



HRE in start-up's culture

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<p>The commissioning party of this research thesis is Jolly Dragon Oy, which is a start-up company aimed to help internationals to adjust their life when coming to Helsinki Metropolitan Area. The thesis describes the development of Human Resource Enablement on the example of the commissioning party and how it can affect different businesses in general.</p> <p>The purpose of this thesis is to determine the important touchpoints for Jolly Dragon for further development of the HRM inside of the company when applying it to the cultural dimension as well as demonstrate to other new companies that they also need to focus on human capital, and not only on the profit.</p> <p>The objective here is to clarify how in start-ups the HRE is generated based on the leader point of view and HR practices together. Also, it will give the comparison to old hierarchy type used in most companies still existing.</p> <p>Theoretical framework played an extremely crucial role here that helped to acquire a better understanding of Human Resource Enablement as a growing and developing trend in HR. Additionally, to comprehend the possibility of changing the HRM inside of Jolly Dragon into HRE to support the development inside and outside of the company.</p> <p>The empirical part was executed in April 2017. The data was collected through the company's website as well as through interviews that were conducted with the employees and the CEO himself. For the interviews, the questions were prepared beforehand in addition to the employees' satisfaction evaluation scale.</p> <p>In the end, the results depicted that in case company invests time into the Human Resource Enablement, it increases dedication of employees to the place they are working in. This also results in the higher profits because the staff works together as one aiming to the same goal and they know why they are doing this, and what kind of rewards are awaiting them ahead.</p>	
Keywords Human Resource Management, Human Resource Enablement, Jolly Dragon, Engagement, Enablement, HR	

Table of contents

1	Introduction	1
1.1	Background.....	1
1.2	Purpose of the thesis	2
1.3	Thesis objective, research problem and limitations	3
1.4	Thesis structure	5
2	Commissioning party and their HR practices	7
2.1	Introduction of Jolly Dragon OY	7
2.2	HR practices in JD	9
2.2.1	HR models used before.....	9
2.2.2	HR models existing nowadays	11
3	Human Resource Enablement	12
3.1	Background for HRE's evolvement.....	12
3.2	Keys to reach effective HRE	14
3.3	Ways to evaluate successful HRE implementation.....	18
4	Start-ups and Human Resource Management	20
4.1	Modern HR challenges.....	21
4.2	HRE as a strategy in start-up's culture	22
4.3	HRE and employer branding	24
4.4	Importance of HRE for successful end-result in a start-up.....	27
5	Research methodology and discoveries	31
5.1	Qualitative research	31
5.1.1	Interview with employees of Jolly Dragon.....	31
5.1.2	Satisfaction survey of HRE practice in Jolly Dragon	33
5.1.3	Leading discoveries	34
5.1.4	Interview with Jolly Dragon's CEO	35
5.1.5	Leading discoveries	35
6	Conclusions	38
6.1	Potential of HRE in start-ups	38
6.2	HRE in Jolly Dragon follow-up.....	40
7	Discussion.....	41
7.1	Thesis process evaluation.....	41
7.2	Own learning outcomes	42
7.3	Ethics and validity of conducted research	42
	References	44
	Printed sources	44
	Internet sources	45
	Appendices.....	47

Appendix 1. Employees interview questions.....47
Appendix 3. Satisfaction survey49

1 Introduction

The Main idea behind this thesis is making a proper description of Human Resource Enablement (HRE) inside of a start-up's culture as a contemporary evolving trend in Human Resource Management (HRM). It has been always interesting angle in business environment, how an individual can make any assumptions about some business or an enterprise without actually having any particular knowledge about its culture and workforce. Some people actually tend to even separate these two terms into two separate entities. Despite this fact, are they right by doing that? Even though employees are those key parts who give the new shades to the culture. However, it is extremely vital to comprehend the business and if it is worth joining it not only by completing the requirements of what is expected from you, but also get an understanding, if you fit the culture and people creating it, and vice versa.

Taking "HRE in start-up's culture" topic as a kick-start and the focal point of interest in HRM on a whole different level because it is the key opportunity to make analysis of advantages and disadvantages in Human Resource Enablement. And additionally, take a look, and describe how it works on practice. There could be nothing better than discovering the topic in real life and the description gets much better when you experience everything on practice, by trying, making mistakes and success at the end. Human Resource Management is an inevitable part of culture when creating it, so if someone would try to separate them, it equals to complete destruction of the A – Z connection. HRE is the right way of removing obstacles for creating something that any company can relate to for the future prosperity.

There is a hope that any reader of this paper would share the given ideas, findings and experiences of the new developments with pleasure and interest while exploring the Jolly Dragon's world in the context of HRE, same as it happened during HRE exploration for the time of internship when the thesis was written.

1.1 Background

This research oriented thesis report was made for commissioning party called Jolly Dragon/Unfair Advantage Oy. The desired result of it is to describe in theory the evolution of Human Resource Enablement and show how the implementation is done inside of the commissioning party.

It might be interesting how the writer got Jolly Dragon to be on board with this thesis. As all students who are studying in the Management Assistant Program, everyone is entitled to go through the work placement semester and it became the place to proceed with creating this thesis as well. The internship took place there in the time frame between January 2017 until the beginning of June 2017.

In addition to this, it should probably be mentioned that the idea was created during the discussion with the company itself. On the 7th of October 2016 there was a meeting with the CEO Paul Brennan in the headquarters of Jolly Dragon (Haapaniemenkatu 7, 00530, Helsinki, Finland) and it was discussed that the main goal there was to create a writing about the connection between HRM and culture as far as both are working as one complete entity. Paul was happy about that and suggested that the Human Resource Enablement angle is applied to the topic of connection between those.

The appeal of this topic has appeared right away because the HRE area is not extremely explored and there are not that many researches done about it what gives to this thesis the unique advantage on actually open up the trend the way it could be understood and seen.

Human Resource Enablement has become an important trend of HRM among all the evolving ones these days. It is all about moving beyond engagement towards freedom given to the employees which results to outperforming, and leads to successful business growth. Workers just feel how their skills could be used beyond the job description and are ready to go extra mile to achieve even more than they can expect from themselves.

Let us just even take the only enablement word for itself. According to English Collins Dictionary, enablement is an act of allowing a person to have authority, be able to make decisions on their own with fair amount of capability. (Collins English Dictionary 12th edition, December 2011).

1.2 Purpose of the thesis

Generally, one of the most important things is to clarify at the beginning of any thesis report, is to answer the main question "Why is this paper so important, unique, or relevant to be described?" The reader is about to find this out in this subchapter.

Firstly, the main interest for this topic, was, of course, the significance of this subject matter for the company – Jolly Dragon. Paul Brennan admitted few times that the Human Resource Management was quite a downside of his business. He was also interested in involvement of cultural aspect in HRM, that is why the HRE topic evolved for this thesis: the connection of culture, HRM and the JD's staff as the target for exploration of future possibilities.

Second reason for decision-making, would be the rising interest in HR that has existed for quite a while, and it seems that this field could be highly versatile and there is no limitation for its' development. This is happening as a result of human's constant evolution and we, ourselves, bring the new trends to the table. HRM is just a tool for creation a clear and understandable canvas.

The boosting root of Human Resource Enablement is that it is one of the latest occurrences in Human Resource Management, which provides modern businesses with solutions many has been seeking for, such as an upturn of the working efficiency, tranquility for supervising your staff members. It also creates certainty that with lack of pressure from the commanding sector the aspirations of an organization would be accomplished because employees know that they only benefit from it.

As is has been already mentioned before, HRE is currently evolving tendency. This creates new working places for HR specialists who are pioneers in this area, for example HRE Representative. In addition, this causes an emergence of all types of viable trainings and even takes turn into a specialization area in book researches.

Additional proof of this topic's importance is the actual explanation how the HRE is working in practice on daily basis because it is only one thing to read the loads of theoretical material found everywhere, however, it is completely a new perspective when you read about how it operated itself when applied in right manner and results to exciting direction for a firm.

1.3 Thesis objective, research problem and limitations

As far as an objective is a collection of solid action to be taken to get to the point of desired result. In conclusion, it will clarify how in start-ups the HRE is generated based on the leader point of view and HR practices together. Also, it will give the comparison to old hierarchy type used in most companies still existing. The objective consists of the following items for reaching the desired result. To completely attain the grip on the objective of

this written work, there is a concrete set of defined objectives established (the importance of order is not relevant here):

- What would be necessary information to support the research?
- How to explain the collaboration of HRE and culture?
- What is the importance of HR in start-ups?
- What are the strengths and weaknesses of Jolly Dragon? (management' and employees' perspectives).

The intention to follow these mentioned steps during the work is extremely high, to take this particular research (the HRE topic) into action by showing how it could be done on credible example for Jolly Dragon Oy by being part of the company in the period from January 2017 until June 2017.

The basis of the thesis is not the actual problem that needs to be solved, but it is mostly giving the explanation to make people's perception of new HR methods clearer, helping them to understand that there is a lot to build. Even though, there is still a CEO in any company, but you are your own employer too, the individual makes decisions here and now. Human Resource Enablement is about ones' own initiative, individual reports to themselves at first, person makes decisions when the situation requires it and only after that it is possible to summarize everything what happened in a meeting with the manager/boss/CEO and other colleagues, including interns.

That is why the approach to this topic is more from practical point of view with explanations and how to help the employees to deal with this contemporary trend by themselves and enhance HRE so that it would work without interruptions and be a role model for other companies too.

In addition, one of the focus is to find out what employees would like to change in the current system which is present in the company right now, perhaps they have some suggestions/comments/wishes or they are satisfied with how everything is functioning at the moment.

Limitations of a research are always good thing to mention at the beginning because they are giving the convenience to understand the critical and precise approach to this thesis. Therefore, this intuitional decision-making affects the whole work and especially the con-

clusions driven out of it. In addition to this, it supplies to the reader an inspiration for feasible research which, at the end of the day, might result as a completely fresh tendency in HRM.

