Místopřísežné prohlášení

Místopřísežně prohlašuji, že jsem celou práci, včetně všech příloh, vypracoval samostatně.

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René Podpinka
ABSTRACT

The paper reports findings from research about motivation in financial advisory. As the framework for the primary research, Herzberg’s Two-Factor Theory was chosen to measure job satisfaction and job dissatisfaction. In addition, the link between job dissatisfaction and labour turnover is confirmed in order not to underestimate negative impact of job dissatisfaction. Only 10% of employees carry on working while dissatisfied with job. Rate of labour turnover varies for beginners (approximately 70%) and for experienced advisers (approximately 20%). In-depth interviews with 3 managers and the questionnaires have been chosen as tools to collect data. The sample has 24 respondents, part of sales department in the XY Company. Findings has shown that the most important factors affecting both job satisfaction and dissatisfaction are intrinsic – such as career growth, personal growth, self-discipline, freedom in meeting organizational and individual goals and recognition for achievement by managers and colleagues. However, some important extrinsic factors are recognised as well – it is salary, personal relationships with co-workers and commission pay system. Factors affect motivation in both ways; hence Herzberg’s Two-Factor Theory has not been validated by this study.
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1. INTRODUCTION

1.1. Rationale of Research
Motivation is the reason why people do act because the word motivation is derived from Latin word movere (= to move). How to motivate people is the key aspect to success business because the main part (let say soul) of every organization is people working in it. If people are not truly motivated, just externally stimulated, they might not work optimally and not feel satisfied with their occupations. Therefore there is a higher risk of quitting behaviour which is dangerous for efficiency, especially in financial advisory because experienced advisers and their tacit knowledge and various business and psychological skills deliver success and competitive advantage. For measuring job dissatisfaction, Herzberg’s Motivation Theory is chosen because this theory is basically contradicting the general picture of advisers’ monetary incentive motives to enter the occupation.

1.2. Aim and Objectives
The aim of this study is to investigate the motivation and its impact to labour turnover in financial advisory services. In contrast of other papers about motivation, this one stick to Herzberg’s Two-Factor Theory – the particular framework to measure job dissatisfaction because job dissatisfaction is relative term and it may be reached by various means which depend on used motivation theory. The findings may indicate validity of Herzberg’s Two-Factor Theory which has been greatly contested during so called Herzberg’s Controversy. To fully understand findings about motivation and labour turnover rate, the industry and habits in the F-M Branch must be described.

Therefore the aim is split in three objectives:

Objective 1: To observe the strongest factors affecting employees’ motivation:
- to indicate the most important factors affecting job satisfaction,
- to indicate the most important factors affecting job dissatisfaction,
- to verify link between labour turnover and job dissatisfaction.

Objective 2: To describe the insurance products industry in the Czech Republic:
- to identify types of business players in the market,
- to identify issues in financial advisory, which may be linked with employees’ work,
- to describe micro-environment in the XY Company,
- to provide the picture of the nature of the work.

Objective 3: To observe the validity of Herzberg’s Two-Factor Theory:
- to provide historical context of motivation theories,
- to critically evaluate Herzberg’s Motivation Theory,
- to observe the validity of Herzberg’s Motivation Theory in practise.

1.3. Outline
Initially, there are described a few approaches to motivation to work. Attention is paid to theories which are important to make a picture of common knowledge about motivation by the time it was introduced and developed. After historical context is provided, Herzberg’s Two-Factor Theory and its development are investigated. To provide confrontation perspective to the issue, attention to criticisms is paid too.

Literature review is split into two parts. The first part is dealing with motivation and labour turnover. The second one deals with the financial advisory industry which is quite specific from the other services industries. The financial advisory, i.e. among others selling insurance and savings products, may affect clients greatly and hence the professionalism is sufficient while the formal requirements seem not so demanding.

Fourth chapter is defining the research methods and techniques used for collecting and treating data for the primary research. In fifth chapter, the results from the research are introduced and analysed to give a picture about the validity of Herzberg’s Theory, motivation in the industry and the rate of labour turnover in the F-M Branch. Last chapter provides some conclusions derived from the previous chapter and give some recommendations too.
2. LITERATURE REVIEW - MOTIVATION

People could be motivated by many instruments – meeting needs, setting goals, being fair, altering expectations or inspiring interest of work. There has been paid a great deal of attention to motivation during 20th century. Aside from described motivation theories below, which are socio-psychological, is evolution of used managerial styles (Porter et al., 2003). It is supposed by author that for the subject of this paper it is more useful to investigate history of socio-psychological theories rather than history of managerial trends. Attention to particular theory is paid by its importance in motivation history and relevance to the goals of this paper.

First part of this chapter depicts a few motivation theories. First, it will be mentioned early psychological approaches to motivation. Then, there is paid a great deal of attention to content theories – especially well-known Maslow’s Needs Hierarchy, then Alderfer’s ERG Theory, and McClelland’s Learned Needs Theory. Finally, two cognitive theories are described. It is Vroom’s Expectancy Theory and Porter-Lawler model. After providing historical context, Herzberg’s theory is introduced in detail. Motivators and Hygiene Factors are named and described. This theory is critically evaluated using various sources which were written during so called Herzberg Controversy. Finally, there is attention paid to each Hygiene Factor and described how it may affects labour turnover.

2.1. History of Motivation Theories

2.1.1. First Approaches
First approaches, instinct and drive and reinforcement theories, were purely psychological. These theories put hedonism notion in use. Simply said, people want as much pleasure as possible and as least pain or unpleasant feelings as possible in terms of instinct and unconscious motivation (Porter et al., 2003). Main writers were James and McDoufall who believed that behaviour is instinctive rather than rational. Freud according to his psychiatric practise stressed significant influence of unconscious.
2.1.2. Content Theories

Another way of approaching motivation was so called content theories of motivation. These theories are focusing on factors influencing overall motivation – content of motivation, such as needs (Steers, 1991). Content theories also "explore the circumstances in which individuals respond to different types of internal and external stimuli." (Bassett-Jones, Lloyd, 2005, p. 930).

2.1.3. Maslow’s Hierarchy

Maslow’s Hierarchy of Needs became one of the most popular of all motivation theories. As first it was used to individuals at work. It describes vertical order of needs divided into two categories of needs. These two categories are split in five levels.

The first category, first three levels of needs, are Deficiency Needs which include Physiological, Safety and Security Needs and Needs of Belongingness (Maslow, 1970). Basically, it says that a healthy man needs to eat, drink, sleep, breath at first. In work life it means threshold work conditions, such as sufficient air temperature, clean air or bearable level of noise. When these needs are satisfied, a security of physical and emotional environment is required. Maslow (1968) says it is needs like desire for stability, physical safety, order, no threats of physical or emotional harm. Third level of needs, Belongingness, means desire for friendship, love or to have a family. In work life it means good co-worker relations or democratic style of leadership can help to satisfy these needs. All needs in this category are satisfied externally, in an individual’s environment (Robbins, 2001).

Second category of needs is called the Growth Needs. Esteem and Ego is name for set of needs like self-respect, Self-Esteem, Peer-Respect or Peer-Esteem. In practise, these needs may be satisfied by both monetary incentives (usually the actual worth of an incentive does not matter much) and nonmonetary award. This could be little benefits like private parking space, some trophies, title ‘employee of the year’, etc. (Greenberg, and Baron, 2000). Last level of Maslow’s Needs Hierarchy is Self-Actualization. People who gratified this level of needs are according to Maslow (1968) as creative individuals having inner ethic codex. They are seeking for problems demanding original solutions. Often, they are very valuable members of work team using their own creativity (Greenberg, and Baron, 2000).
Porter’s study (1961) support this hierarchy in statement that top managers are more likely able to satisfy their growth needs better than lower-level managers. Top managers’ nature of work is generally more challenging. Hierarchical order means that if an individual manages to satisfy need from 1st level, this need is actual no more and he feels desire for gratification of 2nd level need and so on (Porter et al., 2003). Higher-order needs are satisfied internally, within the person (Robbins, 2001). However, the major weakness of this theory is lack of evidence supporting division into five distinct levels (Wahba and Bridwell, 1976). Also individual’s acting in hierarchical order was infirmed. Another problem with this model is somewhat simplistic view of dynamics of satisfying needs – it is happening in sequence deprivation, domination, gratification, and activation (Steers and Black, 1994, cited by Porter et al., 2003). Herzberg (1959) accused this theory to be somewhat simplistic because generally speaking, biological needs were in social context on sufficient level so this hierarchy generalise various psychological and social needs which led many workers to notion that they cannot be satisfied with their jobs.

2.1.4. Alderfer’s ERG Theory
In order to improve drawbacks of Maslow’s pyramid, Alderfer created a new model of motivation: Existence-Relatedness-Growth. Existence Needs are similar to Maslow’s Physiological Needs. Relatedness is close to Belongingness and Growth to Self-Esteem and Self-Actualization (Greenberg, and Baron, 2000). His model is more flexible in explaining individual’s behaviour. There are two major differences from Maslow’s Hierarchy model. First is making boundaries of categories less rigid. Alderfer admitted that some need from higher level can emerge even though another need from current level is not satisfied (Gordon, 1993). In addition, Alderfer supposed that some needs are emerging in any time (Porter et al., 2003). Second difference is other dynamics of needs satisfaction. Instead of Maslow’s model, he described frustration-regression progress. For instance, if and individual fails to satisfy some need from higher level over and over again, it is possible to return to previous level where satisfaction was done before (Alderfer, 1972).

However, Guterman (1974) points out a few drawbacks of Alderfer model. He criticises used panel of data and some conclusions (Guterman, 1974). For instance, Alderfer (1972) predicted that the more an individual is dissatisfied in one level of needs, the more effort will be given in order to satisfy this need. Thus frustration leads to desire. In contrast, Guterman
(1974) presumed that frustration might emerge when an individual’s need is inadequate to his capabilities, possibilities. Thus desire leads to frustration.

## 2.1.5. McClelland Theory

Another content theory was developed by McClelland called Learned Needs Theory. It was described in 1961 but early contributions were given by Winterbottom in 1953 that discovered positive correlation between need for achievement of mothers and sons (Beugelsdijk & Smeets, 2008). He recognised four needs learned through early life – it is Need for Achievement (n Ach), Need for Power (n Pow), Need for Affiliation (n Aff) and Need for Autonomy (n Aut). Need for Achievement is, according to McClelland, is main drive of an individual to meet some goal. It is characterised by (1) personal, original approach to solve problems, (2) accepting achievable goals with calculated, acceptable risks, (3) demand for concrete feedback, and (4) "a single-minded preoccupation with task and task accomplishment" (Steers, 1991, p. 132). McClelland (1961) also said there is a link between Need for Achievement, society and economic growth.

Nevertheless, there has been published some papers criticizing McClelland for instability in measuring (Shatz, 1965) or for misunderstanding the role of entrepreneurship and motives to enter to enter this occupation in developed and developing countries (Stel, Carree, & Thurik, 2005). Need for Power (dominance) is desire for leading – Steers & Braunstein (1976) say that people with strong Need for Power are more likely to choose managerial occupations and they are usually described by peer as confident, ambitious people. People with strong Need for Power are satisfied when having direct influence to their environment. Some writers (e.g. Adler) were convinced that Need for Power was major goal of human activity (Steers, 1991). Need for Affiliation is close to Maslow’s Belongingness and some Esteem Needs. People tend to conform peer expectations because they value their relationship. This need is not desire for being popular by peers but it means sincere interest in another person (Steers, 1991, Porter, et al., 2003). Further research suggests that employees with high Need for Affiliation are more likely to be more successful with a task-related feedback. Need for Autonomy is person’s desire for freedom and independence (Steers, 1991). People with strong need for autonomy are defined as independent individuals, who prefer their own, original solutions of problems. These people are likely to avoid all kinds of restrictions of their acting. They usually do not
feel obliged to meet peer expectancies and they often feel dissatisfied with meeting some organizational goal if they are not at least ‘setting rules’ of a new task (Porter et al., 2003).

2.1.6. Process Theories
Different approach to motivation is underpinned by various so called process theories. This approach assume that an individual keep considering future consequences of current decisions. In contrast with non-cognitive theories, such as theories presume people making decisions rationally and consciously (Vroom, 1964). The most well-known process models are Vroom’s model and its extension by Porter and Lawler. In Vroom’s model, there are three components – Valence, Expectancy and Instrumentality. According to this model (1964) an individual evaluate if the possible outcomes of present work behaviour and subsequently considers whether are these outcomes desired or not (Valence). Expectancy and Instrumentality are basically simple causalities. Expectancy means that if an individual make some more effort, the result is increased performance. For instance, a student spends more hours in library expecting more written words to his dissertation. Second causality is called Instrumentality – an individual believe that desired outcome is achieved by giving performance (Greenberg, and Baron, 2000). For instance, more words written to dissertation by mentioned student means his more free time for his hobbies. Vroom (1964) says these variables multiply each other. In other words, these three variables – Valence, Expectancy and Instrumentality are expressed by figures and give result from -1 to 1 which expresses the final motivation rate (Porter et al., 2003). Negative value of rate means that an individual is motivated not act in some way because of not desired consequences and other way round. Porter's and Lawler's extension of this model (1968) makes the point that effort might not always means performance. It is due to two reasons – an individual is simply not capable of achieve chosen task (performance) no matter motivation and given effort. Second reason is misunderstanding of the goal – a person is not well informed about ways how to achieve given task. The major drawback of this approach is that researchers of this models treated salary as major factor affecting motivation. Another variables such as relationships with colleagues, promotion, etc. were not included (Porter et al., 2003).

