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NON-FINANCIAL MOTIVATION
AND CREATING THE PLAN OF
LEISURE ACTIVITIES FOR STAFF

Bachelor's Thesis


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DESCRIPTION

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| Abstract Main purpose of this thesis is to study the formation of corporate culture and the non-financial motivation of employees on the example of the organization "Teaspoon" in St. Petersburg. Corporate culture of this company requires essential improvement. To achieve this goal, I performed the following tasks: revealed the features of the formation of corporate culture in Russia and abroad, also I revealed advantages and disadvantages of organization culture in "Teaspoon" company, and made a plan of leisure activities for staff of company. In theoretical part, I analyzed up-to-date global trends of corporate culture and the non-financial motivation, considered problem points in corporate events in company. I recognized the desire and dissatisfaction the staff about the leisure activities using research methods such as personal interviews and survey. In my thesis I pointed out the effective ways of forming corporate culture in the organization "Teaspoon" and I made a plan of leisure activities for personnel of the company. | | |
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1 INTRODUCTION

The concept of corporate culture and its development are quite new and not fully explored in Russia. The modern challenge for any organization is not only formation but also improvement of personnel management system in terms of corporate culture of an organization. Managers and experts have been showing more interest to this subject during recent years. This makes my theme about corporate culture especially actual these days.

The aim of my work is to find out the formation of corporate culture and the non-financial motivation of employees on the example of the organization "Чайная Ложка" ("Teaspoon") in St. Petersburg. I have chosen this company because I think its corporate culture and its potential are quite interesting. But the corporate culture of this company requires essential improvement. Because employees want to change a lot, and the company has the opportunity to do it.

To achieve the goal of my work, I performed the following tasks: First, it is necessary to reveal the features of the formation of organizational culture in Russia. Secondly to analyze up-to-date global trends of corporate culture and the non-financial motivation. Further in my thesis I will point out the effective ways of forming corporate culture in the organization "Teaspoon" and make a plan of leisure activities for personnel of the company.

Not very long time ago managers in Russia have realized that creating the right corporate culture of the organization is becoming a serious competitive advantage at the market. They have realized that the formation of corporate culture is an important item in the company. Being inseparable from production growth and entering the world market the problem of formation and development of corporate culture is becoming increasingly important.

Corporate culture is the strongest and the most effective means of attracting and motivating employees. Most Western and Russian leaders agree with this statement, because the company will grow rapidly, if you have a solid team, and each employee is interested in success of a company on the whole. I will give a detailed account of the motivation of personnel in the company "Teaspoon" in my thesis and I will identify

the advantages and disadvantages, because I consider that motivation it is one of the most important items if we talk about corporate culture.

I also used standardized observation, document analysis and interviews.

2 THEORETICAL BACKGROUND

2.1 Definition the corporate culture

I started the theoretical part by defining a term “corporate culture”. Corporate culture is a set of different behaviors that an organization takes in the process of adaptation to external and internal environment. These models of behavior, ideas, opinions and values should be adapted by a majority of members of the company and should allow employees to work effectively. (Kuznetsov 2006, 257).

What is the role of a manager of corporate culture in the organization? First, he must be aware of the role of organizational culture for a company to achieve goals of company. A manager should be able to support the corporate culture in the organization and, if it necessary, to adjust. Secondly, a manager must be able to predict not only the company's success, but also failures, especially those that are related directly to the culture of an organization. A manager must constantly motivate staff for efficient work, and also invite new qualified specialists if it is necessary. A manager of any company must determine the values of an organization to create a corporate culture.

Denison identifies the main aspects of organizational culture, depending on how it functions. There are consistency, mission, participation and adaptation. Consistency is when the behavior of employees is based on definition of core values. These values and beliefs show a common mindset of employees and they are a powerful push to efficient business activities, they improve internal coordination, they are a source of internal integration and stability of a company. Next aspect is mission, when all employees of an organization have a clear understanding of goals and strategy of a company. This encourages staff to work and coordinate their mindset on the future vision of their company. Participation is a kind of organizational culture involves employees and makes them feel responsibility, it also develops human potential. In this case, employees consider that their work is closely linked to company goals. Adaptation often happens well-formed organizations are not able to cope with constant changes at the

market. But from time to time it is necessary to take risks, make use of opportunity to change the norms and beliefs that will be directed to development, prosperity and survival of a company. (Denison & Fey 2003, 73.)

Corporate culture as a tool for personnel management is an impact on personnel, which determines the behavior of personnel and corporate culture allows to achieve the goals.

2.2 Corporate culture in Russia and abroad

In modern world there are a lot of well-known models of corporate culture. The most common are American and Japanese.

American, is also called "Anglo-American." Companies in several countries are adapting this culture. For example: United States of America, England, some countries of East (Asia) and Africa. American corporate culture was originated at the beginning of the 20th century.

The main characteristic of this culture is that the management of a company includes various managers of a company - from Chief Executive Officer to staff manager. The second characteristic of a company is that everyone can become a shareholder, and a company focuses on meeting their financial needs.

American corporate culture has always focused on achieving these goals. Flexibility and ability to adapt to different situations in life are important aspects in such organizations. Career of employees depend on these abilities. Managers appreciate the offer of new ideas and help in the development of ideas. Not only the managers of the company, but also employees like making serious solutions in even the most complex problems. Americans feel comfortable in a variety of stressful situations in the organization and in solving important problems. American companies are defined as dynamic and rapidly developing. (Inozemtsev 2003.)

The company IBM is an example of American corporate culture, which has three principles: dignity of personality, high quality and excellent service. (Litvinova 2007).

In the Japanese corporate culture, lifetime employment of personnel is the main characteristic.

In the opinion of the Japanese, this feature not only develops the best skills required by the company, but also brings up skilled workers. The longer a person works in a company, the higher is his salary. If he finds a job in another company, then everything starts from zero, as well as his or her salary will again be low. Therefore, layoffs are very rare in Japan. Such staff is fully devoted to the company. So the Japanese are very fond of working and doing it successfully. An important characteristic of Japanese corporate culture is that a team of staff decides how to achieve goals. Management only sets a goal, but does not control strictly.

Japanese experts have a form of motivation - public criticism. All disadvantages and problems demanding decisions are discussed at meetings. For a Japanese company the employee is the most important thing. Relations in a team of the company are based on trust and support.

The main objects of Japanese companies are development and success of a company, rather than material values. (Workman 2008.)

The company Toyota is an example of Japanese corporate culture which adheres to some principles such as behavior, norms and values, also beliefs, respect and teamwork. The company is convinced that without a strong culture, organization will lose the competitive edge worldwide. (Liker & Hoseus 2011, 41).

One of the main characteristics of Russian organizational culture is the result of a long historical development. Modern Russian organizational culture contains features of three cultures: the Russian pre-revolutionary, Soviet and foreign cultures.

The main feature of the Russian pre-revolutionary organizational culture was the symbolism. The people in those days trusted their Monarch (The Tsar), the Emperor that is now reflected as a belief in a leader.

In the following period, people became less spiritual, began to lose faith in religion. It was the Soviet period of the organizational culture. Ideology replaced religion. The ideology developed in people such qualities as patriotism, enthusiasm and patience.

The main period, the features of which still exist is the Soviet period. It was the time when corporate culture of Russia was conceived: various evening meetings of labor collectives, voluntary work with music and songs, and various demonstrations and outdoor activities, rest in health resorts. (Ivanova 2004, 93.)

The third organizational culture, which contains modern Russian culture, is the foreign organizational culture. First of all, the U.S.A, that informed the Russian managers about the models of doing business, where individualism was at the first place.

I want to point out that corporate culture was born in Russia during the Soviet period (until 1991 year). All of our icons of honor, the codex of the builder of communism is the classic attributes of corporate culture. Corporate culture exists in any organization, because everywhere and always there are people who are in the process of interaction created a social environment and, as a consequence, - a set of rules of behavior.

But all this time (up to present time), analysts have been actively discussing and questioning what kind of model is the most suitable for Russian companies. Some say that the American model of corporate governance will lead to different sorts of scandals, as happened in the Enron Corporation. According to analysts there is a fear of fundamental changes in the structure.