The limitations here are simple and clear for this particular thesis' topic. Firstly, because of the human capacity of the company, this research is going to be conducted only on a small number of people (clearly that employees and interns of Jolly Dragon were set as the target groups to be worked with for her research), who are going to participate in questionnaires and evaluation of the level of application of HRE. To remind, the number of employees is quite small, everyone took part in it.

Therefore, to illustrate the results for larger groups and companies, the study is going to be properly described in detail with its results. This is a crucial factor for not going to wide or too narrow because both of these are likely for my research to wind up in a failure.

As agreed with CEO of Jolly Dragon (Paul Brennan), the final date to finish the research was the end of May 2017 which also occurs to be a limitation, in this case – a timeframe with a previously agreed schedule.

1.4 Thesis structure

This thesis is structured as follows: seven chapters with several subchapters under them and three appendices.

First two section of this thesis are written as two separate introductions, one for work itself, second for the Jolly Dragon Oy and are supported by chapter three where partially the introduction is supported with literature.

The very first chapter is made as an introduction of the whole work; it was done independently, without anyone's intrusion. This includes how the background for the topic was formed, what was the reason to choose it and the study's objective. Following section, chapter two, introduces the commissioning party and HRM practices applied. With chapter three, it is given in-depth understanding of HRE's concept; how it evolved, describing the keys to effectively implement HRE as a tool in any company and what is the right way to evaluate that it was done properly.

First three chapters are followed by two chapters that are characterizing both theoretically and practically the bound of Human Resource Management and start-up companies' culture.

In section four, you will read about modern HR challenges, look at HRE from the point of strategy practice, understand the high value of Human Resource Enablement for a start-up to flourish and connect for yourself the employer branding with it too. Chapter five is all about the load of information that has been learned during the authors' work placement in Jolly Dragon and what kind of methods that were used to collect the information; it includes results of qualitative and quantitative typologies of research, interview and satisfaction survey.

Two illative chapters (six and seven) are a deliberation of the work accomplished during long way of HRE's exploration and the narrative of conclusions.

Chapter called "Discussion" is under number 6 where openly is being talked about how the process of research went (by what means it was either good or bad, or little bit of both), what kind of knowledge was gained for the writer's disposal and the consciousness behind the written dissertation. In final seventh chapter, the narration is about the size of HRE's potential for start-ups and generating a follow-up on Jolly Dragon's HRM.

As an extension of this work, there are three appendices attached. These are the following: "Employees' interview questions", "CEO's interview questions" and "Satisfaction survey". Appendices are the base for chapter five "Research methodology and discoveries".

2 Commissioning party and their HR practices

In this chapter, you, an overall introduction about the commissioning party, Jolly Dragon / Unfair Advantage Oy and its' HR practices (the ones existed earlier and the one appearing nowadays) is going to be presented.

The first subchapter tells about what Jolly Dragon as a company does and how it is structured; the following one gives the review of traditionally applied HR methods inside of the start-up during its existence (since 2004 until now).

All info about Jolly Dragon / Unfair Advantage Oy could be found on the internet, on their official website and Instagram, as well as the official Facebook page.

2.1 Introduction of Jolly Dragon OY

"Friendly, happy network of locals and new residents", - Jolly Dragon

The commissioning company became familiar through an internship made in the company during spring semester 2017 in the timeframe from January 2017 until June 2017. The company name is Jolly Dragon / Unfair Advantage Oy that consists of 11 people in total working there (this is the number which doesn't include interns) and many outside partners supporting the prepared activities.

People who are working in this start-up, have quite different backgrounds and come from numerous countries, e.g. Paul Brennan is Irish himself. Their aim is to help foreigners to get closer with Finns and their culture when they come to Helsinki and Helsinki metropolitan area. If someone feels like a stranger in this area, Jolly Dragon's events are the place to be. They are using online tools to literately get people out of the Internet, to go and explore the world beyond the apartment's walls, people's phones, tablets and work places. Their products are different kinds of social engagements, including various sports, parties and regular events as, for example, Café Lingua which takes place every Monday in Café Mascot (Neljäs linja 2, 00530 Helsinki). Through the recent years Jolly Dragon has worked hard to bring several projects and partnerships together to make Café Lingua a successful community where people of different nationalities, ages, languages and interests can interact with each other for free. Together, they are hoping for many more successful years of Café Lingua!

Most of the events could be found on jollydragon.org where everyone either can register and sign-up for already posted events and competitions, or can create a new one because Jolly Dragon is a community organization and the main belief lies in people who are the self-engaging engine which makes everything run.

Jolly Dragon's main focal point is not only creating options to entertain people but also building strong sense of community among attending people and engage them into bringing even more friends so that everyone can expand their network and be never ever alone. This also is relatable for the workers and interns who are encouraged to bring their friends, families or special others to the workers' Friday evening out and others. To become even more approachable and reachable to all people, they have many social media channels, such as Facebook, Twitter, Instagram and Snapchat.

The company's structure is being illustrated below this paragraph. Jolly Dragon doesn't actually have any real hierarchy here because, as in most of start-ups, there is none. Everyone who comes to the company just brings to the table what they have to offer in all areas they have at least some expertise, starting from just helping around the office, finishing with building processes for the future use. Obviously, Jolly Dragon has its' CEO, Paul Brennan, but he is not positioning himself above his employees and stays on track of each teams' current issues; those teams are: Tech, Events, Business Development and Marketing subdivisions. People are changing from time to time, the current list looks like this:

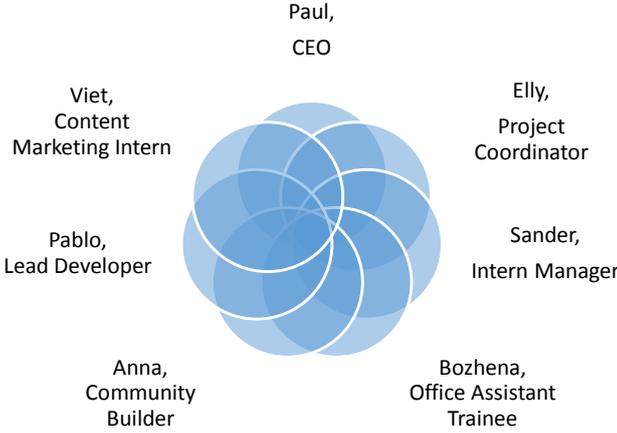


Figure 1: Jolly Dragon's company structure

This SmartArt was used as a tool to represent that everyone is an individual but inside of a start-up everyone is working very closely with each other which is extremely important for a developing company because it defines the flatness and that people are all on the same track and have a clear understanding of company's culture and strategy (that it is not only visual posters on the walls).

2.2 HR practices in JD

This subchapter describes the application of Human Resources' integrities in Jolly Dragon since their foundation time (year 2004). The interview for this chapter was conducted on 6th of March, 2017 in the HQ of Jolly Dragon (Haapaniemenkatu 7).

Firstly, the discussion goes on around the HR models that were used earlier (2004 – until my arrival to the company); if there was HR at all and if yes, then how it looked like and how the whole procedures of applying it were going on.

And then, the actual talk is about the angle of HRE that is implemented and how it looks like on practice. Does it differ from what we have "on paper"? Or is it exactly the same?

2.2.1 HR models used before

While conducting the interview, it was really important to create a visual example of HR's application throughout the time-frame. It is one thing when you just write a bunch of pages telling people what was done and when. From many different perspectives, the explanation of the changes made during the quite big time-slot (it is almost 15 years since the JD was founded). It is indeed easier with the help of something tangible, almost at the chart could be touched.

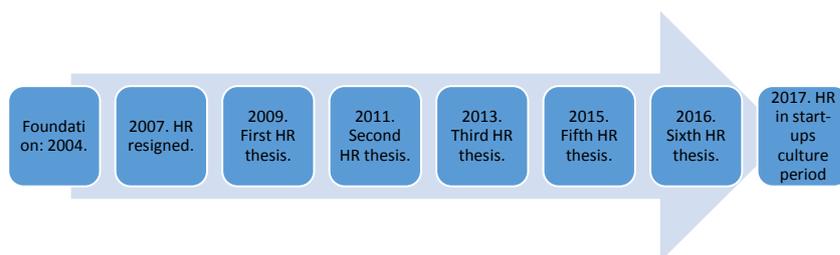


Figure 2: Jolly Dragon's HR models' timeline.

Thus, let us imagine that the practice, pursuit and performance of HR in the given company is a linear process represented on this timeline. The approach that was decided to be used for depicting the situation is the following: the foundation of Jolly Dragon was taken as a starting point and the arrival of this project to the company as the finishing one. Obviously, the company's HR process doesn't end when the internship is over, but at this certain time-mark it is most suitable to do.

The following few items (years 2009 – 2015) are the representation of the try-outs to implement different HR exercises' types conducted through the students who were writing of theses connected to different Human Resource Management methods, including subsequent ones: "What kind of role HR plays in engaging communities and groups", "How can a HR representative convert those groups not seen as human capital to Human Resource?", "Why customers should be seen as HR?" and "What way can be communication based on HR?". This particular thesis "HRE in start-up's culture" is one more attempt to support the creation of new HRM which can support the existing one (later about this in second next paragraph).

Paul implied that he considers himself as the main HR-responsible person because all the hiring interviews go through him (either potential interns, or employees, or JD ambassadors) and the adjustment of the possible new HRM practices too. However, CEO admitted that during the Jolly Dragon's existence, there wasn't enough time used on the development of HR department or containment of HR representative because of several reasons, such as too many business challenges coming and creating a, so-called, "snow-ball effect", lack of the revenue and funding, continuous and unpredictable change of the core-teams in a really short time or HR just wasn't the main target for the business development team.

