

Motivation and development of employees on the example of companies from different sectors

Мотивація та розвиток співробітників на прикладі компаній різних секторів

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Purpose: is to compare the motivational factors of individual employees and their fulfilment by the employer on the example of employees from companies in different industries. A sub-objective will be to identify the role of employee development as a motivational factor.

Method: is conduct the research, a structured questionnaire survey.

Paper type: theoretical and practical.

Мета роботи: є порівняння мотиваційних факторів окремих працівників та їх виконання роботодавцем на прикладі працівників компаній різних галузей. Додатковою ціллю буде визначення ролі розвитку співробітників як мотиваційного фактора.

Метод дослідження: анкетне опитування, структуроване анкетне опитування.

Тип статті: теоретична та практична.

Key words: employee motivation, motivational factors, employees' development, IT industry, restaurant industry.

Ключові слова: мотивація співробітників, мотиваційні фактори, розвиток співробітників, IT-галузь, ресторанне господарство.

1. Introduction

Work motivation

As stated by Král (2018, p. 2), motivation may be generally understood as “.... a mental process related to an increase or decrease in a person’s activity”. Motivation presents a set of factors showing the internal driving forces of an individual’s activity that direct his or her cognition, experience, and action. It can be understood as a dynamic tendency of human personality. Plamínek (2015, pp. 11-15) states that the purpose of motivation is to form a positive attitude towards something - often towards a performance or type of behaviour in the case of work motivation. Work motivation can have huge positive potential. It is often applied where directive management, psychological coercion, physical violence, manipulative techniques, and populist tricks fail. Moreover, when used sensitively, motivation can bring trust and refinement to human relationships. At its very core is the necessity of understanding other people. Those who need to get something from people without violence, those who want to motivate them, cannot think of themselves.

Motivating employees is one of the tasks and responsibilities of managers, regardless of their area or level of responsibility. Motivated employees perform better, make fewer mistakes, are more helpful and supportive, and cause fewer problems or conflicts. Thus, not only do they achieve better results, but they can also be less supervised and controlled (Urban, 2016, pp. 47-52). All of the above can have a positive impact not only on the performance of the entire company, but also on their benefits.

Every organisation, if it wants to be successful and competitive, must develop its own motivational strategy through which it will create a work environment and develop organisational policies and practices that will lead to higher employees’ performance. An integral part of an organisation’s motivational strategy is the motivational programme which presents a specific

system of working with people in a particular organisation, focusing on positively influencing employee motivation. It is a complex of rules, measures, and procedures based on analysis (Němečková, 2013, p. 373-392).

Motivational factors

A supervisor, in order to motivate his or her employees, must first understand not only the circumstances that contribute to their motivation, including those that hinder it. These circumstances are collectively referred to as motivating factors. What they have in common is that they satisfy human needs or prevent them from being satisfied. There are many factors that affect work motivation, positive or negative. However, it is possible to classify them into certain common categories from several points of view. Maslow's classification of motivational factors is based on a hierarchical model of human needs. He lists five groups of needs, starting with physiological needs (to eat, to drink, to dress) and ending with the need for self-actualisation (a person will first satisfy those at the lower end of the spectrum, and when he or she has satisfied them, then he or she will desire to satisfy other - higher needs). Another division of motivational factors is into intrinsic (motivation from the work itself, autonomy at work, social importance, opportunity to develop one's skills) and extrinsic (financial rewards, bonuses, career advancement) ones. The distinction between tangible and intangible motivational factors is similar, but not identical. An important classification is offered by Herzberg's two-factor theory which divides motivational factors according to whether they evoke satisfaction or dissatisfaction. Its premise is that the circumstances giving rise to job satisfaction (and thus promoting motivation) are partly distinct from those giving rise to job dissatisfaction (Urban, 2017, pp. 12-13).

However, the basis for successful motivation is not only knowledge of motivational factors, but it is also necessary to identify which of the many motivational factors has the greatest effect on employees in a given situation and then using this factor or factors to motivate them. The basic sources of work motivation can be broadly divided into four basic groups (Urban, 2008, pp. 52-53):

- motivation arising from the interest of the work, the opportunity to use one's abilities, to achieve an adequate result, or to overcome obstacles (intrinsic motivation);
- motivation based on obtaining a reward (extrinsic motivation);
- motivation based on personal reputation, possibly professional reputation;
- motivation arising from the social purpose of work.

