

**MATEJ BEL UNIVERSITY, BANSKÁ BYSTRICA
FACULTY OF ECONOMICS**

**BASIC VALUES IN ORGANISATION AS A
MOTIVATION ASPECT
MASTER THESIS**

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Basic values in organisation as a motivation aspect

Master thesis

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Study programme: Marketing Management of Business
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Department: Department of Corporate Economics and Management
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Declaration

I hereby declare that this diploma thesis is my own elaboration and effort.
Where other sources of information have been used, they have been properly
acknowledged.

Banská Bystrica, 10 April 2017

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Signature

Acknowledgement

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ABSTRAKT

DELEJOVÁ, Denisa Bc.: Základné hodnoty spoločnosti ako východisko motivácie. [Diplomová práca] / Denisa Delejová. - Univerzita Mateja Bela v Banskej Bystrici. Ekonomická fakulta; Katedra ekonomiky a manažmentu podniku. - Vedúci: doc. Ing. Dagmar Kokavcová, PhD. - Stupeň odbornej kvalifikácie: Inžinier. - Banská Bystrica : Ekonomická fakulta UMB, 2017. 67 s.

Diplomová práca sa orientuje na skúmanie vzťahu medzi základnými hodnotami spoločnosti a motiváciou zamestnancov. Cieľom diplomovej práce je identifikovať základné organizačné hodnoty spoločnosti a kvantifikovať mieru ich vplyvu na motiváciu zamestnancov. V analytickej časti práce bol na účely kvantifikácie vzťahu medzi organizačnými hodnotami a motiváciou zamestnancov použitý kvantitatívny výskum vo forme online dotazníka. Prvá kapitola diplomovej práce je zameraná na teoretické vymedzenie pojmov organizačná kultúra a motivácia. Prvá kapitola ďalej obsahuje príklady organizačných kultúr firiem z praxe a taktiež teoretické vymedzenie vybraných motivačných teórií. Druhá kapitola diplomovej práce sa zaoberá analytickým výskumom korelácie medzi základnými hodnotami spoločnosti a motiváciou zamestnancov. Tretia kapitola diplomovej práce pozostáva z návrhov a odporúčaní týkajúcich sa zvyšovania motivácie zamestnancov prostredníctvom základných hodnôt spoločnosti na základe teórie a uskutočneného analytického výskumu.

Kľúčové slová: Organizačná kultúra. Hodnoty. Organizačné hodnoty. Základné hodnoty. Motivácia. Motivácia zamestnancov. Zappos. Motivačné teórie.

ABSTRACT

DELEJOVÁ, Denisa, Bc. Basic values in organization as a motivation aspect. [Master thesis] / Denisa Delejová. – Matej Bel University, Banská Bystrica. Faculty of Economics; Department of Corporate Economics and Management. – Supervisor: doc. Ing. Dagmar Kokavcová, PhD. – Qualification degree: Engineer – Banská Bystrica: Faculty of Economics, MBU, 2017. 67 p.

The master thesis is focused on analyzing the relationship between core organizational values and employee motivation. The aim of the master thesis is to identify the core organizational culture items and to quantify the degree of their influence on employee motivation. For the purposes of the analytical part of the thesis, quantitative research in the form of online questionnaire was used to quantify the relationship between core organizational values and employee motivation. The first chapter of master thesis is focused on theoretical definition of organizational culture and motivation. It also includes real examples of successful organizational cultures and also includes theoretical definition of selected motivation theories. The second chapter of master thesis deals with analytical research of correlation between core organizational values and employee motivation. The third chapter of master thesis consists of suggestions and recommendations for enhancing employee motivation through core organization values based on theoretical background and conducted analytical research.

Keywords: Organizational culture. Values. Organizational values. Core values. Motivation. Employee motivation. Zappos. Motivation theories.

FOREWORD

The main aim of this diploma thesis is to examine and quantify the strength of influence of organizational values on employee motivation because the importance of organizational culture nowadays is undeniable. Organizational culture influences all processes and behaviour in a company and it can also serve as a significant tool for the company to create a desired enthusiasm among the employees and for the improvement of the organizational performance and outcomes. It is the employees who are carriers of the organizational culture. Hence, creating unique organizational culture focused on implementing core values into everyday life in a company to enhance employee overall well being can be a competitive advantage in today's market.

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INTRODUCTION

Nowadays, every organization seeks to get the best possible performance from its employees to achieve set strategic objectives. Organization needs motivated people who allocate and implement their best efforts in order to achieve these objectives. Organizational culture plays a crucial role when it comes to motivating employees. Strong organizational culture can create commitment among organization's members and have a positive influence on employee motivation levels. But conversely, weak organizational culture may create de-motivated and discouraged people. Every organization develops its own set of norms, values, symbols and beliefs which direct the day-to-day behaviour at work. The topic of our diploma thesis focuses specifically on part of organizational culture, namely core organizational values and on the relationship between organizational values and employee motivation.

The main objective of this diploma thesis is to identify the core organizational culture items and to quantify the degree of their influence on employee motivation. Diploma thesis consists of three chapters – theoretical part, analytical part and third part of the thesis focuses on suggestions and recommendations regarding enhancing employee motivation based on outcomes of our research.

Theoretical part of this diploma thesis deals with the various definitions of organizational culture, organizational values and classification of organizational culture. In this chapter, we also describe three values oriented organizational cultures of companies Google, Starbucks and Zappos. As our main aim is to analyze the relationship between core organizational values and employee motivation, we define the term motivation, types of motivation and three motivation theories.

The second part of the diploma thesis contains all aspects of analytical research of correlation between core organizational culture values and employee motivation – research objectives and methodology, data analysis and their interpretation. We also connect the previously mentioned motivation theory to our analytical research.

In the last part of our diploma thesis, we provide several suggestions and recommendations, how the levels of employee motivation can be increased through incorporating the core values into the organization's value statement, based on theoretical background and conducted analytical research.

1. ORGANIZATIONAL CULTURE AND EMPLOYEE MOTIVATION

1.1. Definitions of organizational culture

During the past few decades the term organizational culture has become widely used in business. Nowadays, it is clear that organizational culture is one of the crucial aspects of organization's health and performance.

Although there are numerous definitions, it is quite difficult to exactly define the concept of organizational culture.

According to Flamholtz and Randle the central notion of the definition is that culture relates to core organizational values and it can be thought of as a company's "personality". Authors also refer to organizational culture as an invisible strategic asset that is very real but invisible to the naked eye. A more formal definition of organizational culture states that organizational culture consists of values, beliefs and norms that influence the thoughts and behaviour of people in organizations. Values identify what an organization considers the most important with respect to its employees, customers and operations. Culture influences how employees behave in various areas such as treatment of customers, performance, standards, innovations etc. (Flamholtz, Randle, 2011).

Authors Kotter and Heskett refer to culture as "interdependent set of values and ways of behaving that are common in a community and that tend to perpetuate themselves, sometimes over long periods of time." (Šajgalíková, 2001)

Schultz claims that "organizational culture focuses on the beliefs, values and meanings used by members of an organization to grasp how the organization's uniqueness originates, evolves and operates." (Schultz, 1995, p. 5).

According to Armstrong "organizational or corporate culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people in organizations behave and things get done. Values refer to what is believed to be important about how people and organizations behave. Norms are the unwritten rules of behaviour." (Armstrong, 2009).

Johnson states that "organizational culture is the medium in which the business of the company takes place. It's reflected in everything that occurs in the organization – from the way people greet each other in the morning to the way decisions are made in the company." (Johnson, 2003, p. 25).

Panacowsky's and O'Donnell's definition is as follows: "Organizational culture is not just another piece of the puzzle, it is the puzzle. From our point of view, a culture is not something an organization has; a culture is something an organization is." (Šajgalíková, 2001).

Alvesson uses the term organizational culture as an umbrella concept for a way of thinking which takes a serious interest in cultural and symbolic phenomena, but for him values are of less importance than symbolism when talking about organizational culture (Alvesson, 2002).

Kachaňáková refers to organizational culture as the system of assumptions, concepts, values and norms that have been accepted and developed in the company and they have a great influence on behaviour and thinking of employees. Outside of the company, organizational culture is manifested through common habits, clothing of employees etc. Basic norms of organizational behaviour are models for new employees (Kachaňáková, 2001).

Eldridge and Crombie define culture as "unique configuration of norms, values, beliefs and ways of behaving that characterize the manner in which groups and individuals combine to get things done." (Armstrong, 2009, p.384).

Even though these definitions of organizational culture in some ways differ from one another we can find several similarities. Each definition refers to organizational culture as a unique set of values or norms that determine the behaviour of people or organization itself.

1.1.1. Classification of organizational culture

Several authors have tried to classify organizational culture. While there is no single "type" of organizational culture and cultures can vary widely from one organization to another, some researchers have developed models to describe different criteria of organizational cultures.

A well-known philosopher who has specialized in organization culture, Charles Handy differentiated four types of organizational culture:

- Power cultures: with one central source of power, typically exercised by a charismatic founder in a fairly authoritarian style. The company is led in a strong, decisive and forceful way, can react quickly, and leaves little

initiative to middle management. All this is good for quick growth, but it could equally be a recipe for disaster if they turn out wrong. Typical are start-up firms in their early decades

- Role cultures: practiced in large bureaucratic companies with prescribed roles, procedures, and delegated authority. Job descriptions and procedures count rather than personalities. The organization becomes predictable, routinized, but also inflexible and slow. Classical examples are established banks, insurance companies and big companies
- Task cultures: small work groups who get their jobs done by networking and human interactions. Individuals have high control over their work. Hierarchies are flat and the work style is informal. Typical examples are PR agencies or real estate agencies
- Person cultures: individual operations dominate, personal values and professionalism counts. Institutional loyalties are weak. Typical examples are research and journalism, consultancies or law firms (Rothacher, 2004).

In 1980 the American professor Edgar Schein developed an organizational culture model to make culture more visible within an organization. It is also known as an onion model and according to his theory, culture consists of three levels of items: artifacts or symbols, values and basic assumptions.

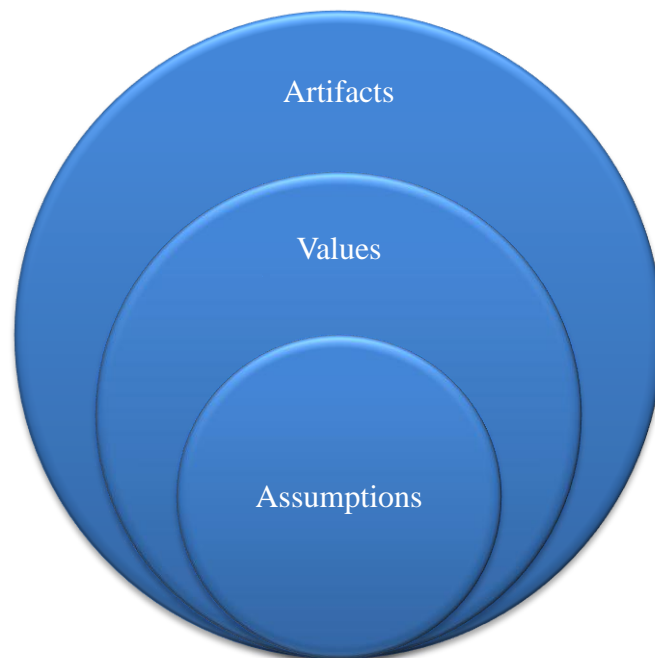
Schein defined artifacts or symbols as “the level which includes all the phenomena that one sees, hears, and feels when one encounters a new group with an unfamiliar culture” (Schultz, 1995, p. 27). Artifacts would include all visible products of the organization such as architecture, language, technology and products, clothing and also visible behaviour of employees of an organization. These are not only visible to the employees but also visible and recognizable for external parties.

Values form the next level of the organizational culture items and they have a normative character. They consist of what the organization's members say during and about situations, and not necessarily what they do in situations where these values ought to be operating. Values are articulate statements answering questions of 'why'. Schein emphasizes the founder's or leader's decisive importance in formulating new values for affecting and changing the existing culture. In some organizations values are formulated in a shared company mission, but in others values are formulated as

explicit declarations of guiding values, statements or a mission for the individual organization.

