

Motivated employees as key to success of any organization

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Abstract

Employee motivation is currently the main key to the success of the entire organization. A purpose of a questionnaire survey implemented in a selected organization was to find out whether its employees are properly motivated and to find out which motivating factors are the most effective ones in relation to their performance. The results have shown that it is necessary to implement some changes; for this reason, several recommendations have been made in order to achieve improvement. The benefit of this work for the organization is the detailed overview of the actual situation in terms of the incentive system and the recommendations based on the employee preferences and current trends. The organization will also obtain new impulses that may lead to better employee motivation and thus improve the performance of the relevant organization.

Keywords: motivation, employees, organization, human resources management

Introduction

Motivation is currently a very topical issue, and one of the most important elements in the area of human resources management. Motivation is basically a process of inspiring people to achieve their goals (Chaudhary and Sharma, 2012). Employee motivation is a minor but important part of successful personnel management. Managers must be able to identify employee goals and lead employees so that they are able to achieve those objectives. Recognition and feedback are considered the primary motivators; more money does not necessarily mean better motivation and productivity (Fuhrmann, 2006).

All employees have their specific objectives and a clear picture of what they want to achieve at work in order to be satisfied. To achieve these objectives, employees are willing to work well and reliably (Stýblo, 1992). Work motivation represents a complex approach of an

employee to work in general, to specific circumstances and conditions of his or her engagement and employability, and specific assigned tasks (Provazník, Komárková, 1996).

Are all employees fully engaged in their work? A recent study has shown that it is not true. Actually, it is less than 1/3 of them (Markos, Sridevi, 2010). The question is whether employees feel well after whole-day work and if they feel satisfaction from the work done, whether they feel that they have achieved something, helped somebody, learned something, and contributed to something. Increasingly more often, employees ask what is the purpose of their work. The response should be that it is more than just money. Of course, they need money for satisfying their basic needs; however, motivation and engagement are not something money can buy (Guinn, 2013).

The main objective of this study is to assess the system of employee motivation in the company Hauser s. r. o. and subsequent evaluation of whether the employees of this company are properly motivated, or to find out which motivation tools are the most effective in relation to improving their performance.

Literary research

Theory of motivation has been addressed in professional literature in the sense that managers use motivational factors to successfully tackle/handle their assigned tasks. The question is whether managers in the Czech Republic are able and willing to use the individual motivational factors for their managerial work. Another question is which motivational factors can be used to motivate employees to the best performance possible. Appropriate motivation is of great importance for better performance, productivity, efficiency, and profitability. This idea is presented by Hospodářová (2008), who claims that the basic objective of motivation is to find and retain a qualified employee with high productivity and efficiency of performance.

Employee motivation is one of the tasks of a manager. In this context, the most frequently cited authors are Mintzberg (2006) and Šuleř (2008); however, each of them has a different approach. Mintzberg (2006) defines the role of a manager on the basis of manager activities, while the definition by Šuleř (2008) is based on their functions. According to La Bross, culture in the workplace is supported by managers who use all opportunities to encourage and motivate their subordinates. Authors, such as Daigeler (2008), Niermeyer and Seyffert (2007) state that the motivation of subordinates is one of the most important managerial tasks. Crainer and Des (2004) believe the more subordinates lose their motivation and their performance decreases, the more physical problems arise.

Making people work their best is one of the biggest challenges for managers. Employee satisfaction and motivation are becoming increasingly more important in companies. According to Nohria, Groysberg and Lee (2008), factors that enhance motivation include establishing bonds with the employees, understanding, and comprehension.

Salanova and Kirmanen (2010) explain that the process of motivation starts with the recognition of unsatisfied needs. Next, it is necessary to set the objective that would satisfy the need. For better achievement of the given objective, rewards for employees can be help set. Motivation is also influenced by social context, which comprises organizational and cultural values, as well as leading and management, influence of a group or a team.

According to the study by Oldham and Hackman (2010), which focuses on employees in education, institutions, and scientists, specifies six main factors: remuneration and benefits, career growth and development, meaningful work, leadership style, workplace relationships, and job security.

Norberg (2017) examined motivational factors and effectiveness of motivational factors related to work motivation. First, the author focused on various motivation theories and categories of incentives. The results of the study showed that incentives have very strong motivational potential and are able to make employees work more. The three most effective motivational factors appreciated by employees include human relationships, working environment, and interesting work. Other effective long-term factors motivating to work include meaningful work, flexible working hours, or social responsiveness; on the contrary, financial rewards, certificates, and gifts are effective only in the short run.

