

**European Polytechnic Institute, Ltd., Kunovice**

# **BACHELOR THESIS**

**2010**

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**European Polytechnic Institute, Ltd., Kunovice**

**Study field: Finance and Taxes**

**EFFECT OF MOTIVATION TO IMPROVE THE  
QUALITY OF WORK FOR EMPLOYEES IN THE  
COMPANY**

**(Bachelor Thesis)**

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**Kunovice, June 2010**

1. soukromá vysoká škola na Moravě  
**Evropský polytechnický institut, s.r.o.**  
Akademický rok 2009/2010

# ZADÁNÍ BAKALÁŘSKÉ PRÁCE

Jméno a příjmení: **Vladimír PEKNÍK**  
Studijní program: **Finance a daně**

## Téma práce:

**Název práce: Vplyv motivácie na zvyšovanie kvality práce  
zamestnancov v podniku**

## Cíl závěrečné práce:

Cieľom práce je objasniť podstatu a význam pracovnej motivácie. Analyzovať súčasný stav podniku STAR, s.r.o. Zistíte motivačné faktory u zamestnancov v podniku. Zistíte ako vplývajú motivačné faktory na kvalitu práce vo firme STAR, s.r.o. Vypracujte návrh zlepšení pre zvýšenie kvality práce v podniku. Návrh obhájte pred vedením firmy STAR, s.r.o. Hodnotenie bude súčasťou bakalárskej práce.

## Osnova:

1. Podstata a význam pracovnej motivácie
2. Analýza súčasného stavu podniku
3. Výskum motivačných faktorov u zamestnancov podniku
4. Vplyv motivačných faktorov na kvalitu a kvantitu práce
5. Zhodnotenie očakávaných prínosov navrhovaných zlepšení v podniku
6. Záver

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Myjava, June 2010

I would like to thank Ing. Andrea Majtánová for a very useful methodological assistance she provided me during processing my Bachelor Thesis.

Myjava, June 2010

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# INTRODUCTION

Currently, the organization interested in what should be done to achieve a consistently high level of people that have an impact on the quality and quantity of work. Human resources management should pay particular attention to the most appropriate way to motivate people with instruments such as various incentives, rewards, leadership and most importantly, the work performed and by an organizational context in which the work is performed.

Most people spend a considerable part of his life at work. It is therefore important to know whether it is for them to work as a means to obtain money or more. The primary reason people work is a real need to raise money for their existence and make sure that the lost work tomorrow. But once this need is met, people begin to inquire about other factors that might bring work activities. Therefore, one of the objectives of human resource management is to create incentive programs that will work effectively only if they are based on sound knowledge and understanding of tangible and intangible incentives while helping prevent individuals achieve results match expectation management.

Bachelor thesis provides a comprehensive picture about the motivation of workers on the quality and quantity of work in the company. Provide a sufficient amount of knowledge about how and when motivation is working and trying to detect and cancel respectively reduce the negative impacts and to find the tools and staff to actively build a positive motivational feelings.

The work is in the first part describe the nature and importance of motivation in the second part of the company to bring STAR, the third part of research on motivational factors STAR Myjava employees through a questionnaire in the fourth part is a result of detecting vulnerabilities and reserves in the company and then propose recommendations to improve the quality and quantity of work, and thus move the work motivation of employees in the company to the next level.

Ultimately, every business wants to be the productive workers who are willing and able to work, as it calls them and achieve their objectives and consistently excellent performance and guaranteed.

# **1 Nature and importance of work motivation, quality and quantity of work**

Globalization and internationalization of economic processes requires the creation of new approaches to management that could lead to better economic performance of the company to ensure it a competitive advantage. Human resource management comes to the fore as a major factor in the success of the company competitive. It is therefore important in keeping people aware that there is a difference between potential and dispositions of man really developed characteristics and external manifestations. Managers should be careful not to influence workers in attaining the necessary quantitative and qualitative parameters of performance. We work to influence such behavior is subject to, the heart, respectively the task of motivating staff.[1]

## **1.1 Human resources management and personnel management**

Human resource management is a logical and coherent strategic approach to managing the most valuable as any other business or organization has - people who work there. Their individual and collective work contributes to achieving the goals of prosperity and growth. Modes of operation are primarily determined by the personality of the principal. Currently in his expected general and technical knowledge associated with the creative approach and courage stemming from trust in people and in myself. Human resource development is the main instrument for implementing the practical steps of forming the company.

The scientific approach to human resources development based on objective knowledge of organizational behavior and management of specificity, which is highly interdisciplinary in nature. Management opened here two fan areas, namely:

- **In human resources management**
- **Personnel management.** [2]

Human resource management deals with managing people and creating macro-development personnel organization as a whole. This is the recruitment, selection, motivation, career and detached



The management of human resources, selection of suitable staff with good filling work and responsibility to provide all employees with specific information with the possibility of developing as an incentive to maintain their productivity. [3]

**Personnel management** is the selection and deployment of staff, as well as focus on forms of leadership of people who decisively influence the success of managerial work.

The objectives of personnel management:

**social goal** - a responsible approach to the common requirements and their consequences, to minimize the negative impact of these requirements to the organization,

**organizational goal** - Personnel management should contribute to increasing the efficiency,

**operational goal** - the level of activity and personnel departments must meet high performance standards and organizations

**personal goal** - to help workers achieve their personal ambitions and goals in accordance with appropriate individual contribution to the organization. [2]

Achieving these objectives can only be based on the definition of activities that contribute to their fulfillment and are listed in Tab. 1

Objectives of personnel management	Activities contributing to the objectives
social	Compliance with Laws
	Compulsory Service
	Relations between management and unions
organizational	Planning in human resources
	Compulsory Service
	Recruitment
	Training and induction
	Evaluation of performance

	Placing employees
	Control activities
operational	Performance evaluation
	Placing employees
	Control activities
personal	Training
	Performance evaluation
	Placing employees
	Remuneration
	Control activities

Tab. 1 activities contributing to the objectives of personnel management [2]

Synthesis of these activities shows the basic personnel management tasks - find, train, train, evaluate and provide opportunities for personal development workers. Generate good reputation in the public and inside the organization, mobilize workers to greater efficiency, to promote their innovative and entrepreneurial activity. [2, p. 144]

## 1.2 Motivation

What is the motivation? Motive is a reason for us to do something. Motivation concerns the factors that influence people to be kept a certain way. The three components of motivation by Arnold (1991) are:

direction - as a person trying to do;

effort - such as the strength of it he tries;

endurance - how long is a person trying to do this.

**Motivation** is derived from a goal-oriented behavior to the strength and direction of behavior. The motivation occurs when people expect a certain action is likely to achieve an

objective and valued rewards - one that meets their individual needs. Well-motivated people, people with clearly defined objectives, who take steps they expect will lead to achieving these goals. [19]

**Motivation** is the engine that drives efforts to meet the needs, desires, wishes of the individual. There is a chain: the need - desire - satisfaction. In addition to physiological needs, others depend on the environment in which people live. The desire to cause tension of activities. Addressing the pleasure of fulfilling wishes.

Motivation to manage is directed at achieving efficiency, which is associated with satisfaction of whom we follow. [5, p. 33]

For a deeper understanding of motivation is necessary to explain other terms relating thereto, especially the concepts of **motive** and **stimulus**.

Under the **motive** means the specific internal conditions which give rise to and maintain human activity and orienting it in a certain direction to a destination. The motive may be - tendencies, needs, ideals, values, interests, feelings, aspirations and more...

The motives of the units as motivation can be considered from various aspects of their classification:

*by the emergence of:*

- *Primary* (eg, pain avoidance motive, motive parent and more)
- *Secondary* (achieving power, motive fulfillment, and more)

*by value:*

- *positive*
- *negative*

*by the level of consciousness:*

- *conscious*
- *unconscious*. [6]

Feature only does the direction of human behavior, but also the intensity of work and its progress. Its behavior, however, does not usually an isolated motif, but the whole set of motives. [1]

External incentives to encourage and activate the theme is denoted by the term **stimulus**. Stimulus, unlike the theme is objective phenomenon and is either *tangible* or *intangible* human exposure outside. This action causes a reaction in humans and its mission is to achieve the desired behavior. [6]

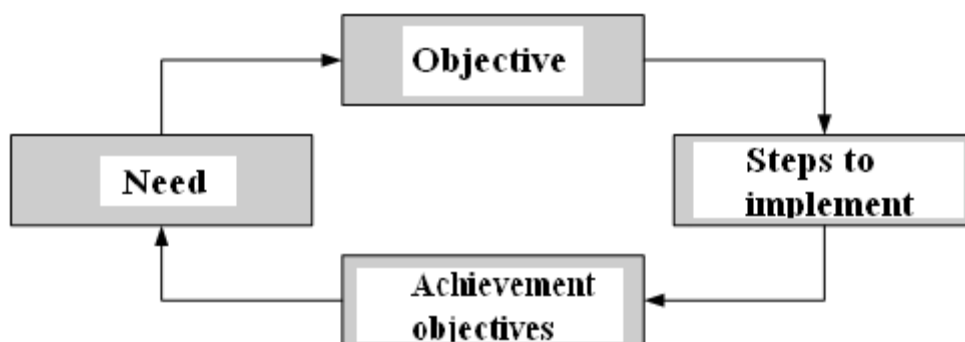
**Stimulation** encourages individual performance:

- rewards - positive stimulation
- penalty - negative stimulation [5]

The difference between the incentives and motives in the sphere show that the incentives of external causes personality incentives to work and themes reflect the personal page of incentives. [4]

### 1.2.1 Process of motivation

Managers must play a major role and must be encouraged to use their knowledge to achieve that, people will of themselves make the best, and there are those who must make good use of incentive processes provided by the organization. In order to do this, it is necessary to understand the process of motivation. [3]



Pic.1. A process model of motivation [3]

These needs create a desire to acquire or achieve something. Based on these objectives are to satisfy the needs and determine ways that lead to the goal.