Exhibit 2-1: Porter-Lawler Model
2.2. **Herzberg’s Two-Factor Theory**

Probably the most controversial motivation theory was introduced by Frederik Herzberg and his colleagues. He criticizes previous research for segmentary approach – factors and effects in terms of satisfaction were studied separately without emphasizing concerns, perceptions, needs and pattern of learning of individuals (Herzberg, 1959). His approach was quite innovatory. In patterned interview he just asked respondents when they were feeling exceptionally good or bad in their jobs which led to unexpected conclusions. Herzberg’s Theory is one of the content theories which observe internal and external factors affecting job attitudes and overall satisfaction in more complex way than other approaches (Bassett-Jones, Lloyd, 2005).

This theory, also called Two-Factor Theory was introduced by Herzberg, Mausner and Snyderman in 1959. The approach to methodology of the research was quite simple and unique. He and his associates believed that factors intrinsic to job, such as work itself, promotion, etc. and an individuals’ attitudes toward to job are the main aspects determining their overall job satisfaction (Robbins, 2001). Thus Herzberg and his colleagues asked several hundreds of respondents what made them "felt exceptionally good or exceptionally bad" about their current or past job (Herzberg et al., 1959, p. 141). This so called critical incident analysis was not used much in that time. This analysis is concentrating on some event that is
subjectively important to an individual. Such events do not have to be important objectively. Now honestly, dear reader, is it really so interesting? You can just skip to conclusions, no one will blame you. In organizational settings, it might be any difficult situation for an individual (e.g. not as sufficient performance as expected), setting some change in organization or when process of an project is going too well or too bad etc. Patterned interview conducted by Herzberg and his associates continued asking respondents how long ago event making this feeling happened, how long lasted the feelings, how long was the sequence of events when it happened and reasons why they felt as they felt.

As a result he noted that people felt happy thanks to their own success in the performance and to the possibility of future career growth. Conversely, feelings of unhappiness were connected more with extrinsic conditions surrounding the work. Thus Herzberg’s Motivation Theory was the first one in history of motivation theories which cut job dissatisfaction/satisfaction continuum into two axes (Bassett-Jones, Lloyd, 2005). Before his paper, it was generally accepted that same factors are causing both satisfaction and dissatisfaction. Herzberg et al. (1959) named variables causing job satisfaction Satisfiers, or Motivators and variables causing job dissatisfaction are called Dissatisfiers or Hygiene Factors. Failure to satisfy Motivators does not cause job dissatisfaction but a neutral state. Conversely, if Motivators are satisfied, total job satisfaction is achieved. In addition, this set of needs help people to overcome possible unpleasant feeling associated with Hygiene Factors (Bockman, 1971). By dividing these factors into two clusters, more quality observation of its influence is possible. However, there is no clear cut among Motivators and Hygiene Factors as can be seen in Exhibit 1. Therefore, Herzberg (1968) says there is a strong body of evidence supporting notion that Motivators are rather to cause job satisfaction and Hygiene Factors are rather to cause job dissatisfaction.

Exhibit 2-2: Factors Affecting Job Attitudes
Herzberg’s Theory is often compared with Maslow’s Hierarchy. Basically, Motivators are similar with Maslow’s Growth Needs which are built-in in a person. Hygiene Factors can be compared to Deficiency Needs as can be seen in Exhibit 2. The similarity between these two models sequent in the way of satisfying the needs. Hygiene Factors and Deficiency Needs are satisfied externally while Motivators and Growth Needs internally.

Source: Adapted from Herzberg (1987). *One more time: How do you motivate employees*, p. 112.
Source: Limkokwing Cambodia MBA Programme (2010).
2.2.1. Motivators
As Motivators were recognised:
- achievement,
- recognition for achievement,
- work itself,
- responsibility,
- advancement, and
- possible growth.

There is a complex of achievement, responsibility, work itself and advancement, which are strongly interrelated. If one of them or more appears in some event, individuals are feeling exceptionally good about their job (Herzberg et al. 1959). Herzberg says that absence of Motivators may have greater impact on job dissatisfaction in lack of Hygiene Factors (Herzberg, 1966). Further explanation is provided by an analogy – psychological growth of children. He uses an example when a child is learning to ride a bike. As it is making progress, it is feeling better and starts to love its bike (Herzberg, 1966). A few authors latterly questioned motivation-job satisfaction relation.

2.2.2. Hygiene Factors
Next to Motivators, there are Hygiene Factors. These variables often do not cause job satisfaction but "remove the impediment to positive job attitudes" (Herzberg et al., 1959, p. 113). By their nature, they are extrinsic (not related) to work itself. It is:
- company policies,
- salary,
- work conditions,
- status,
- personal life,
- co-workers relations, and
- supervisory style (Herzberg, 1987).

Herzberg explains (1966) that Hygiene Factors are more likely to cause dissatisfaction because they represent the environment in an individual is. It is the external conditions to which an individual’s animal nature is trying to adjust constantly. This set of needs is
psychologically connected with avoidance of pain from environment. Looking back to the previous example with the child with a bike, the environment in which riding bike is learnt has only supportive character (Herzberg, 1966).

2.2.3. Herzberg’s Latter Sum Up
Herzberg (1987) latterly named Motivators and Hygiene Factors as Motivators and Movers (KITA – kick in the ass). He added distinction between these two sets of needs in an example with his dog. If he would make his dog move, he could do so by positive or negative KITA. However, it is not the dog who is motivated, the dog just moves. It is himself who is motivated to make his dog move. Similarly, employees are in opinion of many managers ‘motivated’ by external incentives.

2.2.4. Critical Evaluation
Herzberg’s theory caused so called Herzberg Controversy. Academic debate lasted over twenty years (Russel, 1981). Generally, debate is very healthy for science, especially for social disciplines. However, Bockman (1971) summary of Herzberg Controversy after ten years, noted that this debate is heated and "degenerates almost to argumentum ad hominem" (Bockman, 1971, p. 155).

The most questioned aspect in Two-Factor Theory is its essence – duality of factors causing either satisfaction or dissatisfaction. As noted, in the research critical incident analysis was used. Subsequent researches who used same framework got similar results and supported Herzberg’s pattern (Bassett-Jones, Lloyd, 2005). However, other researchers using other ways of research, surveys in most cases, concluded one axis of job satisfaction and dissatisfaction. Vroom (1964) argues that two-axis notion is based on ego defences which emerged when people were asked about critical incidents. This criticism is supported by Gurin, Veroff, and Feld (1960), Robbins (2001) who say that people are tend to feel dissatisfied with their jobs because of environmental factors such as company policies or supervisory style only due to lack of "introspection in analysing the sources of distress on the job" (Gurin, Veroff, & Feld, 1960, p. 153). It seems to be in human nature to blame others for failure and credit itself for success, contribution, etc. (Robbins, 2001).
Important study for this piece of writing is Shipley and Kiely (1986) research testing Herzberg’s theory using salespeople as a sample. It credits Two-Factor Theory in recognizing increased chance of promotion, self satisfaction from doing a good job, and acknowledgement of effort as Motivators and status, company policy, and earnings as Hygiene Factors. However, empirical results from the study are in clash with the theory because some extrinsic variables were indicated as Motivators – it is improving quality of life style, earning more money, and meeting family needs. Furthermore, some Herzberg’s Motivators were according to results causing job dissatisfaction – it is responsibility and work itself. Herzberg’s theory is criticized for inconsistency of explaining original and subsequent results from all research.

2.2.5. King’s Criticism
According to King (1970) there are 5 versions of Herzberg’s theory. He says Herzberg did not express explicitly enough the implications of his results. The main difference of explaining the results is in person who is coding the information given by respondents. King (1970) say that there is no evidence supporting two versions (known as Theory IV. and Theory V. in his paper): (1) only Motivators determine satisfaction and only Hygiene Factors determine dissatisfaction, and (2) each principal Motivator causes more satisfaction than does any Hygiene Factor and other way round, each principal Hygiene Factor causes more dissatisfaction than any Motivator does. According to King, Herzberg (1966) described his third version (Theory III.) of theory which assumes each Motivator contributes satisfaction more than dissatisfaction and each Hygiene Factor contributes dissatisfaction more than satisfaction. Other two versions are even more general (Theory I. and Theory II.). Neither third version nor these two are sufficiently supported by evidence (Ondrack, 1974). These versions are supported by studies using critical incident or similar analysis. If other kinds of research are used, distinction of Motivators and Hygiene Factors would not be validated. Ondrack adds (1974) that another possible notion from the results is that Motivators are more important factors affecting both satisfaction and dissatisfaction. Hygiene Factors are not so important. For example, if an individual doubts about his ability of career growth and at the same time he is frustrated by it for some time, it is possible to blame company policy as a source of his non-success. Thus it leads back to one dissatisfaction/satisfaction continuum (Ondrack, 1974). Controversy would probably never start if Herzberg and his associates avoided their methodology. However, researchers who claimed that Herzberg’s original
explanation of results is valid only when similar methodology is used failed to explain why are these papers (using same methodology) so consistent with original results.

Even though motivation-hygiene theory is not sufficiently supported by evidence and by many authors it is considered as not defended (e.g. Russel, 1981, King, 1970), many academics give Herzberg credit for encouraging subsequent research concluding in better understanding of motivation (Porter et al., 2003). Moreover, his theory is still very popular among managers in different continents – Europe, and Latin America. The probable reason is simplicity of given recommendation. Motivators-Hygiene Factors Theory is also used in another research context. For example, Kim Lian Cham and Baum (2007) use theory to determine guest satisfaction and dissatisfaction in hospitality context. Findings supports Herzberg’s Two-Factor Theory and gives new insight into tourism marketing.

2.3. Hygiene Factors Affecting Labour Turnover in Financial Services Industry

In the beginning, it is good to distinguish turnover behaviour and turnover intention. Turnover intention and actual rate of labour turnover may vary because of several external reasons such as rate of unemployment or general work situation. Even though relation between these two variables is supported when an individual subjectively feels that he or she has a choice to stay or leave (Richer, et al., 2002).

In order to continue in further investigation of labour turnover in terms of Two-Factor Theory, following hypothesis is accepted. There is positive correlation between job dissatisfaction and rate of voluntary employee turnover. This notion seems logical and it is generally accepted by many authors, e.g. Herzberg (1987), Bigliardi, et al. (2005), Hom, and Kinicki (2001), Okechukwu (2009) or Lee, et al. (1996). Job dissatisfaction is treated as dependent variable connected with Hygiene Factors (independent variables).

Impacts of labour turnover may vary in different industries. It is noted (Smith, Daskalaki, Elger, Brown, 2004) that high rate of employee turnover is usual in low skill, low pay occupations. It seems not to be a great problem because an employer does not invest much time and money to train new employees. However, in industries where replacement of employees is expensive, high rate of labour turnover may cause lower efficiency of an
organisation (Cambell, 1993). It is expected by author that in chosen company high rate of employee turnover could also mean ebb tide of tacit knowledge (Lucas et al., 1987). Herzberg’s motivation theory is focusing mainly on employee’s micro environment – variables such as company policy, work conditions, co-worker relations, and supervisory style. Hom, and Kinicki (2001) add variables from larger environment – they argue that unemployment rate is moderating turnover intentions.

When focusing directly on labour turnover of salespeople, (the nature of work is similar, see next chapter) coherent piece of writing is provided by Lucas, et al. (1987). They found evidence for two hypotheses in their longitudinal study. First is that the more years employees are working in a company, the less likely he or she quits. Second one claims that young people tend to more quit than their older colleagues. It may be caused by expectations in an individual’s life. However, second notion is hard to apply into Herzberg’s Two-Factor Theory. While first one may be considered as successful achievement or advancement (salesperson probably will not stay in industry if not successful), second notion seems not to be applicable in Two-Factor Theory. Older person are much more likely to consider benefits from different options according to Vroom expectation theory.

