

Evaluation of employees' amenities and motivation in the company Triplefast International Limited

Markéta Pacíková

Bakalářská práce
2008



Univerzita Tomáše Bati ve Zlíně
Fakulta managementu a ekonomiky

Univerzita Tomáše Bati ve Zlíně

Fakulta managementu a ekonomiky

Vyšší odborná škola ekonomická

akademický rok: 2007/2008

ZADÁNÍ BAKALÁŘSKÉ PRÁCE

(PROJEKTU, UMĚLECKÉHO DÍLA, UMĚLECKÉHO VÝKONU)

Jméno a příjmení: **Markéta PACÍKOVÁ**

Studijní program: **B 6208 Ekonomika a management**

Studijní obor: **Marketing**

Téma práce: **Zhodnocení zaměstnaneckých výhod a motivace ve společnosti Triplefast International Limited**

Zásady pro vypracování:

1. Prostudujte uvedenou literaturu.
2. Provedte literární průzkum a analyzujte teoretické východiska řešení zadaného úkolu.
3. S využitím odborné literatury a vlastních zkušeností posuďte motivaci a zaměstnanecké výhody ve firmě.
4. Navrhněte a zdůvodněte možná zlepšení.

Rozsah práce: 66 s.

Rozsah příloh: 6 s.

Forma zpracování bakalářské práce: tištěná

Seznam odborné literatury:

[1] ADAIR, J. Effective motivation: how to get extraordinary results from everyone. London: Pan, 1996.

[2] FISHER, M. How to reward your staff. London: Kogan Page Ltd, 1995.

[3] MASLOW, A. H. Motivation and personality. New York: Addison Wesley, 1987.

[4] TRIPLEFAST INTERNATIONAL LIMITED. Annual report and internal documents.

[5] WHITELEY, P. Motivation. London: Capstone Publishing, 2002.

Vedoucí bakalářské práce: B.A. Lisa Lane
EXT.

Datum zadání bakalářské práce: 26. února 2008

Termín odevzdání bakalářské práce: 29. dubna 2008

Ve Zlíně dne 18. března 2008


Ing. Alena Dofková
v zřet. děkan




Ing. Šárka Vránová
v zřet. ředitel ústavu

Prohlašuji, že jsem bakalářskou práci zpracovala samostatně a použila uvedené prameny a literaturu.

Ve Zlíně, dne 29. dubna 2008

vlastnoruční podpis

ABSTRAKT

Tato bakalářská práce vychází ze zkušeností a poznatků, které jsem získala za dobu svého působení na praxi v anglické společnosti Triplefast International Limited. Nejdříve se zabývá motivací obecně, jejími druhy a základními pojmy, které jsou spojovány s motivací. Dále se zaměřuje na přímo související téma o odměnách a na konci teoretické části popisuje nejznámější teorie motivace. Analytická část vychází z teoretické a rozebírá způsob motivace a druhy odměňování zaměstnanců ve firmě Triplefast International. Na konci této části je vyhotoveno krátké dotazníkové šetření. V závěru bakalářské práce jsou navržena doporučení na zlepšení a nové možnosti motivace zaměstnanců této firmy.

Klíčová slova: motivace, teorie motivace, potřeba, výkon, úspěch, uznání, odměny, zaměstnanecké výhody.

ABSTRACT

This bachelor thesis appears from experiences and findings, which I got during my work in the English company Triplefast International Limited. First of all deals with motivation in general, its types and with the basic concepts which are associated with motivation. Then deals with directly related topic about rewards and in the end of the theoretic part are described the most widely known theories of motivation. The analytic part appears from the theoretical and analyses methods of motivation and different rewards of the employees in the company Triplefast International. In the end of this part is make out short questionnaire research. In the conclusion are suggested recommendation for improvement and new possibilities of motivation of the employees in this company.

Keywords: motivation, theories of motivation, need, performance, achievement, recognition, rewards, employees' benefits.

ACKNOWLEDGEMENTS

In the first place I would like to thank to the management of Triplefast Int Ltd who gave me the possibility to become part of the company and get useful experience for my future.

I am deeply indebted to my Manager Lisa Lane for the patience she had with me during the whole time of my work, her valuable advices and stimulating suggestions.

Thank to the Managing Director Vic Waddison and his Personal Assistant Jayne Bradley who prepared all necessary documents without I could not finish this thesis.

Special thank to my Team Leader Gaelle Riva for all the time she dedicated to teach me how to use the internal computer program and for her help with many issues.

Finally I should also like to thank all the employees from Triplefast International for their support, help with the research and making me feel welcome.

„Motivation is the fuel, necessary to keep the human engine running.“

„Success is not a destination, it's a journey.“

Zig Ziglar

(American author, salesperson, and motivational speaker)

CONTENTS

INTRODUCTION	11
I THEORETIC PART	12
1 WHAT IS MOTIVATION ABOUT?	13
1.1 TYPES OF MOTIVATION	13
1.2 BASIC CONCEPTS OF MOTIVATION.....	14
2 INTRODUCTION TO REWARDS.....	16
2.1 TYPES OF REWARDS.....	16
2.1.1 Financial rewards	17
2.1.2 Non-financial rewards	18
2.1.3 Employee benefits	19
2.1.4 Rewards in kind.....	19
2.2 REWARDS IN HISTORY	20
3 THEORIES OF MOTIVATION	21
3.1 NEED BASED THEORIES.....	21
3.1.1 Maslow's hierarchy of needs	21
3.1.2 ERG theory.....	22
3.1.3 Motivation-hygiene theory	23
3.2 PROCESS BASED THEORIES.....	23
3.2.1 Expectancy theory	24
3.2.2 Equity theory	24
3.2.3 Reinforcement theory	24
II ANALYTIC PART	26
4 GROUP PROFILE	27
4.1 LONE STAR PRD GROUP LIMITED.....	27
4.1.1 PRD Fasteners Limited	28
4.1.2 Eurofast Petrochemical Supplies Limited.....	29
4.1.3 Triplefast International Limited	29
4.1.4 Triplefast Middle East Limited	30
4.1.5 Lone Star Grange Ltd.....	30
4.1.6 Lone Star LWD Precision Engineering Ltd	30
4.1.7 Lone Star SRL.....	31
5 COMPANY PROFILE	32
5.1 TRIPLEFAST INTERNATIONAL LIMITED.....	32
5.1.1 Stockholding	33
5.1.2 Manufacturing	33
5.1.3 Quality	34
5.1.4 Logistics	34
5.1.5 Working environment	35
5.1.6 Employees	35
5.1.7 Marketing	36

5.2	COMPANY SUCCESS	37
5.3	SWOT ANALYSIS OF THE COMPANY	38
6	MOTIVATION IN TRIPLEFAST INTERNATIONAL	39
6.1	INTRINSIC MOTIVATION	39
6.2	EXTRINSIC MOTIVATION	39
7	REWARDS IN TRIPLEFAST INTERNATIONAL.....	41
7.1	FINANCIAL REWARDS	41
7.2	NON-FINANCIAL REWARDS	42
7.3	EMPLOYEES' BENEFITS.....	43
7.4	REWARDS IN KIND	44
7.5	TRAVEL OPPORTUNITIES	45
8	MOTIVATION SURVEY	48
8.1	GENDER OF THE EMPLOYEES.....	48
8.2	AGE OF THE EMPLOYEES	48
8.3	STATUS OF THE EMPLOYEES.....	49
8.4	NUMBER OF YEARS WORKING AT TRIPLEFAST	50
8.5	SATISFACTION WITH THE JOB	50
8.6	COMPARISON OF JOB SATISFACTION WITH LAST YEAR.....	51
8.7	CHANGE OF EMPLOYER.....	51
8.8	RELATIONSHIPS IN THE COMPANY.....	52
8.9	SUPPORT AND TEAMWORK.....	52
8.10	POSITIVE FEEDBACK TO ACHIEVE.....	53
8.11	COMPANY MOTIVATION POLICY.....	53
8.12	TYPICAL MOTIVATORS IN THE COMPANY	54
8.13	WHAT TO DO TO ENHANCE EMPLOYEES' SATISFACTION	57
	CONCLUSION	58
	SUMMARY	60
	RESUMÉ	61
	BIBLIOGRAPHY	62
	LIST OF ABBREVIATIONS	63
	LIST OF FIGURES	64
	LIST OF GRAPHS	65
	LIST OF APPENDICES	66
	APPENDIX I: COMPANY ORGANISATION CHART	67
	APPENDIX II: BOOMING BOLT TRADE FOR FIRM	68
	APPENDIX III: MOTIVATION QUESTIONNAIRE.....	70

INTRODUCTION

Nowadays, every company wants to have successfully running business and efficient and satisfied employees. To reach this situation, the needs and motivation of the employees have to become the primary focus of the managers. The management should listen and find out what motivates their employees to reach peak performance.

Different people are motivated by different things and that is why any specific motivation strategy or motivation theory can not be applied directly on all the employees in the company.

The objective of this thesis is to evaluate the motivation system in the company Triplefast International and analysed what kinds of motivation and rewards are used in the firm to satisfied individual's needs.

The theoretic part deals with the principle, types and basic concepts of motivation. It considers also the subject about rewards where are divided all types of rewards and how they affect the people. Very interesting paragraph is about the history of rewards where is written briefly the development and perception of rewards. At the end of the theoretic part are described and explained the most famous theories of motivation that should give the understanding and rationalisation of motivation.

In the analytic part, first there is a full introduction of the Lone Star PRD Group's companies with the basic information of every company individually, their industrial specialization and there are also shown their logos. Then is described one of the company – Triplefast International – in detail.

After the identification of the company, the work is focused on the study of motivation and rewards in Triplefast. According the theoretic part, there is an analysis of different kinds of motivation and all the rewards the employees can get, which go out from observation and asking the employees.

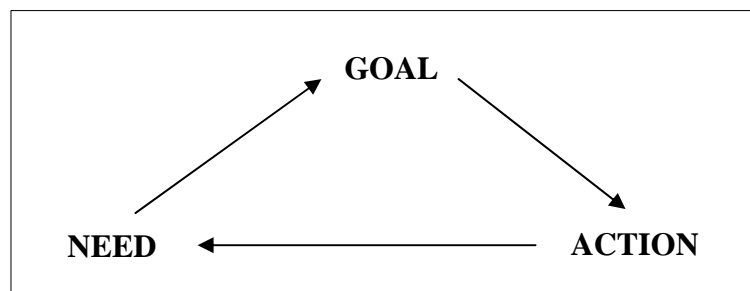
There is processed a short survey about motivation and satisfaction in the company Triplefast at the end of the thesis. The employees got a short questionnaire which should find out if the motivation system and company policy are working well, how the employees feel and are motivated, and what could be done better.

I. THEORETIC PART

1 WHAT IS MOTIVATION ABOUT?

Highly motivated people make things happen. They know what they want or need to do and then they do it, successfully. They proceed purposefully towards the achievement of their own goals and those of the organisation.

Motivation in work organisations can be described as „the processes by which people are enabled to and induced to choose to behave in particular ways“. Motivation is therefore associated with a search for the means by which members' job performance and productivity may be improved or maintained. The process of motivation is initiated by someone recognising an unsatisfied need. A goal is then established which, it is thought, will satisfy the need, and a course of action is determined which is expected to lead towards the attainment of the goal and the satisfaction of the need. This process is illustrated as a continuous cycle. The cycle is continuous because as one need is satisfied another surfaces – we tend not to be satisfied with what we get, we generally want more.



Source: Fisher, M. How to reward your staff

Fig. 1. The process of motivation

1.1 Types of motivation

Motivation at work can take place in two ways:

- **Intrinsic motivation** – this is derived from the content of the job. It is motivation by the work itself in that what people do satisfies their need for achievement, recognition, responsibility and personal growth. Intrinsic rewards are the rewards that an individual receives subjectively from actually doing the job, such as feelings of achievement, challenge, competence and self-worth. Organisations are unable to give these rewards directly, but they are able to develop a structure and culture that makes them more likely.

- **Extrinsic motivation** – this is what is done to and for people to motivate them. It arises when management provides such awards as increased pay, praise or promotion. When the motivating impact of pay-for-performance schemes is discussed this is the type of motivation to which people are referring. Extrinsic rewards are rewards administered by agents external to the individual and include payment systems, promotion, fringe benefits and job security.

Extrinsic motivators can have an immediate effect on performance, but this will not necessarily last. The intrinsic motivators, which are concerned with the quality of working life, are likely to have a deeper and longer-term effect because they are inherent in people and not imposed from outside, although they may be nurtured by the organisation.

1.2 Basic concepts of motivation

The basic concepts of motivation are concerned with needs, goals, reinforcement, expectations and equity.

- **Needs**

Needs theory states that behaviour is motivated by unsatisfied needs. The key needs associated with work are those for achievement, recognition, responsibility, influence and personal growth.