If the goal is achieved, while the need is met, it may be assumed that the behavior that led to the goal is to repeat the event next time, if there is a similar need. Unless the objective achieved, it is less likely that these steps will recur in the future. [2]

The simplified model describes how to attend to individual motivation. Is based on motivational theories regarding the needs, expectations and goals.

The process of motivation, as has just been characterized, based on the motivation theories that attempt to further explain what that motivation is. [4, p. 254]

### 1.2.2 Work motivation

People carrying out some work on mastering tasks sought only if it is properly motivated.

The work is operating in a variety of motives may occur since the very motivation to work is a relative variable. Themes that affect human behavior at work is broken down into:

- *active motives*
- *supporting motives*
- *suppressors motives*

Active motives while directly supporting the work performance eg. motive to succeed.

*Supporting motives* paved the way for the effective operation of active motives may be, for example. motive to create a friendly atmosphere in the workplace, which helps to concentrate on work. However, *suppressor motives* takes people away from work performance to other activities, such as. interest in the social fun with colleagues, instead of task. The same theme may be different circumstances for different workers different effect. [1, p. 144]

The work motivation may occur in two ways

In the first case, people motivate themselves by looking, and found out the work that satisfies their needs, or at least leads it to expect that meet its objectives.

In the latter case people may be motivated by such management methods such as remuneration, promotion, praise. These two types of motivation can be characterized as:

- **Intrinsic motivation** - factors that people themselves create and influence them to be kept in some way or to be issued in a certain direction. These factors are responsible (feeling that the work is important and that we have control over their own facilities), free to act, the opportunity to use and develop knowledge and skills.

- **External motivation** - what can be done for people to be motivated. It consists of remuneration, such as. increase in salary, promotion, or praise, but also penalties, such as. disciplinary management critic. [3]

The work incentives we analyze two basic aspects:

**individual motivation at work** - individual motivation, with emphasis on application skills of the manager to motivate each member of the working group, led and managed. The starting point for the application of an individual worker's motivation is a thorough knowledge of the managers of the value scale, the hierarchy of needs and ways of life, respectively. foundations of the life style.

Working group motivation at work - group motivation, and team approach is preferred and the manager of its application system based on motivational factors derived from a hierarchy of values, needs, interests, aspiration and ambition of a particular team to manage and maintain.[7]

The main aim of work motivation is to motivate staff to effectively operate and serve a good performance.

### **1.2.3 General theory of work motivation**

Theories of work motivation be developed in close coordination with the economic life of enterprises.

Motivation theory in view of their interests can be divided into three groups:

theory of incentives aimed at understanding the causes

theory of motivation to conduct the process

theory designed for special purposes. [1]

Theories aimed at understanding the causes of motivation (theory of needs)

Underlying these theories is the belief that Unmet need creates a state of tension and imbalance. Re-balancing the need to recognize the goal that satisfies this need and how to choose behavior that will lead to achieving that objective. Any such behavior is motivated by unmet needs. [3]

The best-known motivational theories of needs are:

Maslow's theory hierarchy of needs

Alderfer's ERG theory

McClelland's theory of success,

Herzberg's two-factor theory. [4]

#### **Maslow's hierarchy of needs theory**

These include the classification of the most famous theory of needs. It held that the five main categories of needs that are common to all people. Maslowova hierarchy of needs is as follows:

*biological (physiological) needs* - related to the violation of internal equilibrium of the organism. Satisfying these needs affects the social expectations of people's behavior. Included the need of food, fluid, oxygen, rest, sleep and so on.

*existential needs of security and safety*- resulting in a situation of loss of life and threat to human security. These include the need to guarantee the application of work, retirement security, health insurance, reasonable job security and so on.

*need for belonging and love* - reflected the need to be a member of certain groups to be positively received by someone, loved. This includes the needs of social relations, social application.

*need to recognize, respect and satisfaction from work* - reflected in an attempt to be admired; recognized to have a prestige to have success. This includes the necessary accounts of man to himself, social status, recognition of the personal qualities of the organization, appreciation of the work and so on.

*personal development needs (fulfillment)* - In an effort to show a complete personal fulfillment, it fulfills its individuality, promote personal characteristics, intentions and interests. Includes cognitive needs ,aesthetic, environmental mission fulfillment, mergers personal interests and work and so on. [1]



Pic.2 Maslow's hierarchy of needs [1]

Maslowov's motivation theory states that if a lower need satisfaction becomes dominant and the need for more individual attention is then focused to meet the higher needs. [4]

### **Herzberg's two-factor theory**

Unlike traditional approaches to distinguish two types of factors affecting job motivation. The first category of factors are **motivators**, other **hygiene factors**. They are listed according to the magnitude with which they apply, is shown as follows:

Motivators	Hygiene factors
1. Power	1. Personnel politics
2. Success	2. Checking work
3. Recognition	3. Relations with superiors
4. Interesting work	4. Working conditions
5. Responsibility	5. Wage
6. Procedure	6. Prestige
7. Personal Growth	7. Job security

Tab. 2 motivators and hygiene factors [6]

Of the factors listed under the name of motivators that positive incentives to work are the internal, personal experiences, which workers can provide an interesting activity in socially recognized professions, which can bring high performance, be responsible for the site, to achieve success in their work and social recognition.

Hygiene factors relate to external circumstances, the work that the organization of work and working conditions, but also relationships in the workplace. Comparison negative aspects of hygiene factors increasing dissatisfaction and undermines incentives to work. Hygiene factors that do not have characteristics that would lead to personal growth, so in this respect for individ significant. Motivator factors are the subject of work and therefore are necessary for growth, allowing stimulation and psychological fulfillment of the individual.

According to Herzberg relation to work should be examined from two approaches. On the one hand, it should determine what staff is trying to achieve what makes it happy and on the other - what it wants to avoid making him unhappy. Therefore, if the manager wants to reinforce the positive incentives to workers, the only appropriate action to ensure the hygiene factors, including but not limited motivators. [6, p. 210]

#### Theories focused on the conduct of the incentive process

In theories focusing on the process focuses on the psychological processes or forces that affect the motivation and the needs. It also deals with how people perceive their work environment and how they are interpreted and understood.

The relevant processes are:

Vroom's theory expectations



Porter's and Lawler's model extended the theory of expectations  
Adam's theory of equitable remuneration,  
Skinner's theory reinforced perceptions. [4]

Theories focused on special purpose

The contribution of the third and last group of motivational theories, focusing on special-purpose, primarily use their application in managerial practice. This group of methods referred to previously assigned to the theories of some specific approaches, which include: employee participation in decision-making, stimulation of teamwork, to stimulate creativity and initiative. [3]

### **1.2.4 Incentive programs**

Incentive program plants constitute a certain set of comprehensive measures for the management of human resources in relation to other management activities of management is to actively work to influence behavior (performance) and create (or strengthen) a positive attitude to the organization of workers undertaking.

The principles of work motivation is clear that measures to increase positive activities in the work behavior of individuals and families can not be attributed as "demand management system to the worker. " To be successful the process of motivation, all external stimuli of this kind combined with the internal structure of motives and needs of workers. Therefore, if an incentive program to be effective in the expected direction, it should be based on personal business strategy. [8]

Incentive programs include the internal company material, and are often seen as part of corporate secrecy. Are they prepared the basic objectives and outcomes of work motivation, which are usually based on the knowledge of the needs and interests of workers of their own value systems, aspirations, ambitions and ideas about careers in the business. Incentive programs are two aspects of psychological and economic, both in terms of development equivalent. [7]

Types of incentive programs

In the literature and managerial practice can meet with the breakdown of the incentive programs, according to two criteria:

who are the incentive programs intended

What were the theoretical basis for the development of incentive programs used. [7]

The first criterion is divided into incentive programs into two basic groups:

*individual incentive programs* that are targeted at specific worker group or *incentive programs. enterprise (company) incentive programs* respectively. systems developed for the whole of the working groups, respectively. the whole enterprise.

The second criterion - what are the theoretical basis for the creation of incentive programs used to be divided as follows:

*incentive programs based on the theory needs*  
*incentive programs based on economic theory*  
*incentive programs based on the theory of reinforcement and rewards,*  
*incentive programs based on the theory of expectations [7].*

### **1.3            Quality - theoretical knowledge of the quality**

Quality is the rate at which a set of inherent characteristics of the product, system or process fulfills the requirements of customers and stakeholders. [9] Societal demands arising from the laws, decrees, regulations, codes and other factors which quantify the environmental and health, safety, property protection, saving energy and natural resources.

Companies operating in free markets have their products and services sold. In this case the customer that determines what quality means. A quality product is one with which the customer is happy because he had received exactly what calls and nothing less but or more often. The customer does not qualify as separate physical characteristics of the product, but also information and services, related to the product. Quality is a measure of customer perception of compliance with the requirements, desires and expectations. Quality is subjective, because it determines the customer. Quality is primarily dependent on the efforts which the company paid to quality issues. [10]

### **1.3.1 The definition of product quality**

As a developed market system as well as the changing view of the concept of quality. Professor at Harvard Business School - D. Garvin developed several approaches to define quality, while taking into account the historical development.

