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**MOTIVATION: A CASE STUDY APPROACH**

**Master's thesis in  
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**LIST OF ABBREVIATIONS.**

**HR** Human Resources.

**HRM** Human Resources Management.

**USSR** the Union of Soviet Socialist Republics.





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**ABSTRACT**

The thesis studies motivation as an integral part of the Human Resources Management system. The author reveals the essence of the main topic in accordance with the opinion of company's employees. The theoretical research consists of motivation theories and motivation characteristics. The author identifies motivation methods and material and non-material incentives which can be utilized by companies in their work with employees. The thesis reviews features of motivation in Russian Federation. The purpose of the study is to provide explanations regarding motivation of employees on the example of a river transport company in the Russian Federation.

The relevance of the chosen topic is due to the high importance of employees as the most important strategic resource of any company in the current market conditions of economic development. The ability of a commercial company to achieve its goals, maintain its position in the market, and remain competitive in long-term periods depends on a properly designed Human Resources Management system. This thesis represents qualitative method with a following case study. Empirical data was collected by 6 face-to-face structured interviews with managers and 12 questionnaires with maritime workers. In particular, the analysis of the thesis shows reasons to manage employee's motivation as well as a number of steps to improve the current situation in the company. Findings shed light on motivation as a part of employee's professional activity and reasons of its coordination by the company.

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**KEYWORDS:** motivation, human resources, tangible and intangible incentives, motivation methods, remuneration.



## **1. INTRODUCTION.**

The aim of this chapter is to present the background of the study and the research gap. Then the research question as well as research objectives would be formulated and connected to the more specific research analyses. Finally, the structure of the thesis and necessary definitions would be introduced.

### **1.1. Background of the study.**

Motivation has received significant attention from European and Russian scholars (e.g. Belding 2004, Diamond et al 2010, Forsyth 2012, Jensen & McMullen & Stark 2007, Shields 2007, Dickmann 2008, Crandall 2003, Kibanov 2005, Artamonov & Nikiforova 2005, Barusheva & Kikteva 2014). According to Kibanov (2005), the main objective of the motivation process is obtaining maximum benefits by using available human resources, which improves the overall performance and profitability of the enterprise. Employee's motivation is associated with the amount of productivity which is assigned to perform a particular job or tasks. The modern level of the company's productivity cannot be developed without the effective motivational systems. They should be constantly improved due to the influence of the international world which includes economic, social and political conditions. This concept can be referred to different definitions studied by scientists.

Previous studies related to motivation treat it and incentives as synonymous and as a part of HRM department job. At the same time, employees understand the reason to be motivated only by an idea of earning more money. Irvine (2009) suspects that in order to motivate employees, management can use both financial and nonfinancial incentives.

Prior researches has shown that the concept of motivation is not fully certain not only between HR managers and practitioners, but between management theorists. So both parties suggest that the research of motivation process leads to the success of the company and to the increase of its competitiveness. (Artamonov & Nikiforova 2005:4).

Diamond et al (2010) suggests that it is sufficient not to overestimate the influence of the motivation on labor productivity. The urgency of the motivation research in HRM is

characterized by the globalization of the economy and the penetration of the information technologies in the majority of production spheres. There are many problems associated with the motivational policies such as problems of relationship with the leadership, dissatisfaction with the size of wages, discrimination, and absence of privacy, unhealthy and unsafe working conditions. The main obstacle to solve these problems is the reluctance of HRM to reflect on life conditions and people's work which is directly creates the corporation's profit.

Kibanov (2015) states that the foundation of the contemporary theoretical approaches of motivation are concepts which flow out of psychological science that studies types, kinds and results of a target minded human behavior. In this perspective it is possible to describe motivation as the key issue of a human behavior which consists of relationships and private targets. Motivation methods which can be used in HRM are diverse and depend on the elaboration of incentive systems and the overall control system of the company. It is widely known that classification of motivation techniques can be performed on the organizational, administrative, economic and socio-psychological levels. This classification is based on the motivational orientation of the corporation's management.

Dickmann et al (2008) states that general description of motivational process includes requirements, motives, purpose of the motivational concept and values orientation. Requirements are the state of the employee who is experiencing the need for the facility necessary for his existence. Requirements are sources of human activities and the cause of the deliberate actions. Motives urge staff to aimed actions. Goal is a desired object of the employee or his condition. Values orientation is a type of personal guidelines which regulates the level of company's work engagement.

