

Increasing Performance in a Small-Size Company.

Case Company: Jocham Veranstaltungstechnik



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ABSTRACT

This thesis is commissioned by Jocham Veranstaltungstechnik, an event-management (technical management) company based in Iggenbach, Germany. The goal of this thesis is to identify weaknesses concerning the motivation level of the workers, and give recommendations in order to increase motivation and therefore increase the performance of employees.

The thesis addresses issues, related to the technical workers who do actual construction, and does not include the management of office workers/secretaries. The research problem clearly relates to the group of actual technical workers, when it does not necessarily apply to the office employees.

Qualitative as well as quantitative research has been used: interview with the CEO, two surveys sent to the two groups of workers – exchange student (foreign, part-time), and main (full-time) workers. The surveys helped to gather statistical data as well as to collect the opinions and experiences of the workers.

The outcomes of the thesis indicated that the potential of the commissioning company to run Human Resource Management processes smoothly is great. It is advised to implement task allocations and time limitations. Distributing the tasks in a specific way will help to minimize the gap between the main (full-time) and exchange student workers (foreign, part-time). Additionally, implementing such things as hierarchy and job titles, organized supervision, regular training practices and specific leadership styles will boost the motivation of the employees, and optimize the efficiency of the working process.

Keywords Performance, Human Resource Management, Personnel, Motivation

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Appendix 2 Survey for exchange workers: outcomes

Appendix 3 Survey for the main workers: outcomes

1 INTRODUCTION

1.1 Background information

Human Resource management is the crucial activity for the company. It is rightly said that the key goal of the personnel management is to pursue the goals of a company. The success of the company directly depends on the willingness of people to perform their best and work towards achieving the goals of the organization. (Henderson, 2011, 10-14)

The British Institute of Personnel Management defines the concept of Personnel management as the following: "Personnel management is that part of management function which is concerned with people at work and with their relationships within an enterprise." (Kumar 2010, 3)

In other words, Human Resource Management is a comprehensive system that is based on the understanding that employees are people with diverse needs and life goals; its main task is to ensure the correspondence between employee management and the strategic objectives of the company. (Chand 2014)

The functions of Personnel Management are roughly divided into two major groups: **managerial** and **operative**.

Managerial functions include planning personnel programs, organizing activities, directing and guiding workers and controlling their performance.

Operative functions are focused on employment, motivation and compensation, development and industrial relations. (Rao 2014, 15-19)

Since this thesis has a specific focus and limitations, the theoretical and analytical emphasis is lying on the operative functions, mainly the sub-function of motivation, however managerial functions will still be considered as a part of theoretical framework.

Considering "compensation and motivation" in more detail, it is worth defining this function as the process, which inspires people to give their best to the organization with the help of intrinsic and extrinsic rewards, as well as through applying other concepts and theories of Motivation. Moreover, "compensation and motivation" subgroup includes such terms and tasks, as job design, work scheduling, motivation, job evaluation, performance appraisal and compensation administration. (Rao 2005, 29-30)

All terms and concepts, shortly named above will be discussed further in this thesis.

The particular focus of this thesis is motivation of personnel. A specific and narrow area of Human Resource Management was chosen due to its clear relation to the case company situation. The dependence of Jocham Veranstaltungstechnik on the way, the workers perform is extremely high. Everything starting from deadlines and schedules, finishing with the accuracy and the quality of the work that has been done, depends on the employees and their attitude. Building constructions, putting cables, setting projectors - most of the work in the company is done physically. Therefore, the pace people can work with, the carefulness of the work they do is effected by their attitude, the feeling of responsibility, and level of motivation they have. That is why the topic of motivation plays a big role for Jocham Veranstaltungstechnik and solving the motivational issues can sufficiently boost the productivity.

Edward Deming stated once, that all successful discoveries and innovations were made by people, who enjoy their work. That is why the satisfied employee would mean the greatest asset for the company and its goals as it would lead to the larger productivity, more creativity and initiative within the company. (Henderson 2011, 10-14)

Even Robert Reich emphasizes the importance of Human Resource Management, when he suggests that in the future, the organization's ability to attract, develop, and keep a talented workforce will be a crucial factor in building a stable, solid and successful organization (Sims, 2002. 2).

1.2 Jocham Veranstaltungstechnik

Jocham Veranstaltungstechnik is an event-management company, which focuses on a technical side of the events. It makes the place ready for the exhibition, concert or other event. It takes care of wide range of tasks – starting from placing the carpets, finishing with setting the sound\light\electricity cables, beamers, and the light projectors.

When it comes to small-size organizations, such as Jocham Veranstaltungstechnik, the employer-employee relationships are of the great importance, since they often have to work together. In the company like Jocham Veranstaltungstechnik, where the CEO acts as a part of a group and is present at the majority of the construction projects, the importance of good relationships raises even more. Transparency - is a term that the company can be characterized with. The actions of the workers, their attitude and behaviour are always visible to the CEO. Despite great control and transparency, the performance, motivation, high employee rotation issues still arise.

1.3 Research Problem and Research Question

The research problem to be addressed is comprehensive and needs further explanations.

For analysing purposes, the workers of the company can be divided into two major groups: **main workers** (Germans, mostly full-time workers), "knowing their work, motivated, responsible, organized" (Clemens Jocham, the CEO, 02.06.2017) and a group of part-time workers, often students on exchange\double degree program, seeking to earn some extra-money – **exchange student workers**. The motivational issues occur much more often with the second group. Less efficient performance, less motivation, obviously less experience, lack of self-initiative, etc. are the characteristics the second group of workers might possess more often, than the first group. The solution of the problem does not only include dealing with this second group of workers, because employees are highly interrelated, and even the actions of one person are affecting the whole working process and the whole group.

Hence, the aim of the thesis is to find out the strength of the company in the field of Human Recourse Management, the details of the problem of motivation among main and exchange student workers and the related problems, possible reasons and roots of the problems which have occurred; and develop the solutions and recommendations, based on the conducted analysis.

Therefore the research question of this thesis is: how can applying the concepts of HRM and motivation increase performance of workers in a small size company?

1.4 Objectives

The objectives of the thesis are the following:

- 1) Introducing the motivation theories, related to the case company situation and to the thesis topic itself.
- 2) Researching and presenting the current situation within the company.
- 3) Conducting the analysis, based on the theory and research.
- 4) Giving appropriate recommendations, based on the presented theory and research.

1.5 Research Methods

The Personnel management theory was used as one of the research methods. Additionally, 2 motivation theories are considered: *McGregor theory X and Y* and *Herzberg Dual Factor Motivation theory*.

The interview with the CEO was conducted. The questions of the interview are closely related to the topic of Human Resource Management and Motivation. The questions are presented in the Appendix 1.

Additionally, 2 surveys were sent to the two groups of workers – to main workers and to exchange students. The outcomes of the surveys were presented and analysed in the Analysis chapter of this thesis.

1.6 Limitations

The thesis addresses issues, related to the technical workers who do actual construction, and does not include the management of office workers/secretaries. The reason for the limitation is that it is hard to observe the situation in the office, and the research problem clearly relates to the group of actual technical workers, when it does not necessarily apply to the office employees.

2 THEORY

2.1 Presented theories

Further analysis of the research problem requires comprehensive amount of information derived from various theories and resources. Therefore, the following theories are presented: (1) basic definitions and functions of Personnel Management theory, (2) Motivation theory X and Y of Douglas McGregor, (3) Dual-factor motivation theory of Frederick Herzberg.

2.2 Personnel Management Theory

2.2.1 Definition

Personnel management is the function of management related to enhancing the effectiveness of the human resources. Effective personnel management is achieved through proper planning, organizing, motivating, directing and coordinating, and the controlling of activities related to the company's goals achievement. These functions have components which allow the implementation of the actual personnel management to happen. (Payos, Zorilla 2003, 3-4)

2.2.2 Personnel Management functions and the parts of implementation

There are basic functions the personnel management possesses. These include *Managerial functions* - planning the personnel programs, organizing activities, directing and guiding the workers and controlling their performance; and *Operative functions* - employment, motivation and compensation, development and industrial relations.

Implementing the named functions is the necessary action for achieving successful personnel management system in theory and practice. (Garima 2008, 8-11)

Planning

Personnel planning includes the research on the salary trends, labour markets, as well as creating the system of hierarchy, planning and analysing the tasks and duties and who would be responsible for what. Planning also includes such spheres as recruitment, selection and training of the employees. With planning, future potential problems can be anticipated and eliminated before they arise. The objective of the personnel planning is to create favourable environment for the actual employees, as well as for new potential employees, responding to company`s vision, goals and principles, budget concerns and other. (Chand 2014)

Organizing

Organizational process is about creating the structural framework. It is about the allocation of the tasks and duties among the members of the organization. It defines the relationships between members, establishes hierarchy, and allocates various activities between employees. Organizing procedure establishes the communication channels, ensures the flow of information, and defines pre-planned positions and responsibilities of the personnel. The purpose of organizing is to establish an efficient working environment which would make sure that the work is done smoothly and time, as well as to effectively utilize the skills and the expertise of workers

(The Management Blog 2018)

Directing and coordinating.

Directing is associated with the general guidance and mentoring. Wise direction and work stimulation is achieved through the work rules, supervision and a good communication, and some motivational tools. The goal of this function is to ensure, that all workers understand their task, duties, as well as the meaning and the goals of the project they are working on. If a worker understands his responsibilities and tasks clearly, and sees the big picture, the purpose of his work and the work of others, he is more motivated to do the job right. More information on the

motivation topic and how seeing the big picture affects motivation will be presented later in this chapter.

(Garima 2008, 8-11)

Controlling

Controlling activities imply not only the work supervision, but also the wage levels, training procedures, interviewing the potential workers etc.

The purpose of controlling is to ensure the company plans are accomplished successfully. In addition, there always might be some changes to the planned path. If they take place, the corrective actions must be taken in time. Controlling ensures that the evaluation of the personnel work is done objectively and correctly.

(The Management Blog 2018)

These were the fundamental *managerial functions* of the personnel management.

In addition, there are *operative functions*, which vary depending on the size of a company and the organizational culture. However, the basic steps include the following actions:

Procurement

Procurement includes Recruitment function, gathering information about the wage rate trends, job requirements, selecting the candidates through following the planned procedure of employee selection, as well as keeping the records about quantity of employees, their positions etc.

(Chand 2014)

Training and Development

Training of the new employees or those, who are promoted, is important part of personnel management. When considering employees as the necessary cost (which should be minimized), the training procedure is often neglected, According to the research of Mangham and Silver. Some managers excuse it by stating, that they only employ skilled and qualified workers. (Mangham and Silver, 1986)

Now the situation changed, and more and more companies implement training, realizing its importance. In fact, to do any new task or job right, the experience is needed. The employee can learn the new task by himself, through the way of mistakes and failures. Or the training can be implemented, to minimize the stress of the employee about the new task, as well as minimize possible failures at the actual workplace. Training boosts the skills of employees, makes the job tasks and duties understandable to the employee and therefore facilitates the efficiency of the working process.

(Int. Journal of Economics an Management 2012, 400-401)

Promotion, Transfer and Termination

Performance evaluation is crucial to understand the productivity of the employee and the profitability of the decision to hire\promote him, or take other decision concerning the employment.

Rewards and Recognition

This policy related to the adequate remuneration of the employee work. Compensation function involves evaluating the work of the personnel in terms of money, developing wage plans, pension plans, analyse general wage trends. In addition, it includes the planning of additional benefits, for example non-monetary benefits.

Employee Relations

This function means to provide employees with good working environments as well as to establish good communication channels.

These functions are essential for the wise personnel management, as they contribute to the general productivity of the work and its smoothness. There is no denying the fact, that above mentioned parts of the personnel management implementation should be followed, and for that purpose the HR-department or a specialist must be assigned.

(Garima 2008, 8-11)

The general organization of personnel (HR)-departments vary depending on the size of the company and its structure. So, for the large companies, the *Vice President of HR* usually heads the HR-department, which consists of several positions.

Recruitment Manager is usually responsible for hiring the personnel, *Compensation Manager* – for salaries and wages, and for the job evaluation. The *Manpower Planning Manager* takes care of the career path planning. Additionally, there are *Labour Relations Manager*, *Training and Development Manager*, and finally, the *Safety Manager*.

When it comes to the small-size organizations, the basic scheme of HR-department is build the following way: the HR-director usually heads the department, which consists of 3 managers – *Labour Relations*, *Training and Development*, and *Administrative Manager*.

(Payos, Zorilla 2003, 15)

2.3 Motivation theories

There is no denying the fact, that managing the work and operations efficiently, striving for achieving the company goals, and delegating tasks and challenges to the personnel - is not enough for successful company to run smoothly. Besides many factors, one of the crucial ones is the

performance of the personnel, which can only reach high levels if workers are motivated.

So what actually motivates the personnel? How to make people perform their best?

There is no universal answer to this question, because different people are always motivated by different factors. Some of them have an internal, intrinsic motivation within them, so they do not even need extra-motivators like bonuses or higher salary to work hard. In contrast, others may need recognition, or more responsibility to feel motivated. It is important to listen to the needs of personnel in every company. However, when it comes to the case company, where the core of the business lies on the employees and their performance, attention to the workers is the key to company success.

This chapter will consider some of the most popular theories of Motivation, which can be applied to the small-size companies and particularly the case company of the thesis.

Theory of Douglas McGregor was chosen to be presented in this thesis, as it considers the employee psychology in the two opposite ways, in accordance with X and Y theories. The diversity of perception of people as the work force will later help analysing the situation in the company, basing on different ideas and angles of perception. Additionally, the role of the leaders in organization and the right ways to implement leadership behaviours are presented under the Douglas McGregor Theory X and Y headline (2.3.1)

Theory of Frederick Herzberg was chosen to also add diversity to the analysis of the company situation, as well as to broaden the variety of the ways to consider employees and the factors, which influence their motivation.

2.3.1 Douglas McGregor Theory X and Y

Douglas McGregor was a specialist in social psychology who acquired a status of the "real management guru" after the Second World War. Researcher Douglas McGregor is famous for his formulation of the two assumptions about the nature of man - Theory X and Theory Y. (Carson 2005, 450-460)

- **Theory X reflects a negative perception of people.** The study was based on the idea that people are naturally lazy, they work only when they are forced to do so. According to this theory, people are not ambitious, do not like to work, try to avoid responsibility, and can only work effectively under strict supervision
- **The theory of Y implies a positive perception of people.** According to

theory Y, people are able to self-organize, take responsibility and perceive work as a natural activity. (Carson 2005, 450-460)

X and Y theory describes the behaviour of the leaders in the organizations, therefore in management it is often referred to as a leadership theory.

D. McGregor analysed the activities of the employee on the workplace and found out that the leader can control the aspects, which influence the actual work of the employee. These aspects are listed below:

- assigned tasks
 - Quality of the task
 - Time of the task completion
 - Funds available for the task\project
 - Environment which the subordinate operates in
 - Instructions and directions given to the subordinate;
 - Motivation of the subordinate
 - Reward for successful work;
 - Amount of the remuneration for the work performed;
 - Level of involvement of a subordinate in the project details or problems
- (Massachusetts Institute of Technology 1966, 3-20)

The main aspects of Theory X and Theory Y are described in the table below.

Theory X	Theory Y
<p>1. People do not want to work. A worker feels disgust for work and tries to avoid working. The controlling of personnel is necessary to ensure the working process is actually running.</p> <p>2. Compulsion is unavoidable. The enterprise will not achieve its goals without forcing their employees to work. The only motivator to work for employees is punishment, not encouragement. Career, bonuses and benefits only increase the person's requests, and do not encourage their desire to work hard.</p> <p>3. Employees try to avoid extra-</p>	<p>1. Workers perceive work as something natural. Therefore they do not feel any disgust or a will to avoid work. Natural need and purpose of humans to do, act and perform makes work an inevitable and absolutely normal part of life.</p> <p>2. Workers do not need monitoring or controlling, if they are loyal to the company and strive for individual and company success.</p> <p>3. A person can learn to take responsibility and even be willing to take it.</p>

<p>responsibility. Workers want a stable job with decent salary, and no additional work, worries or responsibilities.</p>	<p>4. Majority of people have the ability to take the right decisions, so it's not only managers and leaders who can take responsibility for the decisions.</p> <p>5. A will to avoid work - is the consequence of the bad working conditions and environment.</p>
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(Carson 2005, 450-460)

It is worth mentioning the difference of the leadership styles related to theories X and Y. The theory X assumed that lower-order needs are dominant. These needs are safety, physiological, and love needs. According to Theory Y, higher-order needs determine the attitude to work and eventually the leadership style. Higher-order needs include Self-esteem and self-actualization. (Maslow 1943, 370)

Leadership style, associated with theory X is highly authoritarian and responds to the lower-order needs. Basically, the leader usually centralizes the power as much as possible, structures the work of subordinates and almost does not give them freedom in making decisions. The leader also controls all work within his competence and, to ensure the work is done, can psychologically pressure his subordinates (most often it means threatening to fire, cut the salary) and use negative tools to motivate. However, depending on the situation, sometimes the authoritarian leader uses positive motivations as well, such as rewards or bonuses. (Gannon, Boguszak 2013, 85-89)

On the other hand, leadership style related to the theory Y is usually democratic, participative.