Other expressed their opinions about the Asian model of corporate culture. But there are some difficulties as well. Japanese companies have a desire to learn from others and are interested in the experiences of others. Thus, they are competitive. The majority of Russian companies are too lazy to do it - learn from other countries, from other professionals. They do not want to learn anything new. In addition to this, the government actively intervenes in companies' affairs. In Western Europe and America companies are developing successfully in a market environment without any involvement of government agencies.

Not only is the behavior of the market formed through the corporate culture. Also an important factor in forming the corporate culture of the organization is a social activi-

ty and the mentality of nation. Corporate culture is a system of beliefs, norms of behavior, values and they are shared by most members of an organization and determine how employees should behave in a specific organization.

In foreign companies there are well developed systems of conducting corporate leisure events. Different events are organized to maintain the company's corporate culture in order to increase employee loyalty and motivation, also to build up psychological climate in the employees of an enterprise. This is a non-financial motivation, which is the incentive that the organization can reward their employees for their work, not using finasy.

In Russia, leisure activities are not held in all companies. This influences company performance badly, because different leisure events satisfy not only material but also psychological needs of employees. Needs are a source of human activity, a means of emergence of social activity. During the holidays the needs are satisfied in the most wide social forms, spiritual creativity, initiative, self-expression, which are characteristic of any society, but especially important for the business of the corporation, which forms its own organizational culture.

Russia is slowly learning from foreign countries (this applies only to large companies). If organizations would underestimate the importance of corporate leisure, then managers may lose control over their personnel. Because with the help of various activities it is easier and more affordable to tell about the values and goals of the company, to convey the necessary information to the staff and unit the team.

Organization of these entertaining and educational events is especially important for the Russian employees, because one of the important mental characteristics of Russian people is their love to entertainment, holidays, public events. Therefore, managers of Russian companies need to understand the importance of leisure activities and they should actively learn from international organizations, that it is right to hold leisure programs for employees.

Day by day the question of organizational culture is becoming more actual nowadays. Caught in a difficult situation, leaders of an organization tend to overestimate the behavior of employees in an organization. In such situation, companies begin to respond

to external influences quickly and are prepared to rethink the basic values of its corporate culture. Because organizational culture ensures not only the stability of the company, but also its adaptation to the environment. Corporate culture forms and strengthens the integrity of an organization through a system of values, a set of principles that can help with solution issues related to unforeseen circumstances. (Kim 2000, 75.)

The importance of understanding of changes in corporate culture should determine the strategic intentions of companies in specific situations. With the proper strategy the organization's culture will be able to cope with any changes in external environment. Thus, to maintain the stability of the organization in today's ever changing world, the managers have to carry out various kinds of changes in some aspects of culture of an organization. Due to changes in the organizational culture leaders will possess a perfect tool for effective management of a company in unexpected situations of external environment.

Russian managers should pay more attention to changes in company's corporate culture, as they disregard these changes. This is not surprising, because change in culture of an organization is an important and difficult step for any company. Employees can be frightened of changes. Managers need to choose a certain type of cultural change that will be best for their organization, and also gradually motivate staff to these changes. These changes may take several years.

In present world, there are several types of cultural changes (Steven 2000, 299.):

- 1) The revolution. And various comprehensive extensive efforts that aimed at changing of corporate culture of an organization, as a whole. This means radical changes in all basic aspects of organizational culture: values, norms, attitudes and beliefs. This breaks previous standards adopted in the organization. Revolution is a quick jump to changes aimed at successful development of an organization. This type occurs in conditions of rapid changes of the external environment. All employees should be aware of the new rules in a company and must follow the change of culture in their organization.
- 2) Gradual efforts of all members of an organization, which aimed at reorganization of a part of organizational culture. It is implemented step-by-step. This may be a change in the way staff look (implementation of a dress code), the corporate colors of a company, the interior design of an office. Managers

gradually inform employees about new introductions and motivate staff for changes in culture of an organization.

- 3) Third, the types of cultural changes are efforts which aimed to fundamental changes in a concrete subculture. Such changes are needed, when the effectiveness of certain departments of the company has been steadily decreasing, and raises serious concerns in a firm. It also happens, when certain subcultures of a company start compete for power. Also, such changes are necessary if in the external environment some changes occurred, and the specific subculture of an organization ceased to strive for the goals of the company and began to experience economic difficulties. In such situations, managers must evaluate the strengths and weaknesses of the various subcultures in an organization and then will implement changes according to the best of them.

An organization should follow some rules while changing.

It is necessary to catch a suitable moment, when a manager will see that employees understand that there is a need in changes. If employees do not see it - a manager must prepare them for this. It is needed to say that these transformations are necessary for employees to understand the importance of conversions. And then one begins to implement them. He also must direct employees to a favorable outcome of the changes, to prove that the solution of the problem by changing the culture of the organization will bring success to a company. It is necessary to define the basic principles of a company that will remain unchanged, while converting other elements in accordance with the best principles of a company. (Beyer 2000, 52.)

As organizational changes are a complex processes, a manager must understand that there may be some difficulties during these changes. Employees may fear something unknown, they may not want to change their habits, and they need to be confident of their safety. Some groups in the organization may distrust leaders of a company. It is also necessary to consider the budget of the company as changes may demand money. Because the process of socialization is an integral part of corporate culture and staff learn necessary behavior through tactics of socialization, it's necessary to begin with a change in the socialization process. Then the corporate culture of organization will start to change.

Informing and implementing innovations, the leader must have charisma, show self-confidence and have strong convictions. Only in that case, staff will follow him or her, and feel secure about the future.

It is very difficult to achieve radical cultural changes in an organization. This is a very difficult stage for an organization, which should take place gradually and may take several years. The beginning of these changes in an organization often depends on leadership, because it is the leader who creates an original internal and external image of a company and his employees support it.

In Russia there are a lot of difficulties in establishing an effective corporate culture. The country faces a choice: to go to the development and prosperity of a company, by learning new skills and experience with the most developed countries. Or deteriorate in the third world countries. One false step may bring the country to what it was in the past. But it's also not easy to raise the corporate culture of the country. This should happen gradually, but swiftly.

Modern Russian organizational culture contains a number of conflicting traits: individualism and collectivism, leadership and freedom, because it contains the features of other organizational cultures. At first glance this may seem like a big disadvantage of modern culture, although these contradictions, both positive and negative qualities that have survived from the past of the country and that are borrowed from other countries may become stabilized to different situations.

Nevertheless, the country has no own regulatory mechanism. Various organizations in Russia seek to imitate foreign companies in style, level and quality of life. Leaders do not create their own sustainable organization aims.

Today modern corporate culture in Russia has not been formed yet. It has just started to develop, and managers should consider the mentality of the Russian people for successful development. To facilitate this process, it is necessary to indicate corporate norms and values from early ages. (Haritonova 2009, 251.)

3. COMMISSIONER OF THESIS

For my research I have chosen the "Teaspoon" company where I work as an assistant of corporate culture manager. It seems to me that in this organization has a very interesting culture, which also has some disadvantages. But the corporate culture of "Teaspoon" has great potential for development. I want to help this company to be successful.

3.1 History of "Teaspoon" organization and the general provisions

The "Teaspoon" («Чайная Ложка» in Russian) is a network of tea restaurant which specializes in Russian cuisine. This is a holding company that consists of legal entities that have the organizational and legal form: Limited Liability Company (LLC). For example, LLC "TZ teaspoon", LLC "The restaurant business", LLC "Victoria" and 40 other legal entities. The main dish is pancakes and a lot of kinds of tea. The first cafe was opened December 25, 2001. Currently, the company includes more than 60 "teaspoons" in different cities of Russia and it is the leader in fast-food restaurants in St. Petersburg. The company employs about 1,700 staff, work in cafes (the majority), an office, manufacturing (factory) and logistics centers.

The organizational structure of the company has a linear functional type, as shown in figure 1.

Networking teahouses "Tea Spoon" offers services such as:

- Traditional Russian dishes: pancakes, soups, salads, casseroles, buckwheat, and home potatoes;
- Different types of tea: the company offers to taste 16 types of loose tea;
- High-Speed Internet via Wi-Fi: available in some retail outlets;
- Organizing children's parties: birthday celebration in "Tea spoon"
- Special offers: Pancake of the month for 21 rubles, the second pancake is free if you have to wait more than 7 minutes, free tea when your order is more than 200 rubles, and many other seasonal offers.

