper form, and once completed, employees were asked to deliver it to the Human Resources Department or leave it in the break room.

Characteristics of the questionnaire

The company distinguished the questionnaire in two colours – blue and pink. Both questionnaires contain the same set of questions. The pink one is designed for category one – white-collar employees (THP) and team leaders (TL). The blue one is designed for category two – operators (D), audit staff, e.g., janitors (R), and agency staff (Ag).

The questionnaire consists of three parts – introduction, questions, and acknowledgments. What the questionnaire is for, where it should be handed in and by when is clarified in the beginning of the questionnaire. A company also declare anonymity while filling in and explains how to fill in the questionnaire correctly.

The next part of the questionnaire includes questions on overall job satisfaction, job importance, satisfaction with supervisors and co-workers, provision of information, work environment, and more. The questionnaire consists of 23 questions – 22 scale questions and one open-ended question. This one open-ended question allows employees to have their say about staying with the company. They can choose from a list of pre-set responses or come up with their own. A rating scale is a closed-ended survey question that is intended to reflect respondent feedback. It's one of the most common surveys question kinds, in which respondents are asked to score a particular quality or feature. (questionpro.com) Specifically, in this questionnaire, emojis are used for rating.

Completely agree	Agree	Disagree	Completely disagree
Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
			

Table 1 Rating scale (the company's creation)

Research date: 24th January 2022 – 28th February 2022

Characteristics of employees

The total number of employees is 256. 152 workers are employed in production. Furthermore, 33 audit workers, 41 THP workers, and 30 agency workers are employed in the company. Those numbers include 11 team leaders and 2 directors.

Out of 256 employees, 20 women work in the company. 8 of them work in production and 12 as THP workers. The rest of the workers are men. The average age of employees is 41 years. The average length of employment with the company is 10 years and 7 months.

Of the total number of employees, 7% have a primary education, 54% have an education certificate, 25% have a high school diploma, 1% have higher vocational education, and 13% have a master's degree. (31. 12. 2021)

Respondents

194 employees were contacted to complete the questionnaire due to the sickness of 35 employees – 52 workers from category one and 142 from category two.

Of all the submitted questionnaires, 38 were completed in category one, with a return of 73.1%, and 41 were completed in category two, the return is 28.9%. Therefore, the total amount of questionnaires used for the analysis is 79, the return is 40.7%.

8.2 Analytical findings

This part of the bachelor thesis deals with the evaluation of the questionnaire. The results are displayed in the form of graphs, which are provided by comments. According to the topics of the questions, they were classified into several categories – satisfaction with the work, satisfaction with rewards and benefits, satisfaction with training and development satisfaction with the supervisor, satisfaction with mutual cooperation, and satisfaction with the company’s culture. Based on the results of the questionnaire, ideas will be generated to improve employee satisfaction in the workplace.

8.2.1 Satisfaction with the work

The first category contains questions related to the overall satisfaction with the employment in company X. Employees play a big role in the company and therefore their satisfaction should be the first priority. Employee satisfaction leads to increased productivity of the company. A satisfied employee can also speak well about the company among their friends and make the company look good.

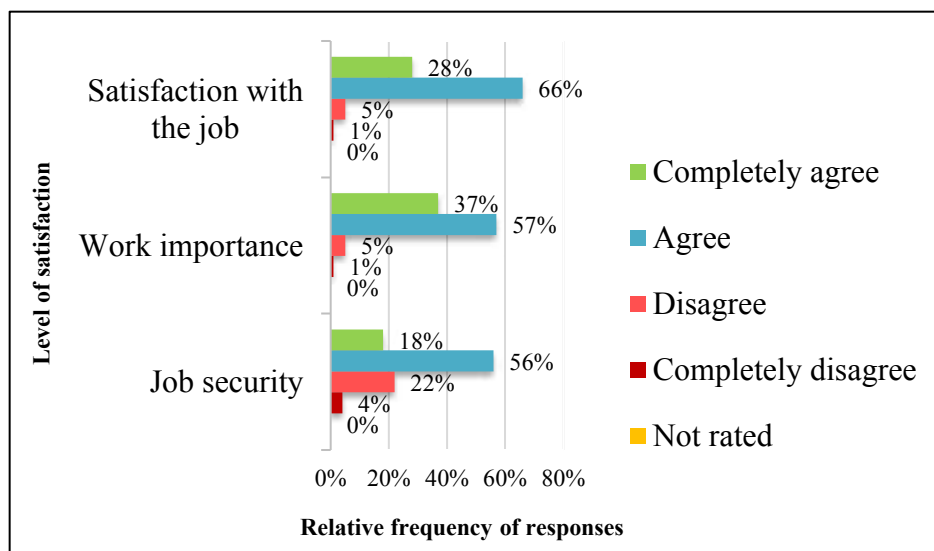


Figure 3 Satisfaction with work (own creation)

Liking your job can lead to increased motivation and productivity at work. As the graph above (figure 3) shows, 28% of the total respondents (specifically 22 respondents),

completely agree with the statement that they like their job. On the other hand, 66% of the total respondents (specifically 52 respondents) just agree with the statement. As can be seen in the graph, only a small majority of people dislike their jobs, which is a very positive result. Another motivating factor is the importance of work. As it was mentioned in the theoretical part of the thesis, motivation is closely connected to satisfaction. Well-motivated people perform better and behave in a more pleasant way. As the graph shows, 37% of the total respondents (specifically 29 respondents), completely agree with the statement that the work they do is important. More than half of the respondents, 57% (specifically 45 respondents), agree with the statement. On the contrary, only 6% of the total respondents either disagree or completely disagree with the statement.

Job security is also one of the aspects of job satisfaction. Companies can ensure at least partial satisfaction of their employees if they offer them job security even in difficult situations. As the data shows, more than two thirds of the employees, 74%, feel that they have a job security in their current job.

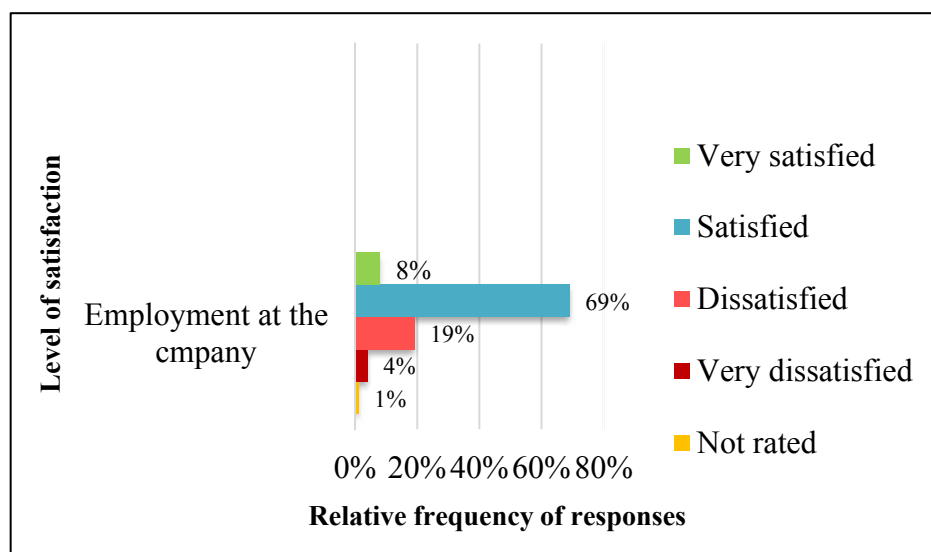


Figure 4 With the employment at the company, I am: (own creation)

Job satisfaction is very important due to the fact that people spend most of their lives at work and job satisfaction can also affect their personal lives. The happier the employees are with their job, the better will be their performance and results. According to the research, 69% of the total respondents are satisfied with their job. On the other hand, 19% of all respondents are dissatisfied with the employment in the company. As can be seen in the graph, D and R workers are more dissatisfied than THP and TL workers.