Herzberg in his subsequent research (1987) suggests that company policy and administration have the strongest impact to job dissatisfaction and thus to turnover intention. This notion is supported Jaramillo, et al. (2009) who say that a salesperson who is convinced that his or her company operates on higher ethical level with he or she agrees, is less likely to feel like quit his occupation. Moreover, he adds that servant supervisory style is positively related to perceived commitment and organizational commitment is negatively correlated with turnover intention. Williamson (1983) adds some extrinsic variables contributing to turnover intention – not enough reliable reward system in company, poor management control system, and not adequately structured job environment. In Herzberg’s terminology it could be work conditions, supervisory style, or company policy.

One of the Hygiene Factors contributing to job dissatisfaction is personal life on an individual. This is could be represented as inter-role conflict or life satisfaction. Overall life satisfaction is mainly determined by family and job satisfaction. Wright and Bonett (2007) say that psychological well being of an individual is significantly, negatively correlated with turnover intention in contemporary society. However, Okechukwu (2009) observed that
overall life satisfaction does not affect turnover intention directly but it may moderate strength of correlation between job satisfaction and turnover intention. In other words, good family background may encourage individual to stay in occupation which is not quite suitable.

Somewhat special position in determining turnover intention has salary as representative of monetary incentive. Adding salary between Disatifiers is one of the reasons what caused Herzberg Controversy (Bockman, 1971). However, money is traditionally perceived (main presumption in scientific management) as the main external driver how to ‘motivate’ a person. Dale-Olsen’s study (2006) supports this traditional perceived role of salary. In addition, he argues that increased level of given fringe benefits decrease turnover intention. He says that fringe benefits are perceived as very valuable by employees. Impact of fringe benefits to turnover intention is even greater than reported earning, regular salary – increasing fringe benefits of 1 % causes 0.5 % decrease of turnover intention (Dale-Olsen, 2006). They are often perceived as additional income, even thought sometimes the price of fringe benefits is hard to estimate. Such kind of benefits is commonly less taxed that regular income. Moreover, some kind of fringe benefits may be gained only with particular employer so employee might "feel locked into a particular job or employer" (Artz, 2010, p. 640). However, Artz (2010) works with one dissatisfaction/satisfaction axis so this does not affect turnover intention according to accepted hypothesis and Two-Factor Theory. Nevertheless, overall importance of fringe benefits is by Artz (2010) supported.

Next important independent variable in turnover intention formula is co-workers relations. Cox (1999) indicates typology of peer strategies to make somebody leave an organization. There are basically two ways how to discourage colleagues to stay – by words or by act. According to his paper, the most common verbal instruments are negative criticism of a co-worker, encourage him or her to find another vocational alternative, negative criticism of co-worker’s management or company, and praising other jobs, companies, etc. The most common act strategies towards to encourage co-worker to leave an organization is avoidance of communication (or ignoring), influencing management or other co-workers to ignore or avoid associate with unfavourable co-worker, unfriendly or rude behaviour, or decreasing support. Whether worker who is aim of these strategies quits or not is usually explained by social exchange theory which considers an individual’s costs/benefits ratio. This ratio is determinant whether worker stays or leave.
2.4. Conclusion
Herzberg’s Two-Factor Theory is one of the content theory which emphasize the content of motivation, e.g. assume that an individual is motivated by meeting his or her needs. This theory fragmented five levels of Maslow’s needs into two sets of needs which might be considered as further expanding of Alderfer’s ERG Model. It was not in Herzberg’s ambitions to support dynamics which is not emphasized in his model. Therefore, Herzberg never advised managers which sets of needs should be met first and which subsequently.

However, as King (1970) suggests, this theory is not tenable. The King’s paper saying this was released two years after Herzberg’s famous article in 1968 called ‘One more time: How do you motivate employees?’ (see Herzberg, 1987 – reprinted article) which is considered as the last Herzberg attempt to defend his Two-Factor notion. According to King (1970), it is not tenable in either logical or empirical sense. Nevertheless, Herzberg theory is still taught at universities and very popular among managers (Porter et al., 2003).

There are some authors (mostly engaged in behavioural economics and freedom in work) who are supporting Two-Factor notion as latterly defined by Herzberg (1987) – distinction to Motivators and Movers. Some of them only implicitly (e.g. Ariely), some of them explicitly (e.g. Pink). Pink (2009) argues simple notion that extrinsic way of making things done is not always efficient. He points out that experiments, conducted continually from 1940’s, over and over again are proving that in simple tasks (with more or less obvious solution), monetary incentives are the most sufficient way how to increase efficiency. However, monetary incentives fail to stimulate people when carrying out more difficult tasks demanding creativity and individual approach. In other words, monetary incentives can people make work harder only if carrying out simple, routine, fragmented tasks. While if they are trying to cope with complicated, complex, comprehensive tasks, it is their own inner engine which can make people truly motivated.

In this case, white-collar and blue-collar occupations distinction would be too simplifying. There is some evidence that white-collar occupations (such as teaching, nursing, or call centres) are more and more deskilled to achieve increased efficiency (Watson, 2008). According to the accepted notion, monetary incentives would be the right way how to motivate. In order to identify to what extent is work of financial advisor deskilled, it is necessary to investigate in the firm XY as well as investigate by secondary research the
insurance products industry and nature of financial adviser’s work in general (conducted in next chapter).
3. LITERATURE REVIEW - INDUSTRY

Financial services are naturally very closely connected with financial products. Chosen broker company is mediator in distribution of insurance products. Thus this chapter focus on supply side on insurance products market, and distribution channels in this market. Role of distribution and mediators will be depicted as well. After description of forces in current Czech insurance products industry, there is sub-chapter investigating the nature of the work of financial advisers.

3.1. The Market of Insurance Products in Czech Republic

According to Ministry of Finance report (2009) summing up data from year 2008, there are 36 Czech insurers and 18 branches from European Union (EU). Czech market of insurance products is characteristic by high concentration of market share. Over 75 % of market share (measured by insurance rate per year) is split between 5 providers of these products. Insurers are out of choice gathered in Czech Insurance Association (CIA) – members of CIA (28 out of all 54 insurance companies in Czech Republic) cast over 98 % of insurance rate.

Exhibit 3-1: Market Share of Insurers

Basic division of insurance products is life assurance and general insurance. Life assurance is sold to individuals to ensure against injury, sickness, and death. All life assurance contracts make reserves which are gathered in various insurers’ funds. Thus this type of insurance is used as saving products. General insurance ensures clients’ possessions, e.g. cars, buildings, machines, etc. In contrast to life assurance, client can be an organization as well. More frequent type of insurance is general insurance (18.2 millions contracts, 2.77 milliards pounds). There were 10.1 millions (1.9 milliards pounds) contracts of life assurance signed in 2008. It is estimated that up to 40 per cent of all insurance contracts are cancelled before contractual period of insurance – one third of them is substituted by new contract.

### 3.2. Distribution of Insurance Products in Czech Republic

There are five distribution channels:

- internal distribution (dependant insurance agents and brokers),
- external distribution (independent insurance agents and brokers),
- co-operation sales,
- distance sales (via phone, internet, etc.), and
- other ways (post office, travel agencies, etc.).

The most of insurance products is sold by internal and external distribution – salespeople operate with different name from particular insurer which has no responsibility for risks resulting from product sales. Except two dominant insurers (Česká pojišťovna and Kooperativa), all insurers are dependant at external broker firms. 95 % of sales force operates as natural person. They are often hired as freelancers by some insurance mediator, brokers company or/and insurer – multi-positioning is possible, see below. Czech law system identify broker company as firm focusing on selling general insurance products, often to another firms (business insurance of transport, cars, building, etc.). A name insurance mediator is used for a company focusing on distributing life assurance products. The most important insurance mediators are OVB, AWD, Partners, and ZPF which are recognised as competition of chosen firm.

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Exhibit 3-2: Distribution of insurance products in Czech Republic
<table>
<thead>
<tr>
<th></th>
<th>Life Assurance</th>
<th>General Insurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Distribution</td>
<td>40 %</td>
<td>46 %</td>
</tr>
<tr>
<td>Internal Distribution</td>
<td>37 %</td>
<td>45 %</td>
</tr>
<tr>
<td>Co-operation sales</td>
<td>20 %</td>
<td>5 %</td>
</tr>
<tr>
<td>Distant sales (via phone, internet)</td>
<td>3 %</td>
<td>1 %</td>
</tr>
<tr>
<td>Others (post office, travel agencies)</td>
<td>0 %</td>
<td>3 %</td>
</tr>
</tbody>
</table>

Source: Ministry of Finance (2009)

A co-operation sale makes boundary-line between external and internal distribution. For instance, if company A sells some financial products of insurance company B while they are in common bank group.

3.3. The Issues of Current Distribution System

There are a few considerable problems in distribution which are inter-related. The first, and the major one, is great number of registered insurance mediators and broker companies (both corporations and natural persons). This number per capita is one of the highest in EU. This phenomenon is explained by relatively generous commission rate schemes, low entry requirements (by experts judged as easy in comparison with EU), aggravated possibilities of control (consequence of high number of mediators), and system of registration of mediators, mainly natural persons. Many of salespeople who actually do not work any more are still registered as active insurance agents.

Next problem of current system is multi-positioning of salespeople. One particular person can be both dependent and independent mediator which is not transparent to customer. For example, broker-pool is some organization which hires insurance agents from various insurers.

Sales ethics can be seen as a problem too. Although there is common information rules required to insurer in terms of Czech law system, this rules do not concretise how should particular salesperson present required piece of information provided to a client (usually customers do not know conditions of a contract). In comparison, there is common direction in EU which obliges salespeople to present information in standardised way. Moreover, verification of advisers vocational knowledge focus on information gained by memorizing
answers of posted questions. The result of this approach is 96% of successful applicants. Questions are asking mainly about legislation rules. Seriousness of this test is underpinned in Czech law by promulgation no. 582 from 2004. Probable reason of these ease regulations may be high dependency of insurers on external distributors. This aspect means that costs of mediators (e.g. commission) is implied in product costs. In current situation is mediator’s additional costs implied automatically, such policy disadvantage ‘non-commission’ insurance products, e.g. contracts via internet. These conditions encouraged management of insurance mediator organizations to increase rate of commission from sales which leads to so called mis-selling. Large amount of new signed contracts is thus not reflection of demand growth but growing quality of business skills of sale force. As suggested earlier, supervision by Czech National Bank (CNB) over distribution of insurance products is reactive with regard to number of mediators. Active approach would be possible only with expressive addition of capacities of CNB (Ministry of Finance, 2009).

All these issues are reflected by growing number of complaints about financial advisers work (Hospodářské Noviny, 2010). There are almost 130 independent complaints about each financial adviser on the average. There are over 124 000 registered mediators now in Czech Republic. The most frequent reported mistakes are three – not providing sufficient piece of information to clients, ignorance of client’s needs and unauthorised distribution (Hospodářské Noviny, 2010). The most frequent hidden information from a client are facts about condition of the contracts and the events from which may a client claim the insurance benefits. These clients often learn at partitions of insurer’s branches. Ignorance is comprehensive name for consequences of irresponsible acting of financial advisers. For example, it seems that clients would appreciate if financial consultant would write down their needs and reasons to their subsequent recommendations. Also with alternatives to this recommendations. Lastly, unauthorised distribution. There were reported some incidents when a financial adviser mediates some insurance product without particular permit. For example, the first step in financial consultancy is usually through life assurance. In this phase of career life, some advisers are already selling mortgages without further training only because of the sudden opportunity.
3.4. The Nature of Work of Financial Advisers

Considering indirect evidence about salespeople whom salary depends purely on commissions, they are commonly illustrated as confident, ravenous even somewhat aggressive people (e.g. film Glengarry Glen Ross). This general picture is supported by (former chairman of the Association of Financial Mediators and Advisers of Czech republic) Ježek (2008) who indicates a few variables which are strongly affecting the nature of work. Firstly it is growing competition in this industry which makes the fight among competitors unethical. Therefore he exhorts insurance mediators to increased control of their employees closely in order to achieve better consumer’s protection. Moreover, Ježek (2008) depicts inter-related phenomenon – an insurance mediator company makes a complaint about its competitor in order to make competitor fined and gain competitor’s advantage.

New insight into the issues is provided by CEO (Diviš) of Kooperativa, one of the leading Czech insurers (Hospodářské Noviny, 2010). He argues that the main motivation of people to enter the financial adviser occupation is mainly the generous rate of commissions from sales. The usual rate of commission from some life assurance product is 190% of premium paid by a client. The background of financial advisers varies significantly. According to Diviš, the common current practise is that a financial adviser is trained in approximately week long training which he points as overnight approach. "Yesterday’s cooks or car mechanics are today’s financial advisers" he sums (Hospodářské Noviny, 2010, no page). He adds that it takes several years to train quality adviser. For example, some of their advisers with five years experience do not sell full range of insurance products.