However, the receptivity to different sources of motivation will vary from employee to employee.

Reward and salary, or variable remuneration components, are very often considered the main motivating factor for employees. Armstrong (2007, p. 231) points out that while money does have some motivational weight, it tends to be with employees who are most motivated by money alone. For less confident employees, however, money may not be a motivator, as these employees may not expect to achieve the performance for which they would be rewarded. It may be the case that extrinsic rewards reduce intrinsic interest - when employees perform only for the sake of pay, they may find work tasks less satisfying, hence are unlikely to perform them effectively. Under ideal conditions, however, money can stimulate motivation (employees need financial rewards; moreover, money presents a highly visible instrument of reward).

However, the most important factor of immediate motivation of employees can be considered to be praised for the work done. Its importance can be seen in that it positively influences the work performance or behaviour it targets or draws attention to. In fact, a praise can increase the likelihood that an employee will behave similarly in the future. Increasing employee motivation can also be achieved through fairness in employees' evaluations, honest communication between management and employees, and maintaining good relationships not only with colleagues, but also with supervisors. Interesting and attractive working conditions and atmosphere at the workplace (or its consistency with what the employees were familiar with, e.g. during the

recruitment process), recognition and respect from superiors and meaningfulness of work also have a positive impact (Urban, 2010. no. 6).

Employees' development

Nowadays, it is essential for organisations to take an interest and care about the development and further training of their employees. Investment in development and training should pay off through higher productivity, the use of new knowledge, and increased motivation for employees to collaborate on innovations that are so necessary in a rapidly changing business environment. However, training does not always focus on the development of competencies that the organisation currently needs. The organisation partially satisfies the employee's requirements and provides some type of training as a benefit, as it expects to increase his or her satisfaction, motivation, and thus his or her loyalty to the company. An important role here is played by a good knowledge of the current and future educational needs of employees and the awareness that education not only develops the employee for the organisation, but also increases his or her value on the labour market. There is no direct correlation between investment in education and employee's loyalty to the organisation. Some employees use the company to increase their value in the marketplace and then leave for another company where they receive a higher salary for what they have already gained through development and training at the previous company. Therefore, it is necessary to find a certain balance between what the company invests in the employee and the effort that the employee has to make for his or her own growth (Janišová and Křivánek, 2013, pp. 212-213).

The implementation of development and learning in the workplace can take place through the following activities (Bartoňková, 2010, p. 17-18):

- educating during the adaptation process and training employees for the job;
- further education – one of the forms of training in the field in which the employee works;
- retraining - building work skills leading to the acquisition of a new occupation; full or partial one;
- occupational rehabilitation – reintegration of employees whose current health condition prevents them from doing their job as they used to, either permanently or for a long-term period;
- upskilling (development area).

Staff training and development can be done both formally (through various training courses etc. see above) and informally. Informal learning and development always take place in the workplace and may assume different forms. Education and work can be separated locally and a form of structured learning activity taking place outside or close to the workplace exists. This can be a company training facility or an "island of learning" where production process issues are discussed. Learning and development can take place simultaneously in the workplace where different learning activities (methods) are implemented there and which can be categorised in different ways. This is targeted and planned training, focusing on the training of staff, their education is supported, appropriately differentiated and evaluated. However, education and work can take place at the same time. Education presents a regular part of job performance and routine tasks. Employees develop their personal skills, knowledge, and understanding of their work through orientation to the stimuli and challenges of their job. It is a regular and never-ending learning process (Armstrong, 2007, p. 465).

Employees' development methods can be basically divided into on-the-job and off-the-job development methods, or more recently, methods in the form of online courses, e-learning, etc. The table below provides an overview of these methods.