One of the main promotional tools of "Teaspoon" is the exterior of the outlets: bright logo of the network, bright images on the façade of buildings, large windows that en-

large overview in the cafe. All of this is aimed to create a contrast of orange sun in a grey city.

Outdoor Advertising: signs, posters, light boxes, advertising mostly in underground. There is little advertising on TV because of its high cost.

Advertising at selling points, POS-Advertising: banners on the facade of some institutions, advertising on the menu-board of new profitable items.

Internet website of "Teaspoon": www.teaspoon.ru is designed to be a face of the company, telling about its life, new developments. There are also some ads on other sites on the Internet: publications about the company.

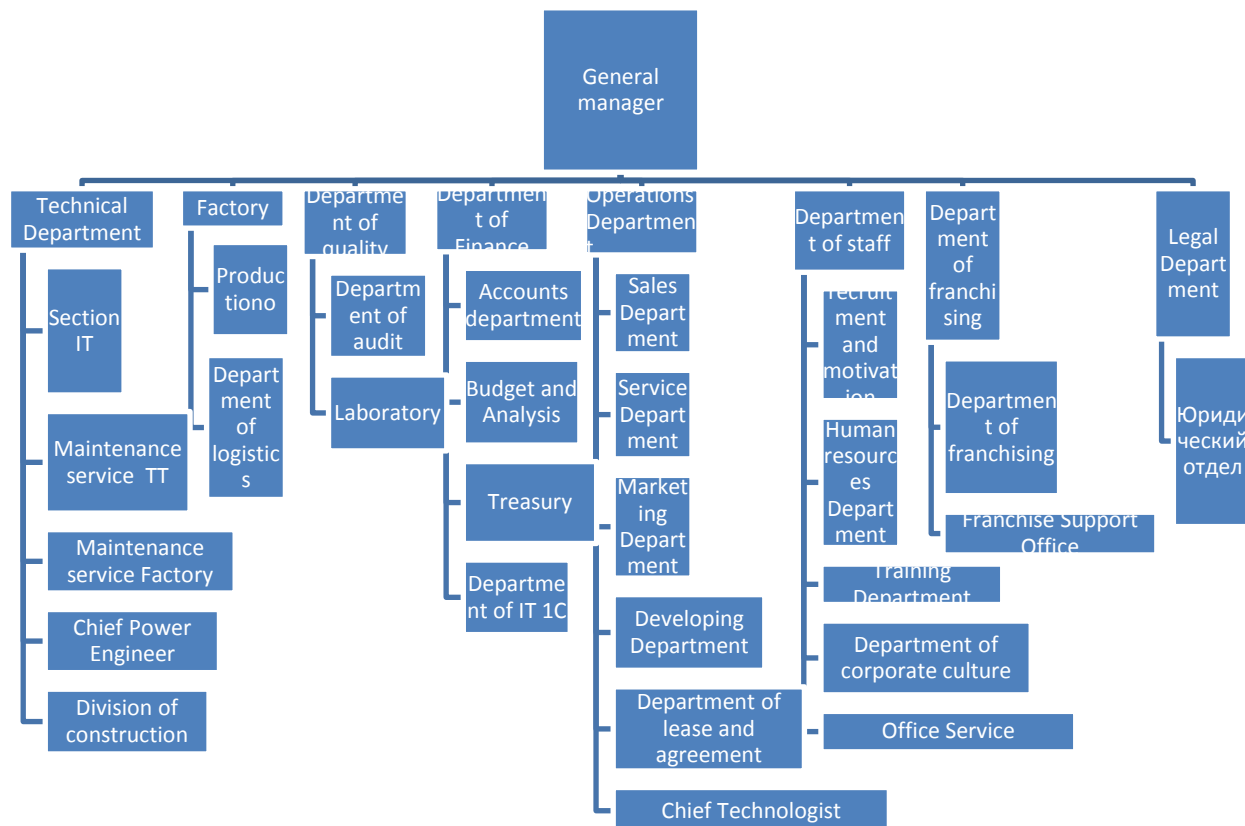


FIGURE 1. The organizational structure of "Teaspoon"

At present, "Teaspoon" is working on two different concepts: "orange teaspoon" as can be seen in figure 2, and "fresh teaspoon" as can be seen in figure 3.

"Orange teaspoon" is focused on fast food. This outlet of "Teaspoon" has a bright design, where the main color is orange, because the psychologists say that orange improves the mood and increases the appetite. (Rusetskaya 2012). Typical customers are students, young and middle-aged people. The outlets are located near underground stations, where there is always a large crowd of people, also in shopping malls and one outlet is located at the "Moscow rail station". Average check of "Teaspoon" fast-food format is 180 rubles (equal 4.5 euros).



FIGURE 2. Orange teaspoon in 2011

"Fresh teaspoon" is a restaurant, focused on healthy foods and proper nutrition. All dishes are cooked with the WOK frying pan. Such "Teaspoon" has its own green design. They are more comfortable for consumers and workers. The main visitors are young and people of middle age. Average check of "Teaspoon" fresh format is 250 rubles (equal 6.25 euros).



FIGURE 3. Fresh Teaspoon in 2012

The company has its own mission and values. The "Teaspoon" tends to build a successful and modern restaurant chain in Russia. The company wants to offer affordable food from natural ingredients. Employees follow these principles:

- Liability (to the person, society and nature; the ability to take responsibility for their actions; understand and recognize the consequences of their actions and decisions);
- Development (continuous improvement, moving forward and finding new solutions to increase profits of company; the success of each of its employees);
- Unity (it is necessary to work as a team to achieve the goals; you need to share your knowledge, skills and experience with colleagues and partners);
- Positivity (in order to achieve the goal it is necessary to be positive-minded, positively perceive to all changes);
- The quality (offering natural, fresh and healthy food);
- Individuality (dignity and respect to a guest, a partner, a colleague).

The company always makes special offers and give a discount when you can buy, for example, a pancake for 0,5 euros. Or after you buy your lunch you get a card for free tea. Also, if the waiter does not bring your order in 7 minutes, you get a free second pancake to choose from (except VIP-pancakes). /Yakovleva 2012, 10./ This is very profitable, especially for students who are always hungry, but have little money!

The company is very concerned about the causes of the satisfaction and dissatisfaction of their customers. It is evident from the various ways when the management collects customer feedbacks. First, the cafes always have a book of complaints and

suggestions. If a client is not satisfied with something, he may write a complaint and write his phone. When the problem is solved, a manager of the cafe will call the customer and apologize. The e-mail of Director of "Teaspoon" is also written in this book, so clients can also send their dissatisfaction, and the director must reply to this letter! (Yakovleva 2009, 7.)

Sometimes a questionnaire survey of consumers' opinions is conducted at the cafe. A waiter gives each customer a small questionnaire with questions. There is usually about 10-12 questions. There are a few open questions as well. (Vladimirova 2008, 5.) It allows to evaluate customers' satisfaction on the spot.

On the official website there is an open forum for discussing service in cafes "Teaspoon." It allows some users to see what others users have written. It helps them to make their own conclusions about cafes and service there.

There's also a community in a social network "www.vkontakte.ru" where there are open discussions between customers and managers. Each user can ask any questions and immediately (during office hours) get an answer.

The company has a department of interaction with customers. They collect all the information from the book of complaints, surveys, site and community and make conclusions about the staff work and the company as a whole. The company is constantly making new things, to improve the work. For example, conducting seminars for the waiters teaching them how to communicate with customers. The company has introduced a new uniform in the summer of 2012 year, because employees and guests didn't like old uniform. It was uncomfortable and outdated. The company is developing to improve relations with customers.

3.2 The corporate culture of organization "Teaspoon"

There are several departments in the company. They are: technical department (33 persons), the factory (147 persons), department of quality (10 persons), department of finance (34 persons), the operating department (19 people), the department of personnel (17 persons), department of franchising (3 people), the legal department (3 people). Each department has its own section. I wrote the details about this in the organi-

zational structure of the company. Every department has its own characteristics, which differ from other departments, or can be similar. Intracorporate statutes defines rules of behavior for all employees.

All the features of culture can be related to the culture in general: system of values, rules and norms, different traditions, ways of report information and so on. This is a definite system that all employees of the organization learn solving internal and external problems.

The corporate style of employees is referred to internal corporate culture of the organization. It is the management style, communication between employees of different departments of the company, the style of holding various seminars, meetings, and corporate events. Also, the intracorporate culture of the company includes building facade, interior design, location of outlets and offices. (Gulyaeva 2011.)