This is confirmed by Stachowska and Czaplicka-Kozłowska (2017), who conducted a questionnaire survey among non-academic workers of the university Warmai and Mezury in Olsztyn (Poland). The authors concluded that employee motivation is influenced especially by the following factors: reward for work performed, career growth, personal development, human relationships, and effective communication.

The study by Insan and Yasin (2021) aimed to analyse and explain factors influencing employee motivation and employee performance. Six out of seven hypotheses formulated were accepted; one was rejected. The author concluded that managers need to pay more attention to the relationship with their subordinates, ensure fair wages and remunerations, and improve their comprehension and approach to employees. The research was conducted within 42 cooperating units in Makassar City. The data were collected by means of questionnaires and interviews (Insan and Yasin, 2021).

Many researchers see money as a motivational factor. It is often considered to be a symbol of success, often associated with comfort and safety (Engelberg and Sjöberg, 2006). This is advantageous for managers, since they can use money as a strategy, and money can have a large impact on employee performance.

Employee motivation is of great importance for any successful organization. Each company should focus on motivating human resources if it aims to be competitive in the market and avoid situations such as problems with retaining employees, which may have a negative impact on their business (Pârjoleanu, 2020).

COVID-19 has had a huge impact on the lives of people all over the world, and affected the level of employee motivation. The objective of the study by Sudershana, Satpathy and Patnaik (2021) was to map the impact of this pandemic on employee engagement in

companies that specialize in information technologies. In this research, both secondary and primary data were used. The study aimed at introducing new methods of how to retain and motivate employees in times of crises such as the COVID-19 pandemic COVID-19 (Sudershana, Satpathy and Patnaik, 2021).

The COVID-19 pandemic has negatively affected all areas of human life all over the world, including people's motivation. An important task of all managers is to keep their employees positive and motivated. The objective of the research was to define the impact of the COVID-19 pandemic on the motivation of employees in micro-enterprises and small enterprises operating in Slovakia. The development of employee motivation was analysed in three areas: finance, work, and relationship. In the years 2017 – 2020, 848 respondents were addressed through stratified sampling. A significant decrease in the respondents' preferences was recorded in the case of all motivational factors under review. Testing confirmed the existence of statistically significant differences during the year 2020 compared to previous years when examining the following motivational factors: basic salary, job security, a good work team, communication at work, and the approach of the superior. The main research benefit is the finding that the COVID-19 pandemic has affected also the area of employee motivation (Hitka et al., 2021).

The study submitted aims to answer the following questions: Are employees of the company Hauser s. r. o. properly motivated? What factors are the most effective ones?

Methods and Data

The main objective of this study is to assess the way of motivating employees in the company Hauser s. r. o. and evaluate whether the employees of this company are properly motivated, or to identify the most effective factors of their motivation related to their performance. The objective will be achieved through analysing the incentive system in the company by means of a questionnaire survey. In the conclusion part of the paper, changes related to possible shortcomings identified in the area of motivation are suggested which may contribute to overall higher employee satisfaction.

The most suitable method of data collection is an online questionnaire in the platform www.surveymonkey.com. The link to the online questionnaire is distributed to the employees via e-mail. The questionnaire survey is conducted between 5 April 2021 and 12 April 2021 with the participation of 110 respondents. The questionnaire consists of 12 questions examining the corporate system of incentives. The questionnaire survey will be anonymous so that the respondents can answer the questions without any limitations. In the introductory part, the questionnaire focuses on the basic demographic data on the respondents, such as gender, age, and the education attained. The following part contains questions concerning employee motivation.

The questionnaire contains close-ended questions where the respondents choose one or more possible options, and semi-open questions with predefined answers, and an option for free answer. The questionnaire also contains open-ended questions, which enable the

respondents to express their opinion but also make it difficult to interpret the results obtained. There are also questions where respondents assign points to options based on their preferences. The questionnaire will be evaluated using the statistical functions in MS Excel.

Results

Time necessary for completing the questionnaire varies from less than one minute to more than one hour. In most cases, the completion of the questionnaire took 5–10 minutes.

