

Running head: EMPLOYEE MOTIVATION AT UAB “DELOITTE LIETUVA”

INCREASING EMPLOYEE MOTIVATION AT UAB “DELOITTE LIETUVA”

A Thesis

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Baigiamojo darbo tikslas nustatyti svarbiausius veiksnius, kurie, anot UAB „Deloitte Lietuva“ darbuotojų, suteikia daugiausiai motyvacijos, ir pateikti vadybinių sprendimų rekomendacijas galimiems pakeitimams. Tyrimui atlikti buvo naudojamas kokybinis tyrimo tipas, atlikti šeši pusiau struktūruoti interviu su UAB „Deloitte Lietuva“ darbuotojais. Tyrimo rezultatai parodė, kad darbuotojus motyvuoja vidinė motyvacija, kuri įtraukia užduoties savybių, darbo struktūros, užduoties svarbos, tikslo nustatymo, pripažinimo, darbo aplinkos ir savarankiškumo veiksnius, taip pat išorinių motyvacijos veiksniai, tokie kaip paaukštinimai ir augimas, darbo užtikrintumas ir nauda. Buvo iširta, kad kai kurie pripažinimo, saugos, darbo aplinkos ir tikslų nustatymo potemių veiksniai demotyvuoja. Pagrindinės rekomendacijos UAB „Deloitte Lietuva“ vadovybei yra geresnės vidinės įmonės komunikacijos ir komunikacijos su vadovu įgyvendinimas, „SMART“ teorijos panaudojimas tikslų nustatymui, grįžtamojo ryšio proceso tobulinimas įmonėje, taip pat papildomos darbo užmokesčio ir atostogų dienos skiriamos darbuotojams, kurie dirba viršvalandžiais.

Raktažodžiai: darbuotojas, motyvacija, darbo motyvacija, žmogiškieji ištekliai, UAB Deloitte Lietuva.

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Introduction

Today's business environment is characterized by rapid technology expansion, globalization, and competitive job market. People are the pivotal asset that lead any industry to the great achievements, therefore, employees are the most significant asset of the company (Amdanb, et al., 2016; Kuranchie-Mensah & Amponsah-Tawiah, 2016). One of the key benefits is employees' knowledge, skills and dedication that they show to their work and other co-workers (Kalhor, Jhatial, & Khokhar, 2017). Thus, attracting and retaining employees has become a challenging task to the management of organizations (Aktar, Sachu, & Ali, 2012). The prior research demonstrates that employee motivation has been proven to be a key factor of employee work engagement, satisfaction, productivity and overall success of the company (Amdan, 2016; Armstrong, 2006; Kuuvas, Buch, Weibel, Dysvik, & Nerstad, 2017; Meyer, Becker, & Vandenberghe, 2004). For example, study findings on the Influence of Extrinsic and Intrinsic Motivation on Work Performance of Bank Officers showed that motivated employees are much more committed to the organization, efficient and effective in the work they perform (Amdan, et al., 2016). Thus, motivation has been one of the most researched topics for many years in the business field (Cerasoli, Nicklin, & Ford, 2014). Typically, there are two types of motivation, intrinsic and extrinsic, described in the studies related to employee motivation (Meyer, Becker, & Vandenberghe, 2004). Intrinsic motivation is explained as “the desire to perform an activity for its own sake” (p. 245), the actions performed bring the satisfaction and the feeling of achievement for the person (Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2017). On the other hand, extrinsic motivation, is usually defined as “the desire to perform an activity with the intention to attain positive consequences” (p. 245), the person seeks to receive an award or, in other cases, to avoid the possibility of being punished (Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2017). On the practical side, there are traditional external motivation measures such as remuneration,

trainings, health insurance benefits and more down-to-earth methods, for example, as constructive feedback, praise, company parties, recognition and small awards (Feigenbaum, n.d.). However, the researchers posit that different employees are motivated by different motivational factors. Ryan & Deci (2000) argue that extrinsically and extrinsically motivated employees can lead to different levels of performance. Even more, sometimes the management wrongly assume that if employees achieve high performance results they are highly motivated to do that, and when employees quit the company, the managers are not able to assess the reason.

Although considerable effort had been made to study the topic of motivation, the researchers (Khan & Baloch, 2017; Ryan & Deci, 2000) encourage to further investigate “motivation building factors”. The topic of motivation is relevant to the company under research- UAB Delloite Lietuva, as some of the methods applied in the company such as competitive remuneration, health insurance benefits, a new coaching program launched that helps the employees to receive an insight on their performance and share the experiences gained at the working place, seem not to be enough to prevent a rather high turnover rate. Also knowing a deepened knowledge of the factors that motivate employees would help the company not only to retain high quality employees but also to attract new ones.

Research problem

The research problem dealt with in this thesis is: How to increase employee motivation at UAB Deloitte Lietuva?

Aim of the thesis

The aim of the thesis is to identify the most important factors as perceived by the employees of UAB Deloitte Lietuva that enhance their motivation and to provide managerial recommendations on possible improvements.

Objectives of the thesis

To reach this purpose, the following objectives are raised:

1. To conduct internal and external situation analysis of UAB Deloitte Lietuva;
2. To conduct literature analysis and define the concept of employee motivation and identify the main factors influencing employee motivation.
3. To conduct empirical research to find out what the most important factors are that influence motivation as perceived by UAB Deloitte Lietuva employees.
4. Based on the findings of the empirical research to provide managerial solutions to the HR department and management how to enhance employees' motivation at UAB Deloitte Lietuva.

Research method

Qualitative method will be employed. Semi-structured interviews with the UAB Deloitte Lietuva employees will be conducted in order to collect the data.

Practical and scientific value of the thesis

The practical value of the thesis is the knowledge gained on the matter of factors determining employee motivation and the managerial solutions suggested that could be practically applied in the work environment. The scientific value of the thesis is to further the research on workplace motivation by using qualitative research to gain a more in-depth understanding on the motivational factors.

Logical sequence of the thesis

In Part 1 situation analysis of UAB Deloitte Lietuva is presented that includes the internal and external environment description.

Part 2 is dedicated to literature analysis to identify the main motivating factors.

In Part 3 empirical research methodology and tasks, description of process, and analysis of data collected are provided.

Part 4 provides managerial solutions based on the empirical research results and literature analysis results for the HR department and management on how to enhance employees' motivation.

Situation analysis

General information about the company

UAB Deloitte Lietuva was established on 28th April 1995 as first Deloitte & Touche subdivision in Baltics (UAB Deloitte Lietuva, 2015). In 2018, the only shareholder of the company was Deloitte Audyt Spółka z ograniczoną odpowiedzialnością Sp.k (UAB Deloitte Lietuva, 2019). The company belongs to the sector of “Accounting, bookkeeping and audit activities; tax consultancy” identified as an activity number M692 (Lithuanian Department of Statistics, 2019).

The company has a functional structure as it is divided into three main departments, tax, audit and advisory, according to the service lines and each of the department has its managerial structure and divisions. There is only one UAB Deloitte Lietuva office in Lithuania and it is located in Vilnius, however, the company is the member of Deloitte Touche Tohmatsu Limited (Deloitte Global), a UK private company limited by guarantee, and there are more than 100 member firms located globally (Deloitte, 2019). According to rekvizitai.lt, there are 75 people working in UAB Deloitte Lietuva as of January 2020. All of the departments generated more than 5 million EUR in 2018, of which 1.57 million EUR were generated by audit department and 3.61 million EUR by other five departments. All of the departments in the company are autonomous as they all have their strategies, budgeting, managers and partners, however, tax, legal and FAS collaborate and work together on Due Diligence projects as well as ask for consulting services from each other if that is required by the client.

There are a few IT internal systems dedicated for project management. One Place system has been introduced recently and it is designed to track the hours spent on each of the project. This tool helps to calculate the utilization of the time according to the generated revenue from the project as well as track people’s performance. Another internal program

used in UAB Deloitte Lietuva is Microsoft Teams. All of the internal communication that comes from marketing team, news, announcements are being posted on this platform. The system allows the creation of groups and has a project plan feature.

The services provided by UAB Deloitte Lietuva include audit and assurance, tax consulting, accounting and bookkeeping solutions.

Company’s statements. As UAB Deloitte Lietuva belongs to the global Deloitte network, the mission, vision and values were shared with all the entities belonging to it.

The mission statement of Deloitte is “to help our clients and our people excel. We are one of the world’s leading business advisory organizations.” (Mission Statement Academy, 2019). Therefore, it could be stated that the employees, their growth and well-being is a key priority within the company and employees’ motivation plays a big role as employees might have all the necessary competences but at the same time lack the willingness to reach the goals. When people are motivated within the company, it means that the company starts to operate in a more effective and efficient manner (Sahito & Vaisanen, 2017).

According to Deloitte’s official web site, the company’s vision is “to be the Standard of Excellence, the first choice of the most sought-after clients and talent”. The company seeks to attract talented employees and retain current by offering friendly work environment, competitive remuneration and training opportunities. and valued by

The company has five core strategic values which are “lead the way, serve with integrity, take care of each other, foster inclusion and collaborate for measurable impact.” (Mission Statement Academy, 2019). All of five values demonstrate company’s attitude towards its employees.

External environment analysis

Trends and potential events. PESTEL analysis is used to evaluate the current trends of employment and potential events in the market that might have an effect on the employee motivation to choose the company, or leave the company, as well as how to perform.

Table 1

PESTEL analysis

Political factors	1. Lithuanian market after Brexit.
Economic factors	1. Growing GDP of Lithuania; 2. Workforce becoming more expensive.
Social factors	1. Lack of workforce due to emigration; 2. Increase in employee wages in Lithuania; 3. Young generation entering the market.
Technologic factors	1. New technologies emerging; 2. Analyzing the needs of employees.
Environment factors	1. Employees choosing the environmentally friendly companies.
Legal factors	1. New law regulations implemented by Lithuanian government.

Note. SWOT & PESTLE.com, (2019); Murphy, (2018).

Political factors. This means that the market will need to adjust to the new EU structure and might require some consultations. The employment of EU citizens is going to be affected by Brexit due to the difficulties to access the market and acquire the permission to work in the country. These issues might be solved by agreements between the UK and EU, however, the obstacles towards immigration possibly will be more extensive after Brexit as the topic of immigrants was one of the key factors that draw the votes in favor of the UK leaving the EU (Moschieri & Blake, 2019). Therefore, companies in Lithuania might benefit from Brexit as some of the people that have moved to the UK might return to their home country. This highly relates to the economic factor of growing Lithuanian GDP. However, the long-term challenges of the emigration of Lithuanian people remain as people could choose

to move to other EU countries. According to data of Lithuanian Statistics Department (2019), more than 23 thousand people aged between 15-44 have left Lithuania only in 2018 and many of them left for the financial reasons.

Economic factors. In 2019, Lithuanian GDP growth was 3.7%, which implies that companies have greater amount of business transactions (Bank of Lithuania, 2019). It shows that businesses are growing and, consequently, the need for workers is expanding. According to Eurostat data (2020), the Lithuanian workers net earnings of 2018 increased by 14% in comparison to 2017, therefore, the companies might start to hire overseas employees as it might be cheaper. The high wages relate to the social factors of labor market of Lithuania. The key factor is that the employees have more possibilities to choose between the workplaces, therefore, the employer needs to be attractive for the employee and be able to propose something valuable for the future, especially after the changes in Lithuanian Labour Code. These changes oblige the employer to publicly state the wage on the job advertisements (Pekšys, Venckienė, & Pavilovska, 2019).

Social factors. There are almost 26 thousand vacant workplaces, which implies that there is a lack of workforce (Employment Services, 2020). The issue is related to high emigration rates as more than 700 thousand people have left Lithuania in the ten-year period from 2009 to 2019. Another key social factor is the uneven supply and demand of qualified and unqualified workforce that leads to the difficulties in finding the employees with the necessary qualification for the job position. There was a demand of 55% for the qualified workers and the percentage of supply was equal to 47% in 2018. The opposite trend is observed in the unqualified workforce demand as it was equal to 27%, meanwhile, there was the supply of 35%. This is the effect of the improper education planning in Lithuania. If the tendencies remain, companies might have to change their business models and strategies. The final social factor is the millennials entering the market as a workforce. Gallup research

results revealed that around 50% of millennials intend to leave their current employer within one year (Adkins, 2015). Survey performed by Deloitte showed that 66% of employed millennial population plan to quit their present job within five years (2017). The research results also demonstrate that millennials views on employment is different when compared with employees of other generations, which makes it necessary for the employers to come up with different motivation practices (Morrell & Abston, 2018); however, this young generation is mostly interested in the value that the work has on the world. Millennials want to contribute to the improvement of the world, which is more important than the size of remuneration for them (Calk & Patrick, 2017).

Technologic factors. As the technologies are evolving extremely fast, young talents become more and more attractive due to their ability to adapt to these changes (Calk & Patrick, 2017). The recruitment process is less complex due to the social media platforms such as Facebook and LinkedIn and it is timesaving as well. These pages help the companies target their potential employees more quickly and efficiently. Therefore, companies are able to use their digital marketing skills in attracting the people that could work for the company. It is crucial to highlight the fact that technologies have reduced the usage of traditional internal communication channels, such as face-to-face communication, and it might have an impact on employee motivation. Due to the technological complexity, the employees might feel stressed, especially if there is a lack of trainings on the technology and their usage. Companies and employees have to deal with the data protection measures and have to have the procedures for the cases when data is accidentally or purposefully leaked.

Environment factors. The environmental issues are one of the most common topics not only in Lithuania, but in the entire world as well, as our planet is facing the issues of the pollution. According to the European Environment Agency, the problem of air pollution and poor air conditions remain in many areas, even after the measures of reduction of emissions

are taken. In the everyday work life, the ability to work from home has a benefit of reduced gas emission in the world as people do not need to travel to work by car or other transport every single day. Therefore, the companies, especially the start-ups, are already adjusting to the trend and trying to introduce the remote work rules. The recycling policy at the workplace is another key aspect on. For the current employees, notably for the younger generation as they are growing up hearing about the environmental issues, it is important to work in the organization that is highly concerned about the environmental factors. This statement is supported by the conducted research, showing that the employees tend to choose the companies that are socially and environmentally responsible (Gully, Phillips, Castellano, Han, & Kim, 2013). According to Rupp, Shao, Thornton, & Skarlicki (2013), the employee motivational and engagement levels are higher as they perceive that the company is socially responsible.

Legal factors. This is the key factor in current and future business situation of accounting firms as the regulations introduced by the government dictate on what kind of demand for certain services will be. For instance, the new requirements for transfer pricing documentation meant that companies had to update their documentation which led to increase in the demand for transfer pricing services. This naturally reflects in the number of people that the company demands and what kind of professionals they require.

Internal environment analysis

The information provided below is collected from the communication with HR department, personal experience at the company and internal systems.

Structure of HR department. UAB Deloitte Lietuva has a small HR department of two people: HR senior coordinator and HR assistant. The whole department is accountable to Head of Leadership Development who works at Deloitte Latvia.

Functions of UAB Deloitte Lietuva HR department. The list of the functions and definitions for the HR department is provided below:

Job analysis. The set of procedures for deciding the tasks and requirements of person's skills and type of personality that should be hired for a certain position. At UAB Deloitte Lietuva, the HR department formulates the set of the requirements of skills and type of personality, what type of the compensation will be provided to the person is set by the management. This information is used in job advertisements.

HR planning. Deciding on what “human resources are required by the organization to achieve its strategic goals” (Armstrong, 2006, p. 363). Each of the department works closely with the HR department to discuss the current situation of the departments, their people and recruiting strategies for the future. After this discussion the expansion or reduction of the department is implemented.

HR recruiting. Includes the making of the pool of applicants for the job position proposed. This process starts after the order from the management of the department. The job advertisements are usually posted on UAB Deloitte Lietuva website, LinkedIn, company's Facebook page. The firm has some partnerships with Lithuanian universities such as ISM University of Management and Economics, Vilnius University, that post the job offers on their page. Current employees are encouraged to recommend their acquaintances for the vacant position as well.

HR selection. This part includes the process of deciding on what candidates are selected from a pool of applicants. The selection process normally consists of two to three interviews and completion of some tests, depending on the position the person is applying for. The potential candidate receives the online tests on logical thinking and personality traits. If the test results are satisfactory, the candidate is invited to the office for the interview. The first interview usually takes place with the management of the department and HR senior

coordinator, the questions about the experience and candidate's expectations are asked.

Candidates that have impressed the management are invited for the second interview with the partner of the department. After the person is selected by the management of the department, the HR senior coordinator or assistant sends the job offer that the potential employee might discuss.

HR orientation. A procedure of introducing new employees to the company and providing basic background information about the firm (Armstrong, 2006, p. 475). The orientation begins with the tour around the office, that is led by HR senior coordinator or assistant. The newcomer is provided with the orientation guide, that includes the organizational structure, management structure, description of the internal procedures, benefits and etc.

HR training and development. The process of training employees by providing special assessments, coaching by the colleagues and etc. (Armstrong, 2006, p. 478). The training process at UAB Deloitte Lietuva begins with e-learning on confidentiality, ethics, Deloitte values and etc. There are more e-learning options that are not obligatory, however, helps to develop certain skills and increase the knowledge. Trainings might be organized amongst the Baltic countries; they are usually provided depending on the service line. The HR organizes various types of workshops, that explain and train how to use internal tools, communicate with the colleagues and etc. Coaching program is another developmental tool for the employees. The employee is able to choose anyone as their coach. The purpose of this program is to provide an opportunity to discuss personal matters with the coach such as the behaviors that should be used at work, job tasks that are not appealing, feelings towards the job and etc. During the meeting with the coach, general business matters should not be discussed.

HR performance appraisal. Feedback, evaluation and comments on employee’s performance to the person’s performance standards. According to the regulations implemented by Deloitte Central Europe (Deloitte CE), after the completion of the project, people have to provide feedback on their colleagues in the internal systems. The feedback might be provided randomly as well, meaning that it is possible to submit a feedback on any of the people in the organization. However, the tool is not that popular in practice in UAB Deloitte Lietuva.

HR career planning and development. The process that involves a person realizing the attributes and career stages that are inseparable from the fulfillment of the career needs. The promotions take place twice a year and there is a career growth opportunity within the company: the employee has to show the loyalty to the company, perform well, have excellent result and a great feedback from both, clients and colleagues.

Compensation and benefits. They refer to all forms of the pay and rewards that are provided to the employee (Biswas, 2013). The compensation of the employees is based on their experience, job position and work performance results in the company. According to the Orientation Book for New Hires, all of the UAB Deloitte Lietuva employees (except for interns and fixed-term employees) are entitled to one of four proposed health insurance options.

Legal HRM aspects. Dealing with laws and regulations on employment as well as the health and safety of their employees. UAB Deloitte Lietuva has a number of local policies that cover mandatory health check, vacation and special leave, maternity and paternal leave and etc. All of these policies are adapted accordingly to the Lithuanian laws and regulations. The employee health and safety are significant to UAB Deloitte Lietuva. The lectures on the healthy lifestyle are provided to the employees every month.

Human Resource SWOT analysis

This section covers the SWOT analysis of UAB Deloitte Lietuva. SWOT analysis is used for the planning and management of a strategy (Gurel & Tat, 2017). The strengths and weaknesses cover the internal situation of the company, while the opportunities and threats focus on the external factors of HR aspect in the firm.

Strengths. The strong points in UAB Deloitte Lietuva are the HR, professional employees and high wages compared to the other companies in the industry. Even though the HR team consist of two people, they are fully capable to execute all of the important functions. They often team up with people from Deloitte Latvia and Deloitte Estonia for the events and incentives for the employees. The professional employees are another highly important asset and this results in high quality services provided by the company. Finally, the wages offered by the company are higher in comparison to other audit companies in Lithuania with the average remuneration of EUR 2756.87 according to rekvizitai.lt.

Weaknesses. The main weaknesses are poor work-life balance, high turnover rate of 33% in Deloitte Lithuania (UAB Deloitte Lietuva and UAB Deloitte verslo konsultacijos) and no pay for overtime work. The work-life balance mostly depends on the service line people are working at. The audit and accounting service lines require an extreme amount of time and attention and people often have to work overtime. The company does not pay for the overtime, which is a huge drawback for the company as some of the employees have to sacrifice their free time. The deadlines on the projects are keeping the employees fully engaged in their work even when they are meant to be resting, and as this becomes a normal routine, the employee might start feeling drained. All of these factors lead to the employees quitting the firm and it reflects in high turnover rates.

Opportunities. Although UAB Deloitte Lietuva has already been using some of the digital marketing tools, the company still has to implement more tools that would promote

the workplace benefits and job offers for the potential employees. The young talents are the potential employees; however, they tend to choose start-up or other new organizations as there are more opportunities to grow. Therefore, it is crucial to show that UAB Deloitte Lietuva is not a typical firm and not only offers the opportunity to pursue a career, but other great activities and nice atmosphere at work in the external environment by using digital marketing tools. The factor of booming economy means that employees are less concerned about keeping their job places, feel happier, relaxed, are able to concentrate more on their tasks.

Threats. There are a number of emerging smaller auditing, accounting and tax consulting firms which might have a different approach towards the working environment, such as flexible working hours and ability to work from home during certain days, therefore, more attractive to the employees, especially the young talents. The turnover of the employees rises as they have more opportunities to receive job offers from a number of companies. Also, the competition in the industry can have an effect on the integrity and ethics of employees and their management, this is especially true in situations where pay is dependent on revenues.

The SWOT table containing all factors mentioned before is provided in order to help summarize and understand the situation at the company.