- **Goals**

Goals theory suggests that motivation can be increased by goal-setting processes with the following characteristics:

- goals are specific,
- goals are challenging but realisable,
- they are seen as fair and reasonable,
- individuals participate fully in goal-setting,
- feedback ensures that people get a feeling of pride and satisfaction from the experience of achieving a challenging but fair goal,
- feedback is used to gain commitment to even higher goals.

- **Reinforcement**

Reinforcement indicates that successes in achieving goals and rewards act as positive incentives and reinforce the successful behaviour, which is repeated the next time a similar need arises.

- **Expectations**

This theory states that motivation takes place when individuals:

- feel able to change their behaviour,
- feel confident that a change in their behaviour will produce a reward,
- value the reward sufficiently to justify the change in behaviour.

Expectancy theory boils down to two common sense propositions:

- if people do not know what they are going to get, they will not want to get it,
- even if people do know what they are going to get, but it is not worth getting, they still will not want to get it.

It is astonishing how often these eminently sensible points have been totally ignored by those who advocate or design performance-related pay schemes.

- **Equity**

To be equitable and therefore to motivate, or at least not to demotivate, pay must be felt to match the level of work and the capacity of the individual. In other words, to be effective, a reward system must be felt to be fair. This is often called the „felt-fair“ principle.

2 INTRODUCTION TO REWARDS

Motivating the workforce of an organisation to work more effectively towards the organisation's goals is perhaps the most fundamental task of management. Organisations motivate their workforce to perform effectively by offering them rewards for satisfactory performance and perhaps punishing them for unsatisfactory performance.

If the organisation wants to get the best results from people it is necessary to:

- understand what makes people tick – e.g. the process of motivation – and how rewards can best motivate them,
- appreciate the value of the different types of reward and how they can best be used,
- consider in the light of this understanding what sort of reward system is going to work best for you in your particular circumstances, this means developing a system which is externally competitive as well as being internally equitable and which rewards people properly according to their levels of competence and contribution.

Rewards do not work by themselves, they have to be managed carefully. Neither can you ignore the influence of colleagues who can spur people on or hold them back. Creating a situation where teams work effectively together in agreeing and achieving goals can be a good way of improving individual motivation.

Finally, it has to be recognised that some people will be self-motivated – they set themselves targets and then go for them – while with others, the motivational drive will be much lower. People in the former category may not need to be motivated by management but they should still be rewarded appropriately in line with their contribution or they will rapidly become demotivated and go to a company where their talents will be properly recognised. Those in the latter category will need encouragement with incentives and rewards which are focused on their particular needs.

2.1 Types of rewards

Many people concentrate on the direct motivation which they hope will be provided by incentives and bonuses, without giving enough consideration to base pay and other forms of financial reward or benefit. Even more people neglect the importance of non-financial rewards as motivators. We can divide rewards into four types:

- Financial rewards
- Non-financial rewards
- Employee benefits
- Rewards in kind.

2.1.1 Financial rewards

Financial rewards consist of the base pay, differential payments, e.g. extra pay (incentives and bonuses) for performance, skill or competence, and payments for special working arrangements and conditions or additional responsibility.

- **Base pay** – is the rate for the job, without any additional payments. On the shop floor it can be called day rate, time rate or base rate. The base rate is fixed by reference to market rates, what other employees in the company are paid, the grade allocated to the job in a job-evaluated pay structure or by negotiation with trade unions nationally, locally or within the company. The basic pay may be related to market rates in accordance with the policy of the company.
- **Performance pay** – performance-related pay or incentive schemes provide for the differential payment to be directly related to performance as assessed in an appraisal scheme, to output or to some other measure such as sales, added value, profitability, or increase to the base rate. Incentives are forward looking. They are designed to motivate people to achieve higher levels of performance. Rewards are retrospective payments which recognise achievements but can also act as an incentive in the sense of encouraging people to continue performing well in the hope of a future reward.
- **Bonuses** – are rewards for success. They are paid out in lump sums and include various forms of executive bonus schemes and 'achievement' bonuses. Bonuses can be paid out to individuals or to teams. There is now increasing emphasis on team pay to recognise the growing importance of teamwork in organisations.
- **Skill/competence-based pay** – is being used by some companies with highly skilled or well-qualified employees who work flexibly and whose contribution depends entirely on the level of skill or competence they possess.

- **Special payments** – include those made for working overtime shifts, unsocial hours, or for unpleasant or dangerous conditions. They may also comprise „responsibility allowances“ for carrying out tasks which are not normally part of the job.

2.1.2 Non-financial rewards

Non-financial rewards are related to the needs people have for achievement, recognition, responsibility, personal growth and influence. The degree to which these needs are powerful motivators will vary between different people and to be effective they have to be used selectively on an individual basis. These needs are related to the content of the job or what is sometimes called „the quality of working life“. Employees satisfaction can be described as a process of intrinsic motivation, or motivation by the work itself. Intrinsic motivation can have a longer-term and deeper effect than the extrinsic motivation provided by financial incentives because, by definition, the intrinsic motivators are inherent in individuals and are not imposed from outside, although they may be encouraged by the organisation.

- **Achievement** – can be defined as the need for success measured against a personal standard of excellence, e.g. the major needs of successful managers and, therefore, motivators, were achievement, power and affiliation.
- **Recognition** – is one of the most effective means of rewarding and motivating people. People need to know that their achievements are appreciated and that they are valued accordingly. Recognition can, of course, be achieved by financial means. An achievement bonus is a highly tangible way of showing appreciation. Actions which can also provide recognition include promotion, allocation to a high-profile project, enlargement of the job to provide scope for more interesting and rewarding work, and various forms of statut symbols.
- **Responsibility** – people can be motivated by being given more responsibility for their own work. This is what empowerment is about and is in line with the concept of intrinsic motivation related to the content of the job.
- **Personal growth** – increasingly, people at all levels in organisations recognise the importance of continually upgrading their skills and of progressively developing

their careers. This is the philosophy of continuous development. Many employees regard access to training as a key element in the overall reward package. The availability of learning opportunities, the selection of individuals for high-prestige training programmes and the emphasis placed by the company on learning new skills as well as improving existing ones, can all act as strong motivating forces.

- **Influence** – people can be motivated by the drive to exert influence or to exercise power, the latter being one of the prime motivators for many people with ambition. Through its policies for employee involvement, a business can provide for motivation and increased commitment by encouraging people to express their views and by listening to and acting on those views. This is another aspect of empowerment.

2.1.3 Employee benefits

Employee benefits are elements of the total reward package which provide extra value for employees beyond their pay. Benefits include items to which a financial value can be attached, such as pension schemes, insurance, sick pay and company cars. They also include terms of employment such as holidays which are not strictly remuneration. Employee benefits are essential elements in the reward package which, even though they will not provide direct motivation, can increase commitment and a general feeling of satisfaction with the company.

2.1.4 Rewards in kind

Rewards in kind – gifts, holidays, dinners, are often handed out to sales representatives for success in a sales competition, or for achieving an exceptional result. Increasingly, companies are offering rewards in kind to other staff. Rewards in kind can often make more of an impact than a bonus or a lump-sum payment which may too easily be dissipated on mundane expenditures.

2.2 Rewards in history

Over the past hundred years or so there has been an evolution in the view of what the term „rewards“ actually means in an organisational context.

In the age of Scientific Management, forwarded by Frederick Winslow Taylor in the 1890's, only monetary rewards were considered to be important to employees. This rather limited view of employees' needs and rewards gave way in the 1920's when a series of experiments at the Western Electric Company's Hawthorne plant led to a new paradigm of worker motivation. The Hawthorne experiments, as they came to be known, led to a view that saw employees motivated more by social needs rather than by purely economic ones. This viewpoint, known as the Human Relations Movement, attempted to identify and satisfy the social needs of the worker in the belief that a satisfied worker worked harder than an unsatisfied worker. Finally, the Human Resources Movement began to concentrate more on the needs of the individual rather than the interactions within working groups. Rewards under the Human Resources Movement include a wide range of factors, such as money, affiliation, achievement and performing a meaningful job. The changing view of organisational rewards and employee motivation has led to a multitude of theories of exactly how the job rewards influence the motivation and performance of employees.

3 THEORIES OF MOTIVATION

No one theory is likely to apply universally. Different socio-economic groups appear to attach different meanings to, or have different orientations towards, work. While different groups of people may have different attitudes towards work, they are also likely to react differently towards management policies.

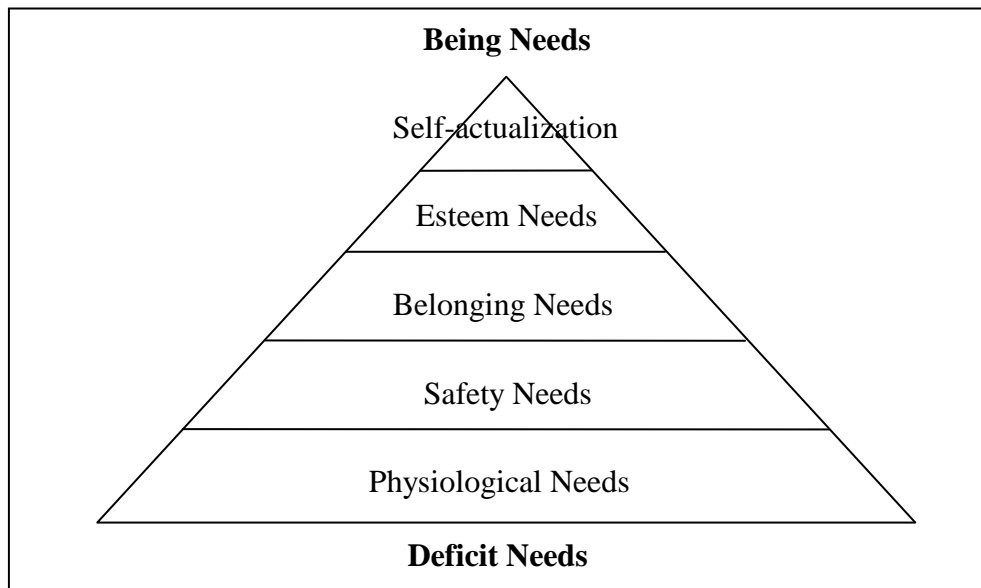
Understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne Study results in 1979. Five major approaches that have led to our understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two-factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory.

3.1 Need based theories

The earliest views on human motivation were based around the concept of hedonism: the idea that people seek pleasure and comfort and try to avoid pain and discomfort. This assumption, whilst seeming perfectly reasonable, can not explain many kinds of human behaviour. For example, why do volunteer charity workers give their time and effort for no personal rewards? Researchers began to realise that people had other needs and desires that could not be explained under such a limited view of human behaviour as hedonism. The basic premise of need theories is that human motivation is caused primarily by deficiencies in one or more important needs or need categories.

3.1.1 Maslow's hierarchy of needs

Maslow saw motivation as a constantly changing desire to fulfil changing needs. Maslow believed that human needs occurred in a hierarchy of importance, which he called „prepotency“. According to Maslow, employees have five levels of needs: physiological, safety, social or belonging, ego or esteem, and self-actualizing. Only the next level of needs in the hierarchy will act as motivators. Once a level of needs has been satisfied they no longer act as motivators and the individual then directs attention towards the next level of needs in the hierarchy.



Source: MASLOW, A. H. Motivation and Personality

Fig. 2. Maslow's hierarchy of needs

3.1.2 ERG theory

ERG theory, developed by Alderfer is a re-working of Maslow's need hierarchy. In the ERG theory there are three groups of core needs:

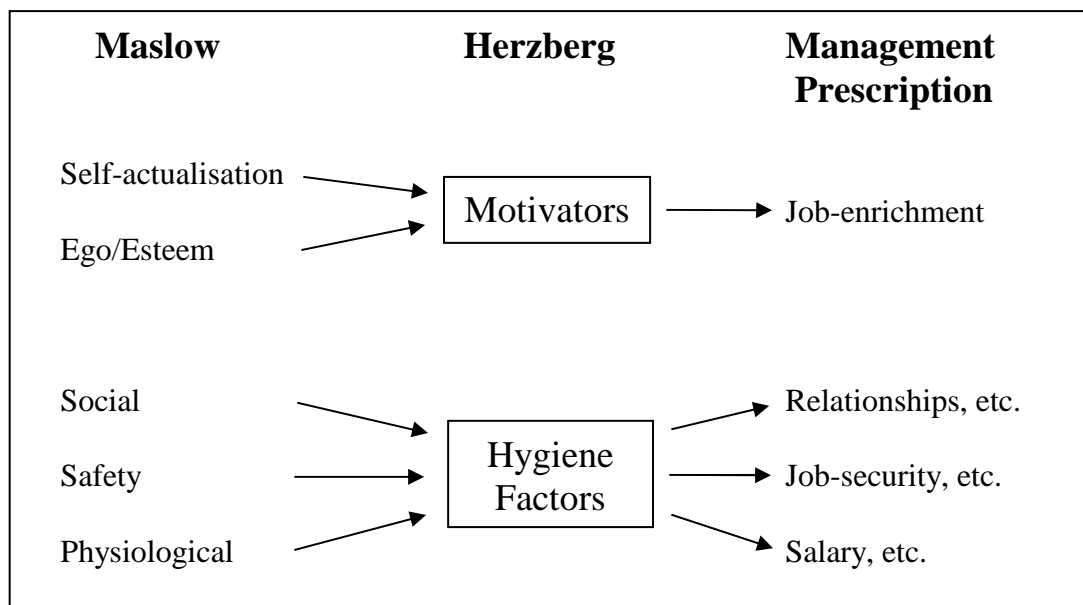
- **Existence** – is concerned with providing basic material existence requirements and includes the items that Maslow termed physiological and safety needs.
- **Relatedness** – are the needs for maintaining important interpersonal relationships and align with Maslow's social need and the external part of the esteem need.
- **Growth needs** – involve the intrinsic desire for personal development and include the intrinsic element of Maslow's esteem category as well as self-actualisation needs.

