

# SATISFACTION OF COMPANY EMPLOYEES

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## Abstract

The employment is our everyday duty and we spend a substantial part of our lives there. Our job satisfaction together with other factors, such as family, friends or interests therefore is reflected in the overall life satisfaction. To enjoy our job commitment, our job motivation is crucial. The reasons, why to go to work, may differ with different people. Someone's reason is to financially secure their family, another one's reason rests in joy and sense of purpose gained from work, someone simply wants to develop career. The motivations differ and mostly they come in combinations. Motivation is a broad term and its explanation is the least satisfactory of all psychological notions. It is insufficiently explained because it is related to the most complex mental processes that are extremely difficult to be isolated. Motivation cannot be precisely watched neither measured therefore we can only judge according to people's behaviour. It is closely connected with their working attitudes, working performance etc. Satisfaction of employees was researched in Pacific Direct, s.r.o. (Ltd.) in Holice and the process was maintained via use of up-to-date statistic software.

**Key words:** motivation, working attitudes, job satisfaction.

**Classification JEL:** M12 – Personnel Management.

## 1. Introduction

All companies are interested in what should be done to reach a permanent high employee performance level. It is necessary to pay more attention to the most suitable ways of stimulating people by such tools as remuneration, coaching and, most importantly, the work they do and conditions under which they perform. Well motivated people are the ones with clearly defined aims, the ones undertaking the steps from which they expect a direct way to fulfilling their aims. These people may be motivated by themselves. Most of us, however, need to be motivated by stimuli from the outside (*Armstrong, 2007, p. 159*). People tend to follow those who offer them means to make their personal goals satisfied (*Plchová, 2009, p. 72*). Especially managers must be able to use their capabilities to inspire and efficiently use the stimulating processes provided by a company. Manager has to be able to express in a clear way in what measure the position of employee is exactly important and which way it fits into the whole future goals of the company (*Branham, 2004, p. 16*).

As a strong motivation factor can be seen evaluation of every person performance that is connected with feedback. This way further opportunities for an employee career are found, expectations are cleared up, employees are encouraged to accept the responsibility for their performance and their education, too (*Koubek, 2004, p. 87*). Managers provide personal work with their staff through every day contact and they are responsible for management and motivation of it (*Kocianová, 2012, p. 99*). Interest in people and their problems as well as the feedback should an important part of every manager's work (*Bělohávek, 2008, p. 109*). The most important managerial task of today is no longer an ability to organize work and distribute tasks, but rather an ability to arouse enthusiasm, stimulate and inspire employees. A manager may be an excellent analyst, personally highly skilled and efficient, fair in remuneration of their junior colleagues, however, if they cannot manage to get colleagues on board and arouse enthusiasm for work in them, they will always be crucially limited in their effort to build a successful company (*Urban, 2003, p. 17*). The ability to motivate the others and to organize their work has to be among a manager's skills. But he must be motivated to achieve the goals as well (*Lojda, 2011, p. 164*). Good companies make sure they have regular

feedback concerning managers to check their managing qualification. Unsuitable managers are dismissed in the very good companies (Zielke, 2006, p. 61).

Motivation is strongly connected with job satisfaction. If a person is not satisfied with their job, they can hardly be motivated. Motivation manifests itself in its complexity through a person's relation to work, i.e. through a way a person evaluates their working activity and a role work plays in their lives. This evaluation issues from the social environment a person was brought up in. The job satisfaction profile is never unambiguous. Among the various relations a person is influenced by, some are crucial and determinative, some are less important and others neutral (Bedrnová & Nový, 2004, p. 227). From this viewpoint we may expect various conflicts demonstrating themselves in varied, sometimes even contradictory reactions of employees.

The employee satisfaction results in numerous consequences in a company: it is reflected in production quality, customer satisfaction, labour turnover, absence from work, and employee loyalty. Companies aspiring to improve their working performance cannot expect it to happen while they have discontented employees. In respect to the job satisfaction significance it is desirable to reveal and eliminate causes professionally and without fear.