The democratic leader prefers the tools of influence that appeal to the needs of a higher level: needs for belonging, goals, autonomy and self-expression. A true democratic leader avoids imposing his orders or advices on his subordinates. Organizations where the democratic style dominates normally have high degree of decentralization of authority and power. Subordinates take an active part in decision-making and enjoy having freedom in the way they carry out their assignments and projects. Quite often, the leader allows the subordinates to define their own goals as long as they respond to the company and project goals. (Haji Mohamed, Dr C.S.M. Nor 2013, 715-719)

All in all, McGregor himself suggests that the Theory Y reflects the true nature of workers more correctly, than the theory X. He believed, that the management practice should be based precisely on theory Y and eventually the workers should be perceived the way theory Y suggests.

He concluded that the will to avoid work - is a result of uncomfortable working conditions and environment. Thus, participation in the decision-making process, responsible and interesting work, as well as good relations in the team are able to let a manager "switch" the perception of the "lazy worker" to the positive one, as well as to maximize the motivation of the employee to ensure the effective work.

(Bolden, Gosling 2005)

2.3.2 Herzberg Dual-Factor motivation theory

Two-factor theory of Herzberg's motivation was developed in 1959 by Frederick Herzberg and his colleagues. The main goal was to find out the satisfaction and dissatisfaction factors of a person within their sphere of activity. Another goal was to find out the reasons for the change in the levels of a labour productivity: what makes it grow, why does it fall or what influence a change.

The research was conducted the following way: 200 engineers and accountants of one large firm were participating in the surveys. They described various situations, when they think their work provoked positive emotions, as well as the situations in which they felt demotivated.

As a result, Herzberg came to the conclusion that there are two main factors of employee motivation. (Waheed 2011, 76)

1) **Hygiene Factors.** Their presence is crucial; otherwise the dissatisfaction of the work occurs. Hygiene factors are associated with the environment in which the work takes place.

Among the most important hygiene factors there are the following:

- Company policy
- Safety of work
- Comfortable working conditions
- Suitable lighting, good heating, etc.
- Schedule of work
- Remuneration of labour
- Availability of paid holidays
- Possibility to take sick leaves
- Carrying out social programs
- Relationships with colleagues and management
- Level of control over the task\project

(Smerek, Peterson 2007, 230-233)

According to Herzberg's theory, the absence of hygiene factors leads to dissatisfaction of an employee about his work. However, if the hygiene factors are fulfilled well enough, they still cannot boost the satisfaction;

they can only bring it up to neutral level, and never serve as motivators. All in all, they must be present as their absence causes dissatisfaction. (Ball 2003)

Herzberg suggests that those employers who want to increase the motivation of their employees by raising their salaries will eventually be disappointed. Apparently, salary turns to a hygiene factor straight after the employees are getting used to the new level of salary. So from the moment when the new increased salary is becoming a norm, the ability of it to motivate disappears immediately. (Chartered Business Institute, 2012)

The psychology of a human works in the way that the person is more motivated by the desire to have something, than by already having something. Despite the fact that a large number of managers adhere to an opinion that a well-thought remuneration system is a main booster of a motivation level, according to Herzberg it does not work like that.

2) **Motivational factors.** These factors influence the level of motivation and are related to the actual job and its attributes.

Motivating factors are called motivators, can inspire the employee to perform better, and are associated with the very work activity and its character. They can boost the satisfaction level and are considered as an independent group of needs, which enables the career growth and professional development of an employee. (Blockman 1971, 114-118)

The main motivators include:

- Degree of success
- Public recognition, appraisal
- Interesting content of activities
- Having the opportunity for promotion
- Degree of responsibility
- Position and status within a company

Considering some factors in more detail, it is worth mentioning that public recognition gives a person a sense of pride, and feeling of acceptance. Thus, the managers need to give feedback to the employee about their work and have appraisal systems.

Another important factor is the activity of the employee. Routine work does not often bring satisfaction. On the other hand, creative, diverse and simply interesting tasks stimulate the thinking, curiosity and productivity of an employee. (Waheed 2011, 77-78)

It is important to offer a job which the employee invests his time, efforts and personal interest in. Thus, when the responsibility, creativity and

improvisation can take place, the motivation level can increase sufficiently.

In addition, for many people the career growth and opportunity to take responsibility serve as the main motivators. (Ball, 2003)

To sum up the two factors of motivation, let us consider three models of behaviour of an employee:

1. Hygienic factors are fulfilled + motivators fulfilled = <u>responsible and qualified worker.</u>
2. Hygienic factors are fulfilled + motivators NOT fulfilled = <u>indifferent worker, perceives work as a routine.</u>
3. Hygiene factor standards are not met = <u>dissatisfied employee</u>

Taking everything into consideration, the theory of Herzberg's motivation allows managers to better understand how to interact with employees and influence the labour productivity level.

To effectively use Herzberg's theory in practice, it is necessary to:

- develop a list of hygiene and motivational factors
- provide an opportunity for the employees to identify and indicate what they prefer themselves.

(GenskyFormula, 2013)

2.3.3 Summary

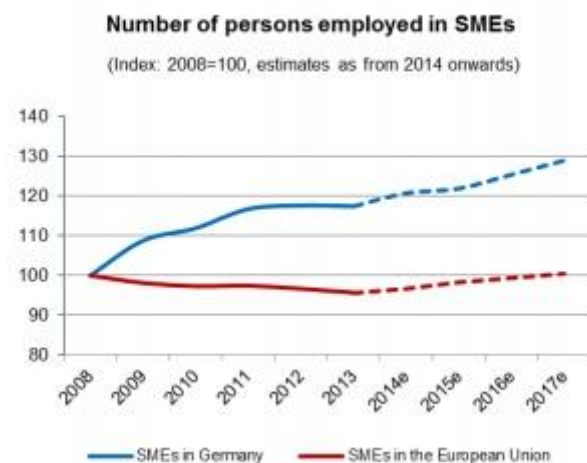
The three theories, described above, can help to identify what are the needs of the personnel, what motivates them and what demotivates. By applying these theories in practice as a part of personnel management, the company can achieve better employee loyalty, reputation, as well as higher production level and profits.

3 CURRENT SITUATION

3.1 Small-size business in Germany

Germany is a country of a small business. According to the European Commission SBA Fact sheet, "Germany boasts one of the most vibrant Small-Medium Enterprise (SME) sectors in the EU. The number of people employed in SMEs stood at almost 17.1 million in 2015, up 9% over the

last five years and 22 % since 2008. Total SME value added increased by 18 % between 2010 and 2015. The continuing SME employment growth is the cornerstone of Germany's positive labour market situation. Expectations for the foreseeable future remain good. It is estimated that SMEs of all size classes will create almost one million new jobs in 2016 and 2017, with medium-sized firms creating 3.6 % new jobs per year, small companies 2.4 % and micro firms 2.6%." (European commission 2017)



In Germany, there are now almost 3.5 million small businesses, accounting for nearly 80% of all enterprises in the country. Almost 70% of the total employed population of the country are working at such enterprises these people pay 41% of all tax deductions and produce half of the total GDP. (Exrus.eu Journal 2016)

3.2 Human Resource Management in Germany

Human Resource Management concepts were already developed and well established in German companies by the beginning of 21st Century. Its main goal basically is to integrate people into companies. HRM is already present in business organizations, universities, government or other non-profit institutions. However, German culture has not always been like this: it is a result of cultural, technological progress and development. According to Ruth Rosenberger, "Into the 1950s human resource departments in Western Germany's major corporations fulfilled mostly administrative functions and neither created, shaped, nor managed anything." Also, academic disciplines at the German universities did not provide the link between HRM and Business Administration, or simply did not provide HRM-related courses at all. Additionally, no associations were created to represent the interests and issues of employees to the outside. Compared to other developed countries within Europe or outside it, the concepts and applications of HRM came to Germany quite late. (Rosenberger 2014, 155-159)

- To illustrate a well-functioning Personnel Motivation system, an example of German Post Company DHL will be considered shortly.

"To ensure continuous succession planning and the long-term success of our business, we take a systematic approach to preparing motivated and committed employees for the challenges of management. Our HR development covers a broad spectrum across all levels of the company, including talent programs for employees and managers, professional training for junior employees, or targeted support for teams and organizations undergoing change. Various trainings, such as workshops and e-learning courses, are conducted according to regional requirements within the divisions." - DHL about Responsibility (dpdhl.com n.d.)

DHL practices of personnel management are based on the idea, that employees are company's greatest asset. DHL pays attention to many aspects which bring work satisfaction to employees. These aspects include: salary and other monetary bonuses, trainings for development, possibilities for career growth and promotion, various courses and so on. In addition, the level of motivation in the company is reflected by the results of a survey of employees, which is held once a year. DHL is committed to knowing the real attitude of employees to the work they do, to the company as well as to the various appraisal systems company sacrifices its resources for.

3.3 Jocham Veranstaltungstechnik employees.

Jocham Veranstaltungstechnik is an event-management company, which focuses on a technical side of the events. It makes the place ready for the exhibition, concert or other event. It takes care of wide range of tasks – starting from placing the carpets, finishing with setting the sound\light\electricity cables, beamers, and the light projectors. There is no clear division of the positions of the employees. Basically, everyone does the core task of any project the company is working for, and that is the construction work itself. There are other, more challenging tasks which require special education and which can be only performed by professionals.

Clemens Jocham, the CEO of the company, takes care of every area of the work – technical, construction, decoration, working together with his team of employees. There are employees, who are hired due to their special knowledge of the specific area of the job, for example installation of beamers, sound settings and so on. Some other employees, who form the main team of the company, can take the role of supervisors of the new employees or those, who do not have special technical education or skills to perform certain tasks.



(Jocham.info 2018)

Generally speaking, the situation with company employees changes quite often. Exchange students, who are hired by the company, rotate every semester.

For the purpose of analysis of the Human Resource Management situation within a company, as well as to better illustrate the general personnel situation, all employees are divided into two rough categories in this thesis:

- Main workers
- Exchange workers

Main workers:

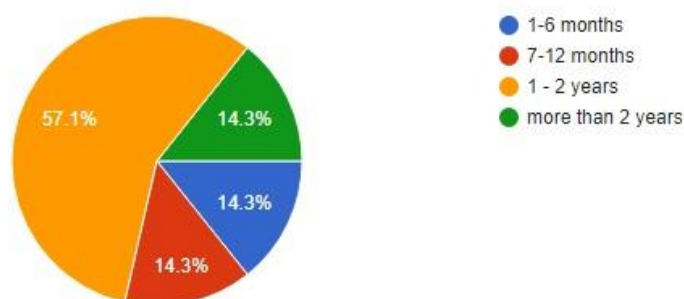
Main workers is a group of employees, who are mostly Germans, not exchange students. They have more profound knowledge about the company, get to know the insights of the company and the projects, sometimes act like supervisors. Main employees work with Clemens Jocham on a regular basis and for longer time, than exchange students, get the project details in advance of the project and sometimes take part in the project planning. Some of the main workers do the supervision job, as they have a clear vision of all the tasks which have be accomplished. Several other employees have skills and expertise to drive forklifts and to install hard and heavy construction pieces.

A strong team of the main workers is already well established within the company. There are approximately 15 main employees, 12 of which are working on a regular basis, and 3 of them being hired as part-time workers. For the purpose of the division of employees into two groups,

part-time German workers are still referred to as “main” ones. The majority of the workers stayed with the company for more than 6 months. The picture below illustrates the period Main employees are working for Clemens Jocham, the CEO of Jocham Veranstaltungstechnik. 57% of the surveyed Main workers are planning to continue working in the company for a long time.

How long do you work for Clemens?

7 responses

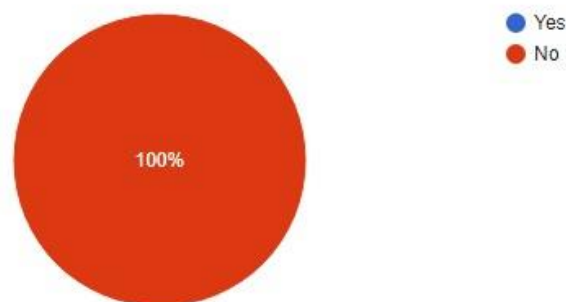


Exchange workers:

Exchange student workers are normally part-time employees, who came to Germany to do the Exchange or Double Degree Program at Deggendorf Institute of Technology. These students seek for extra-money, so working for Jocham Veranstaltungstechnik is a good opportunity for them to earn some. One of the main benefits of working for Clemens Jocham is the job flexibility: students can balance between studying and working, having the opportunity to refuse the job invitation due to lectures\exams or any other personal reasons. Thus, Exchange workers group can also be referred to as part-time workers, because they only take part in a few projects, taking place when they can or want to work, and of course when they are invited to work. This group of workers does not speak German, so another attractive factor to join the team of Jocham Veranstaltungstechnik is working without knowing German language. The big difference between Main group and Exchange group is the perception of the work and the reasons they actually work. This aspect will be considered and analysed in detail in the Chapter 4. What is important to mention in the Current Situation chapter as a fact, is that no exchange worker plans to continue working for Clemens Jocham after their studies are finished. The reasons for such radical decision of surveyed exchange students will also be discussed in the Analysis part of this thesis.

Do you plan to work for Clemens after your studies are finished?

10 responses



When it comes to the tasks exchange students do, these are obviously the tasks students are capable of doing without special experience or education. That is why, exchange students are supervised and are directed by the CEO and the main workers. They are given more simple tasks such as carrying the stage platforms, decorating the halls. They do not drive forklifts; neither do they install dangerous pieces of construction, because once again, they usually do not have special licences, experience or any knowledge for doing it. Thus, there are some borders and limitations of the work Exchange students can do, because Safety at Jocham Veranstaltungstechnik is one of the crucial values.

3.3.1 Characteristics of Jocham Veranstaltungstechnik

The following characteristics represent the situation within the Case company, including some general features, and those related to Personnel Management Practices.

- **Very flexible working hours (project system of work);**

When it comes to the part time employees, exchange students, the fact of the job flexibility and irregularity is rather attractive. As students have to balance between work and studies, having the possibility to refuse to participate in the project due to personal reasons is very valuable.

In easier words, it is a common practice for the CEO to send a message, saying "Hello, can you work on X day X time?" and receive a negative answer. This flexibility attracts students to the job as no sacrifice of university attendance is required.

- **The relationship between the employee and the CEO is personal, casual, communication is necessary for the working process.**

When the construction job starts, the CEO is the one who has the most information about the project and its details, as he is the one to made a deal to perform a job for some organization. Thus, as CEO is present at the majority of the jobs, the communication is unavoidable. Employees often ask him for tasks, directions, breaks or are even having personal

conversations. Moreover, the communication is very informal, as the CEO positions himself as a part of the team. He is called by the first name within the company.

- **The leading role of the CEO in the activities of the organization, great involvement in the production process, due to the high level of responsibility for the results of the project.**

The CEO involvement into the working process is extremely high; he is present at the majority of the projects and does not take more breaks than other workers. The quality of the construction job is very transparent, that is why CEO feels high level of responsibility for the project results. Everything, starting from the position of the lighting projectors, ending with the visibility of the scotch tape on the carpets, is visible and therefore important.

Due to the small sizes of the company, the CEO is the only boss at the place. When CEO is not present, he appoints one of the most trusted and responsible people to supervise and lead the job.

- **No particular HRM practice is implemented.**

No particular management practice is implemented. The company follows salary trends and pays more, than a minimum wage. The promotion opportunities are rarely discussed; however few of them are present. Basic personnel need such as comfortable environment is sometimes neglected. More about the personnel management practices will be discussed in Chapter 4 of this thesis.

- **Increased requirements for the personal qualities of the employee.**

A small, well established team does not normally hold to employees whose qualities do not comply with the norms and values of the enterprise.

Any company is striving for having a strong team, high team cohesiveness combined with a common vision for project goals, company values etc. When in big size companies it is hard to track the team spirit and the relationship within the team towards the company, the boss, and towards each other. In small size companies the team issues are always more transparent. When it comes to Jocham Veralstaltungstechnik, such small company with well-established small team of workers - the question of whether the new employee "fits in" is crucial and unavoidable. Thus, besides professional skills, which are considered in the company, some personal ones are paid attention too, such as: respect, positivity, responsibility etc.