Schein characterized basic assumptions as “the invisible and implicit assumptions that actually guide behaviour, that tell group members how to perceive, think about, and feel about things” (Schultz, 1995, p. 30). The special patterns of basic assumptions which the organizational culture's members have evolved in organizational culture create the culture's core. The basic assumptions are deeply embedded in the organizational culture and are experienced as self-evident and unconscious behaviour of employees.

Schein assumes that these three levels of organizational culture items are in internal balance with each other. They have different degrees of visibility and analytical access, as both the levels of artifacts and values are surface manifestations of the culture's basic assumptions. The three cultural levels create a hierarchy of cultural elements in which the basic assumptions are the core of the culture (Schultz, 1995).



Graph 1 Schein's onion model

Source: own elaboration based on:

<http://www.toolshero.com/leadership/organizational-culture-model-schein/>

Geert Hofstede studied a large body of survey data about the values of people employed in over fifty countries all over the world. These people worked in local subsidiaries of a large corporation IBM. Through this study, Hofstede underlined observations that relate to four different cultural dimensions which were later extended to six dimensions:

- Power distance – can be defined as the extent to which the less powerful members of organizations within a country expect and accept that power is unequally distributed
- Uncertainty avoidance – the extent to which the members of a culture feel threatened by uncertain or unknown situations and try to avoid such situations by following written or unwritten rules
- Individualism vs. Collectivism – individualism relates to societies in which the relationships between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family. On the other hand, collectivism relates to societies in which people from birth onwards are integrated into strong, cohesive groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty.
- Masculinity vs. Femininity - masculinity relates to societies in which social gender roles are clearly distinct and conversely, femininity relates to societies in which social gender roles overlap
- Long-term orientation – refers to the degree to which an organization plans pragmatically for the future or attempts to create short-term gains
- Indulgence vs. Restraint - relates to the amount of spending and fulfilment of needs; e.g. a restrained culture may have strict rules and regulations when it comes to spending of company's resources (Šajgalíková, 2001).

1.1.2. Organizational culture values

Every culture has its values. Values are whatever is esteemed, prized or appreciated in that culture.

According to Jaffe “values are the essence of a company's philosophy for achieving success. They are the bedrock of corporate culture. Values provide

employees with a sense of common direction and guidelines for day-to-day behaviour” (Jaffe, 1993, p. 20). Based on this definition, we can say that one of the crucial aspects for a company to achieve its objectives is clarity about its values.

In the past, companies used to have strict procedures and standards of behaviour, which were enforced by supervisors. Nowadays, with more empowerment and a greater autonomy for individual employees, people need to be guided not by rules, or by supervisors, but by understanding the most important values held by the organization. If a decision fits the values, then it is right. Before developing mission, vision and strategy, a company must come to an agreement about what it stands for, in its customer service, community relations and relationships with its employees. As employees face increasing responsibility, making more complex and far-reaching decisions, corporate values are an essential standard for behaviour. The way how to achieve a goal is as important as a goal itself (Jaffe, 1993).

Baker argues that what organizations need nowadays is a different approach that confronts the mindsets employer and employee have of their relationship. He introduced the New Employment Relationship Model. This model is the basis for creating a productive workplace culture and it consists of eight values: Flexible Deployment, Customer Focus, Performance Focus, Project-Based Work, Human Spirit and Work, Commitment, Learning and Development and Open Information, which are described as follows:

1. Flexible Deployment is the provision of a functionally flexible workforce. This is commonly referred to as multiskilling. Flexible deployment consists of a number of elements and includes retraining, multiskilling, motivation and incentive scheme for employees who are willing to learn new job skills. If it is used correctly, there are benefits for the individual as well as for organization. Individuals become more self sufficient and employable and organizations become more elastic and adaptable in a rapidly changing global marketplace.
2. Customer Focus is breaking the organizational barriers to focus on the requirements of the customer. Customer focus captures the relationship between an employee of a company and the customer of an organization after a sale has been made or a service has been provided. Several elements have a significant influence on enhancing the

customer focus system. A clear and understood role helps the employee to develop confidence and avoid the conflict between the often competing demands of the customer and the company. In relation to this, is a requirement for a consistent, fair, and valid incentives system for desirable customer-focused behaviour. A comprehensive, well-implemented and used customer focus system balances possible technical and human customer service conditions.

3. Performance Focus is linking rewards and benefits with performance rather than organizational dependency. Employees who constructively contribute beyond the narrow limits of their job description are likely to be more valued by companies. From the organization's perspective, establishing criteria to identify and reward value-added behaviours in the workplace can more closely align desirable performance with appropriate rewards.
4. Project-Based Work is boundary managing the shift from functional to cross-functional organizational structures. Employees are increasingly likely to find their work identity tied to the cross-functional work team. A project-based team is a group of employees from various functional areas of the organization; e.g., research, engineering, marketing, finance etc., who are all focused on a specific cross-functional project. As a team, they are responsible for working together to improve coordination and innovation across traditional divisions or departments and to resolve mutual problems between company functions.
5. Human Spirit and Work is increasing the likelihood that workers will find their organizational work meaningful. Globalization has shifted the emphasis to human rather than technical resources. The meaning of work is constructed at both the personal and interpersonal levels. It is therefore the joint responsibility of the employee and organization to generate meaningfulness in work. Working conditions, the linkage between personal interests and jobs, and the belief in the capacity to find work meaningful are the key elements of this value.
6. Learning and Development is shifting from a training culture to a broader learning and development culture. A multidimensional approach to learning and development is more likely to meet the

growth needs of employees and, at the same time, assist in contributing to organizational performance. If employees are willing to learn job skills, problem-solving skills, and personal development skills from the organizational perspective, the corresponding accountability is to enter into a partnership for employee development. This is likely to be accomplished with a commitment to provide job, problem-solving and personal development learning opportunities to modify the culture of the organization from a value of Training to a value of Learning and Development.

7. Commitment is a more pragmatic substitute for loyalty. Organizational loyalty has been largely replaced by organizational commitment. Employees need to continually develop their career skills to remain employable. Simultaneously, companies can use these newly gained employee skills to maintain and enhance their performance. The value of Commitment can therefore be viewed as an exchange process between an employee and organization. From the employees' point of view, organizational commitment can be based on the psychological attachment associated with desire to stay, the cost of leaving, or the obligation to remain with the organization.
8. Open Information is moving from a closed to an open information environment. The importance of opening information channels between employer and employee has commercial advantages for organization and is generally desired by employees. The organization needs to provide employees with access to information about company's goals, needs, and HR systems. This means to align individual and organizational goals: define, communicate and encourage appropriate enterprising behaviour; share useful information; and discourage initiative in certain areas. These elements and the right responses from both parties will shift from a value of Closed Information to a value of Open Information (Baker, 2009).

Implementation of the model changes, but improves the organizational culture and transforms the way employees and managers look at their relationship. The

application of these eight values in a company culture is a dual responsibility of the individual and the organization as they rely on each other to achieve company's goals.

Organizational culture has a direct and indirect influence on productivity. Most managers are aware that a suitable culture is likely to lead to higher levels of productivity and, vice versa, an inappropriate culture tends to result in lower levels of productivity (Baker, 2009).

Table 1 The change of relationship values in a company

Old values	New values
Specialized Employment	Flexible Deployment
Internal Focus	Customer Focus
Job Focus	Performance Focus
Functional-Based Work	Project-Based Work
Human Dispirit and Work	Human Spirit and Work
Loyalty	Commitment
Training	Learning and Development
Closed Information	Open Information

Source: own elaboration based on Baker, 2009, p. 47

1.1.3. Successful organizational cultures

The best organizational culture a company could hope for is one where the employees are so loyal they spread word of the company and its product with passion and pride. Such employees talk about the quality of the company itself, the values the company endorses and the way in which their lives are enhanced because of it. An increasing number of highly successful organizations have, at least in part, attributed their success to effective organizational culture.

1.1.1.1. Starbucks coffee organizational culture

One example of such companies is Starbucks. Starbucks is a well-known American coffee company with over twenty-four thousand stores all over the world.

Starbucks views its culture as a critical factor in the organization's success. Specifically, the company's paradigm is that "the way we treat our people affects the way our people treat our customers, and, in turn, our success, which includes financial performance" (Flamholtz, Randle, 2011, p.31). Starbucks employees are passionate about the company because the company is passionate about them. The company has its employees bleeding Starbucks green because it trusts and respects them. As the CEO of Starbucks, Howard Schultz stated: "If people relate to the company they work for, if they form an emotional tie to it and buy into its dreams, they will pour their heart into making it better. When employees have self-esteem and self-respect they can contribute so much more: to their company, to their family, to the world" (Moore, 2006, p. 158). Company's organizational culture encourages its employees to think for themselves and respond on their own will and judgment to please their customers. Because employees are free to act on their own, they freely (and willingly) act to serve customers and the company beyond the status quo.

Starbucks recognizes that competitors can replicate their products, but they cannot replicate their people. One of motivation programs that Starbucks began was giving stock options worth a percentage of his or her base pay to each employee (full-time and also part-time). Because the value of the shares is tied to company profits, it is in each employee's interest that the company succeeds. That is also a reason why Starbucks refers to its employees as partners. Another motivation factor is offering full health benefits which is relatively uncommon in the food industry (Moore, 2006).

Starbucks Coffee Values Statement

An example of a culture values statement as the set of six guiding principles used at Starbucks Coffee Company:

- Provide a great work environment and treat each other with respect and dignity
- Apply the highest standards of excellence to the purchasing, roasting, and fresh delivery of our coffee
- Develop enthusiastically satisfied customers all of the time
- Contribute positively to our communities and our environment
- Recognize that profitability is essential to our future success

- Embrace diversity as an essential component in the way we do business (Flamholtz, Randle, 2011, p.261).

These principles include essential elements of a company – its product, the way employees should treat their customers and how company should treat its people, profitability and company's impact on the environment and society.

The combination of great benefits, mutual respect, and internal bonding is the reason why so many of Starbucks' workers have stayed in the company, working their way from store barista into corporate management roles.

1.1.1.2. Google organizational culture

The company from Silicon Valley, Google, has become the leader in the Internet space through its search engine technology. However, a key to the continuous development of that technology is the talent and creativity of its people. The secret of Google's success is its way of turning talented engineers into an extraordinarily creative team. Google attracts its talent because of its organizational culture. As a result of this special culture, Google is recognized as one of the best companies to work for in the list of Fortune 100's "Best Companies to Work for".

Founders Larry Page and Sergey Brin recognized the importance of strong organizational culture and created a set of core values for the company:

1. Don't be evil
2. Technology matters
3. We make our own rules.

The first core value refers to Google's philosophy of integrity, transparency and fair treatment of employees and its customers. As Google is a company that considers its people to be its biggest asset, everything that can be shared, is shared. In this way, they are able to show their employees that they trust them with confidentiality and trust their judgment. The second value is self-explanatory as Google works in technology industry, but the third value "we make our own rules" distinguishes organizational culture of Google from other companies. The above mentioned founders of Google, created a rather unconventional organizational culture

and decided to establish the position of “chief culture officer (CCO),” currently held by Stacy Sullivan, who is also director of human resources. The existence of this position is a clear statement about the importance of corporate culture at Google. CCO’s mission is to retain the company’s culture as it grows, and keep the “Googlers” (the term used by the company to refer to its employees) happy (Flamholtz, Randle, 2011).

Keeping “Googlers” happy includes, besides usual extrinsic benefits, also benefits such as financial support for adopting a child (Google’s Adoption Assistance), on-site car wash, oil change, bike repair, dry cleaning, gym, massage therapy or maternity benefits of a maximum of 18 weeks off at about 100 percent pay. Employees are also encouraged to engage in fulfilling their work tasks in their own way. They are allowed to express themselves by writing or drawing on the walls, there is also a possibility to arrive for work at any time they like, wear pyjamas if they want or bring their pets to work. The relaxed, creative and fun environment psychologically benefits Google’s employees while giving Google the benefit of a more motivated, dedicated and productive workforce (<https://www.cleverism.com/google-way-motivating-employees/>).