Table 2

SWOT analysis

Strengths (S)	Weaknesses (W)
S1. Strong HR team; S2. Professional employees; S3. Competitive wages.	W1. High employee turnover rate; W2. Poor work-life balance; W3. No overtime pays.
Opportunities (O)	Threats (T)
O1. Digital marketing; O2. Young talents in the labor market; O3. Booming economy.	T1. Emerging smaller audit, accounting and tax consulting firms; T2. Harmed brand name by global legal issues.

Note. Compiled by the author.

Deloitte brand name has faced some serious issues over the years and especially with the plan of regulators to break up the Big Four accounting firms. This case leaves the future of the company in question. The reputation of the company is important when it comes to the employees choosing the company and their decision to stay.

Problem identification

The main problem that is identified after the situation analysis is the lack of overall employee motivation and knowledge about the factors that could help to increase it. The management of the company does not fully understand how to encourage their staff to feel motivated to keep them working for the company and being fully engaged in company's life. The employees lead a poor work-life balance, the company is not paying for overtime work and Deloitte Lithuania (UAB Deloitte Lietuva and UAB Deloitte verslo konsultacijos) has a turnover rate that is equal to 33% as of 2020.

The topic of motivation at workplace is relevant to the companies due to the fact that motivation defines “why a certain plan has priority and why it is executed, or why a certain action is stopped” (Güss & Dörner, 2017, p. 38). According to Deloitte study on Core beliefs and culture (n.d.), the problem of employee motivation is discussed among the company

managers and practitioners as the majority of them tend to believe that company's success highly correlates with employee motivation. It is worth noticing that the same survey indicates that the managers and employees have a different perception on what employees are motivated by. The lack of motivation for the employees lead to different problems such as the high turnover rates, low performance index, communication problems, loyalty for the company, lack of team harmony (Ganta, 2014). However, the motivation process is complex as it not only involves the needs, but the goal establishment, set of actions and a vast variety of other related factors (Armstrong, 2006).

Therefore, the aim of this paper is to help identify the most significant factors that determine the employee's motivation and suggest the solutions that could lead to the increase of the motivational levels of employees in the company.

Literature analysis

Definition of motivation. The word motivation originates from Latin language and means to move (Mangi, Kanasro, & Burdi, n.d.). According to Armstrong (2006), the motivation is “concerned with the factors that influence people to behave in certain ways” (p. 252). Motivation also can be understood as “the power to influence people and their actions is an art that advertises many qualities” (Achim, Dragolea, & Bălan, 2013, p. 685). Meanwhile, Cerasoli, Nicklin and Ford (2014) have stated that “motivation is a fundamental component of any credible model of human performance” (p. 1). Mitchell (1982) states that motivation is usually described by three aspects: as an individual phenomenon, intentional and multifaceted. In addition, Mitchell (1982) indicates that the fourth point is not about motivation, but about its theories, and they are used to predict the behavior, therefore, it is important to understand that “motivation is not the behavior itself, and it is not performance” (p. 81). Motivation is about the internal and external forces that have an effect on one's actions (Mitchell, 1982).

Definition of work motivation. “The word motivate is frequently used in the context of management as a transitive verb: motivation is by implication something done by one person or group to another.” (Ganta, 2014, p. 222). According to Kanfer (1992), organizations are highly involved into the subject of motivation and they use motivation concepts to understand the basics of human behavior in the workplace as work performance, satisfaction and leadership. The aim of every organization is to reach high productivity levels through their employees, therefore, it is significant to develop motivation processes and provide a work environment in order to achieve the goals set by the management (Armstrong, 2006). The term work motivation has been described by Pinder (1998) as “...a set of energetic forces that originates both within as well as beyond an individual’s being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration.” (p. 11).

According to this definition motivation is the energetic force and it pushes the employees to take action. The second part highlights the effect that motivation has on employees and their behavior as to “what employees are motivated to accomplish and how they will attempt to accomplish it, how hard they will work to do so, and when they will stop” (Meyer, Becker, & Vandenberghe, 2004, p. 992). In addition, “work motivation, as an umbrella term under the self-determination theory, is usually broken down into two main constructs – intrinsic versus extrinsic motivation” (Shkoler & Kimura, 2020, p. 2).

The process of motivation. According to Armstrong (2006), there is a needs-related model that describes the process of motivation. There are four main stages in this model: need, establishing goal, taking action, attaining goal. The motivation begins with certain unsatisfied needs, that create wants. In order to satisfy the needs, the goals are established, and a set of actions is selected that will help to reach the goals. If the goals are attained, the actions taken are most likely to be repeated.

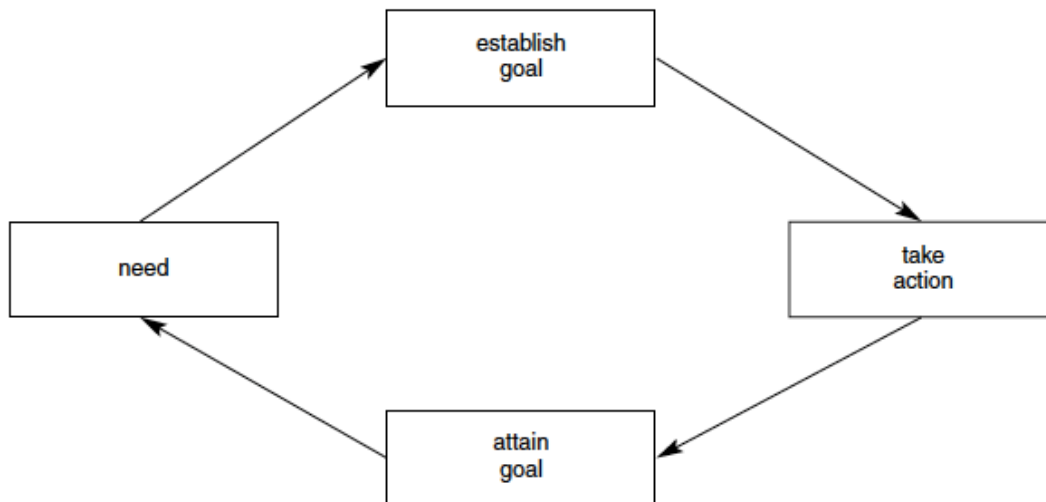


Figure 1. Process of motivation. From “Human Resource Management Practice” by M. Armstrong, 2006, p. 253.

The figure provided shows that the steps in the process of motivation. It indicates that the steps are connected and consequently forms a circular process.

Theories of motivation. Workplace theories of motivation are usually divided into two main categories: content and process theories of motivation (Sahito & Vaisanen, 2017). The first type of theories, content, is based on “the belief that the content of motivation consists of needs” (Armstrong, 2006). Content motivation theories are focused on the factors and needs that support and influence the performance and behavior of an employee (Sahito & Vaisanen, 2017). On the other hand, the main point of process theory of motivation is that psychological processes that determine motivation (Armstrong, 2006), and behaviors that are stimulated by individual needs (Sahito & Vaisanen, 2017).

Content theories of motivation. The most important content motivation theories are Maslow’s hierarchy of needs, Alderfer’s ERG theory, McClelland’s achievement motivation theory and Herzberg’s motivation-hygiene theory (Sahito & Vaisanen, 2017).

Maslow’s hierarchy of needs theory, first published in 1943, implicates that naturally humans are beings who constantly want more and more (Jonas, 2016). Therefore, five main

needs in a hierarchical order are outlined by Maslow’s theory. Those needs might be applied to a company and its employees’ performance as well (Jerome, 2013). The levels of Maslow’s hierarchy of are described as follows:

Psychological needs. Include basic everyday needs like sleep, food, water, air and etc. Maslow considered these needs to be the most important (Jonas, 2016). All of the other types of needs come in the second place (McLeod, 2018). In order to satisfy this level of needs, the workplaces should pay appropriate wages as employees want to be able to afford all the everyday necessities.

Safety needs. Concern the security of the body, employment, resources, family and etc. (Jonas, 2016). In human resource management sphere this means the provision of the job security, work environment that not only is safe but hygienic as well, the provision healthcare. The benefits of retirement should be covered as well (Juneja, n. d.).

Social needs. Involve the aspiration of affection, love, belongingness and friendship. From the managers perspective this relates to the teamwork activities, various workplace events as this brings the feeling of belongingness to the workplace community (Juneja, n. d.).

Esteem needs. Covers the internal factors such as self-esteem, confidence, achievement and external factor, for example, respect from the others, power, status (Jonas, 2016). In workplace, managers should be able to reward their employees on meeting their goals and achieving something important. The recognition and ability to reach a higher job position in the company is crucial to majority employees (Juneja, n. d.).

Self-actualization needs. Include creativity, personal growth and self-contentment, problem solving (Jonas, 2016). The need of self-actualization is never completely fulfilled as when person evolves psychologically, the need to improve continues to grow as well (Trotzer, 2013).

According to Sahito and Vaisanen (2017), the theory legitimately explains the motivation for human behavior. The managers could apply this framework in order to change the behavior of their employees (Sahito & Vaisanen, 2017), as when this is applied the actions that have to be taken become clear and obvious (Ramlall, 2004). However, Armstrong (2006) states that the needs might depend on each person, therefore, this theory is called too rigorous as even Maslow himself has questioned the “the validity of a strictly ordered hierarchy” (p. 258).

Another content motivation theory is Alderfer’s ERG theory. Clayton Alderfer remodeled the Maslow’s hierarchy of needs to three levels of the core needs (e.g., Existence, Relatedness, Growth) (Sahito & Vaisanen, 2017). Existence needs are closely related to the Maslow’s psychological and safety needs (Mangi, Kanasro, & Burdi, n.d.). The second type of needs are relatedness needs that involve love and belongingness (Sahito & Vaisanen, 2017) and are compared to Maslow’s belongingness and esteem needs (Mangi, Kanasro, & Burdi, n.d.). Finally, growth needs are related to those of self-esteem and self-actualization needs described by Maslow (Sahito & Vaisanen, 2017). The higher-order needs are relatedness and growth (Sahito & Vaisanen, 2017). The study of 23 articles on ERG theory mostly includes positive feedback on this theory (Caulton, 2012). The theory has been used in various workplaces to boost the productivity (Young, 2018). The most valuable lesson is that all of the three needs have to be accessible to the employees at all times in order for this theory to work (Young, 2018). The theory indicates, differently from Maslow’s theory, that the person might choose to satisfy higher-order needs instead of the basic needs, whereas Maslow states that the satisfaction of the needs comes in the strict order (Sahito & Vaisanen, 2017). This fact might lead to the conclusion that the adaptability of Alderfer’s theory is better and easier than Maslow’s.

The third theory of content motivation is McClelland's achievement motivation theory. It is based on needs like the higher-order (social and esteem) needs of Maslow's hierarchy and consists of three human motives: need for achievement, need for power and need for affiliation (Sahito & Vaisanen, 2017). The need for achievement is defined as the drive to achieve something, to thrive and excel in regard to the set of the standards (Ramlall, 2004). According to Ramlall (2004), people that have the desire to achieve their goals “are more likely to be successful entrepreneurs” (p. 55). The need for power is described “as the need to make others behave in a way that they would not have behaved otherwise” (Ramlall, 2004, p. 55). People who have a high need for power want to “influence, coach, teach, or encourage others to achieve” (p. 55) and are suitable for the manager's position (Ramlall, 2004). The need for affiliation means the want of the close relationships (Ramlall, 2004). This type of people want to join some groups, be socially active and likeable, therefore, it may be difficult for them to manage the people as the role usually comes with some difficult decisions that have to be made about the employees (Ramlall, 2004). Overall, the strong point of the theory is that it covers the types of people that work in the organization and if the division of work is successfully distributed among them, the organization is more likely to succeed.

Finally, the Herzberg's motivation-hygiene theory which was first published in 1959 and later developed in 1966 (Ramlall, 2004) distinguishes “intrinsic job content factors and extrinsic job context factors” (Sahito & Vaisanen, 2017, p. 211). The intrinsic factors are also known as intrinsic motivators or satisfiers (Armstrong, 2006), which are the motivating factors of employees, that affects the employee motivation in a direct manner (Sahito & Vaisanen, 2017). The best examples would be recognition, the work, ability to grow and responsibility that comes together with the job (Armstrong, 2006). These are the factors that lead the employee to the satisfaction of the job if they are met (Mangi, Kanasro, & Burdi,

n.d.). The extrinsic factors called extrinsic motivators or hygiene factors (Armstrong, 2006), maintain “the health, comfort, and social wellbeing of employees” (p. 211), and consequently if the hygiene factors are removed, it leads to the employee dissatisfaction (Sahito & Vaisanen, 2017). The factors involve company policies, working conditions, pay, and job security and they should be adjusted individually to each employee (Sahito & Vaisanen, 2017). The significant part of this theory is that an employee working below the minimum wage will not be motivated until a decent pay raise is ensured (Ganta, 2014). On the other hand, if the employee is paid well, the motivational effect of the salary will not last long (Ganta, 2014). To conclude, the strong side of this theory is that it distinguished the two types of motivation, intrinsic and extrinsic, and it argues that a longer-lasting effect is achieved from intrinsic motivation (Armstrong, 2006).

Main Idea	Maslow's Hierarchy of needs Theory	Alderfer's Modified Need Hierarchy Theory	Herzberg's Two Factor Theory	McClelland's Achievement Motivation Theory
Higher-order needs	Self-actualization	Growth	Satisfier factors	Achievement
	Esteem			Power
Lower-order needs	Social	Relatedness	Hygiene factors	Affiliation
	Safety	Existence		
	Physiological			

Figure 2. Comparison between content theories. From “The Diagonal Model of Job Satisfaction and Motivation: Extracted from the Logical Comparison of Content and Process Theories” by Z. Sahito and P. Vaisanen, 2017, International Journal of Higher Education, p. 211.

The figure above provides the comparison between content theories of motivation and assumes that there are two main sets of ideas of higher-order needs and lower-order needs. The lower-order needs are related to the basic everyday needs such as food, home, clothes, health, and, therefore, it relates to salary and benefits of the employee (Sahito & Vaisanen, 2017). On the other hand, the higher-order need are the ones that are connected to the

development as a person, knowledge broadening, goal achievement and it (Sahito & Vaisanen, 2017).

Process theories of motivation. The main process theories of motivation are Skinner’s reinforcement theory, Adam’s equity theory of motivation, Vroom’s expectancy theory and, finally, Locke’s goal-setting theory (Sahito & Vaisanen, 2017).

The reinforcement theory introduced by Skinner focuses on results of behavior as a motivating factor (Souders, 2020). Skinner distinguished positive reinforcement, negative reinforcement, punishment and extinction (Sahito & Vaisanen, 2017). Positive reinforcement such as a reward or praise encourages the ongoing repetition of the behavior, meanwhile, the negative reinforcement motivates a person to perform certain type of behavior in order to avoid negative consequence (Sahito & Vaisanen, 2017). Punishment is meant to reduce the undesirable behavior to avoid a negative consequence, while, extinction means the absence of any reinforcement for “lowering the probability of undesired behavior by removing the reward for that kind of behavior” (Gordan, 2014, p. 684). In general, reinforcement theory links to the use of stimuli to achieve the desired behavior from the employees (Sahito & Vaisanen, 2017). The theory focuses on external factors such as remuneration and rewards, therefore, the framework is easy to apply. On the other hand, this type of theory is difficult to use and adapt to complicated structures of the company as people behave very different and the behavior of employees in different positions cannot be generalized (Gordan, 2014).

Another process theory is Adam’s equity theory of motivation, which states that people are concerned about the fair treatment in comparison to other (Armstrong, 2006). The feelings and perceptions are always involved in the equity theory (Armstrong, 2006). It does not mean that people should be treated equally, however, they should be treated fairly (Armstrong, 2006). “Based on one’s inputs, such as effort, experience, education, and competence, one can compare outcomes such as salary levels, increases, recognition and

other factors” (p. 55) and when an employee starts feeling the input-outcome imbalance, then the problems begin (Ramlall, 2004). The main issue that organizations are facing is the development of the reward system that is considered to be fair and equitable and that benefits should be distributed according to the employee’s “beliefs about their own value to the organization” (Ramlall, 2004, p. 55). According to Parikh (2019), the benefits of the theory are the reduction of worker exploitation, encouraged teamwork and better relations between the workers as all of them are treated fairly. However, Parikh (2009) states that the drawbacks are the different perception of equity between the company and an employee, moreover, the comparison is not exact depending on person to person, and finally, that other motivation factors are ignored.

Vroom’s expectancy theory considers three aspects, “valence, expectancy and instrumentality” (p. 212), and states that they produce the motivation (Sahito & Vaisanen, 2017). The term of valence is defined as “the affective (emotional) orientations people hold with regard to outcomes” (Ramlall, 2004, p. 56). Valence revolves around the extent to which an employee desires to receive the rewards, while expectancy stands for the probability of getting that reward that is measured by an individual (Sahito & Vaisanen, 2017). The last factor instrumentality is the belief that if a person does something it will lead to the reward (Armstrong, 2006). The theory has been widely accepted by the researchers and practitioners as “an alternative to the content models or theories” (Sahito & Vaisanen, 2017, p. 212). The strong points of the theory is the understanding of psychological processes that lead to the motivation that the managers are able to gain as well as the basis of common sense of the theory as it is separated into three main categories that have clear linkages (Bagga & Parijat, 2014). The main weaknesses of the theory are the qualitative measures that are suggested by the theory as it might be difficult to calculate these measures in a correct manner and number

of variables in the theory that are hard to assess and implement in practice (Bagga & Parijat, 2014).

Locke's goal-setting theory states that motivation and overall performance are better when there are the clear goals set for the employee, the goals are complex, however, agreed, and the performance feedback is provided (Armstrong, 2006). According to Sahito and Vaisanen (2017), the desired future is defined by goals. The goals “drive the behavior that leads to achievement and accomplishment” (p. 212), this leads to motivated people that operate well (Sahito & Vaisanen, 2017). The goals have to be specific and difficult as that increases the motivation of the employee more than the general goals (Armstrong, 2006). Overall, the theory focuses on relationship between goals and performance (Sahito & Vaisanen, 2017). The difficult goals require more input from the employee, however, if they are agreed, then it leads to the increase of motivation and the feedback of the performance is significant as it builds the commitment (Sahito & Vaisanen, 2017). The advantages of the goal-setting theory are the clear path forward and the breakdown of steps that are needed to reach long-term objective (Luger, 2017). Therefore, the goal achievement might seem easier as it is done in steps (Luger, 2017). The disadvantages of the theory are the restrictive framework that might lead to the shortage of creative thinking and the pressure that comes with the deadlines on the goals that have to be achieved at certain time and level (Luger, 2017).

Main Idea	Adam’s Equity Theory	Vroom & Porter Lawler’s Expectancy Theory / Model	Locke’s Goal-setting Theory	Skinner’s Reinforcement
1. Inputs 2. Understand the process of Motivation 3. Equity 4. Efforts to perform 5. Emotions 6. Find why	1. Inputs (Efforts of work)	1. Valence	1. Goal setting (Mastery on goals)	1. Positive Reinforcement
				2. Negative Reinforcement
1. Outputs 2. Individual’s choices & preferences v/s rewards & accomplishment 3. Inequity 4. Expectance of reward 5. Respect the emotions 6. Find how	2. Outputs (Reward for work)	2. Instrumentality	2. Performance	3. Punishment
		3. Expectancy		4. Extinction

Figure 3. Comparison between process theories. From “The Diagonal Model of Job Satisfaction and Motivation: Extracted from the Logical Comparison of Content and Process Theories” by Z. Sahito and P. Vaisanen, 2017, International Journal of Higher Education, p. 212.

The figure above provides the comparison between process theories of motivation and assumes that there are two main sets of ideas of input and output. Overall, the process theories are concerned over the behavior of human influenced by thoughts (Sahito & Vaisanen, 2017). The theories indicate that success of the organizations highly depends on attitudes and behavior of the employees (Sahito & Vaisanen, 2017). The process theories are often called to be more dynamic in comparison to the content theories (Rhee, 2019). According to Rhee (2019), the process theories are concerned about the individual cases rather than adapted to the general audience, therefore, are more advanced.

Extrinsic and intrinsic motivation. Due to complexity of the factors and organizations, the motivation theories are hardly universal and applicable to all of the

situations within the company (Ganta, 2014). However, all of the frameworks jointly agree that there are two groups of motivational factors, extrinsic and intrinsic (Ganta, 2014). The significant fact about extrinsic and intrinsic motivational factors is that they are interconnected (Yoo, Han, & Huang, 2012).

Extrinsic motivation is usually defined as “the desire to perform an activity with the intention to attain positive consequences such as an incentive or to avoid negative consequences such as a punishment” (Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2017, p. 245). This type of motivational factor is said to be focused on the motivation to work as a response to such factors as reward, recognition, and benefits (Amdan, et al., 2016). According to Armstrong (2006), the external motivational factors include “rewards, such as increased pay, praise, or promotion, and punishments, such as disciplinary action, withholding pay, or criticism” (p. 254).

In contrast, intrinsic motivation might be explained by a wish to perform the action in order to feel the satisfaction and pleasure (Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2017). Person engages into the activity for her/ his own sake (Cerasoli, Nicklin, & Ford, 2014). For example, satisfaction of the needs for relatedness, competency, and control might gradually lead to a continuously developing intrinsic motivation (Yoo, Han, & Huang, 2012). In addition, the ability to make a person feel competent and allowing the work in autonomous settings can lead to the increase in intrinsic motivation (Yoo, Han, & Huang, 2012). In general, Armstrong (2006) stated that intrinsic motivational factors “include responsibility, autonomy, scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement” (p. 254).