- **The principles of selection of personnel are sometimes based on the indirect evidence of needed skills and expertise.**

Recommendations in small enterprises are important. In case of Jocham Veranstaltungstechnik, the hiring process of exchange part-time students is mostly recommendation-based. Most of the exchange students do not speak any German, so tracking the job-seek web pages rarely happens. As

the CEO is not related to the university and the students, the hiring of the new students happens through recommendations and word-of-mouth.

- **Informal channels of communication, often confusing and unsystematic communication.**

The channel for the case company is Whatsapp Messenger. In fact, the communication channel is needed only for the planning purposes, because on the job itself people are working in one hall and can reach each other personally. In addition, as the work is physical, the phone or any other communication device is often left together with other personal belongings outside the working area. Even though communication channel is not needed for actual working communication, it is necessary for planning purposes, as it was mentioned. Some of the pre-project questions, assignments or task delegations can be done via communication channels. However, it is done rather poorly – Whatsapp Messenger is a personal tool, not professional, so any task delegations or preparations would appear confusing or unreliable. The Case Company has several group chats, where workers can have some unsystematic discussions. Exchange students are often not included into the group chats and are contacted individually by the boss.

3.3.2 Motivation level within Jocham Veranstaltungstechnik

Even though small companies are also striving to have good motivation and appraisal systems, they do not always achieve it. In a small business environment, there is usually no extra money to hire an HR-specialist. In addition, it might seem unnecessary, as the environment in the small companies is very transparent, e.g. "everyone sees everyone", so the performance can simply be controlled. So when the CEO begins to deal with the issue of motivation and control issue, it can lead to the fear of superiors. So the monitoring of the motivation levels should be done carefully. (Antonova, Starodubova, 2015)

In fact, any system of motivation should create working conditions in which the employee can realize their potential. If the atmosphere in the organization is tense and rather negative, and if the loss of motivation happens regularly, then it is necessary to think about the effectiveness of the motivation system and the premises which are implemented within the organization.

The motivation levels of the workers in the Case company were studied, and will be analysed in the following chapter.

When talking about motivation it is also important to consider employee as a one unit and how an individual affects a company performance. When the individual members of the team do not contribute as much as they have or should do, it can also affect other workers in many ways:

other workers can simply lose motivation, as in to follow that negative example of one employee.

This situation often occurs in the small size companies, where people work as a team or simply are inter-related. The case company is not an exception - Jocham Veranstaltungstechnik has also experienced such problem.

Another danger is that individual employee, who lost his motivation, can neglect his responsibility to do the high quality job. Therefore, the company reputation on a bad quality delivered to the customer can easily occur.

Thus, the question of the individual employee who is not motivated or is not giving the required performance must be solved immediately, especially in such small company as Jocham Veranstaltungstechnik. The analysis of the motivation problem and its possible solutions will be presented later in this thesis in the chapters 4 and 5.

4 ANALYSIS

For the Analysis chapter the interview with the CEO of Jocham Veranstaltungstechnik was conducted. Additionally, two surveys were sent to the two groups of workers – main and part-time.

The reason for separate surveys for the workers is the following: the difference in points of view of the workers (and therefore the survey answers) is clearly visible due to this separation. Main workers view the job itself and its details much differently, than exchange students do. According to the survey results, main workers also showed some similarities in their answers, so did exchange students. So the difference between the two groups exists, and the surveys separation will prove it later in this Chapter.

Roughly speaking, there are different opinions about the Case Company – the opinion of main workers and the opinion of exchange workers.

This chapter will present the analysis of the surveys answers. To make the analysis systematic, the issues related to HRM and Motivation within the company will be summarized in Strengths and Weaknesses points.

The survey response rates were lower than expected.

11 out of 11 surveyed exchange students answered. The problem was to find out previous exchange student workers, as often their names or contact information was not available.

7/14 main workers answered. The survey was sent to the official communication channel by the CEO of the company. However the response rate for the main workers remained relatively low.

The interview with the CEO was face to face and took approximately 70 minutes. During that interview his view on the case company problems was observed. Some situational questions were asked as well – “what if that happened”, “what would you do if”. The image of an “excellent employee” was found out. Moreover, the CEO shared his opinion about motivation as a concept, and about motivation among the workers within his own company. The way Clemens Jocham viewed motivation was clearly related to one of the motivational theories presented in the Theory chapter – Douglas McGregor theory X and Y.

Roughly speaking, Clemens suggested that the division of the workers on “lazy” and “motivated” would work for Jocham Veranstaltungstechnik employees. That was the reason Douglas McGregor theory of X and Y was chosen to be presented in this thesis. Additionally, taking several motivational theories was useful to consider the motivational problem from various angles and perspectives. All other topics of discussion with CEO of the commissioning company are attached in the Appendix.

The analysis chapter will be conducted the following way: the key points of strengths and weaknesses within the company will be outlined and analysed. Some of the points are relatable: mostly they are about the difference in opinions of the main workers and exchange student workers. Thus, 2 tables will summarize the key points:

- 1) *General Strengths and Weaknesses table*
- 2) *Comparison of Main and Exchange student’s experiences.*

4.1 General Strengths and Weaknesses Table

According to the survey results the following strengths and weaknesses of the HRM and Motivation within Jocham Veranstaltungstechnik were outlined:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Strong, well-established team of main workers. • Informal communication within the company • Involvement of the CEO into every job • Enough employees • Flexibility • All of the German workers speak 	<ul style="list-style-type: none"> • High rotation of exchange student workers. • Lack of initiative from exchange student workers • Lack of communication • Job Irregularity • Two group of workers are quite distant to each other • Some workers (both groups) are

<p>English</p> <ul style="list-style-type: none"> Majority of the main works find it important to teach, train new employees and help them to get to know the job. 	<p>somewhat dissatisfied with the physical environment of the job</p> <ul style="list-style-type: none"> No hierarchy
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Considering the points, mentioned above in more detail, let us start with the strengths.

4.1.1 Strengths

- ***Strong, well-established team of main workers.***

During the interview with the CEO the main workers were discussed. The confidence of the CEO in the main team of workers was obvious. There is an amount of people who work with Clemens Jocham for a relatively long time, so they managed to gain trust and reputation of the good workers. This group consists of approximately 8 people. The response rate for the main workers survey was lower than expected, thus the number of “highly trusted” workers is approximate. Nevertheless, more than 70% of the surveyed people are working for Jocham Veranstaltungstechnik for more than 1 year.

These full-time workers are usually present at every job or a project, and they are the first to get called for a job. During the interview, the CEO was referring to this group as “excellent workers”, thus the main team can definitely be called strong, solid and well-established.

- ***Informal communication within the company.***

It is a well-known fact, that due to the German customs and etiquette, people often address each other formally, using titles and family names, especially when it comes to business life. Formal communication is a norm for Germany. However, in Jocham Veranstaltungstechnik the communication is mostly informal. It is not only about using first or family names; it is about the freedom people have to communicate with or to address the CEO. It is considered as a big strength, because informal communication can release the tension of the work, can ease the communication itself and helps to perceive a boss like a member of a team. Thus, more trust is likely to occur. Needless to mention that everyone in the company is called by their first names

- ***Involvement of the CEO into every job.***

One of the reasons for informal communication, which was mentioned above, is the will of the CEO to literally be a part of the team. His presence at the majority of the projects helps him to be perceived so. Clemens Jocham is not usually there to monitor, but to actually work: build, construct and lift. The participation in the projects help the boss to have a better overview of the situation at work - see the problems of the group, conflicts between co-workers, the insights of the work, evaluate

the team spirit; and gain the trust of his employees through team work or project participations. All in all, the CEO behaves as a leader of the jobs, which is a great benefit for the company.

- **Flexibility**

Flexibility serves as a great benefit for the workers, who have extra-activities such as studying or even doing another job. Jocham Veranstaltungstechnik always gives a possibility to decline the participation in the project due to personal\professional circumstances, for instance – exam\presentation at the university. There is a possibility to work according to one`s availability. For example, that is participating in one out of five days of the project, or just coming to a job for few hours to help with the big construction.

- ***English-speaking environment.***

As the two groups are working in the company – main workers (Germans) and part-time workers (exchange students, foreign), the common language is required. According to the survey results, all of the German-speaking workers do speak English. When it comes to the work, where new people have to be taught and explained, how to perform a task, the possibility to communicate is crucial. Also, common language has to be present to ensure the communication flow within the group, which not only supports the practical side of the work, but also it supports the team spirit and socializing activities within the group. In case of small-sized companies where people work as a team, communication is a key point to feel accepted and involved into the group and the working process.

- ***Majority of the main works find it important to teach, train new employees and help them to get to know the job.***

There is no actual training program at Jocham Veranstaltungstechnik for the new employees. Knowledge of the job comes with experience – the more you work, the more tasks you can learn. At first, the new employee will never be given the tasks he is not equipped for or has knowledge about. The work of the new employee starts with the tasks which do not need any special knowledge or education. Step by step, the workers with experience help the newcomers to get acquainted with more specific actions – such as connecting the cables. The CEO often teaches the workers. According to the survey results, 85.7 % of the main employees believe that it is important to teach and train new employees about the job specifics.

These were the key strong points of HRM or the personnel in Jocham Veranstaltungstechnik in general.

4.1.2 Weaknesses

- ***High rotation of exchange student workers.***

The commissioning company comprises two different groups of workers – main and exchange students. The two groups have a number of the opposite attributes and characteristics. One of them is the period people stay to work for Jocham Veranstaltungstechnik. As it was mentioned before, over 70% of the main workers have been staying with a company for over a year. Also, the majority of the surveyed main workers (57.1%) plan to continue to work for Clemens Jocham for a long time.

However, the situation differs significantly when it comes to exchange student workers. There are many factors which cause this problem to occur. First and the most obvious one is the period of the exchange studies. The group of exchange student workers consists of foreigners, who came to Deggendorf Institute of Technology for an exchange semester (or two semesters), which means that they come and leave every 5-6 months. Unfortunately, there is not any solution to this problem, as the exchange program implies a limited time spent in the host university.

University limitations are not the only reason for the high rotation rate for exchange student workers. Miscommunication and strong principles of the CEO also cause the problem to occur. These factors will be discussed later in the analysis chapter.

- ***Job Irregularity***

The flexibility of the job was mentioned as one of the pros of the company. However, in case of Jocham Veranstaltungstechnik, the negative side of the flexibility is the job irregularity. The reason Flexibility occurs, is that the orders might come unexpectedly. So the unexpected job calls happen as well. During the interview with the CEO, the whole working process was discussed, which also includes the job planning. It was mentioned by Clemens Jocham, that “often there are situation, where it is hard to anticipate the exact number of workers needed for a specific project”, As a result, the urgent calls happen. There is rarely a well-defined schedule of the projects for the nearest months, thus it is hard for workers to plan their working or personal life.

- ***Lack of initiative from exchange student workers***

According to the survey results and the personal interview with the CEO, the problem of the exchange student workers motivation was clear.

Due to a number of factors, the part-time workers (e.g. exchange students) feel less motivated than the main workers, and therefore are less initiative to perform the tasks efficiently. The motivational issue will be analysed later in this chapter.

- ***Two groups of workers are quite distant to each other***

Even though all of the surveyed German workers do speak English, it is still more comfortable for them to speak the mother tongue. Main workers are prone to believe it is important to help the new workers learn about the job. However, once they are finished explaining the job

details to a foreigner, they switch back to the comfortable language. Occasional small talks or quick chats definitely help to support the team spirit within a company. However, when it comes to stressful situations of lifting heavy parts, or assembling a complex construction, talking a second language would cause even more stress. At Jocham Veranstaltungstechnik main workers are focused on working, so the majority of the discussions are about the specific job details.

As a result, the language-based division occurs, followed by the distance between the two groups.

- ***Some workers (both groups) are somewhat dissatisfied with the physical environment of the job***

The results of the surveys indicated the problem related to the actual physical surroundings of the job. Not having an appropriate environment to work is a significant drawback. To better illustrate the point, the example of the answers will be provided.

Some of the answers stated, that workers need “more snacks”, provided at the workplace, “more fresh water bottles”, “new protection gloves”, which could cover all fingers. Some of the workers suggested, that it would be “good to have a corporate uniform, so the workers do not need to damage their own clothes”. Also, there was a suggestion to have a better heating, if the job takes place in a cold hall or in a winter time. All in all, the comfortable working environment such as water, comfortable temperature to work has to be one of the first things to take care of.

- ***No hierarchy***

It has been revealed through the survey that there is no clear hierarchy within Jocham Veranstaltungstechnik. Taking a look at the survey answers, it is easy to notice, that some of the main workers do not know their own position.

Describe shortly your position in the company

6 responses

student and part time worker
Supervisor
I'm at jobs, helping in the storage etc..
I do everything
Responsible
I'm about to learn more about electronics like that.

This serves as a drawback, because hierarchy and the status are the factors which help the workers to have the feeling of achievement. Besides, it causes uncertainty – no position title means not having formal areas of responsibility.

According to the theory of Herzberg, the feeling of achievement is one of the main motivational factors. Thus, implementing a status, hierarchy within a company is exactly the way to get the sense of achievement.

4.1.3 Summary

These were basically the most important general strengths and weaknesses of the company. There are more positive and negative points, which will be presented in the Comparison table, because they are relative to each other. Considering those points in the separate table will give a better contrast and the overview of the situation concerning HRM and the personnel in general.

4.2 Comparison Table

Comparison between Main and Exchange student workers experiences will help to analyse the motivation issue within the company.

All in all, the controversial experiences and opinions of the workers were referred to the several topics

- 1) *The work Itself*
- 2) *Teamwork and the group spirit*
- 3) *Relationship with the CEO*
- 4) *Communication*

Additionally, there were some controversial points and opinions, which will be summarized in a separate category:

- 5) *Controversial points*

In the next sub-chapters of the thesis all 5 of the categories will be paid attention to.

4.2.1 The work itself

MAIN WORKERS	EXCHANGE STUDENT WORKERS
<ul style="list-style-type: none"> • Main workers enjoy the work itself 	<ul style="list-style-type: none"> • Exchange workers key motivation is extra-money
<ul style="list-style-type: none"> • Some of the main worker see the job beneficial for future career 	<ul style="list-style-type: none"> • None of the exchange students perceive the job beneficial for future career.
<ul style="list-style-type: none"> • Majority of the main workers plan to work for the company for a long time. 	<ul style="list-style-type: none"> • None of the exchange student plan to work for the company for a long time.
<ul style="list-style-type: none"> • Main workers feel responsible for the job 	<ul style="list-style-type: none"> • Majority of exchange students do not feel responsible for their tasks

- a) Main workers enjoy the work itself/exchange workers key motivation is extra-money.
- b) Some of the main workers see the job beneficial for the future career/ none of the exchange students perceive the work beneficial for the future career.

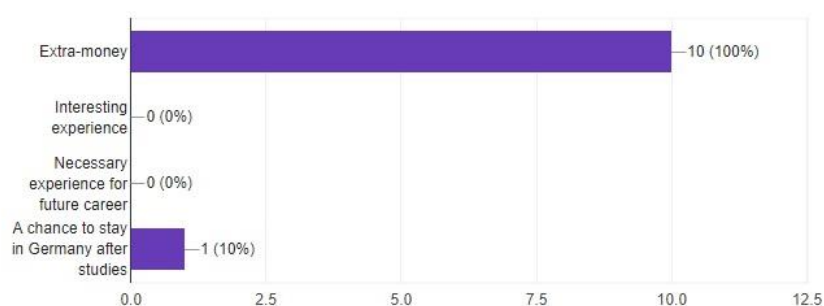
According to the survey results, the motivational factors for the two groups of workers were different. One of the differences is the fact, whether workers enjoy the work itself.

The pictures below illustrate the answers of the two groups for the question “What are the reasons you applied to this job?”

The picture below refers to the answers of the exchange student workers. The main reason for 100% of surveyed people is the money. No exchange student workers found the job interesting when applied to it.

What are the reasons, you applied to this job?

10 responses



- According to the theory of Frederick Herzberg, the satisfaction which comes from the working process itself is one of the key motivational factors for people. Therefore, one of the reasons for low motivation level among exchange student workers is that they do not find the job interesting.

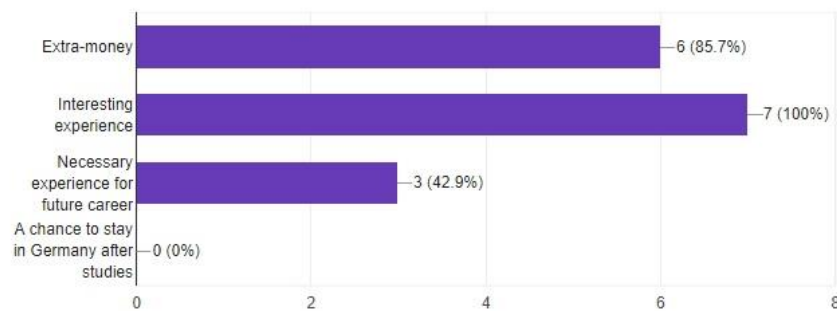
Another question of the survey proved that fact – 7 out of 11 surveyed exchange students characterized the job as “somewhat dissatisfying” or “not satisfying at all”. In addition, none of exchange student workers see the job as something beneficial for the future career. It only indicates that they perceive the job only as a temporary activity to earn extra-money.