They are:

Transcendent approach

Product approach

Approach in relation to the production process

User access

Value approach

1. Adherents of transcendent approach defined in terms of the quality of the individual consumer. This site does not only material, but is governed by its own views on quality. Thus it may happen that a consumer is considered a better quality product and a second consumer product, in turn, B. According to this approach is the quality of vague value, because each consumer preference for different quality characteristics

2. Product approach stands in contrast to the transcendent. Under this approach, the quality is precisely defined quantity, because the product characteristics can be compared with the technical documentation. To improve the characteristics of a product code, it automatically increases the quality of the whole product.

3. Production-oriented definition based on consideration that the product is good if it is made in accordance with procedures set forth in technical documentation. This approach can be used as traffic or in some services.

4. Currently the most widely used approach is to user access. This stems from the belief that the product is good if it has characteristics identical to the requirements of the user. It may still be true. In real life encounters with the different variables that change consumer preferences. It's as advertising, fashion, or purchase products of domestic production etc.

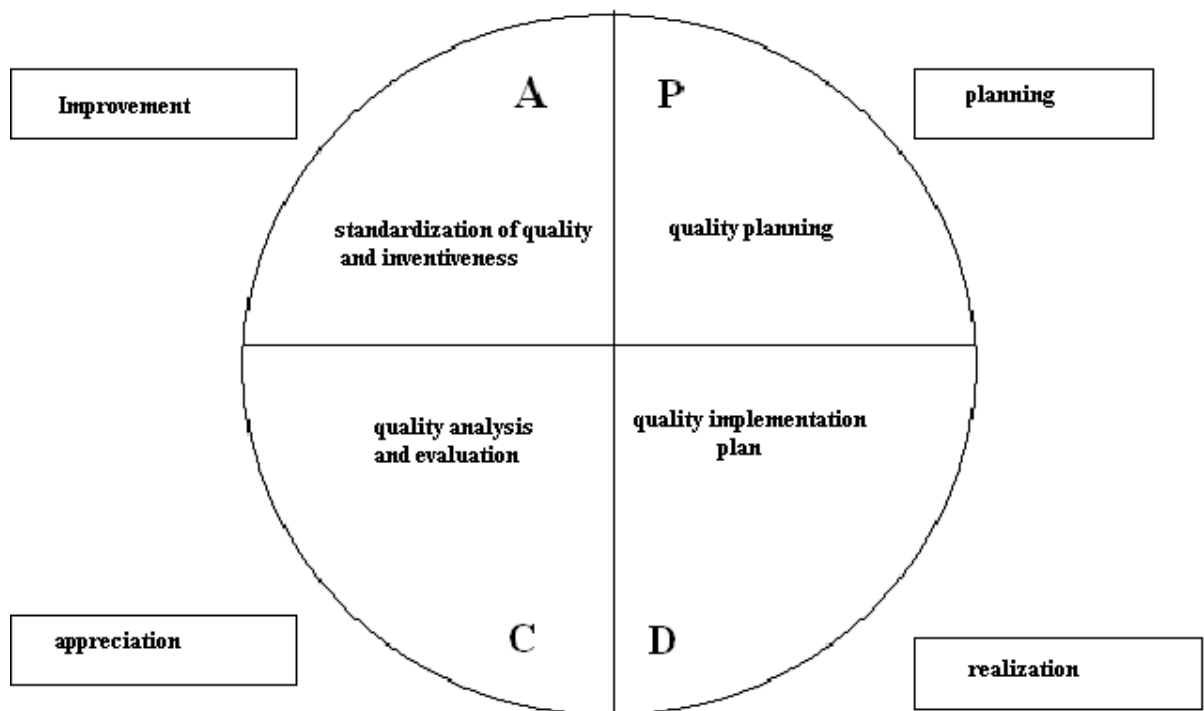
5. The value approach defines quality through cost and price. The product is high quality, if offered a performance at an affordable price. [11]

### 1.3.2 Improvement and quality management

Gradual or continuous improvement is probably the strongest page accompanying management. It is a term that is well understood in many companies, on the other hand, if these companies want to survive, there must be change in this view. It is necessary to nurture generations of managers who not only understand, but is also dedicated to continuously improving the activities in meeting external and internal customers.

Under the comprehensive quality management within two primary responsibility for continuous improvement of work: Processes to support the effective and improving current methods and procedures The management of innovation efforts to achieve greater technological advances.

W.E. Deming quality management to appear as a circle that endlessly spins in order to improve the quality of products. This cycle is called the PDCA cycle.



Pic.3 PDCA cycle [10, p. 51]

PDCA means:

P - PLAN: establish the objectives and processes necessary to deliver results in accordance customer requirements and policies of the organization;

D - DO : processes are introduced;

C - CHECK : processes and products are monitored and measured, compared with the policies, objectives and requirements for the product and communicate results;

A - ACT : carry out the activities for continuous performance improvement processes. [12]

PDCA cycle symbolizes the process of analysis of the issues between the needs of the customer and the current level of work. It is a systematic procedure based on the prevention and correction of defects in improving methods and procedures. This eliminates the root causes of problems and constantly revises and establishes new standards.

PDCA cycle to provide:

- Continuous improvement of methods and procedures;
- Promotion of improvements already carried out [10].

Types of improvement

Essentially, one may consider that Japanese management prefers a gradual improvement (known as KAIZEN), while American management is committed to a radical and dramatic the improvement process (known as reengineering). The comprehensive quality management (KMK, foreign TQM) is an appropriate use of both methods. The task still remains to ensure the quality, so that a comprehensive quality management serves as:

ensure quality

improve the quality (increased value) [10].

### **1.3.3 Benefits from the introduction of quality management system**

The main benefit from the introduction of quality is a quality production that is consistent with the standards and has application in the market. This production is the realization of the market turns into a financial result which is a fundamental objective of maximizing each company. Benefit from the introduction of quality manufacturers can be divided into direct and indirect.

The direct contribution is the amount of the price at which the manufacturer sells its output on the market and reduced the losses caused by errors, complaints, penalties, deductions and

discounts for damaged goods. It should be noted, however, that the relationship between growth and quality growth rates is not a linear relationship .

Indirect benefits are difficult to quantify precisely. This is particularly the expansion of existing markets, maintaining existing customers and attracting new customers, improve the image and goodwill. Finally, it is a higher involvement of workers in the manufacturing process and, often, increased pride in the enterprise.

All these benefits are due to the introduction of a quality system in the enterprise. When selling a business is certainly a great advantage if the enterprise certification and thereby increasing its price .. Must be taken in our quality management system in the enterprise as intangible assets. In general there are two approaches to valuing intangible assets. [13]

The first approach is cost. The aim is to quantify all the costs of acquisition intangible assets and subsequently through activation expressed as part of the assets of the company.

This approach is acceptable when we want the cost of an intangible asset is utilized.

The second approach is the income. Quality management system is understood as something that brings income, even together with other activities. For the calculation of the price the quality management system, the method of capitalization of the expected future benefits of a certified quality management system.

#### **1.3.4 The Effectiveness of quality improvement - Categories**

Businesses and to want to succeed in the market, has all its programs to support economic analysis. Must know what it's going to cost and what economic results in future count. This obviously applies also for the improvement. In this field, see what effects it will bring the programs to it, consumers and society. The economic literature indicates the effectiveness of four basic categories:

- Social
- Production – technical
- User
- National

Social effectiveness - 'It is based on the principle of forming an all-inclusive human development to create the most favorable conditions for this shape. ' [14] The social efficiency can be assessed with regard to these factors:

- Health and safety,
- Mental development of man,
- The working conditions of individuals and entire social groups,
- Reducing the share of physically strenuous and monotonous work,
- Changing environment
- Overall job satisfaction.

Production and technical efficiency of provisioning and quality is tied to the company. Mostly reflects the economic circumstances of inputs (costs) and economic outcomes (effects).

It examines changes in economic indicators of income, cash - flow or profitability.

User effectiveness - to ensure and improve the quality examining effects in active users. For us it is very often underestimated, which is connected with a small interest in customer satisfaction, and sometimes with problems in its investigation.

National efficiency - is the most comprehensive indicator of the effect of increasing the quality of the society while considering the requirements of producers and users of products with higher quality [14].

Although it is among these categories can have a close link following categories confused. An enterprise may profit in two ways, either by the unjustified price increases without growth, quality, or on the basis of cost reduction. In this second approach, the technical efficiency of production and closest to the user of National and efficiency.

### **1.3.5 Total Quality Management**

TQM was the beginning of the seventies as the further development of guidelines for quality assurance and production activities in response to Japan. TQM is a management philosophy

in a systematic and rigorous application of the methods in the business operations clearly aimed at a comprehensive customer satisfaction.

TQM consists of:

- The methods and procedures are developed and form a systematic whole,
- Of people's attitudes and behavior specific to each company or region.

So there are techniques and problems, or finances, but a way of thinking and actions of management and employees in the company. TQM is an open system in which it is possible to include everything that can contribute to maximum client satisfaction, trust and minimize resources spent on errors and shortcomings. This will create conditions for maximizing profits, increasing the competitiveness of firms and to minimize the cost of poor quality.