The principal difference between Maslow's need hierarchy and ERG theory is that ERG theory does not assume that a lower need must be satisfied before an individual develops the desire for a higher level need. ERG theory therefore allows individuals to seek satisfaction of various needs from different levels of the hierarchy simultaneously.

3.1.3 Motivation-hygiene theory

The Herzberg, Mausner and Snyderman research examined the relationship between job satisfaction and productivity. The result of the research was Herzberg's motivation-hygiene theory of motivation, which categorized motivation into two factors:

- Motivator factors – are intrinsic to the job, such as the content of the work itself and the availability of opportunities for responsibility, promotion and recognition for achievement. These factors produce satisfaction.
- Hygiene factors – are extrinsic to the job and relate to the environment in which the job is performed. Such factors include the organisation's policy and administration, working conditions, job security, pay and benefits, supervision and interpersonal relations. These factors, if absent or inadequate, cause dissatisfaction.



Source: JOHNSON, P., GILL, J. Management Control and Organizational Behaviour.

Fig. 3. The correspondence between Maslow and Herzberg

3.2 Process based theories

The general distinction between the need-based theories and the more advanced theories rests on the difference between content and process. The need-based perspectives reflect a content perspective in that they attempt to describe what factors motivate behaviour; that is, they try to list specific things that motivate behaviour. The more sophisticated process based perspectives focus on the ways in which motivated behaviour occurs. They attempt

to explain how people go about satisfying their needs and choose between behavioural alternatives. Process based motivation theories provide a better understanding of the ways in which motivation occurs.

3.2.1 Expectancy theory

Vroom's expectancy theory is based on the belief that employee effort will lead to a good performance appraisal and performance will lead to organisational rewards like a bonus, a salary increase, or a promotion. Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated and the reward will satisfy the employee's personal goals. Conversely, the more negative the reward the less likely the employee will be motivated.

3.2.2 Equity theory

Adams' theory states that employees strive for equity between themselves and other workers. Employees perceive what they get from a job situation (outcomes) in relation to what they put into it (inputs), and then compare their outcome/input ratio with that of relevant others. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs.

$$\frac{\textit{individual's outcomes}}{\textit{individual's own inputs}} = \frac{\textit{relational partner's outcomes}}{\textit{relational partner's inputs}}$$

Source: Wikipedia – The free encyclopedia, http://en.wikipedia.org/wiki/Equity_theory

Fig. 4. Equation of Equity theory

3.2.3 Reinforcement theory

Skinner's theory simply states those employees' behaviours that lead to positive outcomes will be repeated and behaviours that lead to negative outcomes will not be repeated. Behaviourists see behaviour as being environmentally caused by reinforcers – any consequence that, when immediately following a response, increases the probability that the behaviour will be repeated. Managers should positively reinforce employee behaviors that lead to positive outcomes. Managers should negatively reinforce employee behavior that leads to negative outcomes. Reinforcement theory ignores the inner state of the

individual and concentrates solely on what happens to a person when he or she takes some action. Reinforcement theory ignores feelings, attitudes, expectations, and other cognitive variables that are known to have an influence on behaviour.

II. ANALYTIC PART

4 GROUP PROFILE

4.1 Lone Star PRD Group Limited

The Lone Star PRD Group Ltd was established in April 2007 by the merger of the PRD Holdings Group (UK) and Lone Star Precision Manufacturing Inc. (USA). The purpose of the merger was to create a new international group of companies to expand into world markets for the supply of High Integrity Bolting, Gaskets, machined components and associated products within the Oil & Gas and Power Generation industries and offering unrivalled levels of support and service to their customers in the whole world. The head office is based in Wednesfield, Wolverhampton, West Midlands, in the middle of the United Kingdom and has 18 employees.



Source: website

Fig. 5. Lone Star PRD Group's logo

The Lone Star PRD Group Ltd make up the following companies:

- PRD Fasteners Ltd,
- Eurofast Petrochemical Supplies Ltd,
- Triplefast International Ltd,
- Triplefast Middle East Ltd Dubai Sales Center,
- Lone Star SRL,
- Lone Star Grange Ltd,
- Lone Star LWD Precision Engineering Ltd.

The group's main markets of oil, gas and power generation are global industries. Customers are often multinational operations with manufacturing, spares and service centres throughout the world. Driven by the market's need to reduce costs whilst maintaining quality levels, Lone Star PRD Group is currently involved with contract supply agreements

which require consignment stocks, in-plant personnel and e-commerce systems offering the complete fastener supply management solution.



Source: website

Fig. 6. Lone Star PRD Group's premises

The Lone Star PRD Group Ltd has, from its inception, pursued a policy of continual improvement through investment in plant and people. All Group Companies operate under the strict controls of BS EN ISO 9001:2000 and have documented Health, Safety & Environmental policies.

4.1.1 PRD Fasteners Limited

Established in March 1984, now employs approximately 130 people and is based in Willenhall, West Midlands, UK. PRD Fasteners Ltd is the UK's premier manufacturer of high integrity special and non-standard, hot forged, bar turned, high integrity safety and quality critical fasteners and CNC machined components. It supplies the oil, gas, petrochemical, power generation and heavy engineering industries with products offering full certification and traceability.



Source: website

Fig. 7. PRD's logo

A positive stocking philosophy of over £1 million of products supports PRD's extensive manufacturing capability. Finished and semi-finished goods stocked include hexagon, socket and 12 point head forms, also studding, nuts and washers in a variety of material grades. Extensive fully certified raw material stocks ensure that the correct material is always available to meet customers' demands. All finished and semi-finished items can be re-machined to customers' specific bolting requirements.

With close involvement of accredited laboratories and third party inspectors, PRD can offer destructive and non destructive testing to include witness testing by independent authorities. Under the direction of its quality management team PRD has operated a fully registered quality system BS EN 9001:2000 since 1985. A fully computerised test certification programme, ensures accurate documentation and full traceability for all orders supplied.

4.1.2 Eurofast Petrochemical Supplies Limited

Established October 1985, employs 90 people and is probably the largest stockholder and manufacturer of fully traceable petrochemical grade bolting and machined components. Is based in Willenhall, West Midlands, UK. Supplying offshore, oil, gas and petrochemical operators, refineries, process plant manufacturers and supply companies. Eurofast now carry over £1.5 million of computer controlled stock of Petrochemical Grade Bolting for immediate shipment. All the regular grades of material are available from stock produced to high standards in its own manufacturing facility.



Source: website

Fig. 8. Eurofast's logo

Eurofast achieved its BS EN ISO 9001:2000 registration in October 2003. It also holds approved supplier status with major oil and gas companies, contractors and offshore production operators, as well as fabricators and process plant O.E.M's for the supply of quality and safety critical fasteners. Continued improvements and internal audits mean standards are maintained to the highest levels, ensuring products are delivered correctly and on time. A computer driven material control system offers full traceability and test certificates for all products.

4.1.3 Triplefast International Limited

Was established in July 1991 to market and sell on a world-wide basis the products of the group companies. Its role is to identify and develop new export markets and service existing customers, secure and progress orders, and arrange invoicing, including dealing with all matters



Source: website

Fig. 9. Triplefast's logo

relating to export. It consolidates supply packages and acts as the stock point for overseas contract supply customers. It currently employs 34 people and has a customer base in over 90 countries. Its purpose is to act as a focal point for sales enquiries, order consolidation and centralises the required export and language skills for freight, documentation, payment etc.

4.1.4 Triplefast Middle East Limited

Established in October 2002 to act as the manufacturing, stockholding and sales centre in the Middle East in Dubai for the Group's extensive range of bolting and associated products. At the moment there are 70 employees. It is based in the Oilfield Supply Center in the Jebel Ali Free Zone and offers a unique service of specialist



Source: website

Fig. 10. Triplefast's ME logo

manufacturing and a stock inventory of over \$5 million of petrochemical and power generation bolting and hardware. To the sales areas belongs United Arab Emirates, Saudi Arabia, Kuwait, Qatar, Sultanate of Oman, Iraq, Afghanistan, Armenia, Azerbaijan, Bahrain, Djibouti, Egypt, Eritrea, Ethiopia, Georgia, Iran, India, Jordan, Kazakhstan, Kyrgyzstan, Lebanon, Pakistan, Somalia, Sudan, Syria, Tajikistan, Turkmenistan, Uzbekistan and Yemen.

4.1.5 Lone Star Grange Ltd

Lone Star Grange Limited was originally established in 1948 as a Grange Gaskets Ltd. It is based in Leeds, West Yorkshire, UK.



Source: website

Fig. 11. Lone Star's logo

Lone Star Grange are manufacturers and stockists of industrial gaskets and sealing products for the oil, gas and petrochemical industries.

4.1.6 Lone Star LWD Precision Engineering Ltd

Originally established in 1942 (LWD Precision Engineering Ltd), is based as Lone Star Grange Ltd in Leeds, West Yorkshire, UK and has become a leading provider of precision

engineered components and specialised surface coatings to the oil, gas and petrochemical industries throughout the world.

Lone Star Grange Ltd and Lone Star LWD Engineering Ltd has in total 115 employees.

4.1.7 Lone Star SRL

Lone Star SRL is the youngest company in the group and at the moment is in continuous development, established in July 2006 and currently has just 4 employees. It is Romanian division with stock facility in Campina, Romania.

5 COMPANY PROFILE

5.1 Triplefast International Limited

As mentioned before, established in July 1991, Triplefast International is the export division of the Lone Star PRD Group of Companies comprising manufacturers, stockists and suppliers of high integrity, fully traceable threaded fasteners for the oil, gas, petrochemical, power generation and heavy engineering industries. Triplefast has formed supply partnerships with some of the world's leading Gas & Steam Turbine and associated plant manufacturers including compressors, pumps, boilers & valves for high temperature/pressure applications.

Triplefast Int Ltd is based in Bilston, West Midlands in the middle of United Kingdom and is ideally situated at the centre of Britain's road and rail network and is serviced by three major international airports ensuring fast reliable delivery to customers at home and overseas.



Source: website

Fig. 12. Triplefast's International Limited premises

Triplefast International has an expert knowledge of export legislation and documentation and a wide experience dealing with delivery logistics to worldwide markets. Our dedicated team makes regular shipments to over 90 countries worldwide.

5.1.1 Stockholding

Triplefast International Ltd offers ex-stock an extensive range of standard, non-standard and special fasteners in carbon alloy and stainless steels, non-ferrous, duplex, super duplex and nickel alloys, along with the regular petrochemical material grades. In addition to finished and semi-finished products, extensive stocks of bar material, unthreaded bolt and nut blanks are kept for the manufacture of customers' special requirements on short lead times. All plating and coating finishes are available including, zinc, hot dipped galvanizing, sheradizing, cadmium, nickel and P.T.F.E. Coating.

5.1.2 Manufacturing

As a part of the Lone Star PRD Group, Triplefast International has access to market leading manufacturing plants for bolting and machined components, in addition to their own studbolt manufacturing facility. Triplefast offers the products of:

- PRD Fasteners Limited – PRD's modern manufacturing unit is equipped to produce by hot forging, hi-tech CNC machining and turning, a complete range of special and nonstandard fasteners to meet individual customers' requirements. In addition to supplying to customers' own drawings and specifications, British, American, Japanese and European standards are adhered to. PRD is a quality approved supplier manufacturing products to the demanding requirements of BS EN ISO 9001:2000 for the oil, gas, petrochemical, power generation and heavy engineering industries.
- Eurofast Petrochemical Supplies Limited – has established itself as one of the premier stockholders and suppliers of Petrochemical grades of fasteners in the UK, serving both offshore and onshore industries. All the regular grades of material are available from stock in the form of: studding, studbolts, hex bolts and nuts, plus specials and nonstandard components produced to high standards in its own manufacturing facility.