Thus, it explains the lack of commitment and initiative.

In contrast, hereby the survey outcomes of the main workers are attached:

What are the reasons, you applied to this job?

7 responses



Main workers answers varied significantly from the answers of exchange student workers. 100% of the surveyed people applied to the job, because they find the job interesting.

Other reasons include extra-money (85,7% of interviewers chose this answer) and getting necessary experience for the future career (42,9% of employees chose this answer). This therefore means that the majority of the main employees are motivated by the job itself and not only by the money. All of them said they like the job they are doing (constructing, building, and lifting). This is the greatest motivational factor for them.

While considering the point of different motivational factors, It is relevant to mention one of the answers to the survey question “Do you think that main employees are more motivated, and work more efficiently than exchange students?”

One of the anonymous answers stated: “Yes. All of the main workers do their job because they love the job. Not to have any workplace. This job is a mission and you have to love it. If you do not give 100%, you cannot do the job perfectly.”

All in all, the difference in motivational levels between two groups of workers exists due to the several reasons. Enjoying the job itself is definitely one of them.

- c) Majority of the main workers plan to work for the company for a long time/none of the exchange students plan to work for the company for a long time.

As it was mentioned before, none of exchange student workers see the job as something beneficial for the future career. It only indicates that they perceive the job only as a temporary activity to earn extra-money. This point is also proven by the outcomes of one of the questions.

“Do you plan to stay to work for the company after your studies are finished?” – This question was addressed to exchange student workers.

100% of the surveyed people answered negatively. This once again proves the idea, that students do not see Jocham Veranstaltungstechnik as a possible career path, and therefore are not committed to the job.

In contrast, a similar question was addressed to the main workers: “Do you plan to stay to work for Jocham Veranstaltungstechnik for a long time?”

More than a half showed their intention to stay, which shows a good level of commitment and the work satisfaction in general.

- d) Main workers feel responsible for the job/ Majority of exchange workers do not feel responsible for the tasks

Another controversial point is the feeling of responsibility at work.

There were several survey questions addressed to the topic of responsibility at work.

- “Do you feel like the job depends on you?”

The outcomes showed, that all (100%) of the main workers do have the feeling of responsibility for their work. Therefore, it serves as a motivational factor to work well.

In contrast, only 40% of exchange student workers believe, that the job quality depends on them. 60% of the surveyed think that they do not play any major role. “If I do not perform a task, someone else will do it” – that was the answer of the majority of the exchange students.

- “If the job is done poorly, would you care and re-do it?”

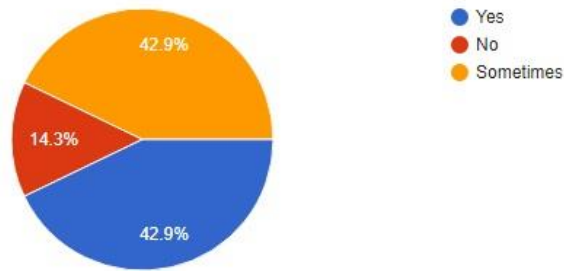
Good to notice, that the majority of the both groups answered positively to this question. Even though the feeling of responsibility is stronger for the main workers, exchange students also show the right attitude when it relates to the job quality.

- “Do you have your own area or the task, only you are responsible for?”

The two pictures, attached below show the difference in the answers. First picture applies to the main workers.

Do you have your own area or task only you are responsible for?

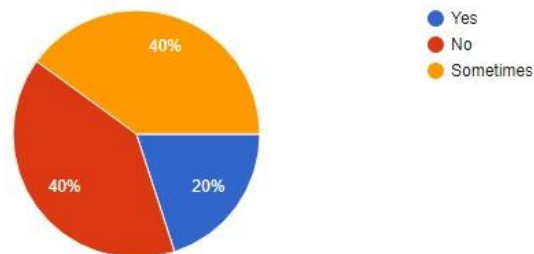
7 responses



Second picture applies to the exchange student workers.

Do you have your own area or task only you are responsible for?

10 responses



The difference in the answers is noticeable: only 20% of exchange student workers are assigned a specific task or an area to take responsibility for. In contrast, 60% of the main workers do have a responsible area.

Responsibility at work is another factor, which Frederick Herzberg suggests to have for a good level of motivation. In other words, the level of responsibility affects the level of motivation.

The lack of initiative which exchange students are characterized with also occurs because of the relatively low level of responsibility they have.

4.2.2 Teamwork and the group spirit

MAIN WORKERS	EXCHANGE STUDENT WORKERS
<ul style="list-style-type: none"> Main workers find the group spirit good. 	<ul style="list-style-type: none"> Exchange student find the group spirit rather dissatisfying
<ul style="list-style-type: none"> Main workers are satisfied with the teamwork 	<ul style="list-style-type: none"> Exchange students are not satisfied with the teamwork
<ul style="list-style-type: none"> None of the main workers feel unaccepted 	<ul style="list-style-type: none"> Some exchange student workers feel unaccepted
<ul style="list-style-type: none"> Some main workers find it 	<ul style="list-style-type: none"> Some exchange student workers

unnecessary to talk and get to know new exchange student workers	feel unaccepted
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a) Main workers find the group spirit good/exchange students find the group spirit rather dissatisfying.

Taking a look at the survey outcomes, it is worth mentioning that: 85,7% of the main workers find the group spirit good, whereas none of the exchange students voted for “teamwork” in the question “What do you like the most about this job?”

In addition, there was another open question in the survey which was related to the topic of the group spirit. In case of that question, the situation was similar. All of the main workers described the group spirit with positive words, whereas the opinions of exchange students were somewhat controversial.

Just one out of eleven surveyed exchange students referred to a group spirit as a factor which satisfies them. Others, in contrast, shared the opposite opinions:

“Very cold, not so open-minded”,

“There is no group spirit”

“The group spirit was lacking for me personally. I think the reasons for that was because I was not a frequent worker, thus I didn’t know the job too well.”

“Not the best. Different treatment for regular [main] employees in comparison to international part time ones.”

“I have not really felt much group spirit within the company”

“Pretty tense, especially with Germans”

These are the answers of the exchange student workers.

Such an opposite perspective on the group spirit might be caused by the number of facts. One of them is that main workers are possibly referring to the group spirit within their own group (the group of main workers), and are not taking the part-time workers into account. Main workers have stayed within a company for months, or even years, and they work on a regular basis. In addition, they all speak German and have knowledge and experience to perform such job. There are many professional and personal traits that unite the group of the main workers – so the group spirit within their little group has to be good.

Whereas exchange student workers work only part-time, they do not have much knowledge or experience to perform complex tasks, and they also rotate quite often.

So, there is not much in common between the group of main workers and exchange students workers. Different motivations, different languages, different experience and different period they stay with

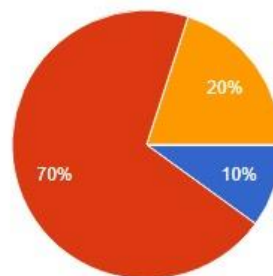
Jocham Veranstaltungstechnik. The risk of not being involved into the team would appear automatically in any company. So it did appear in Jocham Veranstaltungstechnik. The strong group spirit does exist within a company, but it only involves workers who have stayed in the company for long, workers regularly and have enough expertise and skills to perform difficult tasks, such as main workers do.

That also explains why some exchange students feel distant to the main workers. Hereby the outcome of one of the survey questions is attached. The question “Describe your relationships with other workers” was addressed to both groups.

The first picture relates to the exchange student workers answers.

Describe your relationship with other workers

10 responses

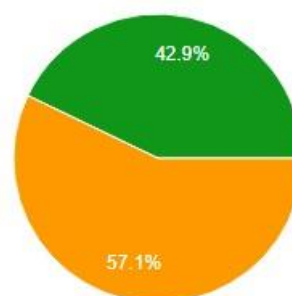


- I feel quite distant to main and part-time (exchange mostly) workers and rarely communicate to any of them
- I feel distant to main workers, but I have good relationships with exchange students
- I am friends with everyone
- I am friends with main workers, but do not talk to exchange students much

The second picture refers to the main workers answers.

Describe your relationship with other workers

7 responses



- I feel quite distant to main and part-time (exchange mostly) workers and rarely communicate to any of them
- I feel distant to main workers, but I have good relationships with exchange students
- I am friends with everyone
- I am friends with main workers, but do not talk to exchange students much

The graphs illustrated the difference in the answers of the two groups for the same question.

Overall the survey revealed that 70% of the exchange student workers do feel distant to the main workers. However, they have good relationships with other exchange students.

In addition, 42.9% of the main workers admitted that they interact with other main employees but do not talk to exchange student workers that much.

Despite these facts, there is a dissonance in the answers. Most of the exchange students admitted, that they do not interact with the main workers that much. However, the majority of the main workers (57.1%) chose the option "I am friends with everyone", which is completely different perception.

Such a dissonance could have appeared because of the different perceptions of the working relationships. For the main workers the good attitude towards exchange workers can mean a good relationship, whereas for the exchange workers it may appear as distant relationships.

Another reason could be a different perception of the survey options. "Friends with everyone" option can be interpreted differently.

All in all, several questions of the survey were addressed to the topic of team spirit, and the majority of them showed that distance between the groups does exist. Within the group of the main workers the atmosphere is good and positive, however the exchange student workers do not feel like they belong to the team, eventually they are out of the collective and feel the tension of not being accepted.

- a) Main workers are satisfied with the teamwork/exchange students are not satisfied with the teamwork.

Again, 9/11 exchange student employees referred to the teamwork as dissatisfying. This point is somewhat similar to the discussion above about the group spirit. However, the reason for the actual team work dissatisfaction might be the following: as main workers have more experience and knowledge about the job, they do complex tasks and delegate the easier ones to the exchange workers. That way the whole group splits to two – exchange students are almost working separately from the main workers. Main workers already established good communication with each other and it is easier for them to work together instead of involving exchange students into the new tasks.

- b) Some of the main workers find it unnecessary to talk and get to know the new exchange students.

The survey showed that 28.6% of the main employees do not find it necessary to talk and get to know new exchange workers, as they rotate quite often. This is also one of the reasons exchange students do not feel accepted at the workplace.

4.2.3 Communication

MAIN WORKERS	EXCHANGE STUDENT WORKERS
<ul style="list-style-type: none"> Majority of the main workers get the direction and the plan of the project beforehand 	<ul style="list-style-type: none"> Majority of the exchange workers do not get the directions or the plan of the project beforehand
<ul style="list-style-type: none"> Majority of main workers see the possibility to share ideas and be creative on the job 	<ul style="list-style-type: none"> Majority of the exchange students do not see the possibility to be creative and share ideas on the job

During the interview with some exchange workers, and according to the survey outcomes, it was revealed that often exchange students do not have a clue about the project they are invited to work in. They do not see the plan of a construction, are not given a briefing before the job and are not introduced to the job details. This often leads to the confusion and frustration, as the goals or even the reasons for some tasks are unknown.

This fact has a huge impact on the internal motivation of the workers, as well as on their emotional state. Feeling confusion creates an additional pressure at work.

Exchange students are usually given a task or a number of tasks to accomplish. There were situations at the job when exchange students were asked to re-do the job.

Let us take the stage assembly for example. Exchange students are given a task to assemble the stage parts and locate them in the specific spot. When the task is finally finished and the CEO or the main worker comes to check everything, workers are told that the new stage parts have to be in the front, when the older ones at the back, so the stage looks nice at the event. This causes a huge loss of time and huge risk of frustration and anger to appear.

This problem causes a lot of negative issues to appear – procrastination, for example. Often exchange students, not knowing their time borders can take their time and work slowly, or sit and wait for the new task. This behaviour is taken very negatively when is noticed. Later in the thesis under the “challenges” sub-chapter the problem will be considered in more detail.

Another point that survey revealed is the opportunity for creativity. The results showed some controversy – 6/7 main workers are referring positively about their possibility to be creative and share ideas, whereas 9/11 exchange students answered negatively.

4.2.4 Relationships with the CEO

MAIN WORKERS	EXCHANGE STUDENT WORKERS
<ul style="list-style-type: none"> Majority of the main workers find the relationship with the CEO satisfying 	<ul style="list-style-type: none"> Some exchange student workers find the relationship with the CEO tense

Relationship with the CEO is another factor which affects the motivation level of the employees, according to the theory of Frederick Herzberg.

Let us refer to the results of the survey.

This is one of the only topics of the survey, where the both groups showed some controversy.

- Main workers outcomes

In the question “Rate the following factors in accordance with the situation in Jocham Veranstaltungstechnik” one of the factors was called “Relationships with the CEO”. As a result:

2 people voted for “Very satisfying”

4 – “Somewhat satisfying”

1 – “Somewhat dissatisfying”.

In addition, there was an open question, in which the employees were asked to describe their relationships with the CEO, and state whether it is comfortable for them to talk to the CEO about the tasks or even personal concerns. Mostly, the answers were positive: “I feel comfortable because of the good connection [relationships] to everyone in the company”, “Yes, the CEO is a really good guy you can talk to and he understands the problem you might have”, “Yes, we can talk honestly to each other and that is really important”. However, there was an opposite opinion, which stated: “No, I don’t think it is accepted”.

- Exchange student workers outcomes

In the same question, where employees had to rate the factors, the outcomes were the following:

4 people voted for – “somewhat satisfying”

4 people voted for – “somewhat dissatisfying”

2 – “Somewhat dissatisfying”

Besides, the answers of the open question were the following: 4 exchange students generally stated that they do not feel comfortable to talk to the CEO about the tasks or personal concerns. However, the majority stated the opposite: “Sometimes, when I find the opportunity, I do it [talk to the CEO]”, “ Yes, he is very helpful”, “Yes, I think Clemens (CEO) is an open-minded person and every time I had to discuss some issue with him, he was very nice and helpful”, “Yes, because he is a friendly man”.

The controversial opinions appeared in both groups of workers. However, the survey outcomes showed that main workers are more comfortable with the CEO, than the exchange workers. Again, it might be related to the time workers have spent within a company and how the trust developed during that time.

Most of the exchange students have not worked for Jocham Veranstaltungstechnik for a long time, and usually it was just an exchange program period – 1 or 2 semesters. During such a little time it is hard to develop the good level of trust between the CEO and the worker, so relatively new employees always feel more distant to the team and to the CEO.

Most people from the team of the main workers have stayed within a company for a longer time span, than exchange students, and they work regularly, so obviously a trust level is higher within that group. In addition, during the interview with the CEO, there was a discussion about the main group of employees. The CEO showed really positive attitude towards the main team and was referring to them as “excellent workers” which also is a clear sign for good trust level within a company.

4.2.5 Controversial Points

a) Supervision

The survey, which was sent to the main and exchange student workers, involved an open question about supervision.

First of all, some of the interviewees skipped the question, so there is less information and opinions about this topic. Secondly, the minds were very controversial, so the “supervision” issue cannot be put in any strength or a weaknesses part, as it cannot be defined as good or bad.

Let us have a look at the answers of the main workers.

Describe shortly, what do you think about the supervision on the job?

3 responses

Supervisor are trained in what they do
Work precise
Not good

From the results of the survey it is impossible to derive precise opinions, as some of the answers were confusing, some did not really answer the question, and just one person clearly defined his attitude towards the supervision: "not good". However, it would not be reliable to analyse the situation based on that survey outcome.

Considering the answers of the exchange students, it is worth mentioning that they were controversial as well.

" Good, if you have questions you can always ask"

"It was OK. Clemens was there every time he could supervise the job"

"It is well done"

This was the positive feedback that exchange students have given.

In contrast, there were other opinions:

"There is no supervision"

"It lacks a little"

"Not really good"

Despite the fact that exchange students have shared their opinions, no one really explained what they base their opinion on.

b) Main employees work better than exchange students

The previous sub-chapter which is called "Comparison table" considered the different opinions and experiences that the two groups of workers have. From many points the problem of different motivation levels of the two groups was obvious. Also, the reasons why exchange students work less efficient and less professional were discussed.

However, the opinions of the surveyed workers were somewhat controversial. Hereby the answers are attached:

- Main workers answers

Generally speaking, do you think that main employees are more motivated, and work more efficiently than exchange part-time students? Explain shortly your point of view

5 responses

Yes cause of more Knowledge
Or General Knowledge at all.

No, i dont think so, some who have the experience do their job a bit faster than students who dont have experience

Yes i think

Yes. All of the main workers do their job because they love the job. Not to have any workplace. This job is a mission and you have to love it. if you do not give 100%, you can not do the job perfect.