An excellent motivation program, the acceptance of individual needs of employees and creation of perfect working environment the company occupies the highest positions among the best employers (Kuchárová Mačková & Balážová, 2011, p. 85). The motivation and enthusiasm of employees and managers surely are the most prime and the most important factors those are determining organizational successful (Blašková & Gražulis, 2009, p. 58).

## 2. Motivation and working attitude

Motivation is derived from a target oriented attitude. It concerns a direction and intensity of such an attitude (Armstrong, 1999, p. 295). Motivation makes the whole psychological and physical activity towards the aimed goals integrated and organized (Hitka, 2009, p. 10). Motivation means a set of person's internal forces focusing the person in a certain direction, activating the person and maintaining the activity. These forces manifest themselves to the outside as a motivated behaviour. Motivation means the point of harmony between what a person feels as his internal needs and what a person should do for the company (Plamínek, 2002, p. 78). Motivation in a company is important mainly in relation to working performance and overall working productivity of an employee, thus we use a notion of working behaviour motivation (Pauknerová et al., 2006, p. 171). Manager's goal is to create the environment suitable for achievement of the best performance under any conditions (Blašková, 2003, p. 168).

Stimulation means modifying employees' motivation. The issue of a proper stimulating method has been of interest for managers since the management came to existence. Stimulation principles and stimulating methods are closely connected with a large part of human resource management dimension (Urban, 2003, p. 89). Stimulation of colleagues rests in creation of their internal interest, willingness and desire to get engaged into job task fulfilment. Motivation can be expressed as a chain of interrelated reactions: the feeling of need results in bringing forth a wish to meet the target. Formulation of, or as the case may be, realisation of the aims causes a tension leading to activities aimed at their completion (Blažek, 1999, p. 76).

Today's company reality initiates searching of new stimulating methods. Managers wishing to efficiently stimulate their employees must react to these trends. Instead of intimidating and threatening the employees they must create an environment nourishing motivation and creativity of employees (Urban, 2003, p. 90). To make possible living potential will be profitable for the organisation not only at present but also in the future, it is

necessary to take every opportunity in the effort to increase its intellect value and personal efficiency by well thought out way (*Blašková, 2010, p. 42*).

The process of motivation comes with an unsatisfied need. The lack is the first link in a chain of events leading to certain behaviour of an individual. If the need remains unsatisfied, a person feels tension which leads them to undertaking certain steps towards the need satisfaction and consequently towards alleviation of the tension. This activity focuses on a target. Meeting the target satisfies the need and the motivation process is thus completed (*Donnelly et al., 1997, p. 368*). Motivation is comprised of five essential sources: needs, habits, interests, values and ideals. These sources make up every person's motivation profile.

Motivation approaches are based on motivation theories. The most influential theories are instrumentalist theories (*Kocianová, 2010, p. 28*), theories focused on the content and the ones focused on the process (*Armstrong, 2007, p. 161*).

The *working attitudes* are, as a rule, understood as individual differences in reactions to a particular working situation. Psychologists do not share one single opinion whether working attitudes result rather from innate predispositions and issue thus from certain personal traits or they result from a particular situation in which an employee operates. Besides the varied personal profiles the employees' working attitudes are related also with their motivation, driving and directing their behaviour in a certain way (*Urban 2003, pp. 29, 30*).

In respect of a company operation it is important to know that influencing or changing employees' attitudes rank among very complicated and time-demanding procedures. It is desirable to influence employees in a complex and long-term horizon. Regarding the influence on or change of attitudes, besides the obvious argumentation and explanation, the situation calls for influencing employees' emotions since the emotion part of the attitude is stable and interconnected with individuals' values and their persuasion. Therefore it is necessary to realize how much interconnected the employees' motivation and their attitude structure is (*Vronský, 2010, www*).