Additional Group processes include single point screw cutting, thread rolling, lapping, honing, water jet cutting, polishing, turning, drilling, grinding, milling, tapping, broaching and spark eroding.

5.1.3 Quality

Triplefast and its manufacturing associate companies are accredited to the demanding standards of BS EN ISO 9001:2000. To complete supply packages, only approved stockholders and subcontract manufacturers are used. A stringent inspection and quality release system is employed for all export shipments with special attention being paid to the documentation, certification and packaging to ensure the product arrives correct and on time at its destination. Full traceability and certification is available on all products and, when required, witnessed third party surveillance or customers own quality inspection can be arranged.



Source: website

Fig. 13. Manufacturing, fasteners and warehouse of Triplefast Int Ltd

5.1.4 Logistics

As an export company it is necessary to have well organised delivery logistics all over the world. Many companies organised the transport of the goods on their own but a lot of them leave this responsibility on the distributor's facilities and contacts. Triplefast International has a long term contract with DHL and TNT transport companies. The company gets discount on the shipment and has internal computer system connected with the system of the transport companies. There are approximate prices for the shipment but always is possible to ask for a quote for specific transport. The employees make sure to ship the goods on time and in the best method. Triplefast International anticipates the transport risk with full insurance of the shipped goods and take the responsibility for the shipment.

During the operation of Triplefast in the marketplace, the company developed successfully the logistic channels which are always ready to be used.

5.1.5 Working environment

The company moved in July 2007 from the registered office and warehouse in Willenhall to Bilston. The new premises in Bilston based in quiet industrial estate are in comparison with the old unit much more bigger, the offices with the warehouse are in high standard, very modern furnished and according to the health and safety regulations. The working environment is with lot of natural light thanks to many windows on the building, with regulated air conditioning, the copy machine is in separate room and the workstation of every employee is with enough space, adjustable and comfortable chair and the offices and warehouse are very well organised.

The move to this premises had positive impact on the employees and their motivation too. The change of the working environment satisfied some needs the employees had before and which could not be satisfied in the old premises.

5.1.6 Employees¹

All the employees have good skills and lot of experience in their job even there is not long training program because of the possibilities in the company. They have to pay lot of attention during the short training, learn every day new things and be able to adapt quickly to their job. Every employee is learnt about the safe and healthy regulations in the company and the restrictions mentioned in the company policy.

In sales are working multilingual speaking people and some of them are originally from foreign countries, e.g. the Oil & Gas group has one Mexican Sales Executive and the Manager is from Germany; the Power Generation team has a half French/half Italian Team Leader, Dutch Sales Executive and the Manager is Irish.

At the moment there are 34 employees working and 2 on maternity leave in Triplefast:

- sales 8 (+ 2 on maternity leave)
- quality department 3
- purchasing 2
- production 4

¹ The up-to-date organisation chart is attached in Appendix I.

- commercial 7
- warehouse 10

5.1.7 Marketing

Marketing is very important in the company because it is the best way to find out new potential customers and let the people know about the company. The employees use many different kinds of marketing.

The new sales executives always start the work with market research. They look on the internet, old filed documents and database for companies related to the Power Generation or Oil & Gas industry. After they make their own spread sheet with potential companies, they start to call them and look for the right contact in the company who works in purchasing. After the call the sales executive send to the potential customer a brochure, his/her business card, CD with presentation of the company and more information about the products and the full contact details. This is the first important step of developing the relationship with future customers.

Another successful type of marketing is attendance at exhibitions and trade fairs. There is direct contact with the potential customers. It is more personal and you can discuss with them their needs and plans of their business, issues and experiences with another suppliers. The employees who have ever been in some exhibition, they always brought a lot of business cards, contact details and many useful information about potential or current customers. The company is making kind of advertisement and „good name and image“ with attendances at these worldwide exhibitons and trade fairs.

A lot of media had written many times about Triplefast and the whole Lone Star PRD Group, e.g. newspapers, magazines and promotional organizations.²

The company's website is also good and nowadays basic type of marketing. On the website, www.triplefast.co.uk, the interested person can find the main data about the company, its products and materials, manufacturing process and the most important contact details. The website is well-arranged, up-to-date and available in five different languages.

² Article from the newspaper Express & Star is shown in Appendix II.

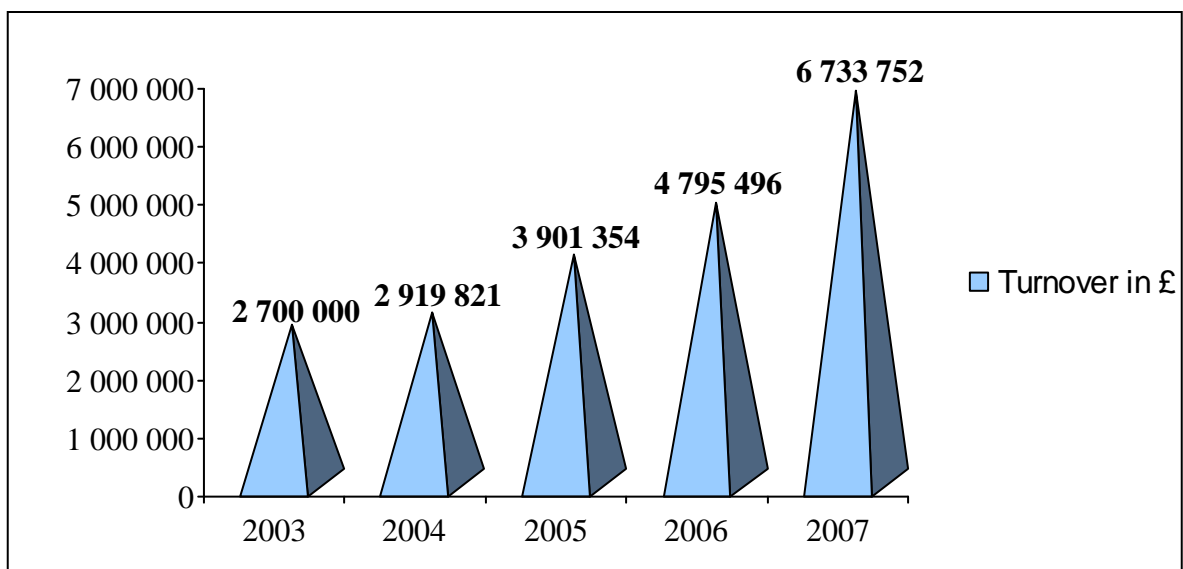
In the policy of Triplefast International is a rule of using the logo of the company and contact details in all the letters, order acknowledgements, invoices, e-mails and other documents that are sent to the customers.

Promotion articles of the company are coffee sets with the logo of Triplefast that are given to the customers in special occasions, e.g. first visit of the customer, important event or anniversary. Every year before Christmas are made desk tear-off calenders with quote and important occurrence for every day and of course with the logo and contact details of the company, and are send to the biggest and current customers.

The company spend every year a lot of money on marketing and advertising and also supports many charity events.

5.2 Company success

In the last three years the company has grown rapidly from having just 16 employees to actual 34 employees. Another success of Triplefast International is expansion to new markets thanks to intensive marketing and attending exhibitions and trade fairs across the world. The company has now more regular customers, some new customers and a lot of potential customers. This is showing on the annual turnover that increased for the last three years from £2.9 million to turnover of approximately £6.5 million and it is still gradually improving. The annual turnover for the last 5 years in sterling pounds is shown in Graph 1.



Source: Company's internal data

Graph. 1. Annual turnover of Triplefast International Ltd

The continuous increasing success of the company was shown recently when the Oil & Gas Team got the biggest order in the history of Triplefast International which was in a total amount of €1.8 million.

The leadership organised monthly sales meetings where company success, e.g. sales results, budget, month input and output, new customers, competitor's activity etc.

5.3 SWOT analysis of the company

Triplefast International Ltd is very successful company and always is trying to prevent some of the possible drops that can come in the future. For the management is important to have determined the strengths, weaknesses, opportunities and threats of the company to use the best strategy and be prepared for eventual problems and issues. It is very important not just making the SWOT analysis but the management should also find out the answers for questions about how use each strength, how they can stop each weakness, how they exploit each opportunity and how they can defend against each threat. This study is very useful and can help for the right functioning and success of the company.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> > experienced and multilingual speaking staff > good and competent management > high quality of the products > quick manufacturing and delivery > 24 hour emergency service for breakdown situations > worldwide export > strong brand and reputation in the market 	<ul style="list-style-type: none"> > shortage of sales people > impossibility of enough training > higher prices in comparison with some competitors > inconvenient location of the company for some customers > transport costs > narrow segment of customers
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> > possibility to penetrate into new market > quick growth of the market demand > win upon the biggest customers > good standing among other competitors > technology development and innovation > new divisions in foreign countries > find competitors' vulnerabilities > new strategy 	<ul style="list-style-type: none"> > loss of key staff > entry of new competitors > decrease in the market demand > new technology in the industry > economy situation > bargaining power of the competitors > insurmountable weaknesses

Source: own

Fig. 14. SWOT analysis of Triplefast Int Ltd

6 MOTIVATION IN TRIPLEFAST INTERNATIONAL

The employees are motivated in many different ways and motivation is very important part of the company's policy. The management of Triplefast International is focused on the motivation of their employees and is trying to satisfy their needs. It is ideally to aim to integrate the needs of individuals with the needs of the organisation.

6.1 Intrinsic motivation

There is an intrinsic motivation in the company by the job itself. People are motivated to do their job best to have a feeling of achievement and recognition from the management and their colleagues. The employees want to know not only how well they have achieved their objectives or carried out their work but also that their achievements are appreciated and that they are valued accordingly. Sometimes a positive feedback and praise means more than financial reward.

As mentioned before, Triplefast's sales has two groups – Power Generation and Oil & Gas group. It is challenging to get better results than the other group. Sales Executives and their Managers have a need to be successful not just individually but for the whole group. They are often discussing their issues and ideas with the other people of the group to get advices and suggestions for better performance. The performance of an individual depends not only on the incentives aimed at the individual but also on the network of relationships within which the employee works. Thanks to this reason there are quality people with high level of knowledge and experience in their job and this make the company competitive and successful in the market.

6.2 Extrinsic motivation

Extrinsic motivation is given in many ways in the company Triplefast International. One of them is payment system. Every employee gets base pay matching market rates in accordance with the policy of the company which give a fair and consistent basis for motivating. The company recognizes and rewards people appropriately according to their job size, contribution, skill and competence.

Promotion is not possible in a large extent in Triplefast International because is such a small company that every employee has his/her own position and can be hardly promote to higher level without changing the organisation structure.

The annual holiday entitlement of the employees consist of 21 days plus 8 statutory days that are accrued throughout the first year. It is usual for 4 days of annual holiday to be reserved for the Christmas/New Year period. There is a motivation rule in the company, after the 10th year of working in Triplefast the employee gets one extra day of holiday for each next year of work in the company.

Annual holiday may not be carried forward from one year to the next without the specific approval of the Managing Director. Any holidays not taken in the year are paid for in lieu after the end of December each year up to a maximum of 20% of any accrued annual holiday entitlement.

The working hours for every employee in Triplefast International are from 8.30 a.m. to 5.30 p.m. Monday to Friday with a 1 hour unpaid lunch break. Some employees and mostly directors and managers stay working longer even they are not paid for overtime.

Any absence from work must be notified by 10.00 a.m. on the first day, and the managers expect to be kept informed throughout the period. A Doctor's certificate have to be provided after seven days absence.

7 REWARDS IN TRIPLEFAST INTERNATIONAL

Some companies concentrate on the direct motivation which is provided by incentives and bonuses, without giving enough consideration to base pay and other forms of financial reward or benefit. Triplefast International is giving all possible kinds of rewards to their employees to satisfied their individual needs.

7.1 Financial rewards

As mentioned before, the employees get monthly base pay matching market rates differentiated by the position in the company. The payment is always on time – it is transferred the last day of the month into employees' account.

The management supports „internal equity“ which means a fair system for determining pay levels and rewards. Of course the salary of the directors and managers is different than the salary of sales executives, employees in accounts, quality department or people working in the warehouse. It is determined by the responsibility, skills, experience, pressure and difficulty of the job and appears from the company policy too.

The employees are getting regular bonuses as well. Once a year is given „Christmas bonus“ which is paid at the end of the year with the December's payment. The amount is individual and private. The sales people are also getting performance-related pay that is generated from the total amount of the group's turnover and is pay out every 3rd month.

The company prefers to reward their employees by bonuses than a permanent pay-for-performance increase to their salary because a regular increments can result in employees being seriously overpaid in relation to what they do and contribute and a bonus is related to current performance and as well the management knows that an increase in pay may cause satisfaction at the time but this feeling seldom lasts long. The increase is quickly absorbed into a readjusted budget and is soon taken for granted.