Jes they do..

- Exchange student workers

Generally speaking, do you think that main employees are more motivated, and work more efficiently than exchange part-time students? Explain shortly your point of view

10 responses

No, I think its the opposite. (2)

Yes. I think that many students just wanted to work for Clemens for extra money and many students did not work seriously. The main employees were quite more efficient at the job.

Yes, because the fixed workers know each other for a long time and most of time speak the same language (german)

I think the exchange part time students would be more efficiently because it is something new for them and they want to do everything perfectly to be called again. That is what I felt when I started in this job.

I think only exchanges care about doing the work efficiently.

Yes, because they have created a place for themselves having to work there for a onger time. Thus, they know each other and know what to do and how to do the job properly, without having to wait around and told what to do.

No, I would say when you work part time you're more motivated to perform the job than someone who does it regularly.

Yes, because they have a better knowledge about the job itself

yes, they came to work because they wanted to. exchanges come for money

c) Salary

It is also difficult to conclude whether the workers are generally satisfied with the salary. Again the survey results showed that opinions of the workers vary.

Concerning the main workers opinion: out of the 7 surveyed main workers,

1 person is very satisfied with the salary

3 people are somewhat satisfied

3 – Somewhat dissatisfied.

None of the main workers chose the answer “very dissatisfying”, which is already a positive sign.

Exchange workers answered the question as well:

1 person is very satisfied with it

7 people are somewhat satisfied

1 – Somewhat dissatisfied

1 – Not satisfied at all.

According to the theory of Herzberg, salary is not referred to the factors, which motivate people to work. Instead, salary is related to the hygiene factors: those which have to be present, because their absence causes dissatisfaction. In easier words, salary has to be decent; however it can only motivate people to work efficiently on the short term. Thus, the question of salary is not the most important in that case, because the majority of all workers are generally satisfied with it, and there are other, more sophisticated motivational factors which have to be paid attention to.

4.3 Challenges

Some of the drawbacks which are related to the different experiences of the main and exchange student workers caused few challenges to occur. This subchapter will consider the key challenges in detail.

4.3.1 Training of the new employees

One of the main challenges when it comes to the training of the new employees – is the understanding of the main workers that they should volunteer to show the new workers around, teach them to perform some tasks. According to the survey results, most of the workers answered that they realize the importance of the training. However, in practice this is not done as regularly as it should be.

In fact, workers only show how to do the task in two situations: when the CEO asks someone personally, or when there is an urgent need to teach the new worker so the job can eventually be done. The training process is chaotic and irregular – so the knowledge about this job comes with experience.

On the one hand, it is a right strategy to introduce the new workers to the job step by step, not overloading them with new information and instructions.

On another hand, the capabilities of the new workers are then very limited, so when the difficult construction comes along, there are two ways of solving the problem to accomplish the job:

- 1) Accomplishing the construction with the help of other main workers (or those, who know how to do it). In that case exchange student

workers are often excluded from many tasks, and are always delegated some easier things which do not require much knowledge or skills.

- 2) Urgently teaching new workers to accomplish the task, which is a huge stress for the both sides – for the long-term workers and the new worker.

All in all, main workers and the CEO do understand the need to train new employees and teach them to perform tasks. In fact, the actual challenge is to turn the understanding of the main workers into practice (actually teaching new employees and giving new skills on the regular basis)

4.3.2 Misunderstanding between the CEO and the workers

High level of employee rotation is a huge problem which was also mentioned earlier in this thesis. Besides such reasons and limitations as an exchange period itself, which makes students come and leave every semester, there is another reason which is tightly connected to miscommunication problem.

According to the words of the CEO which were heard during the interview, Clemens finds it wrong to hold to the “lazy” employees and inviting them to join the project, so often the employees are dismissed because are considered lazy.

What actually happens is that some employees are procrastinating or not giving their full energy to work because of the low motivation level. The reasons of their demotivation are all the facts which were discussed in previous sub-chapters: not knowing the details of the project, not communicating well with the main workers, not having enough trust with the CEO and so on.

The survey results showed that 40% of all exchange students are not invited for the projects anymore, even though they are still living in Germany and are available.

Since all workers are in the same hall and are organizing the same project, the behaviour is easy to notice – by the CEO or by other workers. The actual problem is that exchange workers who lose motivation and start behaving lazy are never told anything about it.

What CEO thinks is that it is unnecessary to talk to the lazy workers who do not like the job and are not motivated by the job itself, so he just dismisses them. The actual conversation with them is rarely conducted.

What exchange workers might think in that situation, is that once they had an extra break or been seen procrastinating, no one told them to fix their behaviour and simply “get back to work”, so they started using the freedom of procrastinating, not knowing that it will work against them and will have bad consequences.

The miscommunication in that particular situation is that the borders, limitations and appropriate behaviours at the job are not set or

discussed, and therefore exchange student workers might not know what is acceptable inside the company and what is not.

All in all, the reason the employees are rotating also includes the dismissing problem which occurs due to misunderstanding between the CEO and the workers.

4.4 Summary

To sum up the analysis chapter, it is necessary to say that Jocham Veranstaltungstechnik is coping with some of the HRM challenges successfully, however, like any company it has some problems which need to be taken care of. In order to maximize the efficiency of the workers and their motivation some actions need to be taken. Some of the necessary actions and recommendations will be suggested in the next chapter.

5 RECOMMENDATIONS

The recommendations to Jocham Veranstaltungstechnik concerning HRM and Motivational issues are based on the presented theory and the research.

The recommendations chapter will be built in the following way: at first, the theory part will be taken as a base for the recommendations.

Secondly, the points which were named in the analysis chapter will be addressed.

5.1 Recommendations based on the Personnel Management Theory

Taking a look at the personnel management theory and considering its functions and parts of implementations, it is easy to notice that some of them are implemented poorly within a company.

- 1) In particular, one of the problematic points within Jocham Veranstaltungstechnik is connected with the "Organization" function of Personnel Management theory.

As it was described before in this thesis, "Organizational process is about creating the structural framework. It is about the allocation of the tasks and duties among the members of the organization."

The analysis chapter of this thesis gave the understanding that Jocham Veranstaltungstechnik does have problems with task and duties allocation.

It was also named as one of the reasons, why some employees do not feel motivated - they just do not have the responsibility over a certain task, thus they also would not feel responsibility for the failure.

The recommendation concerning this point is simple and obvious:

- **Task allocation is needed.**

Before the job starts, all workers have to be assigned certain tasks. Sometimes, the workers who do not have much experience cannot be assigned complicated tasks straight away. In that case, they can receive a number of small tasks and what is also important – the time limitations.

New workers have to be put together with those, who got acquainted with the job already or who have performed the task before.

Let us take the stage assembly as an example.

Clear and detailed instructions have to be given to the workers – what the final position of the stage has to be, which parts shall be taken, how many parts, and what is the time limitation for the task.

In that case, the new workers feel the responsibility for the task; they learn and also have a clear goal which would not let them procrastinate.

Sometimes the task allocation is actually present within a company; however this process has to be regular and more organized.

When the task is finished, workers have to know what to do next, so they do not sit and wait for the new task to come.

Overall, better organization of the process needs to be planned in advance, which involved the task allocation, people allocation, and the time management.

Additionally, the Organizing function established hierarchy within a company. As it was revealed in the analysis chapter, no hierarchy is present within the company; neither are the job position titles.

- **Hierarchy and job positions need to be implemented.**

Hierarchy would let the workers feel confident about their position inside the company; it would ease the overall control. Higher statuses within a company would give additional motivation to workers to feel responsible, because the feeling of importance often comes together with the good status within a company.

In addition, it can make the promotion easier.

It is hard to name the exact recommendation for the job titles; however some variations of the steps to achieve a better status have to be present.

If it is hard to implement the positions themselves, as usually workers take care of the whole project managing different tasks simultaneously, the hierarchy can be implemented by levels.

Level 1 – beginner, new worker

Level 2 – worker with more experience, who have spent more than 3 months with the company participating in the projects.

Level 3 workers – advanced, who know most of the details, who get involved into planning the project. Those, who can supervise level 1 workers.

Additional levels can be considered and implemented by the CEO.

Implementing levels can be a great motivational tool, as it can help to feel the possibility for promotion, enable the competitive traits of the workers and would also ease the task distribution.

The good way to implement levels is the wage variety: The higher the level, the higher the salary.

All in all, level hierarchy can help the overall motivation in the number of ways: enable promotion function, give the feeling of competitiveness, give the goal to strive for, and ease the task distribution.

2) Directing and coordinating function also needs to be improved within a company.

Recalling the description of this function, it is important to mention that “Directing is associated with the general guidance and mentoring. Wise direction and work stimulation is achieved through the work rules, supervision and a good communication. The goal of this function is to ensure, that all workers understand their task, duties, as well as the meaning and the goals of the project they are working on.”

According to the survey outcomes, there was a problem with communication within the company. Workers did not get the details of the project so could not see the big picture and the purpose of their job.

- **Briefing before every project has to be done, written task distributions should be given out.**

Some of the main workers get to know the details of the project in advance; however most of the exchange student workers do not receive any particular information about the project details.

Being able to understand the goal, the purpose, the details and the time limits is crucial to successfully manage the process and get the best outcomes. So, basically the suggestion to Jocham Veranstaltungstechnik is to conduct a briefing session before every project. Show every worker the plan of the work, introduce to the details, as well as to assign the areas or the tasks to the workers. In that case many mistakes can be avoided. The best case would be to prepare a written plan with the project instructions, which everyone would receive. When the task is accomplished, the task is crossed out from the paper.

That way it is easier to supervise and control the job, as well as to keep track of the tasks and timing.

3) Controlling function in case of Jocham Veranstaltungstechnik is basically about the good supervision, which has to be implemented.

- **Assign the supervisor to every project or to the task, possibly add rating.**

Since the CEO is present at almost every job, he should pay more attention to supervising and controlling the job accomplishment. In case he needs to work himself or is not able to appear at the job, he should assign the supervisor who would check if the task is accomplished carefully. It is also easier to implement in the paper form way – giving the ratings/points for the task. This way, it is easy to monitor the job, and to clearly understand how the task is accomplished. Plus, it would help the process of promotion – the summary of the ratings/grades for the tasks will show if the worker can “enter the next level” and get higher wage. The rating is not necessary to implement, because it also takes additional time, however it is still suggested as a good tool to monitor the performance.

4) Training and development function

- **In order to train the new employees more efficiently, it is necessary to do it regularly.**

So, assigning the new workers to different tasks at every project, putting them in teams with the experienced workers will help them to learn. Of course, some tasks require particular knowledge and experience which new workers are not qualified for, so this recommendation can only be implemented when possible.

5.2 Recommendations based on the Motivation theories

At first, let us take the McGregor theory X and Y as the basis for the recommendations.

This theory was chosen to be presented in this thesis, because of the similarities in the opinions of McGregor and the CEO of the commissioning company. Clemens Jocham during the interview shared his opinion about the workers in general: he believes that there are those, who have intrinsic motivation, who are responsible and motivated by themselves, because they love the job they do and just find it necessary to be a good worker. In contrast, there are also workers he believes are “lazy”, they do not like to work and give their maximum effort to the job.

Generally speaking, McGregor suggested similar ideas. Since the opinion is the CEO is strong, changing his perception is hard and somewhat unnecessary. Instead, the recommendation which would suit his beliefs can be given.

So the recommendation concerning that issue is tightly connected with the leadership style, which has to be implemented.

- **Implement different leadership styles to the “good” and “lazy” workers.**

Of course, the workers become “lazy” and unmotivated due to the number of facts, however in addition to other recommendations which would boost the work satisfaction and motivation level, some control shall be implemented.

So, the leadership style which has to be addressed towards responsible and trustworthy workers is Democratic. Giving them more responsibility, more freedom in decision making and less control - is what those good workers need in terms of leadership.

In contrast, lazy workers who procrastinate and avoid responsibility shall be under better control. The attention of the CEO/supervisor shall be paid to these workers. The appropriate leadership style for these workers is more authoritarian. Even the negative told to motivate are sometimes appropriate in extreme cases. If the worker is noticed taking long breaks or avoiding work, he can also be told, that there is a possibility he can be dismissed. Of course, before talking about such extreme ways to solve the low motivation problem, other suggestions and recommendations shall be taken into account too.

However, the general idea is that some workers simply need more control and supervision, than others.

Let us turn to Herzberg Dual factor Motivation Theory.

To relate the Herzberg motivation theory to the case of Jocham Veranstaltungstechnik, the hygiene and motivational factors have to be considered. All in all, taking into account the situation within the case company and the suggestions of Herzberg, the following points to Jocham Veranstaltungstechnik are suggested:

- **Make the hygiene factors present.**

Hygiene factors are those, which do not boost the motivation level; however their absence causes huge demotivation.

Some workers were dissatisfied with the physical surroundings of the job. Thus, the simple physical needs have to be the first thing to take care of.

All workers have to be asked, what is necessary for them to feel physically comfortable, and these needs have to be fulfilled.

An example can be the answers of some workers to the survey question: more fresh water bottles, more new equipment, such as gloves which can cover all fingers, try to organize the heating if the work takes place in the cold hall.

What is comfortable for one person can be really stressful for another – that is why it is necessary to ask the workers about their basic requirements at work and take them seriously.

As for the motivational factors which Herzberg suggested, they are the following:

- The degree of success
- Public recognition, appraisal
- Interesting content of activities
- Having the opportunity for promotion
- Degree of responsibility
- Position and status within a company

Some of the suggestions were addressed before in the “recommendations” chapter, such as the degree of success (implementing job titles/levels, implementing ratings and grades for the tasks), interesting content of activities (assign new workers to new tasks every time to help them learn about the job), having the opportunity for promotion (implementing levels/job positions/salary increasing together with the level), degree of responsibility (assigning specific tasks and areas to the workers), position and status within the company (implementing job positions, levels)

The only point which was left unaddressed is the public recognition/appraisal.

- **The employee of the month/of the project can be announced.**

There is a number of the ways to define the employee of the month; however the rating system can work out in that case. Such factors as being able to urgently come to the project, staying additional hours or doing the task faster than expected can also be one of the factors to evaluate and appraise the employee.

The employee of the month can get the prize/benefits, such as extra-payment, new uniform, or any prize which the CEO and the worker can agree on.

5.3 Recommendations based on the analysis chapter

The analysis chapter considered the general strengths and weaknesses. The points of the “weaknesses” were already covered in the two sub-chapters above.

Also, the analysis chapter included the “comparison table” which discussed different experiences of the main and exchange student workers.

The Comparison table was basically split into 5 categories:

- 1) The work itself
- 2) Teamwork and the group spirit

- 3) Relationship with the CEO
- 4) Communication
- 5) Controversial points
- 6) Also, the key challenges were considered.

In this subchapter, the recommendations based on the categories of the Comparison table and the challenges will be given.

- 1) The work itself.
Some of the points which were mentioned in the comparison table in the analysis chapter are very hard to resolve. Those points include planning to work for a company for a long/short period, enjoying the work itself (building, constructing). That is because the main workers have different reasons to join Jocham Veranstaltungstechnik, than exchange student workers.
However, one point which is worth addressing is the responsibility of the workers. As it was revealed, some of the exchange student workers do not feel responsible for the tasks they are performing, as they know that if they do the job poorly, someone else will take care of it.
That is why earlier mentioned task distribution is crucial. Every worker has to be assigned certain tasks.

- 2) Teamwork.

Basically, to help the teamwork function better and the group spirit to improve, it is necessary to mix the teams up.

- **Distributing the tasks in the way, which exchange workers collaborate with main workers, is necessary.**

Mixing the team up for different tasks will improve the learning experience and the team spirit – as main and exchange student workers will be forced to communicate. Instead of letting the workers chose the partners/the team for the certain task, it has to be carefully pre-planned. That way the gap between main workers and exchange student workers will be less significant, and the communication between the two groups will be improved.

- 3) Relationship with the CEO

The survey outcomes and the analysis chapter of this thesis revealed, that some workers find it hard or stressful to talk about the CEO about personal, or even professional issues.

This is something CEO needs to consider himself. Trust within any company is essential, but when it comes to the small-size company where the CEO and the workers interact regularly, it is of even greater importance.

- **CEO should support the initiative to discuss professional and personal concerns with the workers.**

Clemens Jocham, realizing the importance of trustful relationship should be careful about communication with workers and help them resolve their issues. The basic tips are obvious: do not try to avoid or ignore stressful situations or the conflicts, instead be understanding and resolve the conflicts in the very beginning. Eventually, the win-win situation can be achieved: workers will feel confident about sharing work-related problems and will be open-minded and honest about giving the feedback about the job.

4) Communication

The problem of communication was basically related to the fact, that some workers do not get the directions or the plan of the project beforehand. As it was discussed before in the Recommendations chapter, the briefing and task delegation will resolve this issue.