The most important working attitude related to motivation is the need for success. This need varies with an individual and can be understood also as a personal trait defining the effort to succeed personally. Another important attitude related to motivation is an initiative or persistence which can be understood as a permanent effort to succeed even in situations when the employee lacks positive feedback. An important aspect of these attitudes rests in the fact, that though they are an integral part of an employee's personality, they can be developed. The successful methods increasing the need for success include e.g. setting targets, providing feedback and strengthening self-confidence. The individual performance is preconditioned by the level of the respective abilities and by the motivation to use them. The level of abilities and motivation represent two basic factors of the employee's working performance. The personal performance and attitudes influence the working performance indirectly – by means of their influence upon capabilities and motivation (*Urban, 2003, pp. 30 – 31*).

The working performance of a person is, in respect of their personality, determined by their working competence, also by their willingness to do the job, i.e. the working motivation. If the motivation and capabilities equal zero, the performance will equal it as well (*Pauknerová, 2006, p. 171*).

To reach a good working performance, motivation is not sufficient. There are three essential prerequisites of working performance: competence – I am able to, conditions – I am allowed to and, motivation – I want. A surplus in motivation, however, does not guarantee a high performance, not even in case a person possesses necessary abilities and skills. Over-motivation causes an inadequate level of internal tension which negatively influences human mental health and results in inadequate or insufficient performance.

Low motivation is one of the reasons for working performance decrease. Even well paid employees do not necessarily perform up to their pay. The way their supervisors stimulate them may be in a direct contradiction with the right way of performing the assigned tasks. It may concern a situation when an employee points out a problem issue to their manager and the manager asks the employee to solve the problem by themselves. In reality it means they are assigned some extra work besides their regular tasks, which they may see as a punishment and next time they might be hesitant whether to draw the manager's attention to a problem or not. This way the manager may lose a valuable source of information (Urban, 2012, pp. 19–20). People do what they have been remunerated for and avoid what they have been punished for. Every task should be thus connected with a certain form of benefit, or, as the case may be, a sanction. If the relation is breached, the motivation fails.

The solution is a motivation programme of a company. It is defined by effort to create an integral system of forces influencing an employee and complying with a particular profile and tasks of a company. It focuses on optimum use of labour and at the same time on optimum satisfaction and development of a person within the working process.

### 3. Job satisfaction

Job satisfaction in a broad sense is a favourable or positive emotional relation issuing from performance or experience evaluation. Job satisfaction in a specific sense is an attitude to job as a whole and to its particular components which are allotted weights by an individual (Koubek, 2005, p. 46). The notion of job satisfaction is very broad. Generally, it includes all manifested attitude of an employee to the performed work, job position and profession, working conditions, working environment, workplace and company, and to the working team (Bedrnová & Nový, 2004, p. 227).

The notion of job satisfaction is not understood unambiguously. Job satisfaction can be understood in a broader sense, which includes personality traits of an employee related to working conditions and, in a narrow sense, it is understood as satisfaction with a job, i.e. with the requirements of the job and mainly with the job tasks, however, also with remuneration for the performed job, respective prestige etc. (Nakonečný, 2005, p. 110). From the point of view of an employee the satisfaction may be connected with the sense of self-fulfilment, joy from work, but on the other hand with a certain sort of self-complacency and the following passivity. More specifically the job satisfaction can be defined as “A general attitude to work and its separate components the individual allots a certain weight or significance to”.

Job satisfaction is influenced by numerous factors each of them affecting the general feeling to a different degree and contributing the overall level of life satisfaction. The aim of varied researches and studies is to capture the particular factors that are most adequately related to the job satisfaction. Essentially there are two groups of factors – **outer factors** comprising of a set of working conditions (working environment, safety at work, pay, remuneration, employee care, leadership style, working processes characteristics, organization of work, training, career and personal development, relationships at workplace...), and **internal factors** – personality (objective personality agents – age, gender, length of employment, education, family status; personality traits – emotional stability, frustration tolerance, extroversion; motivation factors – needs, attitudes, expectations, plans and aspirations).