What goes also to the implementation of new HR practices throughout the time, the main one existing from the foundation time until now is that the Jolly Dragon's events are considered to be the main source for the Human Resource flow and the source to get new people to join, building the community, so to say. According to many opinions there were heard during the time of the internship in Jolly Dragon, Paul himself is the centre of this community because of his people skills which many people might lack, but also Anna who is specializing in company on community building systems and models. This is actually the connecting point for thesis application to "hop-in" to the HR development because the Human Resource Enablement could be really neatly used basing on the acquiring the human capital you meet at the events and enable them to show and exercise their versatile talents on the created platform of Jolly Dragon.

2.2.2 HR models existing nowadays

This subchapter is the place for me to answer the following questions: "Who was responsible for deciding that HRE is needed in the company?", "How long should it stay in the start-up?" and "Is further HRM growth planned for the future and why?"

The surface of the topic was a little bit on scratched and slightly opened on the previous page when describing the types of the models Jolly Dragon used since its time of foundation, where it was told that the platform to expand the talent acquisition is the event system and that the HRE is the support backup for it. It is the kick-off part for the issues that are being discussed onwards.

Let's answer the earlier question about the responsibility to start the HRE in Jolly Dragon. Initially, it was Paul's idea and he started using it because Human Resource Enablement turned out to be really fast growing and interesting trend in HRM in general, and also isn't costly for the company, however, cost-effective. As CEO told during the interview, he was inspired by the example of Linus Torvalds, founder of Linux who was one on the pioneers in giving his employees the field to work on their own and Paul, and other HR-assisting people, partially applied the strategy of Linux to "Unfair Advantage Oy". While mentioning him, Paul referred to also such stirring talks as "Institutions vs. collaborations" by Clay Shirky and "The Gift Economy" by Tom Tresser as being the great examples of giving the opportunity to workers for collaboration, not hierarchy; enabling not complying; thinking differently, not being stuck in "last century". The word "efficiency" is the key in these.

Next two following questions are better to be defined together because, from this thesis' point of view, they are inevitable parts of each other. Human Resource Enablement is going to stay in the company, so to speak, "forever", meaning as long as the company is going to exist, or until the moment when there is going to appear some new HRM trend which would be more suitable and adjustable to the company. Simultaneously with it, in company's plans there is the growth of HR department for the better selection among candidates, talent acquisition improvement and the culture plus communication enhancement.

3 Human Resource Enablement

The overview of the following part “Human Resource Enablement” is giving some of the insights to the topic that are developing throughout the writing of this thesis work. This chapter with its three subchapters is telling about the Human Resource Enablement as a newly established direction in Human Resource Management.

Subchapter 3.1 is describing the evolvement of HRE, including background, what and why caused its' origin, the evolution of HR during the recent years and how it was influenced by different factors to shape new tendencies and strategies; and you are going to get the angle to this storyline from the perspective of start-up.

In 3.2, an apparent interpretation of the actions is given about how a start-up should act in order to attain good outcome out of their endeavour to put Human Resource Enablement into action and how a starting enterprise can calculate, and judge about the accomplishment level: either got turned out it indeed according to the plan made earlier or it was just an annihilation and a failure.

3.1 Background for HRE's evolvement

The following question, how is Human Resource Management relevant to the start-up's culture? is the one to be asked. This is fair doubt for anyone because, mostly, everyone thinks that the main target of any start-up is just to make a profit out of an idea when it was launched. Nevertheless, it is impossible to develop any astonishing idea without right people by your side who are coming from different backgrounds (cultural aspect and fields of study, etc.), who are also allowed to make deals and proceed forward when the main person (CEO, idea-owner etc.) is not even approximately close to the place or not reachable by any means. The key in this chapter is to look at the bond which might or exists between the HR and start-up entrepreneurship.

“Only an appropriate team composition can turn inventions into concrete and marketable innovations” (Chandler, Honig, and Wiklund, 2005).

In most of modern cases, entrepreneurs are self-governing individuals who get encouraged by one or many ambiguities they acknowledge to be a right spot to grow their own profit. This causes the numerous establishments of start-ups all year around throughout the world, but it is urgently important to have a strong knowledge and understanding that

the team you are leading has your back and they follow the same stream as you set for yourself and the company. (Gustafsson and Dal Zotto, 2011).

When a company decides to contribute into Human Resource department, it can only show to its' employees that it can bring their working agreements to completion which can only result for a company as increased motivation and high level of work performed. If we take a look at the antagonistic side of the contribution to the HR, this means nothing lent in return for workers, we can observe that the results of ignorance are projected in rapid talent deficit (acquiring and keeping a talent is an intensely challenging issue in nowadays' business life) and in a not really long term, the profit can go into minus to which bankruptcy is a final outcome. For new companies, it is crucial to create the conditions which can clearly show to the workers that this is the right place to commit and it is worth staying in a start-up, even though it is quite tough at the beginning but in the long run, it is going to pay off as twice as much.

For an entrepreneur who started a new company, which is most likely to be emerging and rapidly growing, in what manner you treat your people it the central and pivotal matter which brings the business to its niche in a blink of an eye. Human Resources are key to oppose and cut out your competitors out of the game. "It helps you retain people better. It helps you have a better dynamic within the company." (Charles Coy, 2015).

There are ten things which kick-started the evolvement of Human Resource Management, in other words, ten elements of what a start-up should not do to keep itself "water-borne". These are three the most influential ones with extra comments to open up perspective:

- Your vision is to make money (1);
- Your culture is a ping pong table and office dogs (2);
- Your employer Branding is non-existent (3). (Jenny Buch, 2016)

- (1) Yes, money is important and we all need them to live our lives, however this is not the only one factor which keeps the talent inside: show them that they are important component of a working machine);
- (2) vision, mission and core values are illustrated but just for the tick that the company has them (this is something that keeps the business alive, your workers know what they are here for because the leader knows how to inspire and show them the right way);
- (3) how a start-up can acquire a new talent if those potential workers would not apply because of the lack of understanding what your idea is).

In the next two parts, the opening of a discussion is being made, with references how to avoid the problems submitted in the entry part of this chapter. The denial of HR's existence in start-ups should be demolished to counterbalance the existing issues occurring among young companies.

3.2 Keys to reach effective HRE

By all means, it is valuable to discuss such topics in general and take different angles on same aspect on a collective group included to the HRE's direction. However, for clearer understanding of how everything should be done, the reader should be provided with comprehensive and understandable, so to say, "instruction" for achievement and real-life implementation of this specific HR's workflow style.

At the beginning, it is important to acknowledge and understand what is the core HRE's power of attraction to managers. Here come several factors of influence, such as importance of partnership like cooperation from employees instead of old "doing what is told"-attitude. Nowadays, the use of mere compliance is about to bring the organization down which might be caused through the lack of freedom and possibility to grow among employees. So, it brings us to understanding that it is crucially important to nourish the individual treats to benefit mutual prosperity. The growing competition in the world and demanding economic conditions, companies are supposed to do much more with less assets. The unrestricted effort that includes engages employees is the most important key to succeed in the market (Mark Royal and Juran Yoon, 2009).

In addition to the management perspective, the significance of engagement itself is brought to the table by the constant change and the hectic world pace which makes the definition of specifications to certain roles in the company hard (close to impossible) to define: many modern employees can find themselves doing much more than they were expected when they just arrived in some place, under pressuring present-day conditions, the workforce is entitled to learn and work at the same time. It is not about hierarchy anymore and climbing the position ladder in a company from bottom to the top during half of your life as our parents, or our grandparent did, but it is only about trying out yourself in many roles to work for the company's steady growth.

Tom McCullen, Reward Practice Leader from Hay Group's subsidiary from Chicago had invented a formula to explain the keys to attain effective enablement in a workplace. As a management consulting group which exists for over than 70 years now, when started small, they have already tried many different models of managing people, and the fact

they are still on the market and still growing day-by-day; they are definitely specialists on not only consultancy but psychology of workers, their needs and how to administer them.

The formula looks simple and comprehensive: **Engagement + Enablement = Effectiveness**. Disregarding its' fairly easy appearance, each of the addendum has few more summands inside.

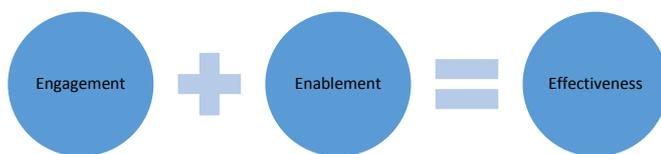


Figure 3: EEE (engagement, enablement, effectiveness) formula. The formula is presented as a figure for better comprehension.

Employee engagement consists of following components: apparent and up-and-coming leadership, strong belief in managers/supervisors, high value and customer orientation, feelings of being appreciated and respected, favorable conditions for self-growth, and last but not the least important benefits and salary system. These items, before adding them to the formula, bring great outcome of loyalty committed to the company which is crucial for the unexpectedness of modern business because there is no room for creating a future forecast, for example, for 20 years ahead what was a quite popular until the end of 20th century.

The next item in the equation is enablement itself, was created with few drivers, such as performance management created by Werner Erhard and Michael C. Jensen, developed structure and workflow, coaching and guidance for employees, expert opinion and empowerment, and sense of collaboration among workers of all ranks. As a result, for the company, the environment is shown as filled with support and cooperation, and the level of dissatisfaction and unhealthy competitiveness falls down with optimization of the roles brought through the collaboration and the ability of people to work together with minor issues on the way.

To give a small preview into the next subdivision, I will start with the evaluation topic already here. At the end of the day, it is all about numbers. In some cases, effectiveness looks like an intangible matter that can't be depicted in numbers but only understood as conclusion from given feedback. In reality, it just might give a feeling that it has been powerfully implemented and accomplished more than even expected. However, McCullen suggests some factors how to calculate the efficiency rate of HRE with looking at six components. When making statement of main point (either the person is in high position or even just a temporary employee), if the overall yield, commercial performance, talent acquisition process, customer loyalty and innovation levels have become higher in connection with the boosted corporate reputation/employer branding, then the evaluator can surely assume that the program of implementation of Human Resource Management has been successful.

According to the Hay Group's studies conducted during past few years, when these factors resulted with 40% increase in employee performance, the customer satisfaction goes up by 18%, the financial achievement goes up by four time up and brings the decrease of employee turnover by 14% which means the loyalty and stability for a company.