1.1.1.3. Zappos organizational culture

Zappos.com is an online shoe and clothing e-shop (now acquired by Amazon) based in Las Vegas, Nevada. Zappos was founded in 1999 by Nick Swinmurn who later approached Tony Hsieh and Alfred Linn with the idea of selling shoes online. Hsieh and Linn decided to invest into the idea and within a year, Tony Hsieh became a CEO of the company.

The company does sell shoes and other retail goods, but it is not what merchandise it sells that makes Zappos successful. It is how it sells (that is, what it does for its employees and customers) that makes Zappos what it is today. Hsieh recognized the importance and power of organizational culture in building a successful business. “Our number one priority is company culture. Our whole belief is that if you get the culture right, most of the other stuff like delivering great customer service or building a long-term enduring brand will just happen naturally on its own” (Hsieh, 2010, p. 156).

In 2004, Zappos published its first Zappos Culture Book, a collection of thoughts and reflections from employees about what Zappos means to them. Hsieh asked employees to write their own description of company's culture and then he compiled it to a book. Every year since then, the company has produced a culture book, an ongoing representation of a collective history and spirit and it is given to new prospective employees, vendors or even customers.

Many companies have a list of core values, but they are often just a plain statement that organization and also employees are not identified with.

Hsieh did not want to happen this to Zappos, so eventually company came up with the list of ten core values:

1. Deliver WOW Through Service - To WOW, one must differentiate himself, which means do something a little unconventional and innovative, to do something that is above and beyond what is expected. Zappos is not an average company, its service is not average, and people are not expected to be average. Every employee should be able to deliver WOW.
2. Embrace and Drive Change – Zappos is constantly evolving and in order to stay ahead of competition it is necessary that employees are prepared for changes and accept these changes enthusiastically, encourage it and drive it.
3. Create Fun and a Little Weirdness – Zappos culture appreciates fun and little weirdness in its employees because the company believes when employees enjoy their work and have fun when working it allows them to think outside the box and to be innovative
4. Be Adventurous, Creative, and Open-Minded – Employees in Zappos are expected to be bold and daring, to take risks and that way develop and improve their decision-making skills. People are encouraged to make mistakes as long as they learn from them.
5. Pursue Growth and Learning – It is company's effort to find potential in each employee and to create environment where people are willing to constantly challenge and improve themselves
6. Build Open and Honest Relationships with Communication - Zappos believes that openness and honesty make for the best relationships because that leads to trust and faith. Company values strong

relationships and these relationships are what differentiate Zappos from other companies.

7. Build a Positive Team and Family Spirit – Employees of Zappos are not only colleagues, but also a kind of company family. It is in company's effort to create an environment that is friendly, warm, and exciting. It encourages diversity in ideas, opinions, and points of view.
8. Do More with Less - Zappos believes in operational excellence, and realizes that there is always room for improvement in everything company does. This means that the work is never done. In order to stay ahead of the competition there is always a need for continuous innovation.
9. Be Passionate and Determined - Zappos believes in having a positive and optimistic attitude about everything they do, because it inspires others to have the same attitude. Company values passion, determination, perseverance, and the sense of urgency.
10. Be Humble – it is important to celebrate success but it is also important to remain respectful to everyone and not to be arrogant or treat others differently.

When new employees join the company, they are required to sign a document stating that they have read the core values document and understand that living up to the core values is part of their job expectation (Hsieh, 2010).

1.2. Motivation

Every company is concerned with how to achieve its goals and how to ensure high levels of performance through its people. To motivate employees it is necessary for company to understand the motivation theory and to be able to put this theory to practice. Motivation theory examines the process of motivation and explains why people behave the way they do in the terms of their efforts and willingness to work. Motivating employees is about getting them to take actions to achieve goals of the company (Armstrong, 2006).

In order to explain how motivation works, it is necessary to first characterize terms need, motive and stimulus.

Definitions of the term need exist within the economical sciences as well as within social sciences. For the purpose of this diploma thesis we define need from the business perspective as “a non-concrete feeling of shortage.” (Friedrichs, 2012, p.7). To satisfy the need, an individual needs a motive. Motive is something that causes an individual to act in a certain way or as Armstrong describes it as “a reason for doing something” (Armstrong, 2009, p. 317). In order to activate the motive the presence of stimulation is necessary. Stimulation can be either internal (personal) or external (situational). Stimulation is effective only if an individual realizes the stimulation and expects the satisfaction of the need.

According to Armstrong “motivation is concerned with the strength and direction of behaviour and the factors that influence people to behave in certain ways” (Armstrong, 2009, p. 317).

On the other hand, Hiam states that motivation involves a constellation of closely related beliefs, perceptions, values, interests and actions. (Hiam, 2002)

Friedrichs understands motivation as “the cause of human behaviour influenced by the interaction of different activated motives in a concrete situation.” (Friedrichs, 2012, p. 9).

Pinder refers to the motivation as a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work-related behaviour and to determine its form, direction, intensity and duration.” (Pinder, 2005, p.2).

In general, based on these definitions we can say that motivation results from interaction between individual’s inner motives and the external stimulation of the environment. For the purpose of this diploma thesis, we conclude that work motivation can be achieved by combination of self-motivation factors of an employee and external motivation factors conducted by a manager in an organization and organizational values of a company as values are the deepest and most powerful motivators of personal action.

1.2.1. Types of motivation

Motivation at work can take place in two ways. Employees can be self-motivated or be motivated by their management. Depending on the source, we know two types of motivation, originally developed by Herzberg: intrinsic and extrinsic motivation.

Intrinsic motivation is not created by external incentives; it comes from within every individual. It can arise from self-generated factors that influence an individual's behaviour. Intrinsic motivation can be triggered by the work itself if people feel that their work is important, valuable or challenging. Intrinsic motivators are concerned with the quality of working life. Type of work or work conditions can enhance the level of intrinsic motivation as according to Katz: "the job itself must provide sufficient variety, sufficient complexity, sufficient challenge and sufficient skill to engage the abilities of the worker" (Armstrong, 2009, p. 318).

Conversely, extrinsic motivation is influenced by external forces and it occurs when things are done to or for people in order to motivate them. Extrinsic motivators include rewards (incentives, increased pay, promotion, praise etc.) and punishments (criticism, disciplinary action, withholding pay etc.). These motivators may have an immediate effect on an individual's behaviour, but it is not expected it would last long. Intrinsic motivators have deeper and longer-term effect because they arise from within an individual and are not influenced by external factors (Armstrong, 2009).

When it comes to motivating employees managers play a crucial role in the organization. In order to achieve set goals, managers can utilize ten steps:

1. Agreement on challenging, but achievable goals
2. Clarify expectations of work behaviour
3. Provide employees with constructive feedback
4. Offer financial incentives for achieving desired outcomes
5. Offer non-financial incentives, such as recognition or praise
6. Highlight the links between performance and incentives
7. Create roles that allow employees to achieve goals and to be able to use their skills and abilities
8. Choose the right leaders that will be able to effectively lead and motivate employees
9. Offer employees education and experience that will enhance their performance
10. Guide employees to develop their career (Armstrong, 2008).

Motivating employees is much more complex than just raising their wage. Each individual is different and therefore different factors contribute to his overall

level of motivation and job satisfaction. These factors may include: happiness at work, career aspirations, challenges, money, stress, level of recognition, employee coaching and healthy relationships with bosses and co-workers.

Jason Kulpa, CEO of the Underground elephant, company which specializes in marketing services, was confronted with a question how to motivate his employees besides using money as a main motivator. He found a rather unusual source of inspiration – a video game Mario Kart.

By adapting rules of the game to the work environment he managed to encourage all employees to participate. At the beginning, he gave each sales team member three balloons, similar to the rules of actual game. For every sale made with over a \$1,000 account deposit, the employee could pop a balloon belonging to the team member of his choice. At the end of the week, the employee with the most remaining balloons won. To increase motivation, employees were also allowed to steal balloons from others when they made sales with deposits of more than \$2,000. This way employees who lost all their balloons were motivated to work more and get back in the game.

Besides motivation and increased level of competition, another advantage of the game was that it brought employees together into one big, collaborative team (<https://www.salesforce.com/blog/2016/12/motivation-sales-mario-kart.html>).

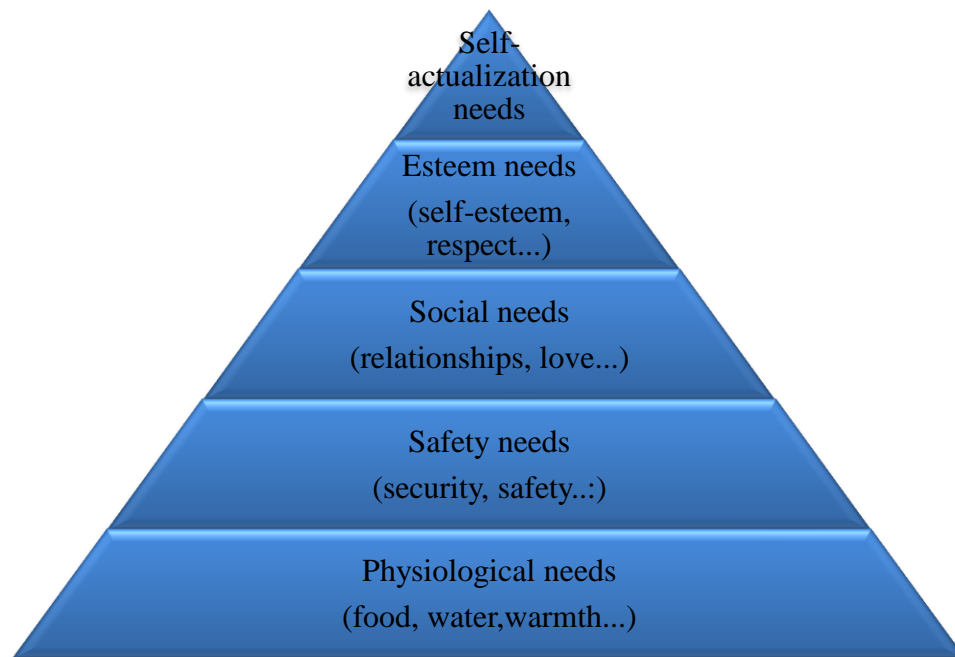
1.2.2. Motivation theories

There are various motivation theories created by lots of authors. There is no single right motivation theory and these theories are complementary to each other. The theories are divided into content (focused on needs and motives that trigger behaviour) and process (try to explain how a specific behaviour will be activated) theories.

In this diploma thesis, we will characterize Maslow's hierarchy of needs, Herzberg's two factor theory and Vroom's expectation theory.

Needs (content) theory

American psychologist Abraham Maslow developed Maslow's theory of needs, which he described in the pyramid:



Graph 2 Maslow's hierarchy of needs

Source: own elaboration based on Friedrichs, 2012, p.11

Maslow's theory of motivation states that when lower level needs are satisfied, needs from higher level become dominant and individual's attention is turned to satisfying the higher need. All human needs are ordered hierarchically according to their importance, but because every individual is unique and has different perceptions and priorities, some needs may be ordered differently.

Maslow's hierarchy of needs is a simple tool that is easy to understand, so managers can benefit from using it in the workplace. Needs may be modified to better fit the work environment to:

1. Physiological needs – basic requirements for survival – salary and stable employment
2. Safety needs – safe work environment, job security

3. Social needs – social acceptance in the workplace, healthy relationships with co-workers and management
4. Esteem needs – respect, positive self image, prestige, recognition
5. Self-actualization needs – achievements, challenging work, certain level of autonomy at work

The basic idea of Maslow's theory is that one's needs are always changing. Needs of employees also change with time. Raise in salary received five years ago will not motivate an employee for next five years. This means that managers must constantly adapt to employees' changing needs if they want to keep their workforce motivated.

Both the organization and employees decide on the performance of their organization. When employees put to work their best efforts, the culture and human resource management should ensure that the employees' level of needs are reflected in the values the organization (Nyameh, 2013).