Total - means the whole company, all the sections from top to ordinary workers and all activities

Quality - means the fulfillment of the requirements and expectations of a comprehensive client compliance with their decisions only that client. The requirements are continuously increasing (for example reliability, security, hygieničnost, design)

Management - means that the active process carried out primarily by those involved in the management company and have the power to use its resources (money, manpower, equipment) to achieve the objectives of the company. [10, p. 54]

### **1.3.6 Principles of Quality Management**

In order to successfully lead the organization and function, it is necessary to regulate and manage in a systematic and transparent manner. Success can bring about the implementation and maintenance management system that is designed to continuously improve performance while addressing the needs of all stakeholders. An organization includes, among other disciplines, management and quality management.



Been identified eight principles of quality management, senior management may be used when driving organizations towards improved performance:

**Focusing on customers** - organizations depend on their customers and therefore should understand current and future needs, should meet customer requirements and to try to overcome their expectations

**Leadership** - head down the unity of purpose and direction of the organization to create and maintain an internal environment in which people are fully engaged in fulfillment of the objectives of the organization

**Involvement of people** - people at all levels are the basis for the organization and their full involvement enables you to use their skills to benefit the organization

**Process approach** - a desired result is achieved more efficiently when activities and related resources managed as a process

**System approach to management** - identifying, understanding and management of interrelated processes as a system contributes to the effective and efficient achievement of objectives

**Continuous improvement** - continuous improvement of overall performance should be a permanent objective of the organization

**Access to decision-making on the basis of factors** - effective decisions are based on an analysis of data and information

**Mutually beneficial relationships with suppliers** - the organization and its suppliers are interdependent and mutually helpful relationship underscores both the ability to create value.

The eight principles of quality management is the foundation of quality management system standard ISO 9000 file Successful exploitation of the eight management principles of the organization will benefit stakeholders in terms of improved return on funds created value, and increased stability. [9]

### **1.3.7 Quality in Organisations**

The concept of quality, just as the term relates to the quantity of anything, what can meaningfully be considered, that any entity.

Quality describes what the different entities with each other, their distinct characteristics and functions in a given area and time, quantity and gradation shows distinct characteristics and functions of the different entities and abundance of distinct entities.

The quality of the organization concerns everything we can to identify: people, machines, processes, products, characters, organization, management, and so on.

Differentiation entities should be ring-justified. The general considerations on the quality of the organizations can use such a breakdown:

Products: hardware, software, services and processed materials

processes - a system of activities that uses resources to transform inputs into outputs:

production processes, support processes, management processes, processes of learning and improvement;

systems - special purpose entities of any division - products and processes for subsystems, components and links between them and the surroundings at the time.

### **1.3.8 Quality assessment**

Assessment of quality empirical work, which we find the importance and benefits of quality in a given area and time

Quality has such importance and benefits, which are attributed to people:

functional or user

business

economic

social ... to cultural and historical.

Quality assessment will obviously vary, depending on the importance and benefits we wish to find. Any evaluation must therefore be justified purpose. A frequent requirement is to assess the quality, the most complex.

The nature of evaluation consists in comparing what it is, with the idea of what it should be. Those are three sub-groups of the evaluation process:

identifying the actual values of quality characteristics

creation and adoption of ideas optimum quality characteristics

creating and implementing an appropriate comparison practice with the idea of optimum factors, including formulation of the evaluation statements.

It can be said that quality assessment is a critical success factor for organizations.

Current institutions are further processed quality assessment processes. Considerable progress can be seen the use of competitive benchmarking. Best of the organization consistently applied to any field of vision of the future state quality requirements.

## **2 Analysis of the current state of enterprise**

### **2.1 Characteristics of the business STAR**

Star occupies a leading position among manufacturers of atypical building wall in the Slovak Republic and qualitative parameters achieves comparable results to the European and world standards.

Basic Information:    Company Name: STAR s.r.o.

Operation:            Brezovská 474

Myjava 907 01

## Business activities

The main activity of company is the production of atypical facing stone. STAR is a mimic natural stone tiles in various shapes and colors below.

Sandstones: Version 1, Version 2, Version 3, Version 4

Slate: Standard, broken, split

Stone: Crushed, MIX

Travertine: Travertine

Rock: fiery, fire pale, wrinkled, Inovec

Caps: Brick, Pillar, spacers

The company is located in Myjava located in close proximity of prehistoric settlement which route leads highway. Well located business location provides easy access to customers throughout Slovakia and neighboring countries.

The company has a variable production program, consisting of operational adjustments to the domestic and foreign customers in the dimensional, qualitative and quantitative requirements. In addition to traditional manufacturing, the enterprise constantly looking for new opportunities for expansion of the assortment.

## **2.2 History and present of business STAR**

Company History Slovakian Star dates back to 1991 when he began the development and later production of atypical building wall STAR. The main product of the manufacture of imitation stone with inimitable fidelity while maintaining excellent technical characteristics. Company through the ongoing process of improving quality, efficiency and performance as a quality product, so even the protection of the rights certificates and certification.

They are certified QMS - Quality management system - quality management system under ISO 9001:2000. Its aim is to ensure product quality and service to meet customer requirements

.. They have developed a process of e-commerce, reservation system, free customer service and are in the process of bar codes, hire purchase and payment terminal.

The main motivation and philosophy of this company is to provide customers with affordable and technically superior replacement expensive and scarce natural stone that its appearance recalls the ancient connection of man with nature.

STAR Company shall, in its premises. They are: production hall and natural drying, production hall and warehouse shipping, drying, storage areas, office building.

Currently, efforts to move towards enterprise will be:

improve the qualitative and quantitative level,

use of new machinery and equipment

stabilize processes

observe the quality of all activities within the meaning of philosophy with respect QMS ISO 9001 standards

Internal management organization provides status and working order. The company issued a collection of internal rules and guidelines that are mandatory for workers and for adjusting the operation of the Company in various management areas.

## **2.3                    Quality Management System**

The main processes of the organization STAR is the development, manufacture and sale of atypical facing stone. The organization has built and introduced the QMS as a means of ensuring compliance with customer requirements in accordance with the requirements of ISO 9001:2000. QMS clearly defines the responsibilities of staff engaged in processes that affect the quality to be carried out competently, in accordance with documented procedures. The organization maintains a system and continuously improve the final product meet the requirements of its business customers and ISO 9001: 2000.

## **2.4 Quality products and processes, prepared and implemented quality management systems**

Quality manual is a document management system STAR organization quality, which meets the requirements of ISO 9001:2000. It serves to clear the documentation of quality management system of organization which covers all activities affecting the quality of processes and final product.

The manual is an internal quality control standard mandatory for all employees of the organization and practical application of the above information, it ensures that all organizational, commercial, manufacturing and inspection processes are planned and managed according to ISO 9001:2000. Quality Management System described in Corporate Quality Manual ensures that products meet the requirements of our customers.

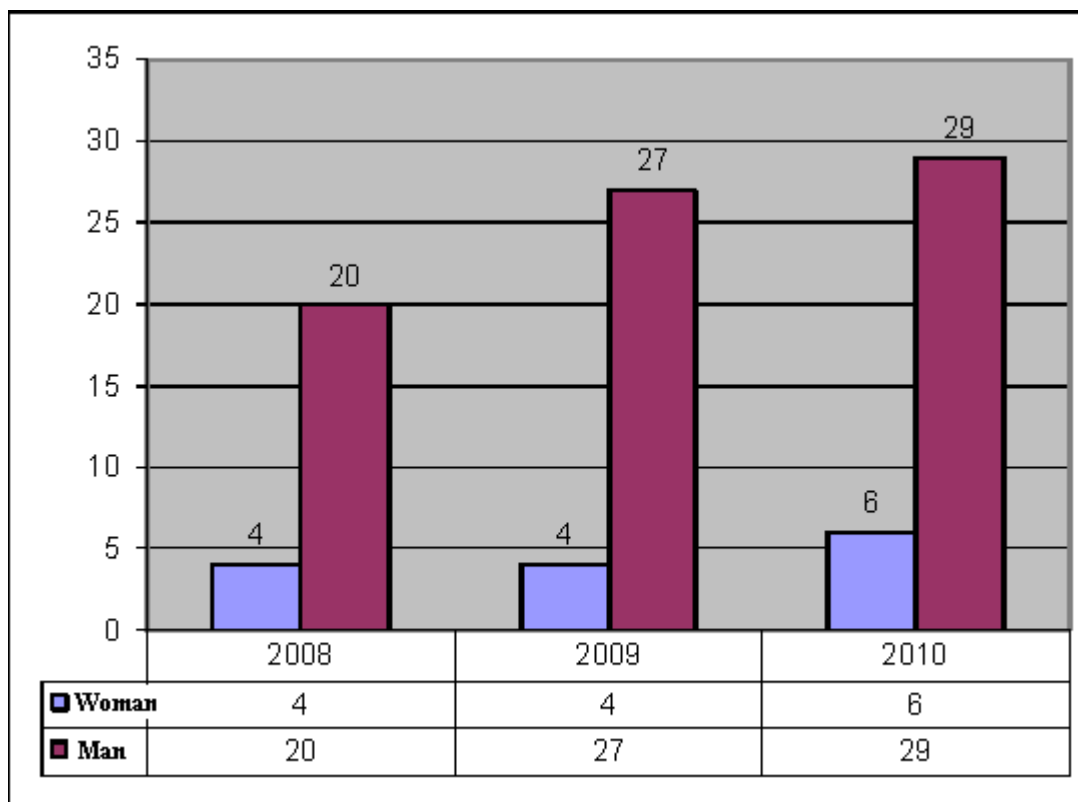
PK describes how and management processes in organizations and their interactions through an appeal to other related documents, which help ensure compliance with the requirements of ISO 9001: 2000. PK present a STAR externally defined quality policy, quality objectives, the scope of organizational units, the system Quality management includes, an interaction between the processes in the QMS and presents a description of QMS and compliance standards. Officials of the Organization affecting the quality of the products are responsible for the implementation of quality policies contained in the company and guide it to follow the documents.

