Increasing professional motivation in a small-sized organization

Case company: Nonstop Autopesu
## Abstract

Employees of Nonstop Autopesu, a washing center located in Helsinki, Finland, are currently facing a lack of professional motivation, which leads to a staff turnover and productivity decrease. This Bachelor's thesis discusses what causes employee displeasure in the case company, and what could be done in order to increase employee professional motivation and improve the situation accordingly.

The authors of the thesis are aimed at building a new motivation strategy in the organization based on needs and desires of actual employees. In order to define what the motivating and demotivating factors are for the people working in Nonstop Autopesu, the theoretical discussion and the empirical study have been arranged. The literature review disclosed the main principals of personal and professional employee formation, the connection of internal and external motivating factors for an individual. The empirical research has been organized in February 2016 in form of a personal interview by using a qualitative method. Interviews were aimed at identifying problems associated with professional motivation at the workplace and employee actual needs and desires.

The research has revealed that there truly is a problem with professional motivation in the case company. Employee complaints are mostly concerned the routine nature of a job, lack of growth opportunities and appreciation as well as informal communication and joy. In order to improve the situation accordingly, the development proposal has been suggested. The main idea of the proposal is to bring more meaningfulness to job and to adjust working conditions that would contribute to a motivation increasing together as one team where both managers and the employees will be engaged.

The research problem has been solved. However, since no recommendations can guarantee an ideal, instant and permanent result, the situation will now be regularly monitored and continue to improve and adjust. The investigation will also be repeated after a period of time.

### Keywords

- Professional motivation
- Work motivation
- Employee motivation
- Employee engagement
- Appreciation
- Car washing business

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**Employee complaints**

- Routine nature of a job
- Lack of growth opportunities
- Lack of appreciation
- Informal communication
- Joy
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# 1 Introduction

The role of professional motivation is generally seen as a ground of stable economic conditions and comfortable working conditions for the particular organization. (Mescon, Albert, Khedouri 1985)

The complex analysis of the scientists research results together with the reports of the leading organizational managers indicate constant emergence of problems associated with professional motivation as such. The biggest problems associated with motivation policy have been defined as dissatisfaction of the salary amount, lack of power and autonomy, general working conditions and working responsibilities.

The main motivation of working activity is a desire of fulfilling basic human needs, both biological and social. The evolution of applying different methods of increasing motivation showed many positive as well as negative experiences. Which is normal, since there is no perfect model of motivational stimulation that would meet requirements of different organizations, social groups, territories and so on. All the existing models differ in their orientation and effectiveness. (Travin, Dyatlov 2003)

The problem of motivation system improving is always actual. This fact is proofed by both theory and practice, since the more effective the motivation system is in the company, the more socially and professionally active each worker is, and the more successful and productive the whole organization is becoming. (Travin, Dyatlov 2003)

The following is an investigation aimed at identifying the problems associated with work motivation of one small-sized organization. With the help of this study, we expect to find ways for increasing professional motivation of the employees, what in its turn will contribute to an increasing of company’s overall wellbeing and productivity.
1.1 Research problem and objectives

This thesis is done for the Nonstop Autopesu company. Nonstop Autopesu is a car-washing center in Helsinki, which has operated for over six years. For the moment, they are going through big changes. The authors of the thesis have become the new owners of the business and now are planning to update and renew it in accordance with the current market trends.

The tendency of the past years shows that the average length of each employee’s working period in Nonstop Autopesu was only about one year. Yet, the new CEO Timerlan Patiev respects loyalty and aims at employee retention.

Open conversation with the workforce has revealed that the employees are not fully satisfied with the working conditions, which are not allowing them to fulfill their personal and professional needs properly and, thus, not motivating them to do their best at work. In a situation like this, the decision has been made by Timerlan to study what causes employees displeasure and find ways to increase their professional motivation.

Therefore, the purpose of the research was to identify the features of professional motivation among the employees working in Nonstop Autopesu, and to give proper recommendations on improving the situation accordingly. The main research question has been formulated as ‘How to improve professional motivation of the workers in Nonstop Autopesu?’ While being the direct owners of the case company, this investigation brings big practical value for the thesis authors.

The objectives of the research were to study the theoretical base on the problem of employee professional motivation formation; define the features of the professional motivation of the Nonstop Autopesu workers associated with their personal human needs, social and group needs, long- and short-term goals and professional orientation; analyse the results, formulate conclusions and further relevant recommendations.
1.2 **Content and structure of the thesis**

This is a research-based thesis that is structured on the principal ‘theory-practice-outcome’. The following report consists of two main parts: theoretical and empirical study. In the third section of the report, the research conclusions as well as practical recommendations will be written.


For the empirical part of the thesis, each employee of the case company, Nonstop Autopesu, is going to be interviewed on the matter of his/her work motivating and demotivating factors in order to create a new motivation strategy.

Tools that have been used for creating some of the interview questions for the empirical study are: investigation technique of defining career orientation values ‘Career Anchors’ (Schein 1978); investigation technique of defining motivational and emotional profile of a personality (Milman 1990); methodology of defining the professional motivation extend of an employee ‘Work-Money’ (Potemkina 2001).

Some of the sources that have been used for creating a theoretical part and interview questions are in narrow access due to their language. Along with the world-famous specialists in the field, we have analyzed publications written by the Russian scientists that are studying a phenomenon of and professional motivation from the different angle. Those publications have not been translated into other languages, and, thus, we believe that the outcomes of this research will bring good theoretical and practical value both for the small-sized organizations and for further studies.
2 Theoretical framework

In this section of this thesis, the theoretical context of employee motivation will be introduced and different theories about motivation and factors affecting the motivation are discussed. In addition, different methods and techniques of increasing employee motivation will be suggested.

2.1 Features of the employee motivation

The notion of motivation is generally understood as stimulus causing one’s activity and determining its direction. While affecting one’s activity and behavior as such, the motivation influences professional self-determination and self-satisfaction with the work one does. (Verhovin 2002)

Professional motivation is an action of concrete motives responsible for making a career choice and continuing performing duties associated with this choice. The fundamentals of the professional motivation studies are the theories of motivation developed in the areas of cognitive, psychoanalytic and dispositional psychology. (Verhovin 2002)

Dispositional theories come directly from the job given and challenges this job might have, challenges that the employee has to take, potential professional growth opportunities and duties that he has to perform. (Verhovin 2002)
In 1957 British psychologist, Raymond Cattell has created a ‘dynamic grid of aspirations and ambitions’. He divided all the motivational dispositions into two big groups. Group number one stands for the biologically caused desires of a human being. The second group shows the motives that are caused by one’s concrete life history and its consequences. (Cattell 1957)

As part of the dispositional theory of professional motivation, there are five models established. Those are: the theory of an achievements desire; the hierarchy of needs theory; the theory of ERG; and the two-factors motivational theory of the job characteristics. (Verhovin 2002)

Cognitive motivation theories are not related directly to the job one person does, but they stands for the cognitive processes in a human brain that are responsible for making conclusions about the job in the end. (Verhovin 2002)

In the end of the XIX century, W. James (The Principles of Psychology, 1890) has defined several types of a decision making as a conscious deliberate motivational act. The objects of thoughts that are there to delay or stop the action are the grounds (or motives) of making those decisions.