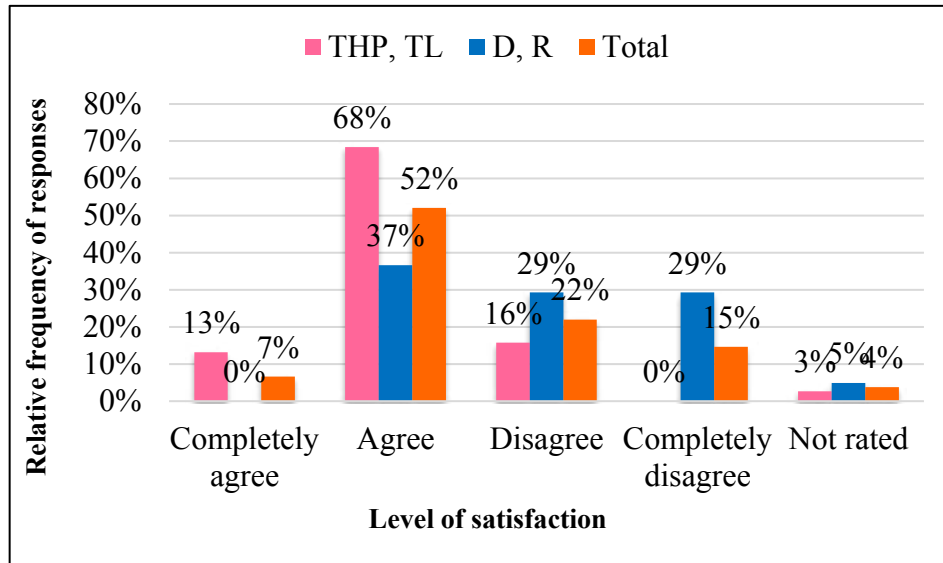


Figure 5 I would recommend the company to my friends as a good employer. (own creation)

According to the graph above (figure 5), 52% of all respondents would recommend the company as a good employer. On the other hand, 37% of employees would not do so. It's reasonable to believe that the reasons for employee dissatisfaction which will be discussed later are the cause.

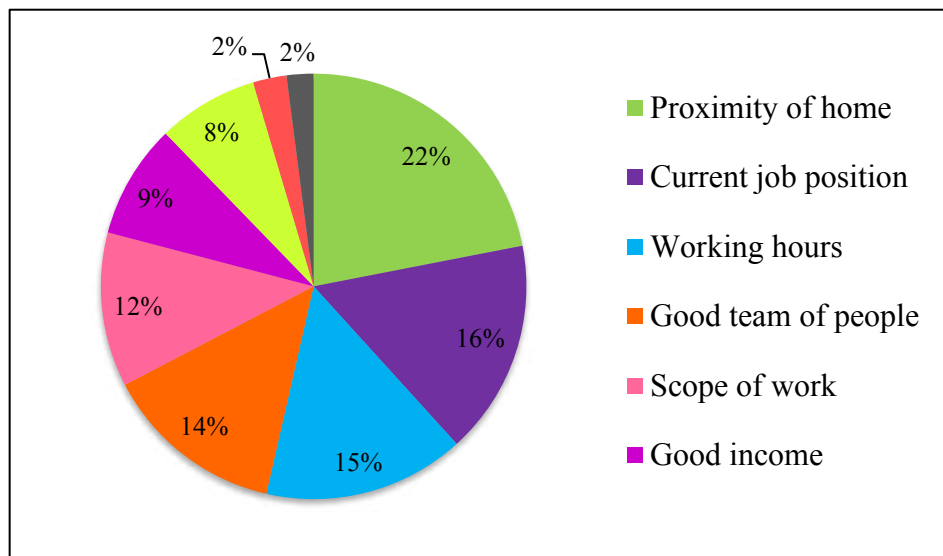


Figure 6 What is the main reason that keeps you in the company? (own creation)

The most prevalent response, as seen in the chart above (figure 6), was that employees stay with a company because it is close to their home. Another reason was that they are satisfied

with their current job position. Employees' working hours are also crucial. Company x operates on a three-shift system. 8-hour shifts rotate in the morning, afternoon, and night. Based on previous findings, the data showed that employees were satisfied with the cooperation with their colleagues. As a result, it's not unexpected that this rationale came up frequently in the responses. The only reason respondents gave in the column 'others' was that they were staying with the company because of a colleague they work with.

According to the findings of a previous study, the majority of category two employees are dissatisfied with their income. It's understandable that this rationale was not chosen as frequently by respondents. Several individuals also indicated that they do not want a change. The reason could be that they are satisfied in their current position and therefore, would not want to leave. For some people the reason was that they could not find a better job anywhere else. This could be due to a scarcity of employment opportunities in the area where they live.

8.2.2 Satisfaction with rewards and benefits

The next chapter deals with issues related to rewarding, motivating, and educating employees. Research should show whether or not are employees satisfied with those areas.

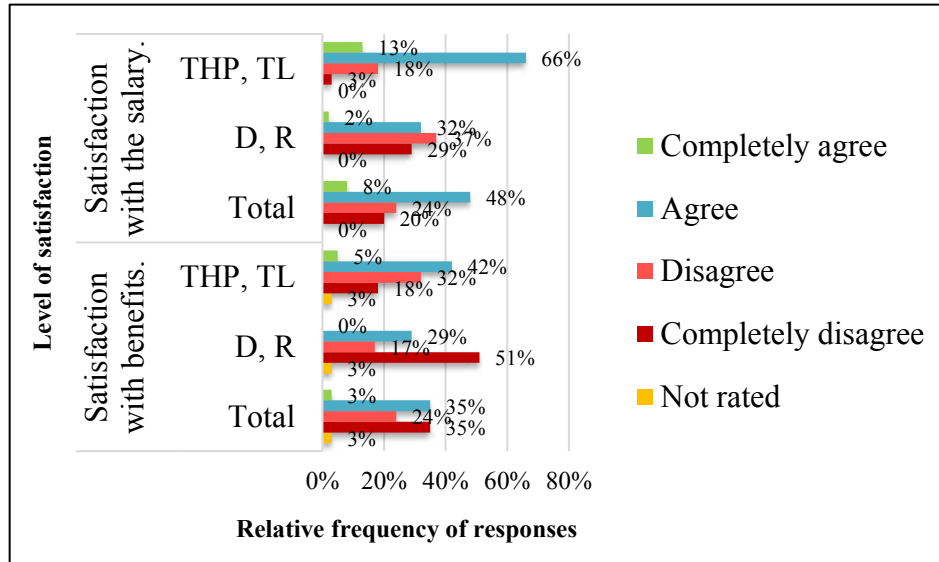


Figure 7 Satisfaction with rewards and benefits. (own creation)

Salary is one of the many factors influencing employee satisfaction in a company. Such a reward motives people to work harder. The company did not disclose details of its workers' salaries for privacy reason. However, the company stated that the value of the salaries is competitive. As the graph (figure 7) suggests, 48% of all respondents believe that they are getting paid adequately for their work. On the other hand, 44% either disagree or completely

disagree with the statement. As can be seen in a graph, D and R workers feel more dissatisfied than THP, TL workers, with the amount of the salary they get. It can be deducted that their salary might be below the average. The average salary for a production operator is 29 775 CZK and for the audit staff 26 841 CZK. (prumerneplaty.cz 2022)

Another reason why people choose their future jobs or why they stay with a company are companies benefits. Currently the company offers the following benefits:

- Subsidized meals on the company premises
- Pension contribution
- Multisport card
- Free parking in front of the company premises
- Company events (sports day for families)

According to the research, employees of company x feel dissatisfied (specifically 47 respondents) with the company’s benefit system. It can be assumed, that it is a consequence of the coronavirus situation, when events for large groups of people were not allowed, sports centres were closed, and people were not able to use their benefits. According to the Human Resource Department, the reason for the high level of dissatisfaction is that employees have become so accustomed to a given amount of benefits that they do not take them as benefits, but as a matter of course.