Previous two sub-chapters provide outer (presumably more objective) insight into the issues and motives of entering and working in this industry. The actual issues and general stereotypes about financial advisory make the picture quite not so complimentary. Nevertheless, to be more specific and truly investigate the financial advisers’ motivation to work, it is necessary to conduct primary research. The way how it is carried out and analysed results are is described later in this paper.
4. METHODOLOGY

4.1. Objectives
As been written in the Introduction chapter, there are three major objectives in this paper. The first two objectives were adequately investigated in the both two parts of literature review. Thus, there is the third objective split into a few goals – to identify what factors are affecting labour turnover in the chosen firm, to investigate relations between dissatisfies, Satisfactors (separately) and job dissatisfaction, to investigate relation between job dissatisfaction and labour turnover, and to verify two-axis notion.

4.2. Rationale for chosen methodology
There are a few particular reasons why the case study method is chosen. One of the most important reasons is the nature of this method. Jankowicz (2000) says that the case study method is sufficient when a topic of a work is related to single organisation in order to be able to provide deeper insight. To validate Herzberg’s theory practically means to verify sets of variables in practise – Satisfactors and Dissatisfactors. This could be also done by comparative case study (when the same research technique is used in a few similar organisations), however it is out of possibilities of the author (see Limitations). Moreover, exploiting personal references to this company might increase quality of answers and willingness to participate in the research. This reason is linked with second major reason of choosing the case study method which is personal access of the author to more detail information from the chosen company. According to Jankowicz (2000), the major advantages of this method are deep and comprehensive insight to the issue. However, the major drawback of it is "the full messiness and complications which arise in the real situation" (Jankowicz, 2000, p. 220).

There are two techniques used, it is the semi-structured interview, and the questionnaire. The semi-structured interviews are conducted in order to explore the issue of motivation in the firm better. There were three managers interviewed on the whole. Each interview takes about 30 minutes which by some writers the time limit is determining whether an interview was limited by time or not (McGivern, 2006). It is carried out with three managers in the company with various lengths of staying in the company as well as different position in the company ladder. Thus the notes from interviews are used to conduct more quality
questionnaire which is considered as the main source of primary data, although opinions of the managers will be mentioned too.

Questionnaires are usually used for collecting information of subjective nature, e.g. feelings, opinions, perceived importance, memories, experience, etc. The main advantage of questionnaires is their cost and time unpretentiousness. Compared to structured interview, questionnaire seems to be much more convenient technique because the respondent is not distracted by researcher’s presence and might not feel shy to tell truth. However, there are some drawbacks of questionnaire too. Respondent may not understand some of the questions, may not answer to some questions at all. In order to prevent this risk, introduction paragraph to questionnaire is added which should give to respondent needed information to fill the questionnaire well. This technique also fails to catch spontaneous reactions of respondents to some questions unlike to observation technique. Major role to results play also the mood of respondent at the moment of answering, e.g. recent failure to conclude contractual insurance (Jankowicz, 2000). The quality of collected data depends on quality of questionnaire. To enhance comprehension of questionnaires, words of common use are used.

4.3. Validity, Reliability and Ethics
Validity means how suitable are research methods to set goals. This research’s intention is to ascertain whether Two-Factor notion is defendable in terms of one Czech insurance mediator company. Hence respondents are asked about how different variables are affecting their subjective feelings of job satisfaction or job dissatisfaction. Most of the variables are asked twice – for example, recognitions of achievement by managers are treated as Motivator and ignorance of achievement by managers is treated as Hygiene Factor. Only by this approach, it will be obvious whether one variable is contributing more to the job satisfaction or job dissatisfaction.

Reliability of the research is the most important issue. The results from reliable research are consistent. This means that if the questionnaires and interview question would be used twice for similar sample, results should be more or less same. If the results of reliable research tools differ, it is due to change in the item being investigated. Reliability of the research is secured by a short period of collecting the data. Therefore, any significant differences by the time of collecting should not happen (e.g. change in managerial approach, company policy, etc.).
During this collecting period, questionnaire form is not changed. As well as the list of the questions to the managers is same.

Ethical considerations should be regarded in every research. The main three ethical principles which should not be broken are confidentiality, awareness and voluntary participation. All these three aspects are met in the introduction letter of questionnaire and have been told to respondents before the interviews. Let us have a look to each of these three aspects.

(A) Confidentiality. As the most confidential questions have been recognised questions asking about earned salary per month, then opinions about managerial style, relationships with managers, etc. Simply said the questions asked about the bosses. However, it is believed that these answers could not be misused because of relative independence from managers. For ensuring the confidentiality, code name is used when citing particular managers. Questionnaires are anonymous. To identify particular respondent by his or her answers is almost impossible. Moreover, to the management will be given only statistically treated results of the research.

(B) Awareness. Respondents have been told that the research is about motivation and that some recommendations may be given to management from the conclusions of the paper. It is unanswered question whether the management will or will not change current decision making if there will be some drawbacks discovered. Anyway, it is for the best well being of the respondents to fill the question in the way they truly felt not only because of mentioned possibility of exploiting the recommendations but also because of opportunity to self-insight.

(C) Voluntary participation. Respondents were aware about voluntariness of the participation from the very beginning. Researcher asked the managers about the participation even before whole business dissertation project started in order to choose some other topic if the management would not agree with participation.

4.4. Limitations
There are plenty of matters which a student as a researcher struggles with. As many other students, the author had to overcome personal limitation, such as time and financing of the research. To minimize cost of research, questionnaires were distributed via internet and rewards for participating for respondents were not offered even it may increase return of questionnaires approximately about 10 %. To overcome time issues was little bit more difficult. The firm is allocated in Czech Republic which gave to the author very limited time plan to carry out the interviews with the managers. Moreover, they are very busy people.
planning their schedule a few weeks in advance. To delegate carrying out of the interviews was considered as inacceptable. Time was the reason for not choosing comparative case study even thought it is assumed that similar companies allowing this kind of study exist. Moreover, it is recommended to exploit informal contacts in order to provide questionnaires into other firms which would be even more time demanding than using the case study method.

However, there are some further limitations suggested by critics of Herzberg’s Two-Factor Theory. The most important one, which might emerge during interviews is activation of ego defence system (Vroom, 1964). For instance, the managers were asked about the reasons why some their employees left. In this case, it is expected that the manager would not admit (or at least not entirely) his failure to motivate employees to stay. Next limitation of this nature is limitation of self-insight of respondents but any of these two limitations cannot be removed by the author. Hence this might be considered as natural limitation of used method.

Next great limitation of this paper is the size of the sample. The chosen company has 52 employees (both managers and financial advisers counted; for further information see subchapter depicting sample of this study). Simultaneously, results collected by questionnaires are treated by pseudo-correlation analysis because of some notions discovered in literature review (see Lucas et al., 1987). Pseudo-correlation analysis is in author’s terminology using of the evidence gained from the questionnaires to support or disprove managers’ statements. Data are not treated by any statistical software. Therefore the primary research of this study is qualitative, not quantitative. This limitation might be removed by using the questionnaire in other similar insurance mediators (hence do the comparative case study), however it is not possible because of time spent in Czech Republic as noted a few lines above.

Great amount of questions were recognised as next questionnaire’s drawback. Problem with the quantity is also caused by verifying the two axis notion which demands to investigate Motivators and Dissatisfactors separately. Questionnaire starts with twelve starting questions which are used as criteria to divide the sample and for conclusions because inter-relation of variables is expected. Six of the initial questions have multiple options while the other six have the Likert Scale. Also the most important part of the questionnaire (questions observing variables affecting job satisfaction and job dissatisfaction) uses the Likert Scale as well. This is used because it is common (Jankowicz, 2000) and because of the intention to moderate time
demandingness of the number of questions. Moreover, the very same answer scale enables the correlation analysis.

In order to increase quality of answers in questionnaires, the indicating questions are limited only to relevant minimum, for example number of years spent in the firm is asked because it seems to be important variable affecting labour turnover (Lucas et al., 1987).

4.5. Pilot study
Firstly, Motivators and Hygiene Factors were translated into language of the common use in order to make certain that the respondents understand the questions. After pilot study, it has turned out that some questions were wrongly asked and some questions were wrongly translated which made them asking about two variables at the same time. However, pilot study revealed that the one of the greatest drawback, high number of questions, of the questionnaire is after all not so discouraging for respondents. Filling of the questionnaire took the respondent about 8 minutes on the average. Probable reason affecting sufficient time of filling is the usage of Likert scale.

Several questions were found ambiguous. For example, managerial style could be understood in two ways – style that the respondent uses to lead his employees and the managerial style he is led by his boss. Well, there are a few people who would miss the first meaning of the question but this question was not added to the questionnaire because it is expected that ego defence mechanism system would play its role. Which manager would admit that his or her managerial style is dated, not sufficient, etc. Moreover, this option is out of the objectives of this paper. So that the second meaning has been reformulated. Despite the great number of questions, one question had to be added. When asking about the feelings about the fact that degree is not required (recognised as a potential strong Motivator), question asking the highest achieved level of education should be added because somebody without degree might consider it as Motivator while someone well educated might feel other way round.

A few more notes were added by the tutor of this paper, however pointed mistakes arose due to translation. The tutor suggested that Motivators and Hygiene Factors should be ordered and divided by some criteria in order to be more 'respondent friendly'. For instance, factors that have something to do with managers, than work conditions, etc. Hence author decided to sort
all factors from the highest level of environment (the least influenceable) to the most inner factors (the most easily influenceable) in following order: environment → clients → the company in general → managers → colleagues → personal (perceived salary, achievement, etc.). This sorting differs on purpose from Herzberg’s original division of factors to Motivators (intrinsic to job) and Hygiene Factors (extrinsic to job) for three reasons. The first one, the most important one, is that division of factors is topical. During the filling the form, respondent will subsequently think about his meetings, then about the company policy, managers, and his colleagues all the way till he will be forced to answer questions about himself which is considered as the most demanding part. The second reason: it is expected that some managers may have considerable knowledge about motivational theories and may recognise the purpose of this paper. Original draft had all these factors in one long matrix which might discourage some respondents to fill the questionnaire too quickly or not at all. The third reason for using this division is that this topical approach may decrease time of filling the questionnaire. Moreover, a respondent will not have to skip from one 'picture in his/her mind' to another. In other words, this approach should help a respondent to preen his/her attitude.

4.6. Sample

It has been noted in Limitations subchapter that the size of sample is one of the greatest drawback in this study. Online version of questionnaire has been sent to couple of key managers in the particular company. These managers were asked to distribute the link to the questionnaire to financial advisers working under their leading. Total number of employees in the branch where the research is coped is only 52. Author of this paper cannot count with 100% return of the questionnaire. Moreover, all of these 52 employees is not the population of the study because aside the sales department, there is clerical department dealing with processing the insurance forms, pay slips, etc. There are 9 clerical workers. This decrease the maximum amount of the sample to 43 people.

This particular branch is chosen because the author of this paper was financial adviser in this branch. However, a possibility that questionnaire may be distributed into a few more branches in other parts of Czech Republic arises. In this case, total number of employees (population) would increase about couple of decades respondents.
5. RESULTS

In order to meet the goals of this study, primary research has been done. As mentioned in the Methodology chapter, three interviews have been conducted with the managers initially and then the questionnaires have been distributed. These three managers were assured about the confidentiality of the provided information. This is the reason why their names, when citing were coded into the first names of author’s favourite film directors – Woody, Quentin and Martin. The F-M Branch in the author’s hometown has 43 employees which are considered as the sample of this study. There have not been restrictions to any of these 43 employees to participate filling in the form. There are 21 respondents of the questionnaires which equals to the 49% return. Questionnaires have been distributed via the internet. Most of the questions in the questionnaire use five Point Likert-Scales to find out the extent of agreement to each particular statement.

Notes on conducted three interviews are provided in Appendix B, Appendix C and Appendix D. Each interview is different from each other due to semi-structured method, therefore a list of questions to the managers is in Appendix A. A blank copy of the questionnaire is provided in Appendix E.

This chapter begins with the description of the chosen mediator company and its particular, targeted branch in the author’s hometown. Its position in the market is depicted, routines, culture and strategy are described. Then, the basic features of the sample are described and then the core of the primary research – correlations among variables are identified and described. Two sub-chapters occupying this goal are divided first into intrinsic factors and then into extrinsic factor even though there is some overlap. The last topic in this chapter is about labour turnover and job dissatisfaction.

5.1. Introduction of the XY Company and its F-M Branch

As noted in the Literature Review – Industry chapter, the chosen company is an external mediator in the insurance products market. It represents itself as company independent of the insurers which allow its advisers to provide clients quality and fair information about particular insurance products as well as insurers. It has contracts with dozens of insurance companies, investment companies, savings banks, banks, pension funds, and building
societies, such as AXA, Česká pojišťovna, Česká spořitelna, ING group, UNIQUA, Wüstenrot, etc. The XY company is member of Association of Czech Insurance Brokers (ACIB) which means obligation to meet ethic code set by ACIB. The company XY has approximately 8% market share and it is among the top 15 insurance mediators in Czech Republic (ACIB, 2011).

