

## **Abstract**

This diploma thesis focuses on determining the internal and external factors (both economic and social) that affect the motivation of civil servants to conduct and perform their work activities in ministries of the Czech Republic. The research that forms the basis for it is primarily a follow-up to the quantitative research of prof. PhDr. Arnošt Veselý, Ph.D.

The diploma thesis is multidisciplinary and not only deals with human resource management in terms of its functionality, efficiency, and effectiveness, but also in terms of its influence on, among other things, public policy, sociology, psychology and public economics.

The theoretical part is based on the theory of motivation (Madsen), McGregor's theory of X and Y, Maslow's hierarchy of needs and the theory of bureaucracy (Weber). The work is theoretically and methodologically anchored in the findings of alternative action theory (Weinberger, 1997), the ontology of ethical phenomenon (Hartmann, 2002) and the concept of public accountability (Veselý). The empirical part includes the results of qualitative research conducted in the form of semi-structured interviews with 17 ministerial officials across 8 ministries of the Czech Republic. During the interviews, research topics were presented in the form of questions, the answers to which were subsequently subjected to a thematic analysis. The thesis presents a synthesis of the findings, as well as draws conclusions and puts forward recommendations in the relevant chapters.

The empirical research revealed that the factors influencing the attitude and motivation of civil servants in ministries are very specific. The key factors that were identified were greater flexibility and freedom in the organization of working time - the possibility to work from home (home office), the importance of good working relationships, flexible working hours, job evaluation (both verbally and financially), educational opportunities (workshops, conferences), the importance of feedback, willingness to help (to receive help from) colleagues and superiors, a sense of trust, respect, recognition and equality, a good working environment, work-life balance, the influence of politicization, the influence of civil service law and the level of bureaucracy and excessive administration. These factors indicate where further action can be taken in practice to shape the positive motivation of civil servants and therefore the performance of their duties.