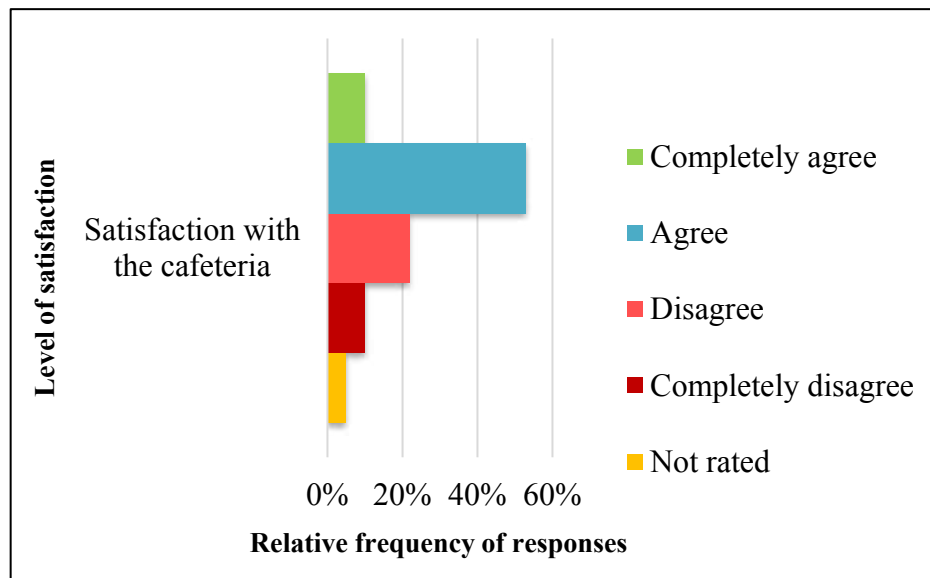


Figure 9 I am satisfied with the company meals. (answer if you if you use the cafeteria) (own creation)

Regarding to the satisfaction with the company cafeteria, 53% of all respondents are satisfied with the company cafeteria. People may feel dissatisfied with the catering system because they do not receive food stamps due to subsidised feeding. Only 5% of all respondents choose not to evaluate this question. It can be deducted that they do not use the canteen service.

8.2.3 Satisfaction with training and development

The following chapter deals with employee development and training in the selected company.

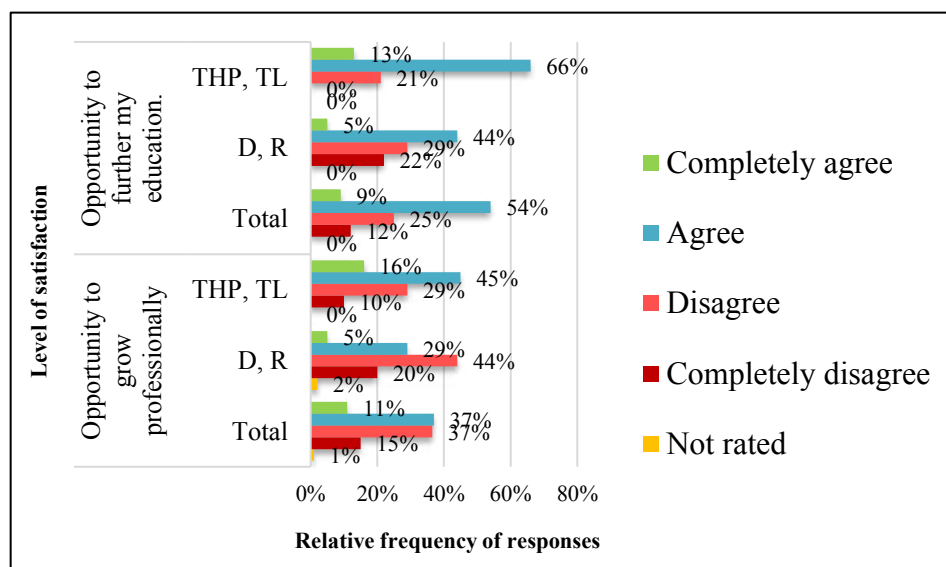


Figure 10 Satisfaction with training and development. (own creation)

Each year, company X releases annual educational plan. For the following year the directors complete the tables with the requirements for training courses for THP and TL workers. The Human Resources Department then prepares the annual educational plan. According to the plan, individual training activities are then sought - what, when, how, why. Changes can be made in the training plan during the year. Outside of this plan, an online training programme, via the website *SEDUO*, is available for THP and TL staff, offering language courses, improvement of soft skills, presentation skills, MS Teams, information about labour law and labour code. However, possibilities of training and development programmes were limited because of the corona virus situation. This might be the reason that 25% of all respondents disagree and 12% of all respondents completely disagree with the statement that they have the opportunity to further their education in the firm. Mainly D, R workers are dissatisfied with the with the forms of training the company offers. No educational plan is prepared for

operators (D) and janitors (R), although they are required to receive regulatory training, such as forklift driving and welding courses. However, most of the THP and TL workers feel that they can further their education at work.

Staying in a position for a long time without the possibility of professional growth may be one of the reasons why an employee would decide to leave a company. If an employee has the potential to develop his/her knowledge and experience, the company should contribute to his/her development as it is not only an advantage for the employee but also for the employer. As the graph (figure 10) suggests, more people either disagree or completely disagree with the statement that they have the opportunity for professional growth than people who agree or completely agree with the statement. This is a surprising result because if a new position is available in the company, the company gives workers the opportunity to apply for the internal selection process and get the position. The reason is that the employees know the company and are better and more easily trained for the new job.

8.2.4 Satisfaction with the supervisor

The following chapter deals with a set of questions on satisfaction with the supervisor. The supervisor is one of the key elements that motivates employees to be more productive.

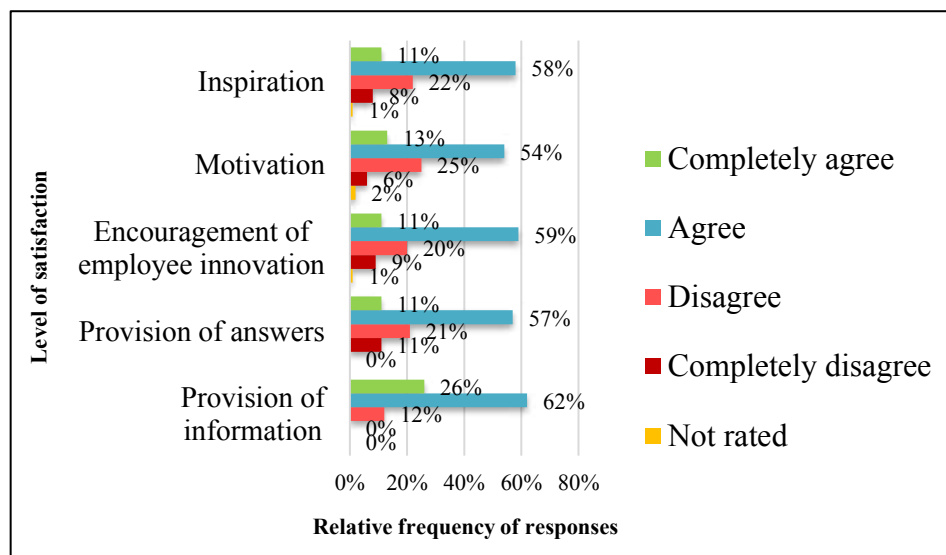


Figure 11 Satisfaction with the supervisor. (own creation)

Every supervisor should set a good example for their employees. If the employer behaved inappropriately, the employees might not have any respect for him and therefore, work morale would fluctuate. The graph above (figure 11) shows whether or not employees agree with the statement that the supervisor inspires employees by good example. The data show

a good result, due to the fact that more than a half of the respondents thinks that their supervisor is a good example for them. However, more than 25% of people thinks the opposite. This result can be caused, for example, by a bad relationship with a supervisor as not everyone gets along with everyone.

As can be also seen in a graph (figure 11), more than a half of all respondents thinks that their supervisor motivates them to achieve better results. However, more than 30% of D and R workers feel that the motivation from the supervisor is not sufficient. Since the supervisor is one of the factors influencing employee motivation, the data does not show a very good result.

Improvement suggestions help the company to develop and improve all production and non-production processes. New ideas can even contribute to improved revenues for an organisation. As a result, a business should ensure that its staff are encouraged to be innovative and come up with fresh recommendations and ideas. In this case, the graph (figure 11) shows a good result. More than a half of all respondents feel that they are encouraged to come up with new ideas and suggestions. 29% of people (specifically 23 respondents) do not feel motivated enough. It can be assumed that these people would not be satisfied even with the rewards that the company provides for improvement proposals.