Later on, with the development of motivational theories by G. Kelly (Cognitive Theory of Motivation, 1955), J. Atkinson (Atkinson's Theory of Achievement Motivation, 1964), D. McClelland (Achievement and Acquired needs Theory, 1975) there were new motivation concepts appeared. Concepts that are defined as the main ones in the professional motivation formation and development nowadays. Concepts such as social needs, life goals, cognitive factors, cognitive dissonance, personal values, success expectations, a fear of failure and an aspirations level.

Among Russian scientists studying human behavior problems in the early XX century, the most outstanding one was A. Lazurskiy (Classification of Personalities, 1922). His findings were disclosing the matter of motives struggle, decision-making and intentions stability.
Later on, there were many different points of view on what the nature of human needs is about as a physiological need, as a matter of satisfying a physiological need, as a value or lack of goods, as a necessity, and so on.

Despite the variety of opinions, all authors agree that human needs are their only source of activity. They form life orientation and professional orientation of individuals and their motives of action, stimulate and cause their behavior.

The working environment (an organization) is made to give people a chance to fulfil their needs through successful results and reached goals. However, the mission is only completed if there are strong and sustainable working motives one employee has. (Blinov 2001)

There is a widespread law in psychology, the Yerkes-Dodson law, where the direct interconnection between working productivity and motivation power is proofed. The law says that the stronger the motivation, the higher the productivity and efficiency of one’s employee working activity is. (Yerkes, Dodson 1908)

In this area of professional motivation, a big number of studies have been conducted. Studies, aimed at understanding the connection between professional motivation and employee performance. The results have shown that in the situation of a high professional motivation, the period of the most effective performance lasts longer as the period of stable compensation emerges. (Blinov 2001)

But, it must be said, that in any working activity there is an optimal level of professional motivation stimulation. Since, if upon reaching that level, the motivation continues to increase, we can observe a performance decline. (Blinov 2001)

One of the key provisions of a work psychology is a specificity of a professional motivation to different types of working activity. V. Yadov and V. Kovalev have detected that it is being determined by the content of one’s job duties as well as by working
conditions to perform those duties, which in its turn causes the features of the professional motivation and its expressiveness level. (Yadov, Kovalev 1993)

It is important here to distinguish between the concept of ‘general professional motivation’ and ‘personal working motivation’. First concept defines one’s position as an individual and his relation to the working activity in general. Second one is oriented particularly to the job one person is doing. (Guschina 2000)

Professionalization process implies the formation of a personal working motivation based on the general professional motivation. General working motives are transforming into concretely oriented goals. This happens under the influence of the features, conditions and the content of the chosen working activity. (Guschina 2000)

There is a vector model called ‘motive-goal’, which discloses the specifics of professional motivation in the conditions of the certain working activity. They made an attempt of projecting this vector on a professional activity by studying not only the structure of goals that discloses the grounds of motivation, but also the working opportunities of their realization. Therefore, motivation can be viewed as a complex and multi-dimensional subsystem of a personality, or a unity of many subordinate components. (Guschina 2000)
2.2 **Motivation to work and professional motivation**

According to the ‘paternalistic’ concept of V. Vroom and E. Deci, the more people satisfied with their job, the more they are encouraged to perform their duties. The more people are encouraged to do their job and the more they will be rewarded for that, the better they will work. Not to mention that the reward does not depend on productivity of the employee. (Vroom, Deci 1972)

If we think about what pushes people to work, the main reason is social motivating factor. The second reason is a desire of fulfilling certain material needs of a person and his life, family, etc. Third reason that comes after the first two ones is self-realization and self-expression. (Kaverin 2004)

According to the famous American psychologist Abraham Maslow, fulfilment of the special need is literally impossible without fulfilment of the basic ones, which in their turn has a material nature. Thus, the material reward should be able to cover the social, physiological and security needs of the employee. (Kaverin 2004)

Motivation to work starts in the organization, namely the in the organizational environment that is created in the workplace. There are four main types of an organizational climate known. Those are:

a) Passive-personal (never changing anything and not ‘sticking out’)

b) Actively-personal (caring about development and self-realization together with a high demand)

c) Passive-impersonal (the opposite of the actively-personal type)

d) Actively-impersonal (when employee’s activity is regulated and his personality is not suppressed or rewarded)
It is important for an organization to create such conditions where an employee feels himself as a valuable part of a team, that his work is significant, and an atmosphere at work is comfortable and friendly. (Kaverin 2004)

It should be clearly defined what is the usefulness of one employee’s professional qualities for the company, and what are the indicators of employee’s own achievements at work, which he reached in his own interests. Those indicators, without having a direct influence on his financial provision, can be used in the HRM. (Kaverin 2004)

If the individual motives of the personnel are defined, it is easier to improve the overall organizational productivity. Yet, since human needs are constantly changing, the process of motivation increasing might become endless. (Kaverin 2004)

Currently, there are five basic motivational types, which are: underclass, working class, professionals, patriotic class, owner class. The underclass is characterized by the absence of job references, low qualification, low activity and responsibility, minimizing labour efforts. For the working class, the financial provision is of a bigger value than the job characteristics. (Zorin 2001)

People of the professional class are interested mostly in the content of the job and opportunities of self-realization. Patriotic class means working for an idea, here recognition and success comes to the first place. The last type named owner type. People of this type seek for an independent decision-making, power, freedom; they do not accept detailed supervision and control. (Zorin 2001)

Often, individuals combine the characteristics of two or more types. Usually, it is quite understandable to what type an employee belongs. Yet, within the organization, it can be (and recommended to be) identified by the survey. (Zorin 2001)
Motivation means reaction of an individual on the external factors in accordance with his own motivational type. The reaction can at the same time be positive, negative or neutral, which shows whether the actual motives are of honest type, or whether those are just acceptable forms of stimulating. (Watson 1913)

Numerous investigations demonstrate attempts of ranging priorities of different motivating factors. Like that, for example, an American sociologist Steven Reiss (16 Basic Desires Theory, 2000) suggests, that all human needs and desires are being caused by sixteen motives. Motives are ranked in the following order:

1) Power
2) Independence
3) Curiosity
4) Approval
5) Order
6) Economy
7) Dignity
8) Idealism
9) Communication
10) Family
11) Social status
12) Revenge
13) Love/personal relationships
14) Food
15) Exercises
16) Peace

Statistically, the most valuable professional motivational factors are: the outcomes of the work, recognition, work process, responsibility and promotion, against which the level of financial provision is a lot less significant. Table 1 discloses this statistic more detailed.
<table>
<thead>
<tr>
<th>Number in order</th>
<th>Professional motivation factor</th>
<th>The proportion of the factor, in percentage</th>
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<tr>
<td>1.</td>
<td>The outcomes of the work</td>
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<td>2.</td>
<td>Recognition</td>
<td>17,4</td>
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<tr>
<td>3.</td>
<td>Work Process</td>
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<td>4.</td>
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<td>6.</td>
<td>Professional growth</td>
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<td>7.</td>
<td>The level of financial provision</td>
<td>4,3</td>
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<td>8.</td>
<td>Relationship with the CEO</td>
<td>3,8</td>
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<tr>
<td>9.</td>
<td>Relationship with the colleagues</td>
<td>2,7</td>
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<tr>
<td>10.</td>
<td>Relationships with the subordinates</td>
<td>2,7</td>
</tr>
<tr>
<td>11.</td>
<td>Management policy</td>
<td>2,2</td>
</tr>
<tr>
<td>12.</td>
<td>The quality of a management supervision</td>
<td>2,2</td>
</tr>
<tr>
<td>13.</td>
<td>Working environment</td>
<td>1,6</td>
</tr>
<tr>
<td>14.</td>
<td>Social status</td>
<td>1,6</td>
</tr>
<tr>
<td>15.</td>
<td>Personal life</td>
<td>1,1</td>
</tr>
<tr>
<td>16.</td>
<td>Security</td>
<td>1,1</td>
</tr>
</tbody>
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**Table 1.** Motivating factors and their value for an individual (Hlopova 2002)

When creating a motivation increasing strategy, organizational management are usually guided by the principle ‘We know better what our workers want’. As a result, an employee might receive something very different from what they expect and what is in their motivational sphere of interests. Sometimes, managers’ rewards might even cause physiological rejection. (Hlopova 2002)

The reward methodology one organization uses must be honest, transparent and open in its principles for the entire personal. The reward realization must be implemented shortly after each fact of employee’s performance approval and praise. (Hlopova 2002)
According to the American professional association in the field of remuneration, the rewarding can be divided into four separate groups with different characteristics: widespread; visible for the surrounding; expressing management support; and unusual types of rewarding. The list of rewards should reflect the organizational profile and its staff, but, at the same time, it should be based on the wishes of the employees of the organization.

2.3 Methods and techniques of increasing employee motivation

Motivating to work means creating certain conditions at the workplace, which affect employee’s own motives and needs. Thus, motivating to work – is considering employee’s needs and desires while achieving common organizational goals. (Armstrong 2000)

In other words, to create motivation to work is to create working conditions where an employee gets a feeling and willingness to work selflessly and diligently. This should be able to balance interests of the organization and the employee, where something that is necessary and valuable for one party is equally so for another one. (Armstrong 2000)

In building a motivation increasing strategy, there is a notion of rewarding. Rewarding at work is basically everything that is valuable for the employee, or might be valuable.

There is internal and external kinds of rewarding. Internal rewarding of an employee – is a psychological condition of an individual caused by his own feelings of job satisfaction, joy from seeing results, awareness of self-importance for the organization. (Armstrong 2000)
The internal employee satisfaction occurs as a result of the following types of rewarding:

- Private and public recognition of the employee’s job
- Self-awareness of the business involvement
- Archiving major goals
- Social usefulness, etc.

An internal rewarding of an employee is determined by the motivational profile of an individual and his psychological characteristics. (Armstrong 2000)

External rewarding – is everything that, as part of motivation campaign, a company can offer to its personnel as a stimulus to work and that is seen as valuable for them personally. Those are:

- Official salary
- Other monetary payments
- Premiums
- Social benefits
- Promotions
- Corporate discount, etc.

External employee rewarding is aimed at compensating worker’s labor costs in the manufacturing process, and it called a compensational package. Compensational package is a system of an external rewarding for the employee for his work in the organization. (Armstrong 2000)

In order to build an effective motivation system, organization should consider a number of aspects such as various needs and desires of the personnel, common organizational goals, development strategy, resources available, human resource management policy and so on. (Bovykin 2007)
Every organization is unique and, therefore, a motivation strategy development requires a unique approach. Yet, primarily it implies the following:

1) Identification and analyzing the features of the organizational corporate policy (foremost, company’s expectations of the employee’s work);
   2) Analyzing actual human resource potential and job requirements (and what is the ratio of these parameters);
   3) Defining the demotivating factors.

Data gathered through the expert assessment of the situation allows management to identify factors that decrease an employee desire to execute his duties; problems that require immediate resolution; unused resources of the organization. (Bovykin 2007)

Like this, a motivation system includes a stimulation complex (tangible and intangible) as well as the ‘value complex’, which defines the values of the company, its motivational profile and motivational profiles of the employees, the match of company and employee’s expectations, demotivating factors, etc. (Bovykin 2007)

Thus, many companies are developing complex professional motivation strategy. Yet, not all of those programs work as effectively as they could, since they do not consider individual characteristics of employees: (Bovykin 2007)

1. It does not make any sense to motivate an employee that values peace and stability by taking risks and challenges towards achieving new records. Likewise, it is pointless to motivate an active and creative type of worker by salary increment.

2. Although a motivation system is being developed as part of the common organizational strategy, it is important to remember that the actual strategy is being implemented on the concrete workers in the concrete circumstances. Therefore, a motivation system should be adapted wisely in accordance with the interests of the company and the employees at the same time.
3. Motivation system of the organization should be corrected and spread among the subordinates by the line managers. This is a very responsible task, since the line manager’s approach defines whether the system offered will become a motivating or demotivating factor.

4. Every manager should be guided by one main principle: we do not motivate people in a way we want, but in a way people want it.