To sum up this part, it was decided to add two graphs to make the information more tangible to the reader: the first one is made by the author, the way she understands the engagement and how she would've explained it if she would've been asked about it "on the street" and the second one, the Hay Group's framework for the E+E=E formula.



Figure 4: EEE formula. (Hay Group, 2014).

This is her personal quick overview of four main factors which influence nowadays on the engagement of employees into your idea in any company. After reading some background on this topic, it is absolutely easy to show that there is not going to be any worker there for the business owner if the worker her/himself would not notice that the customers are interested in the idea and it is definitely innovative, and, obviously, brings profit.

Employee Effectiveness framework

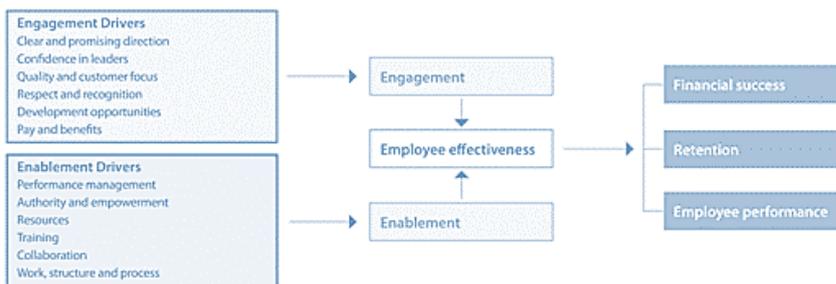


Figure 5: Employee Effectiveness framework. (Hay Group Atrium, 2014)

“Employee Effectiveness framework” graph is just a visual supportive to everything what was written in this chapter to make it easier for the reader to comprehend the written text.

These frameworks have been successfully used by many other companies and it helped them grow their Human Resource strategies.

3.3 Ways to evaluate successful HRE implementation

After the sneak-peek to this topic in the previous subchapter where it was discussed the interpretation of ending part of the equation called “effectiveness”, here it is proceeding with five existing tips for evaluation of HRE’s exercising and explain, why, in general, Human Resource Management needs metrics.

Why metrics are important? According to Dr. John Sullivan & Associates are a human resource management consulting and training firm, owned by author and educator Dr. John Sullivan. In their slogan, it is implied that talent management is created whole company with the help of the leader. He implies that there are three the most important “WHYS” in Human Resource culture.

Creating metrics can influence the natural actions of any individual. The evaluator creates a “person-to-person” comparison of achievements or fails made by every worker in the company, then sends out it to them (anonymously, of course). This awakens a challenge among people, especially in start-ups because such companies are looking for highly competitive people to push the business to the top. When seeing your own results, and understanding that it is not the best ones, an individual just thrives to follow “better-faster-stronger” attitude.

Measurements are standing higher than culture when influencing the managers. The main point of this for a manager is not only about saying that a worker needs to follow the culture which exists in the company, but rather show the numbers and results taken from the previous issues occurred inside. If you can present (read as to sell) the numbers and reward system to the employee the motivation to follow the corporate culture will increase too. However, there are nowadays quite strong counter arguments against incentives led organizations. They tend to lead employee’s attention on the incentives themselves – not to the problems to be solved. A numeric benchmark starts to live its own life in employees’ heads and they are not necessarily working effectively. It makes sense especially with companies, who are making their living under very complex, uncertain and volatile market conditions.

Evaluation can also show to HR department its influence on strategy which is highly important to a developing and growing business. Quite often, workforce is the most expensive thing in a company; up to 60% of the revenue are spent on it. This brings the importance to HR and helps it to explain strategically that the use of new trend, as said HRE, is doing if not great but well and brings the explanatory side to economic value.

Before coming to the next source that was used, to avoid confusion with the point of previous , here the Human Resource Enablement is a bigger picture and consists of both engagement and enablement that have separate drivers.

An internet article written by Iliyana Hadjistoyanova and published on 4th of May 2016 on CEB blogs, discusses about nine crucial questions to evaluate the employee engagement. Here are listed here as system conditions' "HOWs" of evaluation process:

- Do you understand the strategic goals of the broader organization?
- Do you know what you should do to help the company meet its goals and objectives?
- Can you see a clear link between your work and the company's goals and objectives?
- Are you proud to be a member of your team?
- Does your team inspire you to do your best work?
- Does your team help you to complete your work?
- Do you have the appropriate amount of information to make correct decisions about your work?
- Do you have a good understanding of informal structures and processes at the organization?
- When something unexpected comes up in your work, do you usually know who to ask for help? (Iliyana Hadjistoyanova, 2016).

These all nine questions are speaking for themselves: if the staff knows what they are doing in the company, they trust their team, what is the idea and the purpose of this specific existing business and is sure that they are going to be rewarded accordingly to what was made, then it drives the company to quite a happy outcome of increased visibility and of course, revenue.

4 Start-ups and Human Resource Management

Many entrepreneurs, who saw an idea in the environment, don't exactly care about the HR because, in most situations, it is not their main target, they just want to earn money and prove everyone wrong that their idea was indeed a good one. The importance to use HRM in modern launching companies is to be cleared and presented to the entrepreneurs. Aside from earning money, a starting entrepreneur needs to remember that there is going to be zero profit unless there are right people who will have you back in any situation.

First subchapter is based on few talks that has been found on website called YouTube; the first one is "Human Resource Issues in a Start-up" with Robert Siegel explaining the criticality of HRM in start-ups and followed by "The Reasons Why Even A Start-up Company Needs H.R." where Kathleen Davis and Cale Weissman from Fast Company emphasize that HR brings more to the company than many businessmen can imagine. In addition to these two, few ideas of former deceased CEO of Apple, Steve Jobs, who is considered to be a master of managing people as a resolution to the HR's threats.

After we take a look on challenges, it is quite logical to connect it to the strategy. Strategy in a business is, in a way, an art of how to plan and achieve the desired future and how the existence of the company might be prolonged. If the HRM is crucial and HRE helps people to be responsible for their actions and not to wait for the instructions from above, it means that HRE is indeed strategy for the culture.

Subsequently, the employer-branding is pivotal when talking about such colossal operational changes. HR plus strategy and plus culture equals employer-branding. Basically, what I am trying to say is that the insights of any company are, how the enterprise is being perceived by your potential and existing surrounding environment (staff member, business partners etc.) which is one of the most eminent aspects to pursue your business further.

The final unit of this chapter is rather a short recap of main points provided during the whole discussion of the merging importance between HRM (and HRE) and start-ups. A recap of the ideas is going to be made at the end of the chapter, to draw a conclusion how to actually adjust the Human Resource Enablement on practice that it is going to lead to a success and the money gain that is so desired for the entrepreneurs basing on the challenges, HRE as a strategy and the employer-branding.

4.1 Modern HR challenges

Dr. Siegel is a Lecturer in Organizational Behaviour in Stanford University Graduate School of Business, also, a partner in XSeed Capital which is an investment enterprise that works with entrepreneurs who aim to create and manage high growth companies.

In accordance to Siegel in the interview called "Human Resource Issues in a Start-up" (Siegel, August 2015), Human Resources controversies are often neglected as whole concentration goes on the instantaneous demand to develop something new. But he underlines that availability of well-developed HR practices in your company should be part of your strategy from day one.

In this video, when answering the question about the development of HR in a company, Siegel says that at the end of the day HR is all about "helping people growing into the job they're doing now and hope next two jobs they'll be able to do" which means that people are important, whether you like it or not, and its' chief's responsibility to give everything possible to them to accomplish the tasks. He also implies that "best companies have an executive position at a seat at the table" which is quite often ignored by start-ups (most of the launchers of such fast-paced growing companies have numbers/earns/idea mindset but not necessarily have understanding and clear view in people).

One of the most important issues for the present is how to distinguish that the HR is just not solved to the level of satisfaction. To this point of controversy, Siegel suggest to ask people to give feedback and reminds that there are numerous options available to do that; one-to-one sessions between employees and their supervisors, not unquestionably in formal set-up; especially in a start-up which is a collegial environment you need to build a culture of open communication and understand how to discuss what is good or not.

In another video, "The Reasons Why Even a Start-up Company Needs H.R." Davis and Weissman are discussing such important questions as why mostly there are no HR in start-ups, the disadvantages of lacking the HR in a start-up, role of HR in a start-up and give a future advice to the start-ups. In Cale's point of view, the main reason for start-ups to cut out the HR existence from their structure is the bureaucracy which for them looks like they are giving a try to be a huge company, which also from their perspective creates an "individualized culture" nobody else has. However, what might be the importance to have the HR in your start-up? First of all, HR is "there for you" so that if there are any issues occurring, you can go to the HR responsible person and talk out what is going on in the office (employee's relationships and general adjustment issues) and that the action

should be taken. In addition to this, HR representative is the person who would tell you about your deserved holiday or the benefits you can get when working at a certain place.

Therefore, what is the key for a company to success? It would've been great to take the interview of Steve Jobs talking about Apple and their passkey to prosperity (D8 conference, 2010). Once, they also started small and there were the factors that brought them to the level they are now, even without their deceased founder. Steve Jobs, said that they are a company based on collaboration and their organization model is easily comparable to a start-up, or as he emphasized "we are the biggest start-up on the planet". According to Jobs, the answer to their triumph story is "folks come through without watching them all the time": that is what is called Human Resource Enablement nowadays. Divide tasks, filter down the processes from top team to others and collaborate on working for the final product.

4.2 HRE as a strategy in start-up's culture

Nowadays world and its' competitiveness are forming the "ground" for the strategies used in companies because the change from industrial to knowledge economy have happened. Due to highly ambitious market evolution happening every day, it is almost impossible to keep the sustainability from the enterprise's part. Anyone who is involved in the understanding of leverages and losses of challenging work conditions, are attempting to create the tools for acclimating those. The main side of doing it, is the investment to the development of Human Resources as a strategic approach for any company (International Journal of Education and Social Science, Vol. 1 No. 2; September 2014).