Maslow (1954) stated that the cultural framework of the organization should reflect the fact that employees' physiological and safety needs are priority; therefore, when such needs became culturally focused, performance will be improved tremendously in that organization. Conversely, if the need is not culturally focused on, the performance standards will not be met (Nyameh, 2013).

The two factor theory

Frederick Herzberg created the two factor theory based on investigation into the sources of job satisfaction and dissatisfaction of accountants and engineers that he conducted.

The key of the theory is the differentiation of two factors that influence the behaviour of individuals – hygiene factors and intrinsic motivators (Friedrichs, 2012).

Hygiene factors are job factors that are essential for employee motivation, but they do not lead to positive satisfaction (motivation) in the long-term. Although, if these factors are absent in the workplace, this will lead to dissatisfaction. In other words, hygiene factors are those factors which when reasonable in a job, pacify the employees and do not make them dissatisfied. Hygiene factors are also called as dissatisfiers, extrinsic or maintenance factors as they are required to avoid

dissatisfaction. These may include: salary, company policies, life style, working conditions/work environment, status, interpersonal relationships or job security.

On the other hand, intrinsic motivators can motivate employees to superior performance. These factors are also called satisfiers and are involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivators may include: recognition, meaningfulness of work, sense of achievement, responsibility, opportunities for promotion (Friedrichs, 2012).

The two factor theory implies that it is necessary for the managers to guarantee the sufficiency of the hygiene factors to avoid employee dissatisfaction. Also, the managers must make sure that the work is stimulating and rewarding enough so that the employees are motivated to work and perform harder and better. This theory emphasize upon job enrichment as the motivating factor for the employees. The job must utilize the employee's skills and competencies to the maximum. The motivators have a dominant position hence focusing on these factors can improve work quality, but presence of hygiene factors is also necessary to avoid employee dissatisfaction.

Vroom's Theory of Work and Motivation

The concept of expectancy was originally contained in the valency–instrumentality–expectancy (VIE) theory which was formulated by Victor Vroom in 1964. Valency stands for value, instrumentality is the belief that if we do one thing it will lead to another, and expectancy is the person's perception that an effort will result in performance (Armstrong, 2006). Expectancy theory falls within the category of process motivation theories.

Vroom's theory starts with the idea that people tend to prefer certain goals or outcomes over others. Hence they anticipate experiencing feelings of satisfaction when a preferred outcome will be achieved.

This theory was later further developed by Porter and Lawler. They emphasized that expectations may be based on past experiences, but employees are frequently presented with new situations at work, such as a change in job, payment system, or working conditions – where past experience is not an adequate guide to the implications of the change. In these circumstances, motivation may be reduced. Employees are only motivated when a clearly perceived and usable relationship exists

between performance and outcome, and the outcome is seen as a means of satisfying needs. This explains why extrinsic financial motivation – for example, an incentive or bonus scheme – works only if the link between effort and reward is clear and the value of the reward is worth the effort. It also explains why intrinsic motivation arising from the work itself can be more powerful than extrinsic motivation. Intrinsic motivation outcomes are more under the control of individuals, who can place greater reliance on their past experiences to indicate the extent to which positive and advantageous results are likely to be obtained by their behaviour.

Based on this theory, there are two factors determining the effort employees put into their work:

1. the value of the rewards to employees as they satisfy their needs for security, autonomy, and self-actualization;
2. the probability that rewards depend on effort, as perceived by employees – their expectations about the relationships between their effort and reward (Armstrong, 2006).

In the first chapter of this diploma thesis, we introduced the theoretical background of organizational culture, its classification, core values and we mentioned examples of companies that emphasize the importance of having clear organizational culture values. Subsequently, we presented the definitions of motivation, types of motivation and motivation theories.

Based on this theoretical part of our thesis, we continue with the qualitative analysis of causality between organizational culture values and employee motivation in the second chapter.

2. ANALYSIS OF CORRELATION OF ORGANIZATIONAL CULTURE VALUES AND EMPLOYEE MOTIVATION

In this chapter of diploma thesis, we focus on the analysis of relationship between core organizational culture values and their influence on employee motivation.

2.1. Research objectives and methodology of research

The main objective of this diploma thesis is to identify the core organizational culture items and to quantify the degree of their influence on employee motivation. Main objective also includes partial objectives:

- Determine the causality between particular organizational culture values and motivation of employees
- Determine the causality between the level of education of respondents and their perception of organizational culture values
- Quantify the strength of relationship between core organizational values and employee motivation.

For the purpose of this diploma thesis, we decided for the quantitative research in the form of a questionnaire (Appendix 1). We chose an online questionnaire because it allows us to reach a large amount of respondents and it is not a time consuming way of research.

Our questionnaire consists of two parts, first part includes basic personal questions to determine the demographics and the second part includes one multiple choice question with the possibility to enter own opinion in an option “other”. This question regards the existence of organizational values in companies where our respondents work. The second question includes a set of statements about organizational core values which we chose as a model set of values, where respondents were asked to mark their level of agreement with the statements using Likert scale 1-5 (where: 5 – strongly agree, 1 – strongly disagree).

For the analysis, we decided to use the core values of previously mentioned Zappos Company. Simply because Zappos is an example of real successful company which prioritized and proved the importance of having core organizational values linked to employee motivation when building a successful business.

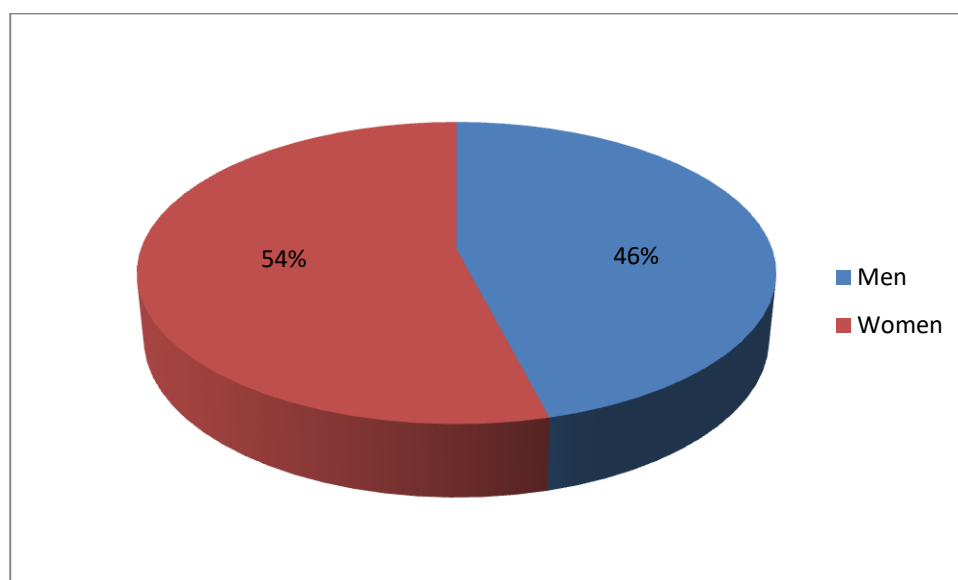
We use results from the questionnaire to quantify the existence and strength of the relationship of two variables – core values of organizational culture and motivation of employees of a company using correlation analysis.

2.2. Data analysis and interpretation

Data collection was conducted from 24th February until 8th March 2017. We have distributed 130 questionnaires and received 102 responses, but 2 questionnaires were not correctly filled, so these two had to be excluded from the sample. The return of responses was 78 %. Respondents were contacted through email or social media and anonymously and voluntarily participated in our research. We have informed them about criterion for the research sample which was that respondents are currently employed for at least one year in one organization. Respondents are employed in different organizations and different industries (services, public offices, manufacturing companies and small and medium Slovak enterprises). The questionnaire was distributed online in Slovak language.

For data processing, we used statistical and mathematical methods such as weighted average, absolute and relative values, standard deviation, and correlation analysis. During the analysis, we mainly worked with programs Microsoft Excel and IBM SPSS Statistics 20.

The first identification question regarded the gender of a respondent. Graph 3 shows the distribution of our research sample consisting of 54 women and 46 men.

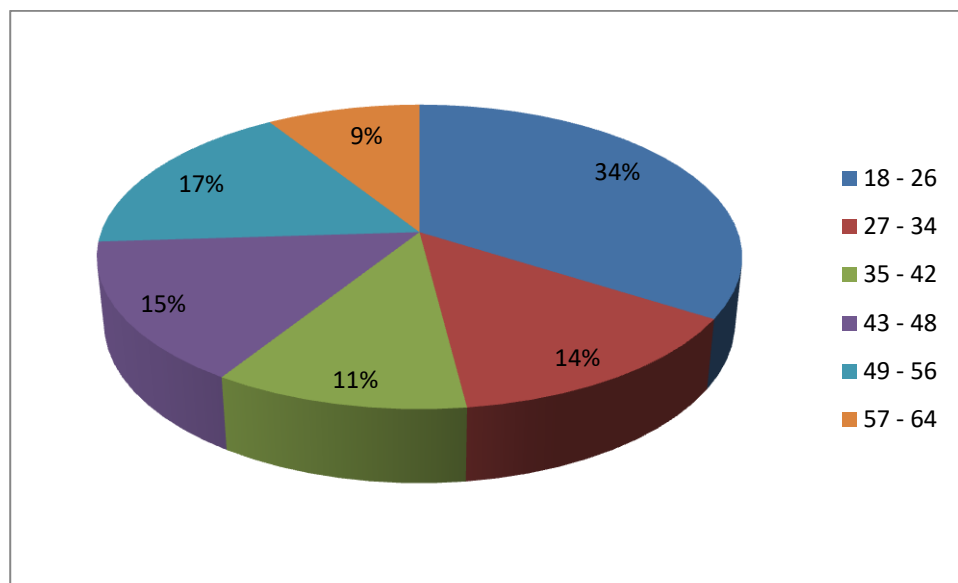


Graph 3 Distribution of respondents by gender

Source: own elaboration

The second identification question concerns the age of respondents. We formed six age groups from the age of 18 to 64.

The most respondents, exactly 34, represent the first age group 18 - 26 years, following by the group 49 – 56 years with 17 respondents, then the groups 43 – 48 years with 15 respondents and the group 27 – 34 with 14 respondents. 11 respondents fall into the group 35 – 42 and the last group 57 – 64 is presented by 9 respondents. Distribution of research sample by age groups is graphically illustrated in the Graph 4:

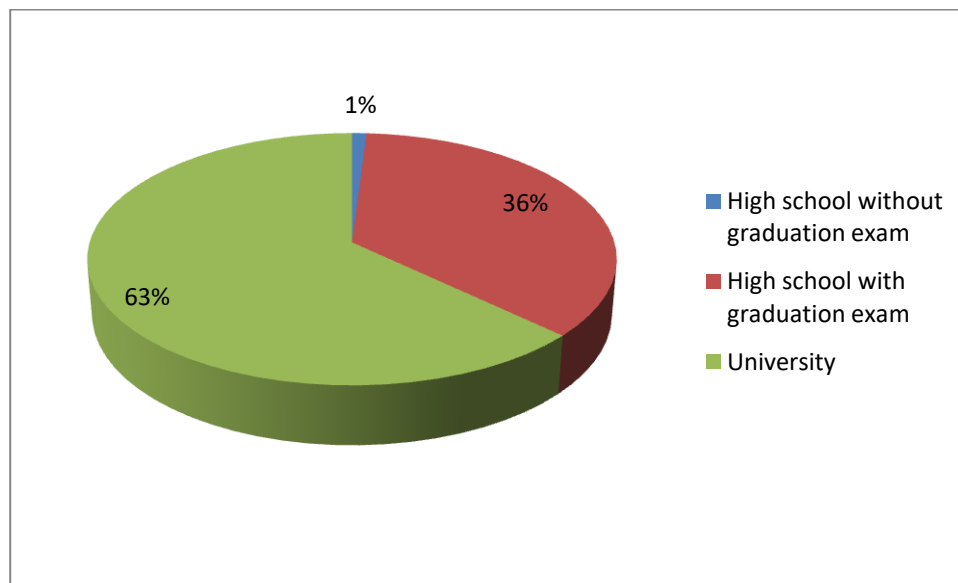


Graph 4 Distribution of respondents by age groups

Source: own elaboration

The final identification question refers to the level of education of our respondents. This question was closed with choices: High school without graduation exam, High school with graduation exam or University education. The majority of the research sample consists of respondents with university education (63), and somewhat over one third of research sample (36) finished high school with graduation exam. There was also one respondent without a graduation exam.