After defining people of which motivational type are prevail in the company, it is easy to create the most efficient working conditions both for the company and for the employees. Different people value different aspects to a different extent. For some workers money is the priority; for others the priority is power, stability, social status, growth opportunities, and so on. Likewise, it should be defined what are the demotivating factors for each employee. (Bovykin 2007)

If we look at the motivation systems of our time, we can say that the motivating policy of the developing organizations should reflect more on their general strategy. This connection is able to guarantee the right sequence of the managing activities and to have a positive and stable impact on the employee level of motivation. (Bovykin 2007)

Wisely built motivation strategy in the organization is a guarantee of a strong and long-term competitive edge. The resent tendency of a management consulting shows that there are more and more companies ask for a motivation strategy advice every year. The reason is simple: the better the employees feel – the better they do their work – the better the results are.

Even though the motivating factors are rather common, the motivation strategy is a purely individual and unique management tool. It depends a lot on the unique mission and vision one organization has, and especially on the various employee personalities. (Chernyh 2006)
Therefore, it will not make any sense to look up for other organizations motivation system as well as their wage structure, since even if you will follow one leading and successful company’s approach, you might never reach the same results. (Chernyh 2006)

Thus, personnel motivating can be considered as type of a management art. Only a people-oriented individual with a strong sense of balance and harmony is able to make the right decisions associated with such a major part of the organizational strategy as motivation system. (Chernyh 2006)

Currently, the world is going through an economic decline. In a situation like this, the organizations are getting under the negative motivation influence. The productivity is decreasing, and employees are no longer able to fulfill their professional and personal needs at work. As a result, the motivation is gradually going down, which in its turn influences the whole company’s wellbeing. Some employees might even consider quitting the sinking ship. (Chernyh 2006)

Therefore, it is so important that in the face of crisis your workforce is encouraged enough to stay loyal and fight for the common goals until the end. And motivation strategy is exactly what plays one of the main roles in attracting, stimulating and retaining the employees. In case of crisis, the management has to revise and reorganize the motivation system immediately with the right positive settings. (Chernyh 2006)

Employee satisfaction connects closely with loyalty. When identifying personnel satisfaction, the organizational management receives valuable information concerning the working conditions they provide. If a great worker is on the verge of quitting, it says that the working conditions might be under the desired level. (Smith 1992)

However, on the contrary, if there is a situation when a bad worker feels great, satisfied, aimed at staying in the company, it rings the bell for the management that the conditions might be too high and pleasant for the lazy, thick-headed, ineffective em-
ployees. This information on satisfaction is basically the manual of company’s human risks. (Smith 1992)

There are seven main elements to measure overall job satisfaction:
- The nature of job and its importance;
- Working conditions;
- The wage;
- The level of job prestige;
- The management system;
- Career opportunities, perspectives of personal development;
- Working environment, relationships with the team.

Satisfaction from the nature of job is a strong motivating factor, which is called intrinsic motive. Intrinsic motive – is a permanent feeling of joy and satisfaction from the job one does. Intrinsic motivation has nothing to do with rewards or other motivating strategy phenomena, only the satisfaction emotions that a working process brings to an employee. (Smith 1992)

The specialists that have been studying intrinsically motivated people identify the following indicators of an intrinsic motivation:

- Total involvement in the working process;
- Total concentration of attention, thoughts and emotions on work;
- Clear feeling of what to do, how to act at all times, clear goal setting;
- Fearless towards failure;
- Loss of consciousness and feeling of reality, total dissolve in work.

When dealing with the intrinsically motivated employees, with the help of these figures analysis, management can correct and adjust its management style as well as the employee working activity in the most effective way. (Smith 1992)
American scientists in the area of social behavior underline three psychological conditions of an employee, which define his level of satisfaction and professional motivation. Those are: a sense of importance (a worker needs to feel that the activities he does are valuable for the society); a sense of responsibility (he has to understand a real responsibility for the results of his actions); outcome acknowledgement (he has to be able to see and evaluate those results). (Watson 1913)

According to these findings, two Russian scientists T. Solomandina and V. Solomandin suggest five principles of organizing working process from the job satisfaction perspective. First of all, every job has to have a goal, or, to lead to a certain outcome. The second principle is that the employees have to treat their job as important and valuable, or, the one that needs to be done. Next, a job has to give employee a right of decision-making in what concerns his working duties. Also, it is important that an employee regularly receives feedback on the job he does. And, finally, every job has to provide a fair (from the employee point of view) reward. (Solomandina, 2007)

If the working process in the company is organized based on these principles, an employee is getting certain positive psychological feelings that motivate him to perform better. This diligence, caused by the emotional stimulus not the reward, in the professional sphere called internal motivation. (Solomandina, 2007)

Employee engagement is another important issue associated with work motivation. Schaufeli, Salanova, Gonzalez-Roma and Bakker (2010) have defined employee engagement as ‘a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.’ Multiple researches have also shown employee engagement to give positive impact on attitudinal and wellbeing related outcomes like commitment as well as overall job performance, customer satisfaction and incomes. (Bakker 2010)
In order to create or improve employee engagement at work it is necessary to establish certain conditions such as meaningfulness of the job for the individual. This condition can be reached by enriching job characteristics. Job resources can easily result in employee engagement through fulfilling employee personal needs for autonomy, belongingness, competence, mutual respect, appreciation, rewarding, feedback on own performance, etc. (Bakker 2010)

In 1976 two American scientists Richard Hackman and Greg Oldham have developed a job characteristics theory based on the thoughts about positive emotional conditions that motivate employees. In this theory Hackman and Oldham have defined parameters that cause positive psychological feelings, and to which motivation side of an individual those parameters belong. (Figure 1)

![Job characteristics model](Hackman, Oldham 1976)

According to the authors of the model, if a job responses to the stated above requirements, it gives to an employee a sense of complicity and satisfaction, and possesses high motivating potential. However, there is an exception in the theory. Those employees not seeking for a professional growth and development, but focused on material provision, will not be motivated accordingly on a job with high motivating potential. (Hackman, Oldham 1976)
Based on the model, Hackman and Oldham have suggested a system of job characteristics enrichment methods. There were five methods suggested: diversity of skills and abilities increasing; integrity of work improving; job significance improving; job autonomy increasing; feedback optimization. (Hackman, Oldham 1976)

In order to increase the diversity of job-related skills and abilities, it is possible to combine job functions that have always been used by the employee with the ones that have never been used. Integrity of work might be increased by adding certain operations, which will allow worker to deal with the results and outcomes of his performance. Job significance improving is associated with informing an employee about the real value of his outcomes and about how those outcomes will be used. (Hackman, Oldham 1976)

In order to increase the autonomy, it is recommendable to delegate some management functions to the subordinates. However, this delegation is possible only if the qualification of the subordinate and the level of trust to him allow it. Opportunity of planning own job and timing as well as the tempo contributes to improving autonomy as a job parameter. (Hackman, Oldham 1976)

Finally, feedback optimization might be reached by implementing a well-organized technic that will allow, along with the general communication function, providing accurate, precise and detailed information about the success and the outcomes of the employee performance in time and on the regular basis. (Hackman, Oldham 1976)

Thus, the most stable and optimal motivation system is considered to be the one based on personal, collectivistic and social interests of the company workers. This kind of motivation system includes not only collectivistic interests like company image, competitor edge increasing, social, labor or ecological problem solving, and personal interests like wage growth, respect in the team, career opportunities, training; but also social interests like production of high-quality goods and services for an affordable price. (Hackman, Oldham 1976)
2.4 Conclusion

While being a basis of an employee potential, professional motivation is the main factor of the overall work productivity and loyalty. Motivation to work is a source of labor activity of an individual. Effective labor activity is only possible together with the optimal professional motivation system.