Overall, there are ongoing debate whether the extrinsic and intrinsic motivation can coexist, however, a recent study suggests that the extrinsic motivational factors are as significant as the intrinsic motivational factors (Yoo, Han, & Huang, 2012). This means that

it is as important to behave in a certain way in order to “achieve a utilitarian outcome” (p. 944), as enjoy the activity that is being done (Yoo, Han, & Huang, 2012).

Motivational factors. The most common motivational factors in the organization usually are salary, benefits, promotions and growth in company, job security, recognition, friendly environment, meaningful work and autonomy (Shine, 2019). Short descriptions of each of the factors are provided below:

Salary. Salary is “one of the most commonly-cited reasons” (p. 157) that the employees work for (Judge, 2010). However, it is usually described as a short-term motivational factor as workers tend to lose their motivation shortly after a pay rise (Shine, 2019). According to Aarabi, Subramaniam and Akeel (2013), “money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value” (p. 302). Salary is also mentioned in Herzberg’s Two-factor theory as “hygiene” or extrinsic factor (Ramlall, 2004), nonetheless, Herzberg himself stated that money do not have a lasting effect (Armstrong, 2006).

Benefits. These are rewards provided by an organization only for the fact that a person is their employee (Stalmašeková, Genzorová, & Čorejová, 2017). The importance of benefits was highlighted in various motivational theories such as Maslow’s hierarchy of needs, Adam’s equity theory of motivation and Vroom’s expectancy theory (Ramlall, 2004). The studies carried out on importance of benefits states that it had a strong association with the motivation and satisfaction with the job performed (Sahito & Vaisanen, 2017). The benefits can include health insurance, dental insurance, sick leave, fitness and similar (Doyle, 2019).

Promotions and growth. It is important for a person to develop and progress in the professional life (Shine, 2019). Promotions include some new challenges and bigger

responsibility due to the higher position, which might motivate an employee even more (Miller, 2017). Personal growth is extremely important to the people that are driven by knowledge (Armstrong, 2006). These according to Maslow’s theory are self-esteem needs, while in Adam’s theory are accounted as outputs (Sahito & Vaisanen, 2017).

Job security. According to the researches that studies the results of job loss and having a job show that the performance of employees suffers as soon as they begin to worry about the job loss (Aarabi, Subramaniam, & Akeel, 2013). This suggests that job security is extremely significant for the employee motivation (Aarabi, Subramaniam, & Akeel, 2013). According to the study of on effective factors on employee motivation, was in fourth place out of ten factors when evaluating the factor importance on the motivation at work (Ghodrati & Tabar, 2013).

Recognition. The factor of recognition means the work performed is recognized and evaluated. As people of the company feel appreciated, respected and valued, these feelings result in “more spirited innovative environment, increased employee engagement, commitment, less staff turnover, higher customer satisfaction ratings and the organization grows in its sense of purpose” (Shonubi, Abdullah, Hashim, & Hamid, 2016, p. 223). The employee recognition is compared to the applauses at the theater that motivate performers to do their best, as the employee could be motivated in the same manner (Munjal & Goyal, 2017).

Skill utilization. The important attribute to the employee motivation is their skill utilization (Armstrong, 2006). The motivation increases as an employee feels the significance of his/ her contribution and the meaningful utilization of skills and efforts (Munjal & Goyal, 2017). Ramlall (2004) stated if use of multiple talents is needed for the job it naturally becomes more intrinsically motivating.

Friendly environment. Another factor that has an effect on people at work is a friendly environment (Aarabi, Subramaniam, & Akeel, 2013). According to Aarabi, Subramaniam and Akeel (2013), this kind of environment has a positive influence on the better effectiveness and feeling of commitment on the duties that have to be performed at work. In Maslow’s theory this particularly relates to social needs (Sahito & Vaisanen, 2017), while McClelland’s need theory assigns this factor to the affiliation needs (Ramlall, 2004).

Meaningful work. The meaning of work is described by Meyer, Becker and Vandenberghe (2004) as “a fit between work-role requirements and personal beliefs and values” (p. 1004). The key is that this factor is as noted before personal (Dyvsik & Kuvaas, 2013), therefore, according to Maslow’s theory, it motivates people psychologically. Especially millennials are orientated towards the meaningfulness of what they are doing at work as long as they can meet the basic everyday needs (Calk & Patrick, 2017).

Autonomy. This means that the employee is being empowered and given an ability to choose (Deci & Ryan, 2008). Meanwhile, Ganta (2014) specifies that it is the freedom to choose how a person wishes to perform the task and it is proposed in the model of job enrichment by Hackman and Oldham. This factor can be highly beneficial when trying to motivate employees and it transfers to the increase of productivity as well (Aarabi, Subramaniam, & Akeel, 2013).

Groups of factors. All of these factors mentioned can be grouped into extrinsic and intrinsic motivational factors. The groups are formed in accordance to researches and articles written by Sahito and Vaisanen (2017), Ganta (2014) and others.

Table 3

The list of grouped motivational factors

Extrinsic motivational factors
Salary (Armstrong, 2006)
Benefits (Sahito & Vaisanen, 2017)
Job security (Sahito & Vaisanen, 2017)
Intrinsic motivational factors
Friendly environment (Aarabi, Subramaniam, & Akeel, 2013)
Recognition (Deci & Ryan, 2008)
Skill utilization (Ramlall, 2004)
Promotions and growth (Sahito & Vaisanen, 2017)
Meaningful work (Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014)
Autonomy (Deci & Ryan, 2008)

Note. Constructed by the author based on the literature analysis.

As mentioned before, intrinsically motivated employees “perform activities because of the positive feelings resulting from the activities themselves” (Deci & Ryan, 2008, p. 15). Therefore, the promotions and growth in company, recognition, skill utilization and autonomy has been assigned to the intrinsic motivational factors. The extrinsic factors are focused on “what is done for people to motivate them” (Armstrong, 2006, p. 254). This category consists of salary, benefits, job security and friendly environment as motivational factors.

Outcomes of motivational factors. According to Armstrong (2006), the extrinsic motivational factors are more likely to have a short-term effect, while, the intrinsic motivational factors lead to the deeper outcomes as these factors are inherited in a person. Intrinsic motivation is an extremely important factor that “keeps the workers engage and

involve in their work so that their quality and quantity of work and productivity does not deteriorate” (Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014, p. 161). The motivational factors can lead to the higher work performance, brand loyalty and commitment, increase the efficiency of team work, satisfies the employees, all of these outcomes leads to lower turnover rates and the increase of attractiveness of the company as an employer (Shkoler & Kimura, 2020). The study carried out by Kuvaas, Buch, Weibel, Dysvik, & Nerstad (2017) showed that the organizations should address extrinsic and intrinsic motivational factors separately. The same study indicated that companies should focus on increasing employees’ intrinsic motivation as it was tested that this type of motivation “was positively associated with positive outcomes (work performance and affective organizational commitment)” (p. 251). On the other hand, the study of motivational factors’ effects at Petrovietnam Nghe an Construction Joints Stock Corporation (PVNC) found that the pay and promotion had the highest importance (Cong & Van, 2013). Overall, different studies indicate different levels of importance of extrinsic and intrinsic motivational factors depending on the company, its employees and other variables, therefore, it can be stated that every case is unique.

Model development of empirical research. To achieve the goal of this thesis and propose the managerial solutions for the enhancement of employee motivation at UAB Deloitte Lietuva, the literature reviewed suggests to fully understand the impact of extrinsic and intrinsic motivational factors and needs that lead to the employee motivation.

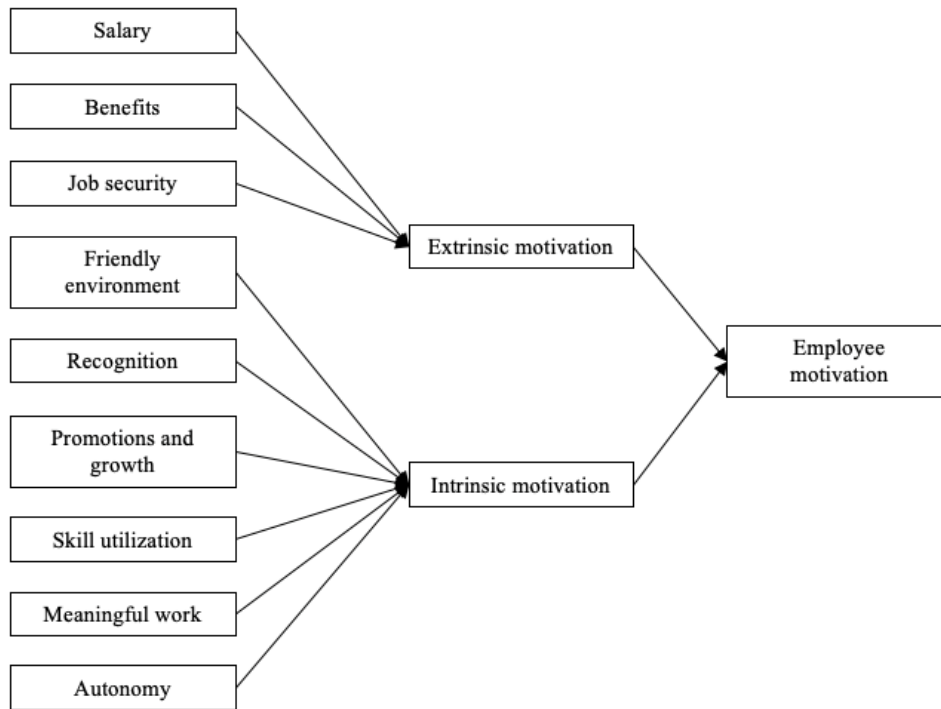


Figure 4. The empirical research model. Developed by the author based on the literature analysis.

The main idea of the model is to find out which factors are the most important to the employees and how the motivational factors could increase the motivational level in the organization under research.

Empirical research

This section investigates the motivational factors that have the greatest influence on the employees' motivation level in UAB Deloitte Lietuva. It includes the research methodology, process and results of the empirical study.

Aim and research objectives

The aim of this study is to elicit factors that motivate the employees of UAB Deloitte Lietuva. The main research objectives are:

1. Investigate the company's employees' views on the factors that have a positive impact on their motivation.
2. To investigate the company's employees' views on factors that hinder employees' motivation.

Research and data collection methods

According to Newman and Ridenour (1998), the quantitative approach is used when a researcher starts “with a theory (or hypothesis) and tests for confirmation or disconfirmation of that hypothesis” (p. 3). On the other hand, the same authors indicate that the approach of qualitative research is used “when observing and interpreting reality with the aim of developing a theory that will explain what was experienced” (Newman & Ridenour, 1998, p. 3). The overall reason of the qualitative research methods is to help understand the actions or a phenomenon in the society (Tetnowski & Damico, 2001).

As this research is focused on the live-lived experiences of the employees of UAB Deloitte Lietuva and seeks to gain the understanding of the employee viewpoint on the motivation at work, the chosen research method is qualitative due to several advantages of this type of research method. Firstly, qualitative research methodology is designed to understand the certain behavior of people (Tetnowski & Damico, 2001). Another advantage of this qualitative method is the ability to collect the descriptive data and unique answers that

might help indicate the issues that are not usually noticed (Tetnowski & Damico, 2001). The third advantage is the possibility to discover employee’s personal experience (Rahman, 2017). The overall goal of this research is rather to gain the insight on the most significant factors of motivation than focusing on collecting all of the data possible (Weller, et al., 2018)

According to Yin (2008), there are six sources of evidence: “documentation, archival records, interviews, direct observations, participant-observations, and physical artifacts” (p. 2145). In order to get data from UAB Deloitte Lietuva employees, the semi-structured interview method is chosen due to the informal tone of this type of data collection method (Longhurst, 2016). Semi-structured interview is adaptable, therefore, complexity and sensitivity of the issue, and the differences in employee background, professional and educational histories (Barriball & While, 1998) can be addressed on a personal basis.

Research samples and sampling procedure

The target population of the research is the employees of UAB Deloitte Lietuva as the aim of the research is to understand what factors are motivating employees in the company. The sample of this research is six employees working for the company. The sampling technique of purposive sampling as “the aim of an interview is not to be representative but to understand how individual people experience and make sense of their own lives” (Longhurst, 2016, p. 108). The criteria for the participants were to be an employee of UAB Deloitte Lietuva and to have at least a six-month experience of working for the company. Both of these criteria are set as the information needed can be only provided by the company’s employee and after the six-month experience the employee is able to state and summarize the observed and faced motivational factors, patterns and levels in the firm’s environment (Keegan, 2009).

Research instruments

The semi-structured interviews were carried out in Lithuanian language due to the fact that this language is mostly used in informal and usually in formal communication in the firm. The interview questions were composed out of two main sections. The first section consisted of three questions that were demographic concerning the age, the job position and the length of the career in the company. The second section consisted of seven open-ended questions on employee motivation at work based on the literature review (Armstrong, 2006; Deci & Ryan, 2008; Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2017).

Table 4

Structure of the questionnaire

Title of the question group	Topics	Question No.
Demographic characteristics	Age, job position, length of employment in the firm	1–3
Employee motivation	Background of becoming the employee at the company	4
	Career goals	5–6
	Task accomplishment	7
	Manager's actions towards motivation	8
	Knowledge of company's strategy	9-10
	Motivational measures proposed for better employee motivation	11

Note. Constructed by the author.

The provided structure of the questionnaire lists the topics covered during the interview. The open-ended questions on various topic served as an instrument to reach the thematic saturation (the point of the research when no new information, factors or topics are uncovered) needed for the research (Weller, et al., 2018). Six interviews were conducted as the information started to saturate after the fifth interview.

Research process

Before the beginning of the research process, the pilot interviews with three different participants were conducted in order to test if the questions are clearly understood, they are suitable to get the rich information out of the participant and the length of the interview is appropriate.

In order to avoid any ethical issues, the consent of the HR senior coordinator of UAB Deloitte Lietuva to conduct the research was collected by email (Appendix B). The consents to participate were collected from all of the participants. To protect the privacy and confidentiality of the interviewees (Yin, 2008), their anonymity was ensured by not disclosing the names of the participants to anyone and the security measures of locking the voice recordings with a password known only to the researcher were taken (Longhurst, 2016). The participants were informed about the process of the interview and their right to refuse to continue the interview at any time of the interview. Nonetheless, their participation would remain anonymous.

As recommended by Yin (2008), the agreed time for the interview was comfortable for the participant and the interviews were collected via Skype and Facebook Messenger. The process of the data collection took one week. All of the interviews were recorded and transcribed.

Data analysis method

For data analysis, the content analysis was used by identifying relevant themes and coding was used to identify main categories in the text (Cope, 2012). According to White and March (2006), the definition of content analysis is “a research technique for making replicable and valid inferences from texts to the contexts of their use” (p. 27). Meanwhile, a coding scheme helps to make the contents operational and establish the relevant and valid categories (White & Marsh, 2006). Interview coding is meant to assist to transition the raw

text into the categories and move towards the essential goal of the research (Auerbach & Silverstein, 2003). The coding is used to sort the information into the theme, sub-theme and factor relating to the employee motivation at the workplace (Maxwell & Wooffitt, 2005).

The actual process of coding is implemented in several stages (Keegan, 2009). The first step is transcribing the interviews and looking through the notes made during the interview (Keegan, 2009). This will help to analyze the data more easily, especially, reading the information repeatedly (Hsieh & Shannon, 2005). The next action is to transfer data to the codes by reading the text word by word and highlighting the keywords that describe the concepts or factors (Keegan, 2009; Hsieh & Shannon, 2005) relevant to the research topic. Thirdly, the notes of the first thoughts were taken and later in this process the main keywords that are noticed throughout become the code labels (Hsieh & Shannon, 2005). Then these code labels were sorted into the themes and sub-themes depending on their meaning and depth (Hsieh & Shannon, 2005). The later process included the elimination of several categories, reorganization of the data until the desired result was accomplished (Keegan, 2009).

The main code labels and phrases are identified and provided in the following paragraph as it allows to understand the employee motivational factors and patterns.

Data analysis and findings

After the analysis of the interviews the question-respondent matrix in Appendix D is composed with the most significant answers to each of the question. Firstly, the demographics of the interviewees are described. Secondly, the coding table is made in order to structure the interview answers in the themes, sub-themes and factors. Finally, all of the themes are described in greater detail.

Demographics. As for the demographic information about the interviewees, the information details about their age, job position and experience are presented. Three of the

participants belong to the age category of 20-24 years and three others belong to the group of 25-30 years of age. Two of the interview respondents work as coordinators, one as an administrator and three as the consultants in the firm. Three of the respondents fall into the category of having 6-month to 1.5-year experience at the firm, meanwhile, two interviewees have from 1.5-year to 2.5-year experience, and one participant applies to the category of having from 2.5-year to 3.5-year experience. All of the participants have been working with their manager from the beginning of their career in the organization.

Employee motivation. In order to find out more information about the employee motivation, the questions on background of becoming the employee at UAB Deloitte Lietuva, career goals, task accomplishment, manager's actions towards motivation, knowledge of company's strategy and propositions on what motivational measures could be implemented for better employee motivation at work are asked. The answers are split into three themes which are going to be covered including their sub-themes and factors. Each of the table includes the key citations from the interviews carried out.

Intrinsic motivational factors. The interviews done indicates that there were six main sub-themes of intrinsic motivation that cover various motivational factors. The allocation of the sub-themes, factors and citations is provided in Table 5.

Table 5

Intrinsic motivational factors

Theme	Sub-theme	Factor	Examples
Intrinsic motivational factors	Task characteristics	Challenging task	<p>"Sometimes it is stress related to the uncertainty of how the new things have to be done (that motivates)." – R1;</p> <p>"When an additional scope of work was agreed with the client and everything had to be done fast, I was motivated, and it was very interesting to work when we had to do it quickly and efficiently." – R3;</p> <p>"Probably more difficult tasks that require working with a larger team rather than alone (would motivate more)." – R6;</p> <p>"I felt motivated when there was an interesting task because it was a very closely related to the use and search of financial instruments, for me it was a completely new thing, it required learning very fast, to do, to understand and to present. But it was precisely because I was interested." – R6;</p> <p>"What matters to me is the nature of the work itself, not the feedback, it is not so important, I get kind of a feedback through the work task I get, because if the work is more complex, or the nature of the work is what I like." – R6.</p>
		Variety of tasks	<p>"I was interested in the overall diversity of tasks and responsibility, and the fact that the work is in mainly English language." – R2;</p> <p>"I had experience in a smaller company, in a smaller company the motivation used to be stronger than it is now as there I used to get a wider variety of tasks." – R5;</p> <p>"I like my work, but I am from those people who cannot stay in one place for long. I'm not talking about the workplace, but more about what I'm doing, because I'm just getting fed up naturally, I learn things very quickly and I learn to do them quickly and well and if I do the same for a long time, I'm just going to be no longer interested. I</p>

		want to do something more, to do something newer." – R2.
	Creativity	"I feel motivated when the task involves creativity and requires non-standard solutions." – R1.
Work structure	Work organization	"It would motivate to have a clear structure in the organization of work, then it's very easy schedule your work and that upcoming deadline encourages you to try and do everything in time." – R3; "There should be some stages, talks that we've finished this and we're not coming back here, because often you do, you go through and you don't know if you've done well or you don't need to do it anymore, maybe some kind of structure is missing." – R4; "(It would motivate) to make a clearer structure of work so that each team member knows which team member is most skilled in which field, we can all emphasize this together." – R6; "(It motivates) to have a clear plan of action." – R4.
Task significance	Meaningful work	"I feel most motivated to do something when I see that it will have positive results." – R2; "I feel motivated... (if) the leader knows how to show that it is worth doing the task." – R4; "I had very little work experience and despite this fact I was still given real tasks by the consultants here, I felt that I also think that short-term practice, but I was useful somewhere." – R6.
Goal setting	Having clear goals	"I am motivated by having goals. In the previous workplace I was motivated by KPI." – R1; "(It motivates) to know what the ultimate goal is and when we can say that the task is over." – R4;

	Recognition	Feedback from colleagues	"Let's say that before this whole crisis I was motivated by even the simplest verbal things such as well done, great project, everything was super and things like that." – R1; "It is very important that the person you have worked with the most tells you the feedback." – R3; "Personally, the most motivating thing is that when I get evaluated for my work." – R5; "What motivates me the most is that we did some work and the client says "that you did well"." – R6.
		Feedback from manager	"I get kind of a feedback through the work task I get, because if the work is more complex, or the nature of the work is what I like, and the supervisor knows, what I like, then I feel heard." – R6; "I feel motivated...if there is faith (from the manager). " – R4; "(It motivates) when you finish the project and after having it reviewed it seems that are not a lot of mistakes to be fixed, and when the manager says, "it was a good job", it's very nice." – R3.
		Respect from colleagues	"I think, at least it is important to me, that people occasionally thank for the work done." – R2.
	Work environment	Social events	"I have noticed that a good motivator not only for me, but for most colleagues is having some small celebrations, mentioning of some kind of occasions, when you can gather for fifteen minutes to talk about things that are not related to work and just relax." – R1.
		Communication with manager	"That communication with the manager is important so that I am not afraid to say how I really feel and that we can solve a certain problem." – R5.
		Friendly atmosphere at work	"Emotion and mood in the team is really important to me, how you feel in it, so that you don't feel extra tension between people, I believe this aspect is well managed by our team leader, this is really important and if you go to work and feel the tension, it does not matter what motivation measures you will receive." – R3; "I actually was choosing between two

			companies and chose Deloitte because it seemed like when I came to the job interview, I liked the way people interacted with me, it looked like a close team." – R5.
	Autonomy	Flexibility	"The freedom, autonomy and independence, the company probably believes that your absence from the office doesn't mean you are drinking coffee or smoking a cigarette because you could not sit at your workplace anymore, but you just needed to go, so you left." – R4; "Working from home actually made me do everything much more independently, all of this adds to motivation, because you did it, you saw that everything went well, there is the motivation to do more." – R5.
		Planning your time	"It would help a lot to motivate being in charge of your own time and it would help me a lot personally because let's say I get 5 jobs done a day myself and I have a week there, it's my business how I put those jobs together and I put them out priorities and focus on what to do more." – R5.