Crandall (2003) believes that the structured concept of motivation provides assistance to management in avoiding conflict situations among employee groups in relation to the leadership and work process in general. Motivation provides organization with the right business-objective direction not only for employees but for the entire company when management uses the relevant theories of motivation and incentives.

According to Barusheva et al (2014), "company should not exactly copy motivational technologies and wait for a motivation increase". Scientists see that management practices tend to simultaneously apply different techniques and combinations of motivation and incentives. The utilization of diversity types of motives causes advantages and disadvantages of their usage simultaneously. This is a result of active practical process and connecting it to the theory. McMullen et al (2007) considers that there are no models of rewards which can be used without any improvements or changes due to distinct human necessities. That is why the company should adjusted compensation system in terms of distinct employee needs. Thus, this process should be controlled and coordinated. The key point of this is that the company itself can improve selected theories of motivation in order to adapt them and to make them useful for themselves.

## **1.2. Research gap.**

The academic research of motivation has been conducted during last decades. Multi-cultural studies have been presented where motivation was shown in different perspectives such as social, psychological, administrative and economic.

Since XX century motivation has become close intertwined with human needs. Foreign motivational theories represented motivation from the decision making point of view. Russian scientists believed that motivation depends on desires, struggle of motives and decision making. Motivation started to be considered as an independent scientific problem of psychology. (Kibanov 2005). In this respect, the current paper aims to provide a new insight to the research topic.

The goal of the study in terms of motivation is to describe a detailed theoretical framework in order to get necessary information which can be used in the empirical part of the thesis.

The purpose of the study is to fill the gap in the analysis of motivation from the employee's point of view using Russian river transport company as an example.

### **1.3. Research question and objectives of the study.**

The aim of the thesis is to find out what can influence employee's motivation and how would they like to be rewarded. Moreover, the thesis will analyze what can be meant by motivation and incentives. Furthermore, the cultural differences of employees will be taken into consideration.

Therefore, the corresponding research question of the Master thesis is:

*What can motivate employees in the international Russian river transport company?*

In order to answer the specific research question the following research objectives have been set up:

- To review existing literature this includes theories and methods of motivation.
- To review tangible and intangible ways of remuneration.
- To investigate a concrete case company and its employees.

### **1.4. Delimitations of the study.**

Delimitations are placed in order to point out the reader to a certain field of research by clarifying the boundaries for the analysis. Due to the fact that the author was an employee of the company that is being analyzed in the process of thesis writing, it is easier to get access to the necessary information and to organize interviews with employees. The concept of motivation is widely discussed in a scientific world. The purpose of the thesis is to study the topic with its further usage in the HRM system of the company. The author decided to present several opinions on the main problem for a deeper analysis utilizing the appropriate questionnaires. The sample for the empirical part of the study is small but sufficient for the research, namely 6 personal interviews and 12 questionnaires.

Additionally, the research is based on the present theoretical notions. The author has surveyed and applied determinations and apprehensions from theoretical papers in the field of Human Resources Management. In order to describe the structure of the research, the



author fulfills thorough study for the specific research area. Finally, the research is concentrated on the original findings of motivation concepts.

### **1.5. Structure of the thesis.**

The thesis is divided into five chapters (see Table 1). The first chapter is an introduction part which consists of background of the study, research question and objectives, delimitations of the study, as well as the research structure of the thesis.

The second chapter explains theoretical bases and methods of motivation. Here theories and definition of motivation are defined. This part reveals the advantages and disadvantages of motivational models. Theoretical part includes the background of motivation in Russian Federation. The part of motivation methods describes diverse motivation strategies which can be used by company in practice. At the same time, this chapter includes detailed analysis of incentive systems of staff management as it shows distinct forms and types of material and non-material incentives.

The third methodology chapter includes the research philosophy of the study and the research approach. This chapter determines the research design of the whole thesis and explains all used research methods and techniques. This chapter presents the type of chosen interview and validity and reliability of obtained results.

The fourth chapter is accountant for general discussion and findings of the Master thesis. It presents data obtained from structured interviews. Results of interviews are presented in a case study which includes motivation, evaluation system of an employee as well as a compensation package. Furthermore, case determines main findings which are resumed in tables.

Finally, the last chapter presents key results of the study from previous chapters, their theoretical framework and managerial meaning. The final part ends with a main study limitations.