Full satisfaction of all employees, is not, as a rule, realistic. A substantial part of dissatisfaction is not, however, necessary and can be easily avoided. Research reveals a significant part of dissatisfaction is caused by impact of four factors that can be mostly solved by a manager. They include managerial style, staff selection, job descriptions and unfairness in evaluation (Urban, 2003, p. 100).

We might expect high level of job satisfaction corresponds with such a working attitude for which high productivity, low absence from work and low job turnover is typical. Managers believed if they were going to influence factors which positively affect job satisfaction, the working behaviour will positively reflect it. This relation, however, is not direct and simple. The relation between job satisfaction and working behaviour is also affected by numerous variables. In the relation between job satisfaction and motivation it holds true good working conditions mostly stimulate motivation to work. The same holds true for the situation when a person is being satisfied and fulfilled by the job itself. It also means then there is a direct influence: the more satisfaction, the higher motivation for work. However, there is a completely opposing relation in case when the sense of satisfaction is based on a low level of requirements on oneself, on others and on working conditions.

Besides monitoring job satisfaction, monitoring of **employee loyalty** is also important. Experience has proved employee loyalty measuring brings further significant information to complete the bigger picture of a company in terms of “satisfaction and performance of its employees,” (Pojerová, Svátek & Bojanovský, *online*).

Loyalty is determined by a degree of closeness in relation of an employee to a company. Loyalty has three components: compliance with company targets and values, desire to be a part of a company and willingness to make effort in the interest of a company (Armstrong, 2007, p. 173). An employee may be satisfied in a company from various reasons, which, nevertheless, do not have to be necessarily in harmony with the targets of a company. Willingness to work and primarily an employee's performance, thus, are not necessarily linked with their satisfaction. In contrast, loyalty based on mental relation make predictions of employees' behaviour easier, which strongly affects not only performance but also job turnover trends (Pojerová, Svátek & Bojanovský, *online*).

Since the job satisfaction is a subjective feeling of every person, it is necessary to adapt research methods accordingly. In case of job satisfaction the merit rests in examining the experience. The most frequent methods are personal interviews or written questionnaires, often possible to be enhanced by observations of people's reactions in standard situations. A crucial problem of using a questionnaire is in ensuring true responses. Respondents generally tend to answer the way they think they are expected to. Therefore, in respect of the above mentioned, explaining the reasons for satisfaction monitoring is essential, as well as an emphasis put on true and undistorted responses (Bedrnová & Nový, 2004, p. 283).

Both the mentioned methods have certain advantages and disadvantages. In reality, for job satisfaction monitoring **questionnaires** are the most common. The questionnaire formation is to be paid utmost attention. The questions must be put unambiguously and in as easy way as possible. The questions may differ in format. We distinguish open questions which a respondent freely answers, and closed questions which are submitted to a respondent in formats of suggested answers or levels of satisfaction within a scale (Bedrnová & Nový, 2004, p. 284).

Employees' satisfaction survey is a tool for finding out employees' opinions about events in a company, sense of purpose of the employment, collaboration with other departments etc. A basic rule to be followed is anonymity of respondents. The surveys are to be repeated to find out about development of the employees' opinions. Data subject to evaluation by statistic method analyses. To ensure expected explanatory power of results, it is necessary to keep certain clearly set principles during all the research phases – preparation, data collection and data processing, presentation of results during the follow-up arrangements. If otherwise, the results might be difficult to apply or even misleading, respondents might not be willing to respond repeatedly etc. (ELSE, *online*).

Expert or practical studies revealed satisfied employees are more productive, they absent from work less frequently and their job turnovers are lower. Employees' satisfaction is one of the essential factors affecting company target fulfilment and staff compliance with them. Every employee's opinion counts in terms of evaluating the factors fulfilment. Employees' feedback to a research itself is usually positive since they see it as a token of interest paid to them by company management. This way management gets feedback otherwise accessible with difficulty. It helps to describe the current state, specify reasons of problems and find ways to solve them, alternatively, to improve working climate (*Pojerová, Svátek & Bojanovský, online*).