Superiors should be able to answer questions from their subordinates. This will make them look more capable and trustworthy in the eyes of their employees. The graph (figure 11) suggests, that 57% of all respondents think they get answers to their questions and comments. However, mainly D and R workers are not satisfied with the provision of answers to their questions. This result may be caused by the fact that they are not in direct contact with their supervisors as much as workers from the category one.

By providing information, the company establishes credibility with its employees. As a graph (figure 11) shows, employees of company X are satisfied with the provision of the up-to-date information on what is happening in the company. However, according to the head of the HR department, satisfaction with information provision has been higher in previous years. Workers are kept informed continuously and conscientiously in several forms - notice boards, management-employee meetings, and meetings between THP and management. Based on the NERV program, a group of employees is randomly selected four times a year and then meets with the CEO. The Human Resources Department publishes weekly NEWS – important information about what is happening in the company.

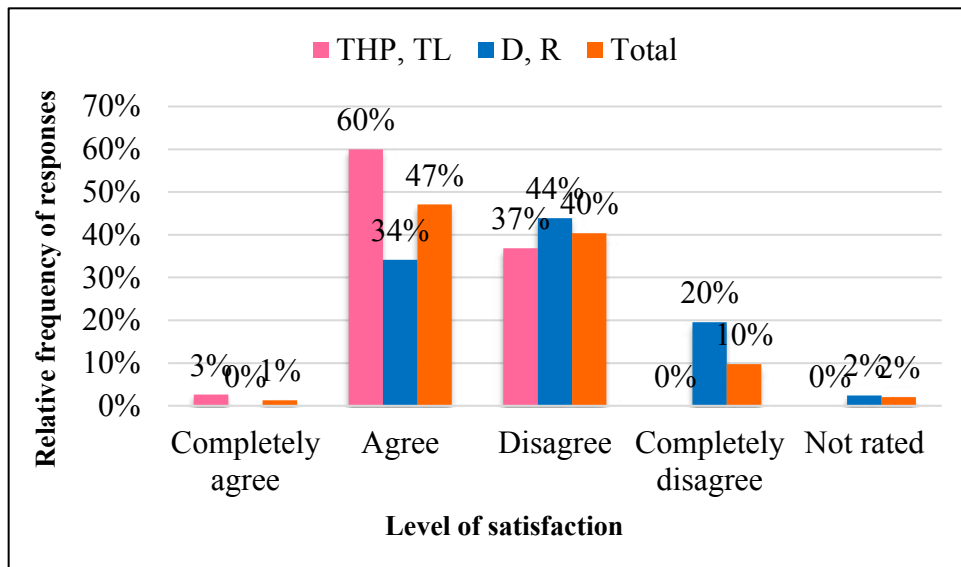


Figure 12 I receive praise and recognition for a well-done job.
(own creation)

Praise and recognition can motivate employees to work more productively. Based on the questionnaire survey, it was found that workers of category one (THP, TL) receive more praise and recognition for their work than workers of category two (D, R). The result may be that D and R workers will not work as productively as THP and TL workers. High productivity and a well-done job should be the goals of every company, and supervisors should regularly guide their employees towards these goals. Based on an interview with the head of the HR department, it was discovered that the company would like to work on this factor affecting satisfaction during the year and increase satisfaction by 10% in the following year.

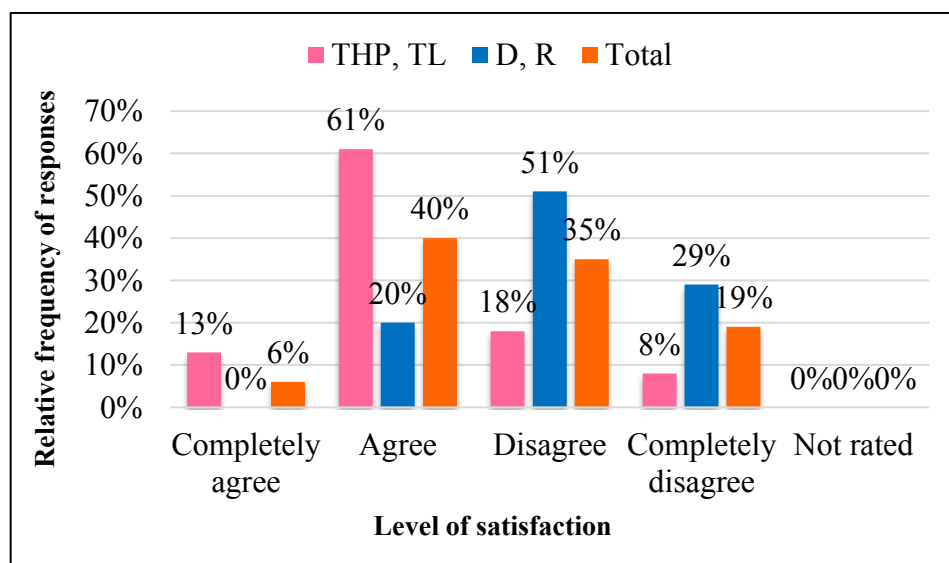


Figure 13 The meetings I attend are beneficial.

Meetings are critical to the smooth operation of the business. People share their perspectives and information, offer improvement suggestions, and address their issues during the meeting. Meetings promote improved communication and, as a result, better teamwork, which can boost productivity in the workplace. As can be seen in the graph above (figure 13), 50% of all respondents think that the meetings are not beneficial. Employees may be dissatisfied with meetings for a variety of reasons: there may be too many of them, they may take too long and thus be boring to some people, there may be an abundance of information or, on the contrary, inadequate information. However, in the prior question about information, respondents indicated that they are satisfied with the provision of information. The graph also suggests, that THP and TL workers are more satisfied with the content of the meetings than workers of category two.

8.2.5 Satisfaction with mutual cooperation

Satisfaction with the effectiveness of the team is considered in the next chapter. Workers can enjoy going to work because of the team of colleagues they work with, just as students enjoy going to school because of their friends. People being able to work together in a team means increased productivity and greater contribution to the company.

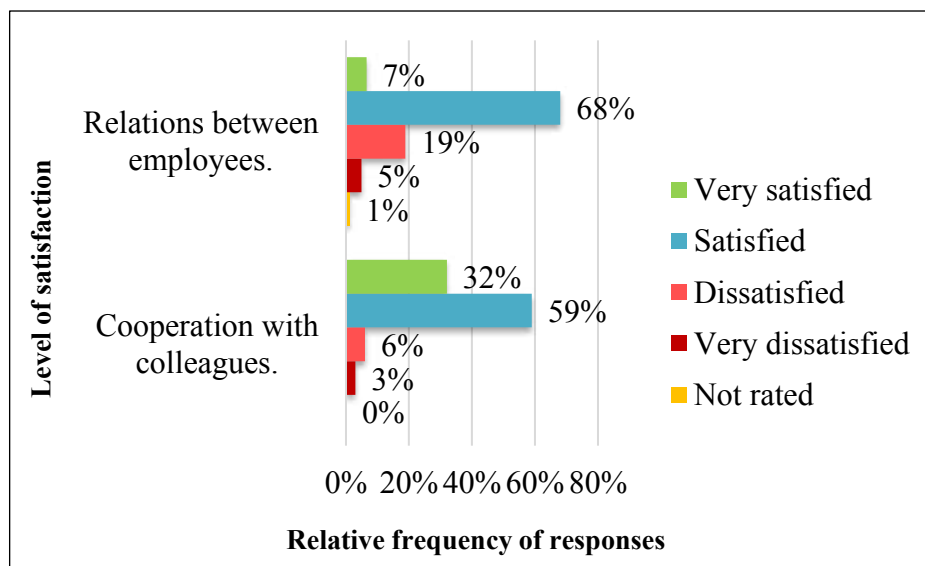


Figure 14 Satisfaction with mutual cooperation. (own creation)

Good relationships among employees are one of the aspects influencing job satisfaction. A positive work environment will result in increased productivity and employees will come to work with more enthusiasm. As stated in the preceding chapter, employees are satisfied with the cooperation of their colleagues in their team. Therefore, it's not surprising that the data

in this case indicate a similar outcome. 75% of all respondents feel either very satisfied or satisfied about the relations between employee in the company. Only 24% (specifically 19 people) of all respondents feel dissatisfied with the relationships among the employees. The collected data show that employees of company x are satisfied with the cooperation with colleagues in the team. As it was mentioned before, workers can enjoy going to work because of the team of colleagues they work with, just as students enjoy going to school because of their friends. According to an interview with the head of the HR department, it was found that this issue was rated worse in earlier years but now has a satisfaction rate of over 90%. The company is pleased that employees are satisfied with the composition of colleagues in their team and understand each other. As previously mentioned, it is one of the reasons that keep workers employed in the company.