Graph 5 illustrates the distribution of respondents by the level of education as follows:



Graph 5 Distribution of respondents by the level of education

Source: own elaboration

One of the partial objectives of our diploma thesis is to identify if the level of obtained education influences the perception of organizational values.

In order to analyze this relationship, we worked with the program IBM SPSS Statistics 20 where we used the correlation analysis, specifically Person Correlation Coefficient.

The correlation coefficient can range in value from -1 to $+1$. The larger the absolute value of the correlation coefficient, the stronger the relationship between the analyzed variables. For the Pearson correlation coefficient, an absolute value of 1 indicates a perfect linear relationship. A correlation coefficient value close to 0 indicates no linear relationship between the analyzed variables.

Table 2 shows the Output from SPSS. We quantified that Pearson Correlation Coefficient equals 0,337, which refers to low positive correlation. Positive correlation means that if one variable increases in value, the second variable also increases in value. Based on output of this analysis, we can conclude that there exists low causality between the level of education and the perception of organizational values in a company.

Table 2 Correlation between level of education and organizational values

Correlations			
		VAR00001	VAR00002
VAR00001	Pearson Correlation	1	,337**
	Sig. (2-tailed)		,001
	N	100	100
VAR00002	Pearson Correlation	,337**	1
	Sig. (2-tailed)	,001	
	N	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Source: own elaboration

The second part of the questionnaire contains a semi closed question which refers to the perception of organizational values in a company where each individual respondent is currently employed. For this question, we identified five organizational values which we consider as basic and present in almost every company. These include: opportunities for education and growth of employees, rewards in financial and non-financial form, pleasant working environment and atmosphere, emphasis on innovation, and lastly communication and feedback. As these identified values are only our perception and can vary from one company to another, respondents were also provided with the possibility to express own opinion in the last option “Other”.

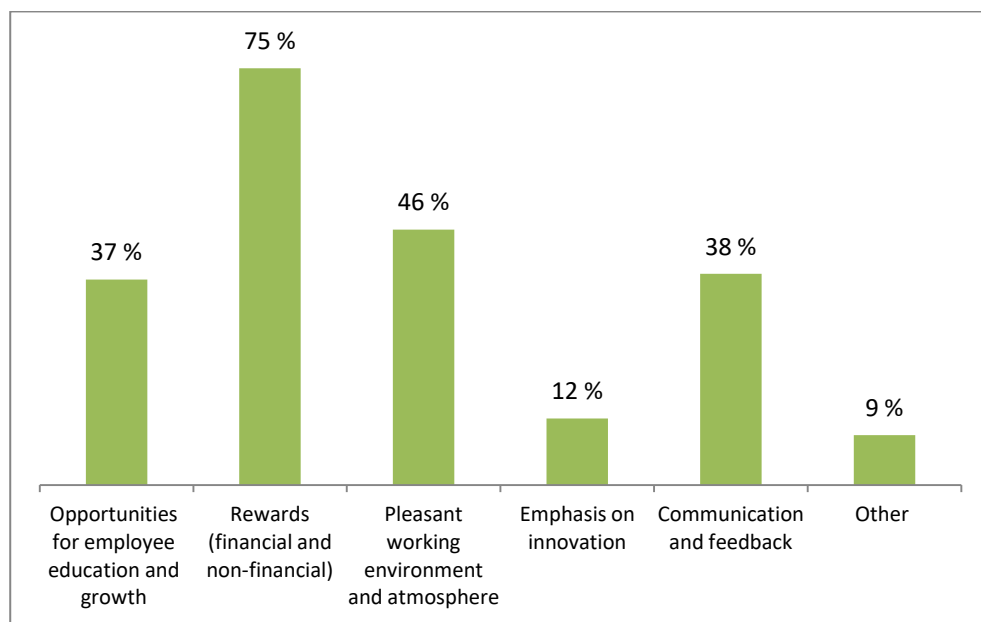
In this question (“Please mark which of the following values are part of the organizational culture in the company where you work”) respondents were able to choose more than one option.

We have found out that the three most marked organizational values were: financial and non-financial rewards (75 %), pleasant working environment and atmosphere (46 %) and communication and feedback (38 %). Following by opportunities for employee education and growth (37 %) and lastly the emphasis on innovation (12 %). 9 % of the respondents also chose the option “Other” where the most times mentioned were team work (four times) and team spirit (three times). Values that were mentioned once were creativity and socially responsible business.

Concluding from above mentioned results, we can summarize that in particular companies where are our respondents employed prevail extrinsic motivators. As extrinsic motivation is influenced by external forces and it occurs when things are

done to or for people in order to motivate them. Extrinsic motivators include rewards (incentives, increased pay, promotion, praise etc.) and punishments (criticism, disciplinary action, withholding pay etc.), but also may include creating motivating working environment and providing sufficient working conditions for employees.

All answers for this question are also graphically illustrated in the Graph 6 as follows:



Graph 6 Answers for the question (“Please mark which of the following values are part of the organizational culture in the company where you work”)

Source: own elaboration

The last question in our questionnaire consists of set of ten statements referring to the level of motivation of organizational values. We chose the core organizational values of company Zappos as a model, because it covers all important areas regarding organizational values in a company.

Respondents were asked to mark the degree of their agreement with presented statements using Likert scale 1-5. For the purposes of our statistical research we weighted each level of the scale as follows: strongly agree = 5 points, agree = 4 points, neutral = 3 points, disagree = 2 points and strongly disagree = 1 point.

Table 3 contains a number of responses for each statement. The majority of responses were marked on the positive side of the scale as Strongly agree or Agree.

Based on the results from the Table 3 we can summarize that the values marked as the three most motivational were:

- I am motivated if company pursues continuous growth and education of its employees
- I am motivated if company values building open and honest relationships through communication
- I am motivated if company values passion, positive attitude and determination

Deducting from these answers, we assume that these values were marked as the most motivational because they are concerned directly with the positive treatment of employees in a company. Increasing motivation by helping employees to grow professionally and personally, creating an environment where people are willing to constantly challenge and improve themselves can be only a positive direction for every organization.

Conversely, there are three statements where many respondents expressed their disagreement and therefore lower level of motivation. However, particularly in these statements respondents also marked the option “Neutral” and therefore we cannot state that these values are completely de-motivating. These values are:

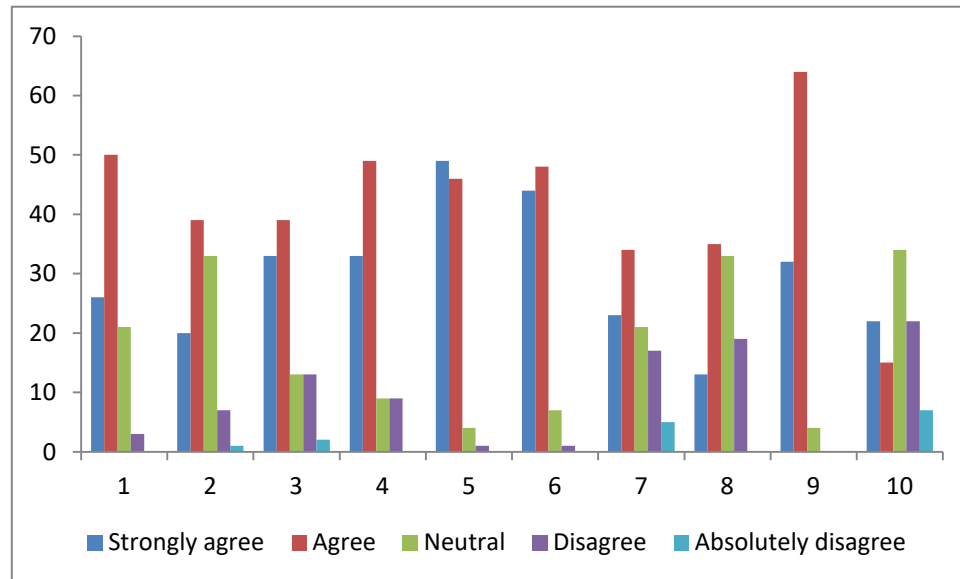
- I am motivated if company pursues continuous innovation
- I am motivated if company values humbleness and respectful treatment of employees, partners and customers
- I am motivated if company creates “family environment”

Table 3 Results for the last question

Value	Scale				
	Strongly agree	Agree	Neutral	Disagree	Absolutely disagree
I am motivated if company is supporting innovative thinking of its employees	26	50	21	3	0
I am motivated if company embraces change to stay ahead of competition	20	39	33	7	1
I am motivated if company appreciates fun working environment, which allows employees to be more creative	33	39	13	13	2
I am motivated if company supports its employees in independent decision making	33	49	9	9	0
I am motivated if company pursues continuous growth and education of its employees	49	46	4	1	0
I am motivated if company values building open and honest relationships through communication	44	48	7	1	0
I am motivated if company creates “family environment”	23	34	21	17	5
I am motivated if company pursues continuous innovation	13	35	33	19	0
I am motivated if company values passion, positive attitude and determination	32	64	4	0	0
I am motivated if company values humbleness and respectful treatment of employees, partners and customers	22	15	34	22	7

Source: own elaboration

For a better overview of the results, we graphically illustrated all the responses for this question in a Graph 7:



Graph 7 Number of responses for each statement in the last question

Source: own elaboration

In order to analyze the level of motivation for each organizational value, we quantified the values using weighted average. As previously mentioned we weighted the scale: strongly agree = 5 points, agree = 4 points, neutral = 3 points, disagree = 2 points and strongly disagree = 1 point.

From our analysis, we can conclude that as the three least motivational values were persuaded:

- humbleness and respectful treatment of employees, partners and customers;
- continuous innovation and
- creating a “family environment”.

On the other hand, the most motivational values were:

- continuous growth and education of employees;
- building open and honest relationships through communication and
- valuation of employees’ passion and determination at work.

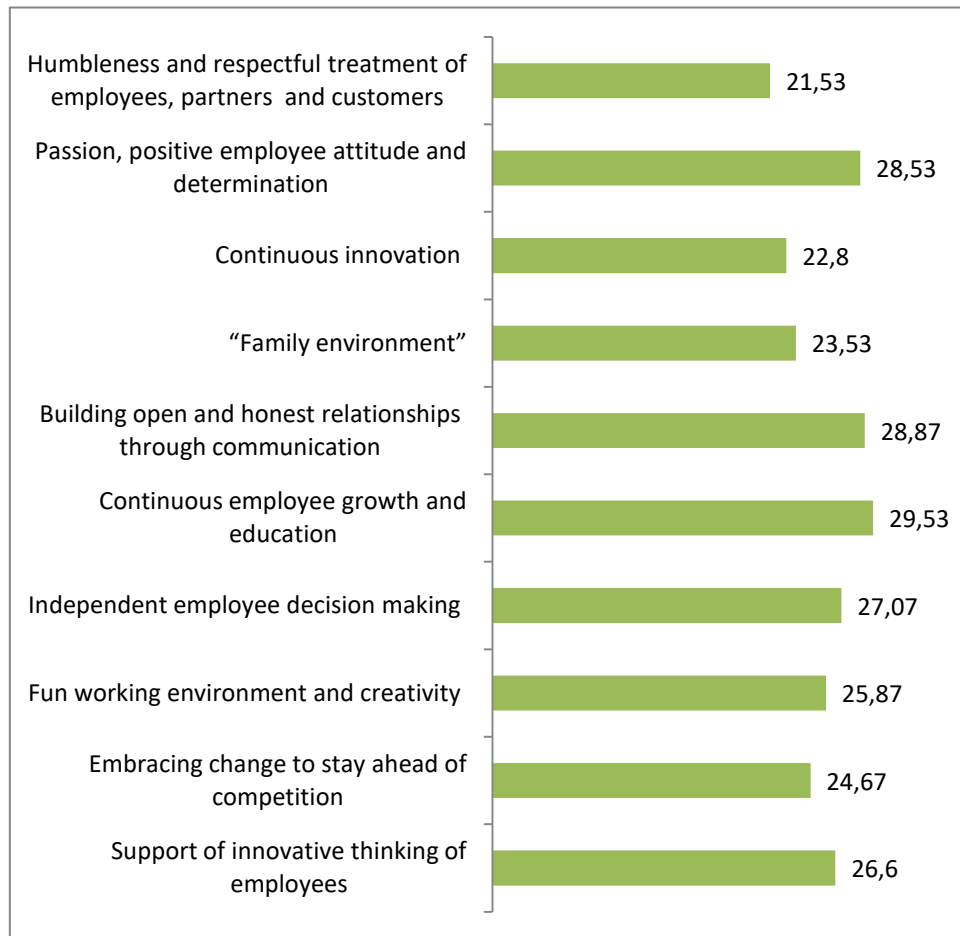
Table 4 represents the ranking of values in ascending order – from the least motivational to the most motivational according to our respondents measured by weighted average.