Note. Constructed by the author.

Task characteristics. First of all, each of the employee has tasks to perform at their work. Each of the interviewee mentioned the factors of task characteristics as their motivators, however, the aspects of task characteristics varied. Participants R1, R3 and R6 mentioned the challenging task as their motivator, meaning that if they have to learn, feel stress because of the new kind of task they have to perform and be creative, they are motivated by taking this challenge. Respondents R2 and R5 said that they are motivated when there is a variety of tasks they have to perform, one of them chose to work at UAB Deloitte Lietuva due to the fact that the potential job position offered the variety of tasks.

Work structure. Three interviewees, R3, R4 and R6, indicated that the work organization, knowing who is performing the task based on their skills and having a clear plan for the future project or task, is motivating them as well as indicating that they would

like their work to be more structured than it is at the moment. It is important to have clear roles in a project and know what the responsibilities of each of the person in the team are.

Task significance. This sub-theme includes the factor of meaningful, useful work that they are doing. Three, R2, R4 and R6, of six interviewees mentioned that they are motivated by such factor as one of them is motivated by seeing the positive results, that change the everyday life at the firm and makes it easier. Meanwhile, the second interviewee indicated that it was significant that during the internship, instead of getting basic tasks, that are not that important and usually bland, the given tasks were meaningful, he/she felt useful and that contributed to choosing to work at UAB Deloitte Lietuva as an employee.

Goal setting. Having a goal at work that is related to your performance and task is important in order to track the progress. Two interviewees, R1 and R4, indicated that they are motivated by having a KPI on tasks and overall performance or clear goals on the task performed. This way they know what they have to achieve and feel that desire to perform well.

Recognition. The recognition at work includes the feedback from the colleagues, feedback from the manager as well the respect from the colleagues as factors mentioned by the interview participants. Four interviewees, R1, R3, R5 and R6, mentioned the feedback from the colleagues as their motivator as they like to be evaluated for the work they have finished, receive a verbal praise from the colleagues or the client. R3 indicated that it motivates to get the feedback from the person, who they have worked with the most. Moreover, the feedback from the manager is a separate factor due to the difference of the meaning of such feedback that comes from the top levels in the company. R3, R4 and R6 said that it motivates them to receive feedback from the manager, and one of them specifically likes to receive it by the type of work that is allocated to him/her. Finally, R2 mentioned that

the respect from the colleagues is a significant factor to the motivation as it is nice to be recognized and simply thanked after a complex process or task has been finished.

Work environment. The work environment is a sub-theme was mentioned by all of the interviewees, however, it has a wide variety of aspects, therefore, the main three factors stated by the interview participants are distinguished. They list the social events, communication with the manager and friendly atmosphere at work as the motivating points at UAB Deloitte Lietuva. R1 named the social events as a motivator for the whole company as people like to relax and take an informal break from work to gather and celebrate different kind of occasions. Another motivational factor is the communication with manager as one of the interviewees, R5, indicated that it is important due to the ability to solve the issues before they become unbearable and leader being able to inspire and show the worthiness of the tasks being done. Lastly, the friendly environment at work motivates two participants, R3 and R5, as one of them noted that if there is tension at work “it does not matter what motivation measures you will receive” (R3, 2020) as they will not to rebuilt the motivation and another interviewee chose the company as the team seemed to be close due to the memory of colleagues exiting the office together laughing struck in mind.

Autonomy. The last intrinsic motivational sub-theme is the autonomy at work. The autonomy means the ability to make the decisions, work independently and have the flexibility at work. Interviewees R4 and R5 stated that the flexibility has an impact on their motivation as one of the interviewees, R4, stated that the freedom of leaving your workplace if they have to is crucial and this flexibility factor is completely different from the companies working in the public sector, therefore, the interview respondent chose to work at UAB Deloitte Lietuva. The other interviewee R5 named that the challenge of working from home and becoming more autonomous led to having more motivation. Finally, the interview participant R5 named that the ability to plan the time would add motivation as then the

prioritization of the tasks and focus on the tasks that require a greater attention would be possible.

Extrinsic motivation. A second type of motivation is extrinsic and as it was noted in the literature review these are actions that lead to tangible rewards or avoiding the punishment (Deci & Ryan, 2008). There are four main sub-themes that were identified during the interviews conducted, which include promotions and growth, job security and benefits. All of these sub-themes have their factors and citations from the interviews conducted listed in Table 6 below.

Table 6

Extrinsic motivational factors

Theme	Sub-theme	Factor	Examples
Extrinsic motivational factors	Promotions and growth	Personal development	"I would at least like to know that I can learn something new in my field, most importantly that it would really be necessary for them to somehow expand the scope of their work, well, that there would really be a movement somewhere towards." – R4; "Employees are motivated at work when there is... knowledge... related to his/her own growth." – R4.
		Trainings	"Personally, I would like a little more freedom in choosing certain trainings, or self-improvement courses, perhaps even more internal trainings that would be very focused on the specifics of our work." – R3; "Mandatory or recommended training or seminars that employees would be pushed to go outside the company, and I think that would be a good first step (for employee motivation), it would mean that managers care about the knowledge of their employees or team, want to broaden their horizons and at the same time." – R6.
	Job security	Certainty	"What motivates it that everything (meaning the quarantine) will soon come to an end and it will be possible to return to the job as it was, although it will probably all change, but just to the stability." – R1;

Theme	Sub-theme	Factor	Examples
			"I really believe that employees are motivated at work when there is certainty." – R4.
		Company's strategy and goals	"I don't know what is the company's attitude towards employees, does it want to stay the way it is, because it is the Baltic country and it is enough, if there are any plans to leave such a small country at all or try to chase Poland." – R4; "When you don't know what the company's goals are, it's very difficult." – R4; "Really knowing the strategy would help, probably everyone has a personal goal and it is easier to live when you look forward and would like to know where the company is looking too." -R4.
	Benefits	Overtime pay	"We all get paid, we get health insurance, there fruit days at work and etc., but these are no longer the things that allow a company to stand out from others... what would boost employee motivation is the remuneration for overtime work." – R2.
		Vacation	"What would motivate the employees would be vacation days as UAB Deloitte Lietuva used to grant its employees 24 days of paid leave, and then after the amendment of the Labor Code it was reduced to 20...most companies have a completely different policy and I think that given the fact of how much people work here, especially when there is no remuneration on overtime, those holidays, even for a couple, would be a very big plus." – R2.

Note. Constructed by the author.

Promotions and growth. The promotions and growth in the company is important for the employees and especially for their loyalty to the brand as they see their vision for the future. The two main factors mentioned by the interviewees are personal development and trainings. One interviewee, R4, mentioned that the motivation is existing as long as there is a constant feeling that there are things that still can be learned at the current position and feeling of growth as well. R3 and R6 indicated that mandatory trainings would motivate the employees at the company to perform their best as one of them specified that such training

initiative by the management would show “that managers care about the knowledge of their employees or team” (R6, 2020).

Job security. Another important aspect of extrinsic motivation is the job security and it includes the certainty and company’s strategy as the motivational factors. The certainty of the job is extremely important to R1 and R4 as one of them, R1, indicated that what motivates is knowing that the return to stability after the COVID-19 is possible and another respondent noted that the job certainty is important and it motivates as person can project his/her future and growth in the company. Another key factor is the company’s strategy. R4 mentioned that it would be beneficial for their motivation to know the company’s strategy as that allows to see whether the employee and the company have the same goals for the future, although, it is difficult for employees to understand what the current strategy involves as R3, R4, R5 and R6 interviewees noted that they do not know what the actual company’s strategy is. To add, five of the interviewees, R1, R3, R4, R5 and R6, are not able to have their impact on company’s strategy as they would like.

Benefits. Usually the benefits involve bonuses, health insurance and extra vacation days as the additional motivational factors. One of the interviewees, R2, indicated that the people at the company are working hard and long hours and the current remuneration system does not pay for the employee overtime at work and the change in this system would boost the employee motivation. Another factor is receiving extra vacation days for the overtime work performed that would raise the motivational levels at the organization.

Demotivating factors. This category lists the actions performed or not performed in the firm that lead to the decrease of the motivational levels in the performance of the employees. Those actions, which are listed in Table 7, consider the sub-themes of recognition, safety, work environment and goal setting.

Table 7

Demotivating factors

Theme	Sub-theme	Factor	Examples
Demotivating factors	Recognition	Poor feedback	"We have an internal system through which you can ask the feedback manager and not only the manager, but other colleagues, and you can fill in for another person, but in my opinion, that system is very abstract, well in that sense, there are actually maybe 3 questions where you have to mark yes or no and that's it. And I don't think it reveals that much." – R2; "I would like to have more discussion on where I could improve, on what I'm doing wrong."; – R5; "You want to get feedback and in our company there is little of feedback, or it is very formal." – R5; "It is the concern of each of the managers, the understanding that feedback is very important and should not be on the initiated by the team members, but by his or her own." – R6.
		Disrespect from colleagues	"If you're doing the job and you know that you're really doing well and you put all of yourself in it and want to do that job to the end and finish it really well, then the other person doesn't feel respect for what you're doing, it's actually really demotivating." – R2; "Another person's disrespect for what you do... has the greatest impact on motivation." – R2.
	Work environment	Corporate communication	"The main challenges would be related to communication in UAB Deloitte Lietuva...lack of communication and due to that lack of communication, perhaps more to how long it takes people to answer certain questions, that when you have to do a job that is completely dependent on those other people and you can't do that job without

Theme	Sub-theme	Factor	Examples
			<p>those other people." – R2;</p> <p>"A great lack of communication... for me personally, is the thing that has one of the greatest impacts on motivation." – R2;</p> <p>"There is a lack, especially in some departments, lack of communication with the team, sometimes you may feel that the manager is looking a little from the top to his subordinates, or just prioritizing only his/her department." – R5;</p> <p>"The company's communication is not very good, often the managers themselves miscommunicate." – R4;</p> <p>"(People would be motivated by) communication, it seems to me people at Deloitte very often use that "probably as you already know" but when you ask everyone, no one knows." – R4;</p> <p>"I would like to see even more of communication that is happening at least in our department, we don't really know what's going on in the management and we only feel the changes over time, it's just not that much of a motivator." – R5.</p>
		Poor communication with manager	"Tasks that have to be performed are not clearly communicated or they are not communicated on time, so say to a manager or senior staff, they get those jobs earlier and you get that job from them when there is a full deadline the next day." –R5.
	Goal setting	Not having a goal	<p>"In the current workplace, I do not have clear goals set, unless, I set them for myself." – R1;</p> <p>"It is difficult for me when we don't really know what we want to do, what the final product should be." – R4.</p>

Note. Constructed by the author.

Recognition. The employees are demotivated at work by two different types of recognitions: poor feedback and disrespect from their colleagues. The poor feedback is mentioned by three interviewees, R2, R5 and R6, and it is particularly related to not receiving

the proper evaluation as the internal system is too generic and a more explicit feedback is wanted as well. One of the respondents, R6, noted that the managers should initiate this type of conversations, not employees themselves. Another demotivating factor named by one of the interviewees, R2, was the disrespect for the work performed as it discourages from putting the effort for the complex tasks in the future as they are not recognized by others which is quite demotivating.

Work environment. The aspect of work environment which is demotivating is the poor communication with the manager as well as poor corporate communication, which was mentioned several times. The late allocation of tasks that results in the stress from a close deadline is indicated by R5 as the manager and senior staff fails to communicate about the work that will need to be done at the earlier stages. The next factor of corporate communication was mentioned multiple times by three of the participants, R2, R4 and R6. According to them there is a lack of communication between the employees, between the managers, between management and the team, and in general lack of communication about corporate changes, decisions and actions. As one of the interviewees, R2, stated that this lack of communication “has one of the greatest impacts on motivation”. The interviewees stated that the employees at UAB Deloitte Lietuva would be more motivated if there was more communication about the changes as people “hear about the news in the company while being in the kitchen” (R4, 2020) rather than from the corporate communication channels.

Goal setting. The demotivation of not having the goals set in the workplace by the management is mentioned by two respondents, R1 and R4. Not knowing what is expected from an employee or the final product of the project discourages the employee motivation.

Conclusion of the research

The empirical research was performed by using the qualitative research method. It was carried out by conducting six semi-structured interviews based on 11 questions with the

employees of UAB Deloitte Lietuva. The answers provided by the interviewees were quite diverse, nonetheless, content analysis was used to clarify the themes and the coding of the answers helped to distinguish the clear categories concerning the employee motivation at work. The collected data is valuable for the improvements relating the employee motivation at UAB Deloitte Lietuva.

The analysis of the results shows that there are three main themes that are mentioned in the interviews, the intrinsic motivational factors, extrinsic motivational factors and demotivating factors. Each of the themes have the sub-themes. The intrinsic motivational factors have sub-themes the task characteristics, work structure, task significance, goal setting, recognition, work environment and autonomy as they were all noted by the research participants. Meanwhile, the extrinsic motivational factors have the list of sub-themes such as promotions and growth, job security and benefits. The final theme is the demotivating factors with sub-themes of recognition, work environment and goal setting.

The research reveals that the majority of the factors are intrinsically related to the motivation, although, there are certain extrinsic factors as well as mentioned before. The employees are mostly motivated by factors related to the task characteristics as challenging tasks, variety of tasks, creativity.

Intrinsic motivational factors													
Task characteristics			Work structure	Task significance	Goal setting	Recognition			Work environment			Autonomy	
Challenging task	Variety of tasks	Creativity	Work organization	Meaningful work	Having a goal	Feedback from colleagues	Feedback from manager	Respect from colleagues	Social events	Communication with manager	Friendly atmosphere at work	Flexibility	Planning your time

Figure 5. Categorization of intrinsic motivational factors. Constructed by the author.

Figure 5 provides an overall picture of the sub-theme and factor categorization.

The extrinsic motivation is mostly considered to be related to promotions and growth as well as job security as people find it motivating to be able to have trainings or constantly learning something and being certain about the stability of the workplace.

Extrinsic motivational factors					
Promotions and growth		Job security		Benefits	
Personal development	Trainings	Certainty	Company's strategy and goals	Overtime pay	Vacation

Figure 6. Categorization of extrinsic motivational factors. Constructed by the author.

The categories of extrinsic motivational factors are summarized in Figure 6. As mentioned before, there are three major sub-themes.

The demotivating factors reveal that there is a major lack of corporate communication as it is demotivating the employees of the company not to be included communication about the changes.

Demotivating factors				
Recognition		Work environment		Goal setting
Poor feedback	Disrespect from colleagues	Corporate communication	Poor communication with manager	Not having a goal

Figure 7. Categorization of extrinsic motivational factors. Constructed by the author.

Figure 7 pictures the categorization of demotivating factors. It helps to have a better understanding and overall summary on the sub-themes and factors that are included.

Limitations

The empirical research performed has several limitations that have to be outlined. Firstly, the number of the participants in the interviews is small and might not represent the full picture of the employee motivation situation at the company. It should be noted that the answers and patterns were repeating, however, some of the patterns might be missing.

The second limitation would be the age of the participants. All of the interviewees are 29 years and younger, therefore, the motivational factors of employees who are older than 29

might be different. In order to improve this factor a higher number of participants has to be chosen or the quantitative research method should be carried out.

Thirdly, none of the participants are the managers at the company. The motivational factors might be different depending on the level of job position in the company. In order to understand what motivates the managerial level of employees the separate research could be done.

Finally, some of the answers that the employees provided might be affected by the current situation of COVID-19 and the change of working environment as the employees are working from home. Therefore, people are having new difficulties with their motivation or started to experience that the factors have a different kind of effect on motivation. To gain a full perspective on the motivational matter, the interviews could be carried out once the situation becomes more stable.

Managerial solutions

The managerial solutions part is dedicated to the provision of the solutions that would lead to increasing employee motivation at UAB Deloitte Lietuva. The solutions are based on the results of the empirical research carried out.

The recommendation for the company is to maintain the factors that currently motivates employees at work such as friendly environment, social events, challenging tasks, and their variety and providing space for employees' creativity. Moreover, employees appreciate the flexibility and certainty at work. The main focus of the solutions that are provided is on the list of demotivating factors as they concern the aspects that could be changed and transformed into motivating factors as well as the factors that already are being satisfied but improvements could be made.

Communication

As communication and lack of it starting from interpersonal and moving to internal corporate communication was mentioned quite often during the interviews, in order to increase employee motivation, it is significant to improve it. Communication is crucial due to the fact that employees rely on it when it comes to the kind of feelings they have about the workplace and the whole internal system (Armstrong, 2006). That is where the aspect of employee motivation is touched.

This type of communication is a two-way communication. The management has to release the information about the changes, initiatives and any other news and the employees have to share their reaction with the management (Armstrong, 2006). The recommended communication areas and objectives for UAB Deloitte Lietuva are the following:

- Downward corporate communication on policies, plans, strategy and performance (Armstrong, 2006);
- Downward manager to immediate subordinate communication (Armstrong, 2006);

- Upward communication on the employees’ feelings towards the matters (Armstrong, 2006);
- Horizontal communication between the departments (Bell & Martin, 2014).

Downward corporate communication. The communication plan for the downward corporate communication is prepared in order to help keep the consistency, quality and cover the topics needed.

Table 8

Downward corporate communication plan

Name	Frequency	Channel	Description	Audience	Owner
Newsletter	Weekly	MS Teams	Posting the news on employee everyday life.	All of the employees	Office coordinator
Upcoming events	Every two weeks	MS Teams, Facebook	Social events and occasions that are going to take place in the upcoming period.	All of the employees	HR/ Marketing team
Major projects	Monthly	Email	Presenting the major projects completed by each of the department.	All of the employees	Directors of departments
Changes in policies	Monthly	Email	New or upcoming changes, that might affect the employees.	All of the employees	CEO
Company’s plans	Every two months	Team meetings	Introduction to company’s plans for the future, such as goals, main direction, focus areas and etc.	Departments	HR/Directors of departments
Results	Every two months	Team meetings	Showing the department as well as the results of other departments.	Departments	HR/Directors of departments

Note. Constructed by the author.

The important notice about the communication plan prepared is that the newsletters are already implemented at UAB Deloitte Lietuva, however, it would be suggested to change

the communication channel from email to MS Teams as this platform is already being used for the internal communication that is less formal. The department meetings on the results are done quarterly, but solely the department results are covered, therefore, the employees lack the knowledge about the other departments of the firm and their financial results.

Downward manager to immediate subordinate communication. Moreover, the improvements to a downward manager to immediate subordinate communication are recommended. It should be noted that UAB Deloitte Lietuva has an internal system for the feedback, nonetheless, that system is too basic, used quarterly, and thus, does not provide a full picture of how the employee is performing, what are the strengths and weaknesses.

According to Moitra (2018), the opinion has to be objective, continuous and balanced. However, the aspect of continuous feedback has to be improved. The existing platform of snapshots for the feedback can be used, but it is important to change the way it is given, meaning that more than three questions have to be asked and answered about the employee's performance. Moreover, the feedback should not be given quarterly as it is most likely that the project that has been finished at the beginning of the quarter is almost forgotten about, or at least the key aspects of employee's performance have been forgotten over that period. Therefore, the most beneficial way of receiving the feedback would be to provide the feedback once the project is finished and feedback should be honest and broad, however, objective. This would lead in employees being empowered to keep progressing in the company (Moitra, 2018). Another crucial point is giving an informal feedback to the employee by praising the efforts whenever such situation occurs together with a more formal comments when employee or team's efforts are recognized in the meetings.

In the literature review it is stated that the fulfillment of recognition factor would lead to job satisfaction, according to Herzberg's two-factor theory (Sahito & Vaisanen, 2017), moreover, it would be the fulfillment of esteem needs of Maslow's theory. It means that the

constant feedback consequently would make the employees to start feeling noticed and cared for, therefore, motivated to do their job and perform their best, keep growing and improving following the received feedback. Recognition should be timely meaning that the feedback must be given as soon as the project or task is completed.

Upward communication. Upward communication, coming from employees to managers (Bell & Martin, 2014), could be implemented by introducing the annual employee satisfaction surveys about the news, policies, company’s plans and other information that has been communicated during that period. This way the employees are able to express their opinion and thoughts on the relevant matters and be empowered to contribute in the managerial decision making on the adjustments. It is important to keep the track on the participation rate of such survey and have meeting on how the survey can be as user friendly as possible. The upward communication with the immediate manager/supervisor is crucial as well. It could be implemented through scheduled meetings and having an open-door policy with the subordinates as they would be able to have an opportunity to discuss the issues arising. In order to complete the tasks in the most efficient way and, consequently, motivate the employees, the communication between the manager and the subordinates is the key.

There are a few steps that should be followed (Joseph, 2018):

- Having meetings on Monday in order to set the clear goals for the week
- Keep updating each other on the progress during the week

Even though these steps seem to be rather simple, they are not implemented in the currently by every team at UAB Deloitte Lietuva as it is the manager’s decision of how to communicate with their subordinates.

To sum up, the improvement of communication would lead to implementation of Adam’s equity theory as the need of affiliation would be satisfied (Sahito & Vaisanen, 2017).

The improvement of communication would lead to better motivational levels at the company as people will know that they matter, and their voice is heard.