Small organizations are more likely to operate in an informal and flexible manner than larger firms are. Small-scaled companies mostly function in relaxed and adaptable atmosphere in comparison to the enterprises of a vast size and the ones who has been on the market for more than a decade. This idea has been found in many studies about how the business should be run. (Gibb, 1997; Hendrickson and Psarouthakis, 1998; Lee, 1995; Marlow and Patton, 1993; Pfeffer, 1994; Storey, 1994; Whittington, 1993). Models of being "easy" among colleagues are often to be repeated in HRM practices.

For the reader to understand better what I am implying here to, I would like to start from building a bridge (as a linkage) between organizational effectiveness and Human Resource Management and proceeding with Human Resource Enablement closer to the end of this subchapter.

Firstly, what is the definition of "Organizational Effectiveness"? According to Business Dictionary's web page it is "the efficiency with which an organization is able to meet its objectives. The main measure of organizational effectiveness for a business will generally be expressed in terms of how well its net profitability compares with its target profitability." Out of this definition I can clearly draw the linkage between organizational effectiveness and HRM. If human capital doesn't get the set targets, it creates the lack of the effective execution to the tasks and results with reduced income and decreased interest from the customer point of view.

Mike Millmore, describes the genesis of HR Enablement (Mike Millmore, Strategic human resource management: Contemporary issues, 2007). In his opinion, evolvement of HR enablement came from the actual development of HRM kick-started by Halcrow group which was one of the biggest multinational engineering consultancy enterprise in United Kingdom since 1868 until 2011 when it was acquired by US company called CH2M Hill. In year 2000, they introduced the "employee survey" which included several areas for development: skills package needed, enhancement of management and leadership, employee's fulfillment ranking and information flow.

The origin of the questionnaire came from outside, completely independent, company called Kaisen Consulting and the procedure was repeated biennially. Their specialization's focal point is leadership consulting practices; they are located in Bristol, England. The main role of the company was the undertaking of the data Halcrow collected; afterwards Kaisen would create the follow-up workshops with the labeling of vulnerabilities and tenacities, and setting up the central target for development and improvement. The survey includes 30 questions coming from 10 pivotal fields which are the main for the employees' enablement. Ten key areas enfolded accuracy of job's summary, Halcrow's course, process of targeting the customers, overall assessment criteria, work's acknowledgement, availability of tools to accomplish their tasks, skills' evaluation, community/cooperation level, engagement and empowerment. The general idea of evaluation was relatively simple: virtual grading each of the 30 items on the scale from 1 to 5 (1 as the lowest, 5 as the highest) with a possibility of open feedback at the end. Many companies are using this methodology nowadays, especially start-ups because it is rather important for them to understand their weak and strong sides during the process of development.

Human Resource Enablement is the key to a clear separation of tasks between workers because everyone knows their strengths and weaknesses to that particular extend of creating a community based on understanding. This results in organizing the internal chaos happening inside of the start-up as it gives people the opportunity to deliver the finalized

product to the consumer on time because of the ability to make decisions independently. HRE is the backup support for employees because it is also a model of communication that everyone is available for each-other and have their backs while the start-ups quite frequently change their focal points and desired results to achieve. The HRE is also a plan of key facts which are clearly set and it doesn't matter anymore how they are going to be achieved and what methods to use as far as the target is reached. (Creative HRM, 2012).

4.3 HRE and employer branding

For the first time, the phrase "employer branding" was used by managers in the 90s; Simon Barrow and Tim Amber put it to the context of business in 1996 in the "Journal of Brand Management" where they outlined the employer branding as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company".

Since the 90s the definition of employer branding has changed. In a book called "Employer Brand Leadership" (2010) by Minchington, B. the "employer branding" is defined as "the image of your organisation as a 'great place to work' in the mind of current employees and key stakeholders in the external market (active and passive candidates, clients, customers and other key stakeholders). The art and science of employer branding is therefore concerned with the attraction, engagement and retention initiatives targeted at enhancing your company's employer brand."

However, many recent marketing written works imply that what is imagined by an individual while thinking about the particular brand, it creates the understanding how this company might be as a potential workplace. (Davies, 2008; Foster et al., 2010; Gaddam, 2008). Also, "there is a clear emotional relationship between the employer and the employees based on brand image" (Davies, 2008;Gaddam, 2008).

Figure 6 was taken from a dissertation by Johanna Jonze & Hedvig Öster called "EMPLOYER BRANDING IN HUMAN RESOURCES MANAGEMENT" (2013) written in University of Uppsala. In particular, this work is focused on significance of hiring and keeping the employees which is quite important when talking about the conditions at work, cultural aspects and the relationship among employees.

The general idea of this scheme is to build an understandable image of the employer branding's function for a person who is not a specialist in this area. Therefore, when an individual hears "employer branding", they would straight away think of two main things:

the associations they get and what kind of identity they will give to the employer. Organizational culture is, in a way, a part of the branding (e.g. bad culture comes from bad leadership, same is applicable to good companies too); organizational identity together with the culture and creates the value for the loyalty, meaning why the employees would stay in the company, what are the reasons which keeping them there etc., which brings us to the productivity being caused by special conditions brought up by loyalty. From the associations come the employer image and how a person would portray the owner of the company and this ends with the attraction, or in other words, is this person (or board) worth of working for them.

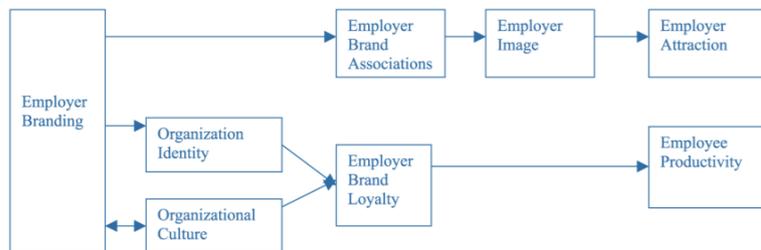


Figure 6: Employer branding. (Johanna Jonze & Hedvig Öster, Employer Branding In Human Resources Management, 2013)

The authors of this thesis are perceiving the employer branding as a tool for setting up a place for an enterprise the way that employer branding will be as a strategy and a factor of attracting everyone who is useful to them. This theory is supported by the quote from work written by Backhaus and Tikoo in 2004: the employer brand is used both to attract potential employees and to ensure that current employees are committed to the organization (Backhaus & Tikoo, 2004).

This indeed brings us to the enablement, commitment and engagement from the employee' perspective.

To write this part the author was deeply inspired by one book, in particular. It was published in 2011 and had a great influence on employer branding' development and impacted on HR to seek for new areas to grow. This book is called "The Employer Brand® Bringing the Best of Brand Management to People at Work", was written by Simon Barrow and Richard Mosley. Also, they are speculating the topic of potential employees' awareness of the understanding the "employer branding" and how it differs in different countries

(or continents, so to speak). Since Human Resource Enablement is built upon the engagement, commitment and actual enablement, this is something what comes from connection of Employer Branding and HRE itself.

Many companies conduct so-called “quality rounds” among employee about their satisfaction of the place they are working in. Engagement and commitment of an individual to a company for long term relationship, in enterprises’ opinion, are the factors which are influencing people when creating the satisfaction rate in one’s mind. However, the definition of the satisfaction is something that is quite difficult to define and put into some frame. The reason for this is the broadness of a person’s understanding of it either because one could be happy to have this particular job while it doesn’t push him/her to do more than they want to do, or actually, an individual found a perfect place for self-development.

This issue with evaluating, instead of the “satisfaction”, the “commitment” and “engagement” is much more convenient for any possible organization nowadays because this is more about their performance influenced by many factors rather than only vague “I like the place where I am now” kind of attitude. The factor of influence to the new methods for evaluation the “employee satisfaction” could be also the following: employee might not have any struggle to answer that “yes, I do like working here”, however, it doesn’t necessarily mean that they would’ve given direct answers to question “why?” and what factors (either the well implemented engagement, or them being committed to the place, or both) actually pushed them to the understanding of their state of fulfillment with the place they are currently in.

That is why, for proper measurement of these both factors, there is a demand of creating a variable set of question which can open up the topic and help the employees talk much more deeply than before. There has been a humongous amount of different studies and researches which were looking for the more or less the same definition of commitment and engagement, but still, there was no luck. The authors of this dissertation, however, took into consideration the frameworks created by Towers Perrin and Watson Wyatt, from where they took eight crucially important “ingredients” for successful evaluation of engagement and commitment.

- Being on the same page with the mission and vision of the workplace;
- Strong faith in the services and products being provided by the employment company;
- Awareness of being a part of something bigger and being proud of staying in the place;
- State of comfort because of actual position or the possibility of “climbing up the ladder”;

- An individual is eager to do more than expected in order to develop both company or themselves;
- Promoting the enterprise to everyone around;
- One of main objectives of an employee: desires to stay.

However, for some reason, the HR representatives would prefer to evaluate the engagement more as it is being considered more important than commitment which is pretty much unfair because from the employer branding perspective it is equally important to know what is the attitude towards company and is the company working enough that the workers would feel interested enough to stay, so they are boding terms if we look from this angle.

The following subchapter is going to explain to the reader how much the role of HRE is important for a start-up basing on different factors and also a little bit summing up the previous ones.

4.4 Importance of HRE for successful end-result in a start-up

As it was mentioned several times before, Human Resource Enablement is still a young and developing cultural and strategical tool in any types of organizations, including start-ups. This, obviously, created a few obstacles while looking for the information needed to proceed with writing.

This subchapter is going to be exclusively general understanding of the HREs importance to the start-ups based on personal experience of actually being a part of such scheme and also concluding on the basis of what she has read so far and mentioned on the previous pages to the reader of this work.