One of the CEOs, operating in the F-M Branch, called Woody (see Appendix A) was questioned about the structure of the company and strategic goals. Out of the 52 employees, 8 of them are considered as managers. This means that they have chosen to set forward to career of a manager (see Appendix F). They have a particular group position (number of size and structure of group is fixed) which has to be defended every three months. However, individual advisers have to defend their position as well. If they fail to do so, they will drop to the previous level in the company ladder. The boundary between managers and financial advisers is continual. According to the Career Order which is valid for all branches in the XY Company.

Performance is in the XY Company is measured by points (number of points of one average contract with four-member family is approximately 4000 points). Value in CZK of one point depends on the adviser’s position. Therefore an adviser’s salary rise extensively (climbing the company ladder depends on the individual or group production) and intensively as the value of point is increasing.

According to Woody, in contrast to the competitors, the goal of the XY Company is a long business partnership with the clients which provide benefits to both sides. Client’s finance are treated in long term which deliver promised benefits from products targeted to save money, such as a private pension fund or pre-saving coffers for the mortgage. Financial advisers in return gain future contracts as they will arrange changes in older contracts due to changing client’s needs. Moreover, practise has shown that satisfied customers are willing to recommend a particular adviser to his/her family members or friends which is the most promising business contact. Moreover, this fair approach in business should prevent the dishonourable acting named in Ministry of Finance, Czech Republic report.

Woody has also questioned about the routines to treat the motivation in the XY Company. As mentioned, there are regular meetings every three months when all of the employees from the
sales department are assembled. These meetings are revisions and evaluation of the past three months. These meetings have been recognised as the most convenient moment for recognition of achievement which is Motivator with one the greatest impact (Herzberg, 1987).

5.2. Basic Features of the Sample
In this sub-chapter, the sample is introduced by simple percent occurrence and then, a further investigation is done. Firstly, the sample is described and divided by various criteria, such as gender, years working in the XY Company, earned salary, and achieved level of education, overall happiness with the job and measures of success. In sub-chapter 3.2, statements and hypothesis given by the managers of the F-M Branch are presented and supported or disproved by the result from the questionnaires. Some correlation analysis is done as well when there is a statistically significant link discovered. Most of the Graphs are cakes where so it is useful to remind that the Likert Scale was used for measuring the level of respondents’ agreement with a statement. It has five points and starts from 1. – Strongly Agree, 2. – Agree, 3. – Neutral, 4. – Disagree, and 5. – Strongly Disagree.

5.2.1. Gender
The XY Company is somewhat male-dominated. From 21 respondents, 20 respondents replied to this non-compulsory question. There are 14 men and 6 women.
5.2.2. *Years working in XY Company and Career Growth*

Most of the employees in F-M Branch work from 1 to 3 years. According to Quentin these working years are considered critical in the initial three months. This is because during this period employees are most likely to leave their jobs. There are only 2 respondents in this category which may indicate that there are most of the beginners either quit or continue to next category. The balance between categories is very close Gaussian distribution. Simultaneously, 62% of employees were more or less happy with their up to now career growth while 29% of them were unhappy.

Graph 5.2 Division of the sample by years worked for the XY Company
5.2.3. Salary and Need for Money

Table 3.1 is showing how much employees earn per month on average. For whole picture about buying power of employees, average salary per month before tax is £ 860 (Czech Statistical Office, 2011). It is necessary to add that approximately 70% of Czech citizens earn less. From this angle we can judge that employees of the XY Company are above the average. Moreover, 30% of them earn more than twice as the average salary in Czech Republic.

Table 5.1 Division of the sample by salary

<table>
<thead>
<tr>
<th>Salary per month*</th>
<th>Number of people</th>
<th>Percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; £670</td>
<td>7</td>
<td>33</td>
<td>33</td>
</tr>
<tr>
<td>£671 - £1.670</td>
<td>8</td>
<td>38</td>
<td>71</td>
</tr>
<tr>
<td>£1.671 - £3.300</td>
<td>3</td>
<td>14</td>
<td>85</td>
</tr>
<tr>
<td>£3.301 - £6.700</td>
<td>1</td>
<td>5</td>
<td>90</td>
</tr>
<tr>
<td>£6.701 - £10.000</td>
<td>2</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>&gt; £10.001</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>21</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Figures were counted from CZK into GBP in exchange rate 1GBP = 30 CZK and approximated.

The need for money was quite surprising. It has been discovered that the families of almost half of the sample are not dependent on their income. The probable reason for this might be that the partners of advisers might have considerable income or that advisers simply do not have a family which would be dependent. However, the question asking about marriage status were not asked because due to confidentiality.
5.2.4. Achieved Level of Education
As suggested in Literature Review – Industry chapter, almost everybody can become a financial adviser and academic education in this occupation does not really matter. It is reflected in the fact that out of 21 respondents, 12 of them ended their education by achieving A Level (in Czech Republic called Maturita). 8 people have higher education than A Level and only one has lower (probably some skilled worker). There is no postgraduate in the F-M Branch.

Table 5.2 Achieved level of education

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Number of people</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary Education</td>
<td>0</td>
</tr>
<tr>
<td>Vocational Certificate</td>
<td>1</td>
</tr>
<tr>
<td>A Level</td>
<td>12</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>5</td>
</tr>
<tr>
<td>Graduate</td>
<td>3</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>21</td>
</tr>
</tbody>
</table>

5.2.5. Perceiving of the Success
Asking about the subjective achievements was the only open question in the questionnaire in order to give respondents as much freedom in answering as possible. Quentin explicitly suggests that perceiving of success depends on the position in the career progression. A
novice often measures his success by the number of made contracts and total commission. However, Quentin criticizes this approach because it fails to recognise less obvious marginal achievements such as putting some business skill into the practise. This statement is supported by results from the questionnaire. Employees with short work experience – less than one year (20% of the sample) most often indicated that concluding a contract and gaining references [to family members or friends] are the most significant measures of success. References are according to all managers key aspect to measure improvement in independency. An adviser who is fully dependent to call centre [voluntary, paid way how to have a meeting arranged without any effort] has limited opportunities to build long term co-operation. Moreover, this way of working is the least efficient.

In contradiction, experienced advisers tend to see success in less tangible aspects, such as long term business relationship or gaining trust of a client. However, individual advisers indicated that concluding a contract as the most important measure of success. The managers are less likely to point out these kinds of variables.

5.2.6. Job Satisfaction
The employees are generally said to be very happy in the F-M Branch of the XY Company. Slightly over 85% of them strongly agreed or agreed with the statement saying that they are receiving job satisfaction from their current occupation. What is causing feeling of happiness in the F-M Branch is described in next sub-chapter.

5.3. Significant Correlations in the Sample
In this sub-chapter, there is further investigation of the sample provided and some links are discovered. As mentioned in the Limitations, correlation analysis done by some statistical package is not fully sufficient due to the low number of respondents but some statistically significant links are discovered. Therefore, the primary research of this study should be considered as a qualitative one. Firstly, there is a statement taken from the interview with a manager and this statement is supported or disproved by questionnaires results. Finally, the validity of Herzberg’s Two-Factor Theory is investigated.
5.3.1. Factors Intrinsic to the Work
Both the interviews results and the questionnaires answers imply that the factors intrinsic to work (latter Herzberg’s Motivators) have stronger impact to perceived both job satisfaction and dissatisfaction. Therefore it is necessary to say that the results of this study are contradicting Herzberg’s notion about the two axis of job satisfaction/job dissatisfaction (see sub-chapter 3.2.3 Two Axis Notion).

In practise, the managers’ opinion of what is motivating their employees varies. It seems that this angle depends on the number of years spent in the industry and the perceived role which they are playing in the F-M Branch. Woody (see Appendix B) is in the company out of all three managers for the longest time. From his testimony, it is obvious that he is the CEO by his nature. Therefore he believes that the sufficient company micro-environment is the key Motivator for the employees in F-M Branch. While Quentin (see Appendix C) and Martin (see Appendix D) perceive themselves rather bit more as shop floor managers in the F-M Branch which reflects in their opinions of Satisfactors. They believe that it is the individual’s, egoistic goals which keep employees motivated. For example, they emphasize the role of salary and career progression which is in Martin’s terminology considered again as pay rise.

Managers were asked to pick and sort three factors (out of mixed both Herzberg’s Satisfactors and Dissatisfactors) they judge as the most important factors contributing to job satisfaction. Woody picked company policy, career growth and managerial style, Quentin picked recognition for achievement, the nature of the work and career growth, Martin picked salary, managerial style and career growth.

5.3.2. The Nature of the Work
This is the most important factor affecting both job satisfaction and dissatisfaction cover a few variables. It is supported implicitly by all three managers (see Appendices B, C and D) and there is strong evidence is provided by the questionnaires results.

Free working hours seems to be very important – all employees (100 %) more or less strongly perceived it as a Motivator. Employees are also happy about the time when the business meetings with clients take place. Almost 71 % of them perceive it positively. All managers agree that the typical day of an adviser is fully in hands of the adviser and Woody (see
Appendix B) emphasizes the freedom and flexibility of adviser’s work or non-work time. Moreover, 76% of the sample feels comfortable how their own business success affects their salary (purely commission system). Martin argues that this is the most influential argument when he persuades someone to join his group and therefore the XY Company. Quentin says that an adviser may fulfil himself in this job.

However, to quote Woody "to be your own boss" is also perceived as one of the strongest Dissatisfactor. Especially by the novices who are very easily influenced by the opinions of their environment. With the lack of self-discipline it might lead to inactivity and for managers know quitting sequence: feelings of failure → frustration with salary → frustration with occupation → leaving the firm (Quentin). Slightly over 50% of the respondents perceive feelings of failure as the strongest Dissatisfactor. Moreover, the respondents of the questionnaires and the managers agreed on psychical demandingness of the occupation. Advisers have to face and solve plenty of various problems with their clientele. As implied by mentioned sequence, commission system guarantee that the inactivity necessarily leads to leaving the firm. But here, it is the variable Salary which makes the bias. This Issue is developed later in the sub-chapter about extrinsic factors.

5.3.3. Growth and Advancement

All of the managers recognised career growth as one of the three factors contributing to the job satisfaction the most significantly. Their statement is supported by the questionnaires results because 81% of respondents feel more or less in the same way.

Graph 5.4 The possibility of career growth
Moreover, there is a significant correlation between the possibility of career growth and job satisfaction with correlation coefficient 0.753. The reliability coefficient (second power of correlation coefficient) is 0.567. In the F-M Branch, it is possible to say that advisers and managers are rather happy about their career growth so far. While 61% of them are rather happy, almost a third is rather unhappy. The correlation coefficient between actual career growth and job satisfaction (0.940) and its reliability coefficient (0.884) were one of the strongest. The reason for such a favourable results may be relatively easy way how to get in the first five position in the Career Progression (Woody).
Career growth is connected to some others factors intrinsic to work which were included into the questionnaire as variables. Probably the most important is the Personal Growth because 81% of employees strongly agree with the statement recognising it as a Motivator. The next one of them is the variable Perceived Actual Achievement was recognised as the Motivator by 77% of the sample. However, it is not supported by correlation analysis. Therefore, it seems that intrinsic factors are strongly inter-related and together they are contributing to the job satisfaction more than separately. However, they all might have hidden meaning with extrinsic variable – the salary. The reason for this statement is more developed below.

5.3.4. Recognition for Achievement
Quentin in the interview mentioned that rather than actual performance, it is much more important to reward an employee for his honours non-monetary. He goes further to say that it is one of the not the many ways of how to motivate a rich employee. It is crucial for a beginner to recognise his own achievements because a novice is very inclined to opinion that he or she is not the right person for the job. He supported his statement by a couple of examples when an employee is more focused on impressing his manager and colleagues. It is probable, Quentin suggested, that a person with this need will enjoy recognition much more than anyone else because recognition may be considered as a direct feedback of this impressing efforts. Woody agreed but from his own experience, he does not make any difference in an employee’s position in the career progression.
It is transparent from the questionnaires results that not only recognition by a manager is important but collegiate recognition as well. Some three quarters (76%) of the sample find it benefiting when their accomplishments are highlighted by managers. The same number of employees feel in the same way when it is appreciated by colleagues. The whole structure of answers to these questions is in the Graphs 3.5 and 3.6.
From the Graph 3.6 and Graph 3.7 we can see there are considerably more people who do not find job satisfaction in recognition by the management (19% of the sample disagree with the statement). While only 5% disagree with the statement asking the same question, just about colleagues and 14% have no resolute opinion. This may be caused by the level of freedom in the XY Company. For instance, an adviser who decides not to establish his own team and choose individual’s career, he does not have a direct manager to whom he has to report. Since he does not co-operate, therefore his emotions are independent to recognition.