Horizontal communication. Horizontal communication would strengthen the collaboration between the departments and the relations of all of the employees as it minimizes the conflicts and misunderstandings (Bell & Martin, 2014). The suggestion for better horizontal communication would be more collaborations on projects as well as meetings for teams from different departments. The events organized for multiple departments could help to develop personal relationships and, consequently, better the horizontal communication as well.

Goal setting

The empirical research showed that people lack the clarity towards the goals they are expected to attain. The importance of goals is that once they are achieved a person feels the pride and sense of accomplishment that leads to the motivation at work. In order to execute the goal setting at UAB Deloitte Lietuva.

As it was mentioned by one of the interviewees, the goals should be measured and clear. The use of SMART technique is recommended as it touches upon all of the key aspects related to the goal setting that would be successful at the company. SMART technique outlines the structure of the goals that should be “specific, measurable, assignable, realistic and time-related” (Bjerke & Renger, 2017, p. 125). Focus should be on the ability to provide each of the employees with a weekly and monthly goals. The goals have to be set by the management of each of the department as the nature of work varies. The example of a goal structured accordingly to SMART is provided below:

The employee has to contribute in three projects in a two-month period.

- Specific – Contribution in three projects;
- Measurable – The track of projects could be followed in the project planner;

- Assignable – The contribution can be achieved with the resources available;
- Realistic – A person has to be able to contribute in three projects considering the workload;
- Time-related – Two months are the period during which the goal has to be accomplished.

This example is quite general, however, exhibits the logic of how the goals could be structured. The goals for each of the employee have to be different, depending on the position and responsibilities. This way the intrinsic motivation would be increased by it, is that the person himself/herself would be able to track the performance and know what has improved, what has she/he learned and how it led to the personal growth (Deci & Ryan, 2008). The implementation of the goal setting would increase the employee motivation (Locke & Lathamx, 2015) as it is described by Locke’s goal-setting theory in the literature review part.

Benefits

The benefits system is important as to improve the extrinsic employee motivation. Work-life balance aspect is not covered by the current benefit system; therefore, the suggestion is to consider the remuneration for the overtime work. The remuneration suggested can be implemented by either paying money for extra hours spent or providing more vacation days for the employees.

Overtime pays. According to the Lithuanian Labour Code Article 144, the overtime pay has to be one and a half time higher than the regular salary paid for the employee. The formula for the calculation of the overtime pay is the following:

$$\text{Number of overtime hours} \times 1.5 \times \text{regular pay rate (Murray, 2020)}$$

This would allow the employee to take a better care after work and the company would show that the extra hours that are spent at work are appreciated.

Vacation days. Another way to improve the current situation of not paying the employees for the overtime work could be fixed by providing extra vacation days after an intensive period at work, for example, after finishing a major project during which the employee spent more than 40 hours of overtime the company would provide a one day of paid time off.

Overall, the overtime remuneration is significant as to show that the effort put in is not missed and there is a motivation to continue to work at such firm. The employee sacrifices the free time, meaning that the health is affected, therefore, the employees should be taken care of in this kind of aspect.

Conclusion

The aim of this research study was to identify the most important factors perceived by the employees of UAB Deloitte Lietuva that enhance their motivation and provide managerial recommendations on possible improvements. In order to reach this goal, four main objectives of the thesis were set. The findings are provided separately for each of the objective:

1. The internal analysis of organization performed showed that there is an internal problem of no pay for overtime work and employees have a poor work-life balance, also a high turnover rate of 33% in Deloitte Lithuania was observed. The external analysis showed that the company faces the factors such as the competitive job market due to emigration, changing expectations of younger generation that is entering the market and emerging smaller audit, tax consulting and similar companies.
2. The literature review performed indicated that the motivation is described as the power that might have the effect on the way people behave (Armstrong, 2006). Meanwhile, the concept of work motivation can be understood as the set of tools that drive employees to perform better and seek for higher results (Pinder, 1998). According to the findings in the literature review, the motivational factors that are grouped into extrinsic: salary, benefits, job security; and intrinsic: recognition, skill utilization, promotions and growth, meaningful work and autonomy, friendly environment.
3. Results of the empirical research disclosed that firstly, intrinsic motivational factors include task characteristics, work structure, task significance, goal setting, recognition, work environment and autonomy as the main sub-themes. Secondly, extrinsic motivational factors consist of promotions and growth, job security and benefits as the sub-themes that were mentioned by the interviewees. Finally, the third

category contains the sub-themes that are demotivating for the employees such as improper recognition, work environment, that involves the communicational issues, and goal setting measures.

4. The managerial solutions provided suggests maintaining the motivational factors that are already existing in the company and improve the areas of:

- Communication – both internal corporate communication and communication with the manager has to be improved as well as the broader and more frequent feedback is suggested for the company as it has both motivating and even demotivating effect when the feedback is poor on the employees;
- Goal setting – the concept of goal setting using the SMART theory is recommended for the company;
- Benefits – the employees at UAB Deloitte Lietuva have a high workload and a poor work-life balance, therefore, the additional pay and vacation days are recommended.

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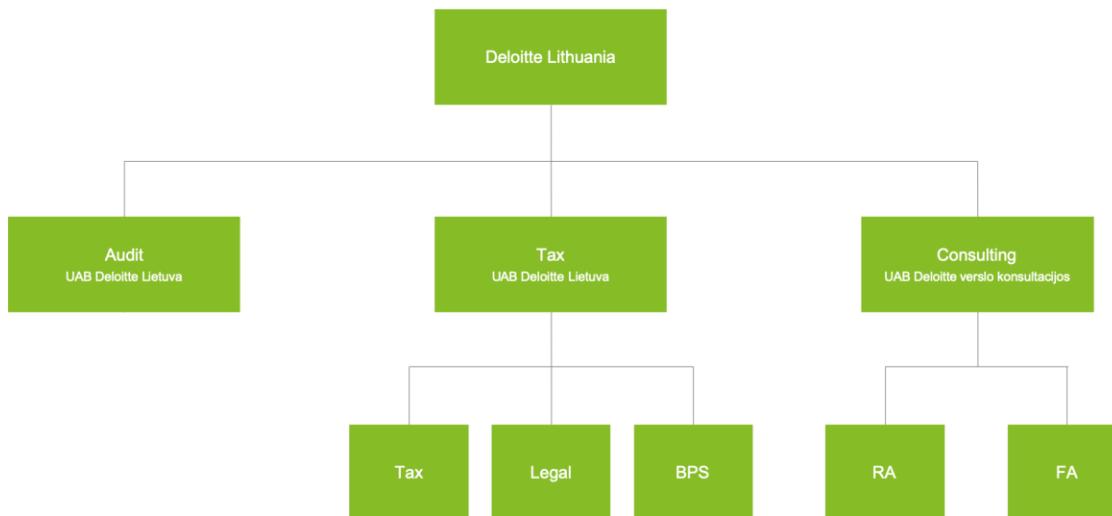
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Appendices

Appendix A. Structure of Deloitte Lithuania



Appendix B. Permission to conduct the survey

Listaviciute, Lina

From: Kyniene, Agne
Sent: Tuesday, April 7, 2020 2:49 PM
To: Listaviciute, Lina
Subject: RE: ISM Bakalauras/ Interviu klausimai

Lina,

Viskas atrodo puikiai. Tikiuosi gausi pakankamai informacijos iš interviu!

Linkėjimai,
Agnė Kynienė
D: +370 5 255 3070 | M: +370 617 32 588

Deloitte
Please consider the environment before printing.

From: Listaviciute, Lina <llistaviciute@deloittece.com>
Sent: Tuesday, April 7, 2020 9:17 AM
To: Kyniene, Agne <akyniene@deloittece.com>
Subject: ISM Bakalauras/ Interviu klausimai

Labas, Agne,

Siunčiu interviu klausimus peržiūrai. Norėčiau paprašyti tavo sutikimo apklausti įmonės darbuotojus darbuotojų motyvacijos mūsų įmonėje tema, kuri yra aprašoma mano bakalauriniame darbe.

Ačiū!

Linkėjimai,
Lina

Lina Listavičiūtė
Mokesčių praktikantė | Mokesčių ir teisės departamentas
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Prieš spausdinami pagalvokite apie gamtą.

Appendix C. The questionnaire of interview

Interview guide

1. Kiek Jums metų? How old are you?
2. Kokios Jūsų įmonėje užimamos pareigos? What is your position in the company?
3. Kiek laiko dirbate šioje įmonėje? Su dabartiniu vadovu? How long have you been working for the organization? With present direct manager?
4. Kodėl pasirinkote darbti šioje organizacijoje? Why did you choose to work in this organization?
5. Kokie Jūsų užsibrėžti karjeros tikslai? What career goals do you set for yourself?
6. Kas ir kaip padėtų juos pasiekti? What and who would help/hinder the achievement of those goals?
7. Papasakokite apie situaciją, kai jautėtės labai motyvuotas/ (-a) kažką padaryti darbe? Describe a situation when you felt extremely motivated to do something extra?
8. Papasakokite, kokie Jūsų vadovo veiksmai Jus motyvuoja/demotyvuoja? Describe what your direct supervisor actions motivate/demotivate you?
9. Ką žinote apie kompanijos strateginį planą? What do you know about company's strategic plan?
10. Kaip kompanija siekia paskatinti Jus prisidėti prie strategijos ar taktinio planavimo? How is the company trying to have your input in developing strategic or tactical plans?
11. Sprendžiant pagal tai, ką pastebėjote per savo darbo įmonėje laiką, kokios, Jūsų nuomone, priemonės padėtų darbuotojams tapti labiau motyvuotiems? From what you have observed, what in your opinion will help the staff to feel more motivated?

Appendix D. The question-respondent matrix

Interviewee Question No.	R1	R2	R3	R4	R5	R6
1	28	25	21	29	23	22
2	Coordinator	Senior Coordinator	Consultant	Assistant	Consultant	Consultant
3	8 months	3 years	7 months	2 years and 2 months	1.5 years	7 months
4	Saw a job advertisement online. Was related to the area of work performed in the previous workplace.	Job in English language, which was the main criteria, the job position involved a variety of tasks and responsibilities.	Invited by the firm due to the recommendations of the acquaintances. Did not know much about the position being offered before starting to work at the firm.	Wanted to try working in a private sector. The salary was the same, however, the main criteria was the sector as the public sector has long procedures and conservative outlook.	Was choosing between two of Big Four companies and chose Deloitte due to the friendly environment, attractiveness of the job offered as well as the ability to work without any of the experience in the field.	Personal invitation to the position due to the previous internship. Liked the internship due to the fact that even with no experience the real tasks were given, therefore, it felt as the work done was useful.
5	The career goals are uncertain due to the COVID-19 crisis. Currently the main goal is perform well at the current job.	The position is quite new, therefore, there are some self-imposed goals.	Not planning any big career changes anytime soon.	The current position is enough as long as the self-realization, self-improvement and learning aspects are satisfied. It is significant to see that the work that a person is doing is valuable to others.	No clear goals, the main goal is to find what is enjoyable. Currently working to gather the experience, distinguish what is enjoyable. Likes to work in English language.	Something similar to the current position, however, with having more responsibilities.
6	The existence of KPI, currently, there are no clear goals set for the position.	Offer the ability to grow in the future as staying in one position is not satisfying and naturally gets boring.	–	Better communication about what goals are set for the upcoming months in order to know your role better and how you can contribute to reaching that goal.	The processes of growing in the company takes a while and it goes step by step, therefore, not only the input but the time spent in the company matters. The model of a small firm is more attractive as people are valued by their progress.	Having the harder task, that would require to work with a bigger team would be the first step.

7	<p>The best motivator is the task related to creativity and non-standard solutions, uncertainty of how the new things have to be done. The stress of not knowing how to complete the task challenges to show your best.</p>	<p>The main motivator is the positive results or outcome. The implementation of a new internal system was the situation. It took a lot of effort and time but knowing that the outcome is going to be significant to the everyday life kept the motivational levels high.</p>	<p>Felt extremely motivated during the first weeks at work because of the desire to be as good as the colleagues. Another situation was when a project had a short deadline and the work had to be done fast and quality had to be high. The ability to show that you can do it was the motivator. It helped to learn a lot. Learning comes with every project in general.</p>	<p>Motivation depends on the person who assigns the task, if that person believes in it and is able to show the worth of the task performed.</p>	<p>Feels motivated when knows what is expected, what is it done for and knows the background of the situation. Usually does not know the full background of the situation, therefore, it is hard to understand it fully. On the other hand, when the situation is completely known, then there is a motivation to complete the task. There is a desire to learn, do new things and working from home led to being forced to work autonomously and all of this contributes to motivation as the good results are achieved. Overall, motivation is when there are new tasks, ability to challenge yourself and deepen the knowledge.</p>	<p>It was a task with a strict deadline and related to an area that was completely unknown and new. This required a lot of fast learning, understanding and submitting. It was interesting.</p>
8	<p>It motivates when the manager verbally praises after the task is finished. The main demotivator is not related to the manager, rather to the uncertainty in the world due to the crisis.</p>	<p>The manager is a great motivator, listener, however, she/he does not have a lot of time for that. Nonetheless, the manager is extremely capable of defending the employees. However, the demotivating factors are the postponement of tasks and sometimes not listening for details that are related to procedures.</p>	<p>The acknowledgment of a well-done work, when there are not many things to change in the project. The demotivator is the uncertainty and the uncertainty in not knowing what result is expected as well as the length of decision-making process. More of the structure within the process of work organization would have a positive effect on</p>	<p>The understanding of the project, ability to explain, foresee the sequence of the actions and set the actual goals that can be achieved and letting people know when it is finally achieved.</p>	<p>The feedback is important, the communication as it is significant to be on the same page as the manager, that there is no exclusion due to the job positions. The communication is important due to the ability to say what a person is feeling, to solve the issues and to change things that are not working.</p>	<p>The complex tasks received from the manager and the expectation that you will perform just as good as in the previous task. The demotivating aspect is receiving the monotonous tasks few times in a row as there are people who have never done that before. Therefore, knowing that</p>

			<p>motivation. The clear deadline is important for organizing your time.</p>			<p>the person does not like the task and still delegating it, is demotivating.</p>
<p>9-10</p>	<p>Adds the value to the strategy by doing the research needed, however, does not serve as the creator of the strategy.</p>	<p>–</p>	<p>Just the mission of the company, however, the positioning of the company in the upcoming 5 years is not known. It is the global organization; therefore, the strategy planning is probably performed by people in higher positions.</p>	<p>Due to the job position, the department strategy is known, and it involves the collaboration between the departments, on the other hand, the overall strategy towards the employees of the firm is not known. It is important for the employees to be certain about their work, ability to grow and plan the future in the company, however, when strategy is unknown it becomes hard to satisfy those needs.</p>	<p>Honestly, nothing. Knowing the strategy could contribute to higher employee motivation, however, the goals of the company seems more theoretical, they are hard to sense. This all leads to the lack of the communication from the management.</p>	<p>Knows as much as it is required and said during the initial trainings. However, the strategy is not communicated often. There are standards of how the work has to be performed and how we communicate and what are the goals related to everyday work, however, it would be difficult to describe the bigger picture. It would be more beneficial if the projects could be discussed as soon as they end.</p>

<p>11</p>	<p>Personally, there is a lack of the evaluation of the progress, the work tasks, that is initiated by the manager. From the general perspective, the motivator that company lacks are the informal social events for the employees. There is a need of new events as the traditional ones are not as attractive to the people as they used to be. The mini gifts from the company also serves as the motivator.</p>	<p>There is a lack of communication with the management of the firm. Management does not properly communicate with their team, sometimes it seems that they prioritize a certain department rather than all of the employees. Another motivational factor that might be lacking is the payment for overtime work or more vacation days as people in Big Four work hard and long hours. The usual health benefits and fruit days are not enough to keep the employee satisfied anymore.</p>	<p>Freedom when choosing the trainings or the self-improvement courses as well as more of internal trainings orientated to the specific of the job.</p>	<p>The communication is important as there is a lack of it within the company and that is when all of the uncertainty arises. Therefore, having an open and honest communication and knowing of the strategy so that the personal goals are in line with the company's goals would be the main aspects.</p>	<p>The lack of clear communication related to the work that has to be done or the it is not being communicated on time. Then the task to be done is received close to the deadline and it is hard to be responsible for your own time and be autonomous and free in the way of how prioritizing the tasks works. Then there is a lack of communication related to the changes within the firm and what is being planned to be done in the department, or with the team, the employees in general. The team, in general, is nice and well built.</p>	<p>Trainings or seminars that the employees would be required to attend. That would mean that managers care for their employees' knowledge improvement and widening their horizons. The clear structure of the work organization could be beneficial in sense that every team member would know what he or she is more skilled at. It would be great to communicate the worth of the team publicly as well.</p>
<p>Additional questions</p>						
<p>Challenges at the current position</p>		<p>The main challenge is the problems with the communication within the company. It takes time to get the answers needed and, therefore, the work that has to be finished is delayed. People try to avoid responsibilities by delegating tasks to the juniors, which is not a right thing to do. Another challenge is the misunderstanding of responsibilities. The aspect of lack of internal communication is affecting the</p>	<p>The challenges at work have the positive meaning, however, everything has to have its boundaries.</p>			

		motivation at work, as well as the disrespect of the work the person is doing.				
Feedback		There is an internal system for the feedback, however, it is extremely abstract as it involves only 3 yes or no questions. It is possible to have a feedback session with some people in person, but not with everyone, as people might be uncomfortable.	Feedback is received every quarter during the check-ins, and it is important that both sides get to express their thoughts. The quality of the feedback depends on the way the feedback is given and whether the person is willing to be open.	Receiving a feedback motivates and it is important to communicate and clarify all of the uncertainties in the task with the manager. However, the feedback is not received that often and it might be due to the uncertainty related to the finalization of a certain project as they do not have a clear ending.	Feedback is the most important motivational factor. There is a lack of feedback in our organization and it is formal. Sometimes the feedback is received during certain trainings when the task is to give the feedback. However, currently there are weekly check-ins with the manager about the projects and the preferences of certain type of work.	There are internal systems, which allows to evaluate the projects done and the managers have to say whether the project has been done, how and if it the result was good; however, these are not the most effective measures. Firstly, it is not highly advocated by the management. Secondly, people have to fill in the forms themselves and the answers are not received every time. It can be improved only by personal manager's understanding that feedback is important and that it should be initiated by himself/herself personally. Personally, the nature of work is important to me and

						receiving the more complex project is some kind of feedback in a way. It also means that I have been heard.
What motivates you the most?		Seeing the valuable results, getting the help with work overload when it is needed and receiving the thanks for completing a complex task.	The friendly environment and the emotion amongst the colleagues. It is important not to feel tension, this is managed well in the workplace.			The positive feedback received from the client.
How could you compare the current workplace with the previous one?				Complete opposite regarding the aspect of the processes such as vacation and illness. The communication is not excellent in the current workplace either. However, from the aspect of humanity, the freedom and autonomy, the trust that the firm puts into the employees is completely different in comparison to the previous company.		
How the difficult growth aspect in the company affects the motivation ?					Does not have a negative effect due to making peace with this situation. The goal was to work for a big firm. The motivation factor in the previous work in a smaller firm was related to a variety of tasks. Another aspect that contributes to a lack of motivation is not understanding why certain processes are needed.	

Appendix E. Transcript of R1

I: Sveiki, aš esu Lina Listavičiūtė IV kurso bakalauro studentė ir rašau bakalaurą darbuotojų motyvacijos stiprinimo UAB Deloitte Lietuva tema. Ar sutinki, kad mūsų pokalbis bus įrašytas?

R: Sutinku.

I: Jis bus visiškai anonimiškas, bus tik apibendrinanti informacija skelbiama bakalaure, ir tavo pavardė niekur nefigūruos, jei jausiesi nepatogiai ar nenorėsi atsakyti į kažkurį klausimą, ar pasitraukti iš interviu, tai bet kada gali padaryti.

R: Gerai.

I: Taigi, pradedame. Kiek tau metų?

R: 28

I: Kokios tavo įmonėje yra užimamos pareigos?

R: Marketingo koordinatorė.

I: Kiek laiko dirbi šitoje įmonėje.

R: Nuo rugpjūčio, tai kiek gaunasi. Virš pusės metų.

I: Nemažai visai. Kiek su dabartiniu vadovu dirbi?

R: Tai nuo tada, kada atėjau.

I: Ir kodėl pasirinkai darbą šioje organizacijoje, kokia tavo istorija atsiradimo čia?

R: Pradėsim nuo to, kad pamačiau skelbimą ir ieškojau darbo marketingo srityje, nes didžioji dalis mano patirties yra būtent šioje srityje. Ir pamačiau skelbimą, visas aprašymas buvo ganėtinai panašus į tai, ką anksčiau dariau ir išmanau, todėl tiesiog nusiunčiau CV, pasikvietė į pokalbį, padariau gerą namų darbą, na nežinau, ar gerą, bet tiko ir galiausiai mane priėmė.

I: O kokie tavo šiaip dabar užsibrėžti karjeros tikslai toliau yra?

R: Karjeros tikslai? Nežinau, ar tai siejasi su būtent dabartiniu laikotarpiu ir visu karantinu ir šiokiu tokiu neužtikrintumu dėl COVID-19 krizės, bet šiuo metu nesikoncentruoju tiek daug į karjerą ir tikslus, dabar tiesiog žiūriu, kad kuo geriau galėčiau atlikti savo darbą. Kažkaip šiuo metu labai sunku galvoti apie ateitį taip toli.

I: O kaip tau pats marketingas? Patinka ir kaip į tą sritį sumastei?