- Also, it is important to **support creativity**.

The best way to support creativity and thinking is to actually challenge the minds of the workers: whenever the situation is appropriate, ask the employees about the best way to accomplish the task. Listen to the suggestions carefully, support the ideas, and in case their idea is wrong, explain why it will not work and give more chances to think. This “game” can be conducted from time to time to give the feeling of a challenge, which will boost motivation.

Even if the CEO or the experienced worker who conducts the “game” knows the right answer, still they should support the workers to find the answer themselves. This way it is even possible to awaken the curiosity of the workers about the job.

5) Miscommunication problem was one of the named challenges in the analysis chapter.

It was discussed earlier in this thesis, that The actual problem is that exchange workers who lose motivation and start behaving lazy are never told anything about it.

What CEO thinks is that it is unnecessary to talk to the lazy workers who do not like the job and are not motivated by the job itself, so he just dismisses them. The actual conversation with them is rarely conducted.

The only way to affect the situation and resolve the problem is to actually change the opinion of the CEO about treating those workers who seem lazy or procrastinating

- **It is absolutely necessary to talk to the workers who lose motivation or the will to work and seem to be procrastinating.**

Ignoring the fact they procrastinate and concluding that they do not want to work is not exactly the right way to resolve the situation. Instead, it is necessary to talk to them, find out what goes wrong, why they are demotivated or upset, or if the worker crosses the acceptable borders – can even hint that the possibility to be dismissed always exists.

Making rough decisions such as dismissing people straight away only causes additional work for the company such as recruiting new staff, training and involving them into work and into the team, making new contracts and handling all the documentary work connected with recruiting itself. This problem can be avoided just by solving the misunderstanding between the workers and the supervisor/CEO, and finding out the reasons for their low productivity.

In fact, this is one of the main problems of the company which can be easily avoided. Thus, this particular recommendation, even though it is simple and obvious, shall be paid particular attention to.

6 CONCLUSION

Nowadays Human Resource Management is one of the crucial things every organization should pursue. It is rightly said, that by putting people first, organization can achieve higher profits, higher productivity and improve its public image. When it comes to the small-sized companies, Personnel Management is of a great importance, because employees and employer are forced to work together very often. Thus, creating favourable and professional atmosphere in the office becomes vital to successfully run the organization.

Human Resource Management is a comprehensive system that is based on the understanding that employees are people with diverse needs and life goals; its main task is to ensure the correspondence between employee management and the strategic objectives of the company. (Chand 2014.)

The aim of the thesis was to find out the strength of the company in the field of Human Resource Management, the details of the problem of motivation among full-time\part-time workers and the related sub-problems, possible reasons and roots of the problems occurred. Also, the goal was to develop the solutions and recommendations, based on the conducted analysis, theory and research.

The objectives of the thesis were the following:

- 1) Introducing the Personnel management and motivation theories, related to the case company situation and to the thesis topic itself.
- 2) Researching and presenting the current situation within the company.
- 3) Conducting the analysis, based on the theory and research.
- 4) Giving appropriate recommendations, based on the presented theory and research.

The proposed Research question of this thesis was:

How to increase performance of the workers in the small-size company, applying the concepts of motivation?

The topic of the research was centred to the small-organizations. The analysis was based on the small-sized event-management company Jocham Veranstaltungstechnik.

For the purpose of analysis of the Personnel Management situation within a company, as well as to better illustrate the general personnel situation, all employees are divided into two rough categories in this thesis:

- Main workers
- Exchange workers

Main workers:

Main workers are a group of employees, who are mostly Germans, not exchange students. They have more profound knowledge about the company, get to know the insights of the company and the projects, sometimes act like supervisors. Main employees work with Clemens Jocham (the CEO) on a regular basis and for longer time, than exchange students, get the project details in advance of the project and sometimes take part in the project planning.

Exchange student workers:

Exchange student workers are normally part-time employees, who came to Germany to do the Exchange or Double Degree Program at Deggendorf Institute of Technology.

Personnel Management, by definition, relates to the functions aimed at enhancing the effectiveness of the employees. This is achieved through Managerial functions (planning, organizing, motivating, directing and coordinating) and Operative Functions, which were introduced in Chapter 2. Despite obvious Management functions, Personnel Management is tightly connected with Motivation as a concept. It is important to optimize the work of the employees not only by controlling, but also by offering them opportunities and benefits, which would motivate them to perform their best. Therefore, the Motivational theories, which can be related to the thesis topic, were introduced. They are: McGregor theory X and Y and Herzberg dual-factor Theory of Motivation.

The motivational theory of McGregor suggests two ways of perceiving the employees, according to the X and Y theories.

- Theory X reflects a negative perception of people. The study was based on the idea that people are naturally lazy, they work only when they are forced to do so. According to this theory, people are not ambitious, do not like to work, try to avoid responsibility, and can only work effectively under strict supervision
- The theory of Y implies a positive perception of people. According to theory Y, people are able to self-organize, take responsibility and perceive work as something natural.

(Carson, 2005, page 450-460)

Another motivational theory which was presented in this thesis is Herzberg Dual Factor motivation theory, which offers the following implication: There are two main factors of employee motivation. (Waheed, 2011, page 76)

- 1) **Hygiene Factors.** Their presence is crucial; otherwise the dissatisfaction of the work occurs. Hygiene factors are associated with the environment in which the work takes place.

According to Herzberg's theory, the absence of hygiene factors leads to dissatisfaction of an employee about his work. However, if the hygiene factors are fulfilled well enough, they still cannot boost the satisfaction; they can only bring it up to neutral level, and never serve as motivators. All in all, they must be present as their absence causes dissatisfaction. (Ball, 2003)

- 2) **Motivational factors.** These factors influence the level of motivation and are related to the actual job and its attributes.

Motivating factors are called motivators, can inspire the employee to perform better, and are associated with the very work activity and its character. They can boost the satisfaction level and are considered as an independent group of needs, which enables the career growth and professional development of an employee.

(Blockman, 1971, p. 114-118)

The current situation chapter was split into several parts:

The first one described the situation related to the small size business in Germany in general.

The second part of the Current situation chapter considered the personnel management situation in Germany, with an example of the postal company DHL.

Only the third part of the chapter was centred on the case company situation. This sub-chapter is called "Jocham Veranstaltungstechnik employees".

Some basic information about the company, the employees, the CEO was given.

In addition, it was explained why all workers were split into two main groups - main and exchange student workers. Some characteristics of Jocham Veranstaltungstechnik were presented in the Current situation chapter as well.

Last but not least, the Current Motivation level within the commissioning company was described.

The analysis of the case company situation, related to the HRM and Motivation, was based on:

- 1) The interview with the CEO
- 2) The survey outcomes (2 surveys were sent to the two groups of workers – main and exchange student workers)

In the analysis chapter, the key strengths and weaknesses of the company were defined.

In addition, the experiences of the main and exchange student workers were compared and summarized by points in the "Comparison Table". The experiences of the workers were split into 4 main categories:

- 1) The job itself
- 2) Communication
- 3) Teamwork and the group spirit
- 4) Relationship with the CEO

Plus, there were some controversial points which were hard to relate to negative or positive experiences, as the survey outcomes were somewhat confusing. The controversial points included:

- Supervision
- The assumption, that main workers work better, than exchange students
- Salary

The challenges that Jocham Veranstaltungstechnik faces were also presented and analysed. Those included:

- Training of the new employees
- Misunderstanding between the CEO and the workers

Finally, the Recommendations were based on:

- The Personnel Management theory
- McGregor theory X and Y
- Herzberg Dual Factor Motivation
- The Analysis

As a result, the majority of problems and challenges were given solutions and recommendations to.

All in all, every company can face problems, connected with personnel. Sometimes it is impossible to avoid some work conflicts, anticipate the needs of the personnel, or be in the total control over the personnel at work.

That is why every employer should pay enough attention to the issues connected with Human Resource Management. As it was said before, people are the company greatest asset, so keeping them satisfied, motivated and productive is the crucial tasks every company should accomplish on the daily basis.

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Interview with the CEO questions

- 1) What projects are you organizing?
- 2) How often do the orders come? Are they regular?
- 3) How many people are currently working for you?
- 4) How many people are foreign?
- 5) Are the foreign workers mostly exchange students?
- 6) Do exchange students work part-time?
- 7) How often do you recruit?
- 8) Is there training before the job? How do new workers get introduced to the job?
- 9) What is your "main team"? How many people are in it?
- 10) How long have the main workers stayed with Jocham Veranstaltungstechnik?
- 11) Describe your relationship with the workers.
- 12) Do you find it easy to communicate with the foreign workers?
- 13) How would you describe the current motivation level of the workers?
- 14) What are your motivational tools?
- 15) What are your tools to control the job?
- 16) Is there any task delegation within the company?
- 17) Do you assign supervisors for the project?
- 18) How do you evaluate the results of the work?
- 19) Generally speaking, are you satisfied with the efficiency of the workers (main workers, exchange student workers)?
- 20) What are the reasons you dismiss some workers?
- 21) What is your main communication channel?
- 22) How do you contact the workers?
- 23) How does the planning of the project go? What is the process of it?
- 24) How do you decide how many people do you need for a specific project?
- 25) Is there a shortage of employees?
- 26) What is the equipment you use for the projects?
- 27) You as a CEO participate in the majority of the projects, doing physical work yourself. Why?
- 28) Do you have any other comments?

Survey for exchange student workers: outcomes.

11 responses

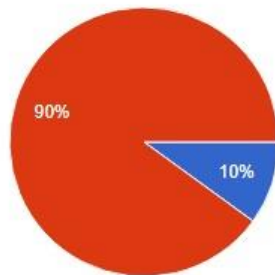


SUMMARY INDIVIDUAL

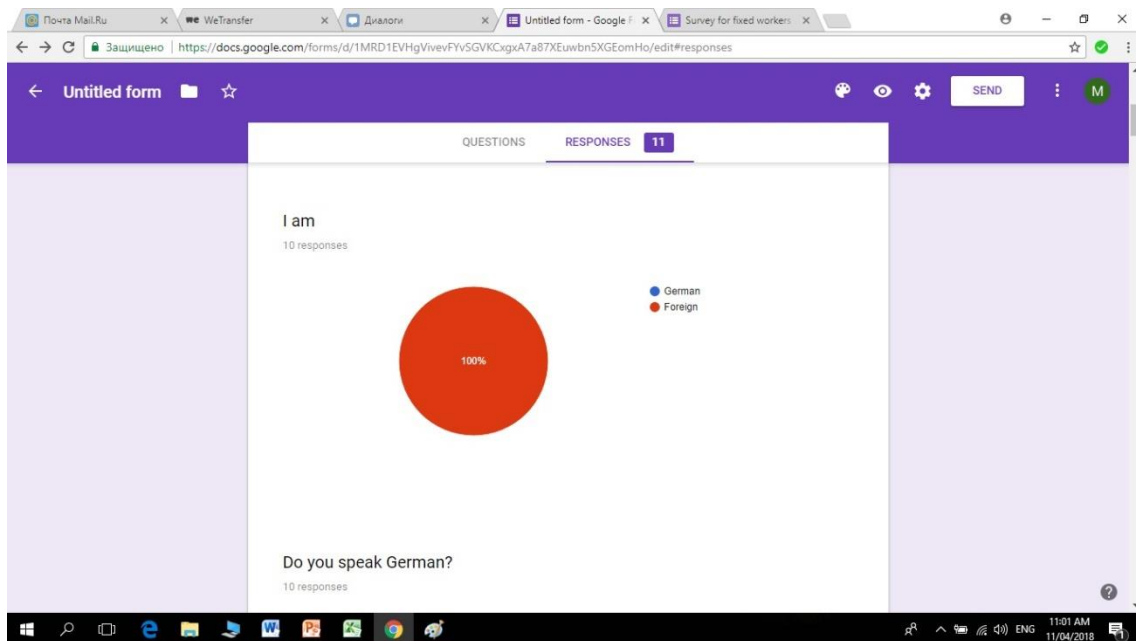
Accepting responses

I am

10 responses

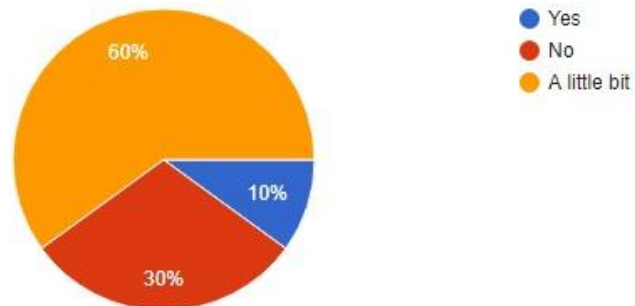


- Full-time worker (work on regular basis)
- Part-time worker (get invited to do big jobs)



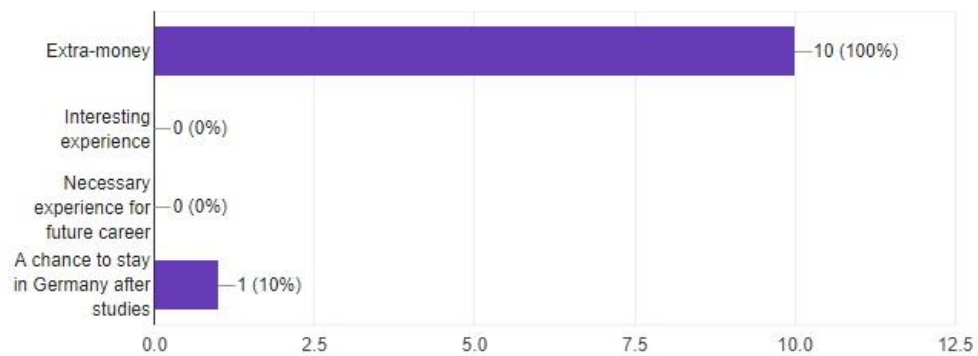
Do you speak German?

10 responses



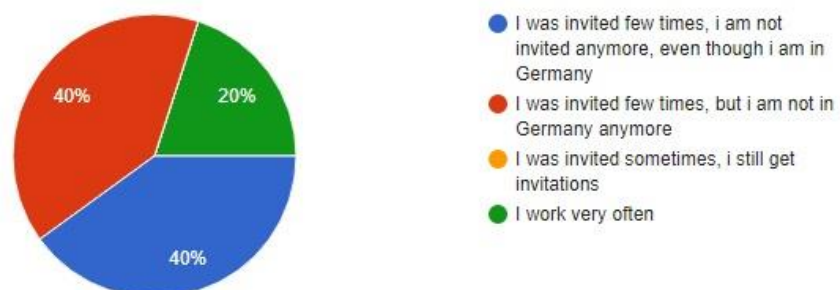
What are the reasons you applied to this job?

10 responses



How often do you work for Jocham Veranstaltungstechnik?

10 responses



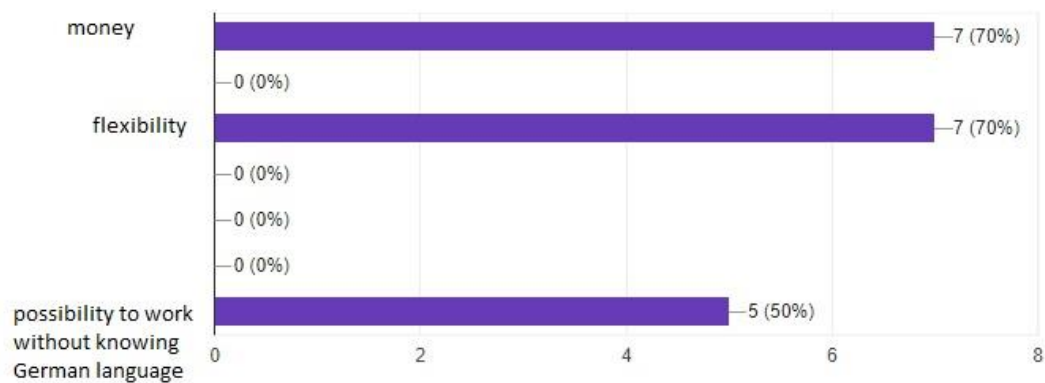
Describe shortly, what do you think about the supervision on the job?

10 responses

Good if you have questions you can always ask, there is always some one. (2)
It was ok. Clemens was there everytime he could to supervise the job.
Not really good
Could be better.
There is no supervision.
I think the supervision lacks a little, however it's unnecessary at times and should be done more accurately.

What do you like the most about this job?