Correlation analysis between recognition and overall job satisfaction says that the recognition from the managers (correlation coefficient = 0.988; reliability coefficient = 0.976) is bit more
important than from colleagues (correlation coefficient = 0.906; reliability coefficient = 0.821).

However, it seems that Recognition for Achievements is related to the co-workers relations (extrinsic variable) with managers which disapprove two axis notion. Some three quarters employees (76 %) indicated that they see the relation with managers as Motivator. Only one respondent (less than 5 %) reported exceptionally bad relation with his or her manager. To support this statement all three managers indicated that bad relations with both managers and colleagues as one of the three most important Dissatisfactors.

5.3.5. Ignorance of Achievement

In contrast to Recognition for Achievement, the Ignorance of Achievement does not contribute to job dissatisfaction. That is one piece of the evidence supports Herzberg’s two axis notion because if the Recognition for Achievement is fulfilled, Ignorance of Achievement is not perceived.
First of all, it should be noted here that these variables were treated as the other Hygiene Factors which is the reason why the axis is reversed (respondents disagreed with statement saying: "I think that ignorance of my achievements is source of job dissatisfaction". As can be seen from both the Graph 3.8 and the Graph 3.9, the advisers do not feel bad if their accomplishments are not fully appreciated. Almost 15% of employees seem to be rather bothered by the ignorance from the managers, however 86% seem to be fine.

Graph 5.9 Ignorance of achievement by colleagues

It may be that the support of the two axis notion should not be considered as valid because most of the employees have a good relationship with their direct managers which is the reason...
why it is expected that advisers’ achievements are not overlooked in F-M Branch and therefore both of Ignorance of Achievement variables are not considered as factors contributing to job dissatisfaction.

5.4. Factors Extrinsic to the Work (Movers)

As suggested according to the questionnaires results, the most factors affecting both job satisfaction and dissatisfaction are intrinsic. However, it would be too simplifying to claim that therefore factors extrinsic to the occupation are not important at all. Moreover, some important intrinsic variables may have hidden meaning in extrinsic variables.

When referring to the interviews, the general attitudes are depicted in sub-chapter 3.2.1 Factors Intrinsic to the Work. Managers were asked to pick and sort three factors (out of mixed both Herzberg’s Satisfactors and Dissatisfactors) they judge as the most important factors contributing to job dissatisfaction.

Woody picked salary, relations with managers and company policy,
Quentin picked relations with colleagues, self-discipline and working conditions,
Martin picked relations with managers, colleagues, and personal life.

5.4.1. Salary and Commission System

As mentioned before, the most important intrinsic factors which are recognised both as Motivators and Hygiene Factors might be affected by the salary. For instance career growth which is the only source of pay rise (see Appendix F – Career Progression). Therefore it is hard to differentiate to what extent an adviser is motivated by salary or the need for growth. This same bias is met with the nature of work which seems to be inseparable with the commission system. To conclude the role of salary as Satisfactor it overlaps with some other intrinsic variables and may be hidden (the true) motive of acting and contributor of job satisfaction. According to Quentin, these motives vary and depend on individual preferences.

The salary is major Dissatisfactor as well. The questionnaires results do not prove this because employees, generally said, are happy about their income in the F-M Branch but the experience of the managers shows that it is one of the major reasons for labour turnover intention. Regarding to existing commission system of remuneration, the absence of income often for an employee means turnover intention inevitably. Commission system is the most usual way how to indicate the amount to pay to particular financial adviser in this industry.
However, this kind of system is the main source of uncertainty of salary which plays major role in labour turnover intention (Quentin and Woody).

**5.4.2. Relations with Colleagues and Managers**

How employees get on with their direct manager seems to be one of the most significant extrinsic Motivator. Some three quarters employees (76%) indicated that they see the relation with managers as Motivator. Only one respondent (less than 5%) reported exceptionally bad relation with his or her manager.

Graph 5.10 Relationships with managers

The relations with colleagues appear to be even stronger Satisfactor – 85% of employees agree. The probable reason for giving the role of colleagues such an important meaning may be that their performance within the group will affect the position in Career Growth (see Appendix F). Therefore naturally, there is supportive environment within the groups inspiring for the better performance. To support this statement all three managers indicated that bad relations with both managers and colleagues as one of the three most important Satisfactors and Dissatisfactors.

Graph 5.11 Relations with colleagues
5.4.3. Reputation of the Occupation

The poor reputation of the occupation is depicted in the last sub-chapter of secondary research. Quentin supports this picture and adds that mainly novices tend to pay considerably more attention to this aspect of their jobs. Woody argues that the more years an adviser is working in the occupation, the more resistant he is against disturbing impacts. Quentin adds that here the most important is the adviser’s closest environment, such as family and friends. Their opinion is often the cause of turnover intention. However, the questionnaires results contradict managers’ opinion.

Perceived share contributed to overall job dissatisfaction is still considerable, even thought 17 out of 21 respondents are working for the XY Company for more than a year which is far from initial three months and therefore employees should be resistant against it (Quentin). We can see in Graph 3.13 that only 20 % of respondents do not perceive this variable as Dissatisfactor.
5.4.4. Labour Turnover and Job Dissatisfaction

Labour Turnover should be divided into two key terms – actual labour turnover and turnover intention. To observe both of these possibilities, usage of questionnaires and interview methods is sufficient because actual labour turnover can be learnt from the managers and turnover intention only from employees. In F-M Branch, it is not compulsory for group leaders to conduct exit interview with a leaver. Therefore, managers were asked couple of days before the interview to think about and remember properly about actual turnover rate in their particular group and the most often reasons. Nevertheless, managers’ ability to remember correctly on these even precisely as they happened is unforeseen limitation of this particular technique.

Quentin (perceives himself as the shop floor manager, see Appendix C) estimates actual turnover from 50 % to 70 %. Necessary to say that he recruits absolute novice in this industry. Initial three months (trial period) which are the crucial for a novice ends with a milestone, i.e. registration at the Czech National Bank. In practise it means that an adviser get unique number and a calling card. If not a student he has to register himself as a business man at Trade Office and this is considered as responsible step by many.
Woody (perceives himself as the CEO, see Appendix B) differentiate turnover rate for the experienced advisers which is much lower (around 20 %) than for the novices (around 70 %). Therefore he focuses on the experienced advisers.

Martin’s approach (see Appendix D) is the most personal out of these three managers. He recruits new advisers from his friends or family members which makes his group more integrated and unified. According to Woody, it is possible to estimate the retention of an employee when recruiting.

Quentin and Woody agree that job dissatisfaction inevitably leads to labour turnover. They have not experienced such an example so far. Martin does not deny this option so strictly because he admits that advisers can get from successful period to the less successful and over and over again. According to him, the crucial factor is adviser’s ability to get over temporary failure. The second aspect which affects this correlation is the need for money of an adviser. Nevertheless, Martin estimates this aspect only in 25 % of the cases.

However, turnover intention does not seem to be so high. Employees seem to be satisfied with their occupation (85 % strongly agree or agree with statement claiming that to choose this job was a good choice) which both logically and according to the interviews reflects in answer how often they think about quitting the occupation. To specify the range, very often means averagely once a week, often means once a month and rarely means once a year. The structure of answer is in Graph 3.13.
Further insight into the turnover intention is brought by answer to following question in the questionnaires. It asks about what employees would do after they would leave the XY Company. It is a bit surprising that even though the overall happiness and time spent in the industry, 38% of respondents would choose different occupation. It is possible that it would be their previous one (Quentin). Seven respondents do not consider it appropriate to answer this question therefore it may be concluded that they are not thinking about leaving the XY Company and/or cannot imagine themselves elsewhere. The 4 respondents who answered "Other" filled maternity leave, study at university and there were 2 who would set up their own business. Only 10% respondent would continue in a similar or the same occupation but for another company.
Graph 5.14 Intentions in the case of quitting job

What would you do if you would left the company?

- 38% different occupation
- 33% different company
- 19% none of these
- 10% other
6. CONCLUSIONS AND DISCUSSION

This is the last chapter of this study. It provides a sum of the findings of primary and secondary research which are used not only for providing recommendations but evaluation validity of Herzberg Two-Factor Theory. The key factors affecting both job satisfaction and job dissatisfaction are identified in order to help them to decrease labour turnover in their groups of financial advisers. Findings are divided into two groups regarding whether they are supporting or are in clash with Herzberg’s Two-Factor Theory. In order to set the study within context, micro-environment was described too (see 5.1 sub-chapter). The second objective of this paper was (to examine industry as well) accomplished earlier (see 3.1 and 3.2 sub-chapter).

Aside from the conclusions and recommendations, some further limitations which were discovered during the carrying out of the primary research are described and their probable implications to the quality of collected data are suggested as well.

6.1. Motivation to Work in Financial Advisory

First objective was to indicate factors affecting job satisfaction and job dissatisfaction and to verify link between job dissatisfaction and rate of labour turnover. The strongest factors contributing to job satisfaction were following – The Nature of the Work, Advancement and Growth and Recognition for Achievements by both managers and colleagues, Personal Relations with both managers and colleagues and Salary. The nature of work was defined as time, effort and psychologically demanding. Financial advisers must be disciplined, responsible, reliable and honest. In return, almost infinite freedom in meeting organizational goal is offered by the XY Company. Organizational goals are often very similar to individual ones. Moreover, working hours (both number and allocation) are entirely in an individual’s competence. Also the income of advisers is above the average. Managers have restricted power and the most often style of leadership is democratic or liberal.

The strongest factors affecting the job dissatisfaction are Salary and Commission System, The Nature of the Work and Personal Relations with both managers and colleagues. If an adviser is inactive, his salary decreases dramatically due to commission system of determining the salary. Therefore an individual is forced to incessant working and making effort. The personal
relationship with direct manager is recognised as very important both Motivator and Hygiene Factor. Moreover, it turned out that recognition for achievement by manager affect advisers’ job satisfaction greatly. It is very possible that the absence of recognition could work other way round (see Unforeseen Limitations).

Labour turnover is one of the most important issues in financial advisory. The beginners in this industry are the most predisposed group of workers for quitting behaviour. The actual turnover rate is from 60 % to 70 %. They often cannot get over rejecting attitudes from clients and the general poor reputation of the occupation. Also, the limited self-evaluation skill makes them believe that they are not the right person for this occupation. Most of beginner’s measure success by the number of the concluded contracts which is criticized approach by the management. One of the manager suggested following turnover sequence: feelings of failure → frustration with salary → frustration with occupation → leaving the firm. However, this may be moderated by some aspects, such as psychic support from family or need for money. Subsequently, the more years advisers spend in the industry, the less vulnerable they are to external negative influences from the environment. As well as the perception of success changes from easily measureable to less easily measureable, for instance gaining trust of client, built long-term business relationship with a client. The actual turnover rate of this group of advisers is around 20 %. The reason of quitting behaviour differs too – establishing own entrepreneurship. For both of the groups is valid that job dissatisfaction necessarily leads to labour turnover. Only less than 10 % of employees with turnover intention stay in the occupation.

6.2. Validity of Herzberg’s Theory and Two Axis Notion
Initially, validity of Herzberg’s Two-Factor Theory was investigated by secondary research. The theory seems not to be tenable both logically and empirically (King, 1970). King criticised Herzberg for lack of clarification of his findings and indicated five different interpretation of Herzberg’s Theory which neither of them was sufficiently supported. In addition, the probable reason of over twenty years lasting Herzberg’s Controversy was the methodology of his original study. Using critical incident method, the sample was asked (interview) when they were feeling exceptionally good or bad in their jobs. This approach encouraged respondents to take all the credits for their achievements to themselves and blame
their environment for their failures (Vroom, 1964). The papers supporting Herzberg’s Two-Factor Theory were also questioned because of 'misguided samples'.

When attempting to validate Herzberg’s Two-Factor Theory in practise, primary research has been conducted to support or disprove findings from the secondary research. Herzberg’s Theory has not been largely validated by primary research either. The core of this theory, so called two axis notion [Satisfactors are contributing more to job satisfaction rather than to job dissatisfaction and Dissatisfactors are contributing more to job dissatisfaction rather than to job satisfaction] has not been supported by the findings. Important intrinsic and extrinsic factors affect both job satisfaction and job dissatisfaction which approve one axis of motivation..