Table 1 – Methods of employees' development (Vnoučková, 2013, p. 78)

On-the-job development methods	Off-the-job development methods
Coaching	Lecture
Mentoring	Seminar
Shadowing	Case study
Task assignment	Simulation
Work rotation	Workshop
Work on projects	Management games
Fulfilling urgent tasks	Community involvement
Miniprojects	Development centre
Internship, temporary transfer	Outdoor training
Sharing of knowledge	e-learning
	Study of literature
	Competence development

Employees' development as a motivating factor

Employees' development is one of the important factors of motivation. Within the framework of training, employees acquire and develop knowledge that is indispensable for the effective performance of their work. Employees' development then focuses on the acquisition of new knowledge, skills, and abilities beyond the current job, giving the employee greater value to the company and better opportunities for further employment within and outside the company. The provision of development and learning opportunities by the company enables the employee to fulfil the higher needs of Maslow's pyramid - i.e. self-development and recognition related to being perceived as a greater expert (Šnýdrová et al., 2021, p. 47).

The obligation to train and develop employees is regulated by the Labour Code, as mentioned above (extension of qualifications, etc.), but beyond these approaches, an employer can support the training of its employees through the benefits offered. These are most often language courses or soft-skills courses. They may not be directly necessary for the performance of the job and participation is entirely at the discretion of the employee. The employer's support may take the form of paying the course instructor's fee, providing training facilities, or providing paid or unpaid leave for the employee attending the course. In addition, education in the form of a perk includes the possibility of tax benefits (Štanglová, 2022).

From the point of view of benefits for employees, the cyclical interconnection of the individual phases of the learning and development process is of particular importance (Šnýdrová et al., 2021, p. 47):

- Identification of educational needs
- Planning
- Implementation
- Evaluating the effectiveness of training and development.

In order to make training and development have a proper motivational effect, it must be set up effectively so that it ultimately facilitates company processes and improves cooperation and communication between colleagues, thus contributing to a better atmosphere in the workplace. A comprehensive and appropriately designed plan of courses and training, including the initial and final

evaluation, will bring benefits not only to employees but also to the employer, i.e. the company as such (Štanglová, 2022).

2. Data and methods

Comparison of motivational factors and the role of employees' development on employees' motivation on the example of IT companies and restaurants

Aim of the research

The aim of the research will be to compare the motivational factors of individual employees and their fulfilment by the employer on the example of employees from companies in different industries. A sub-objective will be to identify the role of employee development as a motivational factor.

To meet the objective, the following research hypotheses were set:

Research hypothesis 1: There is no difference between the preferences of motivational factors among employees of companies in the selected industries.

Research hypothesis 2: More than half of the respondents confirm that development and training opportunities have a positive impact on work motivation.

Research methods and arrangements

A questionnaire survey was chosen to conduct the research in this article, and it took place between 1 February and 5 March 2023. The questionnaire survey was chosen as a method as it allows to reach a large number of respondents, allows them to remain anonymous, and the questionnaire results are relatively easy to evaluate due to the fact that the respondents choose from the provided answer options. For this article, a structured questionnaire survey was chosen, which offers the opportunity to answer predetermined questions in a given order. In order to be able to reach more companies from different areas, an online questionnaire survey platform [Survio.com](https://www.surveymonkey.com) was chosen, which allows intuitive creation of the questionnaire for free.

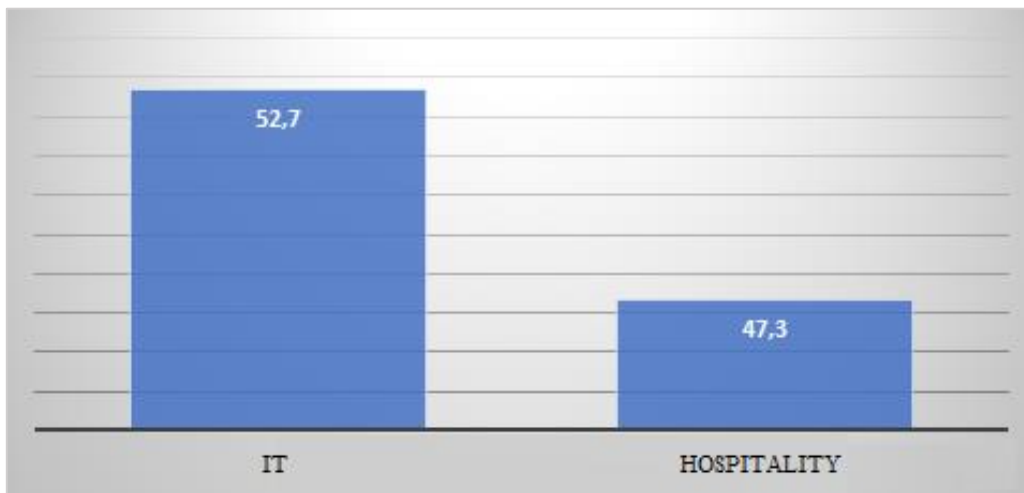
The questionnaire for this survey included a total of 10 questions. The first one identified only the industry in which the respondents work and the others already focused on understanding the motivational factors of employees. The questions were selected to be mostly closed or semi-closed, which are easier to evaluate. The questionnaire was hosted on [Survio.com](https://www.surveymonkey.com) for exactly one month. During this time a link to the survey was sent to selected Facebook groups. After a month, the questionnaire was downloaded from [Survio.com](https://www.surveymonkey.com) and the results were converted into MS Excel, graphed and evaluated.