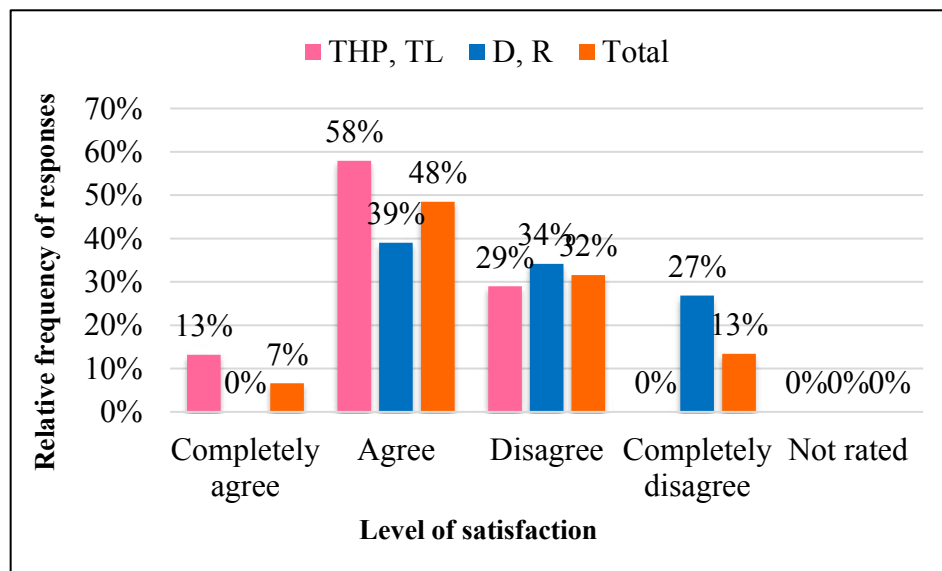


Figure 15 I am satisfied with the cooperation between the departments. (own creation)

Regarding to the satisfaction with the cooperation between the departments in company x, 71% of THP and TL employees are satisfied with departmental cooperation, while 61% of D and R employees are dissatisfied with cooperation between departments. If departments do not improve communication, there will be unneeded misunderstanding in the information provided, resulting in lower production and rising dissatisfaction.

8.2.6 Satisfaction with the company's culture

The following chapter deals with issues related to satisfaction with the company's culture. Organisational structure is a set of behaviours, principles, and values. A pleasant working

environment is created when a corporation respects its principles and treats its employees in accordance with its code of ethics.

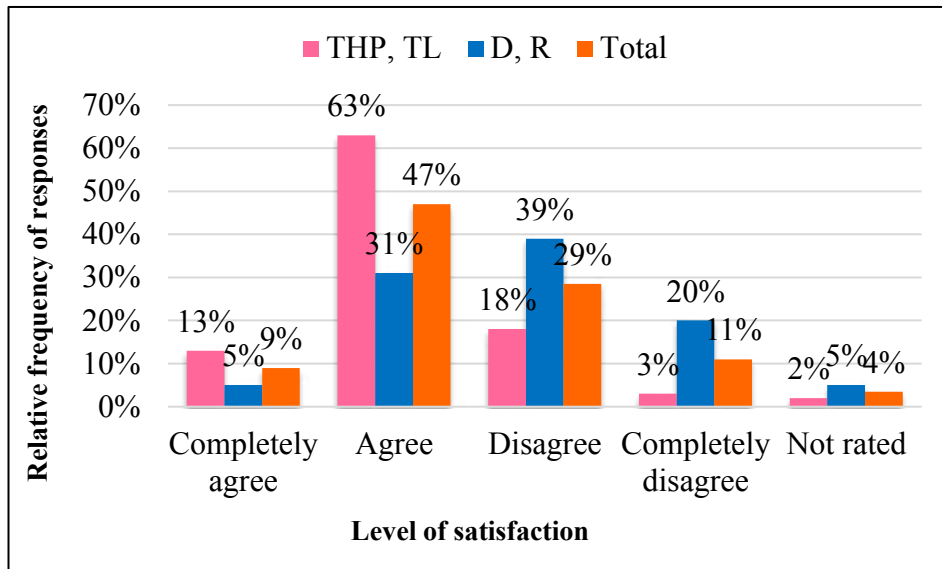


Figure 16 The company cares about its employees. (own creation)

Employees play a significant role in a business and their interests should be at the forefront of the organisation. The company should be concerned about its employees. It instils a sense of confidence as employees will know they can rely on the company in times of difficulty. Employees will also represent the company better as they will be more satisfied with it. As shown in the graph above (figure 16), 56% of all respondents feel that the company cares about its employees. On the other hand, 40% of all respondents think the opposite. However, company X is already concerned about the interests of its employees through such a questionnaire.

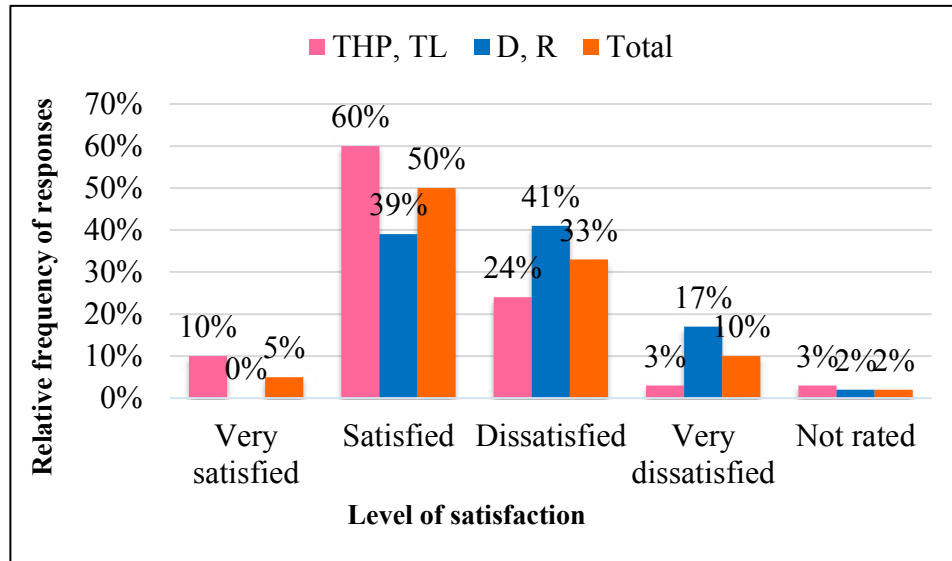


Figure 17 With the company atmosphere and corporate climate, I am:
(own creation)

The atmosphere in the work environment plays a big role in maintaining employee satisfaction. Every organization should strive to create the non-toxic environment for its employees so that they enjoy coming to work and become more productive. As can be seen in the graph (figure 17), 50% of all respondents are satisfied with the atmosphere in the company. As shown in the graph, category one employees are more satisfied at work than category two employees. 43% of all respondents are either dissatisfied or very dissatisfied with the company atmosphere. It can be deduced, that the reason may be tension resulting from dissatisfaction with other areas surveyed in the questionnaire.