In developed companies, which exercise up-to-date approach to management and staff motivation, the monitoring of the employees' satisfaction is considered a standard instrument of human resource management.

The survey opens up a way for employees' communication from a workshop floor upward. The monitored factors involve financial and moral assessment, potential career in the company, outlook of further development and environment in which an employee works (*Pojerová, Svátek & Bojanovský, online*).

#### **4. Research into employees' satisfaction in Pacific Direct, ltd. in Holic**

Pacific Direct s. r. o. (ltd.) is a producer and supplier of hotel cosmetics, bathroom and room accessories and travel sets. It produces brand cosmetics; runs job production and develops new types to customers' request. It delivers its products to more than 100 countries of the world. Pacific Direct has an immense product portfolio extended to include toiletries and bath and toilet equipment to suit all customers' requirements. Nowadays, this Czech producer exports approximately 95% of its products to the entire world. The biggest volume of the export is delivered to European countries, the USA and the Middle East. The unique advantage of the Pacific Direct rests in producing all products in one location, ranging from phial blowing to cosmetic content production, as far as to fully and semi-automated liquid bottling, screen printing and gift packaging.

The research was aimed at revealing how the employees perceived importance of and satisfaction with selected company attributes. Partial research targets rested in assessing the degree of importance and satisfaction with certain attributes, reveal their mutual hidden relations, verify correlation between an attribute importance and satisfaction within working company sub-teams, and identify so called problem attributes which are seen as important and at the same time unsatisfactory. To meet the research target a quantitative survey was carried out among the company employees via a questionnaire. 44 attributes from the following areas were researched: Company image (No. 1 – 2), Overall company atmosphere (No. 3 – 8), Trust in company management (No. 9 – 12), Working conditions (No. 13 – 18), Staff remuneration (No. 19 – 22), Direct supervisor (No. 23 – 30), Information accessibility (No. 31 – 33), Working team (No. 34 – 36), Qualification and training (No. 37 – 38), Career (No. 39 – 40) and Enthusiasm (No. 41 – 44). The perceived satisfaction and attribute importance was assessed by means of a seven degree scale (entirely unimportant/dissatisfied, rather unimportant/dissatisfied, quite unimportant/dissatisfied, neither unimportant nor important/neither dissatisfied nor satisfied, quite important/satisfied, rather important/satisfied, entirely important/satisfied). The gathered data was processed and assessed via IBM SPSS Statistics (version 20.0) statistic programme and MS Excel (version 2010) programme. The correlation between the perceived satisfaction and particular attributes relevance among company sub-teams was verified by the Kruskal-Wallis test. Statistic hypotheses were tested at level of significance of 0.05. To reveal mutual relations of the attributes a correlation analysis was used. In respect of a character of variables the Spearman correlation index was analysed.

The retrieved data of average satisfaction and importance of the analysed attributes from all the company employees is in the Table 1.

Table 1: Importance of and satisfaction with the monitored attributes – median category (own study)