The research respondents were deliberately chosen from two completely different fields to make the research not only more interesting, but also to test whether people's motivation patterns differ depending on the field. IT was chosen as a field of office work, mainly with a computer, mostly without client contact, while hospitality industry was chosen as a variable job, working with people of different attitudes and moods, which is more demanding in terms of physical abilities.

3. Results and Discussion

A total of 112 respondents from both sectors participated in the survey. Their answers are given below.

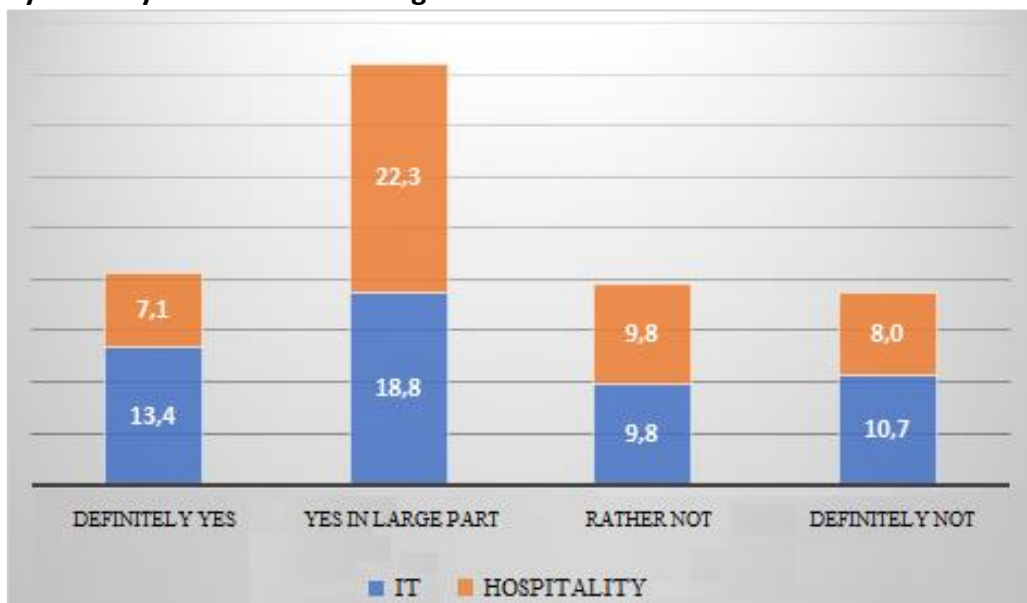
What industry do you work in?



Graph 1 – Occupation of respondents
(Source: Own elaboration)

More respondents answered the IT industry (52.7%) and less ones the hospitality industry (47.3%). In the following questions, the answers are always given separately for each industry.