9 RESUME OF THE ANALYTICAL FINDINGS

To analyse the data, a questionnaire was created by company X, with the primary purpose of determining whether the employees in the selected company are satisfied or not. The aim was to identify the strengths and weaknesses of the company, based on which the recommendations will be described later in the thesis. The questionnaire's questions were divided into five categories for simplicity of analysis – satisfaction with the work, satisfaction with rewards and benefits, satisfaction with training and development, satisfaction with the supervisor, satisfaction with mutual cooperation, and satisfaction with the company's culture.

The most important strengths of the company are as follows:

- Satisfaction with the work
- Job security
- Relationship with a supervisor
- Information availability
- Colleagues
- Teamwork

According to the findings of the research, the vast majority of respondents like their current job and consider what they do to be important. This is an excellent outcome because it demonstrates that a substantial portion of the organization is well-liked. In addition, workers in both categories feel that they have security in their current jobs. In terms of supervisory relationships, employees in both categories believe they are adequately informed and receive responses to their inquiries and concerns. Most employees also think that not only are they sufficiently motivated by their supervisor but also that he sets a good example for them. However, based on the results of the survey, it was found that employees are most satisfied with their interactions with their colleagues in the company.

The most important weaknesses of the company are as follows:

- Education
- Benefits
- Salary
- Meetings
- Cooperation between departments

According to the survey results, the respondents do not believe they have the opportunity for further education and professional progress within the organization. Employees may lose motivation and desire to work if they believe their current employer will not advance their personal or professional goals. Another issue that has emerged as a cause of dissatisfaction is the offer of job benefits. This is also related to dissatisfaction with wage remuneration, which workers feel is inadequate. Based on the questionnaire, it was also found that although employees are satisfied with working with their colleagues in their team, the meetings they attend are a problem because they find them unbeneficial. Respondents are also dissatisfied with inter-departmental collaboration. The final point is that employees are not praised or recognized for their efforts. Employee productivity may increase as a result of such motivation.

However, based on the results of the questionnaire, it was found that THP and TL workers are more satisfied in the company than D and R workers. Because the average of satisfied THP, TL employees is 78% and of D and R employees is 55%. Therefore, suggestions for improving satisfaction will mainly concern category two. Based on the data, category two employees are dissatisfied with the overall culture of the company and say they would not recommend the company as a good employer. This could be owing to the company's flaws, as mentioned in the previous paragraph.

10 RECOMMENDATION

In the following chapter, suggestions for improving the satisfaction of the company's weaknesses will be proposed based on the results of the questionnaire survey. Based on the initial questions, it was found that employees at company X are more or less satisfied and that they like their current job. As a result, suggestions for improvement will only serve to improve the existing level of satisfaction and to avoid mistakes that could lead to further dissatisfaction.

Suggestions for improvement will concentrate on areas where considerable dissatisfaction has been noted – training and development, benefits, salary, meetings, and cooperation between departments.

As it was mentioned in the previous chapter, it was found that workers of category one are more satisfied in the company than workers of category two. Because they are such an important component of the firm's seamless operation, especially production, the corporation should try to increase their satisfaction. Employees of category two are dissatisfied in the areas mentioned above. The only area with which both groups are significantly dissatisfied is a salary.

10.1 Training and development program

As previously stated, each year, company X releases an annual educational plan. However, the annual educational plan is only intended for THP and TL workers. Due to this fact, D and R employees do not feel that they have an option of further education, and therefore people feel they have no opportunity to grow professionally.

Company X can provide access to the *SEDUO* online training program for interested D and R workers. People can improve their language skills, their soft skills, but also the many other skills that the website offers. A questionnaire, prepared by the author of this thesis, can be used by the organization to measure employee interest in online courses. At the company's request, the questionnaire could be expanded to incorporate more courses. The questionnaire is enclosed in the appendix.

Multifunctionality is also part of D and R staff development. When employees rotate between different job roles, they gradually gain new experiences. The company should definitely stick to multifunctionality, as it also supports the motivation of its employees to improve in other areas.

10.2 Company event

One of the reasons why a candidate chooses their future employment is because of the benefits package the company offers. Taking advantage of these benefits can lead to satisfaction in both work and personal life. According to the results of the questionnaire survey, it was found that respondents are dissatisfied with the company's current benefits. Currently, company x offers several benefits – subsidized meals on the company premises, pension contribution, multisport card, free parking in front of the company premises, and company events (sports day for families).

It can be deducted, that the dissatisfaction is a consequence of the coronavirus situation, during which large-group gatherings of people were prohibited, sports centres were closed, and people were not able to use their benefits. Therefore, it is recommended that company X organises a sports day for families, which in previous years has been held on Children's Day. The author of the thesis has attended such an event in previous years and knows from personal experience that people were quite satisfied with this benefit. Team competitions for employees and their families would be on the agenda. Refreshments in the form of alcoholic and non-alcoholic drinks, as well as grilled cuisine, would be available to attendees. At the end of the day, the competitions would be announced, and the winners would be duly awarded, evening entertainment could follow. Such an event would increase work morale, but it would also strengthen relations within the company. Since company X has held similar events in previous years, they have insight into the costs they would have to incur.

Social events and strong relationships among employees can also improve the company's culture, with which employees were also dissatisfied. Employees can thus build relationships even with their superiors with whom they do not normally come into contact. Events like Sports Day will also make people feel more connected.

10.3 Financial support

According to the results of the questionnaire survey, it was found that employees in the category two, in particular, are not satisfied with their salary. However, the company claims that the wages of the employees are competitive. If the employee is dissatisfied with his/her salary, he/she can find another employment.

The company's employees receive a fixed monthly salary to which bonuses, personal assessment allowances, extra pay for afternoon and night shifts, weekends, and holidays can be added. Based on the current situation in the Czech Republic, when inflation is increasing

and fuel and energy prices are getting more expensive, the company is recommended to support families with preschool and school-age children (0-15) in particular financially. Employees with children would receive financial help in the form of 1 500 CZK, which would be added to their accounts every four months. According to research, other companies in the area offer similar financial support, and company x would become more competitive if it took the recommendation seriously.

10.4 Improving meetings

During the analysis, it was found that category two employees think that the meetings they attend are not beneficial to them. Based on an article written by Dean Brenner, an expert in persuasive communication, for Forbes magazine, ideas are suggested on how the company can improve its meetings.

- Meetings should be short, given that employees are paid by the hour and must meet daily quotas.
- Meeting leaders should also set the agenda in advance. Not only will participants be prepared for the meeting, but it also saves time.
- The information presented at the meeting should be clear. What needs to be done, who should do it, and when should it be completed are the most important messages that should be explained during every meeting.
- Meetings do not have to be essential for everyone and should also be attended only by the people concerned with the information.

(forbes.com 2018)

The company can create a list of such improvement suggestions and provide them to the team leaders who usually organize the meetings. Another recommendation for the company is to pay for an online course to manage meetings better. The course, conducted by Eva Mareková, a personal development coach, consists of 11 lessons of 45 minutes each, and its price is 590 CZK. (seduo.cz 2022) The course would be offered to current team leaders, and they would be paid overtime. As it was mentioned before, the company already has some experiences with this website.

The second option is to pay for a course for team leaders on the topic of management meetings, which is organized by the company PEFEK. It is a company with 20 years of experience, which has already been contacted by 450 companies. The company has prepared a course for all employees who want to learn how to effectively use the time spent on

meetings. The price would have to be requested by company X on the website if interested. (pefek.cz 2022)

10.5 Communication between departments

Good communication between departments is an integral part of a well-functioning company. If departments can communicate well, there is no confusion and redundant communication of irrelevant information. Employees who are dissatisfied with communication may be less authoritative in their dealings with managers.

As mentioned earlier, the company can organise social events for the department, such as dinners, trips, sports days, or teambuilding to improve communication.

More specifically, teambuilding would involve an activity that would be pre-approved by the company's employees, for example laser game. People would not be divided into teams according to department but randomly, so that they learn to communicate with people they do not normally work with and thus improve communication between departments. The teambuilding could also be followed by a lunch or dinner where the meal would be paid for by the company. The estimated cost of such a team building would be following.

	Laser game	Lunch/dinner
	Price	
Cost per employee	100 CZK (averaged price)	250 CZK (averaged price)
Total (41 TH workers)	4 100 CZK	10 250 CZK

Table 2 Teambuilding costs. (own creation)

Managers from different departments can also attend regular meetings. They can follow the points suggested in the previous chapter.