Some companies think that just the salary and good remuneration can keep the employees satisfied in all the levels of their needs but this is wrong. The non-financial rewards can have a powerful and long-lasting effect on motivation and commitment, and do not cost anything except some effort from those who provide them.

7.2 Non-financial rewards

The employees of Triplefast International have many needs for non-financial rewards. It is related with the job they do and the management is trying to create and maintain company policy which will satisfy all individual needs.

The directors and managers are always trying to achieve their goals which are successful business, satisfied customers, good relationships between the employees in the company and their satisfaction at work. For this goals they are recognised and appreciated from the directors and employees as well. The managers of Triplefast have a lot of responsibility for maintain the business running successfully and solve the issues in the best and quickest way. They have to manage and motivate well their teams and the cooperation between the employees in the team to get the best results from them. They know that everyone has their own set of needs and wants and the aim of motivation is to bring those in line with the organisation's requirements and their own needs as a manager. The manager becomes the facilitator of work, ensuring the needs of the worker are catered for in order to achieve a satisfactory level of output. There is a big pressure on their positions and they have to be strong personalities to reach their goals and duties because just strong leader get results.

The position of sales executive is less stressful but with a lot of responsibility too. The sales executives are the direct connection with the customer and have to deal with them in particular way. In Triplefast International are, as I mentioned before, two teams that are managed by their managers. Every team has four members who have their specific customers. Mostly it is divided by the language that each individual speaks. They have to develop a good relationship with every customer individually and find the best way how to negotiate with them. This is quite difficult and the salesperson have to be communicative and have some knowledge of the culture and behaviour of the foreign people and their country to find the best way of dealing with them and developing the relationship. After you know well your customers and how to negotiate with them, it is easier and challenging to close a deal with them. In Triplefast they use special announcement for bigger orders. On the table of the sales director is a rubber chicken and when you have an order over £5000 you can squeeze it to get the attention of everyone in the office and pronounce your order. Always you get positive feedback by applauding, praise and recognition. It is special kind of appreciation of your work and effort in this company.

In the account department the employees have big responsibility. They have the empowerment to deal with the money of the company and their work must be free from error because every small mistake can have huge effect on the success of the organisation. Important feature of this job is attention to the detail. Working in accounts can be sometimes stressful. Accountants are motivated by doing their work with precision, high responsibility and the result of their performance is shown in the balance sheet.

Employees working in the quality department are responsible for checking the products and deciding if the goods are in a required quality and condition for all export shipments. They are motivated by the value of their job and appreciated achievement. The stringent inspection of the products is not the only responsibility they have, employees in quality department have also to deal with the customers' concerns and special attention to the certificates and packaging. Positive feedback from the customers about the goods is thanks to the performance of the employees in quality department.

Logistics must be well organised and all depends on the employees and the communication between them. It is necessary to have a good knowledge of different kinds of transport companies and best methods of shipment. The employees have a need of continual upgrading their skills to get the best performance in the job. It is their responsibility to ship the goods on time and in the adequate and required way. Their work is appreciated when is done well and on time not just from the satisfied customers but the managers too.

In the warehouse is very important cooperation and good communication between the employees and the management. Some employees are motivated by working in a time pressure and this causes better performance. They get recognition from the management for doing their work quickly and rightly.

7.3 Employees' benefits

Triplefast International offers many different benefits for the employees and these are part of the motivation policy in the company. The benefits are assigned on the basis of the needs and requirements related to the specific job.

The company runs a private stakeholder pension which can enter every employee if wish to do so. Many employees have this scheme and utilize it during the whole employment in the company. Triplefast provides as well private medical insurance for their employees.

The management has company mobile phones to be available for their customers all the time even when they are not at work or when they are abroad. Other benefit for the managers and directors is company car because with their job is related to travel a lot and often for business meetings, visits of the customers etc.

The sales managers own company laptop which they can use at work, at home and on business trips too. It is important part of their job because sometimes they take some work home or solve many issues during non-working hours.

The people in the warehouse get every year new uniform which consists of trousers, work-shirt and sweater in blue colour with company's logo of course.

To the employee's benefits pertain as well the events organized by the management during the whole year, financial and non-financial rewards and rewards in kind.

7.4 Rewards in kind

In the company Triplefast International are given many rewards in kind to the employees and these are having not just motivate effect but also give the opportunity to get to know their colleagues in different way than just as a workmates in the office and to build the relationships.

The management of the company does not forget about anniversaries, birthdays or special events of their employees and always donate a card and a small gift.

At Easter all the employees get a chocolate eggs and of course two days of holiday.

Christmas is very special time in the year also inside the company. The leadership keeps all the traditional rewards every Christmas. Every department has in December two hours lunch break to go for a paid lunch in selected restaurant and some years go to this lunch all the employees together. The employees receive from the sister company PRD Fasteners Ltd red and white wine in a gift's box and from Triplefast International big chocolate box and Christmas card from the management. To the Christmas bonus mentioned in financial rewards, every employee gets also a shopping voucher. In the beginning of December, there is a big Christmas party every year organised for all the employees at Triplefast, Eurofast and PRD. It is very popular event because gives the chance to meet people from the other group's companies, the people can take their partners and have a good fun and it is kind of

gratitude to the employees for the whole year when they worked hard to achieve the goal of the company.

During the whole year the company is trying to prepare many events for their employees. In July 2007 the management organised a dinner in Mexican restaurant for a reason of moving the premises to a new town.

The same year in September all the employees went to a horse-races. This event is repeated every year due to popularity and good atmosphere.

In March 2008 the employees of Triplefast were invited to bowling match when the teams were combined with people from different departments to try teamwork with other people than they work with. After the match and the announcement and reward of the winners and losers, all the employees went to a Chinese restaurant for a dinner.

Another regular event is the Eurofast's Quiz Night practised every April. All employees from Triplefast, Eurofast and PRD make up a teams which are competing against each other in a knowledge quiz.

For this year there are scheduled as well another horse-races in May and September, Dog Racing Night and dinner in Italian restaurant.

All these events prove that the company cares about their employees and wants to have good atmosphere in the workplace and friendly relationships between the people in the company Triplefast International.

7.5 Travel opportunities

The managers and sales executives have during the whole year many opportunities to travel to different countries to visit their customers or attend an exhibitions. This is a good way to develop a long-lasting relationship with the customer and see the potential of the company. This has high motivate impact on the employees and it also increases the value of their jobs.

The visit always depends on the needs and agreement of the customer and his/her contact in the company and on the possibilities of Triplefast's budget as well. Every visit has its own purpose and is planed in detail.

Take part in an exhibition is quite expensive for the company but it has positive effect in the relationship with the current customers who always receive from the company an invitation for the exhibition. There is a good possibility to find out new potential customers and the advertising of the company is in high level. For the exhibitions are usually selected employees who speak the language of the country in which is the exhibition taking place or it depends of the contact person's amount of customers in that selected country.

In 2007 the company organised a lot of visits to the customers and took part in five worldwide exhibitions. These actions had positive feedback from the customers, it always improve the Triplefast's image and it is also good type of promotion.

For every business journey is created an exact schedule and the employees have to follow it. After their return have to write a report about the visit or attended exhibition and on the regular monthly sales meetings introduce the results to their colleagues. Even this business trips are expensive for the company it is always worth.

- **Travel destinations and participants in the year 2007**

In March 2007 the Sales Director of Triplefast International visited during three days many customers in Norway and together with the Team Leader of end users in Oil & Gas group one of the biggest customer in Switzerland. In the end of March the Sales Director attended Ravenna Exhibition Oil & Gas in Italy for three days.

There was realized one day visit of big regular customer in France in April by the Managing Director and the Manager and the Sales Executive of contracts. In the same month Sales Director and the Manager of Power Generation team visited for two days big loyal customer in Austria.

In June the Manager and the Team Leader of PG team took part in Powergen-Madrid Exhibition in Spain for five days. The Managing Director and Financial Director visited for three days the Romanian division Lone Star.

The Sales Director attended the Offshore Exhibition in Scotland in September 2007 for three days and together with the Manager of PG team made a visit of a customer in Holland. In this month Team Leader of Oil & Gas visited many customers in Finland and

the Managing Director went for the same reason to France. Team leader for contracts visited his customer in France for one day.

The Manager of Power Generation team went twice to France for a visit in October, once as well together with the Team Leader of PG The Managing Director and Financial Director went for three days to Romania to visit the group company Lone Star. Last visit of many customers in Holland did during four days the Team Leader of Oil & Gas.

In November 2007 the Sales Director, Manager of Oil & Gas and the Team Leader in Oil & Gas group went to Switzerland to visit two big customers. The Team Leader of Power Generation group and the Sales Director attended the Midest Exhibition in France for five days.

In the last month of the year, the Sales Director went for five days to Libya to an Exhibition called Projex Libya.

- **Travel destinations and participants in the year 2008**

In the end of February and beginning of March 2008 the Sales Director and Manager of Power Generation team went for two weeks to China to visit many customers. This was the longest business trip in Triplefast International. In March the Managing Director visited again the Romanian division Lone Star.

In April the Manager of PG team and the Managing Director of Triplefast Middle East went to an Exhibition in India for two days.

8 MOTIVATION SURVEY

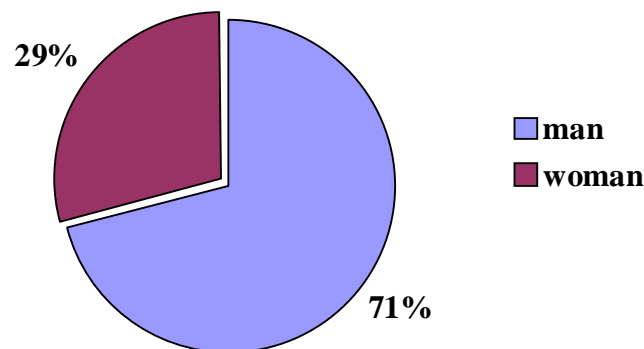
To complete this bachelor thesis was necessary to make a research about motivation and satisfaction of the employees in the company Triplefast International. It appears from the information collected earlier by studying the company policy and this research should show if the motivation system in the company is successful. The questionnaire investigates not just satisfaction but also the relationships in the company, support, teamwork, benefits, etc.

The survey was anonymous and had in total 13 questions.³ It was realized with 31 employees working at Triplefast International.

First three questions are analytical for identification of the people and the rest is concerned with motivation and rewards. The answers are shown on graphs too for better illustration.

8.1 Gender of the employees

From all the employees who took part of my research – 31 people – 22 of them were men and the rest – 9 - of them were women so the men obviously dominate.



Source: own

Graph. 2. Gender of the employees

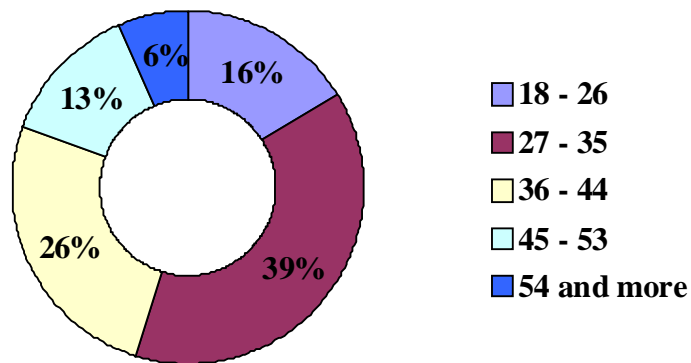
8.2 Age of the employees

The team in the company Triplefast International is very young and the age is mostly between 18 to 35 years.

³ The whole questionnaire is attached in Appendix III.

I divided the answer of this question into the following five age sections:

- 18 – 26 5 people (16 %)
- 27 – 35 12 people (39 %)
- 36 – 44 8 people (26 %)
- 45 – 53 4 people (13 %)
- 54 and more 2 people (6%)

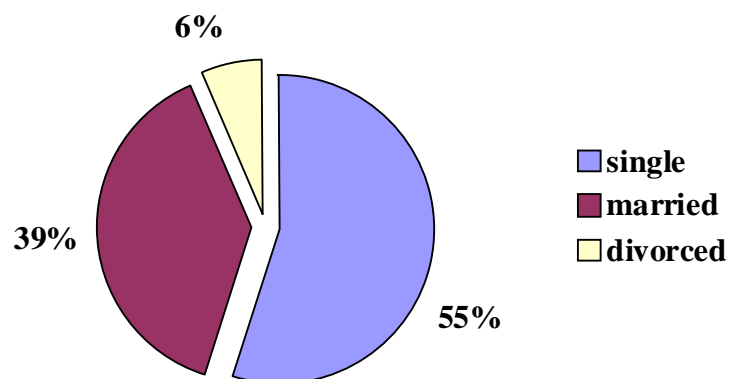


Source: own

Graph. 3. Age of the employees

8.3 Status of the employees

Thanks to the age structure, most of the employees, exactly 17, are single. There are 12 employees married and 2 of them are divorced.