R: Pats marketingas man patinka, studijavau renginių vadybą Škotijoje, ir ten visi moduliai yra ganėtinai platūs, tai tuo pačiu bent pusę modulių, nežinau kaip pavadinti, modulių, na bus moduliai, buvo susiję su marketingu, jau mano studijos buvo ganėtinai su tuo susijusios, ir tada pirmame darbe, kas buvo reklamos agentūra, aš išbandžiau ir marketingo sritį, ir

renginių organizavimą, kažkaip pajaučiau, kad man labiau patinka marketingas, tai nuo tada visi mano darbai su tuo ir yra labiau susiję.

I: Supratau. O gali papasakoti apie kažkokią situaciją darbe, kai tu jauteisi labai motyvuota padaryti kažkokią užduotį?

R: Aš dažniausiai jaučiu didelę motyvaciją, kai būna darbai, kurie reikalauja kažkokių kūrybiškumo ir kur reikia sugalvoti kažkokį nestandartinį sprendimą, tai kartais net toks stresas iš nežinojimo, kaip padaryti kai kuriuos naujus dalykus, ne tai, kad motyvuoja, bet tada tikrai pasistengi atlikti viską kuo geriau, o pagalvojant apie kažkokį tai atskirą projektą, tai iš tiesų net nebūtų būtent dabartiniam darbe, bet vienas iš kurių, iš tokių projektų, kuriuos dar iki dabar gerai prisimenu tai buvo pirmame mano darbe, kur laimėjome projektą dirbti su TV3 televizija ir jie norėjo kurti projektą apie mokslą ir inovacijas su Mitos agentūra. Mano darbas buvo tiesiog surasti įvairiausių kūrėjų Lietuvoje, su jais sukontaktuoti ir tiesiog įtikinti juos, kad tai labai geras projektas, kad iš marketingo pusės jiems bus super naudingas ir galės nemokamai dalyvauti ir panašiai. Tai iš tiesų nevisai susijęs su marketingu ir šiaip toks buvo kaip ir pasididžiavimo momentas savo vardą kredituose matyt.

I: O ko trūksta dabartiniame darbe, kad būtų panašiai, kad irgi tokį jausmą pasiekti?

R: Aš pastebėjau, kad mane motyvuoja tokie kaip kad įvardinsiu tikslai. Pavydžiui, praeitam darbe kas mane motyvuodavo, tokie paprasti, nežinau lietuviško žodžio, KPI. Pasiiekti tam tikra pardavimų skaičių, pasiek tam tikra follower'ių skaičių, tiesiog tokie tikslai, kuriuos reiktu pasiekti. Dabartiniame darbe aš neturiu tokių iškeltų tikslų, nebent juos išsikeliu pati, tai šiaip šitas dalykas, kaip jau irgi minėjau, mane motyvuoja, man patinka turėti kažkokį dalyką, kurio siekiu, bet būtent Deloitte mano darbas yra labiau kaip gal įvardinkime pagalba kitiems departamentams, tai aš nebendrauju nei su klientais, tai neturiu va tokių iškeltų labai tikslų tikslų.

I: Supratau, ačiū. O kaip, pavyzdžiui, kokie tavo dabartinio vadovo veiksmai tave motyvuoja?

R: Šiuo metu su motyvacija iš vadovo pusės yra šiek tiek sudėtinga, nes šitas laikotarpis yra daug kam stresinis, bet iki tol, sakykim iki šitos visos krizės motyvuodavo net paprasčiausi žodiniai dalykai, kad gerai padirbėta, puikus projektas, viskas super gavosi ir panašūs dalykai, nes kažkoku papildomu motyvavimo sistemų mes nelabai turime kartu su vadovu.

I: Hmm. O, pavyzdžiui, demotyvuoja kas, net ir šiuo laikotarpiu?

R: Demotyvuoja? Va šiuo metu demotyvuoja, tiesiog aplinkiniai veiksmai, kurie nesusiję su mano darbu. Todėl šiuo laikotarpiu demotivacijos daugiau nei motyvacijos, bet motyvuoja dabar tas šiek tiek, kad viskas greitai pasibaigs ir bus galima sugrįžti i toki darbą, koks jis buvo, nors greičiausiai šiek tiek bus viskas pasikeitę, bet tiesiog i toki stabilumą.

I: O, pavyzdžiui, pati prisidedi prie kažkokio strateginio plano ir ką žinai apie strateginio plano įmonėje kūrimą?

R: Aš prisidedu tik tiek, ne tai kad prie pačios strategijos kūrimo, bet į pavyzdžiui, kažkuris iš strategijos punktų reikalauja kažkokių, neturiu lietuviško žodžio, researcho, aš dažnai būnu tas žmogus, kuris turi kažką paieškoti ir tuo pačiu pasiūlyti, bet tai sakykim prisidedu prie kažkurių strategijos dalių, nesu kaip viena iš kūrėjų.

I: Ir, pavyzdžiui, remiantis tuo, ką tu pastebėjai per tuos puse, daugiau metu įmonėje, kaip tu manai, kokios dar priemonės paskatintų žmones, tiesiog tapti dar labiau motyvuotais bendrai. Ko trūksta?

R: Ko trūksta? Kadangi vėl, kaip minėjau, tas sunkus laikotarpis, tai reiktu pagalvoti, bet apsimeskim, kad dabar viskas yra kaip įprasta, tai bent jau man iš vadovės truktų dažnesnių mano progreso, mano veiklos aptarimų, nes dažniausiai kiek mes jų turėjome, tai jie buvo inicijuojami iš mano puses. Tai nežinau, įmonėje bendrai kaip yra su kitais, bet man tokių aptarimų, kur aš galėčiau tobulėti, ką aš darau blogai, norėtusi daugiau nei aš jų turiu dabar. Iš įmonės pusės visai pastebėjau, kad neblogas motyvatorius ne tik man, bet ir daugumai kolegų yra kažkokios nedidelės šventės, kažkokių progų paminėjimas, kai gali susirinkti penkiolikai minučių pašnekėti apie su darbu nesusijusius dalykus ir tiesiog atsipalaiduoti, arba net kažkokios tai mini dovanos, kurias gali parsinešti namo, nes visi džiaugiasi kaip gavę kažką papildomai iš įmonės, kad įmonė apie juos galvoja.

I: O kaip pati darbo aplinka, kontaktas su žmonėmis?

R: Manau pas mus jo ganėtinai mažokai, bent iš to, ką girdėjau iš kitų kolegų, kurios dirba daug ilgiau. Anksčiau buvo, kalbant apie tas mažas šventes, buvo didesnis kolegų įsitraukimas, galima paimti net viena iš tokių švenčių, kurios mes galiausiai atsisakėme, tai pyragadienis, nes anksčiau buvo idėja, kad kiekvienas departamentas kas mėnesį susikoooperuoja ir atneša pyragų, tada visas biuras susirenka kartu, šnekasi ir ragauja, ir galiausiai tapo kaip prievole, kad niekas nebenorėdavo nei nešti, tik tie kurie norėdavo pasivaišinti, pasiimdavo po gabaliuką ir atgal nešdavosi prie darbo stalo. Reikia sugalvoti kažką naujo.

I: tu gal ne tiek ilgai dirbi, bet gal įsivaizduoji, kas pasikeitė? Gal sake tau kažką, kodėl taip vyksta?

R: Aš manau kad naujumo, ne naujumo, na sakykim naujumo faktorius veikia. Kalbant apie pyragadienius, tai tapo ganėtinai įprasta ir pati šventė turėtų būti kažkas naujo, todėl kartais tai yra pati užduotis sugalvoti kažką naujo, tą pačią šventę kažkaip kitaip atšvesti. Tradicijos yra gerai, bet jei per dažnai, tai tampa rutina ir tai nėra gerai.

I: Supratau. Ačiū už interviu.

Appendix F. Transcript of R2

I: Sveiki, aš esu Lina Listavičiūtė, studijuoju ISM, IV kurse, Verslo vadybos ir analitikos programoje ir rašau bakalaurinį darbą apie darbuotojų motyvacijos stiprinimą UAB Deloitte Lietuva. Ar sutinki, kad šis pokalbis bus įrašytas?

R: Taip.

I: Taigi, jis bus visiškai anonimiškas, ir bakalaure bus tik apibendrinta informacija, ir tavo pavardė niekur nefigūruos, interviu užtruks apie 10-15 minučių, jei jausiesi nepatogiai ar nenorėsi atsakyti į kažkurį klausimą, ar norėsi pasitraukti vidury interviu, tai bet kada gali padaryti. Tai tik tokia informacija, gerai, pradedame.

I: Taigi, pradedame. Kiek tau metų?

R: 25

I: Kiek laiko dirbi šitoje įmonėje?

R: Greitai bus 3 metai.

I: Su dabartiniu vadovu?

R: Visą tą laiką ir dirbau su dabartiniu vadovu.

I: Ir kodėl pasirinkai darbą šioje organizacijoje, kokia tavo istorija atsiradimo čia?

R: Nes grįžus iš užsienio ieškojau darbo anglų kalba, kadangi mano pabaigtas bakalaurinis darbas nebuvo susijęs su siūloma pozicija, mane sudomino bendrai darbų įvairovė ir atsakomybė ir tai, kad darbas vyksta pagrįdę anglų kalba, tai buvo pagrindinis kriterijus tuo metu.

I: Kokia dabar tavo pozicija?

R: Baltijos šalių rizikos valdymo vyresnioji koordinatore, tai aš esu atsakinga už Baltijos šalių rizikos valdymą mokesčių ir teisės skyriams, tai yra, prižiūrėti, kad būtų vykdomos tam tikros procedūros ir laikomasi tam tikrų taisyklių ir panašiai.

I: Ir kaip tau bendrai sekasi atlikti šita?

R: Manau, kad gerai.

I: Yra kažkokių iššūkių? Kokie jie?

R: Aš manau, kad pagrindiniai iššūkiai būtų susiję su komunikacija ir manau tai yra ir Lietuvoje tai yra UAB Deloitte Lietuva įmonėje, kitose valstybėse tai yra būtent komunikacijos stoka, o dėl tos komunikacijos stokos yra, tai galbūt labiau, kiek laiko užtrunka žmonėms atsakyti į tam tikrus klausimus, tai yra, kad kai tu turi atlikti darbą, kuris yra visiškai pilnai priklausomas nuo tų kitų žmonių ir tu be tų kitų žmonių tam tikro indėlio

negali to darbo atlikti, tai pagrindinis iššūkis būna, kad tam tikri darbai labai nusikelia ir tu jų negali iki galo padaryti, atlikti, pabaigti, vien dėl to, kad tu negauni atsakymo iš kitų žmonių. Yra žmonės, kurie neatsako į laiškus, kartais neatsako į skambučius arba nukėlinėja tą atsakymą, tam tikrais atvejais perduoda atlikti tą darbą jaunesniems kolegoms, kas nėra teisinga. Tai būna tas pagrindinis iššūkis, kad tiesiog tas komunikacijos stygius, tai čia manau tas pagrindinis, bet ir kita dalis, yra tai, kad ta pozicija yra labai daugialypė ir apima labai didelę komunikacijos dalį iš įvairiausių pozicijų ir departamentų ir tiesiog yra labai didelis jaučiamas žmonių nesupratimas, galbūt, kito žmogaus atsakomybių, ką tas žmogus daro ir ką tas žmogus turi padaryti ir galbūt tam tikri dalykai, kuriuos tau pasako daryti, tau nepriklauso daryti ir panašiai. Tai kartais toks jaučiasi darbų nusimetinėjimas.

I: O kaip tai paveikia tavo motyvacija, pavydužiui, atlikti tam tikras užduotis?

R: Šiaip aš manau, kad tai yra labai didžiulis iššūkis motyvacijai, kad tu pastoviai dirbdamas tu jauti būtent tą tokį didelį komunikacijos stygių ir kito žmogaus nepagarba tam, ką tu darai, man asmeniškai yra dalykas, kuris turi vieną didžiausių poveikių motyvacijai. Tai yra jeigu tu darai darbą ir tu žinai, kad tu jį tikrai darai gerai ir įdedi visą save ir nori tą darbą atlikti iki galo ir atlikti tikrai gerai, tai kitas žmogus nejaučia pagarbos tam, ką tu darai, tai iš tikrųjų tai labai smarkiai kerta per motyvaciją.

I: O kaip, pavyzdžiui, su tavo vadovu, kaip tave jis/ ji motyvuoja tokiuose atvejuose?

R: Aš manau mano vadovė mane motyvuoti moka tada, kai ji turi tam laiko, na galima taip sakyti, nes aš galima sakyti turiu kaip ir dvi vadoves, bet vis tiek pagrindinis žmogus, kuris turi didžiausią pasisakymą tame, ką aš darau ir kam aš tiesiogiai turiu reportinti tai, ką aš darau, ji motyvuoti moka labai gerai, ji tikrai moka užstoti savo darbuotojus, kada to tikrai reikia, nes tikrai iškyla tokių situacijų, ypač kai dirbi su motyvacijos valdymu, kuomet žmonės nėra patenkinti rezultatais arba tam tikrais dalykais, kuriuos turi atlikti, tai tikrai motyvuoti moka gerai, moka gerai išklaudyti ir, jeigu reikia, ji tikrai puikiausiai moka įsikišti, bet niuansas yra tame, kad ji tam turi turėti laiko. Ir priklausoma, ar ištaikai tą momentą, kai ji gali skirti tau laiko ir išklaudyti tavo problemas, nes jeigu taip, tai tikrai yra viskas labai gerai, ir jeigu reikia, kad ji įsikistu į tam tikrą procesą, tai ji tikrai tai padarys, bet kartais yra tam tikri dalykai, kurie sunkina gyvenimą man ir, kurie galbūt jai neatrodo verti jos laiko, ir ji tikisi, kad kažkas už ją tai padarys, tai to galbūt iš jos trūksta, bet kaip vadovė ji motyvuoti tikrai moka.

I: O kokie dar dalykai iš jos puses demotyvuoja, laiko neturėjimas, kas dar?

R: Aš manau, atidėliojimas iki paskutinės minutės, nes manau mūsų organizacijoje yra vienas iš tų dalykų, kad žmonės turi labai daug skirtingų darbų ir turi atlikti daug skirtingų dalykų, bet tikrai yra didelė dalis, kurie yra linkę atidėti tam tikrus dalykus į paskutinę sekundę, ypač kai tu dirbi su daug vadovų, o ne su vienu, tai yra kai tu dirbi su daug žmonių, tai gaunasi, kad viskas sukrenta vienu metu, tai vėlgi, manau yra viena iš pagrindinių kliūčių, tu stengiesi dėliotis savo darbo laiką, savo savaites, viską ir tam tikri periodai mėnesio metu, kai tu žinai, kad tikrai bus intensyvesnis periodas, bet tiesiog yra labai daug dalykų, kurie nuo tavęs nepriklauso, tai yra vėlgi, atidėliojimas iki paskutinės minutės yra labai didelė problema. Ir manau dar kitas dalykas yra neišklausymas, kadangi rizikos valdymas yra tai, kas susiję su procedūromis, su tam tikromis taisyklėmis, vėlgi, su įstatymais, tai yra tikrai neretu atveju, kada tu supranti, kad žmogus nesiklauso, ką tu sakai, dėl to, kad praėjus kažkiek laiko turi vėl tą patį per tą patį turi daug kartu kartotis ir na rezultato tai neduoda. Tai manau dar tas.

I: O kada turi laiko feedbackui pateikti? Ar turit kažkokią programą, kur gali feedbacka savo vadovui pasakyti ir kaip?

R: Taip, mes turim vidinę tokią sistemą, per kurią tu gali paprašyti feedbacko vadovo ir ne tik vadovo, bet kitų kolegų, taipogi gali užpildyti kitam žmogui, bet mano manymu, ta mūsų sistema yra labai abstrakti, na ta prasme, ten realiai yra gal 3 klausimai, kur turi pažymėti taip arba ne ir viskas. Ir aš nemanau, kad tai atskleidžia labai daug, kai kalbama apie feedbacka, būkim biedni, bet teisingi, jeigu yra vadovo pozicija, vadovas tikrai jisai yra tam tikri dalykai, kurie yra stiprioji jo pusė, bet pildydamas tą formą to feedbacko tikrai negali pilnai išreikšti, tas įvertinimas gaunasi labai abstraktus, na yra 3 klausimai taip arba ne. tai tikrai nėra labai kad.. Su kai kuriais žmonėmis gali pasidaryti reguliariai, kad apkalbėti tą feedbacką, bet kaip kada. Su kai kuriais žmonėmis net nesijauti patogiai, kad duoti tą feedbacką, ypač kai tiesiogiai su tuo žmogumi kaip ir nedirbi, na aš manau, kad nuo žmogaus labai priklauso, bet yra ta galimybė, kadangi yra ta sistema, sakau mano manymu, ji yra labai abstrakti, todėl gali daryti tai akis į akį, bet manau, kad tai priklauso nuo to, kokioje pozicijoje esi, nes jeigu tu dirbi su savo tiesioginiu vadovu ir tarkim kai yra maža komanda iš 2-3 asmenų, na tarkim iki 5, tai aš manau, kad tas kontaktas yra visai kitoks, bet kai tu dirbi administracinėje pozicijoje, tu turi labai daug projektų vadovų su kuriais komunikuoji, tai aš manau, kad ta administracinė pozicija lieka dažnai pamiršta ir feedbacką žmonės tau pamiršta duoti.

I: O dabar taip visiškai, papasakok apie situaciją, kurioj jauteisi labai motyvuota kažką padaryti, užduotį darbe.

R: Turbūt būtų tokia situacija, kad man dalykas, kada aš jaučiuosi labiausiai motyvuota kažką padaryti tai yra tada, kai aš matau, kad turės pozityvių rezultatų, tarkim, ar tai yra kažkokia nauja implementacija kažkokios naujos, galbūt, naujos sistemos, kuri palengvins mano ir kitų darbą, tai aš galbūt, galiu pasakyti, kad kai mes turėjome prieš porą metų, buvo atnaujinama archyvavimo sistema ir atsirado elektroninė archyvavimo sistema, pats procesas, įvairūs testavimai ir visa kita, tai buvo labai daug laiko atimantis dalykas, kuris tuo metu galbūt neatrodė to vertas, nes darbo tikrai buvo labai daug ir atėmė iš to laiko, ką galėtum praleisti prie darbo, kurį esi susiplanavęs, bet kai ta sistema buvo pradėta naudoti, vėlgi, iškilo labai daug iššūkių ir kitiems kolegoms ir man pačiai. Bet tai darydama ir aiškindama kitiems kolegoms aš mačiau, kad tai tikrai, kai pradėsime ją pilnai naudoti, palengvins, pagerins mūsų visų procesų vykdymą, vien dėl to, kad bus atsisakyta popierinių failų, nebebus spausdinama beprotiškai daug dokumentų, nebereikės archyvuoti archyve, dėti į papkes ir panašiai, tai aš manau tas labai motyvavo, kad aš mačiau, kad iš to bus labai daug naudos ateityje.

I: O, pavyzdžiui, remiantis tavo patirtimi įmonėje ir šiaip ką pastebėjai, kokios motyvacinės priemonės padėtų bendrai motyvuoti darbuotojus, ko trūksta?

R: Manau, kad trūksta kontakto su tam tikrais vadovais, nes pas mus vadovu įmonėje yra tikrai nemažai, tai nėra, kad įmonė, na yra direktorius ir viskas, o mes skiriam vadovus, yra ir departamentu vadovai ir tų pačių sričių vadovai. Aš manau, kad tikrai trūksta, ypač kai kuriuose departamentuose trūksta, komunikacijos su komanda, kartais galbūt jaučiasi, kad vadovas žiūri šiek tiek iš viršaus į savo pavaldinius, arba tik prioretizuoja tik savo vieną departamentą, tai manau, kad ta komunikacija, to kontakto trūksta, tai reiktų jo daugiau. Kitas dalykas, aš manau, kad kadangi tos skatinamosios priemonės, kurias mes turim ir savo įmonėje, yra dažnos ir kitos, na, ta prasme, taip mes visi gauname atlyginimą, gauname

sveikatos draudimą, ten vaisių dienos darbe ir panašiai, bet tai nebėra tie dalykai, kurie leidžia įmonei išsiskirti iš kitų, tai reiškia, kad papildomos motyvacijos tai nebepriduoda, aš manau, kad mes jau praėjome tą laikotarpį ir Big Four yra tokio tipo įmonė, kurioje darbo yra tikrai daug ir tas krūvis yra didelis ir aš manau, kad dalykai, kurie priduotų motyvacijos daugiau visiems darbuotojams būtų viršvalandžių apmokestinimas kažkoku tai būdu, ar tai būtų atlygio, ar atostogų kaina ir tai turėtų būti taikoma visos įmonės darbuotojams vienodai, o ne skirtingiems departamentams, skirtinga tvarka, nes tikrai atrodo nesąžininga, o kitas dalykas yra dėl atostogų bendrai, nes čia galbūt yra aktualiau žmonėms, kurie yra pradirbę ilgesni laiko tarpą, bet prieš 3 metus UAB Deloitte Lietuva skyrė savo darbuotojams 24 dienas atostogų, ir tada po darbo kodekso pakeitimo buvo sumažinta iki 20, kas kaip bebūtų yra vis tiek nemažas skirtumas ir kadangi įmonė yra įsikūrus Vilniuje, o Vilniuje yra labai nemažai visokių aptarnavimo centrų, kurie priklauso įmonėms iš įvairiausių šalių, tu girdi bendroje aplinkoje, pažįstamų rate, tai kad tos atostogų dienos, na didžiojoje dalyje įmonių yra visiškai kitokia politika ir jų yra tikrai daugiau, ir aš manau, kad pagal tai, kiek smarkiai žmonės dirba, ypač kai nėra apmokestinami viršvalandžiai, tos atostogų dienos, kad ir pora, būtų labai didelis plusas.