Let us to have a closer look to findings that give credit to Herzberg’s Two-Factor Theory. The key supportive finding is that factors intrinsic to the work have stronger impact than factors extrinsic to work. Some variables contribute greatly to job satisfaction while not been perceived as affecting job dissatisfaction at the same time – therefore they satisfy Herzberg’s definition of Motivators. The strongest contributor to job satisfaction was the freedom in meeting both individual and organizational goals and the possibility to specialize. Then the actual career growth, the possibility of career and personal growth, recognition for achievement by both managers and colleagues, and impact of effort to the salary. In Herzberg’s terminology it is Advancement, Recognition, Work Itself and Growth. From extrinsic factors, this study agrees that status is sorted as Dissatisfactor (but more for beginners in the industry). Moreover, the primary research supported Herzberg’s notion that Advancement, Work Itself and Achievement are inter-related and work synergistically. These factors are inseparable both practically (it is impossible to control variables from some factor at the same time some other is changing) and in motivation.

However, the empirical results of this study are in clash in couple of variables with the notion of two axes. Especially a few variables which might be considered as Herzberg’s Motivator Work Itself (also the Nature of the Work in this study) were contributing to job dissatisfaction too. It is self-discipline, psychologically demanding work, challenging nature of the work and not-required academic education which was expected to be a Motivator, however it did affect job satisfaction not sufficiently to be considered as Motivator. Responsibility (Herzberg’s Motivator) resulted not to contribute neither to job satisfaction, nor job dissatisfaction. Moreover, some extrinsic variables, such as personal relationship with both managers and
colleagues were recognised as both important Motivators and Hygiene Factors. Also the commission system of determining the salary (perceived as generous) contributes to job satisfaction as well even though it is explained as Company Policy in Herzberg’s terminology. Therefore two axis notion cannot be considered validated.

Graph 6.1: Strongest Factors Affecting Motivation

<table>
<thead>
<tr>
<th>Factors Intrinsic to Work</th>
<th>Factors Contributing to Job Satisfaction</th>
<th>Factors Contributing to Job Dissatisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Nature of Work</td>
<td></td>
<td>The Nature of Work</td>
</tr>
<tr>
<td>Growth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advancement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recognition for Achievement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factors Extrinsic to Work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary</td>
<td></td>
<td>Salary</td>
</tr>
<tr>
<td>Personal Relationships</td>
<td></td>
<td>Personal Relationships</td>
</tr>
<tr>
<td>The Company Policy</td>
<td></td>
<td>Status</td>
</tr>
</tbody>
</table>

The special role among other Dissatisfactors plays salary. On one hand, salary has been recognised as important Dissatisfactor. However, it seems that it is only a consequence in quitting behaviour which has its roots in intrinsic factor – the nature of the work. Salary has been recognised as Motivator too though the impact to job satisfaction is decreasing when salary is rising. However, the break point of decreasing impact of salary is very individual and impossible to measure. Hence salary is considered both as Motivator and Hygiene Factor.

6.3. Unforeseen Limitations

The information about actual labour turnover rate and the indicated reason of quitting behaviour are fully in competence of the managers’ memory because exit interviews are not compulsory. Hence the rate could vary and the reason may be distorted because for managers, leavers constitute personal issue which may reveal their own mistakes.

It is necessary for author to admit that some correlations may be overlooked due to the chosen method of collecting data. For instance, the Ignorance of Achievement (negated variable Recognition for Achievement) has not been found as contributor to job dissatisfaction. The reason why it happens may be that there is simply no person in the sample who feels ignored. But it still does not means that Ignorance of Achievement could be Hygiene Factor. This
limitation could be removed by in-depth interview with all sample or critical incident method (in-depth interview included).

6.4. Areas for Further Study
On theoretical level, for further study of this topic should be used comparative case study method because the answers to the questions would differs more and some new notions could be discovered. When it comes to techniques, interview seems to be the most sufficient way how to collect primary quality data. Results of optimal quality could be reached by combining in-depth interview with observation method which enables to take into account also spontaneous reactions of employees reacting at particular events. Quite revolutionary approach seems to be method of a documentary film which allow researchers to record individuals in natural micro-environment of companies and also judge particular phenomena distantly and being not disturbed. In-depth interviews should be also recorded in the camera, some extroverts could be even more open to say their opinion in front of the camera.

6.5. Implication of Findings and Recommendation
Herzberg does not believe that neither negative nor positive stimulation (KITA) is long-term solution of motivating people to work. This notion was supported by Quentin who advises that the beginners in financial advisory need to be stimulated constantly otherwise there is a considerable risk of quitting behaviour. Therefore intrinsic factors should be accented by managers when developing motivation scheme.

Motivated employees need to believe that it is their own capabilities which are the key factor of their success, growth and general well-being. Similar trends can be seen from authors emphasizing freedom of work or humanistic principles in day-life and at the workplace (e. g. Pink, Ariely, Fromm). The work of financial adviser requires their creativity because they can meet client need by various ways, various products. Managers should remove any glimpse of deskilling and prevent the work to be routine and provide as much freedom in meeting organizational needs as possible. Recognition for Achievement should not be neglected but should not be exaggerated either. However, the strongest is aspects affecting motivation both ways is the nature of work which is impossible to change.
It has turned out that people around an individual have great impact to both his overall job satisfaction and job dissatisfaction therefore some programmes to empower mutual personal relations should be designed and applied. This could be done in various ways from weekend team building trips to regular bowling competitions, etc. Participation should be voluntary and initiator does not have to be formal manager but any informal authority in particular group. Innovative way how to build the team is common betting in lottery on regular basis. Team members could draw lots and watch lottery broadcast together. This practise was common in one other firm where author had a part time job.

According to primary research of this study and some outer evidence (Jaramilo et al., 2009), advisers must never succumb to impression that they are not acting ethically or morally. The ethical code should be emphasized more and some undesirable examples of misbehaviour should be provided to employees. The deviance from this code should be minimized and discovered cases of breaking the code should be openly punished.

It seems appropriate to provide a little bit of certainty to beginners if total novices in this industry. Especially in first three months. Many of novices enter the occupation thanks to personal reference of some family member or a friend. This could be exploited in following suggestion draft. Employees are provided contribution [from established company fund] if their salary is below £ 300 in order they have at least £ 500 a month. This contribution they can claim three times a year but two months in the row maximum. If the case of abusing the fund occurs, a person who brought abusing person into the XY Company is responsible. This should be implemented first in a small branch for some testing period. This action could decrease the great rate of labour turnover for beginners. Exit interviews should be established compulsory by other person than a direct manager of a leaving person in order to improve view of reasons to quit and apply when designing the turnover policy.
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LIST OF REFERENCES

Books:


*Articles:*


**Websites:**


Appendices

Appendix A – Questions For the Managers
1. How many years have you been working for the XY Company?
2. What is the size of your group? Which position in the Career Progression are you currently at?
3. What was your occupation before this one?

Motivation
1. What is the rate of turnover in your group?
2. What are the most often reasons for advisers’ turnover? Can you give me some example explaining the reasons?
3. Can you estimate the portion at both the factors extrinsic and intrinsic to job affecting turnover rate? (Conclusion of previous question)
4. Did the leaving employees left the occupation or in order to work for a competitor?
5. Can you identify the three most important factors causing job satisfaction? Why? Can you give some examples of such situations? Note: Respondents were given the list of mixed both Satisfactors and Dissatisfactors as identified by Herzberg (1966).
6. Can you identify the three most important factors causing job dissatisfaction? Why? Can you give some examples of such situations? Note: The same list from previous question.
7. Do you think that identified factors in previous two questions can work other way round?
8. Do you think that job dissatisfaction is causing actual turnover? How many percent of employees stay in the occupation even if job dissatisfied?

Nature of the Work
1. How would you define the nature of the work of financial adviser?
2. What should be a financial adviser like?
3. What are the main advantages of this occupation?
4. What are the main disadvantages of this occupation?
Appendix B – Notes on interview with Woody

Woody is working for the XY Company for 10 years. His group has 20 people and according to the Career Progression of the XY Company (see Appendix F), he is Regional Director. This occupation is his first work experience because he started to work in the XY Company right after secondary school.

About Motivation

At the beginning of the interview, Woody divides employees into two groups – stable and unstable advisers. This division depends on years worked in the industry. He focuses on the stable group of advisers because the other one is for him too much time demanding with too much level of uncertainty of the "return of investment" at the same time. He gains new employees from competitors. To persuade a capable individual to work for his group in the XY Company is by him perceived as marginal success. His target is whole groups of advisers which would not be so efficient if pulled apart.

When he encounters novices, he has 7 colleagues (other managers in the F-M Branch, such as Quentin or Martin) which can lead them. However, his colleagues may refuse new advisers but it is not happen often (these beginners may become a benefiting for a group which accept them). He estimates 70 % labour turnover in the unstable group of employees. That is the reason why he perceives them as "time waste". Identified reasons for leaving the occupation were very similar to Quentin’s group (see Appendix C) – too much effort demanding occupation and poor reputation of occupation with discouraging by relatives and friends.

The stable group of employees is almost none and the reasons for leaving the job are rare and in most cases unique. In last years, 3 people left his group. Two of them went work for a competitor and one left due to health problems. These 2 financial advisers were close friends who decided to leave the XY Company because of the higher commission rate offered by particular competitor. Next reason was not satisfied career growth. However, they had not sufficient performance according to the Career Progression and they relied on abusing the informal relations with Woody. Woody admits that this might have been just an excuse for the leaving and the true reason for leaving was the commission rate.
Dissatisfactors are affecting labour turnover in fast sequence in both identified groups of employees. The two employees who left Woody’s group after 6 months. Moreover, Woody estimates that after several weeks of working for the XY Company, they have started to collaborate with the competitor as well. So the decision of leaving was done earlier. Both Satisfactors and Dissatisfactors affect labour turnover in the same portion. The staying in the occupation despite job dissatisfaction is, according to Woody’s experience, rare.

**Indicated Satisfactors**

1. **Company Policy**
   The commission system is transparent and easily readable. An adviser can see not only his performance but the performance of his colleagues too. In comparison with competitors, the XY Company’s work restrictions are minimal. For instance, there is no compulsory minimum level of performance. In a case of not defending the position in the Career Progression, a group is not penalised or fired but it drops one level below. After gaining the required level of performance per three months, the group is back at the original level again.

2. **Easy Career Growth**
   In comparison with the competitors, the Career Progression is somewhat advisers friendly. First five positions are easy to achieve. Moreover, an adviser is free to specialize at any type of product or product he wants.

3. **Managerial Style**
   Any group without its manager is lost. The group members (even if there is some manager capable of do it so) would not assembled on regular basis which is for the group as unit crucial. They would not exchange the experience and various practical tips and "die out". Regarding to managerial style, he divides advisers into four groups by individual self-discipline and self-control. The used managerial styles go from directive (command and control) through democratic to liberal. He emphasizes the necessity of recognition.

**Indicated Dissatisfactors**

1. **Salary**
   He emphasizes very short sequence of events leading to labour turnover. Not experienced advisers usually leave the occupation after two months – two months of failure, two low
wages. When it comes to stable group of employees, the sequence is often longer. Such employees are more resistant in perceiving the poor reputation of the occupation.

2. Relations with Managers
   With no further comment.

3. Company Policy
   With no further comment either.

According to Woody, salary is Dissatisfactor. It is affecting job satisfaction only to some certain point and then it fails to motivate further. The relation between job dissatisfaction and rate of labour turnover is evident. Keep working and being job dissatisfied can handle around 30% of employees only for couple of months.

About the Nature of Work
The nature of work of the financial advisers are to help clients to save money, optimize adjust their contracts to their actual needs and to make their insurance and saving spending more efficient. Simply said, to put their money into the right places.

Financial adviser has to be empathic, reasonably communicative and honest: "The point is to help and cannot see the benefits out of it." Woody says that to open clients’ eyes is crucial to make him see that he has wrong adjustment of his current contract or that he overpays and could get same secure service for less. Woody goes further and says: „Some people should be persuaded to sign contract they do not believe they need. For example young people think that they will be able to work for their whole life or, which is much more dangerous for them, that they will claim state pensions which will cover their all spending.“

The most significant advantages are free working hours, freedom in meeting group and therefore organizational goals, above the average salary and "to be your own boss". An adviser does not even work if he does not feel like to do so. It does not really matter what time does an adviser work but usually the mornings are for calling the clients and the afternoon and evenings are for business meetings when they are already home from their occupations. However, this is identified as well as the main disadvantages because lack of self-discipline and poor occupational reputation may lead adviser to stagnation and inactivity. Next major drawback of this occupation is considerable number of competitors which not
always "play fair". Then he named a few competitors with such manners and some dignified competitors whom he tries to takeover groups or individuals from.
Appendix C – Notes on interview with Quentin

Quentin is working for the XY Company for 5 years. He has eight direct subordinates and according to the Career Progression of the XY Company (see Appendix F), he is Sales Manager. Before working for the XY Company, she used to be a waitress.