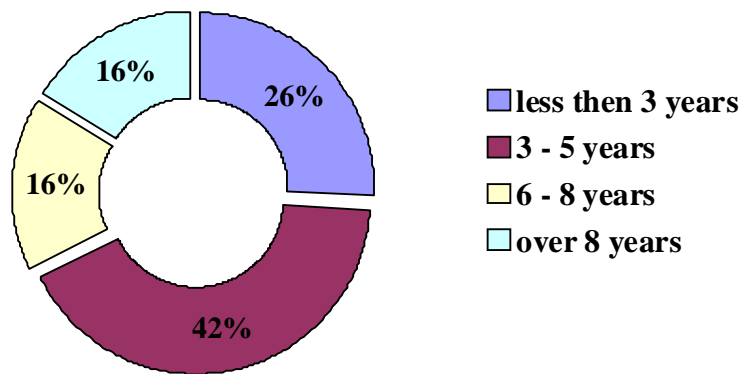
Source: own

Graph. 4. Status of the employees

8.4 Number of years working at Triplefast

Many of the employees are young and that is why many of them are working in this company just a few years and some employees worked in one of the sister company before they started to work at Triplefast. The answer to this question was divided in 4 categories:

- less than 3 years 8 people (26 %)
- 3 – 5 years 13 people (42 %)
- 6 – 8 years 5 people (16 %)
- over 8 years 5 people (16 %)

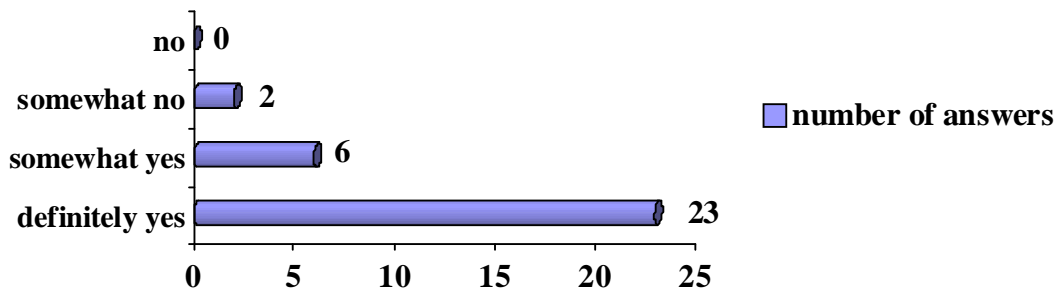


Source: own

Graph. 5. Number of years working at Triplefast

8.5 Satisfaction with the job

I was interested if the employees are satisfied with their job overall at Triplefast. The majority of the answers were positive. The reasons of 2 negative answers were inconvenient commuting to work and lack of possibility of promotion.

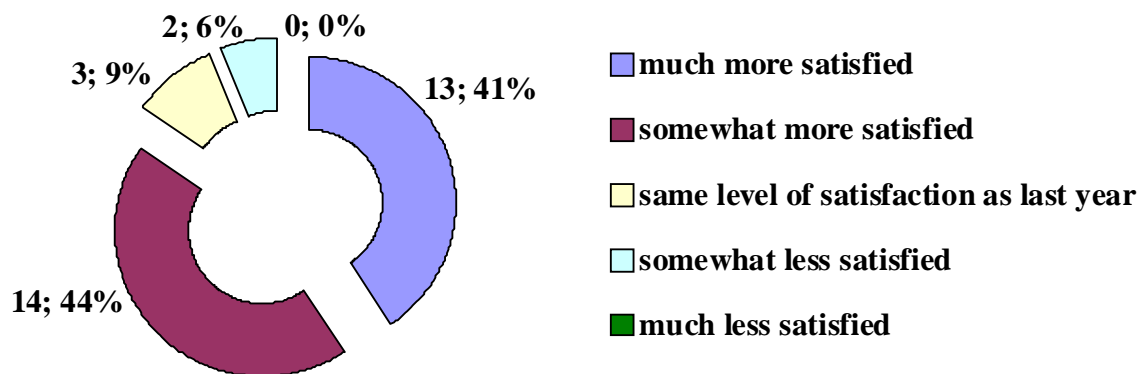


Source: own

Graph. 6. Satisfaction with the job

8.6 Comparison of job satisfaction with last year

This question is trying to find if the job satisfaction increased or not in comparison with year ago and it should show how the management is doing and if the company policy improved. 13 of the employees feel much more satisfied then last year, 14 of them feel somewhat more satisfied, 3 evaluate the satisfaction the same as last year and just 2 of them feel somewhat less satisfied for the reasons of the move of the company and disagreement with new manager. No one feel much less satisfaction.

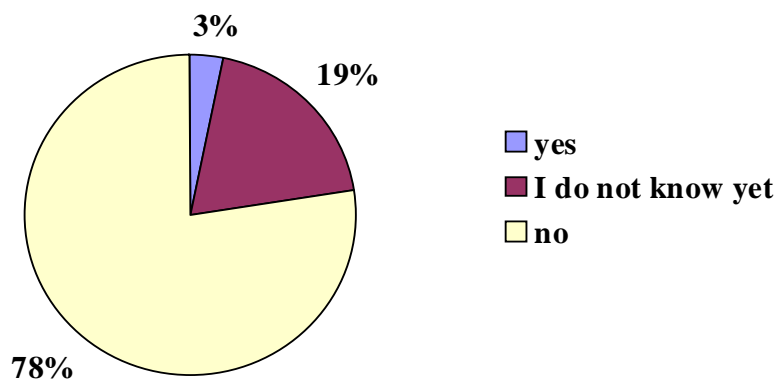


Source: own

Graph. 7. Comparison of job satisfaction with last year

8.7 Change of employer

Following the last two questions I wanted to know if the employees are thinking about look for another job in the nearest future. Mostly the employees, exactly 24 people, answered they will not look for a job in other company in the nearest future, 6 of them did not know and 1 is thinking about change the employer because of far distance to work from home.

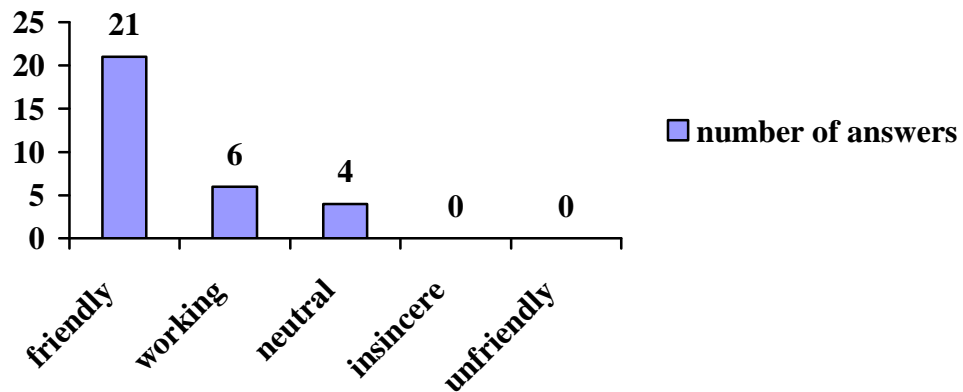


Source: own

Graph. 8. Change of employer

8.8 Relationships in the company

The atmosphere and relationships in the company affect a lot the feelings and work of the person so I asked how the employees can described the relationships in Triplefast. Nearly 70% of the questioned people have friendly relations with their colleagues, nearly 20% describe the relation as working and 13% neutral. There are not unfriendly relationships..

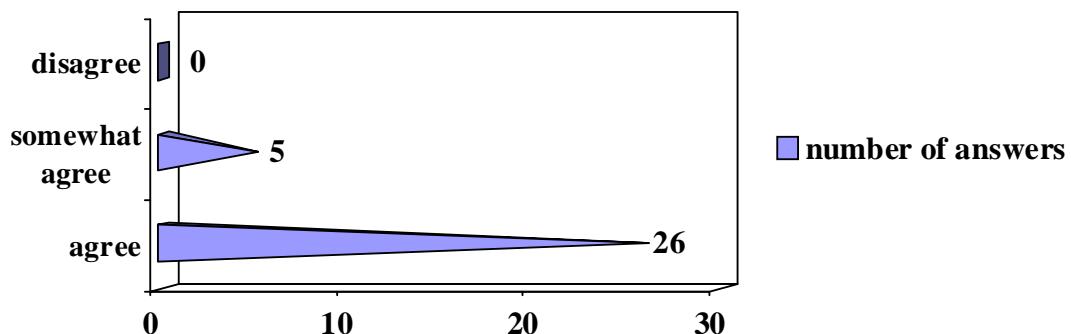


Source: own

Graph. 9. Relationships in the company

8.9 Support and teamwork

I asked what the employees think about the following opinion: „I feel my department gets support and teamwork from others areas within the company.“ The teamwork and support are very important for the right and sure functioning of the company. 84% of the questioned employees agreed their department gets support and teamwork, 16% somewhat agree and no one disagree.

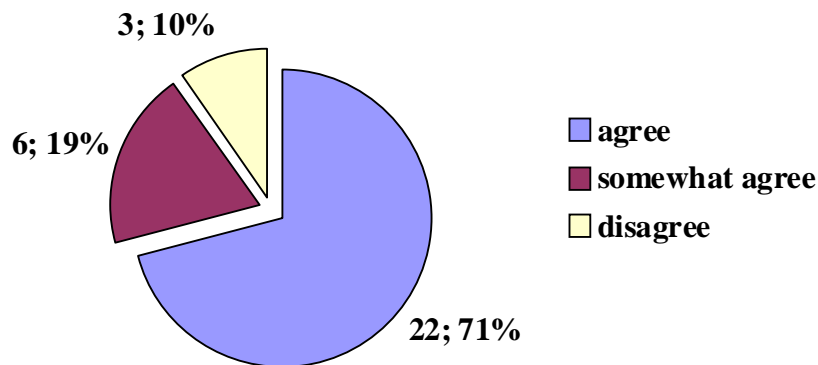


Source: own

Graph. 10. Support and teamwork from others areas within the company

8.10 Positive feedback to achieve

I wanted to know if the manager/supervisor provides continuous positive feedback, which means mainly recognition and praise, to help achieve. The employee should know how he/she is doing and that his/her work will be evaluated. It is also kind of support. Nearly $\frac{3}{4}$ of the questioned employees have this continuous feedback, 6 somewhat agree and 3 of them disagree. One of them does not feel praise or recognition to him/her personally and two people think the feedback they get is not sufficient, it is just occasionally.

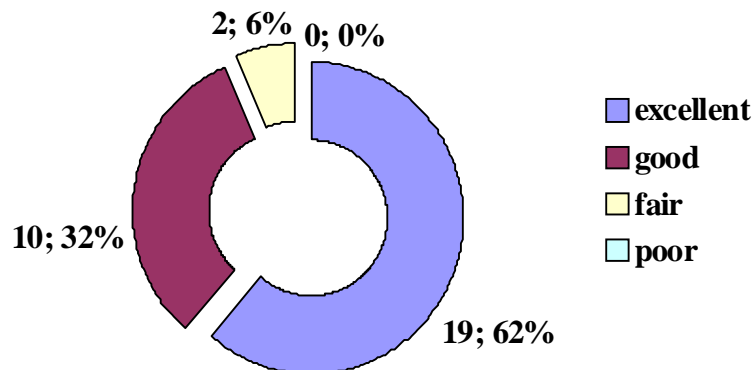


Source: own

Graph. 11. Feedback from managers/supervisors to help achieve

8.11 Company motivation policy

Before I started with specific questions about ways of motivation and rewards in the company I asked the employees about evaluation of the motivation policy in Triplefast and most of the employees think the motivation policy is excellent or good, just 2 of them evaluate it just fair. No one thinks the policy is poor.



Source: own

Graph. 12. Company motivation policy

8.12 Typical motivators in the company

I described many statements about the most important motivators in the company and asked the employees if they agree or disagree with them. I involved many parts of motivation, communication and help between employees and their managers/supervisors, working conditions, rewards, job itself etc.

- **Job security**

These days it is very important to have steady job. How the employee feels about his/her job security it affects the work itself. In the company Triplefast 26 of the employees agree they have overall job security and just 5 of them carefully somewhat agree. No one chose negative answer.