Table 4 Ranking of values according to the level of motivation

Rank (from least motivational)	Value	Weighted average
10.	I am motivated if company values humbleness and respectful treatment of employees, partners and customers	21,53
9.	I am motivated if company pursues continuous innovation	22,80
8.	I am motivated if company creates “family environment”	23,53
7.	I am motivated if company embraces change to stay ahead of competition	24,67
6.	I am motivated if company appreciates fun working environment, which allows employees to be more creative	25,87
5.	I am motivated if company is supporting innovative thinking of its employees	26,60
4.	I am motivated if company supports its employees in independent decision making	27,07
3.	I am motivated if company values passion, positive attitude and determination	28,53
2.	I am motivated if company values building open and honest relationships through communication	28,87
1.	I am motivated if company pursues continuous growth and education of its employees	29,53

Source: own elaboration

For the better overview of differences between the values, we graphically illustrated the results in Graph 8:



Graph 8 Average values of motivation levels

Source: own elaboration

The main objective of our diploma thesis is to determine the causality between particular organizational culture values and motivation of employees. And accordingly, our aim is to quantify the strength of this relationship between the core organizational values and employee motivation.

In order to analyze if there is a relationship between organizational values and employee motivation we used the correlation analysis. Through correlation analysis we were also able to quantify the strength of the relationship using Pearson correlation coefficient.

Table 5 contains the results of the correlation analysis measured in IBM SPSS Statistics 20.

Table 5 Pearson correlation coefficient

Correlations			
		VAR0001	VAR0002
VAR0001	Pearson Correlation	1	,230 [*]
	Sig. (2-tailed)		,021
	N	100	100
VAR0002	Pearson Correlation	,230 [*]	1
	Sig. (2-tailed)	,021	
	N	100	100

*. Correlation is significant at the 0.05 level (2-tailed).

Source: own elaboration

From obtained data, we have quantified that Pearson Correlation Coefficient equals 0,230 and therefore, there exists weak positive correlation between the core organizational values and employee motivation.

The results show that core organizational values can have an influence on the level of employee motivation. Positive value of correlation coefficient means that increased levels of organizational values will boost/lower the level of employee motivation in the same direction.

In this case, correlation coefficient has quite low value of 0,230 which suggest that there is a lower likelihood of there being a strong relationship between these two variables. But we cannot state that there is none.

2.3. Analysis and the theory of motivation

In the first chapter of this diploma thesis we presented the theoretical background of three motivation theories.

We decided to connect our analytical part of the diploma thesis to one of these theories. For its simplicity and easy understanding, we chose the Maslow's hierarchy of needs adapted to the purposes of the diploma thesis topic.

As we previously mentioned, Maslow's theory states that every individual has a set of needs divided into five levels. When lower level needs are satisfied, needs from higher level become dominant and individual's attention is turned to satisfying the higher need.

By satisfying the basic needs of its employees, organization can increase the level of employee motivation because if people feel that they are important, valued and taken care of their performance will only rise and therefore the objectives of whole organization can be fulfilled.

Set of ten core organizational values, which was the base of our analytical research, can also be expressed as the five level hierarchy of needs.

1. Physiological needs – basic requirements for survival – salary and stable employment
2. Safety needs – safe and positive work environment
3. Social needs – creating fun working environment which allows creativity; building open and honest relationships through communication; creating family like environment
4. Esteem needs – respectful treatment of employees, partners and customers; evaluation of positive attitude and employee work determination; challenging employees by embracing continuous innovation
5. Self-actualization needs – company supporting innovative thinking and independent decision making of its employees; ensure education and personal and professional growth of employees



Graph 9 Adapted Maslow's hierarchy of needs

Source: own elaboration

Data from our research confirmed the increased level of employee motivation when organization takes to consideration the needs of its workers and makes it one of the company priorities. As the three most motivational values were perceived:

- continuous growth and education of employees;
- building open and honest relationships through communication and
- valuation of employees' passion and determination at work.

The analysis showed that financial evaluation is not the only motivational factor concerning the employee motivation. Non-financial motivators concerning the employee well being should be definitely also included. Nevertheless, regular, honest and objective feedback coming from both directions (bottom – up and top – down) should be a necessity in every company.

The method an organization chooses for motivating and enhancing the performance can have the biggest effect on its employees' performance. Organizations that fail to recognize their employee's performance or recognize a job well done may soon find dissatisfied employees.

In the analytical part of our diploma thesis, we analyzed the data acquired from the questionnaire we have distributed among currently employed respondents.

For the main objective of the diploma thesis, we have determined that there exists weak positive correlation between core organizational values and employee motivation. One of the partial objectives of our diploma thesis was to determine whether there exists causality between the obtained level of education of respondents and their perception of organizational values. We have quantified that between these two variables exists weak positive correlation. In both cases, we quantified weak positive correlation which indicates that if one of the variables changes, the other variable changes as well in the same direction.

We mentioned three motivation theories in the theoretical part of the diploma thesis. We decided to adapt core organizational values from our research to the Maslow's hierarchy of needs.

In the third part of this diploma thesis we will continue with the suggestions and recommendations based on the results of our research.

3. SUGGESTIONS AND RECOMMENDATIONS

3.1. Suggestions and recommendations based on analytical research

In the third chapter of our diploma thesis, we mainly focus on providing some suggestions and recommendations based on the results from conducted analytical research and theoretical background regarding organizational culture values and employee motivation.

The main theme of this diploma thesis is organizational culture, specifically, core organizational values and their influence on employee motivation. We analyzed the existence of the relationship between these two variables and conducted that there in fact exists a correlation and therefore, that the organizational values influence the employee motivation. Based on our results, we can conclude that creating the right culture in a company is one of the crucial factors because culture affects motivation, and motivation affects productivity and performance of employees. The more motivated employees, the higher performance and therefore it will be easier to achieve company's goals and competitive advantage. On the contrary, weak organizational culture may cause discouraged, demoralized and unmotivated employees and can be risky for the organization's performance.

Elaborating on research that we conducted, we now offer further explanation and suggestions regarding the topic of organizational values and motivation of employees. For the analytical part of our thesis we have opted for an online questionnaire distributed among currently employed respondents. Besides the identification questions, questionnaire contained a question regarding the perception of organizational values in companies where our respondents are currently employed – in order to find out whether people recognize the presence of organizational values in a company. We picked five organizational values which we consider as basic and respondents were also provided with the option “Other” where they could list values which were not mentioned by us.

Results showed that respondents are able to recognize organizational values in companies where they are employed. Overall most recognized organizational values were in descending order:

- financial and non-financial rewards
- pleasant working environment and atmosphere
- communication and feedback
- opportunities for employee education and growth
- emphasis on innovation
- other (respondents stated: team work, team spirit, socially responsible business and creativity).

As can be seen, the most recognized value marked was **rewards – financial and also non-financial**. Companies that include rewards as part of value statement have often only performance oriented cultures. Pay is the most common extrinsic motivator and rewards were marked by 75 % of respondents as the value present in their company. It is understandable because obviously the first motive that pushes people to go to work is to make money for living. We mentioned in the previous chapter, that salary is on the very first level of Maslow's hierarchy of needs as the primary need that needs to be fulfilled at work. As an extrinsic motivator it influences employees only for a limited period of time. When this basic need is satisfied, people are no longer motivated exclusively by money. Progressing to higher level needs, these needs become more abstract, intrinsic and also more difficult to satisfy. Subsequently, they are prioritized and they include: self-achievement and self-actualization needs. People also go to work because they need to do something meaningful with their time and feel satisfied with their achievements. Organization should satisfy its employee's needs for self-achievement and self-actualization by:

- Recognizing and appreciating achievements, assigning important projects, and providing status to make employees feel valued and appreciated
- Offering job titles that convey the importance of the position
- Creating a sense of personal purpose and feeling involved
- Creating a multi-tiered system where employees earn badges or tokens for meeting certain goals. These are then added up at the end of the year to determine some bonus or prize. Rather than one huge goal, breaking things down into smaller aims helps to sustain continuous motivation to achieve more

- Enabling employees to buy stock in the company as a reward after reaching a certain goal – people will feel more involved and motivated to achieve company's objectives because this way they can also gain a profit (real example of this motivation technique is company Starbucks which we mentioned in the first chapter of this diploma thesis)
- Offering challenging and meaningful work assignments which enable innovation, creativity, and progress according to long-term company goals

The second most recognized value in companies was **pleasant working environment and atmosphere.**

Employees spend a great amount of time at work and the working environment has a significant influence on their well-being, attitude towards the work and nevertheless their motivation. The physical environment, the working conditions and the technological and communication resources provided by the organization that enable an employee to carry out the working tasks should together make up the safe, motivating and comfortable work environment. Such environment supports team work and allows employees to increase the quality of their work and their performance. Conversely, poorly designed working environment can be a dissatisfying factor. As we previously mentioned in the first chapter of this diploma thesis, Herzberg stated in his Two-factor theory that the working environment is considered a hygiene factor of motivation. Hence, if the employee is dissatisfied with the quality of his working environment, it can quickly lead to dissatisfaction and demotivation. But, according to his theory, when the working environment is satisfactory, other intrinsic motivators have stronger influence on employee motivation. Not only physical working environment, but also psychological environment can influence employee's well-being and motivation. Psychological environment can include: company policies, relationships, organizational values and norms. Therefore, creating a pleasant and safe working environment should be one of the core values in every organization. Our suggestions for creating balanced environment are:

- Regular teambuilding days – to enhance and strengthen the relationships in work team which also influence the atmosphere and working environment

- Start new tradition – e. g. Monday breakfast at work – every Monday will one couple be responsible for preparing breakfast for their colleagues – a simple tradition can create more informal environment and more relaxed atmosphere
- Good example of providing various services to contribute to motivating work environment is company Google. Google keeps its employees happy and motivated by providing on-site car wash or hair salon, oil change, bike repair, laundry and dry cleaning, gym, massage therapy, among other unconventional benefits.

One of the ways how to create and sustain pleasant working environment and atmosphere is also through **communication and constructive feedback**. Good communication is one of the significant factors to be present in an organization to inform employees about their tasks, company's objectives and effectively achieve these desired objectives and to eliminate barriers which leads to greater efficiency and performance. Informing and evaluating employees' performance is done by providing feedback. Knowing the results of one's behaviour is essential to efficient learning and performance and feedback also provides people with the necessary information to enable their improvement. More open communication style will be, and then employees will feel more involved, motivated and committed to their work.

Managers need to use communication to boost motivation, not just to focus on getting work done. Our suggestions for improving communication within the organization are:

- Regular meetings where employees are informed about processes in an organization and are listened to what they have to say about the matters
- Internal communication through social media – social media gained popularity during the last couple of years and are a great tool for building a culture of information sharing among not only organization and its employees, but also among the organization and its customers
- Suggestion box – physical or online - managers and employees can suggest (anonymously or by name) how situation (process changes, relationship issues, projects, costs related issues etc.) in an organization can be improved. Suggestion box is valid only if suggestions are taken into

account and acted upon. To enhance motivation to communicate, every month, the best suggestion can be rewarded.