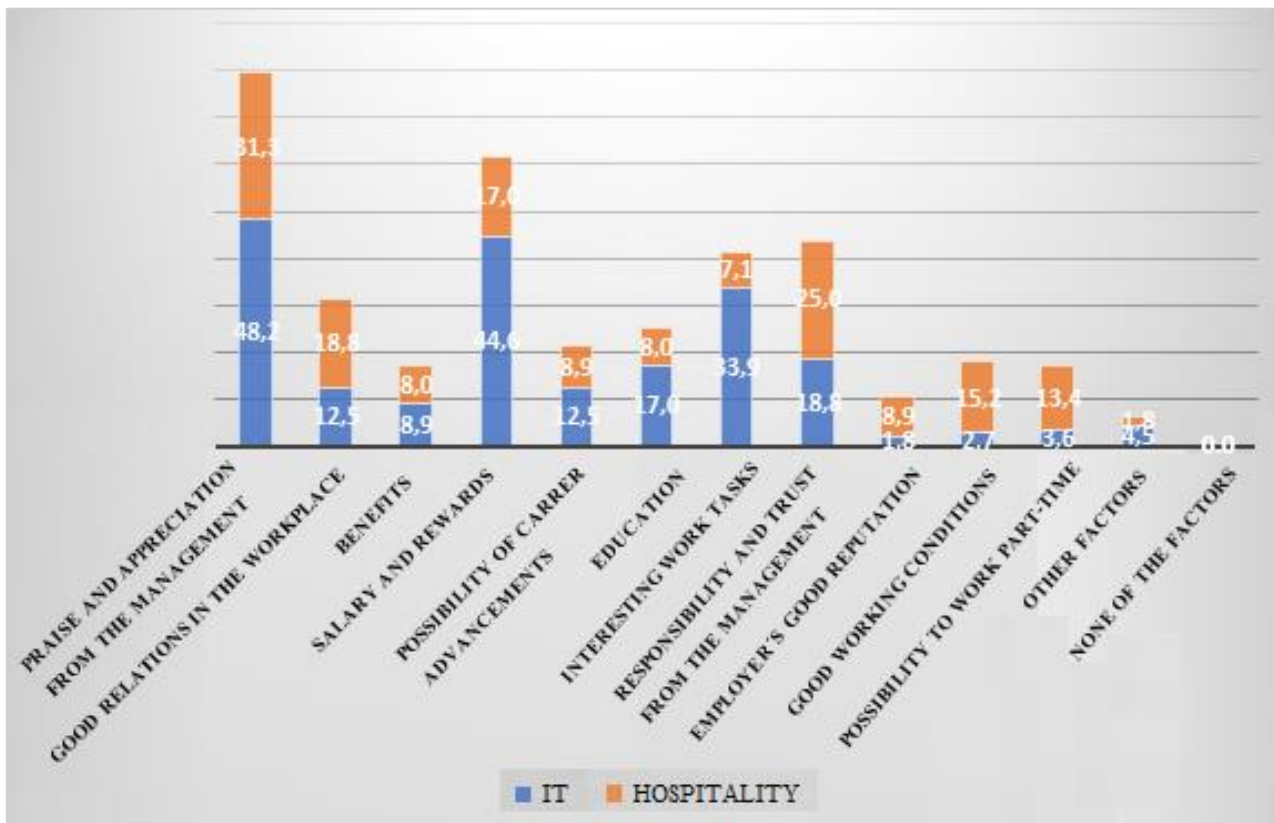
Do you find your work motivating?



Graph 2 – Rating of respondents' profession as a motivating one
(Source: Own elaboration)

For this question, all respondents generally agreed that they find their work motivating. A total of 20.5% of the respondents answered that their work is definitely motivating for them, while another 41.1% answered that it is motivating for them in large part. Furthermore, 19.6% stated that they mostly do not perceive their profession as a motivating one and the remaining 18.7% definitely do not perceive it as motivating.

Which of the following factors has the potential to increase your motivation to work (multiple choice)?