The atmosphere in the company of “Teaspoon” primarily depends on the mood of a manager. The manager must not only be the leader of the company, but an example for their employees. A director of the company is sometimes strong and tough, which sometimes prevents from successful work of employees. But he also knows how to inspire employees, encourage and motivate them to better results. The more he does it, the more favorable the atmosphere in the company is, and, the work is more effective and successful.

The atmosphere in the company is also depend on employee’s working place. The company office is located in one of the business centers of the city, but on the area of the enterprise. It occupies the entire third floor. It is designed in a modern orange-white style. The manager of corporate culture and the designer of the company do their best to improve the facade of the office, coming up with different slogans and hanging them on walls, drawing corporate pictures on doors, growing flowers, adorning the office for the holidays. Such things improve mood, because employees see some changes in the design of the office quite often.

But, there are a few disadvantages too, for example: I work in the personnel department of the corporate culture. Working places of corporate culture section and personnel of motivation section are located near the windows, which also gives a positive

effect on mood. But there are workers who have their working places by walls, near to the air conditioner. This is quite unattractive places. Employees, who work there, complain that they feel themselves badly, the mood is reduced, the efficiency of work decreases. I think that the manager should pay special attention to this, choose a good place for each employee, so that all are equal, and everyone feel well being at work, because it increases employee loyalty to the company and motivate them to stay in the company. The increase of staff loyalty to the company is part of the corporate culture.

The friendliness in the team is also important for friendly atmosphere. When a new employee comes to work for the first time he is acquainted with each department. This is called "a process of adapting of a new employee". A new employee understands the main activities of a company. Because of it he or she changes his or her behavior according to the requirements of the new environment. The employee starts familiarizing himself/herself with the knowledge system and skills, attitudes and values to meet the requirements of a company. An important step in the process of an adaptation is joining the team, establishing relations with colleagues and managers. (Charles 2006). In "Teaspoon" all employees are trying to help a new employee, to talk to him/her, to ask questions and do everything to support conversations. When I came to this organization - I quickly found common ground with the staff, because they helped me with this. This is the main point, not only in the process of adaptation of newcomers, but also in the atmosphere of the company as a whole. If a majority of workers are friendly, the work will not be routine and boring for them.

Of course, a new employee has some practical training to know the duties and requirements that he or she is requested to do by the organization.

One should pay attention to the process of adaptation in American companies. Managers and company staff themselves are involved in this process. The employees of "Tea Spoon" company follow this rule. Telling about the history of the company, its labor conditions and rules is a part of managers' work. They explain the objectives and requirements of a job. Experienced employees pay attention to new employees during the first few weeks and try to help, and encourage them. There is a special tour for newcomers around the office and they also attend a lecture about the goals, priorities, concerns, standards of the company. They are told about the various features of the organization's policies and are explained the principles of recruitment or rules of

keeping commercial information as well as the norms and forms of remuneration and additional benefits. A manager also tells about the rules of labor protection and safety measures (Charles 2006).

This is part of the corporate culture, because employees help to new employee to adapt more quickly, to attract him to the different principles that are accepted in the organization. A new employee becomes part of the company, and therefore, becomes part of its corporate culture.

A supervisor plays an important role in the process of adaptation of a new employee, because he or she the embodiment of corporate culture. The behavior of a manager will be of primary importance for an employee. A supervisor's appreciating is very important for an employee. Due to this evaluation feedback mechanism starts and that will help an employee understand the corporate values and begin to adhere to the rules of a company.

Competence in practical personnel management has also an important role in modern organizations. Competence is personal qualities, abilities, skills which are necessary for an employee to perform his or her duties well. An employee's skills include an ability to set clear goals, gathering and analysis of information, communication skills and ability to work in a group. The qualities of the employee should include leadership, result orientation, personal development.

Competence is a stable part of a human and determines his or her behavior in different situations. Competence includes a variety of options that can be seen in individual's behavior. These are the characteristics of temperament, emotion, will, intelligence, motivation, knowledge and complex skills (Charles 2006).

In addition to personal character, motives and abilities, individual behavior is also influenced by the values of an organization and an employee. It is necessary to be understood by both sides as possible. Because, if an employee wants to be a technician, and has appropriate skills to do this, but works in recruitment, he or she is unlikely to strive for success. Now I see such people in the office. But I know that if our company has a vacancy, at first, the company informs its employees, who are the best for an opened vacancy, rather than external candidates. Because it is important for us that

every employee is at proper place and is satisfied with what he or she does. It is very difficult to do, but it's good that leaders of many companies try to do it. It also motivates some workers to remain in a company.

The "Teaspoon" company offers a variety of benefits to its employees. They are educational trainings, social package (it is a means, adopted by the Russian companies, by them management can encourage employees offering some benefits, for example, in "Teaspoon" the social package includes transportation costs for office staff, free meals). The company also provides an opportunity to develop professionally within the organization. Managers delegate their responsibilities to employees who can show their capacity to work. Of course, these are tasks, unsatisfactory outcome of which will not disappoint a manager, for example, completing documents according to the model or making an inventory at the outlet. This task is a chance for an employee.

The company often holds a so-called "pool". This is an educational program for employees, such as, lectures on key areas with which they work (cash program, legal legislation program, etc.).

Some café managers take the initiative to hold seminars at outlets in order to transfer their experience to employees. For example, the manager, who worked in some top restaurants of the city before joining the "Teaspoon" team - tells their employees how to cope with stressful situations efficiently. I am very pleased that the company allows its staff to take the initiative.

The company has feedback not only from customers but also from the management team and employees. But this relations are weaker than the feedback from customers. Because top managers are interested only in the life of the employees in the office. I believe that every employee should have the opportunity to communicate with the senior manager on some issues. I understand that it is very difficult to organize, because top managers always have a lot of work. But I suppose it's worth trying.

Corporate culture can be determined not only by material attributes, but also by leisure time, social and cultural activities or events. Thus, the corporate culture of the organization is formed as a financial and non-financial motivation of personnel.

Financial motivation in “Teaspoon” company means salaries employees get according to their positions or status in the organization. The salaries are: bonuses, commissions and other special cash rewards (Shurpo 2011, 5).

In my thesis work, I want to take a closer look at non-financial motivation of staff, because I believe that the financial motivation is short-lived, short-term. In addition, non-financial motivation is interesting to consider, it also develops the personality of each employee (for example, employee can develop artistic abilities participating in corporate events), helping to find and express themselves.

Thus, the non-financial incentives support employees by funds which are not related to payments for work, but can increase loyalty to a company (Shurpo 2011, 7).

There are several kinds of motivation accepted in "Teaspoon" company:

First, flexible working hours. In "Teaspoon" it is also possible to negotiate a possibility to come when you are able during the exact period of time. For example, a student taking exams at the university may attend work only a couple of times a week. The company also has a flexible system of vacation.

Gifts that emphasize the importance and the status of an employee. It can be Christmas gifts for employees' families. During Christmas holidays the company held a special celebration for children of employees with a variety of entertainment programs. Photos of the best employees on the boards of honor can be included here.

Also, the voluntary health insurance and improving the workplace (I mentioned it earlier). Changing an employee's rank: promotion, training, seminars.

Corporate events are a kind of motivation too. They are important to strengthen team unity and support "the team spirit". In "Teaspoon" they organize festivals, parties which are needed to demonstrate corporate values to the employees.

3.3 Corporate events in the company “Teaspoon”

In "Teaspoon" employees can come to any events with their families. Also, corporate events are used as a part of group work among the staff.

To sum up, we can identify the definition of what a corporate event it is a format of group work with the staff, which allows to realize the informing, training and motivational purposes (Shurpo 2012, 15). It is important to organize corporate events carefully, because they serve the purpose of development of corporate unity. Corporate events must have a positive motivational load.

In the "Teaspoon" company corporate events are held a few times a year for employees and their families. These activities relate to specific events. They have a format of common activities for the whole company, also local events in each outlet and events for the best employees based on periodical results.

On the day before the event employees work half a day, the departments are closed several hours earlier. The next day employees come to work a few hours later.