11 CONCLUSION

Employee satisfaction should be a top priority in any company, as employees are the most important part of the company. Satisfied employees can speak volumes about the company's proper functioning and contribute to its reputation. In addition, more satisfied employees feel more enthusiastic about their work and, as a result, perform more efficiently, which contributes to improving the production of a company.

The main objective of the thesis is to propose recommendations based on the satisfaction analysis. An unnamed company was selected for the analysis. Company X is one of the largest suppliers of springs to the rail and automotive sectors. The most significant factor in the efficient operation of a company is production, and the most crucial factor are the employees. It is a reason, why is company X regularly concerned about the satisfaction of its employees.

The thesis was divided into two main parts – the theoretical part and the analytical part. The theoretical part focuses on the basic concepts of satisfaction. The author of the thesis in this part describes terms such as Human Resource Management, motivation, job satisfaction including factors and measurement, low job satisfaction and dissatisfaction.

The analytical part includes background information on the company and employee satisfaction analysis. The questionnaire survey was used for data collection. Based on the analysis, the strengths and weaknesses of the company were identified and were used to make subsequent recommendations to increase employee satisfaction in the company.

According to the result of the questionnaire survey, the strengths outweighed the weaknesses. It was found out that the employees of company X are quite satisfied with their current job. Employees feel they have a security of their current job. They have good relationships with supervisors, colleagues, and work well with their teams. Getting along with colleagues is one of the main reasons why respondents stay with the company. Based on the questionnaire, other reasons include – proximity of home, working hours and current job position.

In the last part of the thesis, recommendations for improving overall employee satisfaction were proposed based on the company's weaknesses. Some of the proposals were intended only for particular categories of workers. A company event recommendation was made for both categories. In addition, the company is advised to focus primarily on training and development, financial assistance, and improving meetings and communication between departments.

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LIST OF ABBREVIATIONS

HRM	Human Resource Management
JDI	Job Descriptive Index
Etc.	Et cetera
THP	Technical-economic officer
TL	Team leader
D	Production operators
R	Audit staff
Ag.	Agency staff

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Appendix P III: Czech version of the questionnaire THP, TL

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Appendix P V: English version of questionnaire for satisfaction improvement

Appendix P VI: Czech version of questionnaire for satisfaction improvement



Appendix P VII: Organizational scheme

APPENDIX P I: ENGLISH VERSION OF THE QUESTIONNAIRE

THP, TL



SATISFACTION QUESTIONNAIRE					
 <p>Dear colleagues, please fill in the Questionnaire. Tell us what we are doing well and what we should improve. Please select only 1 answer (smiley face) for each sentence. Drop the completed questionnaire in the mailbox in the break room or at HR by February 28, 2022. The questionnaire is anonymous.</p>					
		Completely agree	Agree	Disagree	Completely disagree
SAMPLE:	0. Today I'm in a good mood.	✗	😊	😐	😞
	1. I like my current job.	😊	😊	😐	😞
	2. The work I do is important.	😊	😊	😐	😞
	3. I have the opportunity to further my education in the firm.	😊	😊	😐	😞
	4. I have the opportunity to grow professionally.	😊	😊	😐	😞
	5. I have job security in my current job.	😊	😊	😐	😞
	6. I am encouraged to come up with new ideas and suggestions. 4	😊	😊	😐	😞
	7. I receive praise and recognition for a well done job. 3	😊	😊	😐	😞
	8. The meetings I attend are beneficial. 7. Zvlášť	😊	😊	😐	😞
	9. I get answers to my questions and comments.5	😊	😊	😐	😞
	10. My supervisor motivates me to achieve better results. 2	😊	😊	😐	😞
	11. My supervisor inspires me by example. 1	😊	😊	😐	😞
		Completely agree	Agree	Disagree	Completely disagree
	12. I am satisfied with the cooperation with colleagues in my team. 1.	😊	😊	😐	😞
	13. I am satisfied with the cooperation between the departments. 2.	😊	😊	😐	😞
	14. I believe I'm getting paid for my work adequately. 1	😊	😊	😐	😞
	15. I receive up-to-date information on what is happening in the firm. 5	😊	😊	😐	😞
	16. I am satisfied with the company meals. (answer if you use the cafeteria) 3.	😊	😊	😐	😞
	17. I am satisfied with the company's benefits system. 2.	😊	😊	😐	😞
	18. The company cares about its employees.	😊	😊	😐	😞
	19. I would recommend the company to my friends as a good employer.	😊	😊	😐	😞
		Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
	20. With the company atmosphere and corporate climate, I am:	😊	😊	😐	😞
	21. With relations between employee in the company, I am: 1	😊	😊	😐	😞
	22. With the employment at the company, I am:	😊	😊	😐	😞
	23. What is the main reason that keeps you in the company?	<input type="checkbox"/> good team of people <input type="checkbox"/> proximity of home <input type="checkbox"/> current job position <input type="checkbox"/> I don't want a change <input type="checkbox"/> good income <input type="checkbox"/> there's no better place <input type="checkbox"/> working hours <input type="checkbox"/> its scope of work <input type="checkbox"/> Others:			
<p>Thank you for completing the questionnaire. Have a nice day.</p> <p style="text-align: right; font-size: small;">Team from HRD</p>					

APPENDIX P II: ENGLISH VERSION OF THE QUESTIONNAIRE D, R































































































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 <p>Dear colleagues, please fill in the Questionnaire. Tell us what we are doing well and what we should improve. Please select only 1 answer (smiley face) for each sentence. Drop the completed questionnaire in the mailbox in the break room or at HR by February 28, 2022. The questionnaire is anonymous.</p>					
		Completely agree	Agree	Disagree	Completely disagree
SAMPLE: 0. Today I'm in a good mood.		✘	😊	😐	😞
1. I like my current job. <input type="checkbox"/>		😊	😊	😐	😞
2. The work I do is important. <input type="checkbox"/>		😊	😊	😐	😞
3. I have the opportunity to further my education in the firm.		😊	😊	😐	😞
4. I have the opportunity to grow professionally.		😊	😊	😐	😞
5. I have job security in my current job. <input type="checkbox"/>		😊	😊	😐	😞
6. I am encouraged to come up with new ideas and suggestions.		😊	😊	😐	😞
7. I receive praise and recognition for a well done job.		😊	😊	😐	😞
8. The meetings I attend are beneficial.		😊	😊	😐	😞
9. I get answers to my questions and comments. <input type="checkbox"/>		😊	😊	😐	😞
10. My supervisor motivates me to achieve better results.		😊	😊	😐	😞
11. My supervisor inspires me by example. <input type="checkbox"/>		😊	😊	😐	😞
		Rozhodne souhlasim	Souhlasim	Nesouhlasim	Rozhodne nesouhlasim
12. I am satisfied with the cooperation with colleagues in my team.		😊	😊	😐	😞
13. I am satisfied with the cooperation between the departments.		😊	😊	😐	😞
14. I believe I'm getting paid for my work adequately. <input type="checkbox"/>		😊	😊	😐	😞
15. I receive up-to-date information on what is happening in the firm.		😊	😊	😐	😞
16. I am satisfied with the company meals. (answer if you use the cafeteria)		😊	😊	😐	😞
17. I am satisfied with the company's benefits system.		😊	😊	😐	😞
18. The company cares about its employees.		😊	😊	😐	😞
19. I would recommend the company to my friends as a good employer.		😊	😊	😐	😞
		Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
20. With the company atmosphere and corporate climate, I am:		😊	😊	😐	😞
21. With relations between employee in the company, I am: <input type="checkbox"/>		😊	😊	😐	😞
22. With the employment at the company, I am:		😊	😊	😐	😞
23. What is the main reason that keeps you in the company?	<input type="checkbox"/> good team of people <input type="checkbox"/> current job position <input type="checkbox"/> good income <input type="checkbox"/> working hours <input type="checkbox"/> <input type="checkbox"/> Others:	<input type="checkbox"/> proximity of home <input type="checkbox"/> I don't want a change <input type="checkbox"/> there's no better place <input type="checkbox"/> scope of work			
Thank you for completing the questionnaire. Have a nice day.					
Team from HRD.					