Therefore, the main idea of a professional motivation strategy is to stimulate production-oriented behavior of the employee towards reaching common goals. In other words, the purpose of a professional motivation system is to match employee personal work interests with the strategic objectives of the enterprise.
3 Empirical study

The following empirical study was aimed at solving the main research problem, which is “How to improve professional motivation of the workers in Nonstop Autopesu?” The studies show that the majority of small-sized organizations are using a narrow motivation increasing strategy based on the material principle. Yet, not every employee seeks for one and same thing like big wage at the workplace.

Thus, in case of small focus group, it might be wiser to identify what motivates actual employees of the company, and try to organize a motivation system accordingly. This solution can significantly increase employee satisfaction, improve overall wellbeing and productivity as well contribute to an employee retention, which is of the case company’s biggest interest.

3.1 Research approach and methods

In order to solve the research problem of this thesis we arranged an empirical study inside the organization. The empirical study process has been started from choosing a research method. There are two common research methods exist. Those are qualitative method and quantitative method. Qualitative method is usually used for the exploration and it is suitable when the purpose is to get certain answers from certain questions. In general, qualitative research is aimed at collecting data about people's opinions, beliefs, feelings, attitudes, desires or other aspects, which are difficult to calculate. Qualitative research does not need big amount of responders and usually taking place within small focus group of people. (Krishnaswami 2010)
Another research method is quantitative. Quantitative research is usually aimed at gathering measurement numerous data. The main idea is to classify features, count them, and construct statistical models in an attempt to explain what is observed. Quantitative research is making by such tools as tests, interviews, online surveys and different questionnaires, the most common forms of which are e-mail, telephone, postal, face-to-face. An effective quantitative research needs a big number of respondents; results are normally numbers, figures, percentage, etc. (Krishnaswami 2010)

Our mission for the practical research was to identify what causes employee dissatisfaction in the company and what decreases their motivation to work effectively; what would change the situation according to the employee needs and desires. Based on the research problem and research objectives that are stated above, a qualitative method has been chosen for the current research. We consider that the choice of method for the current investigation was justified, since we were going to collect narrative data about people’s opinions, feelings and desires; data needed to be full, detailed and precise; the deep analysis was meant to be done separately of every respond; and we have had a small focus group of respondents.

3.2 Data collection

Data is important in a research as the analysis of the accurate data, gives a possibility to define implication of the question and afterward it can provides investigator with the correct answer to the research problem. (Krishnaswami 2010)

Data collection in the current empirical study was organized in a form of personal interview. The interview was aimed at:
- Identifying current problems associated with employee motivation in the company;
- Defining the characteristics of each employee motivational type;
- Defining their career values, orientations and goals;
- Personal and social needs that are to be fulfilled at the workplace.

It was expected that the results of the interviews would allow us to solve the research problem and make relevant decisions in adjusting the motivating strategy accordingly.

Altogether, we have interviewed 11 people. All the respondents were employees of Nonstop Autopesu, whose experience in the company is one year or longer. Interviews took place on the 8th of February 2016 in HUB13 business spaces in Helsinki in the pre-booked conference room. Each respondent invited for the interview had his own timeslot to come, counting half an hour per person. Like that, the whole interview process took about six hours including a lunch break.

The interviews were held one on one with the authors of the thesis, who are also the owners of Nonstop Autopesu, Iuliia Sorokina and Timerlan Patiev. Interviews were arranged in accordance with the norms of formal business ethics and an opportunity to refuse answering any question. In order to obtain the most comparable results, interviews were arranged under the same conditions for everyone. Anonymity was not secured since the purpose of the investigation was to build a strategy that will be adapted to the needs of each actual employee. However, the confidentiality and privacy when using the information in the thesis was guaranteed.

For the interviews, we have created a questionnaire with the help of the theoretical base of the thesis. As we discovered from the theory, there is a number of factors demotivating employees at the workplace and, therefore, interfering performing working duties at their best. Thus, in the questionnaire, we tried to identify if there are such factors and what are they according to the employees.
Additionally, our focus was on identifying if there are certain motivating factors and needs of each employee that are not fulfilled at the moment, and what is needed to be done in order to improve the situation.

Finally, the theory showed that there are psychological aspects as well, that are hidden in the subconscious, but practically create our initial preferences, values, orientations and goals as in life and at work. Therefore, we have added a psychological testing to our interview aimed at defining people’s work motivational and psychological types. We have selected three tests suggested by the famous psychologists and specialists in the field that we found most suitable for the purposes of our research and the structure of our organization. Each of them has been adapted and corrected to the questionnaire accordingly.

The complete questionnaire is presented in the Appendixes as an Attachment 1. Part A has been organized as an oral discussion where the respondents had an opportunity to give full answers and comment them as much as needed. Oral interviews were recorded on a voice recorder for further analysis; notes were taken and written down by the interviewers on paper. Part B was handed out and filled in by the interviewees themselves in writing. We believe that the questions in the questionnaire altogether made a perfect combination for solving the research problem. The interview results are represented bellow.
4 Research results

According to the interview answers, a majority of the respondents had worked for the company for two to three years, the rest for a bit over than one year. The age of the employees varies from 22 to 41 years old.

As for education, interview showed that most of the employees have a degree not related to their job in the organization (seven employees), some do not have a degree at all (two employees), and only a financial and a sales manager have relevant degrees.

Accordingly, a majority of the respondents announced that they work in the company only for a financial provision or for safety and stability. A few, instead, consider their job as a meaningful step in their career and a chance to gain valuable experience in the fiend.

For seven out of eleven employees, Nonstop Autopesu is more of a temporary place of work, and their position is far from their idea of a dream job. However, they stated that they have not been thinking of changing a job yet.

“I don’t think it is a wise decision when you have no other alternatives. This is a nice job, it gives me a fair and stable financial provision, and the working conditions are quite comfortable. Yet, this is not what I am planning to do all my life.”