The main celebration of the company is the Birthday of the company, not only all the employees of the organization, but also its partners and friends of the company are invited to celebrate . The event organizers rent a nightclub, as shown on figure 4. The main purpose of the event, in addition to a Birthday celebration is to inform about the new values and mission of the organization. On the 10th anniversary of the company, which was celebrated in 2011 year, innovations were presented through the theater plays and reflected specific ideas. The best employees of the year were chosen in each department of the company, they were given gifts.



FIGURE 4. Birthday of the company in 2011

Outdoor events in the countryside are usually held in summer. For example, office workers have a barbecue parties. There are also various competitions and other entertainment programs for the employees.

Seasonal motivational activities in the company are held in spring or summer. The staff set the goal, for example, to increase sales up to 95%. After some time the best of the best employees are selected, the company holds a raffle, where the employees can win a valuable prize. The last prize was Ipad and HTC phone, which can be seen on figure 5.



FIGURE 5. Summer motivational event in 2012

Regularly the company sets goals for its sales outlets. The outlet, which does its best, gets gifts. It may be a tour around the city in a limousine, paintball, rock climbing, ice skating or roller-skating to all employees of this sales outlet.

They also hold a fest for staff's children (under 12 years old). Animators organize various competitions for children, give gifts and prizes; make-up artist makes face-art and, of course, offer delicious and sweet treats for children, as shown in figure 6.



FIGURE 6. Fest for children in 2011

There is a clearly-built system of incentives for operating personnel. The best employee in each department is chosen every month. Selected employees gather in a group and together with the manager of the corporate culture go out to the event that was prepared beforehand.

There is also a system of incentives for management personnel of the company. They get an opportunity to present their projects for improving or modernizing the departments. The author of a successful project receives a financial reward.

The company's corporate culture is also focused on creativity, because most of the employees in the cafes are between 17 - 25 years old, and in other departments of the company (office, factory) 23-30 years old. That means that mainly young people work for the company. On the anniversary of the company in December 2011 the staff with the professional film directors and cameramen made a corporate film. Some staff helped the writers, while others helped the organizers, the rest of the employees were involved as actors or designers. Any creative work in the company is voluntary.

Thus, the company is forming and developing non-financial incentives for its employees. Because of this staff trust the employer, employees are more loyal to the shortcomings of the company. That is the reason why staff is ready to work longer hours, and to decide certain questions independently. All this keeps employees working for their company not only due to finances, but also to non-financial motivation.

4 THE AIMS AND METHODS

I sent the questionnaire by internal mail for 159 employees. They consisted of working staff, which have the mail, also managers of outlets, office staff, and two top-managers. Additional 9 employees responded to me verbally face to face. They was office staff (6 people), 2 managers of outlets and 1 manager of personnel (top-manager).

4.1 The aims

We call the corporate culture as the "the corporate spirit" in our company.

Of course, it is not a perfect system of encouraging employees and their leisure activities in the company. I created a questionnaire as shown in appendix 1 in a Word document and sent it to all employees of the office by internal mail. The theme is "corporate spirit" within the organization. I did it to identify any shortcomings in the corporate culture of the company and also to review the proposals how to improve the friendly atmosphere in the company.

4.2 Methods

I chose two methods of research – they were a survey and interviews. Those employees who received my questionnaire by mail and wanted to help me in my research - responded to my questions in written form. I used the survey because it was necessary to ask a large number of employees and because there is a psychological interaction between the researcher and the respondent. Also, workers had to think carefully about their answers. The main advantage of the method of the survey is the breadth of coverage of different areas in the one organization. With this method can get information about any problems in the life of an employee at work. A big advantage is that can find answers from a large number of employees in the shortest possible time. As for the interviews I kept prepared questions which I asked in order had been written. During the interviews, I wrote the answers in my notebook so employees could see them. I used a semi standardized kind of interview, which implies the use of not only closed questions, but also a number of open questions. This interview focuses on the most important, from the point of view of the goals and objectives of the survey, questions and variants of the answer to them. In this case, the interviewer has the ability to formulate certain questions arbitrarily, focusing on the situation and adding the answers to closed questions. I formulated questions in advance and asked employees sequentially. But interview was included the open questions also. (Walonick 2012.)

5 RESULTS AND ANALYSIS OF RESULTS

I got answers from 53 employees by the internal mail and 9 employees responded to me verbally face to face. These nine employees responded to the same questions that have been sent by e-mail. They preferred to talk with me to understand the purpose of my questions. I told them the purpose of my thesis. After that they answered on all my questions.

5.1 Results

I came to results when I summed up the answers to the interview:

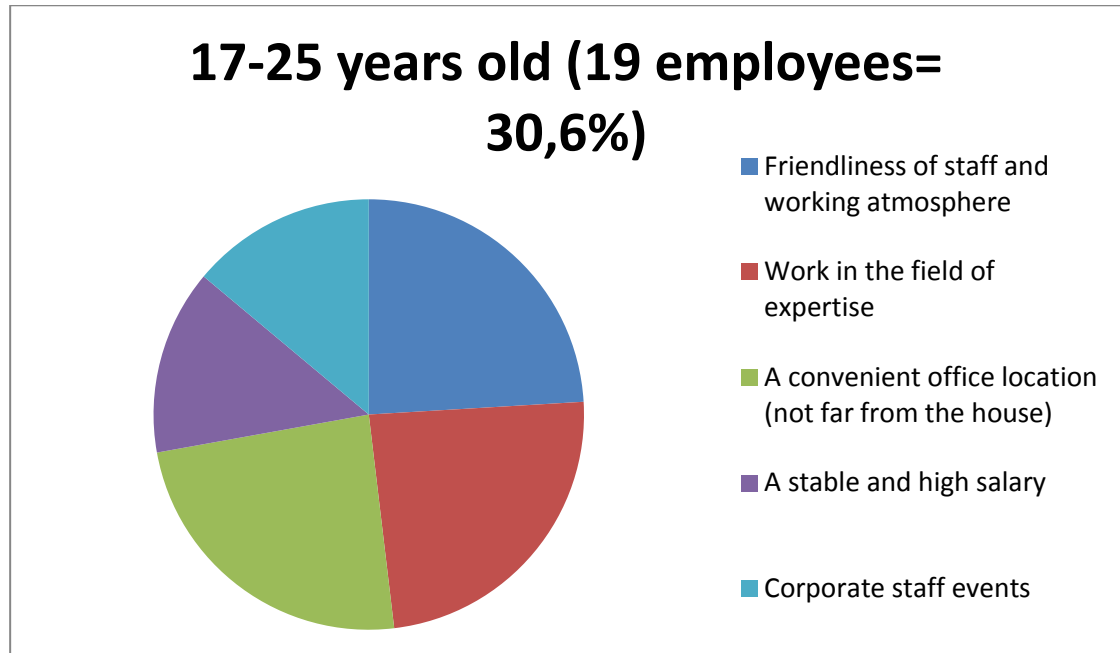


FIGURE 7. Answers from interview respondents aged 17-25 years

At the figure 7 can see, that for employees who are between 17-25 years old (30.6% people answered), the most important is a friendly working environment, work in the field of expertise and a convenient office location. 17.7% of people out of 30.6% have set the highest score for the stability and high wages, and corporate events. 3.2% of persons did not care office location and recreational activities for employees.

Development in the company, the responsibility and self-development is the most important values in the company for these employees. According to a survey 4.8% employees also chose positivity. 20.9% of people - profit. Also 9.6% of people chose teamwork, and create high-quality service.

The most people of company likes corporate events, and they know that the corporate culture - a social responsibility, it is the event for the staff and families of employees. It is the company's brand. They add also uniform of working staff and advertising to the corporate culture. They also want to communicate more with the managers, because it happens not so often.

The following responding employees in aged 26-30 years old, as shown in figure 8. 41.9% of people explain verbally.