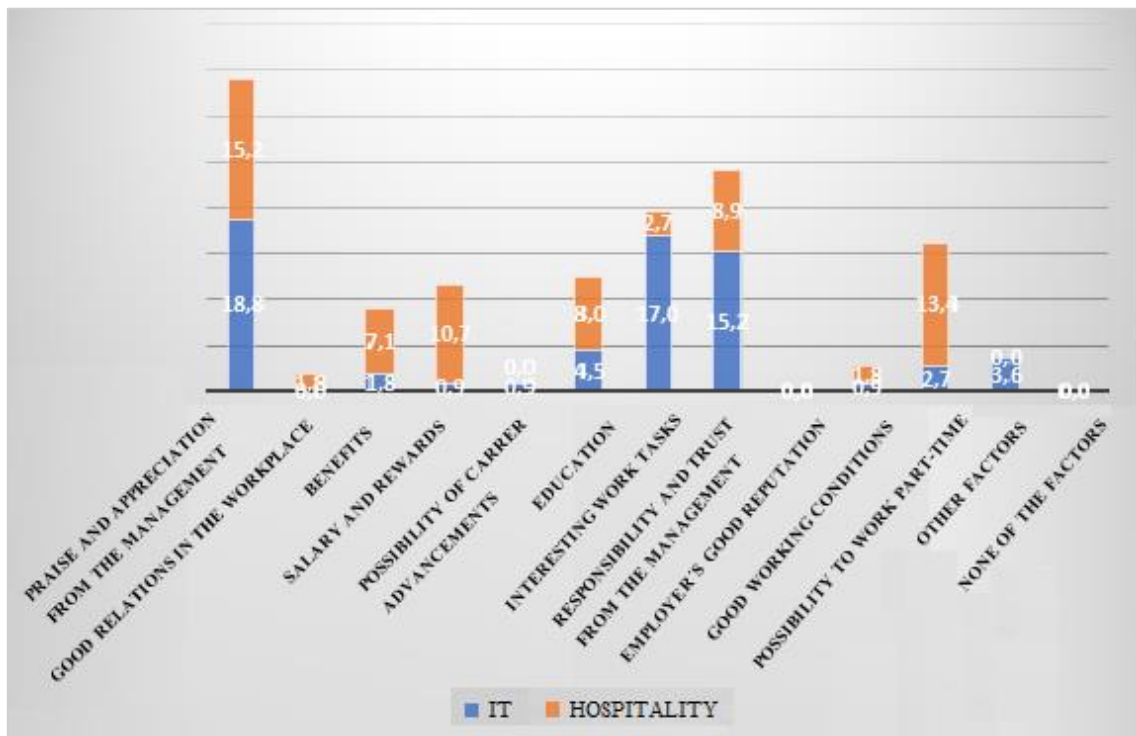
Graph 3 – Factors increasing respondents' motivation
(Source: Own elaboration)

In this question, respondents could choose more than one answer. It is noticeable that most of the respondents said that the most motivating factor for them was praise and appreciation from the management (79.5%). This option was followed by salary and rewards (61.6%), responsibility and trust from management (43.8%), interesting work tasks (41.0%); and good relations at work (31.3%).

By looking at the presented results, it can be noticed that the ranking of the most important motivational factors varied among the respondents, except for the first place, where praise and appreciation of management prevailed. Salary and rewards came second for the IT respondents, interesting work tasks came third, and they were followed by responsibility and trust in the management. Education was then. For the respondents representing the hospitality industry, responsibility and trust in the management came second, and it was followed by good relations at work, salary and rewards, and good working conditions, respectively.

Which of the following factors are you currently lacking in your workplace and would welcome?