**Table 1.** Structure of the study.

<b>Introduction part</b>	<ul style="list-style-type: none"> <li>• Background information.</li> <li>• Research question and objectives.</li> <li>• Delimitations.</li> <li>• Structure of the thesis.</li> </ul>
<b>Theoretical part</b>	<ul style="list-style-type: none"> <li>• Motivation: <ul style="list-style-type: none"> <li>✓ Theories</li> <li>✓ Methods and strategies</li> </ul> </li> <li>• Incentives and rewards.</li> </ul>
<b>Methodological part</b>	<ul style="list-style-type: none"> <li>• Research methodology</li> </ul>
<b>Findings part</b>	<ul style="list-style-type: none"> <li>• The analysis of interviews and questionnaires data</li> </ul>
<b>Conclusion part</b>	<ul style="list-style-type: none"> <li>• Summary of results</li> </ul>

## **2. THEORETICAL PART.**

### **2.1. Motivation theories.**

The topic of motivation is not new and it became famous due to sufficient endow to the science since 1940s (e.g. Maslow 1943, Hertzberg 1950, McGregor 1950, Vroom 1964). However, there is no one exact definition of motivation. Their theories of motivation are based on the fact that person's motivation depends on his own needs. Therefore, each person has his individual factors that contribute to motivation to perform his work. (Forsyth 2012:17-24).

Theories of motivation at the stage of implementation of professional activity are divided into substantive and procedural. Substantial motivation theories emphasize human needs that underlie the practice of a profession and the structure motivation, including a variety of coexisting motives acting with varying force and resistance. Procedural theories of motivation analyze person, his efforts to achieve a goal and his behavior. So they are oriented on the obtaining of a target. (Artamonov & Nikiforova 2005:11)

Maslow "hierarchy of needs" (1954) belongs to substantial theory. Maslow adheres to the division of human needs into primary (inborn, biologically predetermined) and secondary (socially acquired). The essence of this theory is that person's needs have different levels of importance for him, and some primitive things come first. The scientist states that a person can experience needs of a higher degree only when basic needs are already met. Thus, Maslow's pyramid has 5 levels: physiological needs (primary); security needs (primary); social needs (secondary); prestigious needs (secondary); spiritual needs (secondary). The main advantage of this theory is that the scientist introduced person systemically. The disadvantage is the lack of an individual approach, because each person is unique and he can form a completely different pyramid of needs. At the same time this model is quite fair so it can be widely used. Maslow's theory became basis of many famous theories in the field of motivation and one of them is a Hertzberg's "motivation-hygiene theory".

Substantial "motivation-hygiene theory" of Herzberg (1993) studies human satisfaction with their work. According to this theory, there are two groups of factors that influence satisfaction of working activity. First are hygiene factors associated with the process and outcome of the labor (company's policy, salary, working conditions, employee's status, material benefits). Second are motivators which contribute significantly to the increase of job satisfaction and productivity (the ability to succeed in the work, the presence of a promotion's chance, recognition of the results and public endorsement, the possibility of raising the level of professional competence, the presence of a high degree of responsibility, complexity, diversity, interesting work content). If these factors are negative, then it leads to a person's job dissatisfaction. If these factors are present, it does not mean that an employee is satisfied with his work. Thus, according to Herzberg (1993), dissatisfaction depends on hygiene factors and job satisfaction depends on motivators.

One of the procedural motivational theories belongs to Douglas McGregor (1967). According to his research, "theory X" opposes to the "theory of the Y" in the nature of professional activity. In "theory X" people tend to an innate sense of dislike for work, it does not act as motivator and staff tries to avoid it. As a result, people should be forced to work, controlled, and kept under threat of punishment. In addition, people are motivated mainly by economic needs and guided by material benefits. Scientist believes that people are initially passive, and they need to be stimulated to work. On the contrary, "theory Y" lies in the fact that people are inherently need to realize mental and physical effort to perform any work. In other words, it means the greater self-control and self-leadership than external control and threat. Motivators of activities are the work maintenance and interest in it.