ID	Attributes	Importance	Satisfaction
1	Good reputation of the company	rather important	rather satisfied
2	Quality products	rather important	rather satisfied
3	Stability of the company	<b>entirely important</b>	quite satisfied
4	Security for a position	<b>entirely important</b>	quite satisfied
5	Adequate level of stress	rather important	<b>neither dissatisfied nor satisfied</b>
6	No intrigues among employees	rather important	<b>neither dissatisfied nor satisfied</b>
7	No competition among employees	rather important	quite satisfied
8	To feel well in the company	<b>entirely important</b>	quite satisfied
9	The company considers their employees to be important	rather important	<b>neither dissatisfied nor satisfied</b>
10	He leads the company to the determined goals	rather important	quite satisfied
11	He pays attention to the essentials matters	rather important	quite satisfied
12	In case of troubles the management looks for a solution at first and only then for a guilty party	rather important	quite satisfied
13	Good job safety and health protection	<b>entirely important</b>	rather satisfied
14	Suitable space solution of the workplace	rather important	quite satisfied
15	Suitable technical solution of the workplace	rather important	quite satisfied
16	Good job organization	rather important	quite satisfied
17	Adequate quantity of tasks	rather important	quite satisfied
18	Good co-operation with the other departments (divisions)	rather important	quite satisfied
19	Sufficient level of the basic wage	<b>entirely important</b>	<b>neither dissatisfied nor satisfied</b>
20	Fair wages system	<b>entirely important</b>	<b>neither dissatisfied nor satisfied</b>
21	Benefits and advantages of employees	rather important	<b>neither dissatisfied nor satisfied</b>
22	A possibility to work more at more money	rather important	<b>neither dissatisfied nor satisfied</b>
23	The boss a model (exemplary)for the others	rather important	rather satisfied
24	An interest of the boss in your remarks	rather important	rather satisfied
25	An interest of the boss in your suggestions	rather important	rather satisfied
26	An interest of the boss in your complaints	rather important	rather satisfied
27	Evaluation of your results, feedback, praise	rather important	rather satisfied
28	The boss solves the disputes in the workplace	rather important	rather satisfied
29	To have some space for decision making of your own	rather important	rather satisfied
30	To be able to ask whatever whenever	rather important	rather satisfied
31	Information enough	rather important	quite satisfied
32	Notice boards, internal messages and meeting reports	rather important	quite satisfied
33	To be able to ask whomever for the information you need	rather important	rather satisfied

34	Co-operation in your department	rather important	rather satisfied
35	The relationship in the workplace	rather important	quite satisfied
36	Performance of your colleagues	rather important	rather satisfied
37	A possibility of increasing of your qualifications	rather important	quite satisfied
38	A possibility of further education	rather important	rather satisfied
39	A possibility of your job position change	rather important	quite satisfied
40	A possibility of your career path	rather important	<b>neither dissatisfied nor satisfied</b>
41	To work with enthusiasm	rather important	quite satisfied
42	To accept the tasks as a challenge	rather important	quite satisfied
43	Sufficient amount of interesting working tasks	rather important	quite satisfied
44	Variety of work	rather important	quite satisfied

Evaluation of the responses regarding the perceived attribute importance showed the employees consider most of the monitored attributes very important. The highest scores of the perceived importance (entirely important) were gained by *Company stability*, *Job security*, *Feeling well in the company*, *Good safety and health protection at work*, *Sufficient level of pay without bonuses*, and *Fair remuneration scheme*.

In contrast to the importance assessment, the satisfaction was assessed lower. The employees are quite satisfied or rather satisfied with most of the surveyed attributes. There are the following exceptions *Adequate level of stress*, *No plots among employees*, *Company considers its employees important*, *Sufficient level of pay without bonuses*, *Fair remuneration scheme*, *Fringe benefits*, *Chance to work more for more money*, and *Career development potential*, which showed the median is in the middle of the assessment scale. The employees are neither satisfied nor dissatisfied with these attributes.

The following might be seen as problem attributes: ***Sufficient level of pay without bonuses*** and ***Fair remuneration scheme***. These are remuneration attributes which scored the highest importance with simultaneously expressed lowest satisfaction levels.

By means of the Kruskal-Wallis test a correlation between the perceived **attribute importance** and the following aspects of the employee status was verified: *gender* (male; female), *age* (17 – 30; 31 – 40; 41+), *education* (ISCED 1, 2; ISCED 3; ISCED 5, 6), *work experience* (0 – 3; 4 – 6; 7 – 9; 10+) and *job description* (production worker; technical worker; warehouse operator; administrative staff; manager). The importance of most attributes was perceived similarly by all the employees regardless their job positions (the difference was not statistically significant referring to the level 0.05).