As for the rest four respondents, their current position somehow match with their picture of a perfect job, yet they expect growth opportunities and tasks diversity if continue working in the organization.
Throughout the interviews, we found out that only a few employees (four out of eleven) feel rather satisfied at work. Two of them are the washing center operators, one is a sales manager, and one is financial manager. According to them, their job fulfills their ambitions more of less and does not cause them much stress.

“I just needed a temporary job that would give me stable wage and fair working conditions. In Nonstop pesu we do simple job, the place is not far from my home, and the working hours are nice.”

“This company is a good place to start my career. At my position I do what a person at this position is entitled to do, I get relevant experience, the operations in the company are transparent and, and the atmosphere is friendly.”

Yet, most of the employees (seven out of eleven) have expressed their complaints in a more or less degree. Mostly, respondents were dissatisfied about the monotony and the routine nature of the job along with lack of growth opportunities.

“It has been a year in the company and so far I did nothing but washing the cars according to one and same instruction. Yes, I knew where I was going to work, but the monotony turned out to be more exhausting than I expected. I might be thinking of changing a job in the near future if nothing will change.”

Other complaints were associated with the lack of appreciation, rewards and social benefits, professional trainings and other corporate indoor and outdoor activities. None of the employees mentioned lack of power as a missing element, as well as nobody has complains about the relationships with the colleagues.

“I wouldn't consider myself as a dissatisfied employee. Conversely, I appreciate my job, it gives me what I am looking for, and I have not been thinking about the disadvantages. However, if considering this job as a permanent one, what I would really like to have is entertainment. We spend so much time at work that it becomes our second
home. In Nonstop pesu we are usually busy, and the only communication we have is formal. It would be great for the management to organize some meetings, lunches out, birthday celebrations, or even the bowling evening for the employees so that we get positive emotions associated with our job, too. My friends do experience such things in their organizations and they are quite happy with it.”

“We used to overdo the monthly working plan, very often we manage to execute our job faster; find new big clients on our own initiative. It is somehow disappointing that these things are usually left behind, it really decreases motivation. If we would get an appreciation or rewards for that from the management, it would really increase our motivation and inspire to further achievements.”

Figure 1. Research results on demotivating factors

According to the answers, the best way to motivate employees at work turned out to be the right management style. Six out of eleven respondents shared this idea. They said that when the CEO or the manager treats an employee right (gives him clear instructions and sets clear goals, provides feedback, supports and talks to him, thank him for his input and hardworking), it gives an employee that positive and inspiring mind setting which motivates him to work even better and do his best.
“For me, it is important to feel valuable at the workplace, to feel that you are treated well. When a manager tells you what needs to be done, how and why, when he asks about your progress and gives feedback, your job becomes more meaningful. You see how important your input is for the organization, and it increases your work motivation from the bottom to the top.”

Other ideas that have been suggested by the respondents were annual wage increasing; organize common activities and celebrations. Again, none of the respondents mentioned giving more power and responsibility.

Finally, according to the additional comments from some employees, many of them value more the rewarding in form of a verbal appreciation, promotion, certificate of appreciation or a gift rather than in a form of money as it is done now in the organization.

![Motivating factors](image)

Figure 2. Research results on motivating factors
The answers to the psychological testing on defining the motivational types have been analysed with the help of the test key. The results showed that all the respondents have clear professional and personal orientations as well as motivational settings.

To our luck, the result of the testing mostly match with the results of the oral interviews, which means the respondents were rather honest and objective when answering questions. This fact also makes the results and the whole research in general more reliable and valid.

In particular, half of the employees were defined to be motivationally oriented on money, and, according to the oral interview, their job in Nonstop pesu totally fulfills this need. Others are oriented more on their activity and professional development. However, they experience lack of opportunities for applying their knowledge and grow professionally in the organization, which in its turn decreases their overall motivation.

According to the test, none of the respondents is aimed at having more power at work and running the organization or department as well as being involved into challenging tasks and risk taking. A few employees, though, expressed a desire to have more autonomy and less supervision from the management.

Results of both oral and written parts of the interview were fully taken into consideration when formulating suggestions and recommendations for the research after proofing their validity and reliability.
Validity and reliability play a crucial role in the whole research and any further actions will be based on the research results. Any type of research performed poorly will not yield relevant results. In fact, all research no matter how well controlled carries the potential to be wrong. There are many reasons why research may not yield good results. In particular, many research mistakes occur due to problems associated with research validity and research reliability. (Joppe 2000)

Validity boils down to whether the research is really measuring what it claims to be measuring. We should be able to answer the question: did the research measure what it was supposed to measure? In particular, this study was aimed at measuring two main things: what are the factors demotivating employees to give their best at work; which personal and social needs of the employees are to be fulfilled in order to increase their motivation to work.

After we went precisely through the whole research as well as the results, we came to a conclusion that the research results are valid. They measure the right data and can solve the research problem and. We received answers from all the employees of the organization; we have defined the demotivating and motivating factors; we identified motivational types and career orientations of each worker.

Factor that might affect the validity of this research is the choice of theory and the corresponding questionnaire formation. It might be so that, if we would use some other theories and would build a questionnaire based on them, we might have received different results and answer the research question differently.
Reliability is mainly making sure the method of data gathering leads to consistent results. For some types of research this can be measured by having different researchers follow the same methods after some period of time (for instance, one year) to see if results can be duplicated. If results are similar then it is likely the method of data gathering is reliable. (Kirk, Miller 1986)

The similarity of measurement for this thesis over a time period could not be examined yet, though it is now planned for the further investigation. Otherwise, the current study as well as research methods can be considered reliable enough as they lead to consistent results, that resemble to the ones described in the literature reviews and the ones that were conducted in the other organizations of the same type.

On the other hand, the reliability of the results cannot be hundred percent guaranteed since the empirical study was held face-to-face with the CEO of the company, which could provoke biased or false answers and overestimated demands. It is recommendable for further research to replicate the investigation anonymously and by the third parties.
6 The development proposal

After executing the empirical research, we found out that the workforce of the case organization truly is experiencing lack of professional motivation in a varying degree. The main problems associated with work motivation decrease turned out to be the routine nature of the job; absence or lack of growth opportunities; poor feedback and appreciation from the management; lack of common activities and informal communication. Based on the results of the research and with the help of relevant theoretical knowledge we came up with the following improvement suggestions.

First, while holding the interviews we have noticed that the employees looked quite distanced and dismal when talking about their place of work. Until now, the company was run rather autonomously; the workers were being hired and simply given their tasks. Thus, it is not a surprise people are not interested and motivated enough.