I: O, pavyzdžiui, kas pačią tave taip labiausiai motyvuotų? Ir motyvuoja dabar gal net?

R: Man tas labiausiai motyvuoja, na kaip aš ir sakiau, kad matau tas dalykas, kuri aš darau, suteiks kažkokių rezultatų, galbūt šiame etape aš jaučiuosi šiek tiek atsimušus į sieną, nes tas darbas, ta pozicija, kurioje aš dirbu, yra labai nauja ir joje nėra kažkokių nusistatytų normų ir žmonės iki galo patys nesupranta, ką ta mano pozicija aprėpia ir yra tikrai darbų, kuriuos aš noriu padaryti ir žinau, kad reikia, bet žinau, kad man reikia pagalbos, tai yra mano pagrindinis dalykas, kas man suteiktų motyvacijos, tai yra turėti žmogų ar žmonės, kurie galėtų man padėti su tais darbais, kad aš turėčiau kam deleguoti tuos darbus, nes kaip bebūtų šiuo metu aš neturiu kam deleguoti tų darbų, ir mano pozicija yra susijusi su darbu, su kolegomis iš kitų šalių ir na tai tikrai neretai reikalauja to tokio tiesioginio kontakto, kas yra sunku padaryti esant per atstumą kartais ir tikrai reikia to žmogaus, kuris galėtų padėti ten. Ir tas elementariausias ačiū, aš manau bent man yra svarbu, kad žmonės retkarčiais padėkotų, ypač kai yra kažkoks procesas, kurį ilgai darai ir darbas, kurį ilgai darai, nebūtu taip, kad visi bendrai priimtų tai, kad tu tiesiog bendrai tai padarysi. Paprastas ačiū yra tikrai labai svarbu.

I: O kokie tavo ateities karjeros tikslai?

R: Šiaip dabar nežinau, nes ta mano pozicija kaip ir yra šviežia ir čia viskas šviežiai prasidėjo, todėl kurį laiką tikrai matau save čia, nes yra dalykų, kuriuos noriu padaryti, tikrai aš turiu tikslų nusistačiusi, o vėliau galbūt, bent aš norėčiau ateityje įsitraukti į Centrinės Europos, kadangi mes esame tinklo dalis, procesus, galbūt, bet taip labai konkrečiai pasakyti negaliu. Ta prasme man mano darbas patinka, bet aš esu iš tų žmonių, kurie negali ilgai likti vienoje vietoje. Aš nekalbu apie darbovietę, bet labiau apie tai, ką daro, nes man tiesiog natūraliai atsibosta, aš labai greitai išmokstu dalykus ir aš juos išmokstu daryti greitai ir gerai ir, jeigu aš ilgą laiką darysiu tą patį, man tiesiog bus nebeįdomu. Man norisi apsiimti daryti kažką daugiau, apsiimti daryti kažką naujesnio, kas reikalaus daugiau protinės veiklos.

I: Logiška. Taigi ačiū už interviu.

Appendix G. Transcript of R3

I: Labas, aš esu Lina Listavičiūtė, ISM, IV kurso studentė ISM, studijuojau Verslo vadybą ir analitiką ir rašau bakalaurą darbą apie darbuotojų motyvacijos stiprinimą UAB Deloitte Lietuva. Ar sutinki, kad šis pokalbis bus įrašytas?

R: Taip, sutinku.

I: Taigi, jis bus visiškai anonimiškas, bus tik apibendrinta informacija bakalauro darbe, ir tavo pavardė niekur nefigūruos, jis užtruks apie 10-15 minučių, jei jausiesi nepatogiai ar nenorėsi atsakyti į kažkurį klausimą, ar norėsi nutraukti interviu, tai bet kada gali padaryti. Taigi, pirmas klausimas. Kiek tau metų?

R: 21

I: Kokios tavo užimamos pareigos?

R: Šiuo metu esu mokesčių departamento konsultantas.

I: Kiek laiko dirbi šitoje įmonėje?

R: Įmonėje dirbu apie 7 mėnesius. Tuoju bus 8.

I: Su dabartiniu vadovu kiek laiko?

R: Nuo pat pradžios įmonėje.

I: Ir kodėl pasirinkai darbą šioje organizacijoje, kokia istorija?

R: Šiaip aš taip specifiskai kaip ir ieškoti darbo neketinau, bet mane kaip ir pakvietė, nes tuo metu truko žmonių ir pasiūlė „galbūt norėčiau pabandyti prisijungti prie kainodaros komandos“. Tai aš kaip ir buvau pakviestas iš žmonių, kurie mane pažinojo.

I: Kaip tau pateikė tą darbą įmonėje? Kokie plusai buvo?

R: Aš plačiau apie patį darbą sužinojau mūsų pokalbio metu, kuomet kalbėjau, tai kaip ir įsivaizdavau kas bus, bet praktiskai tai buvo visai sunku. Aš siek tiek buvau daręs panašių dalykų praeitame darbe, praeitoj praktikoj savo, bet aišku atėjus tai daug geriau pasimato ir sunku nupasakoti teoriškai, ką tu praktiskai darai.

I: O kokie tavo užsibrėžti karjeros tikslai dabar yra?

R: Kadangi pats esu studentas, tai darbo prasme didelių pokyčių neplanuoju, tai pirmi karjeros žingsniai, norėčiau pabaigti studijas ir tada žiūrėsiu kaip klostysis padėtis rinkoje toliau dėl dabartinės situacijos ir greičiausiai priiminėsiu tam tikrus sprendimus karjeros prasme.

I: O gali papasakoti apie situaciją darbe, kai jauteisi labai motyvuotas kažką padaryti?

R: Kai labai motyvuotas, tai galbūt tos pirmosios savaitės buvo toks noras įsivažiuoti, kai aplink įpratę ir aiškiai žino, ko iš jų tikimasi, tai tos pirmos savaitės tikrai itin motyvavo, pasiekti arba bent kažkiek būti tame lygyje, kuriame yra dabartiniai darbuotojai. Kita situacija, tai kuomet su klientu buvo sutartas papildomas darbo „scope“ ir pakankamai greitai viską reikėjo padaryti, tuomet mes darėme dviuose ir pakankamai motyvuotas jaučiausi ir buvo labai įdomu dirbti ir, kai mes turėjome 5 dienas, ir reikėjo greitai ir kokybiškai kartu padaryti, tai šitoje vietoj labai buvo smagi patirtis sakyčiau. Ir tenai pakankamai, tiesiog gal vienas kitą motyvavom, kad tai yra tai, kur mes galim parodyti tai, ką gebam.

I: O kažką naujo išmokai tada? Pats apie save?

R: Taip, nes tai buvo vienas pirmų kartų, kur galėjau atlikti tikrus skaičiavimus ir tai toje vietoje nemažai išmokau ir na, žinoma, kai prisidedi prie skirtingų projektų, kiekviename projekte yra ko išmokti.

I: O, pavyzdžiui, kokie vadovo veiksmai tave motyvuoja?

R: Šiaip man asmeniškai tai, kuomet pabaigi projektą, ir taip buvo keletą kartų, ir jis patikrina tavo darbą ir ten būna pakankamai mažai taisymo arba jo išvis nebūna ir kai pasako, kad good job, tai šitas būna labai nice.

I: O kas demotyvuoja?

R: Nežinomybė ir kartais nežinojimas, koks rezultatas turėtų būti, arba kai būna pakankamai sudėtingas projektas ir tada komandoje labai ilgai užtrunka priimti kažkokį sprendimą, bet aš nepasakyčiau, kad tai demotyvuoja, tai tiesiog kaip tik challenge, bet ne visada gerąją prasmę.

I: Kaip tau tas challenge iš esmės, kokią prasmę turi? Gerąją ar blogąją?

R: Daugeliu atveju gerąją, man patinka. Daugeliu atveju gerąją, bet viskam yra ribos.

I: O kaip galėtų vadovo veiksmai pasikeisti, kad pridėtų dar daugiau motyvacijos?

R: Galbūt kartais trūksta struktūros, aiškios struktūros darbo organizavime, ne visada, bet man norėtųsi, kad tai nuolat išliktų ir, kai tu aiškiai žinai, kiek tu turi laiko, tai labai lengva dėliotis ir tas artėjantis deadline'as tave šiek tiek skatina stengtis ir viską padaryti laiku.

I: O kokią reikšmę turi tau, pavyzdžiui, laisvė darbus dėliotis, kaip tau patinka?

R: Man labiau patinka, kai aš turiu tam tikrus guideline'us.

I: Kažką žinai apie įmonės strateginį planą?

R: Žinau tik misiją, bet kaip įmonė save pozicionuoja, tarkim 5 metų laikotarpyje, kur save mato, tai nelabai.

I: Kaip siekia įtraukti į strateginio plano kūrimą?

R: Aš manau, kad kadangi mes esame tarptautine kompanija, tai viskas yra labiau daroma grupės lygiu ir, šioje vietoje, kuria aukštesnės pareigas užimantys žmonės, iš kitos pusės aš pakankamai trumpai esu, o tokie dalykai yra daromi ilgam laikui, tai galbūt aš tiesiog nedirbau tuo metu, kada viskas buvo kuriama ir dėliojama į priekį.

I: O remiantis tuo, ką tu pastebėjai per savo darbo 7-8 mėnesius, tavo nuomone, kas galėtų žmones dar geriau motyvuoti jūsų darbe? Jūsų kompanijoje?

R: Dabar bandau sugalvoti, kadangi tai labai skiriasi greičiausiai jauni žmonės nori vienokių benefitų, kiti kitokiu, man, aišku, asmeniškai norėtųsi galbūt šiek tiek daugiau laisvės pasirenkant tam tikrus trainingus, ar savęs tobulinimo kursus, galbūt net norėtųsi tokių daugiau vidinių trainingų, kurie būtų labai orientuoti į mūsų darbo specifiką. Paskutiniu metu jų yra daugiau, tai šitas yra labai nice ir man asmeniškai labai patinka, tai pradžioje šiek tiek pasigedau, bet pastaraisiais keliais mėnesiais tai šita situacija šiek tiek pasikeitė. Bet kažkiek norėtųsi laisvės tos mokymams, galbūt taip įvardinčiau. O daugiau kaip ir asmeniškai nieko netrūksta.

I: O kas tu jauti, tave pati labiausiai motyvuoja iš viso darbe iš esmės bendrai?

R: Bendrai man tikrai svarbu emocija ir nuotaika kolektyve, kaip tu jautiesi jame, kad nebūtų jaučiama papildoma įtampa tarp žmonių, tai manau šitą vadovas puikiai suderina, kad žmonės galėtų jaustis gerai, tai šitas yra tikrai svarbu ir jeigu tu nuėjęs į darbą jausi įtampą, kad ir kokias motyvacinės priemones gausi, vis tiek bus sunku tai atsverti.

I: O kada, pavyzdžiui, turi proga pareikšti feedbacką savo vadovui?

R: Tai tuose ketvirtiniuose checkinuose, tų pasikalbėjimų metu gali ir pats gauti feedback'ą in general, kaip performinai ir kartu pasakyti, kaip tavo nuomone sekėsi jam ir kur galėtų pasitobulinti, tai šitoje vietoj tas dalykas yra, tai visai smagu, kad ne tik tau sako, bet ir tu turi galimybę pasakyti.

I: Tai feedbackas turi reikšmę judėjimui į priekį?

R: Kadangi aš turėjau tik vieną tą sesiją, tai sunku labai pasakyti apibendrintą tokią išvadą, aš manau, kad labai priklauso, kaip tau jis pateikiamas ir kaip atvirai žmogus nusiteikęs kalbėti su tavim, ir dar tai yra, ar daug tiesiogiai teko dirbti, nes ne visada su pagrindiniu vadovu vyksta tau visas darbas, tai labai svarbu, kad tas žmogus, su kuriuo tu daugiausiai dirbai, tau ir saktų feedback'a.

I: Ačiū už tavo interviu.

Appendix H. Transcript of R4

I: Labas, ačiū, kad sutikai dalyvauti mano interviu, aš esu Lina Listavičiūtė, IV kurso bakalauro studentė ISM, Verslo vadybą ir analitikos programoje studijuojau ir rašau bakalaurinį darbą darbuotojų motyvacijos stiprinimo UAB Dėliotute Lietuva tema. Mūsų pokalbis bus visiškai anonimiškas, darbe bus pateikiama tik apibendrinta informacija, ir tavo pavardė niekur nefigūruos. Ar sutinki, kad šis pokalbis bus įrašytas?

R: Taip.

I: Interviu truks apie 10-15 minučių, jei jausiesi nepatogiai ar nenorėsi atsakyti į kažkurį klausimą, ar tiesiog pasitraukti iš interviu, tai bet kada gali padaryti, tik pasakyk, tai pradedame. Kiek tau metų?

R: 29

I: Kokios tavo užimamos pareigos?

R: Administratore.

I: Kiek laiko dirbi šitoje įmonėje?

R: 2 metus ir 2 mėnesius.

I: Su dabartiniu vadovu kiek laiko?

R: Dabartiniu, koks dabartinis? Tai 2 metus, o šiaip Dėliotuose 2 ir 2 mėnesiai.

I: O kodėl pasirinkai darbą šioje organizacijoje, kokia istorija tavo atsiradimo?

R: Norėjau pabandyti privatų sektorių, nes buvau tik valstybiniame padirbus ir ten nepatiko. Atlyginimą siūlė beveik identišką, bet tiesiog pagrinde norėjau nueiti į privačią kompaniją ir privatų sektorių.

I: O kodėl nepatiko viešame sektoriuje?

R: Sakyčiau senos pažiūros, labai viskas ilgai trunka, pranešimai apie atostogas, išėjimai atostogauti, buvimas nuo 8 iki 17 ir ne sekundes kitaip.

I: O kaip galėtum palyginti su dabartine?

R: Visiška priešingybė, tais būtent darbiniais aspektais, išėjimais visokiais, susirgimais, galbūt, sakyčiau, kompanijos komunikacija nėra labai gera, dažnai nesusikalba patys vadovai, tai ir ten matėsi, bet iš žmogiškumo klausimo, kur žaidžia ne atlyginimas, bet tu žinai, kad pats gali išeiti, nes žinai, kad tau reikia ir kad padarysi darbą kada reikės, o ne busi nuo 8 iki 17, galbūt ta laisve ir autonomija ir savarankiškumas, tavim turbūt tiki, kad tavo nebuvimas ofise nereiškia, kad tu kava geri ar rūkai cigaretę, nes nebegali išsėdėti, bet tiesiog tau reikėjo, todėl tu ir išėjai ir niekas tavęs neieško per 10 skambučių, nes taip yra buvę kitoje kompanijoje, nežinau, gal galvojo, kad tu pabėgai iš darbo.

I: O kaip, pavydužiui, papasakok apie situacija dabartiniame darbe, kai jauteisi labai motyvuota kažką padaryti?

R: Man labai motyvacija pereina tada, kai tas, kas skiria darbą pats tiki juo, ta prasme, jei jis darbą pristato grynai, kad „nu pabandom“, pažiūrėsime, gal bus nieko, o jei ne, tai ne, tai tada man iškart, tai kodėl mes darom, kodėl gaištame laiką, na tai jeigu yra tikėjimas ir vadovas moka parodyti, kad verta tai daryti, tai man kažkaip iškart visai kitaip ir darbas darosi.

I: O tai va, kokie veiksmai vadovo tave pačią labiausiai motyvuoja? Vis tiek palaikymas, kad dar?

R: Jo paties užduoties supratimas, mokėjimas paaiškinti, mokėjimas numatyti kokius veiksnius seks po ko, mokėjimas užbėgti įvykiams už akių, na jeigu norim įdiegti naują programą ir, žinoma, susidursime, kad 30% nenorės to daryti, tai, aišku, bus tokių žmonių, ką mes tada darysim, kad būtų aiškus veiksmų planas arba, aišku, koks galutinis galų gale tada tikslas, kada mes pasakysim, kad ta užduotis pabaigta, nes man būna bent jau sudėtinga, kai mes iš tiesų nežinom, ką mes norim padaryti, koks turi būti galutinis kad ir produktas, kada mes sakysim, kad va jis jau padarytas.

I: O kaip tu sulauki įvertinimo?

R: Ar tai motyvuoja? Tai taip, kai sako, kad tai gerai, kad taip ir norėjau, gerai supratai, toks ir buvo tikslas.

I: Kaip dažnai tai būna?

R: Gal sakyčiau nelabai dažnai, vėl, sakyčiau, grįžtame į tą pusę, kad darbas taip ir lieka, ir nesupranti, ar mes jį pabaigėme, ar mes prie jo grįšime. Galbūt turėtų būti kažkokie etapai, aptarimai, kad va viskas šitą baigėme ir čia nebegrįžtam, nes dažnai tu taip darai, pereini ir nebežinai, ar tu gerai padarei, ar jau nebereikia, galbūt trūksta kažkokios struktūros.

I: O kada savo vadovui gali feedbacka gali pasakyti?

R: Aš pasakau visada, kažkaip man atrodo, kad jei kyla klausimų ir neaišku, tai reikia išsiaiškinti, nes ir jam laikas svarbus ir man pačiai tikrai nesinori sėdėti po darbo. Aš tai už tai, kad geriau daugiau kartų paklausti ir išsiaiškinti, kaip reikia daryti, negu daug padaryti ir vis bandyti. Turbūt čia kalbėjimasis, susitarimas, tikslus apsibrėžimas, kaip abu mato tą galutinį variantą, kad nebūtų nesusipratimo.

I: Kaip dažnai pavyksta pasiekti tokį susitarimą?

R: Procentais, kartais, sakyčiau, 70% pavyksta susikalbėti ir išsiaiškinti.

I: Ką žinai apie įmonės strateginį planą? Kaip darbuotojus bando įtraukti į jo kūrimą?

R: Man atrodo, čia mano situacija tampa palankesne, nes vadovui esu ne kartą ruošus skaidres su strategija, bet tik departamento, ir galbūt esu girdėjus iš įvairių susitikimų, kad yra noras, kad departamentai bendradarbiautų ir pan., bet tai labiau visada atsiremia į pelną ir kaip gauti klientų, o ne koks įmonės požiūris darbuotojų atžvilgiu, ji nori likti tokia, kokia yra, jai nereikia, nes čia yra Baltijos šalis ir užtenka kiek yra, ar ji išvis planuoja išvis iš

tokios mažos šalies išeiti, ar ji planuoja Lenkiją vyti. Tuo aspektu tai aš net neįsivaizduoju, kiek buvo pradžioje žmonių, kiek planuoja, kad turėtų būti. Tai aš sakyčiau, kad grynai Deloitte Lietuvos strategijos aš neįsivaizduoju.

I: Kaip strategijos žinojimas galėtų pasitarnauti darbuotojų atžvilgiu? Jų motyvacijos atžvilgiu?

R: Aš tikrai tikiu, kad darbuotojus darbe motyvuoja, kai yra užtikrintumas arba žinojimas, čia galbūt net ir susiję su jo paties augimu. Kai tu nežinai, kokie kompanijos tikslai, tai yra labai sunku, na sakykim mano tikslas būtų dirbti labai didelėje kompanijoje 1000 žmonių, o gal mano kompanijos tikslas po truputi užsidarinėti, susijungti, pereiti. Tai gaunasi, kad jie siekia ne to, aš siekiu ne to. Man atrodo bent minimalus kažkoks turėtų kas metus būti pristatomas, nes pas mus turbūt dažnai pristato kaip yra, ką mes pasiekėme, o ką mes norim, nu tokiu elementarių dalykų, ar norime didesnio ofiso, žmonėms atrodo žiauriai aktualu, ar norim atsinaujinti, o tada žiurime, kad jie nenori atsinaujinti, tai ir prasideda kalbos, kad gal jus išvis nenorite to ofiso, išvis išeina Deloitte iš Lietuvos. Nes tarsi kalba plėstis, na bent legal, nori, kad jų būtų daugiau, bet sėsti tai nėra kur. Tai ką, kiti departamentai gal išeina? Aiškumo jokio, prisigalvoti gali bet ką, ir man atrodo, tada ir nebelieka darbuotojų užtikrintumo, nes jei tau kita firma skambintų ir sakytų "va mūsų tikslas toks ir, jei norėsi, galėsi jo siekti, galėsi kilti, ar plėsis, ar galėsi pereiti", turbūt tada kitaip įmonės vaizdas atrodo.

I: O remiantis tuo, ką pastebėjai per savo tuos 2 metus Deloitte, kas žmonėms padėtų, na iš įmonės pusės darant, tapti dar labiau motyvuotiems?

R: Galbūt pirma komunikacija, man atrodo žmonės Deloitte labai dažnai vartoja tą „turbūt kaip jau žinai“, bet kai visų paklausi, tai niekas nežino. Ir iš HR, ir iš vadovu ir iš visų pusių pas mus tas arba jau buvo tas ir tas, tai tada vėl to užtikrintumo, kažkokio stabilumo nebelieka, kai prie stalo ar prie kavos puoduko išgirsti kažkokį esminį dalyką, kaip žinai išeina partneris, okei. Todėl visų pirma manau, kad reiktų atviros komunikacijos, tikrai strategija padėtų, turbūt kiekvienas asmeninį tikslą turim ir lengviau gyventi, kai tu žiuri į priekį ir norėtusi žinoti, kur ir įmonė žiūri. Gal tokie sakyčiau.

I: O kokie tavo pačios užsibrėžti karjeros tikslai?