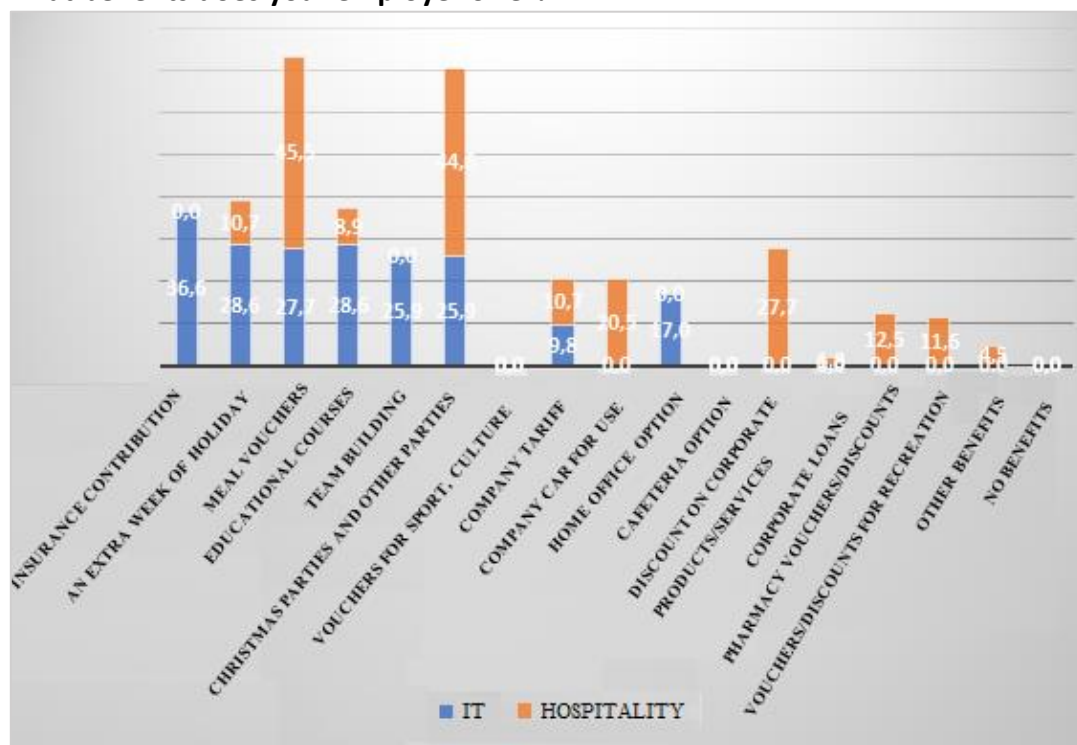
Here again, the consensus among respondents was that although this is the strongest motivating factor for most of them, they do not get it from the management. Specifically, it was praise and appreciation of leadership (34.0%). The second most popular answer was responsibility and trust from the management (24.1%), followed by interesting work tasks (19.7%), possibility of part-time work (16.1%), and possibility of education (12.5%), respectively.



Graph 4 – Respondents’ missing motivational factors (Source: Own elaboration)

Here, differences prevailed in what respondents lacked, too. Again, praise and appreciation reigned supreme for both, but for the IT staff, interesting work tasks came second and followed by responsibility and trust from the management. For the hospitality employees, part-time options ranked second, and were followed by salary and rewards.

What benefits does your employer offer?



Graph 5 – Benefits of respondents (Source: Own elaboration)

In this question, the respondents again chose several answers simultaneously. Respondents from the IT professions most often chose among the benefits an insurance allowance, then a week of holidays, meal vouchers, educational courses, Christmas parties, team building, and the possibility of a home office. Respondents from the hospitality industry mentioned meal vouchers, Christmas and other parties, and then discounts on company products or services, a company car for use, as well as possible vouchers or discounts to a pharmacy. It can be noted that the mix of benefits in the professions was different.

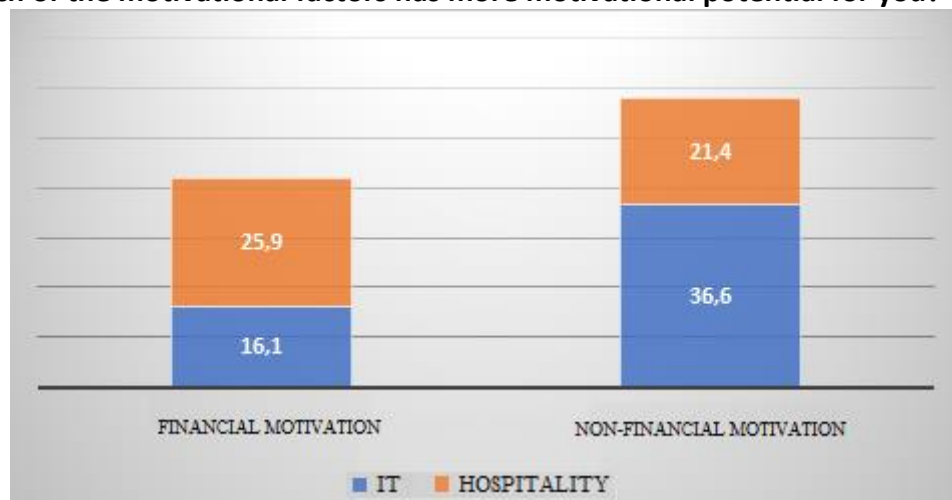
Are you satisfied with the current benefit offer?