- **Career development at Triplefast**

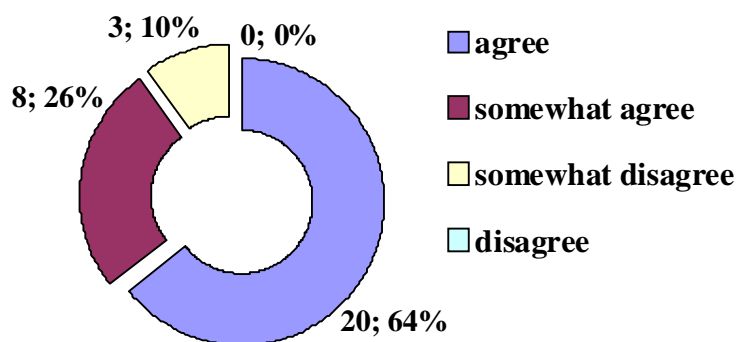
Most of the employees, exactly 22, which is just over 70%, think the company really offers good career development and valuable experience for them. About 23%, exactly 7 people, somewhat agree with this statement and the rest, 2 people, somewhat disagree. As a reason they mentioned the difficulty with promotion in Triplefast.

- **Personal accomplishment**

When the work gives a feeling of personal accomplishment then it is much more easy to practise it. Not the majority but only 20 of the employees feel personal accomplishment at work, 8 of them, which is 26%, somewhat agree and even 3 employees somewhat disagree. One of the reasons of disagreement was that his/her job is not type of work where you can really achieve and that also it

is not so important job as of the others in the company.

Other two employees mentioned they have lack of interest and the other lack of responsibility in the job, that is why they do not feel personal accomplishment.



Source: own

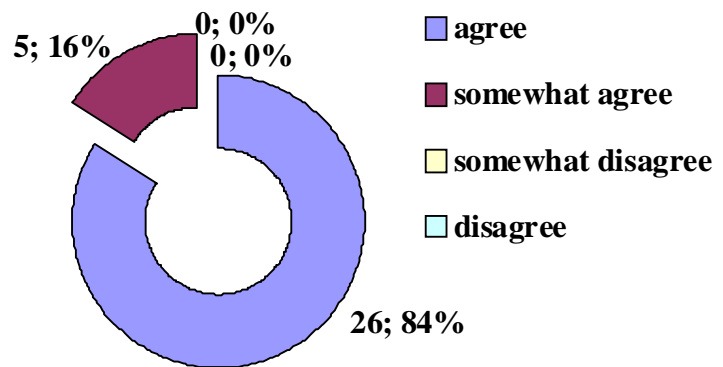
Graph. 13. Personal accomplishment

- **Working conditions**

Since the company moved to the new premises, the employees work in better and higher standard conditions than before and I believe they are much more satisfied now. The office and warehouse are modern furnished and well organised. I asked if the employees agree that the working conditions are on good level. 29 of them, which is the majority of 94%, agreed with this statement and just 2 people somewhat agreed. As I thought, no one chose disagreement.

- **Positive changes made by the company's leadership**

During the last few years there were many changes in the company, e.g. move of the premises, new employees, the company bought new machines and equipment, were organized much more company events, etc. and these changes have positive influence on the employees' motivation. It is confirmed by nearly 85% of the questioned employees who agreed with this statement.



Source: own

Graph. 14. Positive changes in the company

- **Responding to internal issues**

Nearly all of the questioned employees, 29, agree that the company leadership is always responding to the important internal issues, just 2 do not agree so strongly, just somewhat agree. The management should in every case immediately solve the internal problem or issue to prevent later disagreement or bad effect on the employees. From my experience I know that the management in Triplefast always solve internal problems. They organise a meeting where are solving issues of the company or of some employees. I did not expect different results on this statement.

- **Enough information**

Being well informed about what is going on in the company is important part of the job of every employee and everyone should be able to get easily necessary information. The company should have well organized internal communication.

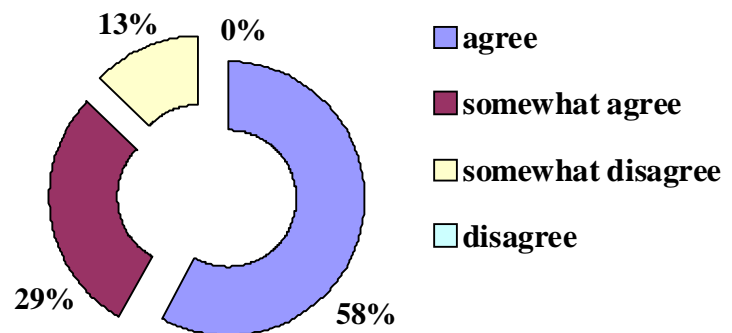
21 of the employees, which is 84%, agree that their managers/supervisors keep them informed what is going on in the company, just 16%, which is 10 of them somewhat agree. There was not any disagreement. The results show that the internal communication is working very well.

- **Rewards in kind**

The company provides lot of rewards in kind to their employees and the leadership is continually looking for new types of these rewards to please the staff. The majority of the employees like company events and gifts they get during the whole year and it is shown in the results. Most of the questioned employees, 27 of them which is nearly 90%, think they get enough rewards in kind and the rest somewhat agreed. There was any negative answer about rewards in kind.

- **Provided benefits**

The total of 18 employees agree and are satisfied with the benefits, 9 of them somewhat agree that the company provides the type of benefits they need and 4 of them somewhat disagree. The main reason of disagreement was not all the employees can get the same benefits as the



Source: own

Graph. 15. Provided benefits

others and this sometimes provoke negative feelings. The leadership would like to satisfy all individual needs even it is sometimes very difficult.

- **Fairly payment and bonuses**

The payment and bonuses are very important matter of motivation. It affects a lot the attitude of the employee towards the company or employer. For that reason I put a statement what the employee thinks about his/her payment and bonuses, if he/she thinks they are according to the responsibility and difficulty of the specific job. 22 of the questioned employees feel the salary and bonuses are in balance with the responsibility and difficulty of their job. The rest, nearly 30%, somewhat agree.

8.13 What to do to enhance employees' satisfaction

Not all of the questioned people answered the last question but lot of them mentioned their ideas and opinions. The rest just wrote something in a way that the company does not have to do anything because they are satisfied enough.

Some employees are not very happy with the working hours but most of them understand that this can not change due to a reason of being an export company. Some employees would like to have repeated training to could develop their job, improve their skills and knowledge too. Quite interesting idea was to organize occasionally meetings about information and news on the market situation and industry because not every one has time and motivation to follow it outside work. Following the new social events, there was an idea to organize a golf or snooker match within the employees in the company. One opinion was about arrange for the employees a barbecue evening. Another idea was to make sitting with small garden next to the company's premises, the company is based in industrial area and this garden could be nice embellishment and relax place in summer.

Some ideas and opinions could be realizable and the leadership should think about them because it will satisfy others needs the employees have.

CONCLUSION

The aim of this thesis was to evaluate employee's amenities and motivation in the company Triplefast International. I made an analysis by observation, study of the company policy and survey of the motivators the company use. On the basis of this analysis I have to say the motivation system in Triplefast is in high level and is working successfully.

To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. The management of Triplefast knows which ways of motivation use and how to reward the staff to be more productive and satisfied.

The managers and supervisors have enough experience to carry out their responsibilities and support and guidance is available to them as required. They have settled target to reach and this keeps them motivated because they know that the effort they put into it will be well rewarded and appreciated.

The employees are focused on the goal of the company and receive enough motivation by rewards and recognition to keep being successful in the job and give the best performance. Every employee knows what he or she must do and what they will get for doing it. A precise and highly specialised system of roles and procedures covers almost every eventuality so that every worker always knows what is expected of him or her in any circumstance.

The relationships and the atmosphere in Triplefast International are friendly and this fact is showed every day when the employees come to work with smile on their faces and are look forward to seeing their colleagues. In the company is seen teamwork and all the departments collaborate with each other. The communication inside the company works well, everyone is kept informed, they mostly use internal e-mails or personal meetings.

The whole year company's events organised by the management are a good proof that the company leadership cares about the social needs of the employees.

The employees are mostly satisfied with the rewards and benefits the company provides and the leadership should keep this policy.

In the company is used enough appreciation, recognition and praise which have a positive influence on the employees' performance and personal growth. The feedback from the managers and supervisors is very important for the employees, they want to know their work is valued and that they can expect support. Negative feedback, not in a large extent, is also used in the company. The employees need to learn from mistakes they did before and just the management can point these mistakes out and discuss the best solution to solve them. Every issue is always discussed with individually.

The company has only foreign customers and the language skills of the employees are very important so a good idea could be to organise for them foreign language seminars. This could have good effect on the value of the work itself and employees' self-actualization. There should also be organised some training for the employees to develop their skills and improve performances at work.

Move to the new premises had good effect on employee's motivation. The questionnaire about working environment and workstation which the employees filled in after the move proved it was a good change. The working conditions are much more better than before thanks to modern offices and warehouse, new facilities, machines and equipment.

The leadership should make occasional survey about the employees' satisfaction and motivation to be aware what could be changed and what is working well. Maybe creation of anonymous letter box for complaints and opinions will be a good idea because not all the people speak openly face to face about what is going on.

The company should keep the motivation system as it is and improve it year by year because just motivated people work hard and are the quality of the company.

SUMMARY

This bachelor thesis deals with the study of employees' amenities and motivation in the English company Triplefast International Limited. The aim was to evaluate which types of motivation are used, how they influence on employees and if the employees are satisfied in the company and if the firm has well working motivation system.

First I familiarized with the internal policy of the company and the way of its functioning. I found out all kinds of benefits and rewards which are provide to the employees and I investigated how they affect their motivation and achievement. Important element to could complete this thesis was also short survey which helped me with my analysis and evaluation of working of the motivation in the firm Triplefast.

Theoretic part explains what motivation exactly means, how it works and what types of motivation are at work. Here are mentioned also basic concepts of motivation and their explanation. After that deals with rewards, types of rewards, their dividing and influence. To this part I inserted also short chapter about rewards in history. At the end of theoretic part are described the most famous theories of motivation and their principles.

In the analytic part, firstly I focused on the profiles of all Lone Star PRD Group Limited companies. It is following by identification of the company Triplefast International in detail, its specialization and manufacturing, quality, logistic system, working environment, the way of marketing, etc. In the next chapter are stated company success, the turnover and SWOT analysis. After the detailed presentation of the company Triplefast is following, on the basis of theoretic part, description of the types of motivation which work in the company. Then are described all types of rewards and benefits the employees get. The culmination of the analytic part are the results of the research about motivation, satisfaction and benefits, which I carried out with 31 employees at Triplefast.

In the conclusion I evaluated different ways of motivation in the company, their influence and functioning within the company policy. I suggested new ways of motivation and possible solutions how to motivate the employees more and in different ways and then satisfy their individual needs.

RESUMÉ

Tato bakalářská práce se zabývá studií zaměstnaneckých výhod a motivace v anglické společnosti Triplefast International Limited. Cílem bylo zhodnotit jaké druhy motivace jsou používány, jak působí na zaměstnance a jestli jsou ve firmě spokojeni, a zda má firma dobře fungující motivační systém.

Nejdříve jsem se seznámila s vnitřní politikou firmy a způsobem jejího fungování. Zjistila jsem si všechny druhy výhod a odměn, které jsou zaměstnancům poskytovány a zkoumala, jak ovlivňují jejich motivaci a pracovní výkon. Důležitým prvkem pro dokončení této bakalářské práce bylo i krátké dotazníkové šetření, které mi pomohlo s mojí analýzou a zhodnocením fungování motivace ve firmě Triplefast.

Teoretická část vysvětluje co motivace vlastně znamená a jak probíhá, jaké jsou druhy motivace na pracovišti. Jsou zde také uvedeny základní pojmy spojené s motivací a jejich vysvětlení. Dále se zabývá odměnami, druhy odměn, jejich dělením a působením. Do teorie jsem zařadila i krátkou kapitulu o historii odměn. Na konci teoretické části jsou popsány nejnámější teorie motivace a jejich podstata.

V analytické části jsem se nejprve zaměřila na profily všech firem působících v rámci Lone Star PRD Limited skupiny. Následuje podrobné seznámení se společností Triplefast International, jejím zaměřením a výrobní činností, kvalitou, logistickým systémem, pracovním prostředím, způsobem marketingu a tak dále. V další kapitole jsou uvedeny úspěchy společnosti, její obrat a SWOT analýza. Po detailním představení společnosti Triplefast následuje, na základě poznatků z teoretické části, popis druhů motivace, které ve firmě působí. Pak jsou popsány všechny druhy odměn a výhod, které zaměstnanci dostávají. Vyvrcholením analytické části jsou výsledky dotazníkového šetření o motivaci, spokojenosti a výhodách, které jsem provedla s 31 zaměstnanci v Triplefastu.

V závěru jsem zhodnotila jednotlivé způsoby motivace ve firmě, jejich ovlivňování a fungování v rámci politiky firmy. Navrhla jsem nové možnosti a možná řešení, jak zaměstnance ještě více a jiným způsobem motivovat a tím uspokojovat jejich individuální potřeby.