R: Galbūt man nėra svarbu pareigų pavadinimas, ar konkretaus darbo pobūdis, bet jei tu jautiesi, kad save realizuoji, kad tu ką darai, tave įvertina ir tu toje srityje gali patobulėti tai kažkaip, man atrodo, to užtenka kol kas. Aš bent jau norėčiau žinoti, kad galiu savo srity kažką naujo išmokti, svarbiausia, kad tai tikrai būtų reikalinga jiems, kad kažkaip plėsti savo darbų apimtį, na, kad tikrai būtų kažkur judėjimas link.

I: Kaip kompanija prisidėti galėtų prie tavo tokių tikslų įgyvendinimo?

R: Galima pagalvoti? Gal irgi tada jeigu aiškiau kalbėtų, ko yra siekiama, ką norima padaryti, kad ir tą mėnesį ar pusmetį, kad tu labiau savo rolę matytum ir įsivaizduotum, ir matytum, kur tu galėsi prisidėti, turbūt idealu būtų, jei pasakytų, ko yra siekiama ir kiekvieną įdėtą į tą siekį, parodytų, kur mums reikės tos pagalbos tavo, ir tada tu matai ir savo ateitį stabilesnę, tu neišsigąsti kažkokio nukritusio darbo, nes esi struktūruotame judėjime, kur žinai, kas po ko bus.

I: Ačiū už pokalbį.

Appendix I. Transcript of R5

I: Aš esu Lina Listavičiūtė, studijuju IV kurse ISM universitete, Verslo vadybą ir analitikos programoje ir rašau bakalaurinį darbą apie darbuotojų motyvacijos stiprinimą UAB Dėliotute Lietuva. Ar sutinki, kad šis pokalbis bus įrašytas?

R: Taip, sutinku.

I: Jis bus visiškai anonimiškas, bus pateikiama bakalauro darbe tik apibendrinta informacija, ir tavo pavardė niekur nefigūruos. Interviu truks apie 10-15 minučių, jei jausiesi nepatogiai ar nenorėsi atsakyti į kažkurį klausimą, ar tiesiog pasitraukti iš interviu, tai bet kada gali padaryti.

R: Gerai, ačiū.

I: Tai pradėkime. Kiek tau metų?

R: 23 metai.

I: Kokios tavo užimamos pareigos?

R: Mokesčių konsultantė.

I: Kiek laiko dirbi šitoje įmonėje?

R: Greitai bus pusantrų metų.

I: Su dabartiniu vadovu kiek laiko?

R: Visą laiką.

I: O kodėl pasirinkai darbą šioje organizacijoje, kokia istorija tavo atsiradimo?

R: Iš tikrųjų neturėjau jokių aplinkinių pažįstamų žmonių, kurie dirbtų šioje įmonėje, žinojau tik apie didįjį ketvertą ir iš tikrųjų rinkausi tarp PwC ir Deloitte, ir pasirinkau Deloitte, nes atrodė, kai atėjau į darbo pokalbį, patiko kaip su manim bendravo, atrodė artima komanda, patiko pats darbo pobūdis, ką jie pasiūlė, kaip maždaug mano darbas atrodys, patiko, kad gali priimti be patirties ir kad nereikia turėti kažkokio specialaus mokestinio „backgroundo“, kurio aš pati neturėjau ir viskas, sužavėjo gal aplinka. Bet aš atėjus pirmą kartą nelabai, ką mačiau, tik salėje buvau ir kalbėjau su trimis žmonėmis.

I: O iš ko sprendei, kad kolektyvas artimas?

R: Nes praėjo žmonės šalia, jie šnekėjosi, dabar nepasakysiu, kas tiksliai, bet juokėsi, kad tokia visai jauki aplinka.

I: Kokie dabar tavo užsibrėžti karjeros tikslai šiuo metu?

R: Kažkokių labai konkrečių tikslų neturiu, kol kas bandau atrasti tai, ką man patinka daryti, tai kas man prie širdies ir kaip įsivaizduoju, kaip toliau viskas eisis. Tai kol kas dirbu, kaupiu

darbinę praktiką ir bandau atsirinkti, atsirūšiuoti dalykus, ir manau, kad kol kas tai neblogai sekasi, nes dirbu pagal specialybę ir patinka, nes dirbu anglų kalba ir mėštau, kad viskas toliau taip ir galėtų eitis ir aišku siekiu, kad pareigose pakilti.

I: O kaip su pareigų būtent tuo pakilimu įmonėje, kokia tavo nuomonė apie tai?

R: Kadangi čia didelė įmonė, tai viskas ilgai užtrunka ir aišku viskas tokiais žingsniais, laiptais eina, kad palaipsniui supranti, kad svarbus ne tik tavo įdirbis, bet ir įmonėje praleistas laikas. Tai va šiek tiek šitoje vietoje man artimesnis mažos įmonės, kaip pasakyti, mažos įmonės struktūra, nes mažoje įmonėje labiau vertina pagal progresą, o čia labiau formali struktūra visoje grupėje galioja.

I: Kaip tai atsiliepia tavo motyvacijai?

R: Kad konkrečiai neigiamai veiktų, taip nėra, nes susitaikiau su ta padėtimi, žinau, kaip yra, kadangi norėjau dirbti didelėje įmonėje, todėl turėjau suprasti, kad taip ir bus, ir prieš tai turėjau patirties mažesnėje įmonėje, tai mažesnėje įmonėje gal motyvacija stipresnė negu dabar pasireikšdavo tuo, kad gaudavai įvairesnių darbų, kurie, pavyzdžiui, ne tik su mokesčių konsultacijas apimtų, bet apimtų kažkokius admin dalykus, kurie pagal darbo aprašymą tau neįeina, bet tuo pačiu išmoksi daug tokių aplinkinių procesų, o čia taip nėra ir gal dėl to tos motyvacijos mažiau ir kartais nesuprantu, kodėl tam tikrus dalykus mes darome, tai toj vietoj motyvacijos mažai. O kalbant šiaip apie motyvacija, kas bent man asmeniškai, labiausiai motyvuoja, tai, kai įvertina mano darbą, suprantu, ten kai nusiuntei, tai į kiekvieną laišką neatrašysi, kad ten "o puikiai padarei", norisi kažkaip gauti „feedbacką“ ir mūsų įmonėje mažai kažkaip gauni tą „feedbacką“, jis toks labai formalus, jį gauni realiai, kai mes turim kokius nors meetingus arba atvažiuoja kažkas padaryti mokymus ir tada pasako, kad reikia kažkam duoti feedbacka arba turi pats klausti. Ok, su paklausimu, paklausi, bet kiekvieną kartą tai neklausi. Kažkaip norėtūsi dar daugiau tos komunikacijos, kas vyksta bent jau mūsų mokesčių skyriuj, nelabai mes žinome, kas aukščiau vyksta ir pajaučiame pasikeitimus tik po laiko, tai va tas toks nelabai motyvatorius.

I: Papasakok apie kažkokią situaciją, kai jauteisi labai motyvuota kažką padaryti, užduotį ar kažką konkrečiai.

R: Aš jaučiuosi motyvuota, kai tiksliai žinau, ko iš manęs nori, žinau dėl ko tai darau, žinau pačios situacijos backgrounda, nes pavyzdžiui dažnai būna, kad nebūni nuo pradžių toje komunikacijoje, nežinai, kas per klientas ir gauni tiktai nuotrupomis daryti tą dalyką ir, kai nesi įvestas iš pradžių, nežinai, kodėl tam tikri dalykai vyksta, sunku suprasti tam tikrą situaciją, arba galėtum dar labiau įsigilinti, jei daugiau žinotum kaip tokius visokius niuansus. Kai pakankamai žinau apie situaciją, žinau, ką daryti, tada yra ir motyvacija daryti, tai kažkaip norisi išmukti, aišku, įdomu, kai naujus dalykus turi daryti ir dabar darbas iš namų iš tikrųjų privertė daug savarankiškiau viską daryti, tai yra visai ta motyvacija, nes padarei, pamatei, kad viskas gerai pavyko, tai ir yra ta motyvacija daryti daugiau, kažkokių naujų projektų gauti, tai iš esmės, jeigu taip trumpai pasakyti, tai motyvacija tada, kai gauni kažkokius naujus darbus ir turi save išbandyti ir gilintis labiau.

I: O kokie vadovo veiksmai tave motyvuoja?

R: Gal, galvoju, gal tas įvertinimas man šiaip svarbu, ta komunikacija, norisi jaustis, kad su vadovu esi tame pačiame lygyje ne tik, kad ten duos lapą nuskenuoti. Na tiesiog nesijaustų

tos atskirties, kad tu kaip vadovas ir tu kaip darbuotojas esi. Tai man šitas labai svarbu. Ir taip pat aš noriu gero organizacijai ir aš norėčiau, kad atsižvelgtu į mano poreikius, man gal svarbu ta komunikacija su vadovu, kad nebijočiau pasakyti, kaip iš tikrųjų jaučiuosi, kad galėtumėme išspręsti tam tikrą problemą, nes, jei neišspręsi, iš tikrųjų bus taip, kad užsigriausi ir išėsi iš darbo, nes nieks nepasikeis, bet jei nepasakysi, tai gal niekas net ir nežinos, ką reikia keisti. Norisi nebijoti pasakyti, kaip iš tikrųjų jautiesi.

I: Kokiomis progomis gauni pasakyti tą „feedbacką“?

R: Kadangi su dabartine vadove mūsų darbai labai susiję, aš realiai darau darbus jai, tai jo, mes pasidarom aptarimus kažkokius tarkim mėnesio gale ar savaitės pabaigoj, apsitariam, kaip viskas sekėsi, ką aš labiau norėčiau daryti, kokių projektų nenorėčiau daryti, kas man patiko, kas man nepatiko, tai jo, gaunu tą „feedbacką“ pasakyti. Iš pradžių labai nedrįsau, kokius gal pusę metų, o dabar persilaužiau ir pasakau visą laiką kaip jaučiuosi. Aišku kartais būna, kad esi įsijautrinęs, tai geriau kažkaip save nusisodinti ir tik tada pasakyti tas emocijas, nes pasakai ramiai visiškai kitaip gaunasi. Tai kažkaip pavyksta dabar šitoje darbo vietoje, tam pačiame lygyje komunikuoti.

I: O ką žinai apie įmonės strateginį planą? Kaip įtraukia į tą strategijos kūrimą?

R: Jei atvirai, tai nieko nežinau.

I: O kaip, manai, strategijos žinojimas galėtų prisidėti prie darbuotojų motyvacijos?

R: Manau, kad taip. Aišku turi žinoti tikslą, įmonės tikslas suteikti kuo geresnės kokybės paslaugas ir patenkinti klientų lūkesčius, sakykim taip, tai čia kiekvienos įmonės tikslas, nes kitaip neišgyventų. O tokie gilesni tikslai man tai tokie labiau teoriniai, kažkur giliai apčiuopiami ten tuose bendruose laiškuose, ar pamatai Facebook įmonės misiją ar kažkokį tai šūkį ir viskas. O daugiau kažkokių dalykų tai ne, plus tame Lietuvos lygi, gal čia ir atsiremia toje vietoje į tą komunikaciją, kad pas mus nėra jos per daug iš viršaus. Aišku, jei tiesiai atsakius į tavo klausimą, ar padėtų motyvacijai augti, jei žinotum tikslą, tai taip.

I: O dar klausimas, kaip remiantis tuo, ką pastebėjai, per savo 1,5 metų darbo įmonėje, kokia tavo nuomonė, kas galėtų padėti bendrai motyvuoti žmones taip iš įmonės pusės? Ko trūksta?

R: Aš nežinau, bent mano aplinkoje su kuo labiausiai susiduriu, tai kad nėra aiškiai iškomunikuojami darbai arba jie neiškomunikuojami laiku, tarkim manageriui ar aukštesnio rango darbuotojai, jie gauna tuos darbus anksčiau, o tu iš jų tą darbą gauni, kai būna visiškas deadline'as kitą dieną ir čia labai padėtų motyvuoti, nes tu tada būtum pats atsakingas už savo laiką ir man asmeniškai tai labai padėtų, nes tarkim aš pati gaunu 5 darbus padaryti per dieną ir turiu ten savaitę laiko, tai čia mano reikalas, kaip aš tuos darbus išsidėliosiu, ir aš išsidėliuju prioritetus ir susidedu, į ką labiau įsigilinti, tai gauni laisvą teisę disponuoti savo laiku, susidėlioti sau darbus. Paskui, nežinau, apie kokius nors pasikeitimus tave labiau informuotų, arba ką žada daryti, kad su pačia mūsų komanda, mūsų žmonėmis, manau nėra kažkokių problemų manau čia jau mes visai gerai "susibuildinę" kartu, tai komanda faina, nelabai kažką galėčiau apie tai pasakyti, o iš darbinės pusės, tai bent man asmeniškai yra taip, kad aš didelę darbų dalį gaunu po pietų ir ryte darausi tai, kas man liko iš praeitų dienų likę, užsitęsę, o visi nauji darbai ateina gerokai po pietų ir visko reikia tą pačią dieną, todėl norėtusi, kad kažkaip gautųsi pasidėlioti ir aišku, kai gauni darbus iš 3 skirtingų žmonių, tai nepasakysi jiems, kad negali, tai norėtusi gal kažkaip apsitarti.

I: Ačiū tau už interviu, dėkui, kad dalyvavai.

Appendix J. Transcript of R6

I: Labas, ačiū, kad sutikai dalyvauti mano interviu, aš esu Lina Listavičiūtė, studijuojau ISM universitete IV kurse, Verslo vadybą ir analitikos programoje ir rašau bakalaurinį darbą darbuotojų motyvacijos stiprinimo UAB Dėliotute Lietuva tema. Ar sutinki, kad šis pokalbis būtų įrašytas?

R: Taip, sutinku.

I: Jis bus visiškai anonimiškas, bakalaure bus pateikiama tik apibendrinta informacija, ir tavo pavardė niekur neregūruos. Interviu truks apie 10-15 minučių, jei jausiesi nepatogiai ar nenorėsi atsakyti į kažkurį klausimą, ar norėsi pasitraukti iš interviu, tai bet kada gali padaryti. Tai pradėkime. Kiek tau metų?

R: 22

I: Kokios tavo užimamos pareigos?

R: Mokesčių konsultantas.

I: Kiek laiko dirbi šitoje įmonėje?

R: 7 mėnesius.

I: Su dabartiniu vadovu kiek laiko?

R: Visą laiką.

I: O kodėl pasirinkai darbą šioje organizacijoje, kokia istorija tavo atsiradimo?

R: Man parašė ir mane pakvietė. Prieš tai turėjau trumpalaikę praktiką, man visai patiko darbo pobūdis ir komanda, ir po 2 metų mane tiesiog prisiminė ir mane asmeniškai pakvietė.

I: O kodėl tau patiko ta pirmą kartą ta praktika pati?

R: Galbūt tuo metu turėjau labai mažai darbo patirties ir nepaisant to fakto man vis tiek davė tikrų užduočių, kurias čia daro konsultantai, tai jaučiausi, kad mano, kad ir trumpalaikė praktika, bet buvau kažkur naudingas.

I: O kokie tavo užsibrėžti karjeros tikslai?

R: Sunku dabar pasakyti turbūt, bet judėti kažkur verslo konsultacijų puse ar tai verslo, ar mokesčių puse dar kol kas sunku pasakyti, bet kol kas kažkas panašaus ką dirbu dabar, tik su daugiau atsakomybių.

I: Kaip, pavyzdžiui, įmonė galėtų prisidėti prie tavo tokių tikslų įgyvendinimo?

R: Turbūt sunkesnės užduotys, reikalaujančios dirbti ne vienam, o su didesne komanda, turbūt būtų pirmas žingsnis.

I: Papasakok kažkokią istoriją, kai jauteisi labai motyvuotas atlikti tam tikrą užduotį darbe.

R: Tai čia turbūt toks labai personalus dalykas, mane labai motyvavo, kai buvo žiauriai nedaug laiko, buvo įdomi užduotis, nes buvo labai glaustai susijusi su finansinių instrumentų panaudojimu ir paieška, man tai buvo visiškai naujas dalykas, reikalavo mokymosi labai greitai, padaryti, suprasti ir pateikti. Tai man šitas visai patiko. Bet tai būtent buvo dėl to, kad mane domina, buvo įdomu.

I: O kas tave patį šiaip labiausiai motyvuoja, faktorius ir kodėl?

R: Mane labiausiai motyvuoja tai, kad mes padarėme kažkokį darbą ir klientas pasako, kad va jūs padarėte gerai.

I: Kokie vadovo veiksmai tave labiausiai motyvuoja?

R: Galbūt, kai duoda sunkesnes užduotis ir tikisi, kad tu taip pat gerai jas padarysi kaip praeitas, galbūt, lengvesnes.

I: O kokie veiksmai demotyvuoja?

R: Demotyvuoja? Galbūt, kai, šiaip reiktų pagalvoti, konkrečiai darbai ar veiksmai iš vadovo pusės?

I: Iš vadovo pusės, net nebūtinai su darbais susiję.

R: Taip galbūt, kai duodama ta pati užduotis, kuri labai monotoniška ir kelis kartus iš eilės, jeigu yra žmonių, kurie niekada to nedarę, galbūt reiktų perskirstyti, jei tą patį duoda tam pačiam žmogui, ir mato ir galbūt žino, kad tai nėra itin mėginama užduotis, tai demotyvuoja.

I: O ką žinai apie kompanijos strateginį planą?

R: Žinau tiek, kiek reikės žinoti per privalomus mokymus tik atėjus į įmonę, tai patys strateginiai planai, nėra labai dažnai komunikuojami, bet mes turime savo standartus, kaip mes atliekama darbus, kaip mes komunikuojame, tai kažkokie tikslai, kurie siejasi, su kasdieniu darbu yra, bet didesnės vizijos, tai turbūt sunku būtų pasakyti.

I: O kaip su feedbacko pateikimo vadovui? Kaip tai veikia pas jus įmonėje?

R: Turime vidines galbūt sistemas, kurių metu turi būti įvertinami projektai, kuriuos mes darome ir vadovai turi užpildyti, ar juos įvykdė, kaip įvykdė ir ar gerai įvykdė, tačiau manau, kad tai nėra pačios efektyviausios priemonės, nes visų pirma jos pačios nėra labai propaguojamos iš viršaus, kad tai būtų labai svarbu, o kitas dalykas, kad patys žmonės, kurie dirbo prie projekto patys turi viską supildyti ir galbūt ne kiekvieną kartą gauna atsakymą kaip ir kas buvo padaryta, todėl tai nėra labai efektyvu.

I: Kaip tai būtų galima tobulinti?

R: Man atrodo, tai yra kiekvieno iš vadovų rūpestis, kad tas supratimas, kad grįžtamasis ryšis yra labai svarbus ir tai turėtų būti ne pačių komandos narių iniciatyva, o jo ar jos paties.

I: Ir kaip tavo komandoje tai vyksta?

R: Tai galbūt sakykime, grįžtamasis ryšys ateina labai neproporcingai, jis yra, bet jis ateina tokiu keistu metu sakyčiau, ne kai pasibaigia projektas, o galbūt labai keistais laikais, kai sakyčiau nėra labai maksimaliai kažko pasiiimama iš to feedbacko. Kodėl taip yra nežinau, bet manau, kad jeigu mes aptarinėtume kiekvieną projektą jam pasibaigus, būtų geriau, kas buvo gerai, kas buvo blogai, ką galima patobulinti, bet kadangi pas mus projektai būna ilgi, galbūt todėl tai ir yra sunku.

I: O kaip patį tave veikia feedbackas?

R: Kadangi man svarbu yra pats darbo pobūdis, o ne feedbackas, tai nėra taip svarbu, aš per tą darbą, kurį gaunu, tai ir yra savotiškas feedbackas, nes jeigu darbas yra sudėtingesnis, arba darbo pobūdis yra toks, koks man patinka, o darbo vadovas žino, kas man patinka. Tada jaučiuosi, kad esu išgirstas ir atsižvelgiama į tai.

I: Remiantis tuo, ką pastebėjai per savo darbo įmonėje laiką, kokios dar motyvacinės priemonės bendrai padėtų pakelti darbuotojų motyvacijos lygį?

R: Aš manau, kad galbūt kokie privalomi arba rekomenduojami mokymai ar seminarai, į kuriuos darbuotojai būtų „pushinami“ nueiti, už įmonės ribų, ir manau, kad tai būtų geras pirmas žingsnis, tai reikštų, kad vadovai rūpinasi savo darbuotojų ar komandos žiniomis, nori praplėsti jų akiratį ir tuo pačiu, sakykime, suteikia galimybę nueiti į profesinius mokymus ar kažkokias šiaip paskaitas, į kurias šiaip pats nenuieitų, nes tai kainuoja ar šiaip. Tai čia toks ugdymo aspektas yra, kitas dalykas, tai galbūt, daryti aiškesnę darbų struktūrą, kad kiekvienas komandos narys žinotų, koks komandos narys yra labiausiai skilled kokioje srityje, visi bendrai galėtume tai pabrėžti. Manau, kad visu pirma, kad ugdytų tam tikras savybes, o kitas, kad parodytų vertę komandoje, kurioje dirbame, viešai.

I: Kaip darbų laisvė?

R: Reiktų pažymėti, kad dirbu nepilnu etatu ir sakykime retkarčiais būna, kad būna ilgesnės savaitės ir reikia padirbti ilgiau, bet galiu labai laisvai planuoti ir derinti viską su studijomis ir į tai yra atsižvelgiama, kad šiuo metu aš studijuoju ir turiu tam tikrų kitų įsipareigojimų.

I: Ačiū tau už interviu, dėkui, kad dalyvavai.