The attributes with which statistically significant differences in importance were spotted in correlation with other employee characteristics are stated in Table 2.

While the importance of attributes does not vary with gender, with higher education the selected attributes importance decreases. Certain attributes are perceived as more important especially by the employees having work experience of 4 – 6 years and being in production job position types, in a warehouse and by technical workers. The problem attribute *Sufficient level of pay without bonuses* is perceived as the most important by the employees with the lowest level of education and work experience of 4 – 6 years, the importance of the *Fair remuneration scheme* is most sensitively perceived by the employees with lower levels of education and working in production.



Table 2: Overview of attributes with statistically significant difference in importance monitored among employee sub-teams (own study)

Categories with the highest importance				
Significant attributes	Characteristics of employees			
	Age	Education	Work experience	Job description
The relationship in the workplace	17 – 30			
Suitable space solution of the workplace		ISCED 1,2,3		
Sufficient level of the basic wage		<b>ISCED 1,2,3</b>	<b>4 – 6</b>	
Fair wages system		<b>ISCED 1,2,3</b>		<b>production worker</b>
Evaluation of your results, feedback, praise		ISCED 1,2,3		
To be able to ask whatever whenever		ISCED 1,2,3		production worker
Notice boards, internal messages and meeting reports		ISCED 1,2,3		warehouse operator
To be able to ask whomever for the information you need		ISCED 1,2,3		warehouse operator
Performance of your colleagues		ISCED 1,2,3		
To work with enthusiasm		ISCED 1,2,3		
Good reputation of the company			4 – 6	
Security for a position			4 – 6	
The company considers their employees to be important			4 – 6	
He leads the company to the determined goals			4 – 6	
He pays attention to the essentials matters			4 – 6	
To have some space for decision making of your own			4 – 6	
Information enough			4 – 6	
Co-operation in your department			4 – 6	
Benefits and advantages of employees				production worker
The boss solves the disputes in the workplace				warehouse operator
A possibility of increasing of your qualifications				technical worker

The correlation analysis was used to verify the strength of a linear relationship between individual attributes. The strongest correlation dependence in terms of attribute satisfaction was detected among the attributes of the same question area. Very strong correlation dependence (Spearman correlation index > 0.7) was detected with the following attribute pairs:

1. Good reputation of the company (1) – He leads the company to the determined goals (10);
2. Security for a position (4) – Sufficient level of the basic wage (19);
3. In case of troubles the management looks for a solution at first and only then for a guilty party (12) – Good job organization (16);

4. In case of troubles the management looks for a solution at first and only then for a guilty party (12) – Good co-operation with the other departments (divisions) (18);
5. Good co-operation with the other departments (divisions) (18) – Information enough (31);
6. Co-operation in your department (34) – Group of attributes Direct supervisor (23 – 30);
7. The relationship in the workplace (35) – Evaluation of your results, feedback, (27);
8. The relationship in the workplace (35) – The boss solves the disputes in the workplace (28);
9. A possibility of your career path (40) – A possibility of increasing of your qualifications (37);
10. A possibility of your career path (40) – A possibility of further education (38).

Similarly, the Kruskal-Wallis test was used to verify also the correlation dependence of the perceived *satisfaction with the attributes and status* of the employees in terms of gender, age, education, work experience and job position. The satisfaction with most of the attributes was perceived similarly by employees in the same job positions (the statistical difference was not significant referring to the significance level of 0.05). Attributes which revealed their statistically significant differences in satisfaction correlated with other characteristics of the employees are stated in Table 3.