When talking to business owners, one question is extremely essential for them to ask: "Am I creating the right value for our organization and our people?" which is highly demanding to them because it takes time, effort and the ability to be honest with yourself and the surroundings. The professionals who are specializing in augmentation of enablement sometimes realize that they get easily stuck upon slow development and are not really creating evolutionary ideas, for example, if we compare the it to the expansion size of digital, marketing and retail worlds which, seems like, do not really have any boundaries for growth these days. Employees are under much higher pressure than they've ever been since business-boom occurred, and it is exactly the role of HR to give as clear as possible job description to them to enable them to do more because when the company has a lot to offer, the person who truly believes in what they are doing, are not going to

stick only to what they are expected to do but would rather thrive to do more and expand as further as possible to feel the recognition and get the understanding that the work they've done is doing huge impact.

Human Resource (Capital) Enablement team is in charge of creating the pivot for the employees. You are most likely interested what I mean by saying the "pivot" word. It is a set of given directions to employees to become more agile and adapt easily; it is about transforming old ways of thinking into new working alternatives; how to minimize the gap between strategy and execution which means the "new way" is "best and only way" to make your employees devoted to the company and this is followed by the rise of the enterprise itself (including money and the brand image).

Although, one interesting discovery of an article was made, which reasonably explains the importance of a leader and his/her features which are exceedingly important for a leader to have to enable his personnel for better work which is bringing also to the sufficient end-result.

Author of the research called 2015 Trends in global employee engagement Aon Hewitt suggested a graph of an engaging employer and what his/her features should be that workers would be inspired enough to follow the example and aspire to get to the same level. It is based on a research conducted for the dissertation on different business leaders and it is a conclusion drew out of the interview. So, here come two graphs with the enabling leadership characteristics:

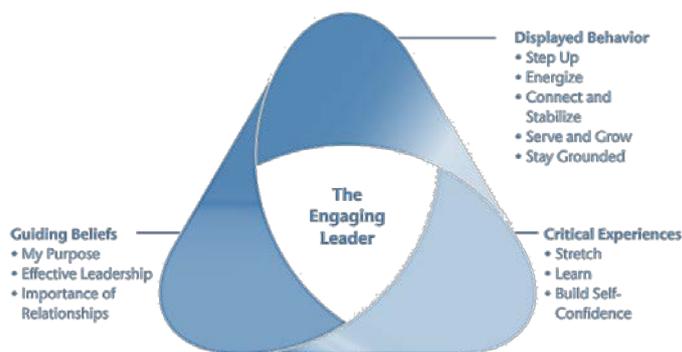


Figure 6: The Engaging Leader. (AON Empower Results, 2015).

Aon Hewitt ADEPT-15 Personality Facet	Average Correlation Across Engaging Leader Behaviors	Step Up	Energize	Connect and Stabilize	Serve and Grow	Stay Grounded
Positivity		!!	!!	!!	!	!
Drive		!!	!	!!	!!	
Liveliness		!	!!	!!		
Cooperativeness		!	!!	!!	!	
Composure		!		!	!	!
Sensitivity			!	!!!	!	

Figure 7: ADEPT-15 personality test. (AON Empower Results, 2015).

These two graphs are mutually binding because they are explaining each other. On the first one, you can actually see what is required from a leader to enable people to follow him to the result the company is trying to achieve; and the second one is a scale-looking descriptive to the character features which would bring your people together for the common goal.

To interpret what is said on the “the engaging leader” chart, following needs to be said: your employees are never ever going to be on the same side with the mission and vision if you (the leader/owner/entrepreneur) are not flexible, self-reliant, you have no ability to learn; you have no clue how to explain the idea people need to follow (the lack of guidance or poor level of it) and you do not care about the bonding of the collectivity; and also when the leader has no idea how to protect others and ideas, can’t be the “engine” in the “machine” or has too high expectations staying in his/her, so-to-say, “happy place”. As a conclusion, you can see that if the head of a team has these elements under their sleeve, then the staff members can be sure that they are not going to abandon the company and they feel stimulated to work, grow and going for the achievement of the goal they seek to accomplish.

With regard to the following chart, ADEPT-15 Personality test also conducted by Aon Hewitt, there are few things to explain for the reader. The exclamation mark depicts how much the ADEPT-15 is connected to “the engaging leader” figure; the more there are, the higher is the correlation. As you can see, the highest importance and connection go to sensitivity (because the workplace-related empathy is crucial on the way to achievements) followed by positivity, drive, liveliness and cooperativeness. Composure seems to be least correlative among the shown factors, although if there is none, then you can crush not only your reputation among employees but also the willingness to proceed with this certain task while “on the road” to the target.

To form the final opinion on this part, I would like to mention that the complexity of Human Resource Management and Enablement is built upon many factors which influence the eventual outcome and the team responsible for those should be the example to other people on the part "how the things should be done and what attitude you need to have". By all means, enablement is about people having the chance to work and decide on their own without guidance from above and not anyone standing over them; however, when the person who gave you such "power" to your hands is none of a leader and shows that he does not want to have anything in common what you do or did, and doesn't give you the example of the right person to be there for the new ideas and developing workers, then everything, eventually, is going to crash.

5 Research methodology and discoveries

“This chapter covers the empirical part of the research, including explanation of the research methods, how the data was collected and analyzed. Here the culture, leadership, communication and relationships are explained in an anonymous format. The employees and the company’s CEO went through rounds of personal face-to-face interviews with me as well as evaluation procedure to draw conclusion on how much the satisfaction rate among workers and their connection to the leader is. Although, the deliberation of used methods is opened here too: what it means to conduct quantitative research, and what kind of tools there were designed to evaluate the factors mentioned before. All evaluations were done on paper with the use of recording machine because the number of employees wasn’t that huge (only 12 people), and it is much better in such case to actually have a real discussion instead of looking at online results in Webropol or SurveyMonkey, or any other similar sites.

5.1 Qualitative research

According to the Sage encyclopedia of qualitative research methods, qualitative research is “is the systematic empirical investigation of observable phenomena via statistical, mathematical or computational techniques.” It develops mathematical theories, models and hypotheses to understand deeper the phenomenon of gathered data.

5.1.1 Interview with employees of Jolly Dragon

The interview took place in late March on 23rd of March, 2017 in the office of Jolly Dragon (Haapaniemenkatu 7-9, Helsinki) between 12 and 15 o’clock individually with every participant, one by one. In addition to this, I excluded myself from answering the questions to reduce the high-rated prejudice possibility and to give myself more room for the evaluation without looking at my own attitude towards questions and company too.

After going through the data that has been collected (re-reading the notes I took and also listening to the recordings that were made), it should be said that the results are quite erratic. The answers are presented in a form of pie chart because according to quite a few internet sources I managed to find, it is useful to present quantitative data with help of it because the role of pie chart is to introduce the overall feelings/state of minds among employees questioned. The colours are separated as following: blue for “satisfied”, orange for contradiction option “unsatisfied” and neutral attitude is in grey colour.

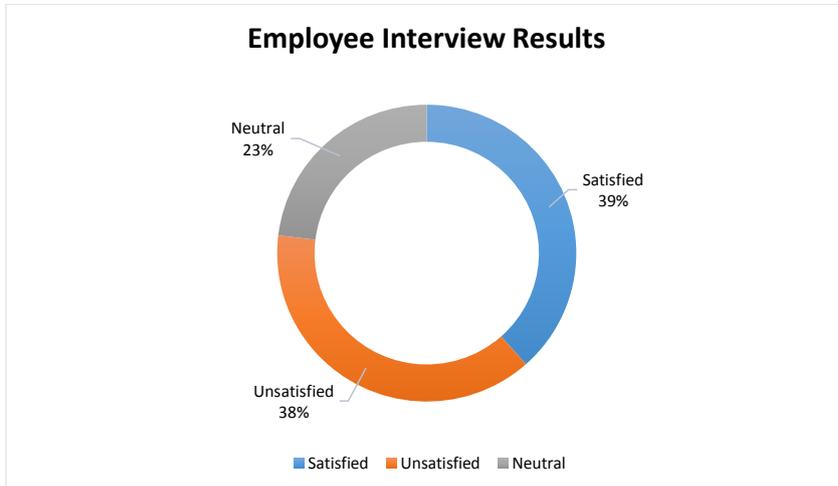


Figure 8: Employee interview results (12 respondents)

There were 10 interview questions based on the materials I was discussing in theoretical section of this thesis and are made by me as one more completion of getting to know this subject; they were all aimed on the leader-employee relationships, the possibility of self-development and the feeling of opportunity to work on their own. The reader can find these ten questions as an attachment to the thesis as an appendix 1.

The more individual felt to have closer relationship towards the superior, the higher the satisfaction rate was, according to all of the questions answered by the participants. From my own perspective for reader's better comprehension of the results, I grouped the participants into three groups: "satisfied", "neutral" and "unsatisfied".

The satisfied group has a good connection to the mentor and feel that they are almost on the same level as he is, are able to make their own decisions and take the action in their hands. In their opinion, the leader is investing more than enough time into their own development, the information and company's mission and vision are clearly understandable to them, and they feel that it is the place was meant for them to kick-off their career. Each successful endeavour is one more new inspiration to them for something new, they are sure that the longer they stay in the company, the better it gets for them.

The neutral one didn't really have something reassuring to say, in their opinion everything depends on the situation and what project they are assigned to (working on content, creating an event or expanding their skills to hosting an event). They do not necessarily feel like they are appreciated (or at least not all the time), they claim that there is not enough time invested into their development and there is no motivation of success, however, the company's culture, vision and mission is something suitable to them and they don't want to quit it.

I am convinced that the reader already suspects what would be said about the unsatisfied participants. Honestly, I can't say for 100% that they are completely not satisfied with their work place, but in their opinion, this start-up is lacking the factors discussed in the interview, they don't have a lot of room for improvement because what they got do to here is nothing new to them; the motivation level only gets from within themselves, nothing from the superior's side and information/knowledge base is poorly developed, and the whole development is awaited from the employees without proper guidance.