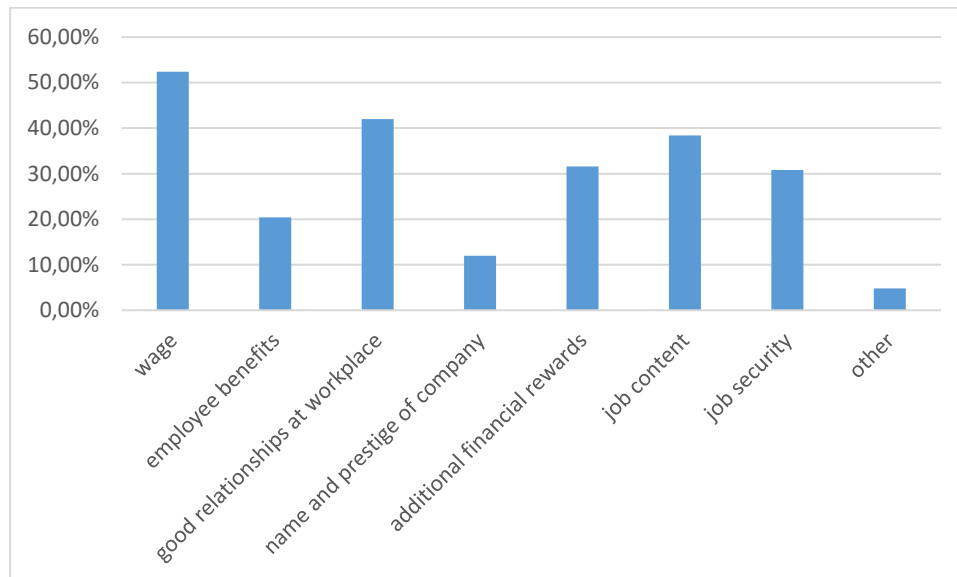
The first question focused on the gender of the respondents. 81 men (73.6%) and 29 women (26.4%) participated in the questionnaire survey. The resulting ratio confirms the structure of the company. Men mostly work at an assembly line, while women work rather as administrative workers. The second question asked about the age of the respondents. The results show that most employees of the company are at the age of 26-45 (58.5%). The employees at the age of 46-55 accounts for 25.2%, while the employees not older than 25 account for 11.4%. The least represented age category are the employees at the age of 56 and older (4.9%). The employees of Hauser mostly completed secondary education with a diploma (38.4% of the respondents) or vocational education with an apprenticeship certificate (34.8%). The highest level of education attained is university education (19.2%) and higher vocational education (4.4%). Only 3.2 % of the respondents completed basic education only. Nearly a half of the respondents (49.8%) have been working in the company for 1-5 years, while 20.2 % of the respondents have been working in the company for 6-10 years. 18.4% of the respondents have been working in the company for more than 10 years. These employees are very important for the company, since they have a lot of experience and can thus help their less experienced colleagues. The employees working in the company for less than a year account for 11.6%. The question concerning employee satisfaction was answered positively by most respondents. A total of 85% of the respondents are satisfied with their employment, 15% are not satisfied. As for the question of whether the employees consider their work to be interesting, the answer was “Yes” in 80% and “No” in 20%. The responses to these questions indicate that most of the respondents are satisfied with their work and consider it to be interesting.

Another question concerns the motivation provided by the superior. The purpose of this question was to find out whether the employees feel adequately motivated by their boss. 57% of the respondents answered positively to this question, while 43% answered “No”. As for career growth, 40% of the respondents feel they have this possibility, while a total of 55% of the respondents answered they rather do not have this possibility, and 5% of the respondents provided negative answer to this question.

In the following question, the respondents chose from several options concerning their motivation to better performance. The results have shown that the biggest motivation is the wage (52.4%) and good relationships at the workplace (42%). A strong incentive is also additional financial rewards (31.6%), as well as job security (30.8%). Many employees consider job content to be a good motivation for better performance (38.4%). Employee benefits are motivating for 20.4% of the respondents. The least motivating

factor appears to be the name and the prestige of the company (12%). 4.8% of the respondents chose the answer “Other”, e.g. good feeling from the job well done, interesting job, or fair evaluation from the superiors.

Figure. 1: What motivates employees to better work performance



Source: Author

For the next question, the employees were asked to rank given work values from 1 to 7, where 1 indicated the most preferred factor, while 7 the least preferred one. By means of the weighted mean, the overall ranking of these values was created. The most preferred value selected by employees was the wage, i.e. financial remuneration is in the 1st place. This was followed by pleasant working environment, job security, and career growth, recognition from the superior, satisfaction, and reward for completing the assigned task. The least preferred factor was flexible working hours.