Graph 6 – Respondents’ satisfaction with the benefits offered
(Source: Own elaboration)

Just under half of the respondents (42.8%) said they were satisfied with their current benefit offer. However, this was the most frequently chosen answer. It can be noticed, however, that the preference of the answers was different among the respondents. Respondents from the IT industry were most often satisfied, while the respondents from the hospitality industry were more dissatisfied than satisfied.

Which of the motivational factors has more motivational potential for you?



Graph 7 – The most important motivational factors of respondents
(Source: Own elaboration)

Does your management provide you with sufficient opportunities for training and development?



Graph 8 – Evaluation of educational opportunities
(Source: Own elaboration)

More than half of the respondents (58.9%) answered that they do not get enough educational opportunities. However, for the respondents from IT industries, the ratio of responses was the opposite, with respondents from the hospitality industries answering much more negatively.

Do you perceive the opportunity to further your education and expand your existing qualifications as a motivation for you to continue your work?



Graph 9 – Evaluation of learning opportunities as a motivating factor
(Source: Own research)

This is where the consensus between the two respondent types emerged. All respondents agreed that the opportunity to further their education was motivating. A total of 25.9% of respondents said that the opportunity to learn is definitely motivating for them. For another 42.0% of respondents, this option is mostly motivating. Only 21.4% of the respondents answered that education is not mostly motivating for them and definitely not motivating for the remaining 10.7%.

Evaluation of survey responses

In order to meet the research objective, two research assumptions were established that can now be evaluated.

Research hypothesis 1: There is no difference between the preferences of motivational factors among employees of companies in the selected industries.

The research hypothesis cannot be confirmed.

Although there was a belief that the basic motivational factors were the same for employees, our survey did not confirm this. Respondents agreed only on the most important motivating factor, appreciation and praise from management, then their preferences differed significantly. They also disagreed on whether financial or non-financial motivational factors were more important to them. An interesting finding is that this was also the motivational factor which was most lacking among the respondents.

Research hypothesis 2: More than half of the respondents confirm that development and training opportunities have a positive impact on work motivation.

The research hypothesis can be confirmed.

All respondents generally agreed that the opportunity to develop and learn is motivating for them. On the other hand, the respondents from the hospitality industry agreed that their management does not give them the opportunity to learn and develop.

4. Conclusion

The present article focused on the issue of employee motivation. The aim of the article was to compare the conditions and factors of employees' motivation in the two chosen fields and to find out whether the field of activity is one of the factors that influence how employees can be motivated and possibly developed, or whether employees' development will be a motivating factor in both fields.

In order to fulfil the aim of the article, the text was divided into a theoretical and a practical part. In the theoretical part, the concepts of motivation and employees' development and their interrelation were explained on the basis of the study of the literature. It was followed by the practical part in which the questionnaire survey made with employees of two different fields was interpreted. Their responses were then commented upon and conclusions drawn in relation to the stated aim of the research and the article as a whole.

The work motivation of employees, although highly individual, tends to have certain specificities. Nevertheless, the research found that there are quite significant differences between the IT and hospitality respondents in terms of what motivates them. The only thing they agreed on was the most important motivating factor, namely the appreciation and praise of the management. At the same time, however, the respondents ranked this motivating factor as the least sufficient. In addition, the IT respondents indicated that non-financial motivation was more important to them, but for the hospitality respondents – it seemed to be more financial motivation. However, there was a consensus when it came to development and education. For most respondents, the opportunity to learn and develop presents a significant motivating factor. However, the respondents from the hospitality industry indicated that they lacked this motivating factor which presents one additional opportunity for remediation in the future.

Obviously, the findings of this survey should be viewed with limitations related not only to the number of respondents, but also to the fact that only two industries are being compared. In the future, it would certainly be advisable to include more fields in the research for better comparison and to monitor more variables (e.g. location – village or city; age of respondents, gender, etc.).

Nevertheless, based on the results of the survey, it is possible to conclude that employees' motivation can be not only individual, but also industry-specific, and when trying to design the best possible motivation and benefits system, it is appropriate to consider the needs of employees in that particular industry.

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6. Competing interests

The authors declare that they have no competing interests.

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