One of the ways how to continuously motivate employees is to incorporate providing **education and development opportunities** to the set of organizational values in a company. Organizations aim to retain their best employees and stay competitive, therefore they must offer further training to their people. Employees respond positively to the opportunity to improve their job skills, which results in greater job satisfaction.

As from the perspective of many organizations, the ultimate value of an employee is their ability to apply their knowledge when completing the work tasks it is necessary for organization to be able to provide sufficient education and training for its employees. Productivity in companies depends not only on the aggregate capabilities of each individual employee, but also on the development of effective communication and team work. Education and training of employees is not only important to increase productivity and performance, but can also be a way to inspire and motivate them. By letting employees know how important their work is by investing time and financial resources to provide them with necessary knowledge for completing their work tasks.

Here are some recommendations how can organizations enhance or provide additional education and training to its employees:

- Cross-training - learning to do the jobs of other employees. Organization gains security as it enables an employee to step in if another becomes unavailable due to illness, relocating or absence. This way the company can remain productive. Additionally, exposing staff to different jobs and departments within the company helps them to understand how each position is important to being closer to the strategic objectives. Employees understand the value of each role and develop a greater respect for individual contributions. This is also motivation and morale booster and a great way of encouraging respect among employees.
- Outsourcing – if an organization does not have the means or sufficient sources inside the company to provide its employees with education and training it can assign this task to an external organization. Most of the time

outsourcing is used when the external organization can supply unique skills or lower implementation costs. Outsourcing helps to enhance the organizational efficiency by enabling organization to focus on its core activities without having to concern itself with the burdens of directly train employees.

Every organization, regardless of the industry, should consider the importance of training to ensure employees retain their ability to do their job properly, and also the importance of an appraisal system that reinforces employee motivation, growth and sense of achievement.

Lastly, 12 % of our respondents marked an **emphasis on innovation** as the value present in their company. In this dynamic economy where companies are competing for the same market space, organizations should continually reinvent who they are and what they do in both large and small ways.

The ability to innovate and to adapt quickly and creatively to the competitive environment can be mainly achieved through the people in the organization. Thus, managing and motivating employees has become an increasingly strategic factor in leveraging this asset to achieve business success.

Moreover, the importance of individual creativity and thinking ‘outside the box’ is key to corporate competitiveness and the development of innovative solutions, a practice that can only flourish in organisations which encourage free-thinking, employee empowerment and independence. Here, we provide several suggestions how to enhance innovative employee thinking in an organization:

- One day a week should be reserved as a “dress-up day”, when employees can come to work dressed according to different theme each week. Escaping the ordinary day-to-day routine can spark the creativity and innovative thinking employees need to come up with new ideas
- Encouraging team work – when employees work together, each of them comes up with ideas which can inspire other employee’s to expand more innovations based on these ideas. This also keeps the focus on cooperation rather than competition. Great innovation techniques for working in teams are brainstorming, brainwriting 6-3-5, wishing, six thinking hats etc.)

- Change regular inside meetings to outdoor meetings – e.g. walking meetings in a park. Fresh air and change of environment can motivate employees to inspire new ideas

Innovation and motivation go hand in hand. Motivation sparks innovation, which then motivates to more and more ideas. Every organization should take an approach that continually reinforces the fact that employees' innovative ideas are welcomed, valued, and rewarded.

The last part of our research forms a question which consists of ten statements. Each statement regards one organizational value. Our respondents were asked to mark their agreement (for the purpose of our analysis - level of motivation) with each of the statements. For this question we chose the core organizational values of company Zappos as a model, because we believe, it covers all important areas regarding organizational values in a company.

According to our analysis, the most motivational organizational value was perceived **continuous education and growth of employees**. Earlier in this chapter, we already mentioned suggestions how incorporating this value to the value statement of an organization benefits to the overall level of employee motivation. Showing that an organization cares for its employees by providing them with education and training necessary for the professional and personal growth increases job satisfaction, morale, employee motivation and results in improving overall performance and productivity of the company.

Human beings are naturally social creatures. One of the basic group of human needs are social needs, which when adapted to the work environment, include a need for creating healthy relationships with co-workers or feeling of belonging and social acceptance among colleagues. Probably, because this value falls into basic human needs, the second most motivational value was perceived as **building open and honest relationships through communication**. Relationships can positively or negatively affect levels of employee motivation. Positive relationships among co-workers have many benefits: work is more comfortable and enjoyable. When there is positive atmosphere in the workplace between people, which then enables creativity and innovative thinking. Instead of spending time and energy overcoming the

problems associated with negative relationships, employees can, instead, focus on their working tasks and performance. Here are some suggestions how an organization can may increase employee motivation through improving work relationships:

- Enhancing emotional intelligence of employees – professional knowledge and practical skills are not enough in the workplace. “People skills” are also necessary ability to possess. Emotional intelligence is the ability to identify and manage one’s own emotions and the emotions of others. Emotional intelligence comprises of factors: self-awareness, self-regulation, motivation, empathy and social skills. High degree of emotional intelligence can only be an advantage when it comes to building and maintaining positive relationships at work
- Enhancing cultural intelligence (if the working environment in an organization is culturally diverse) - cultural intelligence is related to emotional intelligence, but it picks up where emotional intelligence leaves off. Cultural intelligence is an ability to effectively function in a culturally diverse environment
- Team building activities and team work exercises - The more employees can participate in the activities where they need to cooperate in teams; the better they get to know each other and learn about one’s strengths and weaknesses. Team building activities can be used by any business, large or small, to promote better teamwork in the workplace, because great teamwork is one of the key factors associated with a company’s success. Activity that is aimed to enhance team work and creative thinking is Marshmallow Spaghetti Tower. Each team gets 20 sticks of uncooked spaghetti, 1 roll of masking tape, 1 yard of string, and 1 marshmallow. Using just these supplies, team has to build the tallest tower in a limited time. At the end, the marshmallow has to be at the very top of the spaghetti tower, and the whole structure has to stand on its own (that means no hands or other objects supporting it) for at least five seconds. Another activity which is used to train communication and cooperation among the team is called Blind drawing. Each team receives a different simple picture and a sharpie. One member (he has not seen the picture) is picked to draw

the picture, which his co-workers have to describe as best as they can in a limited period of time. Team with closest to the original picture wins.

- Social events – organizing company lunches, dinners, and karaoke or holiday parties outside working hours can be a good way to strengthen the co-workers relationships in a less formal environment. There are also other types of social events (retreats, ski trips, wellness weekends etc.) but these can be quite costly for the company.

The third most motivational core value was **valuation of passion, positive attitude and employee determination**. Anyone can perform a task at work knowing the end result is a salary. However, passion, determination and hard work often come from employees individual attitudes. People do not just crave a pay check - they also want recognition, verbal appreciation and encouragement.

Employees have attitudes or viewpoints about many aspects of their jobs, their careers, and their organizations. Every employee also brings his own motivation to work and it is company's job to positively influence his/her motivation by incorporating necessary values into everyday life at work. By creating a constant flow of recognition, employers can effectively produce a sense of well-being, trust, optimism, and confidence among employees that will drive company culture forward.

Having really passionate and determinate employees can be a competitive advantage for a company, hence to retain these people it is crucial to motivate them by showing them appreciation and recognition. Here we provide several recommendations how to show employees they are important and valued:

- Employee Appreciation Day – organizing company breakfast, lunch or dinner for employees once a year or arranging special team building activities for Employee Appreciation Day. Organization can make time to show people how much it values them and their work—and show how much it appreciates them by reserving one day each year designed to celebrate them
- Additional bonuses – providing employees with monetary bonuses at the end of the year, attendance bonuses, theatre or cinema tickets, gift cards for shopping or vouchers for spa weekends

- Offering extra time off - time for employees to do something else besides work. It could be just one extra day off a month to spend with their family; a few days for short vacation once a year or just a shortened workday
- Transparency – some information about an organization cannot be discussed, but keeping people informed about what can be revealed, goes a long way toward making them feel involved and motivated
- Offering challenging and stimulating work which allows further professional and personal growth - by expanding employees' opportunities, organization is boosting their abilities, in addition to increasing their workplace effectiveness.

Showing employees they are appreciated by their organization and office colleagues boosts morale, engagement, motivation and increases workplace effectiveness and performance. **Employee recognition and appreciation can also create unique company culture and strengthen employee relationships.**

Another way how to show employees that the organization values and appreciates them is by giving them the **opportunities for independence and autonomy** when fulfilling their working tasks.

Organizations operate by people making decisions. The effectiveness and quality of those decisions determine how successful achieving organizational objectives will be. In the hierarchy of needs, employee involvement in organizational decision-making finds an adequate place among the self-actualization needs. When employees are given a certain level of autonomy and independence they gain confidence at work and even if they fail, it is a place to learn from their own mistakes and an opportunity for further growth. Independent decision making can be intimidating for employees, but it can also result in increased level of motivation and broadened set of professional skills. Now we provide a recommendation regarding this issue:

- Allowing more independent decision making will be easier (for both parties – employee and organization) if an organization sets clear expectations, boundaries and the level of given autonomy and responsibility. Discussions about decision making develop employee's

business sense, improve his communication skills around critical issues, build his self-confidence, and improve decision making skills. Employees with strong decision making skill and the authority to use it can be a strategic asset to the organization.

When employees are given trust and independence, besides the above mentioned benefits, it can also inspire them for coming up with new, innovative ideas. The fifth most motivational core value was perceived **supporting innovative thinking of employees** by a company and in a way linked to this value can also be a sixth value in the list - company appreciates fun working environment, which allows employees to be more creative.

Nowadays, organizations are working in very competitive and uncertain dynamic environment, which requires them to **pursue continuous innovation** and to be flexible, to acquire and adapt new knowledge, new technologies and new processes. It is necessary to introduce new products, services, lower costs and nevertheless, act faster and **embrace change and innovation in order to stay ahead of competition**. If businesses cannot establish a way to drive change through innovation, their products, services, technologies, and existence, become obsolete. They are surpassed by the companies that are constantly reinventing themselves.

Employee creativity is one of the factors necessary for organizations to gain competitive advantage. When **company appreciates fun working environment, which allows employees to be more creative** and they are motivated and feel supported to act creatively, they generate unique ideas which help organizations to stay competitive on the market. Here are some suggestions how an organization can motivate its employees to think outside the box:

- Instead of allowing a negative, “have-to” environment at work, it is better to embrace a constructive, “what-can-we-do” approach. The “what-can-we-do” attitude sparks employee imagination and creativity. Simply changing the atmosphere of the workplace can speak volumes about how a company values its employees and it is also a great way how to increase motivation
- Break the stereotype and prevent burnout – as we previously mentioned, once in a while doing something special and unordinary for employees can

result in greater commitment and loyalty to the company when people feel important and taken care of. Offering extra time off for recovery and relax allows employees to ensure flow of new innovative ideas.

- Change the hiring process – a company needs employees that understand its culture and vision, but it can be beneficial to hire people that have different perspectives, diverse backgrounds, passions, and capabilities. Having employees with an alternative set of ideas and problem-solving approaches will generate an innovative approach.

Previously in this chapter, we already mentioned several benefits to employee motivation and suggestions resulting from incorporating core values regarding work environment and atmosphere present in the workplace.

Strong work relationships that resemble a **family working environment** are assets to the organization. Employees satisfy their social needs and learn to feel that they belong to the “family” and therefore are more likely to put that extra effort into the quality of their work and their interactions with their co-workers. Other recommendations how to achieve and sustain family like work environment can be:

- Secret Santa – traditional part of Christmas is giving presents to each other. Secret Santa tradition can be adapted in the workplace - employees are randomly assigned a person to whom they give a small Christmas present. This way one of the typical family holiday traditions can be passed on at work
- Encouraging workers to get to know each other through informal and formal occasions organized by a company outside of the working time.