BIBLIOGRAPHY

- [1] ADAIR, J. *Effective motivation: How to get extraordinary results from everyone*. London: Pan, 1996. 244 pages. ISBN 0-3303-4476-5.
- [2] EUROFAST PETROCHEMICAL SUPPLIES LIMITED [online], available on WWW: <<http://www.eurofast.co.uk>>.
- [3] FISHER, M. *How to reward your staff*. London: Kogan Page Limited, 1995. 122 pages. ISBN 0-7494-1733-1.
- [4] HERZBERG, F., MAUSNER, B., and SNYDERMAN, B. B. *The motivation to work*. New York: Transaction Publishers, 1993. 180 pages. ISBN 1-56-000634-3.
- [5] JOHNSON, P., GILL, J. *Management Control and Organizational Behaviour*. London: Paul Chapman Publishing, 1993. 200 pages. ISBN 1-85-396163-9.
- [6] LONE STAR PRD GROUP LIMITED [online], available on WWW: <<http://www.prdholdings.com>>.
- [7] MASLOW, A. H. *Motivation and Personality*. Third Edition. New York: Addison Wesley Longman, 1987. 293 pages. ISBN 0-06-041987-3.
- [8] TRIPLEFAST INTERNATIONAL LIMITED – *Internal documents of the company* provided by managing director Mr Vic Waddison.
- [9] TRIPLEFAST INTERNATIONAL LIMITED [online], available on WWW: <<http://www.triplefast.co.uk>>.
- [10] TRIPLEFAST MIDDLE EAST LIMITED [online], available on WWW: <<http://www.triplefast-me.co.uk>>.
- [11] WALES, J., SANGER, L. *Wikipedia – The free encyclopedia* [online], available on WWW: <<http://www.wikipedia.org>>.
- [12] WHITELEY, P. *Motivation*. Oxford: Capstone Publishing, 2002. 122 pages. ISBN 1-84-112209-2.

LIST OF ABBREVIATIONS

CNC	Computer numerical kontrol
E.g.	For example
Etc.	And so on
Hi-tech	High technology
Inc.	Incorporated
Int	International
Ltd	Limited
ME	Middle East
PG	Power Generation
P.T.F.E.	Polytetrafluoro Ethylene
UK	United Kingdom
USA	United States of America

LIST OF FIGURES

Fig. 1. The process of motivation	12
Fig. 2. Maslow's hierarchy of needs	21
Fig. 3. The correspondence between Maslow and Herzberg	22
Fig. 4. Equation of Equity theory	23
Fig. 5. Lone Star PRD Group's logo	26
Fig. 6. Lone Star PRD Group's premises	27
Fig. 7. PRD's logo	27
Fig. 8. Eurofast's logo	28
Fig. 9. Triplefast's logo	28
Fig. 10. Triplefast's ME logo	29
Fig. 11. Lone Star's logo	29
Fig. 12. Triplefast's International Limited premises	31
Fig. 13. Manufacturing, fasteners and warehouse of Triplefast Int Ltd.....	33
Fig. 14. SWOT analysis of Triplefast Int Ltd	37

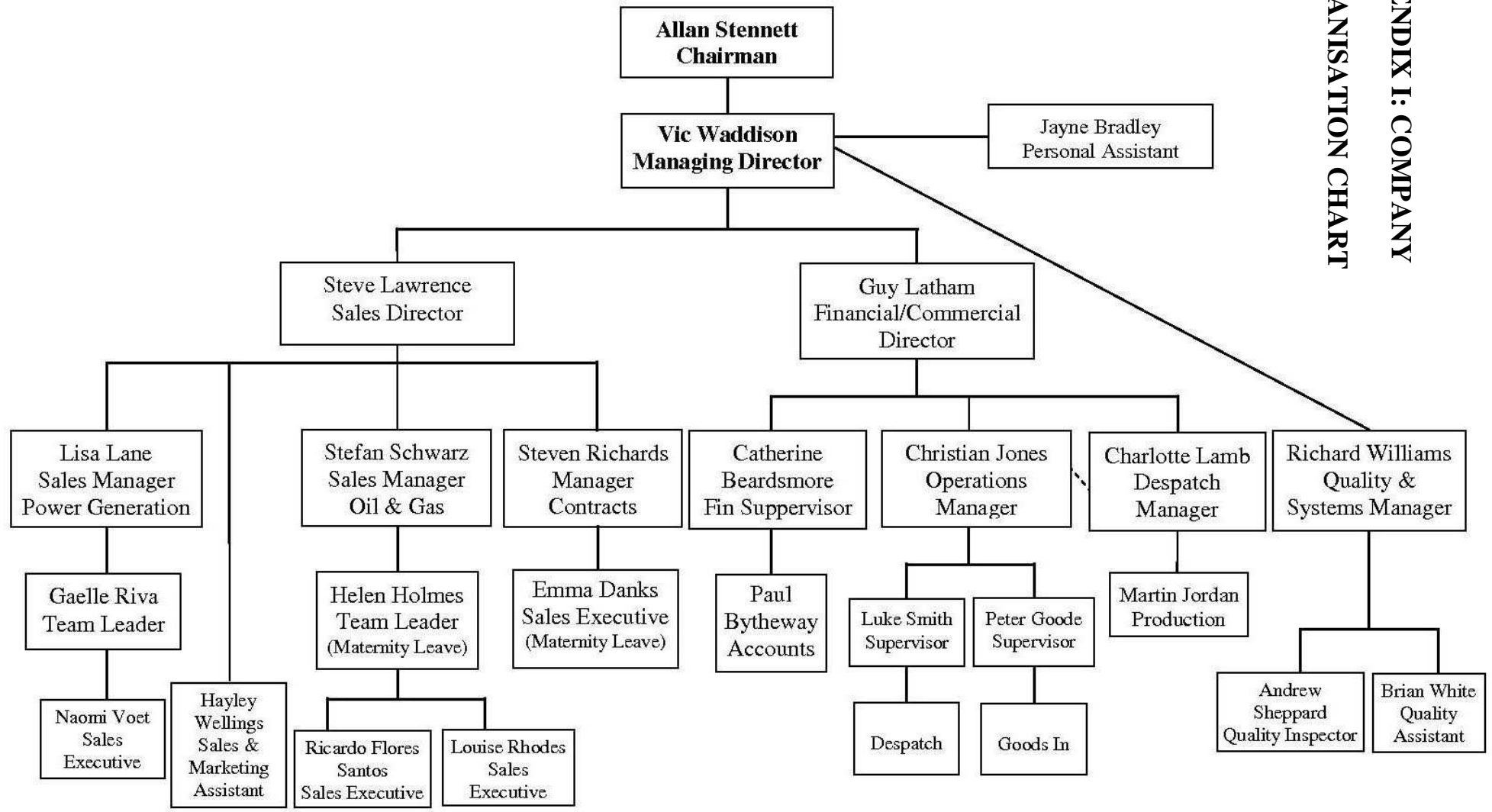
LIST OF GRAPHS

Graph. 1. Annual turnover of Triplefast International Ltd.....	36
Graph. 2. Gender of the employees.....	47
Graph. 3. Age of the employees.....	48
Graph. 4. Status of the employees.....	48
Graph. 5. Number of years working at Triplefast	49
Graph. 6. Satisfaction with the job.....	49
Graph. 7. Comparison of job satisfaction with last year	50
Graph. 8. Change of employer	50
Graph. 9. Relationships in the company	51
Graph. 10. Support and teamwork from others areas within the company.....	51
Graph. 11. Feedback from managers/supervisors to help achieve.....	52
Graph. 12. Company motivation policy.....	52
Graph. 13. Personal accomplishment.....	53
Graph. 14. Positive changes in the company	54
Graph. 15. Provided benefits	55

LIST OF APPENDICES

- AI Company organisation chart
- AII Article from the newspaper Express & Star: Booming bolt trade for firm
- AIII Motivation questionnaire

APPENDIX I: COMPANY ORGANISATION CHART



APPENDIX II: BOOMING BOLT TRADE FOR FIRM

With help from UK Trade & Investment, a rapidly expanding Black Country firm is set to increase its manufacturing capacity threefold as a result of booming export business.

Triplefast International, of Oxford Street Industrial Estate, Vulcan Road, Bilston, specialises in the manufacture of high integrity bolting for the oil, gas, petrochemical and power generation sector.

The company has grown in the past three years from having 16 employees and an annual turnover of £2.9 million to 30 employees and an annual turnover of approximately £6.5 million.

Triplefast is the export division of the Lone Star PRD group of companies and was established in 1991 to deal solely with international business.

It now exports to more than 90 countries worldwide, and with eight international languages spoken fluently within the sales and logistic departments, Triplefast offers an unrivalled level of support to its global customer base.

Triplefast has recently moved to a new dedicated manufacturing facility, which will allow it to increase its capacity threefold, in response to increasing international demand.

The company has been working with UK Trade & Investment international trade adviser Terry Wood for many years for advice in developing its business.

Managing director Vic Waddison said:
„We are constantly in touch with Terry and his colleagues in the Black Country international trade team. They are an extremely valuable source of information and support. For instance, we enrolled on UK Trade & Investment’s Passport programme in May 2006 with the aim of gaining new business in Canada, where we had no



Terry Wood (left), UK Trade & Investment's head of international trade at Black Country Chamber of Commerce, is pictured with Vic Waddison, managing director of Triplefast.

previous export activity. The programme provided us with support to send sales managers on an exploratory visit to investigate this vast market opportunity. As a result, we have secured two distributors who are taking regular orders for the oil and gas industries, and we estimate the business is worth, initially, £140,000 per year. Terry and his team are now helping us to look at potential marketing opportunities in India.“

UK Trade & Investment’s head of international trade at Black Country Chamber of Commerce, Terry Wood, said: “Triplefast has achieved spectacular gains in growth and revenue as result of its overseas marketing. We have a long standing relationship with the company and I look forward to continuing to work with the team.“

This article posted in the newspaper Express & Star on December 28, 2007.

APPENDIX III: MOTIVATION QUESTIONNAIRE

Dear colleagues,

I am doing a research about motivation, rewards and satisfaction in Triplefast for my bachelor thesis. I would like to ask you for a few minutes of your time to complete the short questionnaire below. Your specific answers will be completely anonymous, but your views, in combination with those of others, are very important. Please think about every question carefully and always tick just one of the answers.

1. Your gender man woman
2. Your age 18 – 26 45 – 53
 27 – 35 54 or more
 36 – 44
3. Your status single married divorced
4. How long are you working in Triplefast International?
 less then 3 years 6 – 8 years
 3 – 5 years over 8 years
5. Are you overall satisfied with your job at Triplefast.?
If not, please tell me why you feel this way.
 definitely yes
 somewhat yes
 somewhat no
 definitely no – reason: _____
6. Compared with a year ago, how would you describe your overall job satisfaction today?
 much more satisfied
 somewhat more satisfied
 same level of satisfaction as last year
 somewhat less satisfied
 much less satisfied – reason: _____
7. Are you thinking in the nearest future to look for a new job in different company?
If yes, please write why.
 no



- I do not know yet
- yes - reason: _____

8. How can you describe the relationships in the company?

- friendly
- working
- neutral
- insincere
- unfriendly

9. „I feel my department gets support and teamwork from others areas within the company.“

- agree
- somewhat agree
- disagree - reason: _____

10. „My manager/supervisor provides me with continuous positive feedback – praise and recognition – to help me achieve.“

- agree
- somewhat agree
- disagree - reason: _____

11. The motivation policy of the company is:

- excellent
- good
- fair
- poor

12. Select if you agree or disagree with the statements about typical motivators in the company described below.

You have overall job security.

- agree
- somewhat agree
- somewhat disagree
- disagree

The company offers good career development.

- agree
- somewhat agree
- somewhat disagree
- disagree

Your work gives you a feeling of personal accomplishment.

- agree
- somewhat agree
- somewhat disagree
- disagree

The working conditions in Triplefast are on good level.

- agree
- somewhat agree
- somewhat disagree
- disagree

Our company's leadership has made changes which are positive for the employees.

- agree
- somewhat agree
- somewhat disagree
- disagree

Company leadership is always responding to the internal issues.

- agree
- somewhat agree
- somewhat disagree
- disagree

Your manager/supervisor keeps you well informed what is going on in the company.

agree somewhat agree somewhat disagree disagree

The company gives enough rewards in kind to motivate and please the employees.

agree somewhat agree somewhat disagree disagree

The company provides you with the type of benefits you need.

agree somewhat agree somewhat disagree disagree

The payment and financial rewards, which are mostly bonuses, are fair according to your responsibility and difficulty of the job.

agree somewhat agree somewhat disagree disagree

If you said that you somewhat disagree/disagree with any of the above statements, please tell me why you feel this way:

13. What could the company do to enhance your satisfaction as a company employee?

Thank you very much for fill in this questionnaire!

Marketa Pacikova