## **2.5 Overview of STAR employees**

The total number of employees STAR Myjava is 17% (6) women and 83% (29) men. The company grows and continues to grow at an average number of employees.

	2008	2009	2010
	Number	Number	Number
Women	4	4	6
Men	20	27	29
Together	24	31	35

Tab. 3 Structure of employees by gender



Graph 1: Structure of employees by gender

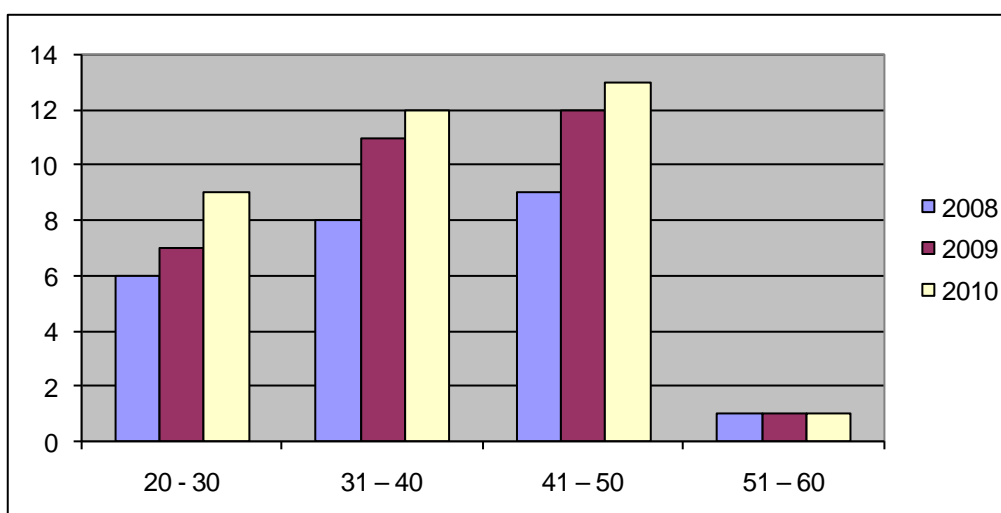
Source: Own

How can of Tab. 4 and Chart 2 shows average age and number of employees STAR Myjava increases with advancing years. This is due to the adoption of new employees to the company.

Age	2008	2,009	2010
20-30	6	7	9
31-40	8	11	12
41-50	9	12	13
51-60	1	1	1
Together	24	31	35

Tab. 4 Age structure of employees

Source: Own



Graph 2: Structure of age

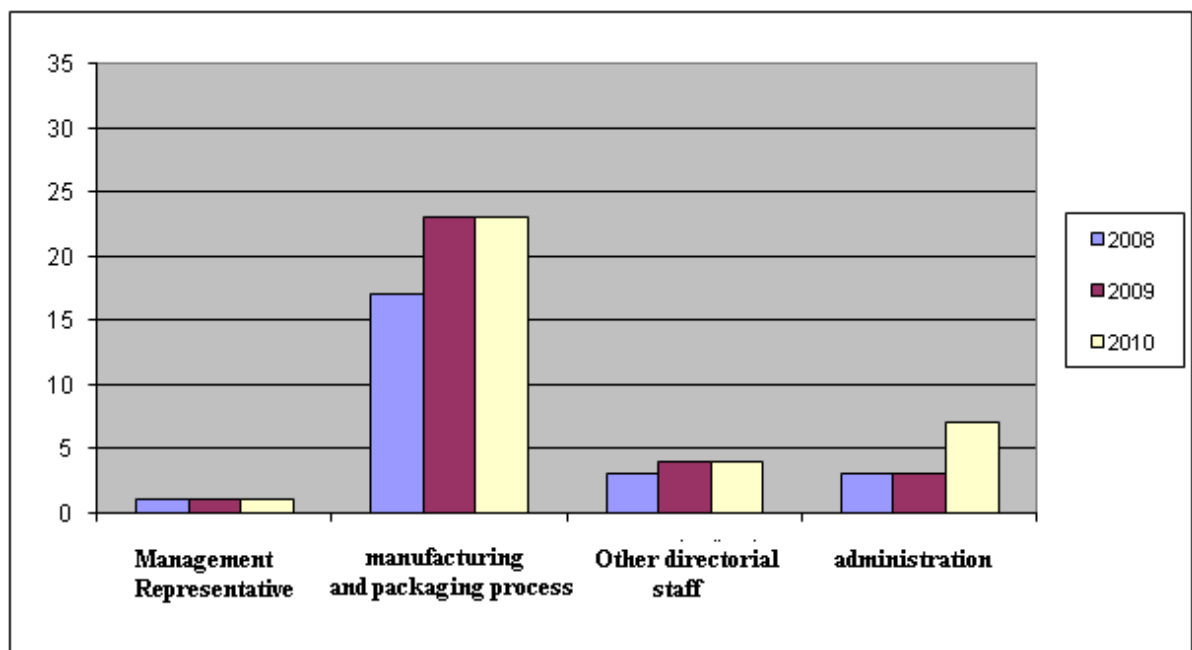
Source: Own

	2008	2009	2010
Management Representative	1	1	1
The production and packaging process	17	23	23
Other staff cost	3	4	4
Administration	3	3	7
Together	24	31	35

Tab. 5 : Structure of employees by job

Source: Own





Graph 3 : Structure of employees by job

Source : Own

### **3 Research on motivational factors for employees and the impact on the quality and quantity of work**

Motivation is the basis of behavior at work. This is reflected in the approach to employee job function and activities undertaken. If management wants employees to identify with the company, its strategic goals, values, customs and traditions, it is necessary to motivate them.

Based incentive program the company is creating a working environment, conditions and relationships that ensure progress and development and increase business activity, creativity and initiative of staff. Main focus of this chapter is an incentive program in terms of STAR Myjava and its recovery. To obtain more accurate data on the professional staff motivation I have decided to apply the questionnaire method.

#### **3.1 Motivational system applied in the enterprise**

Analyze Current state provides motivation to realize that this is a business organization constantly evolving depending on the motivation and internal and external influences.

Analysis of the incentive system of STAR Myjava will focus on means of motivating staff. What incentives STAR offers its employees to achieve their desired behavior for the work done. In the analysis of the incentive system applied in business, we have focused on the area:

- social program of business
- physical stimulation
- training and staff development

### **3.1.1 Motivation of employees conducted by internal and social care program for employees**

The social program is a way of practical implementation of the strategic aims and objectives of society. It reflects the broader social environment, financial position and valid legislative action.

A comprehensive and balanced social program requires funding of the costs and generated profit. Boards of looking for opportunities and therefore solutions to implement the social agenda. This is not a program based on handing out various social benefits, but its main objective is to motivate employees.

To improve the social conditions of workers provided by the employer on their financial possibilities following social benefits:

To implement the social program puts emphasis on the company to:

- various measures have been determined by a specific employee whose position required
- specific tools of the social agenda to reflect the social structure of employees
- individual actions always reflect the actual needs of employees

To improve the social conditions of the employees provide their employer within the financial possibilities of the following social benefits:

1. **Catering** - employer paid the costs of its employees 55% of the total cost of a meal.
2. **Drinking regime** - the employer provides a range of beverages in the workplace that correspond to sanitary and epidemiological norms in the form of beverage machines.
3. **Health care workers** - in the health care workers the employer at the entrance, and exit of preventive medical examinations and inspections required by specific regulation of specific professions, to verify the medical fitness for work. It also provides an employer to his employees in the safety and health, personal protective equipment, uniform work clothes, provides fire protection at work.

### 3.1.2 Motivation in physical stimulation

STAR Myjava used to the extent possible in the physical form of incentive pay to motivate their staff to achieve set business objectives.

Remuneration system takes into account the organizational and technological development organizations. To ensure payment by differentiated responsibilities and demands of work and according to individual performance. It also aims to contribute to the competitiveness of the organization of the labor market. The company is made direct cash remuneration in the form of wages, bonuses and rewards.

Payroll forms for individual jobs:

*representative of the owners and management* - under the management company

*manufacturing and packaging process* - job-salary + bonuses for irregular changes + bonuses for difficult conditions + + pay seasonal bonuses under the annual production quantity,

*Other staff cost* - hourly wage = 5 / warehouse, service, care / pay for irregular seasonal changes + pay + bonuses under the annual running of the company

*Administration* - 6 hourly and monthly wage / ISO professions grouped among seven people / Q + pay annual fees by running the company.

Allowances are provided to all the Labour Code = overtime + bonuses for weekdays, Saturdays, Sundays, holidays and night allowances.

Wages, conditions of work are set out in the employment contract, wage not less than the minimum wage, wages are payable monthly in arrears. Redemption date is the day of the month specified in the organization after the period for which wages are provided. Wages are paid by direct debit requests through employee financial institution.

### **3.1.3 Motivation in education and personnel development**

Politics and personal development training for employees is to ensure conditions for a comprehensive upgrading the skills and personality.