10 responses

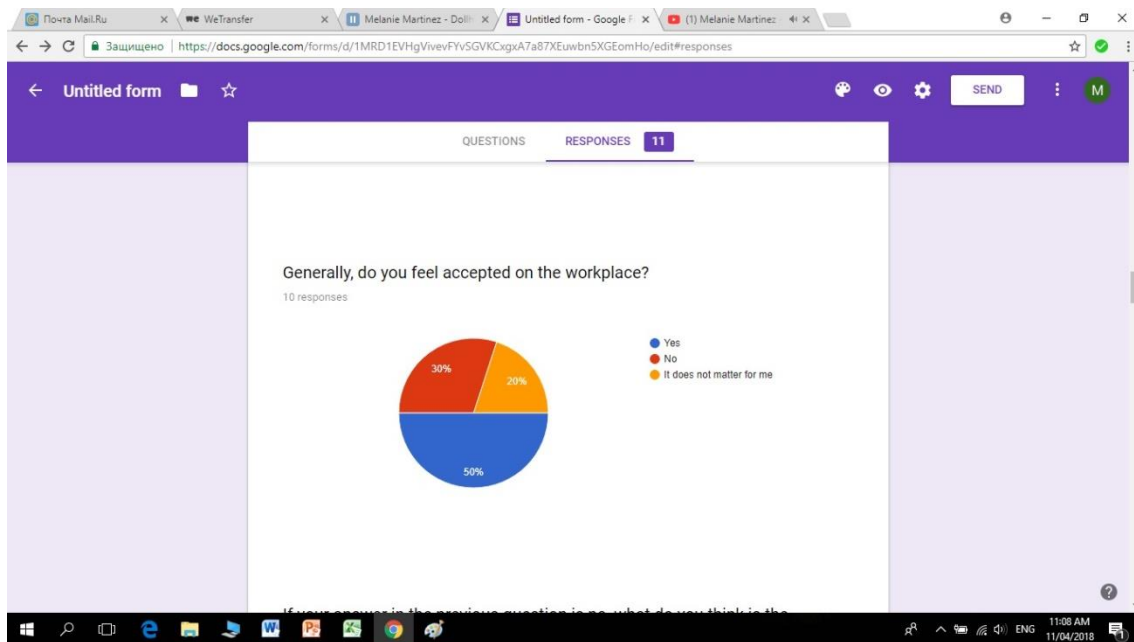


Describe shortly, what do you think about the group spirit within the company?

10 responses

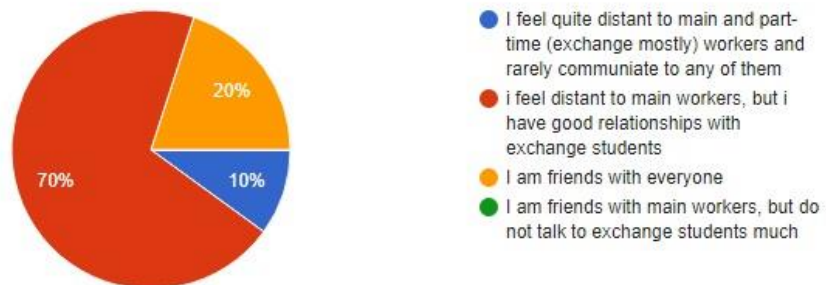
Very cold, not so open minded. (2)
People most of the time were engaged with the job and worked as a team. Specially for that kind of job, work as a team was necessary .
There is no group spirit
Good, but could be better.
I don't really feel there is group spirit at all.
The group spirit was lacking for me personally. I think the reasons for that was because I was not a frequent worker, thus I didn't know the job too well. I also think me being a woman came a bit in the way of my team's behaviour towards me. Moreover, I think that I was asked to do things which were not suited well for my capabilities.
Not the best. Different treatment for regular, german employees in comparison to international part time ones.
I haven't really felt much group spirit within the company
pretty tense especially with germans

Appendix 2/4



Describe your relationship with other workers

10 responses

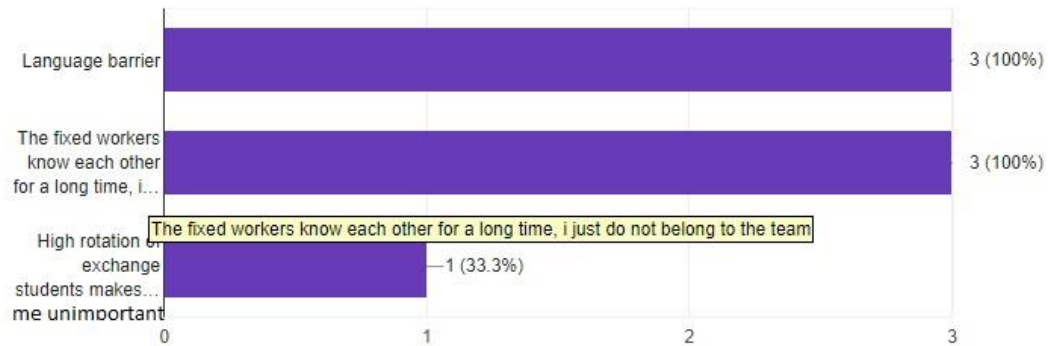


Appendix 2/5

If your answer in the previous question is no, what do you think is the reason for not feeling accepted?

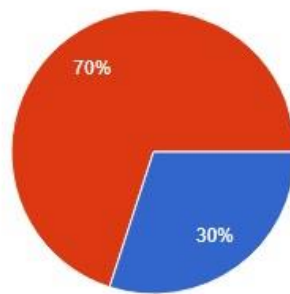


3 responses



If the job is done poorly, would you care and re-do the job?

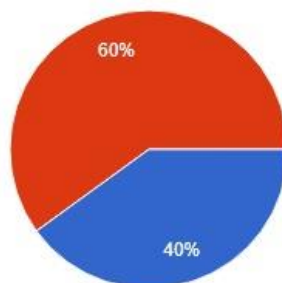
10 responses



- I would not really care. If no one tells me to re-construct something, i will not.
- I do care. If it is done poorly, we need to do it again.

Generally, do you feel like the job depends on you?

10 responses



- Yes, i feel responsible for the project
- No, i do not play any major role. If i dont do something, someone else will.

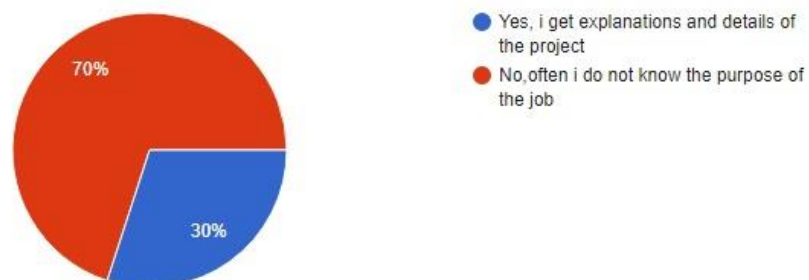
Generally speaking, do you think that main employees are more motivated, and work more efficiently than exchange part-time students? Explain shortly your point of view

10 responses

No, I think its the opposite. (2)
Yes. I think that many students just wanted to work for Clemens for extra money and many students did not work seriously. The main employees were quite more efficient at the job.
Yes, because the fixed workers know each other for a long time and most of time speak the same language (german)
I think the exchange part time students would be more efficiently because it is something new for them and they want to do everything perfectly to be called again. That is what I felt when I started in this job.
I think only exchanges care about doing the work efficiently.
Yes, because they have created a place for themselves having to work there for a onger time. Thus, they know each other and know what to do and how to do the job properly, without having to wait around and told what to do.
No, I would say when you work part time you're more motivated to perform the job than someone who does it regularly.
Yes, because they have a better knowledge about the job itself
yes, they came to work because they wanted to. exchanges come for money

Before the job starts, do you get the idea of what this job is all about?
(What are the details of the project, things to do, what the final construction should look like, etc)

10 responses

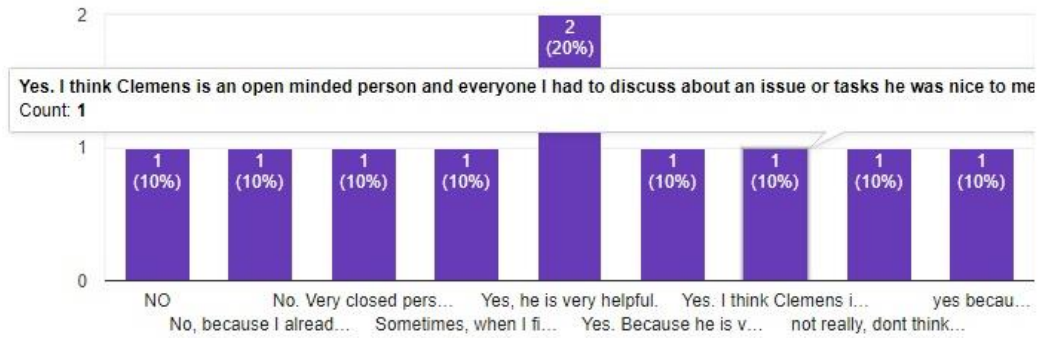


Appendix 2/7

Do you feel comfortable to talk to the CEO about the job environment, assigned tasks or personal concerns? Answer shortly why yes or why not.

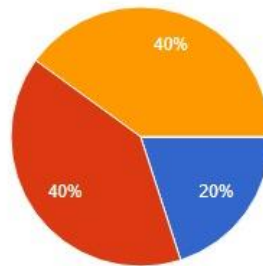


10 responses



On the job....

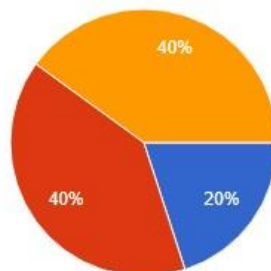
10 responses



- I know what i have to do, i do not ask for directions (only minor clarifications)
- I do not know what to do, i sit and wait for the tasks
- I do not know what to do, i go and ask for the tasks
- I know what i have to do, but i take my time and procrastinate sometimes

Do you have your own area or task only you are responsible for?

10 responses



- Yes
- No
- Sometimes

As for the physical surroundings of the job, what would you change\add? (Example: more gloves\more water\snacks etc)

10 responses

More breaks and snacks. (2)

The basic security items such as gloves, helmet, security classes, more gloves, clothes (because we have to use our own and constantly it will get dirty), boots and tools.

Improve the communication inside the work group and the work conditions (gloves, uniforms, water, break time/food, etc)

I think there could be better gloves which cover all fingers, water, snacks, clothes to work so we would not need to damage our own clothes or spend the money we do not have buying specific clothes to work there.

I would change everything. starting for the safety of the workers and add more human conditions, more water and food.

More equipment to stay safe, water and snacks would help. More breaks as well.

Any equipments at all, that we're not provided.

its good enough already, I wouldn't change anything

more fresh water, gloves, clothes, heaters when work in winter

Do you have any more comments or suggestions on what can be done better, or what can be changed?

9 responses

No (2)

De should get our breaks. (2)

I have answered already

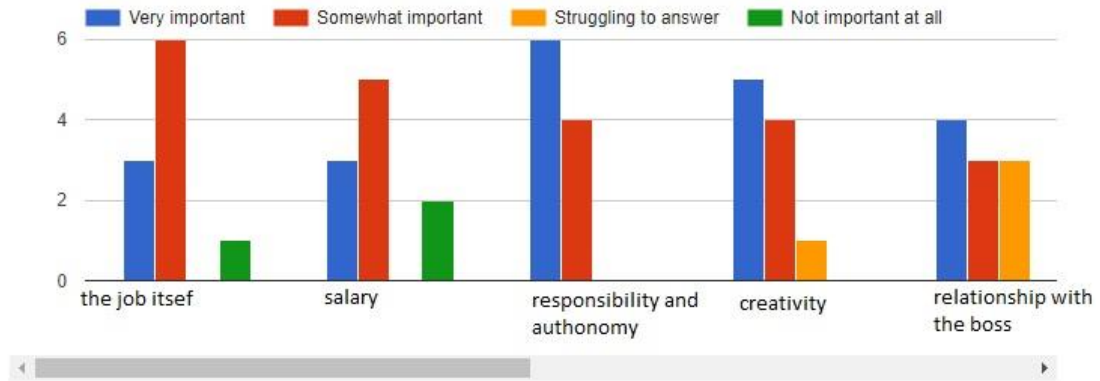
The base for a good relation is communication, so first of all, improve the communication inside the group. What is the work about. Why are we doing it. When should we start and finish. The conditions of work is this or that. Basic communication that is not done.

The safety of the employees should be something to care about.

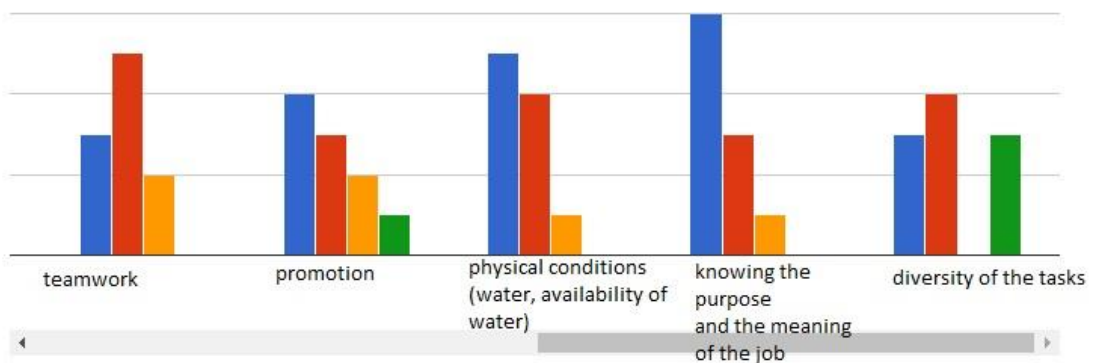
Everything should be improved and the work should offer more human conditions.

Even though students are being hired at a cheap price, that doesn't mean any attitude of dislike about the environment should be pushed to them. I also think, much shouldn't be expected from these students, especially when they haven't done this job before.

Generally speaking, what are the main factors for you to feel motivated on any job? Rate the factors from the most to the least important one

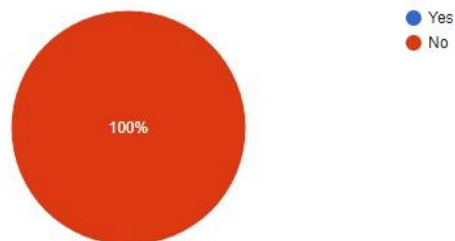


Generally speaking, what are the main factors for you to feel motivated on any job? Rate the factors from the most to the least important one



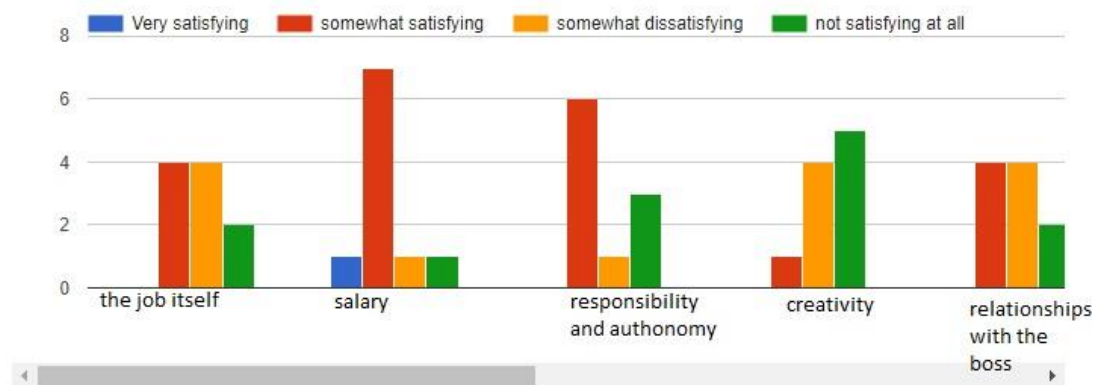
Do you plan to work for Clemens after your studies are finished?

10 responses

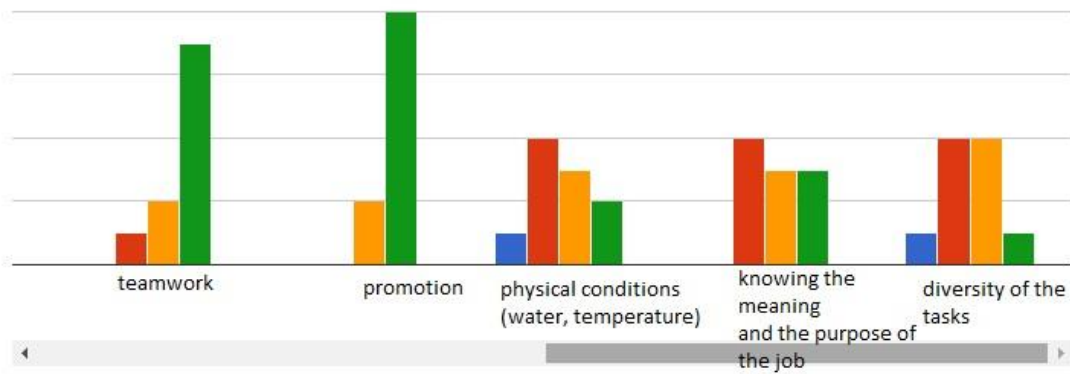


Appendix 2/10

Rate the same factors according to the situation in Jocham Veranstaltungstechnik.