It became clear for us that the whole workforce needed a major inspiration and an optimistic note. That is why our initial step will be bringing to the employees a feeling of a new era in the organization, with new opportunities, positive changes, new big goals, and a reliable and helpful management at the core. Our aim is to make people feel valuable, belonging and important; to inspire and bring more meaningfulness to their work; to interest and excite them with the new ideas and opportunities; to provide them better working conditions as well as wise and supportive leadership.

We are going to start with a big team meeting where we will express our willingness to increase job motivation by common means and efforts, where not only the recommendations of the management will be applied, but where everyone will be carefully listened, and everyone can be engaged.
We will encourage people to participate, to give their feedback on management ideas and to suggest own ideas concerning professional motivation increasing, so as in other aspects. We will encourage them to be creative, initiative and to refer to us with any new, innovative, and even experimental solution they might come up with in order to build a better place to work.

During a meeting, we are going to familiarize employees with the adjusted mission, vision and values of the company. We will go through a clear description of each of their positions and tasks, their role and importance.

Together will we start setting new big goals, which will both reflect company’s interests and provide growth opportunities to the employees (which will contribute to increasing their motivation). Even though the organization at the moment might not the biggest and the best one in the city, it does not mean it cannot become one. Altogether, we will visualize and imagine a company, as we want to see in future. Then, it is only a good plan, budget and a clear goal setting to go.

Our plan will be including business renovation, working conditions improving, infrastructure changing, etc. Every employee will not only be able to take active part in the activities, which will diversify his/her working routine, but also participate in discussions, planning and relevant decision-making if agreed.

We believe that an optimistic leadership approach will inspire employees; their satisfaction and job motivation will be increasing by the feeling of belongingness to the company activities and by seeing the new results of their work. This, at the same time, should solve the stated problem with the monotony and lack of growth opportunities. It might also happened, that even those employees, who said they are working in the company only for the financial provision, won’t wish to leave the company they have partly built in future.
We are willing to guide and direct all the activities of our employees systematically. We are willing also to coach and train our workers, support and appreciate them in every possible way (including public recognition, wage increasing, premiums, holiday tickets, family gifts, etc.). By the time, they will be given more tasks and responsibilities if they would want to. We believe that by giving the best of ourselves to them, they will reward us with the same thing.

In order to solve the problem with the lack on entertainment, we are also planning to organize corporate celebrations on different occasions such as big accomplishments, birthdays, company anniversary, Christmas, etc. As a team, we can also participate in sport events, go skiing or camping together. Like that, not only the relationships will get tighter, but also employee attitude to work and to the working place will become more positive and diligent.

Employees will have an opportunity to be involved into decision-making in matters concerned job motivation and satisfaction from working conditions to outdoor activities. Since there is no unique solution for everything, we are willing to try a trial and error method. While being a human behaviour, motivation does not have a clear boundary, and it might even happened, that an employee suggests a measure that he thinks will make him more satisfied, but in practise in never happens. Thus, if things will not be giving the desirable results, we will be looking for a new solution.

Finally, we are going to organize briefings and feedback sessions on a regular basis, where the actual activities will be discussed, accomplishments appreciated, mistakes learned, things adjusted, new goals set. People will be able to speak up, openly share their complaints and opinions, suggest new ideas, ask for help and support.

In our opinion, these developmental measures not only match employee personal work interests with the strategic objectives of the enterprise, but lead to employee retention, productivity increasing and business development; create a competitive edge; make employees more interested in their work as well as inspired, engaged, satisfied, and, certainly, motivated.
7 Discussion and conclusion

This thesis has been executed in order to identify problems associated with professional motivation in the small-sized organization Nonstop Autopesu, and find solutions to these problems. It has been defined that people tend to leave the case company within the first year for the lack of motivation and not fulfilling their needs as employees and individuals. As a result, the overall productivity of the company was constantly decreasing. Therefore, the main research problem for this thesis has been formulated as “How to improve professional motivation of the workers in Nonstop Autopesu?”.

The investigation has shown that there really is a problem with employee motivation in Nonstop Autopesu. Personnel spoke quite indifferent about their job. They also had complains about the routine nature of their job, the lack of growth opportunities, appreciation and informal communication.

Before, there was not any motivation strategy in the organization to be followed and employee needs and desires were left behind. They did not have a sense of belongingness to the organization. From now on, the management is willing to work on this matter in a line with other company’s primary tasks.

After defining the situation at the workplace and studying different motivational theories written by the scientists and created by managers of the leading organizations, we have developed a preliminary plan of improving the situation in Nonstop Autopesu.
The main idea of this plan is, first, to arouse employee interest and passion to work, to bring meaningfulness to their job, and, after, to adjust working conditions that would contribute to a motivation increasing together as one team, where both managers and the employees will be engaged.

We consider this research as an initial step in a long process of improving employee motivation in our organization. With the help of this investigation, we have become more acknowledgement in the aspects associated with work motivation, as well as we have evaluate current situation in the company.

The research outcomes allowed us to come up with the solutions, which are now we found the most suitable to start with. As we will implement our ideas, it will become clear which direction we should be moving. Since motivation is not a hard science as math, we do understand that it is not possible to solve the problem with an exact formula. Therefore, we are getting ready to have a number of trials before we reach our goal.

The research is recommended to be repeated after a period of time in order to evaluate the effectiveness of the work done towards increasing employee motivation in the case company. We also suggest that it needs to be done anonymously by the third parties in order to reach more reliable results.
7.1 Reflection on learning

During the thesis writing process we have gone through ups and downs, periods of big inspiration and big struggles. We could be writing all day long and then delete everything in one click. Yet, definitely, we can say that this process has taught us a lot. It has been a very valuable and enjoyable experience for both of us.

In the beginning, we were terrified. The amount of work seemed enormous, we did not know what to start with, how to plan the process correctly, how the whole document should look like. As a result, we could not get it started for a long time. The solution for this problem was to move gradually. We understood that we did not actually need to see the whole picture to get it started. All we could do is making the first step and right there we saw the second.

Another challenging thing was writing a content. At first, we aimed at perfection so much that we were doubtful about every single sentence. We kept comparing our work with the works of others and all the time we were uncertain. This was slowing the process down a lot. After all, we realized that there is no perfection and it is ok if we will get what we made. Thus, we continued writing while keeping in mind that we were doing our best.

On the other hand, learning from others was one of the best and the most meaningful part of learning. We have improved our work a lot throughout the seminars with other students and feedback sessions with the supervisor. As they say, two heads are better than one.
As for the practical learning value of the thesis, it cannot be overrated. While being the owners of the case company, we can say that working on this research has brought us an exceptional usefulness. We got to know our employees better; we have studied a very important issue for further development of our organization; with the help of the outcomes of this investigation we will be able to increase employee motivation, improve overall productivity, make other relevant changes and important decisions.