Continuously improving workers' skills organization is not the only part of the development workers themselves, but also the entire development organization.

Education in the organization aims to:

Being an important element of motivation for all employees

To increase the stability and efficiency of processes in the organization,

Ensuring compliance with customer requirements.

All training and education workers are documented and recorded in training plans, lists of participants of each training, evaluations, training, respectively the personal records of employees.

External training

#### Courses in education plan

The management representative in collaboration with the leaders for one calendar year (before the start of each calendar year) training plan and training for the various training activities (compulsory and optional) with the determination of the parties and dates.

The management representative stated under the approved plan of education and training appropriate to the specific terms and ordered them. The list of participants in training serves as a training attendance list, which is a record on education, training and skills.

#### Courses outside the education plan

Outside the education plan, workers receive training in organizations where:

If the change (adaptation) legislation comes into force organizations offer training entity with specific date and themes of education.

If in carrying out a worker need arises for the extension of education or skills.

In both cases, the decision to participate in the training manager with respect to the financial possibilities and the real need for organization and efficiency of the expansion of knowledge (skills) of workers for achieving the quality objectives.

### Internal training

Internal training is conducted in the organization so that employees are aware of the context and importance of their activities and how they contribute to the achievement of the objectives of quality.

Internal training is carried out incidentally in the organization whenever the need arises for their implementation (inspection QMS). The need for training may be initiated by any employee organization by its senior staff.

The implementation of internal training for trainers and participants in its executive decisions.

### Evaluation of the effectiveness of training

After completion of training (internal, external - planned and unplanned) to carry out evaluation of training which will assess the effectiveness of training and issued the report of the training. Assessment of Representative training helps management in evaluating operator training and then to develop a plan of training activities in the quality of training subjects.

## **3.2 Analysis of the incentive environment in terms of employees**

The analysis was to determine staff satisfaction STAR Myjava to the incentives provided by employers, which contribute to maintaining an optimal level of motivation in the implementation of quality and quantity of work.

To obtain the necessary information I decided to use a questionnaire method see attachment number 1. The reason for selecting it was mainly the fact that it is most frequently used

methods and is able to collect a relatively short time data from a larger number of people writing for submitting Form anonymously express their opinions and thoughts without fear of later prosecution or sanction. With these facts is assumed greater objectivity the data.

### 3.2.1 Evaluation of data obtained from the questionnaire survey

The questionnaire survey was conducted at the company's STAR Myjava during working hours. Questionnaires were distributed to 30 staff of the organization. Was to fill in the questionnaire was designed, but its duration ranged from 5 to 10 minutes. As a number of questionnaires were all returned and processed.

I opted for a questionnaire to 17 questions in four areas:

area of work motivation

area of social program

field work environment

area of labor relations

Structure of the respondents was as follows:

The questionnaire survey was administered to 20%-tures of women and 80% of men see Figure 4

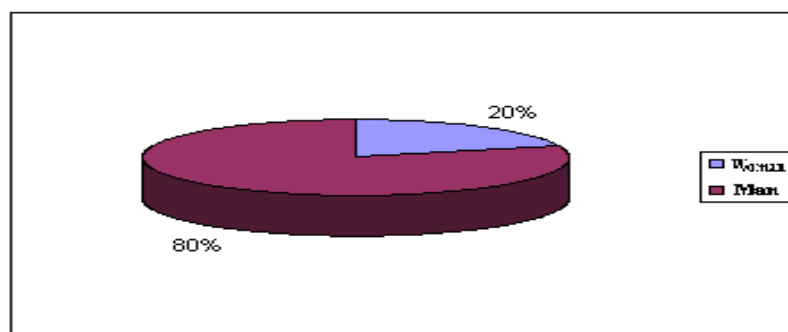


Figure 4 Structure of respondents by tender

Source: Own

As is evident from Figure 5 Structure of respondents by age is as follows, aged 20-30 years participated in the questionnaire survey 30% of employees, 31-40 years and 41-50 years participated in just 33.5% of respondents and the 51-60 years 3% of employees.

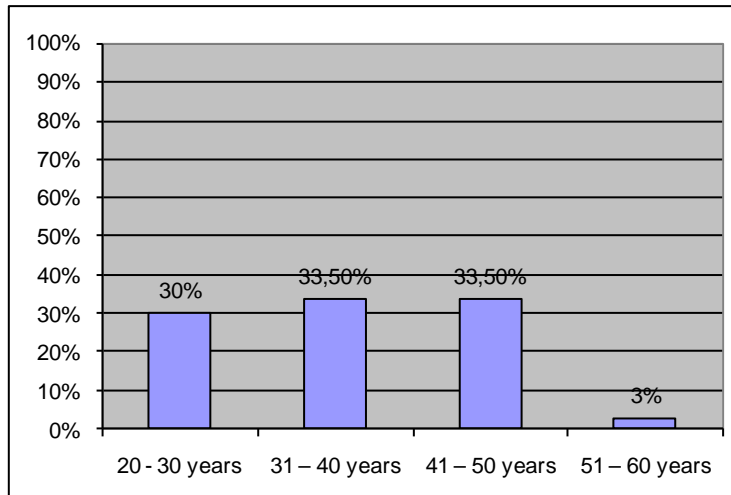


Figure 5 Structure of respondents by age

Source: Own

Figure 6 illustrates that 43.5% of respondents achieved universal primary education + apprenticeship, 47% of the secondary school leaving examination, 6.5% of workers had higher education and 3% of employees have completed higher education.

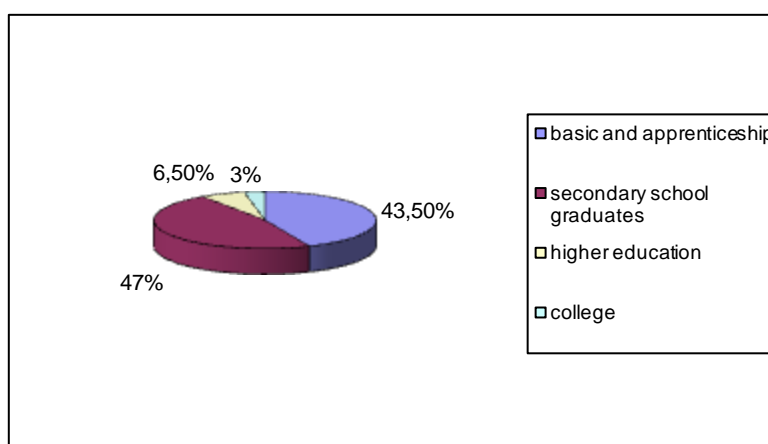


Figure 6 Structure of respondents by educational attainment

Source: Own



As seen in Figure 7, the questionnaire survey involving representatives of management 3%, 60% manufacturing and packaging process, 13.5% other staff cost and 23.5% of staff administration.

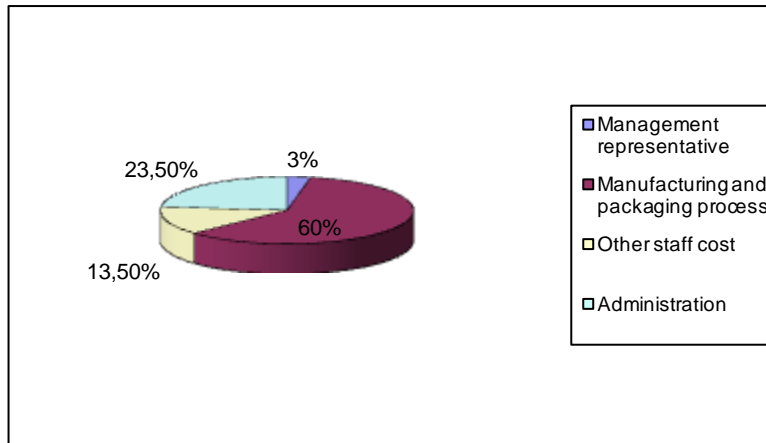


Figure 7 Structure of respondents by job

Source: Own

Survey participated, as shown in Figure 8, 0% of respondents who worked in the company of less than 1 year, 2% of workers working in business 1-5 years, six% of employees worked in the organization 6-15 years and 86% of respondents working in the company for more than 15 years.

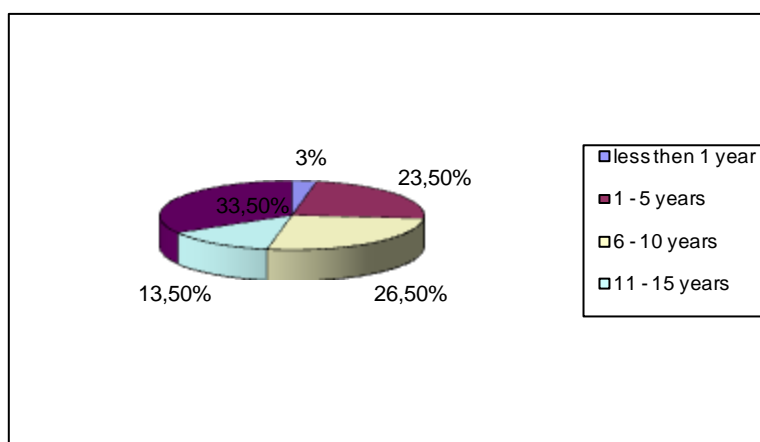


Figure 8 Structure of respondents according to seniority in the company

Source: Own

The structure of the respondents who participated in the survey questionnaire, approximately corresponding to the overall structure of the employees STAR Myjava.