Rate the same factors according to the situation in Jocham Veranstaltungstechnik.



Survey for the main workers: outcomes

7 responses

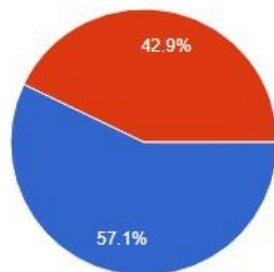


SUMMARY INDIVIDUAL

Accepting responses

I am

7 responses



- Full-time worker (work on regular basis)
- Part-time worker (get invited to do big jobs)

I am

7 responses



- German
- Foreign

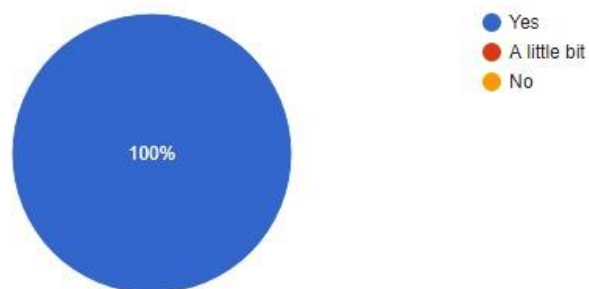
Describe shortly your position in the company

6 responses

student and part time worker
Supervisor
I'm at jobs, helping in the storage etc..
I do everything
Responsible
I'm about to learn more about electronics like that.

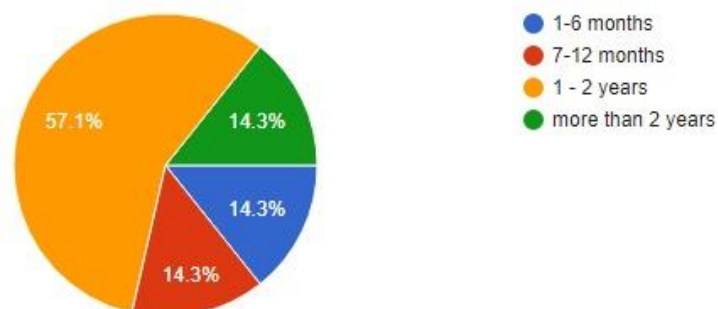
Do you speak English?

7 responses



How long do you work for Jocham Veranstaltungstechnik?

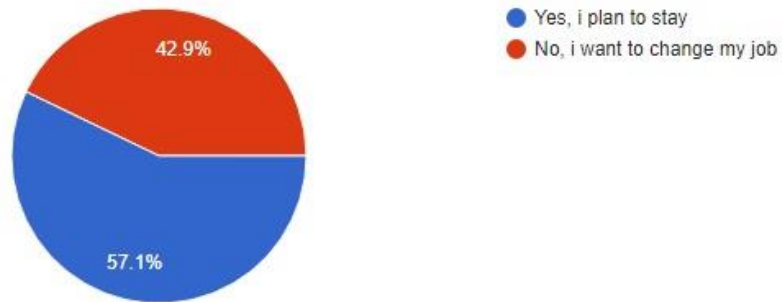
7 responses



Appendix 3/3

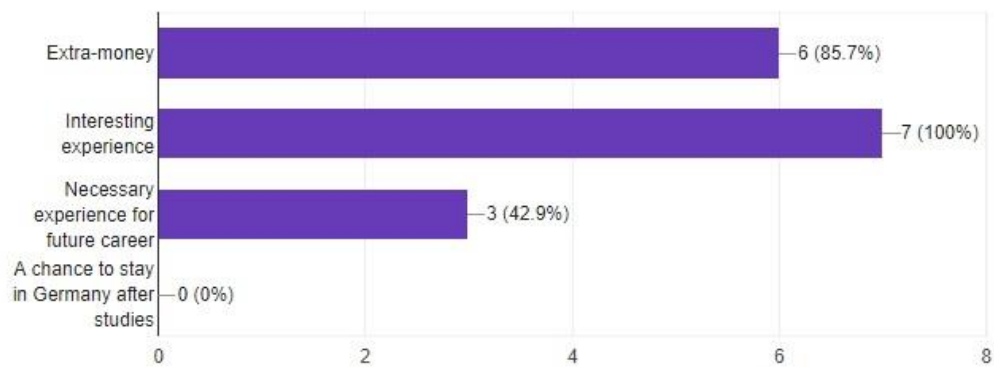
Do you plan to stay to work for Clemens for a long time?

7 responses



What are the reasons you applied to this job?

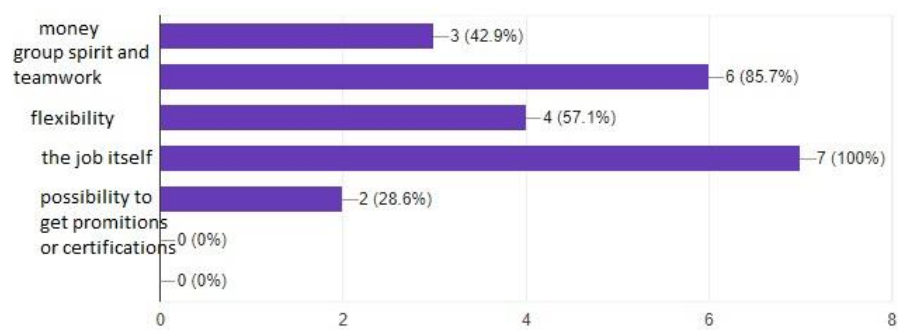
7 responses



What do you like the most about this job?



7 responses



Appendix 3/4

Describe shortly, what do you think about the supervision on the job?

3 responses

Supervisor are trained in what they do
Work precise
Not good

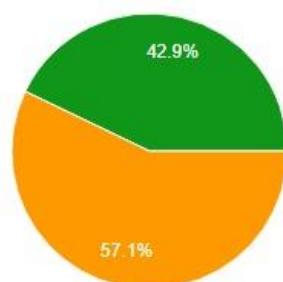
Describe shortly, what do you think about the group spirit within the company?

5 responses

Good. Everybody helps each other, you can call the CEO if there are problems
Very good. It has to be!
Good
Normaly nice

Describe your relationship with other workers

7 responses

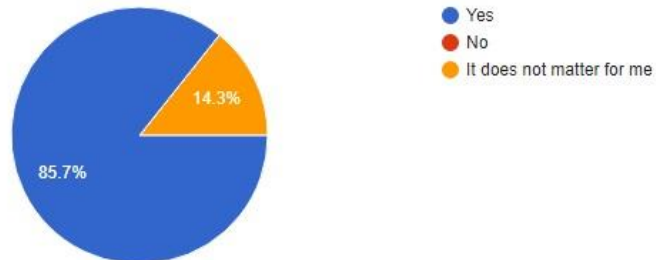


- I feel quite distant to main and part-time (exchange mostly) workers and rarely communiato any of them
- i feel distant to main workers, but i have good relationships with exchange students
- I am friends with everyone
- I am friends with main workers, but do not talk to exchange students much

Appendix 3/5

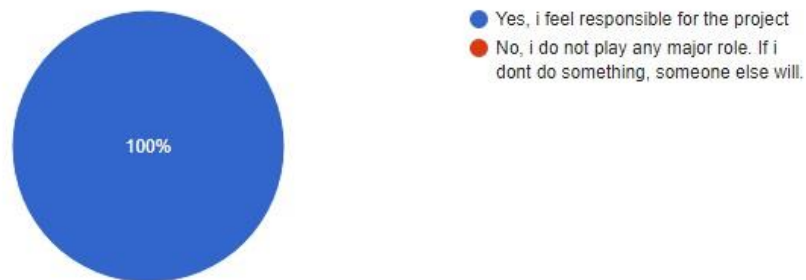
Generally, do you feel accepted on the workplace?

7 responses



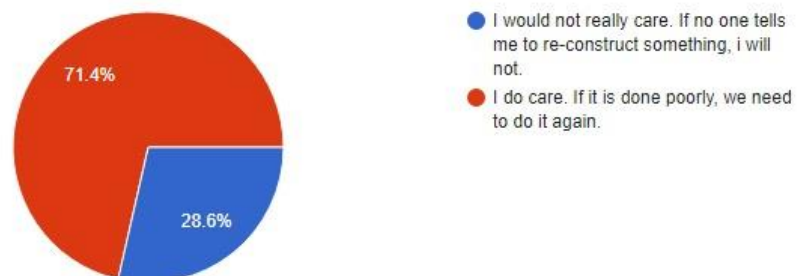
Generally, do you feel like the job depends on you?

7 responses



If the job is done poorly, would you care and re-do the job?

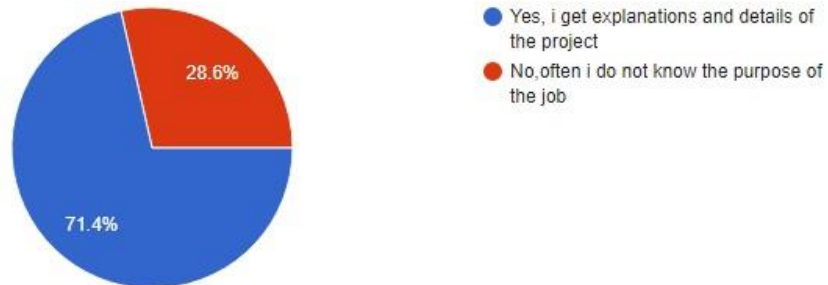
7 responses



Appendix 3/6

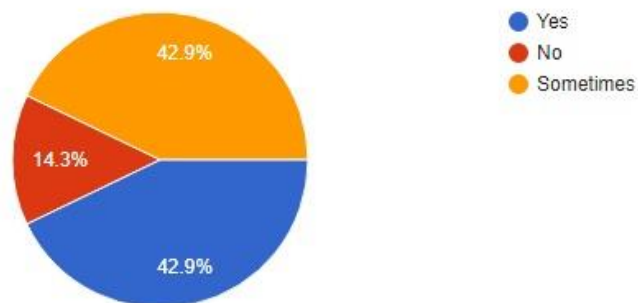
Before the job starts, do you get the idea of what this job is all about?
(What are the details of the project, things to do, what the final construction should look like, etc)

7 responses



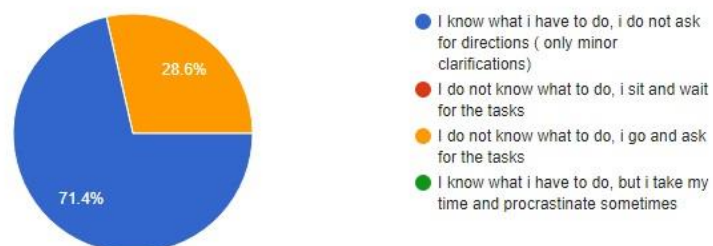
Do you have your own area or task only you are responsible for?

7 responses



On the job....

7 responses



Appendix 3/7

Do you feel comfortable to talk to the CEO about the job environment, assigned tasks or personal concerns? Answer shortly why yes or why not.

5 responses

I Feel comfortable cause of a Good Connection to everyone in zur company
Yes. The CEO is a really good guy you can talk to and he understand the problem you might have
I think it will not be accepted
Yes, because we can talk honestly to each other, what is really important
Yes

As for the physical surroundings of the job, what would you change\add? (Example: more gloves\more water\snacks etc)

5 responses

Zur Basics are always there. other thinks I can take care of myself Some time there's also snacks and stuff available
Everything is fine
Less packing
More new equipment
Gloves and protection

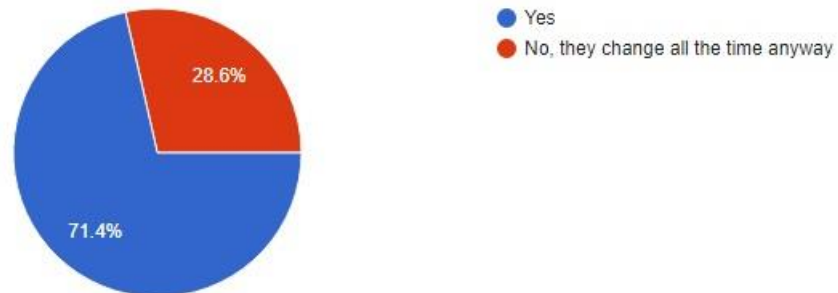
Generally speaking, do you think that main employees are more motivated, and work more efficiently than exchange part-time students? Explain shortly your point of view

5 responses

Yes cause of more Knowledge Or General Knowledge at all.
No, i dont think so, some who have the experience do their job a bit faster than students who dont have experience
Yes i think
Yes. All of the main workers do their job because they love the job. Not to have any workplace. This job is a mission and you have to love it. if you do not give 100%, you can not do the job perfect.
Jes they do..

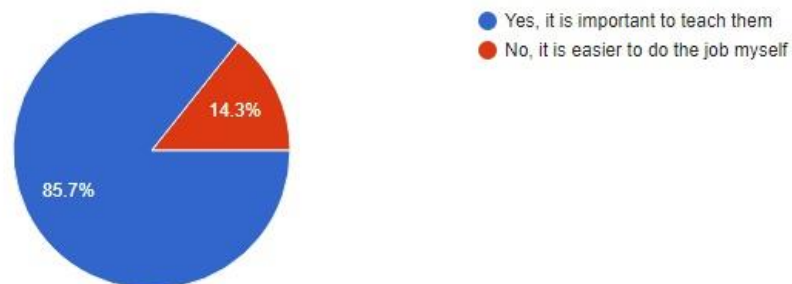
Do you find it necessary to talk and get to know new part-time workers?

7 responses



Do you show new part-time exchange student workers how to do the job?

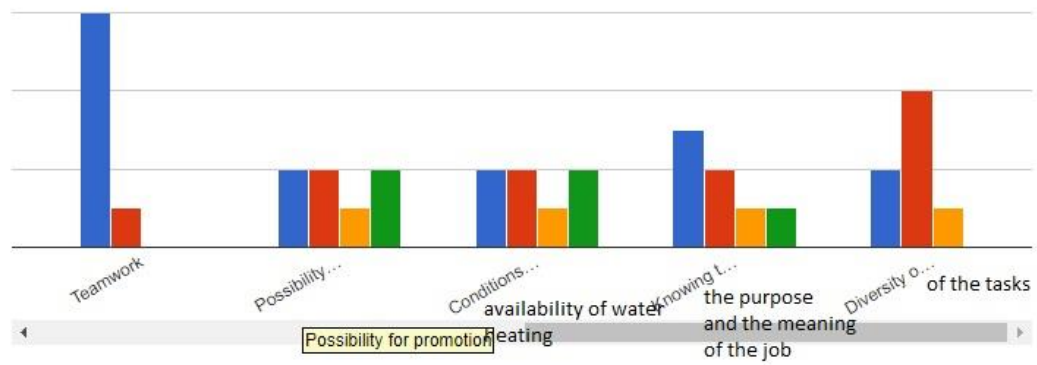
7 responses



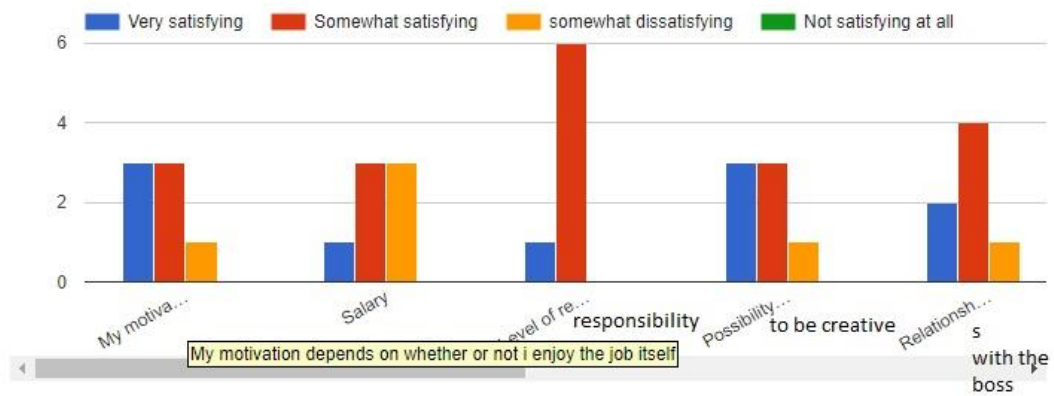
Generally speaking, what are the main factors for you to feel motivated on any job? Rate the factors from the most to the least important one



Generally speaking, what are the main factors for you to feel motivated on any job? Rate the factors from the most to the least important one



Rate the same factors according to the situation in Jocham
Veranstaltungstechnik



Rate the same factors according to the situation in Jocham
Veranstaltungstechnik