As in the previous question, the employees were asked to rank given values from 1 to 5 according to which values they appreciate most at work. The most important value appears to be a good working team, as well as an adequate wage. The employees also appreciate a pleasant environment, while job security ranks second to last among all values. Working hours were again ranked last.

The next-to-last question aimed to find out what the employees think about their wages in relation to the demands of the job. A total of 70 respondents consider their salary adequate to the demands of the job, while 21 respondents do not agree. 19 respondents were unable to assess whether their wages correspond to the demands of the job or not.

The purpose of the last question was to identify the wishes and possible suggestions related to the motivation from the side of employees. The respondents were free to express their opinion; each respondent was asked to provide his/her own answer. Seventy seven respondents did not make any suggestions or recommendations. The suggestions provided included mostly financial rewards, such as a bonus for work without

absence or for work well done. The employees would also appreciate any support related to free-time activities or sports activities, and the overall support at the workplace provided by their superiors.

Discussion

The results of the questionnaire survey showed that more than half of the respondents do not have the possibility of career growth. To expand the opportunities for career growth, the company could introduce an internal rotation system within the individual divisions. This way the employees could understand the processes occurring within individual divisions. Each employee should feel the company values its employees and encourages their personal and professional development (Nohria, Groysberg and Lee, 2008). By offering training and creating conditions for the education of their employees, employers can positively influence their motivation (Salanova and Kirmanen, 2010). As seen from the results of the questionnaire survey, insufficient motivation from the side of superiors is a big problem. The most common reason is the mistaken assumption that employees are familiar with specific procedures, and their mastering for granted. This could be due to the fact that they do not lead their employees to contact them in case of any problems (Stachowska and Czaplicka-Kozłowska, 2017). Employees try to conceal their problems or pretend they are familiar with the correct procedure; they believe they are supposed to know how to proceed, and lack of knowledge could lead to worse evaluation. Our recommendation is to extend the offer for training of managers in the area of leadership and to create a system of training focused on motivational skills, effective communication, and self-knowledge. Superiors should be able to listen and perceive the requirements and needs of employees and help them if help needed. It is important to praise properly the employees for the job well and timely done. This is important not only in order to enhance the motivation but also to point to the employee's correct behaviour or work (Insan and Yasin, 2021). It is also appropriate to praise in the situation when the employee has not finished the task assigned but the procedure is correct and the employee needs some encouragement. This might motivate employees to perform better; employers can thus create a quality and motivating environment (Stachowska and Czaplicka-Kozłowska, 2017). Therefore, we recommend taking steps which might lead to better employee motivation and thus to better prosperity of the company and satisfaction of the management and all employees.

Conclusion

Motivation is one of the most important areas of human resources management in any company. The main incentive for employees is usually an adequate salary or wage. A properly functioning incentive system is important for the success of the company as well as its employees. Companies need to create working conditions that would enhance employees to improve their performance. Motivated employees work better and are a role model for their colleagues.

The objective of the paper was to ascertain the method of motivating employees in the company Hauser s.r.o. and assess whether the employees are motivated appropriately, or to find out which factors are the most motivating ones for them in relation to their performance. This paper provides recommendations, which may increase the overall satisfaction of the employees, increase their motivation, and improve their performance as well as the performance of the whole company.

This work is divided into two parts. The first part includes the literary research, while the second one is focused on the questionnaire survey in a selected company, whose objective was to find out whether the employees of Hauser s. r. o. are appropriately motivated and which factors are the most motivational ones in relation to their work performance. Moreover, recommendations are made, which may improve the motivation of the employees as well as the better prosperity of the company and satisfaction of both management and all employees. The questionnaire was answered by 110 employees. The results of the questionnaire showed that the employees in this company are satisfied with their work and consider it to be interesting. Their work motivation would be enhanced by a more frequent recognition from the superior for the job well done. The superiors should be able to value a well-performed task. The solution proposed is based on direct communication and interest in the employees. By direct communication, praise, or recognition, the superiors show their interest in the employees; managers should care more for their employees and motivate them to perform better. Such efforts will pay off.

For the company, it is important to strive for constant development and improvement in this area. Similarly, employee motivation should not be underestimated, since the overall prosperity of the company depends on the performance of all employees. For this reason, the aforementioned recommendations were made, which may help this company improve this area of human resources management. Motivation is a very topical issue today; therefore, we have decided to focus on it. We believe that this paper and its results contribute to increased employee motivation.

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