APPENDIX P III: CZECH VERSION OF THE QUESTIONNAIRE

THP, TL

DOTAZNÍK SPOKOJENOSTI					
 <p>Milé kolegyně, milí kolegové, prosíme vás o vyplnění Anketníku. Řekněte nám, co děláme dobře a co máme naopak zlepšit. U každé věty vyberte pouze 1 odpověď (smajlíka). Vyplněný anketník vhodte do schránky v odpočinkové místnosti nebo na ORLZ do 28.2.2022. Dotazník je anonymní.</p>					
		Rozhodně souhlasím	Souhlasím	Nesouhlasím	Rozhodně nesouhlasím
VZOR:	0. Dnes mám dobrou náladu.	✘	😊	😐	😞
	1. Svou současnou práci mám rád/a.	😊	😊	😐	😞
	2. Práce, kterou dělám je důležitá.	😊	😊	😐	😞
	3. Ve firmě mám možnost dalšího vzdělávání.	😊	😊	😐	😞
	4. Mám možnost profesně růst.	😊	😊	😐	😞
	5. Mám jistotu svého současného pracovního místa.	😊	😊	😐	😞
	6. Jsem podporován/a v tom, abych přicházel/a s novými nápady a návrhy.	😊	😊	😐	😞
	7. Za dobře odvedenou práci se mi dostane pochvaly a uznání.	😊	😊	😐	😞
	8. Porady, kterých se účastním, jsou přínosné.	😊	😊	😐	😞
	9. Dostávám odpovědi na mé dotazy a připomínky.	😊	😊	😐	😞
	10. Můj nadřízený mě motivuje k dosažení lepších výsledků.	😊	😊	😐	😞
	11. Můj nadřízený mě inspiruje svým příkladem.	😊	😊	😐	😞
		Rozhodně souhlasím	Souhlasím	Nesouhlasím	Rozhodně nesouhlasím
	12. Jsem spokojen/a se spoluprací s kolegy ve svém týmu.	😊	😊	😐	😞
	13. Jsem spokojen/a se spoluprací mezi jednotlivými odděleními.	😊	😊	😐	😞
	14. Jsem přesvědčen/a, že za svou práci dostávám odpovídající mzdu.	😊	😊	😐	😞
	15. Dostávám aktuální informace o dění ve firmě.	😊	😊	😐	😞
	16. Jsem spokojen/a se závodním stravováním. <i>(odpovězte pokud se stravujete)</i>	😊	😊	😐	😞
	17. Vyhovuje mi systém benefitů ve firmě.	😊	😊	😐	😞
	18. Firma se zajímá o své zaměstnance.	😊	😊	😐	😞
	19. Firmu bych doporučil/a svým přátelům jako dobrého zaměstnavatele.	😊	😊	😐	😞
		Velmi spokojen	Spokojen	Nespokojen	Velmi nespokojen
	20. S atmosférou ve firmě a podnikovým klimatem jsem:	😊	😊	😐	😞
	21. Se vztahy mezi zaměstnanci jsem ve firmě:	😊	😊	😐	😞
	22. Moje celková spokojenost se zaměstnáním ve firmě je:	😊	😊	😐	😞
	23. Co je hlavním důvodem, který Vás drží ve firmě?	<input type="checkbox"/> dobrý tým lidí <input type="checkbox"/> blízkost bydliště <input type="checkbox"/> současné pracovní místo <input type="checkbox"/> nechci změnu <input type="checkbox"/> dobrý výdělek <input type="checkbox"/> jinde není lepší místa <input type="checkbox"/> pracovní doba <input type="checkbox"/> náplň práce <input type="checkbox"/> jiné:			
Děkujeme za vyplnění anketníku. Mějte pěkný den.					
Tým z ORLZ					

APPENDIX P IV: CZECH VERSION OF THE QUESTIONNAIRE D, R

DOTAZNÍK SPOKOJENOSTI					
 <p>Milé kolegyně, milí kolegové, prosíme vás o vyplnění Anketníku. Rekněte nám, co děláme dobře a co máme naopak zlepšit. U každé věty vyberte pouze 1 odpověď (smajlíka). Vyplněný anketník vhodte do schránky v odpočinkové místnosti nebo na OŘLZ do 28.2.2022. Dotazník je anonymní.</p>					
		Rozhodně souhlasím	Souhlasím	Nesouhlasím	Rozhodně nesouhlasím
VZOR:	0. Dnes mám dobrou náladu.				
	1. Svou současnou práci mám rád/a.				
	2. Práce, kterou dělám je důležitá.				
	3. Ve firmě mám možnost dalšího vzdělávání.				
	4. Mám možnost profesně růst.				
	5. Mám jistotu svého současného pracovního místa.				
	6. Jsem podporován/a v tom, abych přicházel/a s novými nápady a návrhy.				
	7. Za dobře odvedenou práci se mi dostane pochvaly a uznání.				
	8. Porady, kterých se účastním, jsou přínosné.				
	9. Dostávám odpovědi na mé dotazy a připomínky.				
	10. Můj nadřízený mě motivuje k dosažení lepších výsledků.				
	11. Můj nadřízený mě inspiruje svým příkladem.				
		Rozhodně souhlasím	Souhlasím	Nesouhlasím	Rozhodně nesouhlasím
	12. Jsem spokojen/a se spoluprací s kolegy ve svém týmu.				
	13. Jsem spokojen/a se spoluprací mezi jednotlivými odděleními.				
	14. Jsem přesvědčen/a, že za svou práci dostávám odpovídající mzdu.				
	15. Dostávám aktuální informace o dění ve firmě.				
	16. Jsem spokojen/a se závodním stravováním. <i>(odpovězte pokud se stravujete)</i>				
	17. Vyhovuje mi systém benefitů ve firmě.				
	18. Firma se zajímá o své zaměstnance.				
	19. Firmu bych doporučil/a svým přátelům jako dobrého zaměstnavatele.				
		Velmi spokojen	Spokojen	Nespokojen	Velmi nespokojen
	21. S atmosférou ve firmě a podnikovým klimatem jsem:				
	22. Se vztahy mezi zaměstnanci jsem ve firmě:				
	23. Moje celková spokojenost se zaměstnáním ve firmě je:				
	24. Co je hlavním důvodem, který Vás drží ve firmě?	<input type="checkbox"/> dobrý tým lidí <input type="checkbox"/> blízkost bydliště <input type="checkbox"/> současné pracovní místo <input type="checkbox"/> nechci změnu <input type="checkbox"/> dobrý výdělek <input type="checkbox"/> jinde není lepší místo <input type="checkbox"/> pracovní doba <input type="checkbox"/> náplň práce <input type="checkbox"/> jiné:			
<p>Děkujeme za vyplnění anketníku. Mějte pěkný den.</p> <p style="text-align: right;">Tým z OŘLZ</p>					

APPENDIX P V: ENGLISH VERSION OF QUESTIONNAIRE FOR SATISFACTION IMPROVEMENT

<p>Vážení kolegové, pokud máte zájem o to být součástí online vzdělávacího programu, prosím vyplňte tento krátký dotazník. Vyberte kurzy o které byste měli zájem. Vyplněný anketník vhodte do schránky v odpočinkové místnosti nebo na OŘLZ. Prosím uvedte pod dotazník Vaše jméno.</p>		
	Mám zájem	Nemám zájem
Jazykové kurzy:		
Anglický jazyk		
Německý jazyk		
Microsoft:		
Word		
Excel		
Powerpoint		
Teams		

APPENDIX P VI: CZECH VERSION OF QUESTIONNAIRE FOR SATISFACTION IMPROVEMENT

Dear colleagues, if you are interested in being part of the **online training programme**, please fill in this short questionnaire. Select the courses you would be interested in. Drop the completed questionnaire in the box in the **break room** or at the **HRD**. Please **put** your name under the questionnaire.

	I'm interested	I'm not interested
Language courses		
English language		
German language		
Microsoft:		
Word		
Excel		
Powerpoint		
Teams		

APPENDIX P VII: ORGANIZATIONAL SCHEME