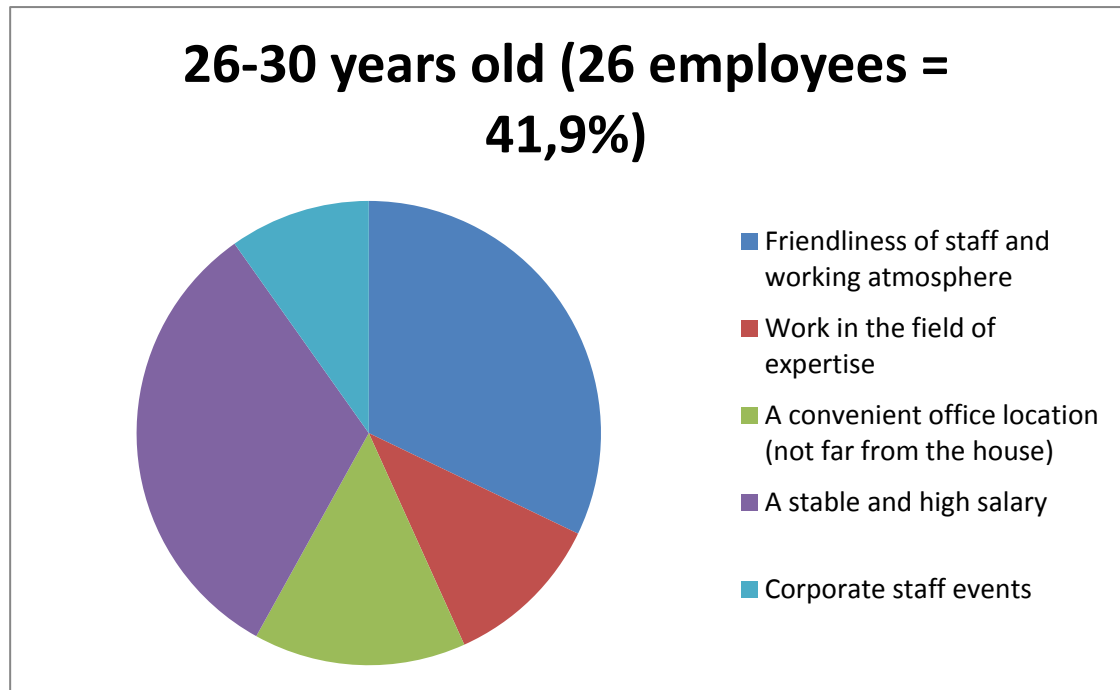


FIGURE 8. Answers from interview respondents aged 26-30 years

The company's stability and high salary is important for most of them. The important point also is a good working atmosphere. In a survey of 19.3% of people have set "very good" on hold corporate events and convenient location of the office, and 14.5% have set "very good" at work in the field of expertise. 12.8% of members have put the "satisfactorily" on the same points.

Responsibility, development in the company and profit is the important purpose and value of the company for all employees. The creation of high quality service is also important for 22% of respondents. They know about the corporate culture of the organization only that the company arranges a variety of activities for employees and the company has a bright positioning (logo, advertising). Most of employees visited different events 1-2 times a year, because many events are held at night.

Employees who are aged 31-35 (16.1% of people answered), which are shown in figure 9:

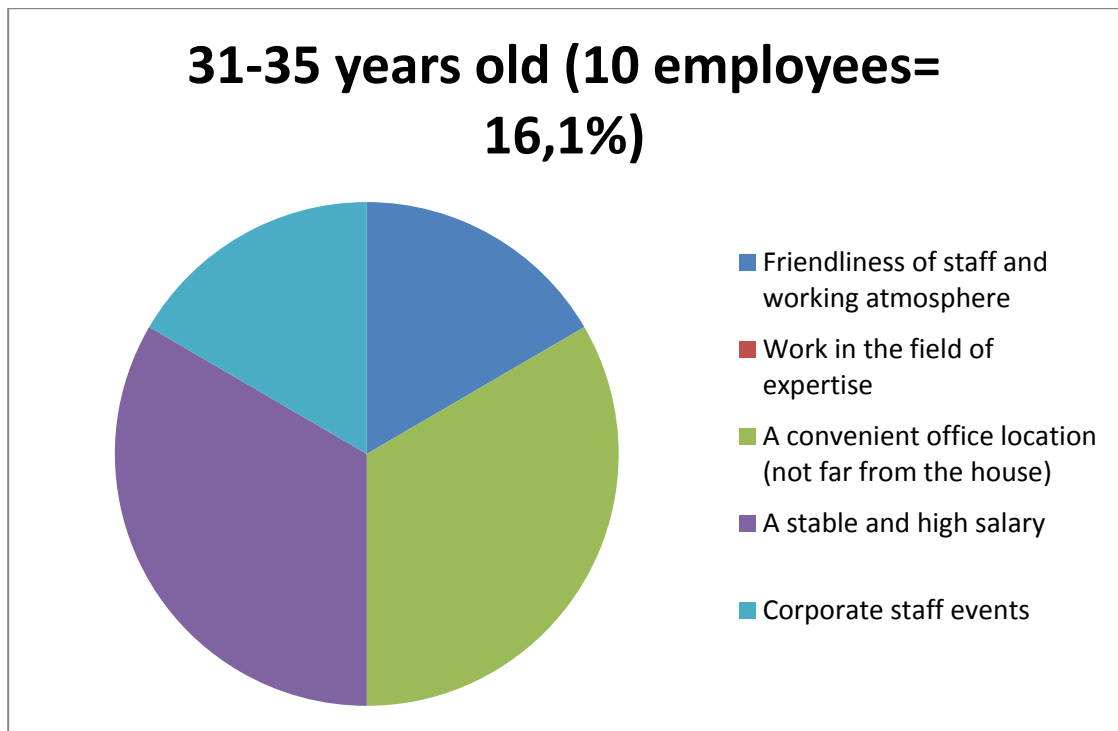


FIGURE 9. Answers from interview respondents aged 31-35 years

Employees aged 31-35 said that a high salary and stability in the company is the most important for them, also the convenience of location of the office. Just 8% of employees set "4" on the working atmosphere. And 8% of staff set "3" at corporate events and work in the field of expertise. The responsibility and development in the company is an important value for these employees. Also, of course, profit, because most of them provide his family.

About the corporate culture in "Teaspoon" company they only know that the organization holds a variety of events, and that the secretary in the office has free tea for staff and guests. They are indifferent to the activities of the company and visits only Birthday of company. For these employees communication with top managers is important. Also, some of them offered the opportunity to take their children with them to the events that are held only for office staff. On events must be animators for children, which can be trusted their children and to relax, not worrying about the baby. It needs to be done especially in the summer, when the nursery schools are not working.

The following staff aged over 35 years, of which 11.3% of employees responded, one of which is the top manager of company.

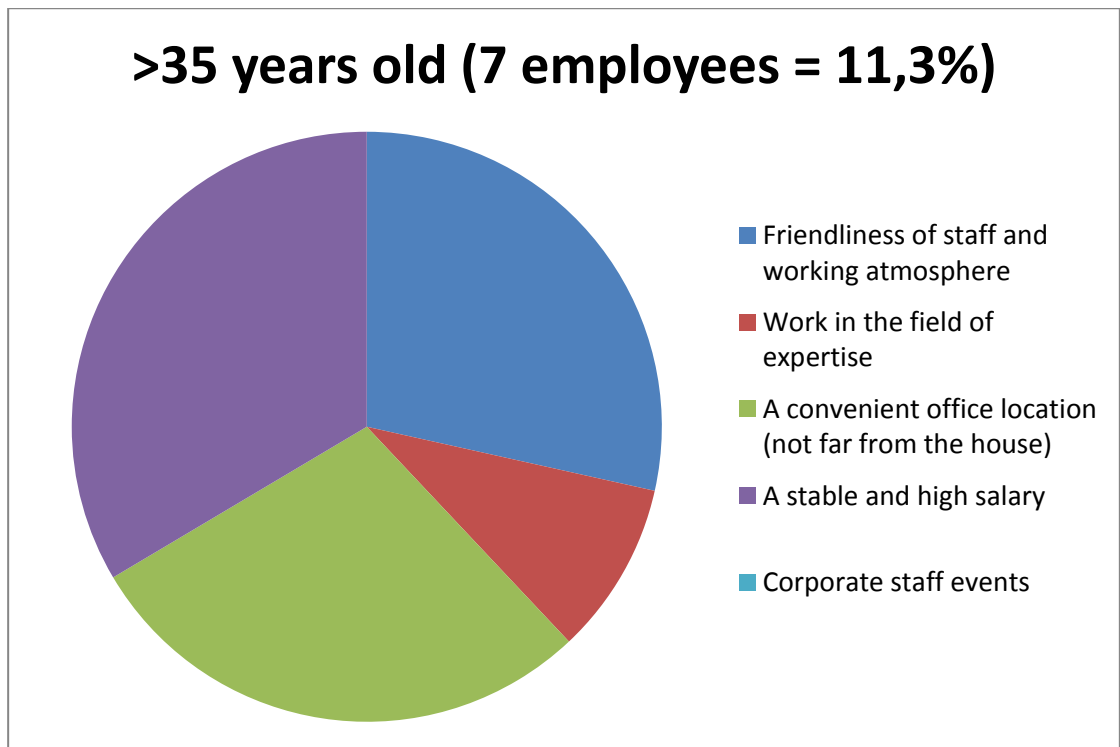


FIGURE 10. Answers from interview respondents aged over 35 years

Figure 10 shows, that the stability and high wages is important for these employees, as well as for all others. Work in the field of expertise is important for 3.2% of employees as shown by a survey. 9.6% of people choose point 2 in questionnaire of convenience office location, friendly working atmosphere and work in the field of expertise. Most of staff in this ages put point 2 on corporate events in the company.