5.1.2 Satisfaction survey of HRE practice in Jolly Dragon

The satisfaction survey was conducted on 3rd of April 2017 in the office of Jolly Dragon, the materials were handed out to the employees and they were asked to fill in the given form (see appendix 3) until the end of working day at any time they wanted, without any outer pressure, and at the end, returning it to me after, in their opinion, the evaluation was made in a proper matter.

The evaluation scale was created based on thirteen different criteria that are a key factors after the analysis of HRE was made: "I have enough tools to do my job", "the information flow is on high level", "I have clear understanding of company's mission and vision", "I have great opportunity to use my skills and abilities", "I have great opportunity to use my skills and abilities", "I have an opportunity to learn and grow", "the culture is close to me and my views", "my work is recognized by my colleagues", "I am getting enough benefits from the company", "the leadership brings inspiration", "the brand image is respected by employees and customers", "I have good future career prospects" and "I am satisfied with my job". The answers to these criterions were the following: "strongly agree", "somewhat agree", "neither agree or disagree", "somewhat disagree" and "strongly disagree". Actual layout of the evaluation scale with company's logo on it could be found in appendix 3 enclosed to this written work.

5.1.3 Leading discoveries

In this subchapter, the writer is examining and explaining the collected data for the employee satisfaction survey she conducted before (as mentioned in the introductory part to 5.2.2 “Leading discoveries”). It includes a graph with accordingly collected numbers with colours connected to the answers as well as explanatory part about the most significant results.

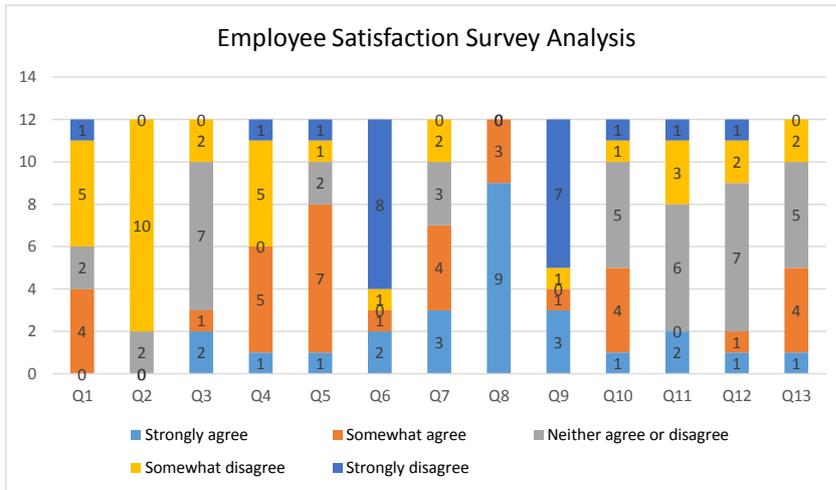


Figure 9: Employee Satisfaction Survey Analysis (12 respondents = 100%)

Commented [LO1]: check the font NOTE! There should be (n= number of respondents) in all similar quantitative figures.

This bar chart is an illustration to the answer that were collected in the evaluation survey. Each color represents different answer and the amount of the people used the exactly that one option. Blue is for “strongly agree”, orange stands for “somewhat agree”, neither agree or disagree is neutral (grey), “somewhat disagree” is yellow and blue is used for “strongly disagree”.

As the reader can see, the results are quite contradictory. Mostly, the participants were trying to be more or less neutral because it was better to be on “the safe side” with the answers. Although, there were few questions with the winning majority of answers which are the key evidence for the conclusions.

Second evaluation criteria “The information flow is on the high level” got the vast amount of answers “somewhat agree” (10 out of 12 people selected that option) in comparison to the fewer number of people who decided to stay neutral, in a way, avoiding giving the answer. The next superiority in the third question was taken by “neither agree or disagree”

meaning that participants are not sure if they have clear understanding of company's mission and vision, or just avoid strong answer options. "Strongly disagree" took the biggest share for the sixth question "the culture is close to me and my views" even though there were also two answers of "strongly agree". Number nine has the image of "strongly disagree" (9 answers) vs. "somewhat agree" (3 answers) to the question of "I am getting enough of benefits from the company" which is, from thesis' composer view, quite contradictory. Last three benchmarks mostly were neutral with numbers of 6, 7, 5 respondents (the results are written according to their line-up in the evaluation form).

5.1.4 Interview with Jolly Dragon's CEO

The interview questions for the CEO are made as a supportive material to the employees' questionnaire and the evaluation form discussed during this chapter (points 5.1.1 and 5.2.1). The ground of that purpose is, in my opinion, coming from the aim to be flat and possibility of the employees in applied HRE to work at the same level as their superior, and there could be no successful staff in the company if their leader doesn't correspond to the same what he would've asked from the workers. The reader can find CEO interview questions list designed for Jolly Dragon as appendix number 2 as an attachment to the thesis.

The interview was carried out on 28th of April, 2017 in the office of Jolly Dragon at 15.20 individually with Paul James Brennan. The procedure was going as follows: there were 14 questions asked on previously developed thoughts about the concept of Human Resource Enablement. The notion of supporting platform for the successful staff-leader communication and the likelihood is to determine what is the driving force behind Paul; the answers were archived with use of the standard recording app available on iOS platform.

The idea which I put behind this interview question list is that it might, or might not, on practice, support the answers of employees during their evaluations, or show that it is not working in any way, either there is no room for real HRE's application, or it is not applied in right way so that it contradicts itself from time to time.

5.1.5 Leading discoveries

When talking to Paul, I can say that the attitude towards the questions and overall mood was really good and encouraging to proceed with my interview which is an important thing

to appreciate when you are just a student, and you are writing the most important work during your studies.

After having an overall view on the recording I had, it is definitely obvious that the interview is totally supporting the answers given by the staff members, mostly positive, however there are few touchpoints which need more attention and discussion; those are questions one, two, four and seven.

The opening question was about the level of frequency to talk to the employees. "There is nothing consistent in a start-up", — said Paul, which explains the employees' answers that they do not necessarily feel that the information flow is on high level, or their work is being recognized enough with additionally properly given feedback. This sometimes might lead to the vast misunderstandings and affect results. However, in nowadays hectic work this is something that any employee must be ready for.

Following question was examining the matter of the personal preferences in the context of employee vs. the superior, meaning that the ones who have different predilections are treated with less attention and respect than the ones who have the same views as their leader. "This is not the factor; usually you choose people who fit the company's culture, not according your own interests. The enterprises interests are main aspect of decision-making here", — revealed Paul his practice of hiring people during his long career during which he changed many workplaces, saw humongous number of different laborers and felt the utilization and transformation of business, and HR in particular.

Subsequently, number four deliberates the criteria of assigning the tasks, and if the leader gives them clear and known form to his employees. Paul answered in the following manner: "Probably not, this is constant learning process from the both sides". In my opinion, what he meant is that any individual is learning how to cope with different types of people, their own schedules and attitudes, and what is their approach to different situations, trying to find out what are the strengths and weaknesses of everyone who is working for you. Perhaps, this is something what an employee would consider as a disadvantage (poor degree of information flow), but even out superiors are capable of making mistakes and not always follow the imaginary structure.

Last but not least, question number seven which opens up the topic of the feedback and the ability to give it. "Mostly I am good at giving feedback to others, however if it is not possible it is because of time; there is time for thinking and there is time for action". Fair

answer, I should mention because no one can be in many places at the same time, especially when you are the owner of a start-up and you try to be flexible and efficient, at the same time when the employee tries to get the feedback when you are, for example, in the middle of closing a business deal.

6 Conclusions

Sixth chapter is the almost the last one and is aimed to compile the information given in the chapters two to five: “Commissioning party and their HR practices”, “Human Resource Enablement”, “Start-ups and Human Resource Management” and “Research methodology and discoveries”. The conclusions are purely made on the basis of my own perspective on this topic with the referrals to the pages’ numbers the information was discussed on when needed.

The following part includes the overview of the Human Resource Enablement concept and it is going to revise the implementation of this particular notion in the Jolly Dragon’s culture as well as giving some advice for the improvement in the application of this notion.

In addition to this, I want to capture here gratitude to following people: the reader, whose attention was with my writing until the end, to whole Jolly Dragon team and each and every coworker of mine from Jolly Dragon, and my Haaga-Helia teacher for taking the position of my thesis advisor in HR and leadership area. This has been humongous and eventful path of discovery and new findings for me.

6.1 Potential of HRE in start-ups

Generally, the extend of HRE’s potential in start-ups, or in any other company, could be deliberated in a versatile amount of possibilities. The main points for the conclusion of this topic’s discussion are the following: EEE formula, results of successful employee engagement, Siegel’s point on HR in start-ups, which factor is the right one for the evaluation criteria and the “engaging leader” model.

The starting point of this writing’s outcome is, so-called, the “EEE formula” by McCullen; the information about it, more in detail, can be found on pages 14 – 15. According to McCullen, the EEE formula means that Engagement plus Enablement equals Effectiveness which means that in a case of the bountiful commitment of a leader to enable his employees to thrive and work for the one common goal, brings the effectiveness to the company and results to the progress and “blooming”. In addition to this, here is important to understand the readiness level of a leader to allow the staff to be on the same level of decision-making as s/he is, and for the employees to be ready to take the responsibility given to them. Otherwise the components of the EEE formula would not add to each other, and there is not going to be an outcome of effectiveness at the end.

On the page 16, as it is possible to recall, there was a figure added which was describing the consequences of the employee engagement. Correct and well-built Employee Engagement can have the outcome of higher and improved customer engagement, the better sales growth rates, the efficiency and innovation standards in the company increase and create much more appealing brand image for both customer and potential employees, and, certainly the profitability reaches its prosperity.

“Helping people growing into the job they are doing now, and hope next two they are able to do”, said Siegel in his interview about the HR issues in a start-up mentioned on page 21. In my opinion, this is the best description for the whole concept of Human Resource Enablement. The leader takes a responsibility of any employee starting the career, or even learning and discovering new abilities in totally another field, to teach and empower them for the future endeavors because the leaders’ experience is, to some extent, a treasure which an individual being on a learning journey in the career, finds and uses for own improvements.