### The area of work motivation

Remuneration system is a frequent topic of discussion in the company, employees have seen more positive and almost half it assesses how well see. Figure 9 but still require an increase in wages. Criticized the company in particular, wage differences between managers and workers. The second question shows that only 53.5% of respondents think that financial remuneration is STAR Myjava business at the same level compared with other organizations in Slovakia.

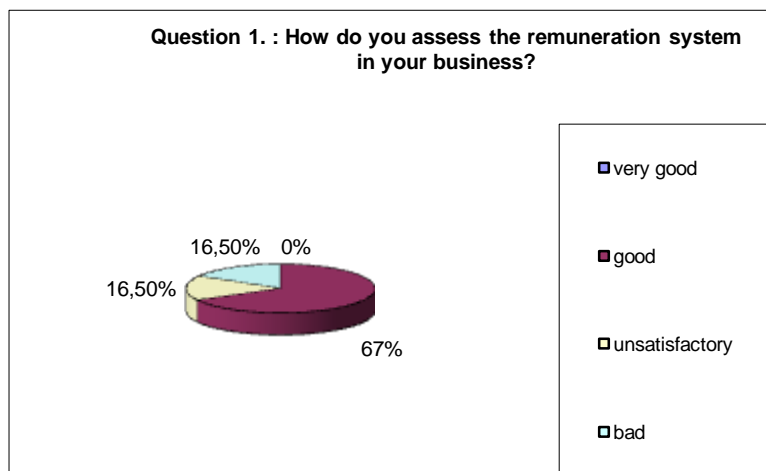


Figure 9.: Assessment of compensation

Source: Own

The analysis can confirm that the process of learning takes place continuously in the identification of education needs and planning for these needs. Employees who participated in external and internal training to comment on the overall level and content of these positive actions. Most workers - 80% think that they are worthwhile and additional training to address their own development and can apply all the acquired knowledge and skills on educational activities in practice. However, not all are doing to combine theory with practice, but they try. Who are so used the knowledge gained from training activities in practice, not the company.

It follows the acquisition of new knowledge, knowledge and experience, while operating an incentive to employees, but newly acquired skills, knowledge and experience in practice can not always apply.

Performed his work brings a sense of satisfaction 70% of employees there.

The most important motive to higher work performance is considered 50% of staff stability and certainty of work because employees fear losing their job. The second most important motive of 60% of respondents considered a good salary, interesting work, followed by 24%, the application of their own abilities 34.9% and 25% good co-workers.

The prospect of working procedures, the majority of respondents, or 83% rather unsatisfactory and 17% of the respondents well.

#### The area of social program

As can be seen from figure 10, 50% of the staff is more aware of the social program of the enterprise, as well as any benefits that the enterprise provides to employees. It is worth noting the percentage of employees who are not informed earlier about the Social Agenda, which the company attributed to the leadership that they do not inform about changes and news.

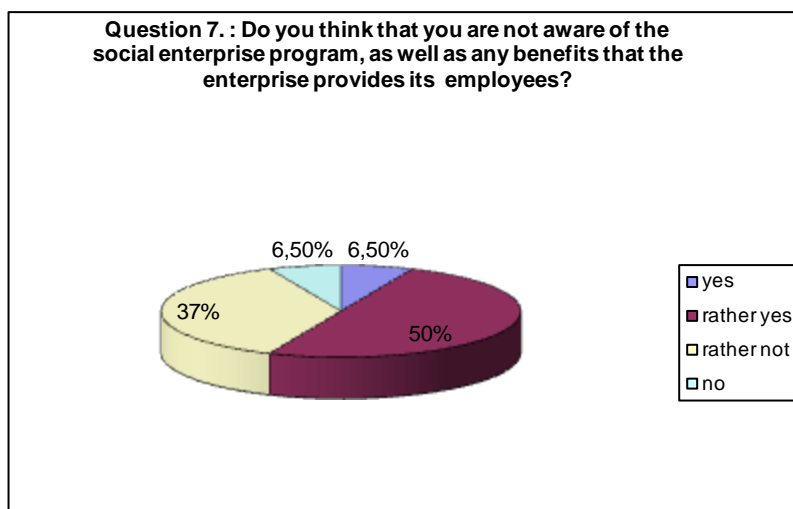


Figure 10 Information on the Social Agenda

Source: Own

Most respondents to assess health care workers provided by the employer as a positive because the employer takes care of the health of its employees and provides regular medical examinations are necessary for the performance of tasks. 50% of respondents rated it as good, 40% very well, 10% as rather unsatisfactory. Most staff complains that the company is not organized any events.

#### Field work environment

The nature of production is difficult to ensure an optimal working environment, which is reflected in the answers of respondents, where half of employees believe that organization rather neglects the health and safety as well as the overall quality of working environment. The largest gaps seen in temperature, noise and lighting in the workplace and take the improvement in these areas.

#### The area of labor relations

Management style of his immediate superior, 67% of the respondents considered to be rather good and it totally or partially satisfied, see Figure 11. 20% of respondents consider it rather bad and just after 6.5% in the good and bad.

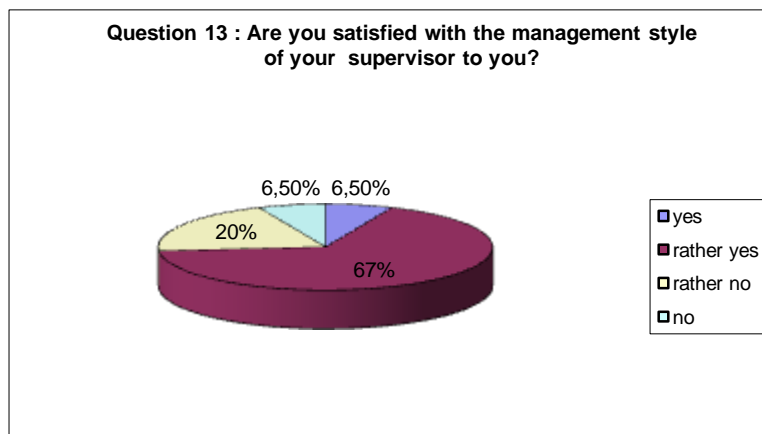


Figure 11 Satisfaction on management style

Source: Own

Positive 60% personnel and the level of communication with his superiors see. Figure 12 as well as the relationships between superiors and subordinates and co-operation between

different departments in the enterprise. Satisfied with the information from their direct supervisors, which are necessary to carry out their work.

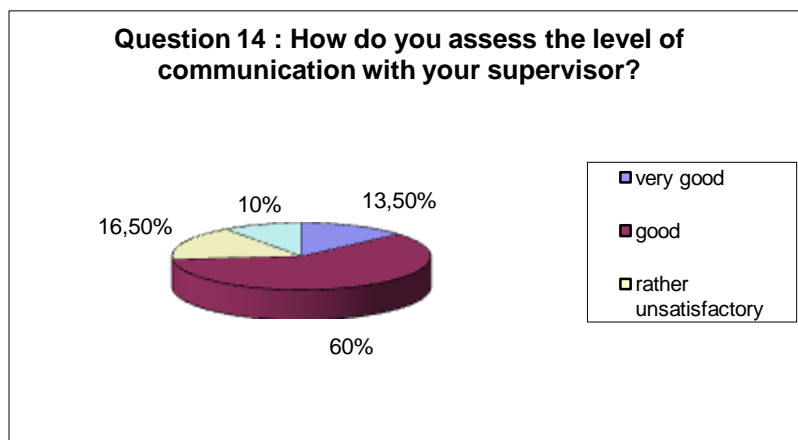


Figure 12 Evaluation of the quality of communication with superiors

Source: Own

Praise for a job well done from his superior receiving 2% of employees at all times and often 54% of respondents there is a compliment and sometimes granted only 42% of employees have never received praise for a job well done. Staff said that praise acts on motivating them by giving them a sense that their work is performed well for the company and are useful. Conversely, if they are not granted to compliment a feeling of insecurity, which manifests itself in stress and loss of confidence in the workplace.

70% of respondents do not have sufficient opportunities to contribute part or decisions relating to themselves or their work. Conversely 20% of the respondents to this question in the affirmative which means that they have the opportunity to contribute to decisions.

If respondents had the opportunity to re-apply for their jobs half would do so on the grounds indicated that the work performed by them and fills their hobby, age and experience in the field, lack of employment opportunities and good relations with colleagues. The second half of the employees would have this second opportunity missed because they are low valuations.

### **3.2.2 Evaluation of the results of the survey questionnaire**

Based on a thorough analysis of motivation, the findings from the questionnaire survey and interviews with the staff I can summarize the strengths and weaknesses in the company STAR work motivation:

Strengths:

good relations between employees and immediate supervisors;

good relations between employees on the same level

good informal relationships and informal communication.

health care workers

stability and loyalty of employees to the company.

Weaknesses:

dissatisfaction with pay,

lack of career development solutions in the enterprise,

employees have a sense of stability and security work

poor staff awareness.

### **3.3 Draft recommendations to improve the quality and quantity of work in the company STAR**

Based on the methods of analysis, interviews with employees and the questionnaire survey suggest recommendations for improving the quality and quantity of work in the company.

Remuneration

The proposed recommendation is to establish a model for rewarding work, using much broader forms of remuneration, a higher level of motivation with the possibility of significant appreciation of quality and initiative work, the higher the work setting, exceptional one-off acts in favor of the pay in real time, with the possibility of compensation for labor

loyalty. The new model should include clearly defined ownership of the economic results of individual companies. Material staggered wage remuneration, financial and in kind. Reward not only the quantity but also quality. Employees who operate the line can affect the quantity, but quality so, this would serve well developed quality policy and staff training.