About Motivation

Quentin estimates labour turnover of his group from 50% to 70%. Crucial for a novice is first three months when he or she is not as successful the novice has expected. Milestone in the career of every financial adviser is the registration at Czech National Bank which is after these three months compulsory and cost £70. This amount is paid by the company but still, according to the performance from the trial period, it is more or less obvious who is going to stay and who will leave. With this milestone, there is an important aspect in adviser’s life – he has to register himself at Trade Office, Czech Republic. This also means that a person has to pay compulsory national insurance and health insurance with or without income. Czech, especially older ones, perceive this step rather negatively because they are not accustomed to do so [entrepreneurship was forbidden during communist regime]. Quentin argues his opinion: "They want to be sure about everything but what is sure in these days? A three months notice period?"

The most often way how new employees are recruited is by the reference of their friends or family members. If there is a considerable gap in performance between a novice and a more experienced colleague after initial three months, it is possible reason for turnover intention of the novice because he or she does not want to struggle in the eyes of the experienced colleague. The major initial Motivator is a vision of "easy money". This expectancy is in more cases going hand in hand with the need for the money because of family. However, a family is recognised also as major Dissatisfactor because of general low occupation reputation. Family members’ criticisms have the most significant impact in discouraging beginners. The role of the breadwinner is traditionally held by men. In contrast, a student who "just wants" the above average salary is not usually such a hard working adviser. The last recognised Motivator which is perceived subsequently after need for the salary is prestige. In Quentin’s group, there are a few advisers who desire to impress their colleagues in the firm but also their relatives and friends.
The most often reason for quitting behaviour is "lack of patience". A novice does not tolerate failure. However, the feeling of failure is highly subjective. Beginners suffer from lack of self-insight. The measure of success is salary. Marginal success aspects, such as new contact or gaining trust of a client, are usually neglected. Next important Dissatisfactor is a comparison with colleagues. Progress in career varies significantly. The most liable, initial period, can for some people last even for 6 months. Here is crucial the nature of the person. Salesman must be an actor a little bit because he must be understanding and listen to the clients’ needs.

Both variables family and salary (both as Dissatisfactors) are closely related to each other and are very likely the reason for quitting the occupation. Both of factors extrinsic and intrinsic to work are affecting quitting behaviour in the same portion.

**Indicated Satisfactors**

1. **Recognition of Achievement**
   Experienced financial adviser has salary high enough to keep him motivated. Quentin emphasize that it is much simpler to motivate "a poor man". The strongest recognition of achievement comes from direct seniors.

2. **The Nature of the Work**
   The main advantage of this occupation is flexibility. It is completely the adviser’s competence to decide which days will be working and which are not. However, this is closely related to responsibility for own performance which is recognised as Dissatisfactor.

3. **Career Progression**
   Again, it is completely up to an individual how far and fast he gets in the "company ladder". Progression is not dependent at the achieved level of education. "This occupation is the best choice who cannot offer degrees but vitality", sais Quentin.

The highest impact of Motivators are evident at regular meeting arranged every three months which are supposed to be a direct feedback and rewarding an individual in front of the colleagues. Also these sales department meetings are milestones for planning period.
**Indicated Dissatisfactors**

1. **Relationship with colleagues**
   
The reason for deviance at work is envy. The most often way of the deviance is gossiping and general obstructionism. Formal relations in organizational hierarchy are not relevant in this issue. On the other hand, it is quite easy to prevent meeting a disliked person.

2. **Responsibility for own performance**
   
   Considerable number of employees feel bit uncomfortable facing the fact that the amount they are going to be paid is completely in their competences. In Quentin’s opinion, it is very bright feature in post-communist society that people desire for certainty and comfort of regular employees with fixed salary even thought the salary is considerably lower.

3. **Working conditions**
   
   Low occupation reputation is very closely related with usual clients‘ first reaction to a financial adviser. In many cases, clients are not willing to cooperate, having rejecting attitudes or they are just not at home for the arranged meetings.

The variable called working conditions as depicted are additionally recognised as Motivator if clients are willing and friendly. When it comes to perceiving salary as Satisfactor or Dissatisfactor, it is not sufficient to make any conclusions because some people are simply said satisfied with average wage and some are tempted to raise their month salary "infinitely". For instance young adviser with desire to build a house without mortgage.

According to Quentin, over 90 % of advisers who doubt about the occupation, actually leave the occupation. The relation between job dissatisfaction and actual turnover is in following sequence: feelings of failure → frustration with salary → frustration with occupation → leaving the firm. Approximately 95 % of quitting employees leave the commission based occupations. The most often, they return to the previous occupation they had worked before.

**About the Nature of Work**

The nature of work is to inform clients about the products and about various ways how to secure client’s family or his own pension. Financial adviser competence is therefore only to give necessary piece of information to client to make a quality decision about his financial contracts. That is why Quentin says that final decision is in competence of client.
Financial Adviser must be honest to a client. He should not take advantage of client’s lack of awareness of his insurance. In most of the cases, clients have very limited insight into the basic parameters of their insurance or savings products as well as conditions of these contracts. Dishonestly is usual phenomenon in this occupation as suggested in Literature Review – Industry. Especially some competitors are known for their unfair giving information to clients.

The main identified advantage of the occupation is free working hours. It is completely in adviser’s competence to decide what time he will call to a client to arrange a meeting and what time and where will the meeting will take place. Next advantages are above the average salary and relatively easy possibility of career growth.

The main disadvantages of the occupation are "worries". A financial adviser is uncertainty of future sales and the need for continuous self-education. The work is forcing people to incessant doing same tasks again over and over again, such as to train novices, to keep up with all of the little changes in the software support or forms. Moreover, due to very high competition in this industry, it is possible that a financial adviser from a competitor firm may fix a contract cancelling the previous one with the XY Company. In this case, particular adviser has to give back fraction of his commission in period of 2 years.
Appendix D – Notes on interview with Martin

Martin is working for the XY Company for 5 years. His group has 8 people and according to the Career Progression of the XY Company (see Appendix F), he is Sales Manager. Before he started working for the XY Company, he used to be a Slater.

About Motivation

Martin claims about himself that he has a little bit different approach to gaining employees. He is gaining the employees largely among his friends. From time to time, he accepts quite a new person into his team but this does not happen regularly. In last three years, two people went out from his team and left the XY Company. Therefore he says that labour turnover in his group is 20%. He claims that this rate is due to his quite unique approach to the labour recruitment. One of the two advisers who have left collaborated with a competitor. The reason for his leaving was bad relations with Martin. The second one has "too many things to do" and that is the reason why his performance was not satisfying for himself and left. The second adviser for example engaged in local government. Martin denied validity of two axis of motivational continuum.

Indicated Satisfactors

1. Salary
   Salary is the most important aspect in all occupations. This variable has been recognised as Dissatisfactor either.

2. Managerial Style
   A manager is supposed to be a leader and motivating person in the team. Martin does some extra work to support the members of his team by giving them references for free in order to make them put less effort.

3. Career Growth
   Career growth goes hand in hand with salary increase. According to the Career Progression (see Appendix F), the salary grow both intensively (as the value of one point in CZK is increasing) and extensively (career progression depends on increasing performance of a group or an individual). According to this explanation of the need for career growth, it may be perceived as just another form of salary.
Indicated Dissatisfactors

1. Relations With Managers
   According to his personal experience, personal relationship with direct boss is crucial for achievement.

2. Relations With Colleagues
   Colleagues are people with whom advisers are in touch every day. If their presence is perceived as irritating, it may "ruin one’s day" and it is much harder for an adviser to prepare himself to communicate with a client.

3. Personal Life
   Martin provides example of a girl working in his group. Many aspects of her personal life reflect in her work performance – for instance argument with her boyfriend which leads to lack of self-confidence.

4. The Nature of the Work
   One important aspect in the nature of the work is self-discipline which is the main Dissatisfactor because people are lazy from the nature. "They could work harder but they do not force themselves to do so."

In 75 % of cases, people cannot stand job dissatisfaction and continue working at the same time. The rest is according to Martin too scared to try working somewhere else. However, he mentioned that some months are for particular adviser more or less successful therefore he should be resistant to failure when it occurs. But in most cases, when the unsuccessful period is too long, adviser is forced to quit because he needs the money even if he does not conclude contracts.

About the Nature of Work

Successful financial adviser should know the products well. He is supposed to be the professional able to answer any of client’s questions. He also should be able to gain client’s trust therefore adoption of some convincing arguments (mechanism) is needed. This has been recognised as a key factor to success for approximately 90 % of financial advisers. The rest may be too shy for "selling their knowledge" and should leave the occupation.

The main identified advantage of this occupation is the awareness of financial products and above the average salary. Usually, the first contracts made by particular adviser are with himself. Also a flexibility of working hours is added among the advantages.
Martin identifies costingness of the occupation. Communicating with clients and incessant solving their problems are very time and effort demanding. Moreover, when arranging a new meeting with potential client, it is necessary to prepare for rejecting attitude. Each client is an individual and therefore "one sentence suit for all" is not optimal convincing mechanism. An adviser should consider each word he says because one wrong sentence in the beginning of the conversation might cause failure in gaining trust and subsequently concluding a contract. Next significant disadvantage of the occupation is many of little technical changes. Financial advisers are not sellers of two or three financial products despite that these few products are most of their income. They should be able to offer any product of the partner insurers. However, if someone decides to specialize to certain type of product or product, the worst thing he it may happen to him is the loss of a potential client. Each year, there is a new form of most financial products released. These changes go simultaneously with change in support software as well. In a few cases, this changes lead to leaving the occupation for advisers specializing into one product. However, this kind of approach is not desirable by company long-term goal.
Appendix E – The Questionnaire

1. Gender
   a. Male
   b. Female

2. How long have you been working in this firm?
   a. 0 – 3 months
   b. 4 – 11 months
   c. 1 – 3 years
   d. 3 – 5 years
   e. more than 5 years

3. How often do you think about leaving this company?
   a. very often (once in a week on average)
   b. often (once in a month on average)
   c. rarely (once in a year on average)
   d. I don’t think about this possibility

4. If you would leave this firm, you would…
   a. choose different occupation
   b. choose different firm
   c. none of these
   d. other… (please write)

5. What do you consider as success on business meeting? Please give at least Two-Factors.
   a.
   b.
   c.

6. In which category is your salary per month?
   a. do 20 000 Kč (below £ 667)
   b. 20 001 – 50 000 Kč (£ 668 - £ 1,667)
   c. 50 001 – 100 000 Kč (£ 1,668 - £ 3,333)
   d. 100 001 – 200 000 Kč (£ 3,334 - £ 6,667)
   e. 200 001 – 300 000 Kč (£ 6,668 - £ 10,000)
   f. 300 001 – 500 000 Kč (£ 10,001 - £ 16,667)
   g. přes 500 000 Kč (over £ 16,668)
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<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
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<tr>
<td>Responsibility towards client</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Variety of products</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
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<tr>
<td>Changes in products</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
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<tr>
<td>Working conditions during meetings</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Technical changes – calculators, forms</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Number of competitors</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Reputation of occupation</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Relations with managers</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Support from managers</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Managerial style</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Relations with colleagues</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Place of business meetings (homes, firms,...)</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Time of business meetings</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Responsibility for own salary</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Psychical costingness</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
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</table>
Express **level of your agreement**

<table>
<thead>
<tr>
<th></th>
<th>Definitely yes</th>
<th>Rather yes</th>
<th>Rather no</th>
<th>Definitely no</th>
<th>I cannot judge</th>
</tr>
</thead>
<tbody>
<tr>
<td>To choose this occupation was good decision</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>My family is dependent on my salary</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>My family is encouraging me to do this occupation</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>I feel happy about my salary</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>I feel to be more a manager rather than financial adviser</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>If I would not be happy in my job, I would leave.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>
### Appendix F – The Career Progression

<table>
<thead>
<tr>
<th>Career of Individual Adviser</th>
<th>Value of the production point in CZK</th>
<th>Career of Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Position</strong></td>
<td><strong>Average point production per month</strong></td>
<td><strong>Total production of group per quarter</strong></td>
</tr>
<tr>
<td>General Representative</td>
<td>&gt; 12.300</td>
<td>68,301 to 157,300</td>
</tr>
<tr>
<td>Top Adviser</td>
<td>6.001 to 12.300</td>
<td>28,300 to 65,300</td>
</tr>
<tr>
<td>Senior Adviser</td>
<td>2.801 to 6.000</td>
<td>11,000 to 25,300</td>
</tr>
</tbody>
</table>

**Moment of decision - choice between individual career or manager's career**

<table>
<thead>
<tr>
<th></th>
<th><strong>Position</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Adviser</td>
<td>1.801 to 2.800</td>
</tr>
<tr>
<td>Adviser</td>
<td>561 to 1.800</td>
</tr>
<tr>
<td>Junior Adviser</td>
<td>0 to 560</td>
</tr>
<tr>
<td>Trial Period</td>
<td>-</td>
</tr>
</tbody>
</table>

* Figures were counted from CZK into GBP in exchange rate 1GBP = 30 CZK and approximated.