According to the theory of Victor Vroom (2008), «waiting» defined as the evaluation of the individual probabilities of certain events and active intention to achieve in this situation a particular purpose depends on three variables (factors). Firstly, it is the expectation (estimated probability) that the alleged efforts will yield the desired results. If there is no connection between expended effort and the result, then motivation weakens or disappears altogether. The lack of relationship is possible for various reasons, for example, due to poor

employee preparedness and poor organization of labor. Secondly, it is the expectation that results would entail an expected reward. The absence or non-connection between the result and reward reduces motivation. Third, it is the valence (estimated value) of remuneration received by the specific person. That is the result which is significant for a person. All three elements are important to choose one instead of another. Vroom (2008) proves an idea that even if the company suggests that it has provided all possible motivation options, some of the employees will necessarily decide that such methods do not work for them. This theory is applicable to situations where a person believes that putting more effort into the task will cause greater reward. Thus, from the employee point of view, the company will receive higher labor productivity and therefore will be able to raise the level of wages and bonuses. However, this theory cannot exactly say which reward has a greater value for a person.

Among Russian scientists, Lev Vygotsky (1995) achieved greatest success in motivation studies as he introduced "Concept of parallel motivation". It must be said that his theory investigated pedagogical activity but not production and companies. Despite this, the provisions of this theory are applicable for employees. The scientist claims that person has high and low levels of development. These levels determine person's needs and develop in parallel, as well as control the behavior of a person and his activity. Scientist considers that it is impossible to satisfy needs of one level using needs of another level. Vygotsky believes that if at first person needs to satisfy his lower needs, then material incentives can work. Therefore, high human needs can be met only in an intangible way. This theory is the most progressive among other Russian theories.

One of Lev Vygotsky's students, Boris Lomov (1984), went further into the theory of motivation. The scientist presented his theory called "Orientation of the individual." Here "orientation" is the characteristic of an individual and determines his goals and motives as well as reflects to his opinion of the environment. In a detailed plan, Lomov presented "orientation" as a person's attitude toward material and non-material benefits. The scientist believed that problems of motivation and goal-setting are essential in psychological researchers.

## **2.2. Definition and characteristics of motivation.**

Motivation is the creation of an internal desire which makes employees to do their work with maximum efficiency. Shields (2007) states that motivation is an integral part of the corporate culture of each company. While selecting individual incentives for different categories of staff, management can control the productivity and results of the team as a whole. Motivation in HRM should be connected with the organization's strategic goals, especially corporate culture and long-term development plans. All these factors affect the construction and timely adjustment of motivation system in the company. The purpose of motivation should be detailed in accordance with the quality of objectives set for the various levels of management.

Motivation contributes to the productive activities of the company's employees and improves the efficiency of the company as a whole and increases its competitiveness. One feature of HRM in the current global economic environment is the growing role of the employee as an individual. A narrow definition of motivation can be determined as a process where employee induces him and colleagues or subordinates to action. (Artamonov & Nikiforova 2005:5). Reasons for such impulsion can be distinct, for example, a personal target or a new business experience. At the same time, motivation explains causes of a concrete staff member who has a long working experience in a particular company or business field and the reason of his specialization.

Employees should be encouraged by the intermediate achievements without waiting for the completion of the whole work process, as great success is difficult to achieve and it is rare. Therefore, it is desirable to reinforce the positive motivation through not too long intervals. It is important to give staff members feel confident as required by an inner need for self-affirmation. Thomas (2003) suggests that the most effective system of motivation of employees is the "motivation for the result." The results of the staff are determined by the KPI. KPI and motivation of employees can significantly improve the efficiency and productivity of the enterprise. Most scientists have come to the conclusion that motivation of the result is the perfect system because it substantiates the business of remuneration

payment. Remuneration according to dictionary definition is “a pay for service rendered; ... etc”. (Australian Concise Oxford Dictionary 1987: 935). This gives an opportunity for employees to receive and to increase an income in the clear relationship to the effort.

According to Bruce (2003:25-26) in order to be successful, staff motivation should be applied at all levels of management and organization of work at all fields of company's units: employees, teams and staff throughout the company. This procedure includes few steps. The first step is motivation of all employees of the organization. At this stage, the change provides a common corporate culture and it should be linked with the objectives in the field of enterprise-class quality. The second step is the goal to motivate employee's groups of distinct company's units. This level provides a change in the quality of work in areas of activity. If the company operates a small number of staff members, the purpose of the motivation and motivational goals of employee's can be combined. Qualitative objectives should be clear and well-structured. In this way management can set clear goals for employee's motivation. In addition to the relationship with the qualitative objectives, motivation of staff is associated with areas of impact on employees at each level.