The responsibility and team work is an important for employees. The company's profits is important for 3.2% of employees. About the corporate culture they only know that the company offers various events which those people visit rarely. They visit only the Birthday of the company. And they would like to add more retro music on this day.

Employees responded to the following questions also by age group, are shown in table 1:

TABLE 1. Answers from interview

| How do you like corporate events in the company "Teaspoon"? | | | |
|---|-------------|-------------|-----------|
| 17-25 years | 26-30 years | 31-35 years | >35 years |
| | | | |

| I like it | I have not decided | I don't like it | I have not decided |
|---|---|---|--|
| How often do you visit company's events? | | | |
| 17-25 years | 26-30 years | 31-35 years | >35 years |
| - I always attend all the events (28,9%) - I usually skip 1-2 events a year (1,6%) | I usually skip 1-2 events a year | I visit only Birth-day of the company | I visit only Birth-day of the company |
| What kinds of gifts would you prefer most? | | | |
| 17-25 years | 26-30 years | 31-35 years | >35 years |
| - Cash bonuses - Free tours to abroad | - Cash bonuses - Electronic equipment | - Cash bonuses - Electronic equipment | - Free tickets to the theater, exhibitions, museums, concerts, etc. |
| What would you like to change in the office? | | | |
| 17-25 years | 26-30 years | 31-35 years | >35 years |
| - to change furniture - location of office - to add the art gallery on the office walls | - colors in the design - add more greens and herbs - 20.9% of people offered to separate the waste in garbage barrels | - to change furniture - location of the office | - to add a TV - change the furniture on more comfortable - add more greens and herbs |

| What are your expectations for corporate events of the "Teaspoon"? | |
|--|--|
| 17-25 years | They want to communicate more with the managers. |
| 26-31 years | They expressed a desire to do more training sessions and more communication with the managers. |
| 31-35 years | For these employees communication with top managers is an important. |
| >35 years | They would like more retro-disco, excursions and evening of poetry. |

Thus, from the responses I saw that: responsibility is the main value of the work for all employees. The development is important also to employees under 35 years old (as in the company, and self-development), as well the stability and high salary. Almost all employees are not satisfied the location of the office. Office is located near the center of city, but in the industrial district. Especially it is difficult for new employees, because to find office it is difficult for them.

Only young workers under 30 are interested in corporate events of company. This is due to the fact that the company's events are focused on the youth of today. These employees want that the company organize more events, various business training and chat with top managers. All employees in this age group would like to receive as a gift - cash bonuses. Also, employees over 25 years old want to get electronic equipment. Most workers under 30 wish to change the location of the office, the furniture and add greens. Employees between 26-30 years offered important proposal - started to separate the waste in different garbage barrels. This is very unusual for Russia, because few companies are doing it, and a small amount of people watching this. This is a very good and correct proposal.

Employees who are over 35 years old would like to receive different free tickets to exhibitions and museums. They enjoy more relaxing events. In the office, they would like to watch TV during the lunch break.

Unfortunately, most of the staff knows very little about the corporate culture in the organization, and in general. Employees know only that the company is holding events that the company has a striking design, and that in city has a lot of advertising

about "Teaspoon." They are not familiar with other important aspects of the corporate culture.

5.2 Analysis of results

On the basis of these answers, I want to propose some changes and additions to the corporate culture of the organization "Teaspoon", which can be seen in table 2.

TABLE 2. Suggested changes and additions in the corporate culture of "Teaspoon"

| CHANGES | REASON | EXAMPLE |
|--|--|--|
| In "Teaspoon" it is necessary to arrange activities in order to start communication between top management and the staff of cafés. | In the theoretical part of my report I wrote about the feedback between the head manager and the staff and I mentioned that it is on low level. It is very difficult to arrange, but it is more than possible. | If the outlets organize its local corporate event (picnic) – it is needful to invite the top managers. From the manager's side it would be well to accept this invitation, and spend at least two hours communicating with waiters. (Shurpo 2011.) |
| Giving present for best employees. | Rewarding the best employees takes place every three months. Employees go out for corporate events. But giving present to employees is also a very good idea. Because presents will remind the employee about the results of his or her labor. | It could be a watch, a cup, pen, usb-stick. Not an expensive gift, but the one that any employee will frequently uses – it is memory. |
| Gifts for cafe workers on the Day of company. | On the Day of the company only management staff (managers, administrators, | It could be Not an expensive gift also, for example a cap or a pen. |

| | | |
|---|--|--|
| | specialists) receive the gifts. The cafe workers of the "Teaspoons" outlets are also worth of note. In addition, it will increase the loyalty of the employees, and the managers and the employees will become closer. (Shurpo 2012.) | |
| Lecture about corporate culture for all employees | It is essential to hold lecture about corporate culture for all employees. It is necessary to explain to employees that not only the manager of corporate culture is responsible for this, but also the employees themselves should help him to build a good corporate culture of the organization and they must give suggestions for improvement. | This can be done in several stages. Employees need to divide by age or by department. To convey to employees the importance of corporate culture of the organization, said that it is not only a bright style of the company, events, advertising, but also the positive attitude of workers. This is aiming to the effective result of work. Friendly atmosphere in the team is very important. |
| To arrange special visits to outlets through teambuilding (not just locally, but also with top managers | This should be done to improve the efficiency of the team. Team building is one of the most important tools of personnel management. "Team spirit" is formed through this process, and helps develop corporate culture of the | It can be sports (football, volleyball), or mini-contests in the office, when organizers has to spend a small amount of money, but more of organizational abilities. Volunteering is one of the good ideas (donating blood for example). Such events |

| | | |
|--|--|--|
| | <p>organization. Employees develop their abilities and skills by teambuilding, match their individual goals with business ones, discuss and make decisions with all members of the group. For example, it is possible to organize an event aimed specially at improving the skills of employees in the team.</p> | <p>encourage unity, which is an important component of team building. (McNamara 2011.)</p> |
| <p>Focus on middle age workers and It is essential to put more emphasis on non-financial motivation to feel the "spirit" of the company.</p> | <p>Free tickets to exhibitions and museums are very important for middle age workers. They need calm events, where they can discover with the art, to talk easy to each other in a non-working environment. In order to adults employees visited disco of the company, DJ need play not only modern music, but also retro music.</p> | <p>Arrange a "retro music hour", when in the one room may be play music only to employees of middle age, and the young employees will be play various games in another room. Also to visit theaters, museums of St. Petersburg, to organize a mini-competitions, to win pleasant little gifts (like candies), to arrange photo contests.</p> |
| <p>Separate the waste in different garbage barrels.</p> | <p>It is very good suggestion came from employees. Gradually, many people will start to care about the environment of our country, because I think that the environment in Russia there is a very low level. It</p> | <p>To do it not difficult, and in this case, through the company, employees will begin to separate the waste at home. Their children will see it, and will do same. Maybe children will offer the same suggestion in their</p> |

| | | |
|--|--|---|
| | is precisely due of the people. Employees can start to care for the environment from their company. | schools. |
| Organizes a contest every month. | At present the manager of corporate culture organizes a contest every three months. But such contests should be held at least once a month. It maintains a positive attitude in the departments. A competition lasts for 3 days and then the employees discuss it and participate in it. After the competition is finished – the employees share impressions, discuss any nuances, laugh. After a while, everybody forgets about it and work again becomes routine. The second contest, third, fourth etc. should be held, in order to avoid this. | To keep optimism in the organization should be held regularly. |
| Managers of company can try to change the design of the office to make it more comfortable and positive. | Many employees have expressed a desire to change the location of the office. But this is a very difficult task for the managers. Some employees will want to have office in the northern part of the city, other workers in the | Managers can add free drinks (except tea and coffee), and small desserts (such as cookies). Put the TV in the dining room. Arrange a gallery of paintings on the walls. And then the employees will pay less attention to the external ter- |

| | | |
|--|---|--|
| | southern part of the city. It will be difficult to please all employees simultaneously. | ritory where it is located. (Shurpo 2012.) |
|--|---|--|

6 CONCLUSION

In conclusion it can be said that the formation of corporate culture by means of leisure, social and cultural activities, and mainly with the use of non-financial motivation provides the development of necessary people for the organization within professional activities of company. Leisure and cultural events bring people together and increase the communication of the staff. At corporate events employees have a good mood, they feel fine. They will have positive memories during the next following weeks. Leisure events are a factor of maintaining the corporate culture of the organization, which enhances loyalty and motivation of employees. Thus, employees will be interested in following company's aims and purposes.