On page 25, there was given a characterization on how to properly evaluate the Human Resource Enablement by measuring the commitment degree among staff instead, as it was done in the earlier time of HR trend booming decade, of making an estimation of the labor satisfaction. The point is clear: the satisfaction doesn’t necessarily come from the exceptional workplace where a person could have developed him/herself and apply the existing skills. The reason for satisfaction might be that the working human being is in the comfort zone and is not going to leave it. That’s the reason why the commitment should be graded: the higher dedication is, the more truthful the better the enablement is grown within the entity.

Together with previously mentioned summary-related touchpoints, the visual representation of “Engaging Leader” from page 27 comes in to draw the final line. To repeat, this graph was taken from article called “2015 Trends in global employee engagement” written by Aon Hewitt where the urgently important touchstones for the superior to own are given. The “Engaging Leader” should have strong “guiding beliefs” which encompass his/her purpose, the effective leadership and the prioritization of relationships; “displayed behavior” containing the capability to step up for the interests, be the source for energizing the human capitol s/he is responsible for, at the same time also connect and stabilize situations and relationships, and do not forget the stay grounded and do not show that s/he is either better, or “higher” than the people working for the company. And the stretching/flexibility, skills to learn and built self-confidence when critical experiences occur both in private life and in the business (employees and in within the company).

6.2 HRE in Jolly Dragon follow-up

During the time of its' existence, Jolly Dragon has been modified quite drastically when it goes to Human Resources. The responsibilities of people who were supposed to be the HR managers/representatives were changing and were getting different angles, sometimes, HR as it should be, was just simply dropped because it wasn't supposed to be the main focus as much as gaining revenue.

The CEO of Jolly Dragon, Paul Brennan, admitted himself, that Human Resource department is important and very needed to the company, however, he said, it couldn't be maintained all the time on the same level as people are changing and the HR practices come and go. The stable support of this standpoint is the interview I conducted with him earlier, where he said that there is nothing consistent in a start-up, the world is generally developing on a really high pace and it is extremely hectic, everyone is trying to find their own niche to get that important feeling that he individual belongs to the place and feels appreciated. According to Pauls answers, he is convinced that the Human Resource Enablement is quite well applied, even over-applied in the sense of his perspective that there are even too much freedom given to the employees and interns which sometimes creates some bad results and the drop of the revenue; even though, Paul doesn't want to stop doing this because, in his opinion, gaining people and talent anywhere – is the most important “revenue”, so to speak.

When looking back again on the results of the employee interviews and the satisfaction survey, the inconsistency of answers can only support the idea that the Human Resource Enablement is either poorly applied, or it is only on its early development stage and that only certain number of employees can feel actual results of HRE's application, perhaps it is connected to the level of relationship closeness between CEO and any employee in the company. The evaluation criteria in both conducted researches are the “keys” to the success of Human Resource Enablement; there could not be any possible reduction of the hierarchy and shortening of difference between the management and employees if there is not enough of opportunities to apply and develop your skills, the culture doesn't correspond to one's own views and attitudes and the small level of recognition from colleagues side, can result to the decrease of satisfaction level that explains not completely developed Human Resource Enablement.

7 Discussion

The seventh chapter “Discussion” depicts the summary of the whole time used during the writing of the thesis, what kind of gains from the knowledge-related perspective were gained and how the side of ethics and validity of the research were looked through and decided.

7.1 Thesis process evaluation

The main purpose to choose this topic was to open something new and endeavour to get the information from small pieces and at the end achieve decent result because of the love to challenge the author has.

As it has been mentioned few times throughout the thesis, Human Resource Enablement is quite new to the scene and not everyone has either heard about it, or just simply is afraid to jump into the uncharted waters of unknown and almost not discovered.

The challenge that occurred during the process was the only one: ability to look for the right and applicable information to the topic. Many authors are generally describing this “enablement” but only rare individuals were actually going into the topic so that it was possible to maintain the information flow and at the same time “catching” the extremely small bits needed to convert it into the well-explained and apprehensive information. However, when the understanding of the right key-words came to mind, it became easier to navigate in the topic.

Otherwise, there was nothing else difficult on the way, the CEO was supportive during the procedure, the deadlines were flexible and it was possible to work on the thesis at the workplace as an addition to the Assistant job. Obviously, the pressure existed, however it is nearly impossible to say that someone from the management was on author’s neck which was only making things easier to write and achieve the common goal. The aim was firstly to write the chapters about the trend itself and the connection to the company to give it to the interns’ manager for the evaluation because to those ones was the highest priority given: they were supposed to be finished by the end of May which was reached on time (chapters 2- 5 and 7); the other parts (chapters 1 and 6) were shifted to the autumn semester 2017.

From the school’s perspective, the thesis advisor was available all the time he was needed, the responsiveness was on the highest rate when it was needed. There were several meetings for the updates and corrections too, so as a result, the thesis procedure

ran smoothly, without too much stress which is very important for all: student, the commissioning party and the thesis advisor.

7.2 Own learning outcomes

In this part it is worth speaking from my own person.

I was trying to use the possibility to combine the studies and the work during my internship. The information and the knowledge how to look for it – was something that I learned in Haaga-Helia during my studies until I went to the internship. I have been always thrilled by the perspective of taking a challenge and trying to explore something new to myself and the ones that surround me. This was exactly the opportunity I was looking for: the hectic start-up, totally new trend, Assistant position for the work placement, small amount of information and the “window” to my major studies of HR.

During the time of writing this work, my life has changed drastically, I went to another stage of my life. Here I mean the job in Finland and the job market is totally different here than back in my home country. It was stressing few times, the fear of not gaining the information I needed, the wish to follow the deadlines not only with thesis but also job-related ones and the school too.

The main parts of my own learnings are the following: firstly, developing the theme from even one small paragraph of some text I came across and finding something to support my own view on those issues; secondly, I've learned how better express myself and denounce my point of view the way everyone would understand me; the third learning is the actual application of the information baggage I had in my brain to job I was doing and not wasting my knowledge “for later”. And last, but not least, is the functioning of the company and how closely people and departments need to work: HR can't survive without communication, marketing needs the accountants and their numbers and none of businesses in modern world wouldn't survive without IT in their team.

7.3 Ethics and validity of conducted research

English language was the only one used during the thesis procedure because it is the one the company speaks and constantly reminds the employees to use it on the daily basis even though there were people who could also speak Finnish, Russian, Dutch and Vietnamese. The materials used for the support of the information side were also in English: that was the requirement of the commissioning party. The reason for that was the wish of

them to follow up the information for the future and get that in-depth look the author was able to get. There were no challenges with using English language and when staff was taking part in the interviews and evaluations, they were asked if they prefer any other languages if some issue occurs.

Validity of a research means that the conducted research is credible and could be believed because of what has been said (National Council on Measurement in Education). The reliability means the scoring of the gathered data numbers, their correctness and how they are presented to the public. (National Council on Measurement in Education) The validity and reliability of this particular research is based on the used materials (internet and printed sources written by well-known people) and the answers given during the interviews made with the workers and the CEO. The answers given by the respondents weren't modified, or falsified, in any way to ensure the truthfulness that comes to the reader.

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Appendices

Appendix 1. Employees interview questions

The following questions might seem to you as simple YES/NO questions. However, I'd like to ask you to elaborate on each of it, e.g. "Yes, because...", "No, because...", or why you prefer to keep your opinion as neutral.



Jolly Dragon
SERIOUS ABOUT FUN

EMPLOYEE INTERVIEW QUESTIONS

1. Does your leader invest time into your personal development? How?
2. Do you feel like you are on the close/same level as your superior? (the decision-making)
3. Do you feel that you are being treated with dignity?
4. Does your boss work on development of new strategies for better wellbeing of his employees? How is he doing it?
5. Does your superior keep track of all mistakes done? What might be the reason for it?
6. Does the company, on the whole, has the proactive attitude or it just waits for the things to happen?
7. Do you exceed your leader's expectations? What is the key for that?
8. Does your sense of success increase that you feel more enthusiastic? How does it affect you and your work?
9. Does your mentor help you in setting up, define and achieve your personal goals? How?
10. Are you committed to achieving the company's goals? Why?

Appendix 2. CEO interview questions

The following questions might seem to you as simple YES/NO questions. However, I'd like to ask you to elaborate on each of it, e.g. "Yes, because...", "No, because...", or why you prefer to keep your opinion as neutral.



CEO INTERVIEW QUESTIONS

1. Do you talk to all employees with the same frequency? If not, why?
2. Do you pay as much attention to employees whose interests are different from yours as those with whom you have more in common? If not, why?
3. Do you find something to appreciate about each employee? If not, why?
4. When assigning new tasks, do you follow criteria clearly defined and known to your employees? If not, why?
5. Do you communicate your expectations of what is a fair workload for all employees? If not, why?
6. Are you a good listener? If not, why?
7. Are you good at giving feedback to others? If not, why?
8. Are you open to other people's ideas and opinions? If not, why?
9. Do you have good self-control under pressure? If not, why?
10. Will you admit it or apologize when something went wrong? If not, why?
11. Do you willingly answer questions from staff members? If not, why?
12. Do you let your employees know in a fair and constructive manner when a staff member has done something wrong? If not, why?
13. Do you keep your promises? If not, why?
14. Do you delegate the authority to staff to do their job? If not, why?

Appendix 3. Satisfaction survey



EMPLOYEE SATISFACTION SURVEY

EVALUATION CRITERIA	STRONGLY AGREE	SOMEWHAT AGREE	NEITHER AGREE OR DISAGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE
I have enough tools to do my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information flow is on high level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have clear understanding of company's mission and vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have great opportunity to use my skills and abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have an opportunity to learn and grow	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The culture is close to me and my views	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work is recognized by my supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work is recognized by my colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am getting enough benefits from the company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The leadership brings inspiration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The brand image is respected by employees and customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have good future career prospects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied by my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>