Forsyth (2012) believes that the stated goal of motivation of the whole team works on such areas as working conditions and acknowledgment, resources and relationships, responsibility and recognition. Motivation of employees on the individual group level should be interconnected with the objectives in the field of quality for products and processes. It is important to note that the purpose of motivating teams of employees must be precisely connected with the objectives of processes and products rather than goals of individual units. This is because the motivation provides interaction of staff involved in the same process or in the production of a single product. The third step affects the level of change in the quality of certain operations and activities of an employee. At this level motivation of an individual should be linked with the objectives of units of the company.

To consider motivation in terms of the resulting benefits, there are two types of HR motivation which are tangible and intangible. Both of these types are used for the successful maintenance of motivation. Irvine (2009) states that generally, these types of

motivation are utilized together depending on the control level of motivation and the set of goals. Tangible motivation provides certain wealth, which can be expressed in terms of money, material objects or services. This type of motivation is applied at the level of motivation of the employee as an individual or groups of employees. It is rarely used at the level of motivation of the whole team of the company due to ineffectiveness. According to McMullen et al (2007), intangible motivation of employees aimed to obtain emotional benefits. These benefits may take various forms, such as increased self-esteem, psychological comfort and pride of the job position. This type of motivation is used at all levels of HR motivation. Most often it is used at the level of motivation of the whole team of the corporation as it allows management to involve every employee into the enterprise.

Davis et al (2011) suggests that in terms of the impact caused by motivation it can be external and internal. External motivation involves providing specific impact on staff (positive or negative), which will produce a result. In order to get a result an employee gets profit or fine. Internal motivation involves independent commitment of staff to perform certain actions. The working process brings employee satisfaction or pleasure. However, internal motivation does not mean that staff will not seek for benefits as when external incentives of internal motivation are not enough and the staff wants to get the desired benefits. The challenge of external motivation is stimulating and developing the internal motivation of staff. This can be achieved by regular evaluation of staff motivation and by the utilization of methods corresponding to the level of motivation. In the course of implementation of motivation system employees can change their attitude to the process of work and other factors. So some employees would enhance their motivation and some would decrease.

Martin (2006) considers that structure of motivation includes two components. The first is directly a work process. It includes social character motivations (awareness of the need to contribute to society, the desire to help other people, the need for a public installation) as well as receiving certain material goods (earning money to meet needs). Finally, the first component includes needs for self-actualization, self-expression, self-realization, as well as public recognition and respect from others. The second component is the motive of choice



of employment. This includes an assessment of the positive and negative factors of production (the value of wages, benefits provided by the company, proximity to home, the convenience of transportation, the aesthetics of the workplace and the presence of harmful production, the presence of a solid or a free work schedule, reliability and prestige of the company, the measure of responsibility, the ability to simultaneously work and study at the university, the psychological climate in the team, the system of rewards and punishments). First component involves the evaluation of employee's own capabilities (health, the availability of skills related to this work, professionally important qualities, level of education, tendency to work without stress). At the same time, the second component covers self-interest conformity assessment features (opportunity for advancement in the enterprise or career ladder through ranks, management experience, professional development, manifestations of individual initiative and imagination). Thus, Martin (2006) concludes that motivation has a complex structure, suggesting the coexistence and interaction of a number of different motives, such as external and internal, positive and negative.

In order to have an effective HRM system company should apply necessary motivation methods. Mathis et al (2008) considers that the process of managing the staff motivation is a flexible tool. Methods of motivation should be constantly changing due to altering environment. The algorithm which controls the staff motivation includes several stages. The first stage is the formulation of organization's objectives which are based on goals setting. First of all, management and leadership need to clearly define the set of goals and objectives. Objectives should be detailed at the level of company's units, individual products and processes. The second stage is an evaluation of the level of staff motivation. Thornton III et al (2006) suspects that basing on the level of motivation, HR department can define the most problematic elements of managing employees. The third stage is setting goals of employee's motivation. These goals should be installed so that they are consistent with the company's goals. The fourth stage is the development and application of methods of motivation. Mahapatra (2009) suggests that motivation techniques in order to achieve distinct objectives should be various. The fifth stage is the evaluation of objectives. At

certain intervals of time it is necessary to carry out the reevaluation of the level of staff motivation. This provides an opportunity to get feedback on the applied methods and to make necessary changes. On the basis of evaluation, the achievement of the objectives of staff motivation can be determined.

According to Forsyth (2012), it should be noted that motivation is a process which takes time and cannot be done in a minute. If the process is well-structured and detailed than it can lead to positive results, dependable and coherent performance.

### **2.3. Motivation in Russia.**

Motivation is an integral part of the work process. Due to cultural characteristics and other factors, definition of motivation may differ from country to country. Since the author of a thesis studies a Russian company, it will be advisable to consider motivation features of this country.