According to our respondents, as the least motivational core value from the Zappos value statement was perceived **valuing humbleness and respectful treatment of employees, partners and customers**.

Previously we already mentioned that when an organization shows that it values and appreciates its employees, they are motivated to go the extra mile to achieve strategic objectives of the company. Here we provide another recommendation how to incorporate treatment of employees as a value to the value statement:

- Create values-based organizational culture that consider employees just as important as customers, if not more so. Organization treats all the stakeholders, stockholders, executives, employees, customers, suppliers, the community, and the society with value. The culture also reflects how people work, grow and the relationships within the organization and between the organization and the world outside the organization.

In the third chapter of our diploma thesis, based on our analytical research and theoretical background, we have provided several suggestions and recommendations regarding how the core organizational values may enhance the motivation of employees.

Our recommendations regarded each value from the research questionnaire and were mainly focused on enhancing employee motivation through incorporating values into the organization's value statement.

CONCLUSION

The main focus of our diploma thesis was to examine the relationship between organizational culture, specifically organizational values and their impact on the levels of employee motivation.

In the theoretical part of the diploma thesis, we have introduced the basic terms regarding our topic – Basic values in organization as a motivation aspect. We have provided various definitions of organizational culture and organizational values, classification of organizational culture and we presented three real, successful organizational cultures of companies Google, Starbucks and Zappos. Because our diploma thesis is focused on analyzing the relationship between organizational values and employee motivation, we also defined the term motivation, types of motivation and we presented three motivation theories (Maslow's hierarchy of needs, Two factor theory and Vroom's theory of work and motivation).

In the second chapter of the diploma thesis, we focused on the analysis of the main and partial objectives. The main objective of our diploma thesis was to identify the core organizational culture items and to quantify the degree of their influence on employee motivation.

We have opted for quantitative research in the form of an online questionnaire in Slovak language. For the group of analyzed values we decided to use the core values of previously mentioned Zappos Company. Simply because Zappos is a real life example of a company which recognized the importance of having core organizational values linked to employee motivation when building a successful business. As the most motivational values were perceived: continuous growth and education of employees, building open and honest relationships through communication and valuation of positive attitude and determination of employees.

Using correlation analysis, specifically Pearson correlation coefficient, we have determined that there exists a weak positive correlation between the core organizational values and employee motivation. For the purposes of this diploma thesis, we have adopted core values from Zappos, which makes their organizational culture and core values a priority and it is an example how implementing these core values positively affect employee motivation. But, according to results of our research, there exists only weak correlation between mentioned values and the levels of motivation of our respondents. One of the reasons for these results may be that respondents were not from the same organization, hence they do not belong to the

same culture (have similar beliefs, behave according to the certain norms etc.), and they responded subjectively. This could imply that respondents are more motivated by different values from those which we have adopted for the research. Zappos employees are highly motivated by company's core values because of their loyalty and commitment at deeper level while having emotional bonds of attachment with the organization unlike our respondents, who may also be motivated by other factors than organizational values.

One of the partial objectives of our diploma thesis was to identify if the level of obtained education influences the perception of organizational values. We also used correlation analysis and quantified that there exists low positive correlation between the obtained level of education and the perception of organizational values. In both cases, we quantified positive correlation between variables which means that if one variable increases in value, the second variable also increases in value in the same direction. In the analytical chapter of our diploma thesis, we also decided to adapt analyzed values from Zappos to one of the previously mentioned motivation theories - Maslow's hierarchy of needs.

In the third chapter, we provided several suggestions how an organization can enhance the levels of employee motivation by implementing core values into the value statement and day-to-day work life. Our main suggestions, regarding the training and employee education and improving work relationships, based on theoretical background and conducted research, include: cross-training and outsourcing of training of employees, team building activities and team work exercises, and informal social events organized by a company outside of working hours.

In conclusion, we can summarize that we have proved that implementing core organizational values can positively influence the employee motivation and enhance the overall performance. The values that according to our research were evaluated as the most motivational are concerned directly with the positive treatment of employees in a company and therefore, finding innovative ways how to increase motivation by helping employees to grow professionally and personally, creating an environment where people are willing to constantly challenge and improve themselves should be one of the main aims of every organization.

SUMMARY (IN SLOVAK)

Diplomová práca prezentuje skúmanie vzťahov medzi organizačnou kultúrou, najmä jej základnými hodnotami a ich stupeň ich vplyvu na motiváciu zamestnancov v spoločnosti.

V teoretickej časti práce sme uviedli definície základných pojmov týkajúcich sa témy diplomovej práce - Základné hodnoty spoločnosti ako východisko motivácie. Uviedli sme rôzne definície pojmu organizačná kultúra, organizačné hodnoty a klasifikáciu organizačných kultúr. Taktiež sme spomenuli príklady organizačných kultúr z praxe – spoločnosti Google, Starbucks a Zappos. Keďže téma našej práce je zameraná na analýzu vzťahu medzi organizačnými hodnotami a motiváciou zamestnancov, v prvej kapitole sme taktiež definovali pojem motivácia, typy motivácie a definovali sme tri motivačné teórie (Maslowovu hierarchiu potrieb, Dvojfaktorovú teóriu a Vroomovu expektačnú teóriu).

V druhej kapitole sme sa zamerali na analýzu hlavného a čiastkových cieľov práce. Hlavným cieľom práce bolo identifikovať základné organizačné hodnoty spoločnosti a kvantifikovať mieru ich vplyvu na motiváciu zamestnancov.

Pre potreby analýzy sme zvolili kvantitatívny výskum vo forme online dotazníka v Slovenskom jazyku. Súbor analyzovaných hodnôt sme prebrali zo spoločnosti Zappos, pretože je to príklad reálnej úspešnej spoločnosti, ktorá kladie veľký dôraz na prepojenie organizačnej kultúry a motivácie svojich zamestnancov. Z nášho výskumu vyplynulo, že najviac motivujúce hodnoty boli: rozvoj a vzdelávanie zamestnancov, vytváranie otvorených a úprimných pracovných vzťahov prostredníctvom komunikácie a oceňovanie pozitívneho prístupu a odhodlania zamestnancov organizáciou.

Použitím korelačnej analýzy, konkrétne Pearsonovho korelačného koeficientu, sme zistili, že medzi základnými hodnotami spoločnosti a motiváciou zamestnancov existuje slabá pozitívna korelácia. Na potreby analytickej časti diplomovej práce sme prebrali základné organizačné hodnoty spoločnosti Zappos, ktorej prioritou je práve organizačná kultúra a hodnoty. Táto spoločnosť je príkladom ako implementácia základných organizačných hodnôt pozitívne vplýva na motiváciu zamestnancov. Avšak, podľa výsledkov nášho výskumu existuje medzi týmito hodnotami a motiváciou našich respondentov slabá pozitívna korelácia. Jedným z dôvodov tohto rozdielu by mohlo byť, že naši respondenti nie sú súčasťou jednej a tej istej organizácie, nie sú súčasťou rovnakej organizačnej kultúry (majú rôzne presvedčenia,

správajú sa podľa rôznych noriem atď.) a preto reagovali subjektívne. Taktiež môžu byť naši respondenti motivovaní inými hodnotami, než tými, ktoré sme predložili v dotazníku my. Zamestnanci firmy Zappos sú vysoko motivovaní aj preto, že k firme pociťujú emocionálne väzby a lojalitu, na rozdiel od našich opýtaných, ktorí môžu byť motivovaní aj prostredníctvom iných faktorov ako základných organizačných hodnôt.

Jedným z čiastkových cieľov práce bolo zistiť či, stupeň dosiahnutého vzdelania ovplyvňuje vnímanie základných hodnôt v podniku. Opätovným použitím korelačnej analýzy sme zistili, že medzi danými premennými existuje slabá pozitívna korelácia. Pozitívne hodnoty korelačného koeficientu znamenajú, že ak sa mení hodnota jednej premennej, hodnota druhej premennej sa taktiež mení v rovnakom smere (klesá/rastie). V druhej kapitole diplomovej práce sme sa rozhodli aplikovať skúmané organizačné hodnoty na už spomínanú Maslowovu motivačnú teóriu.

V poslednej kapitole diplomovej práce sme sa zamerali na predloženie niekoľkých návrhov ako môže podnik zvyšovať motiváciu svojich zamestnancov prostredníctvom implementácie základných organizačných hodnôt do každodenného pracovného života. Medzi naše hlavné návrhy, týkajúce sa vzdelávania a tréningu zamestnancov a vylepšovanie pracovných vzťahov a pracovného prostredia, vyplývajúce z teoretickej časti a uskutočneného výskumu patria: cross-training a outsourcing vzdelávania zamestnancov, team buildingové aktivity a cvičenia a neformálne spoločenské podujatia organizované podnikom mimo pracovného času.

Na záver môžeme zhrnúť, že implementovanie základných hodnôt spoločnosti pozitívne vplýva na motiváciu zamestnancov a môže viesť k celkovému zvyšovaniu výkonnosti v organizácii. Hodnoty, ktoré boli na základe nášho výskumu označené ako najviac motivujúce priamo súvisia s pozitívnym prístupom organizácie k zamestnancom a preto nachádzanie inovatívnych spôsobov ako umožniť zamestnancom profesionálne a osobnostne rásť a vytvárať pracovné prostredie, ktoré motivuje zamestnancov neustále sa zlepšovať by malo byť jedným zo základných cieľov organizácie.

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Appendix 1 Questionnaire

DOTAZNÍK

Vážený respondent,

Som študentkou druhého ročníka inžinierskeho štúdia na Univerzite Mateja Bela v Banskej Bystrici. Študujem odbor Marketing management of business a chcela by som Vás poprosiť o vyplnenie nasledujúceho dotazníka k mojej diplomovej práci – Základné hodnoty spoločnosti ako motivačný faktor zamestnancov.

Vaše odpovede budú použité výhradne v analytickej časti mojej diplomovej práce a sú anonymné.

Ďakujem za Váš čas.

1. Pohlavie

- a) Muž
- b) Žena

2. Vek

- a) 18 – 26
- b) 27 – 34
- c) 35 – 42
- d) 43 - 48
- e) 49 – 56
- f) 57 – 64

3. Dosiahnuté vzdelanie

- a) Stredná škola bez maturity
- b) Stredná škola s maturitou
- c) Vysoká škola

4. Označte prosím, ktoré z nasledujúcich možností sú súčasťou hodnôt organizačnej kultúry v podniku, v ktorom pracujete (je možné označiť viac odpovedí).

- a) príležitosti pre rast a vzdelávanie zamestnancov
- b) odmeny (peňažné aj nepeňažné)
- c) priaznivé pracovné prostredie a atmosféra
- d) dôraz na inovácie
- e) komunikácia a feedback (spätná väzba)
- f) Iné:

Po prečítaní týchto tvrdení, prosím označte mieru súhlasu/nesúhlasu v každom riadku.

Hodnota podniku	Motivuje Vás daná hodnota podniku?				
	Úplne súhlasím	Súhlasím	Neviem	Nesúhlasím	Vôbec nesúhlasím
Motivuje ma ak podnik podporuje inovatívne myslenie zamestnancov					
Motivuje ma ak podnik prijíma a víta zmeny, aby držal krok s konkurenciou					
Motivuje ma ak podnik podporuje uvoľnené a zábavné pracovné prostredie, pretože verí, že zamestnanci pracujúci v takomto prostredí budú kreatívnejší					
Motivuje ma ak podnik podporuje samostatné rozhodovanie zamestnancov					
Motivuje ma ak sa podnik snaží o trvalý rast a neustále vzdelávanie zamestnancov					
Motivuje ma ak si podnik váži vytváranie otvorených, úprimných vzťahov a komunikáciu					
Motivuje ma ak podnik vytvára „rodinnú atmosféru“					
Motivuje ma ak sa podnik snaží o neustále inovácie					
Motivuje ma ak si podnik váži a odmeňuje záujem, pozitívny prístup a odhodlanie zamestnancov					
Motivuje ma ak podnik oceňuje pokoru a rešpekt zamestnancov pri styku so zákazníkmi					