In each company, and, of course, in "Teaspoon" it is always necessary to improve corporate culture. During conversation employees of organization saying that easiest way to do it is through leisure activities, because through them it is easier and more affordable to call employees' attention to the values and goals of the organization, to maintain a positive attitude in the organization and unite the team to solve common problems.

Was held a conversation with the director of the organization, the manager of the corporate culture and the personnel director, and have adopted various solutions and prepared a plan of changing the corporate culture of the organization for one year, which can be seen in table 3.

TABLE 3. Plan of changing the corporate culture in "Teaspoon" for one year

| Plan for one year |
|---|
| The director of the organization must notify all employees about the following plan of changing in the corporate culture of the organization for the coming year. This meeting should take place in January, right after the New Year holidays. |

| |
|--|
| <p>In February, manager of the corporate culture should hold an introductory lecture about the organizational culture in our organization, and discuss more in detail about the planned changes.</p> <p>In the same month, the purchasing manager will buy different garbage barrels for separate the waste. Garbage disposal will be organized in special places.</p> |
| <p>In March, June, September and December will be rewarding the best employees. The company will present gifts such as cups, USB-stick, pens and watches.</p> |
| <p>Managers of company will plan to organize a football among all employees in April.</p> |
| <p>Since May, when weather will good in St. Petersburg, the company is planning to organize trips employees on a variety of excursions and exhibitions.</p> |
| <p>The football hosts in July in St. Petersburg every year among all the restaurants in town. Our company will take part in this year.</p> |
| <p>The company will gradually change the design of the office, taking into account the desires employees. Since the summer.</p> |
| <p>Day of company will be held in December. On this day, gifts will present not only for top managers, but also for employees of a cafe.</p> |
| <p>Mini-competitions will be held in the office with nice gifts each month.</p> |
| <p>Other changes in the corporate culture of the company will be made later, given the success of changes in this plan.</p> |

It was decided to gradually change certain aspects of the organizational culture of the company with all employees. This type of change is suited to the company, because in the organization works a large number of employees and the company have the corporate culture already, albeit weak. Employees were informed that in the company will strengthen the non-financial motivation. Organizers motivate employees to participate in various competitions, by dint of ads, by promised prizes and get a good mood.

After reviewing the results of interview, director agreed that the non-financial motivation is important, and it is fits to such organization as "Teaspoon", because leisure events, prizes, and various competitions are fits for all ages of employees. With the help of non-financial motivation may increase the loyalty of employees to the company, especially the young people, because the finance for them is not the most important thing, as demonstrated interview. As well, the non-financial motivation will be very useful in the conditions of the financial crisis in the country, as it was in late

2008 and early 2009 years. On Birthdays of employees, will be given gifts in the form of tickets to various clubs, courses, shopping, not money. Also, different rewards for good work and implementation plans of outlets of the company.

The manager of corporate culture will held a lecture for all employees about the corporate culture in general, about characteristics of "Teaspoon", also will talk about the non-financial motivation. In winter, the staff will meet with top managers of the company in a friendly atmosphere. In summer planned not only the football, but also volleyball for employees. Currently, the company negotiated budget for sports games.

With the manager was prepared a plan of the various creative competitions. At the moment, running photo-quest, in which each participant receives ten interesting tasks. The main prize of competition it is a professional photo camera.

The formation and maintaining the corporate culture is very complex and fairly long process that requires attention especially in Russia, where corporate culture has just begun to develop. Successful operation of any organization depends on people, who play the main part in corporate culture. Therefore, managers need to show the value of power of the "corporate spirit" of the company, because the result of this will affect the efficiency of production.

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The questionnaire for staff of the company “Teaspoon”.

| <p>1. How old are you? Choose an answer.</p> <ul style="list-style-type: none"> - 17-25 - 26-30 - 31-35 - >35 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|------------|-------------------|-------------|------------------|------------------|--|------------|-------------------|-------------|------------------|------------------|--------------------------|--|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|------------------------|--|--|--|--|--|--------------------------------|--|--|--|--|--|
| <p>2. How important are these aspects for you? Choose the rating for each item (from 1 to 5)</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 35%;"></th> <th style="width: 10%;">1 (bad)</th> <th style="width: 15%;">2 (acceptable)</th> <th style="width: 15%;">3 (good)</th> <th style="width: 15%;">4 (very good)</th> <th style="width: 10%;">5 (excellent)</th> </tr> </thead> <tbody> <tr> <td style="text-align: left; padding: 5px;">A stable and high salary</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="text-align: left; padding: 5px;">A convenient office location (not far from the house)</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="text-align: left; padding: 5px;">Friendliness of staff and working atmosphere</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="text-align: left; padding: 5px;">Corporate staff events</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="text-align: left; padding: 5px;">Work in the field of expertise</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | | | | | | | 1 (bad) | 2 (acceptable) | 3 (good) | 4 (very good) | 5 (excellent) | A stable and high salary | | | | | | A convenient office location (not far from the house) | | | | | | Friendliness of staff and working atmosphere | | | | | | Corporate staff events | | | | | | Work in the field of expertise | | | | | |
| | 1 (bad) | 2 (acceptable) | 3 (good) | 4 (very good) | 5 (excellent) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| A stable and high salary | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| A convenient office location (not far from the house) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Friendliness of staff and working atmosphere | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Corporate staff events | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Work in the field of expertise | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>3. What values and goals of the company are important to you? You can choose several answers.</p> <ul style="list-style-type: none"> - Responsibility; - Development of the company; - Teamwork; - Positivity; - Creation of high quality services; - Individuality (self-development); | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| <p>- Profit.</p> |
| <p>4. What do you know about the corporate culture? Give more details, please.</p> <hr/> |
| <p>5. How do you like corporate events in the company "Teaspoon"? Choose one point.</p> <ul style="list-style-type: none"> - 5 (I adore them!); - 4 (I like it); - 3 (I have not decided); - 2 (I don't like it); - 1 (I hate it and do not understand the meaning of its organizing). |
| <p>6. How often do you visit company's events?</p> <ul style="list-style-type: none"> - I always attend all the events! - I usually skip 1-2 events a year, because they are held at night. - I visit only Birthday of the company. - I never visit any events. |
| <p>7. What are your expectations for corporate events of the "Teaspoon"? Please, give more details.</p> <hr/> |
| <p>8. What do you want to see visiting corporate events of the company? You can choose several answers.</p> <ul style="list-style-type: none"> - Disco; - Concert; - Competition; - Sports plays; - Excursions; - Outlets gathering; - Communication with managers of company; - Evening of Poetry; - Exhibition of handmade things; - Maybe some other cultural program. Own suggestion: <hr/> |
| <p>9. What, in your opinion, should be changed in the organizing of events? Please, give more details.</p> <hr/> |

10. What kinds of gifts would you prefer most? Choose an answer.

- Cash bonuses;
- A souvenir;
- Electronic equipment;
- Free tickets to the theater, exhibitions, museums, water parks, concerts, etc.
- Own suggestion:

11. What would you like to change in the office? Choose an answer.

- Furniture;
- Colors;
- Location;
- Add greenery and herbs;
- Free dessert for tea;
- Own suggestion:

APPENDIX 2(1).

Appendix on several pages