Motivation as a part of HRM began to emerge in the USSR. The Soviet government propagated that the main thing is to work for the "idea". There were very popular slogans: "Five-Year Plan in Three Years!", "I worked this much, I earned this much" and others. Thus, intangible motivation prevailed in USSR. 90s of the last century was a turning point in the history of Russia. Everything changed including the HRM system to which everyone was accustomed. In contrast to 80s, in 90s people began to change jobs more often. This contributed to the fact that now employee and employer became partners. This trend continued until the beginning of the XXI century. (Kibanov 2005: 24-26).

Russian companies often use foreign methods of management in matters of motivation. This does not always give a positive result, since it does not take into account cultural differences, as well as the mentality of Russian employees. One of the peculiarities of HRM in Russia is that motivation depends on state legislative acts as well as local documents of the enterprise and any deviation is considered as violation. (Barusheva et al 2014: 29-30). This can not accurately assess the complexity of the performed work. So it leads to the fact that employees become less interested in work. Russian manager's way of motivation

sometimes is based on his own ideas about what is good and what is bad. For example, some managers believe that giving an employee a difficult, interesting task is the best way to motivate. As a result an employee becomes stressful and unmotivated as not everybody is born to be leader.

The main problem and priority of motivation in Russia is the development of non-material motivation methods. One of them is a social package which can include health insurance of the employee and his family members, supplementary pension insurance, flexible schedule, as well as meals in the office. Employees who work in a company with additional social benefits feel care from management. Therefore they treat their work with responsibility. One of the main intangible motivational methods is a career growth, both vertical and horizontal. In large Russian companies a popular form of motivation is free education and internships. Especially this "works" with young professionals. (Kibanov 2015: 88-89).

According to Barusheva et al (2014), motivation is a part of the employee's loyalty aspect. Due to the unstable economic situation in Russia many companies decreased the number of staff members. This leads to an increase in a working load but rewards remain unchanged. In this situation employees become less motivated and committed to work. Companies are looking for solutions of this problem without significant material costs.

Russian person has gone the long way of becoming a protected person who is remunerated for his work. Russian society begins to understand that it is impossible to work productively only for money. Human needs are growing, so spiritual needs become just as important as material needs. Nowadays companies are gaining experience and trying to create working motivational systems. Employers realize that an employee should be given something else besides salary and bonuses for successful and effective work. This contributes to the psychological comfort of the whole enterprise. (Artamonov & Nikiforova 2005: 63-64). In conclusion, it should be said that the main feature of Russian motivation policy is the process of abandoning harsh influence methods which were used in USSR. Modern companies should use both tangible and intangible methods which make possible to evaluate personality of the employee.

## **2.4. Motivation methods.**

Good management system pays attention to its employees and encourages them constantly. In the past, the honor rolls were very popular in Russian Federation but now such things almost make no effect and require other methods. The HRM science should take into account techniques of motivation. In order to guide staff without conflict and problems, it is necessary to understand meaning of the motivation and all its basic methods. Methods of motivation have their own complexity. Crandall (2003) believes that every manager should think how to encourage employees, but without the high cost and at the same time leading to high results. The corporation should have a system of incentives, which can be adapted to all the changing conditions. It is necessary to define the optimal combination of stimulation methods that do not require large expenditures on the part of management.

Nowadays the purpose of any business is to find and retain talented employees and competent specialists. The right motivation system for employees is the opportunity to get the full commitment from them and as a result to increase their productivity and efficiency. According to Dickmann et al (2008), the formation of effective strategies of motivation currently requires a fundamental review of traditionally prevailing labor relations between workers and employers in organizations. HRM department can chose distinct motivational strategies. For example, organizational-administrative methods which are based on a policy guidance. These methods are grounded on the level of motivation, on the subordination of the law and its rules, on senior positions and on the capacity of control. Administrative techniques cover the organizational planning, rationing, coaching and coordination. In of motivation management these methods have an important role. It consists not only of the indisputable compliance to the laws and regulations accepted on the state level, but on a clear determination of rights and responsibilities of managers and employees. This means motivation builds necessary conditions for the company. In addition to the first technique, corporation can utilize socio-psychological methods which are used to increase the social activity of staff members. These methods affect principally on the conscience of employees, their social, aesthetic, religious and other interests. Socio-psychological methods carry out social promotion of employment. This class of techniques involves

diverse facilities of methods developed by sociology, psychology and other sciences that study a human being. To reach the maximum efficiency it is important to use different methods.