#### The granting of praise

The questionnaire survey, it is clear that the company is not well established award praise to employees from their immediate superiors for a job well done, I propose:

- Recognition for good work tasks performed and the conscientious performance of duties immediate superior oral expression,
- Recognizing exceptional work and results expressed in acts of leadership in oral or written form, every month to evaluate the best Work-valuation and disclosure by boards or in meetings with the company's management staff.

#### Education

As prevalent in the enterprise stable and loyal staff, care must be taken to the quality of their knowledge and skills through various training and intensive training, because of the survey to recommend to review the content of educational activities and focus them more on a combination of theory with practical examples and demonstrations, to ensure that all participants actively involved in educational activities during the entire duration and have a sufficient space for voicing issues.

#### Work as the main motivating factor

Even though the questionnaire survey showed that employees are satisfied with the work being carried out, consider it important to put this item on the incentive program and pay attention to him. The enterprise must strive to work for the people was the challenge to be able to demonstrate the level of their abilities and circumstances and it will become for them an important source of self-expression and feeling into complacency. I therefore propose to the Head Master and Staff to bring this issue to deal with their subordinates and in the case where the work does not comply with the worker to find an optimal solution which does not interfere with running the company and is suitable both for the worker, both for the company.

## Working conditions

Structure and level of work environment affect the working comfort, performance, but also health workers. Difficult adaptation to the adverse working environment gives the worker discontent and resistance, which will be reflected and in its relation to the employer. We also propose to improve the aesthetic and functional level, the working environment for employees to enhance customer satisfaction and a sense of identity with the company.

## Information and communication system

For more effective information and communication system, I recommend that the company sought to constantly innovating and improving Internet and made available to the widest possible range of staff, setting up a dedicated area where each employee was based on his access password allowing access to information of interest .

The more important and effective instrument for communication and information transfer consider personal contact between management and employees. Therefore, I proposed a recommendation that an enterprise has organized a monthly *meeting*, which lasted approximately 15 minutes and should provide objective information, ranging from the top down, bottom-up and direct feedback. The aim would be to familiarize staff with the achievements and objectives, corporate strategy and market situation in the construction industry. Contrast agents, there would be space for voicing their opinions and observations.



## **4 Evaluation expected benefits of the proposed improvements in the company**

The proposed recommendations to improve the quality and quantity of work in the company STAR Myjava is to increase the work motivation of employees, thereby ensuring a responsible approach to employee job function, leading to increased job performance, product quality and satisfaction than other employees, as well as for companies . Staff will be closely linked with business and the success of the entire company will be well for your own success.

In drawing up the proposed recommendations, I rely on the weaknesses of the enterprise that I found the results of the survey questionnaire, interviews with employees and the analysis of the incentive system. For the problems I tried to look as objectively as possible for me to find effective solutions that will satisfy both parties.

A new model of pay system will affect the long-term incentive for employees only if the company will at the same time the motivation to answer all the incentives in motivation program. If this would not be served by a system of incentive pay and only short-term employees would be after a few months back it looked negative.

The next recommendation is designed to award praise employees for a job well done, which they expressed satisfaction with superior work performed and the results achieved. This will motivate them to make such a commitment to continue working and become the best employee of the month.

Recommendations that I proposed in education will increase interest in staff development on their own, avoiding the inefficiency and training activities will be more likely to use the acquired knowledge in practice. Even though participation in internships is expensive, more expensive, the losses in markets where the ability of senior managers.

The main benefit of point work as the main motivating factor could be that employees are highly motivated by work as a whole, which will not only their job but also a hobby. This will ensure that they are given consistently good work performance, thereby reducing the production of a defective part, and staff turnover.

Good working conditions are essential in carrying out the work. Improving the physiological parameters of the working environment and improving safety and hygiene to avoid occupational accidents and occupational diseases and minimize negative impacts on the organization.

Order to make information and communication system will organize regular meetings, which are in the company to avoid the spread of false information, improve staff awareness and confidence in leadership and creating a space for open communication on issues arising between management and employees.

Application of some of the proposed recommendations to improve the incentive system would require major time commitment and more money package that the company would have had to invest in their employees, but it would ensure that skilled and highly motivated staff who conscientiously approached to solve problems and create the good company image.

## CONCLUSION

Human resource management and effective motivation of employees in particular, play an important role in meeting the objectives of the organization in building the image of the organization and the effective cooperation between management and employees. Building a successful business requires the creation of a motivating atmosphere throughout the company. Only motivated worker is willing to provide their full capacity for the company. People work better when their motivation is high. What's more, the difference between current performance and performance achieved through incentives, may be significant.

Motivational process should run continuously. Monitoring and review of the prevailing motivational climate change must take place regularly and as well as action to be maintained or increased motivation. In that regularly will show results that are the work of all these effects. After all, is that management is about achieving results through the course staff.

In this work I have fulfilled the objectives that I have entered in the introduction. I tried to clarify the theoretical knowledge of motivation and focus to determine the impact of incentives on the quality and quantity of work in the company STAR. Attitudes and opinions of employees, focusing on the motivational factors was assessed using a questionnaire. I am particularly interested in factors that significantly affect the motivation: a system of remuneration, working environment, social atmosphere, the use of praise and superior approach. These findings and the strengths and weaknesses of the company, I make recommendations that lead to increased work motivation, staff awareness to an improvement in communication in horizontal and vertical direction, to strengthen confidence and security to society in future, the discovery of effective forms of physical assessment. These recommendations should lead to the desired areas of improvement, so I have fulfilled the objective which I gave at the beginning of this work.

Implementation of the proposed recommendations would certainly lead a company to significant improvements in work motivation. It is obvious that the proposed measures are not of the scale comprehensive thesis. I hope my proposals will in practice contribute to the streamlining and rationalization of the activities in the norms. To summarize the results

obtained are clearly getting to the forefront the importance of human resource management as a prerequisite for the existence and success of the company.

Based on this thesis firm view that to assess their situation and the recommendation will seek to implement them to their employees and the company.

In this work, I will enrich the knowledge and skills of motivation, quality of work and I have a firm understanding of the STAR, which gave me a willingness to provide assistance and cooperation.

## **HODNOTENIE FIRMY**

## Summary

PEKNÍK, V. *Effect of motivation to improve the quality of work for employees in the company*. Kunovice 2010. Bachelor thesis. European Polytechnic Institute, Ltd. Kunovice  
Supervisor of the thesis: Ing. Andrea Majtánová

**Key terms:** Human resources management. Motivation. Process of motivation. Theories of motivation. Quality. System of quality management. Total quality management.

The goal of my bachelor paper work was a research of motivation factors within employees in STAR Myjava and following to answer sheet's results, to offer a proposal of some recommendations, how to increase quality and quantity of work.

In the first section I was concentrating on theoretical summary of knowledge about motivation, simplified motivation process explanation, motivation's theories, which explain and set its subject-matter and principle. Next, I was analyzing quality, quality innovation, system of quality management, total quality management. In the second section, I was analyzing present situation in the chosen company and its history. The main part of my paper work consists of the third part, in which I analyzed the employee's motivation factors, by using answer sheet. The answer sheet forms the entire frame of information about employee's motivation. In the fourth section, which is the last section, I paid attention to summarize all expected assets in suggested innovations for the company and for employees too.

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## List of abbreviations

kol. team

a pod. etc.

napr. for example

resp. respectively

atd'. and so on

tzn. ie

Tab. table

Obr. figure

tj. this is

vid'. see

BOZP Healt and Safety at Work

TQM Total Quality Management

ISO International Organization for Standardization

QMS Quality managment system

PK Quality manual

OS Organizational Directive

PI Working instruction

SMK Quality management system



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## **Annex No. 1: Questionnaire**

Sex : .....

Age : .....

**1. Are you satisfied with the security of the working environment?**

A: Yes    B: It could be improved    C: No

**2. Do you think the reward system in the enterprise is fair?**

A: Yes    B: Rather yes    C: Rather no    D: No

**3. This system motivates you towards achieving the objectives?**

A: Yes    B: Rather yes    C: Rather no    D: No

**4. You are aware of the social program offered by your employer?**

A: Yes    B: Rather yes    C: Rather no    D: No

**5. Are you satisfied with this program?**

A: Yes    B: Rather yes    C: Rather not    D: No

**6. Can you state the benefits, if any improvements? .....**

.....

**7. Visiting some of the courses organized by the training program?**

**If so, how? .....**

**8. Are you satisfied with its superior management style?**

A: Yes    B: Rather yes    C: Rather no    D: No

**9. How do you assess the level of communication with your supervisor?**

A: Very good    B: Good    C: satisfactorily    D: bad

**10. You can contribute to decisions relating to the situations around you, your job, or are you alone?**

A: Yes, I can   B: Yes, partly   C: No, I can't

**11. If you had to re-apply for your current job, would you use it?**

A: Yes   B: No

**12. How do you evaluate the adaptation process for joining? Do you think your business has helped to inclusion in the team as well as learning about work tasks?**

A: I'm happy   B: I'm unhappy

**13. Would you accept a flexible working hours?**

A: Yes   B: No

**14. Do you think you have time to practice to achieve a higher position?**

A: Yes   B: No

**15. You get praise for well done job?**

A: Always, often   B: Sometimes   C: Very rarely