Table 3: Overview of attributes with statistically significant difference in perceived satisfaction monitored among employee sub-teams (own study)

Categories with the lowest satisfaction					
Attributes	Characteristics of employees				
	Gender	Age	Education	Work experience	Job description
Suitable technical solution of the workplace	male				manager, technical worker
Good co-operation with the other departments (divisions)		31 – 40			
Notice boards, internal messages and meeting reports			ISCED 5,6		
The boss solves the disputes in the workplace				10+	
Co-operation in your department				10+	
The relationship in the workplace				10+	
Performance of your colleagues				10+	
Sufficient level of the basic wage					<b>production worker; warehouse operator</b>

A lower level of satisfaction is perceived as statistically significant only with several selected attributes. The most interesting may be considered a low level of satisfaction with the *workplace technology solution* in men at managerial posts and in technical workers, however, also the perceived dissatisfaction with team relationships and working relationships in employees who have been employed with the company for a long time. In terms of problem attributes the *remuneration scheme* is perceived in the same way by all the employees of the company, while the lowest satisfaction with the *sufficient level of pay without bonuses* is expressed mainly by workers in production and workers in a warehouse.

The strongest correlation dependence in terms of attribute satisfaction was again spotted among attributes of the same question area. Further, very strong correlation dependence (Spearman correlation index  $> 0.7$ ) was detected with the following attribute pairs:

1. Good reputation of the company (1) – The company considers their employees to be important (9);
2. Good reputation of the company (1) – He leads the company to the determined goals (10);
3. Stability of the company (3) – He pays attention to the essentials matters (11);
4. To be able to ask whatever whenever (30) – To be able to ask whomever for the information you need (33);
5. A possibility of your job position change (39) – To accept the tasks as a challenge (42).

## 5. Conclusion

The research revealed the employees consider all monitored factors more or less important since none of them was marked as unimportant. Furthermore, the research revealed the employees are more or less satisfied with almost every factor; however, the factors that remain to appear problematic are the ones of the **remuneration area**, namely the *sufficient level of pay without bonuses* and *Fair remuneration scheme*. The least satisfaction with the *sufficient level of pay without bonuses* is expressed by production workers and warehouse workers, while low satisfaction with the *Fair remuneration scheme* is expressed by all the company employees.

Among remuneration area factors with the lowest satisfaction there are *fringe benefits* and *chance to work more for more money*. The remuneration area thus represents most attributes with the lowest satisfaction expressed by the employees. The financial remuneration is a strategic matter and belongs to sensitive data, mainly in terms of competition for quality employees in the market. The insufficient level of pay is the most frequent reason to leave a job. With these attributes, however, it is necessary to put a question: how long would a higher pay serve its purpose, or whether the dissatisfaction with the pay is not a mere standard and everlasting human dissatisfaction. The pay level dissatisfaction is not likely to be removed and, moreover, it depends on a potential of a company. The low level of this dissatisfaction might be connected e.g. with setting a variable part of a pay. A perspective of a bonus in case of good performance and a loss occurring in case of a low one certainly motivates the workers but it is not omnipotent. *The chance to work more for more money*, according to the opinion of the company representatives, equals minimum.

In the remuneration area it would be desirable to focus on how the employees perceive bonuses, mainly in terms of fairness in remuneration, adequacy and level of the bonus, and also whether the prerequisites for being paid the bonus are not too strict. It might be beneficial to check the current system of remuneration while focusing on the role of managers in remunerating their junior colleagues. The company should provide its employees with clear information about how the bonuses are set and how the employees can reach them through their work performance. In terms of fringe benefits the company may consider various forms of contributions, such as subsidized transport or holidays.

Among other remuneration attributes which revealed the lowest levels of satisfaction there are *adequate level of stress; no plots among employees; company considers its employees' important; and career development potential*. These attributes are generated by today's affairs. Stress and plots at the workplace are connected with uncertainty about job and pressure for the highest possible performance. Certain employees may perceive it even as a lack of interest in them. Career development potential is not an easy matter. It depends on staff requirements as well as opportunities of the company and settled rules in this area.

Data from the research was given to the company which promised to inform the employees about the research results. To make the benefit real it would be necessary to take arrangements to push the risk factors to higher levels of satisfaction since the staff and their satisfaction today mean the crucial determinant of success and future prosperity of every company.

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