Management practices tend to simultaneously apply different methods and their combinations. Larsen et al (2006) suggests that for effective results of motivation, management should use all classes of methods. This means that the usage of only one way of motivation does not allow mobilizing employee's creative activity to achieve necessary objectives.

The above classification of motivation methods is a classic model. In modern management it is possible to utilize other groups of stimulation. Mahapatra (2009) states that motivation methods should make an impact on the staff's behavior and meet business requirements. Modern methods are distinct, but they can be divided into groups. First group is the individual motivation aimed to the narrow circles of employees with the same motives and needs. The second group is diagnostic which is utilized to assess a particular employee and shows ways for motivation. The third group is organizational which is used to create an enabling system in the firm such as the development and implementation of the grading system. Motivation may include other sections, defined by the specifics of the company. In particular, many of today's businesses use in their offices non-traditional services (e.g. shower, tennis table, a cocktail bar, swimming pool), designed to increase the level of motivation and to facilitate the removal of nervous tension and physical fatigue of a person.

According to McMullen et al (2007), motivation brings results when employees feel the recognition of their contribution to the work which leads to results that have deserved a status. A lot of issues can underline the position of an employee in the eyes of colleagues and outsiders, for example, furniture and cabinet size, participation in prestigious presentations, representative function in significant negotiations of the company, overseas business trips and other things. Positive reinforcement is more productive than a negative one. Reinforcements should be urgent, resulting in an immediate and fair response to the actions of employees. They begin to realize that their extraordinary achievements are not

only seen but significantly rewarded. Execution of works and unexpected rewards should not have too much time in between. The longer the time gap, the smaller the effect. However, the rewards of leadership must be implemented eventually, rather than remain in the form of pledges. This means that unexpected, unpredictable and irregular promotion which motivates employees is better than predictable as they almost become a constant part of the wage.

## **2.5. Tangible and intangible incentives.**

According to Shields (2007), nowadays in the situation of global market conditions, economic methods of management should be inevitably developed. This would increase the efficiency and effectiveness of economic incentives that would place every employee in such economic conditions that give possibility to combine personal interests with the working objectives. However, the focus on economic stimulation techniques often leads to a decrease in attention to the social and psychological aspects of motivation that determines the internal motivation of employees.

Incentives are grouped into different following types. Economic incentives which are salaries in all its varieties, including contract, bonuses, benefits, insurance, interest-free loans. This method is popular among Russian employees (Kibanov 2015). The success of their impact depends on how an employee understands principles of the HRM system and recognizes its fairness. Stimulation by objectives management (Larsen et al 2006) is a system is widely used in Europe and provides the setting for individual or group circuit purposes, contributing to the solution of main objectives of the enterprise (the achievement of certain quantitative or qualitative targets, increasing employee training). The process of reaching each goal automatically means higher level of the salary or other form of promotion.

Enrichment of labor is the type of incentive which mainly refers to non-economic methods. It provides people with meaningful future work, considerable autonomy in determining the mode of work and the presence of resources. Sometimes management adds the growth of wages and new social status for this technique. (Kibanov 2015). Ulrich (1996) presumes

system of participation as a stimulation type. It currently exists in diverse forms, for example, from the wide involvement of employees in decision-making process and management (Russia) to the participation in the ownership by buying shares of their own companies on favorable terms (Europe). An important type of incentive is conditions for the self-realization of employee's potentials. Self-realization covers the life success strategies leading to the career advancement and conquest of "peaks". In this case professional work takes central place in a life of an employee as it forms his skills and abilities, career and personal growth and, as a consequence, a person achieves a certain social status.

Communication is an incentive which helps to develop active management process. The level of efficiency of interpersonal communication depends on two main socially significant functions of interaction and influence. McMullen et al (2007) figures out that these functions rely on basic conditions such as types of communicative personalities, perception sense and valuation information and deliberate action and interaction with each other. To fulfill the above conditions in order to improve interpersonal communication, it is necessary to adhere to the principles of compatibility of staff members as communicative personalities, adequate perception of the semantic and evaluative information as well as exposure through persuasion.