Overall, the whole thesis writing process has helped us to improve our research, analytical, language and writing skills as students and graduates, as well as made us more acknowledgment and qualified as business owners.
8 Bibliography


9 Appendixes

Attachment 1. Questionnaire

General information.

1. Name
2. Gender
3. Age
4. Education
5. Marital status
6. Position in the company
7. Experience
8. Length of work in the company

Part A.

1. What is a job for you in general? (E.g. salary/a calling/career growth opportunities/personal recognition and prestige/social security, etc.)

2. What (from above) is a job in Nonstop Autopesu for you? Does it match your orientations?

3. What is your dream job? Please describe your ideal position, tasks and duties, level of responsibility, power and autonomy, relationships with the colleagues, your perfect day at work, etc.
4. What were your goals and expectations when your started working in Nonstop Autopesu?

5. Have all your expectations been met? If not, which have not?

6. Have you been already thinking of changing your job in Nonstop Autopesu? If yes, why?

7. Do you consider yourself as a satisfied employee?

8. What would make you (more) satisfied? (E.g. increasing wage, giving rewards, appreciation and social benefits, giving more autonomy or supervision, more power and responsibility, changing your direct tasks and duties, changing the communication way inside the company, providing growth opportunities, etc.)

9. How does the working atmosphere and working conditions affect your own well-being and productivity? Please give positive and negative examples.

10. How freely employees express their emotions? Are they more positive or negative? Does it affect your satisfaction and motivation to work?

11. Is there anything else that affect your well-being and work motivation?

12. What, in your opinion, is the best way to motivate employees? (E.g. increasing wage, giving rewards, appreciation and other social benefits, giving more autonomy or supervision, more power and responsibility, changing the communication way inside the company, providing growth opportunities, etc.)

13. Can you say that you always give you 100 per cent at work? If not, what interferes it?

14. How do you think the meaningfulness of your work can be increased? (E.g. increasing wage, giving rewards, appreciation and other social benefits, giving more autonomy or supervision, more power and responsibility, changing your direct tasks and duties, changing the communication way inside the company, providing growth opportunities, etc.)

15. Other comments and suggestions.
**Part B.**

**Rate according to the scale.**

<table>
<thead>
<tr>
<th>How important for you is to …</th>
<th>Important</th>
<th>Does not matter</th>
<th>Not important</th>
</tr>
</thead>
<tbody>
<tr>
<td>To have control over people at work, to monitor them</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To have a stable workplace with a stable wage and social security</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To work independently, without supervision</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To have power at work, to run the organization/department</td>
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<td></td>
</tr>
<tr>
<td>To have a job that does not take over family</td>
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<td></td>
<td></td>
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<tr>
<td>To have growth opportunities at work and reach them gradually</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To take risks, to compete and perform challenging tasks</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To have an autonomy at work, to be independent and to choose what to do and when</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To have more power and to be involved in decision making</td>
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<td></td>
</tr>
<tr>
<td>To stay in a place of living rather than moving because of job</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To have a job that fits your lifestyle</td>
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</tr>
</tbody>
</table>
Rate each of the statement according to the scale.

<table>
<thead>
<tr>
<th>Agree</th>
<th>Disagree</th>
</tr>
</thead>
</table>

Your life credo is:
- Health comes first. Take care of yourself
- Time is money. Do your best to earn more money
- Free time is for friends
- Free time is for family
- Do good even if it turns bad sometimes
- Do everything to become rich/famous/powerful

Your work credo is:
- Work is a necessity
- Avoiding conflicts is most important
- Comfortable working conditions is most important
- Career growth is most important
- Authority and respect is most important
- Self-development is most important

If you could plan your day at work, you would:
- Do your direct duties
- Do more corporate communication
- Do more informal communication
- Learn something new/improve professional skills
- Do something to earn more money
- Do more of meaningful work with higher responsibility

You like it most when:
- There is a peaceful, friendly atmosphere at work
- There is liveliness, fun and bustle around
- You are totally involved into your duties
- You are involved into an exciting teamwork
- You are taking part in competition/challenging tasks
- You do not need to think about problems and troubles

At work, you would like to be surrounded with people:
- That you could talk to on different topics
- Whom you can teach and share your knowledge
- Who can teach you
- Who would contribute increasing your wage
- Who supports you
- Who has power and authority in the organization

Your job gives you first of all:
- Enough financial provision to live
- Communication and relationships with people
- Authority and respect in society
- Good career opportunities
- Feeling of self-importance
- Satisfaction from performing your duties

Your job is perceived by you as one giving a:
- Good wage
- Good working conditions
- Good job position
- Autonomy and independence
- Friendly relations with colleagues
- Level of proficiency and achievements reached
Agree or disagree with the following statements:

- The most important in life is to be the best in your field
  Agree: ______  Disagree: ______

- The most important is to have an ability to make decisions
  Agree: ______  Disagree: ______

- Your surrounding define you as a powerful person
  Agree: ______  Disagree: ______

- People who cannot make money are pissing you off
  Agree: ______  Disagree: ______

- Successful results give you great satisfaction
  Agree: ______  Disagree: ______

- Your main goal is to be free and independent
  Agree: ______  Disagree: ______

- You are an absolute head in your family
  Agree: ______  Disagree: ______

- Lack of money is the biggest fear for you
  Agree: ______  Disagree: ______

- You feel bored and upset not doing a job you like
  Agree: ______  Disagree: ______

- You can defend your opinions and beliefs no matter what
  Agree: ______  Disagree: ______

- It is easy for you to make people do what you want them to
  Agree: ______  Disagree: ______

- It is better to be very rich than very intelligent
  Agree: ______  Disagree: ______

- You often get involved into several interesting activities, and
do not manage to complete them all
  Agree: ______  Disagree: ______

- You will complete the task even sacrificing yourself
  Agree: ______  Disagree: ______

- You are willing to help if one person is in trouble
  Agree: ______  Disagree: ______

- You will do your best only under the guarantee of reward
  Agree: ______  Disagree: ______

- You get excited with the task so much that you can lose sleep
  Agree: ______  Disagree: ______

- You always bring started to the end
  Agree: ______  Disagree: ______

- You try to do as much as possible for others
  Agree: ______  Disagree: ______

- You always use your free time for yourself
  Agree: ______  Disagree: ______
- It is hard for you to start the task you are not interested in
- You go unsparingly towards reaching goals
- You often told that you do more for others than for yourself
- You believe that self-care comes first than caring for others