The prospect of career growth reflects on the working process of employees. Wood et al (2004) states that research of Elton Mayo (1927) in the Hawthorne showed that productivity of psychological factors causes a significant effect on the employee's motivation. Eventually, there were distinct psychological theories of motivational concepts which were able to define the determining factors and the structure of the motivational process. As a result, the so-called policy of "carrot and stick" was replaced by the elaboration of more complex systems to stimulate employee's motivation to work, based on the results of this theoretical study. For each company it is very important that employees would not have evolved by "stick" but independently strive to become first-class professionals. In this case employee makes considerable efforts to carry out his work's

responsibilities and tries to achieve the career growth in the company. As a result, the organization receives a qualitative work and excellent results.

Relationships in the company contribute to the free communication of employees of various departments to strengthen "horizontal relations" (field for the generation of new ideas). According to Silber et al (2010), the company's management at all levels (top-management, middle and lower levels) should support those who make proposals and contribute to the implementation of the most interesting and important ideas. Well-organized process of evaluation, selection, implementation and performance monitoring can encourage the initiators. This principle works and leads to the result if staff wants to participate in useful and the creative process of decision making. The HR department should be able to find problems in workflows, analyze and develop solutions, plan and implement the necessary changes. According to Kibanov (2015), moral and psychological climate in the team is an incentive which is determined by the moral values accepted by the organization. It defines the system of team member's relations to each other, to work, to the surrounding events and the organization as a whole on the basis of individual, personal values and attitudes.

According to Bruce (2003), studies have shown the great impact on the willingness of employees to improve their skills. It can be proved by several factors. First factor is a particular benefit of work training and the expected results matching. Employees show great interests in training if understand that new knowledge and skills would help them do the job. The second factor is the organizational culture of the firm which promotes usage of the obtained knowledge during the training in a workplace. Encouraged employees want to learn and apply new skills in the work. This would improve corporate culture which contributes to the immediate application of newly acquired knowledge. The third factor is the support of the leadership. It significantly increases the psychological, financial, organizational motivation and the management support. Companies where employees desire to learn new things can implement modern ways of doing business and work effectively than their competitors. Irvine (2009) believes that emotional rise of staff members is the best intangible motivational method in the organization for quality results. Under current conditions, it is often necessary to save money and reduce costs. Intangible



motivational system in the company is possible and important as it increases the loyalty of employees and strengthens the team spirit. At the same time, it can be inexpensive and quickly pays off as employees start to enjoy their work.

So the main diversity of motivation from the incentive is that motivation requires an internal motive for which the staff member will be seeking to work well. Stimulating makes an effect on the employee from outside. In other words, if an employee wants to improve the efficiency of his work it is a motivation, but if it is stimulation this means that management makes him to do it.

To conclude, the main recommendations to improve motivational process and prevent demotivation are:

- providing of maximum realistic information in the selection process
- formation of realistic expectations
- setting realistic goals and targets
- the division of complex goals into short-term steps
- the active utilization of additional employee's skills
- attention to the ideas and staff's proposals
- the formation of the organizational culture
- the development of the employees sense of belonging to the enterprise
- promotion and evaluation of employee's achievements
- career management system.

### **3. METHODOLOGY PART.**

This thesis includes qualitative methodology which is based on the analysis of appropriate questions related to the main theme and the research question. In the process of analyzing, the respective literature has been revealed. Utilized literature sources have a great importance in the field of Human Resource Management. The detailed analysis is based on the corresponding theoretical aspects that are related to motivation and, at the same time, may affect it. In order to answer the main research question, the thesis presents suitable methods that reflect the essence of the study. Firstly, it shows the analysis of the problem and, secondly, it presents methods of data collection, sampling and interviews. This is done in order to include the logic component into the direct data collection process. Thus, this chapter shows the quality of conducted research.

#### **3.1. Research philosophy and approach.**

While selecting the research philosophy, researchers depend on the determining development of knowledge. The literature is dominated by two perspectives of the research process: positivism and interpretivism. They are different but not mutually exclusive and both play important roles in the management field. In the positivism area public world exists externally and its properties to be measured by objective yardstick. In this case, the role of an objective analyst is assumed. According to Gill et al (1997), the focus of highly structured methodology promotes good repeatability, monitoring and quantifiable, which themselves lead to an analysis. In terms of specific methodology, positivism rejects to speculations and demands that every scientific position can be verified empirically. In other words, science is based on facts, and the fact is something that can be directly tested and can be seen in practice. In an effort to describe the accuracy of facts and reliability predictions, positive science attaches great importance to the measurement. This research philosophy suggests that the researcher is independent and does not affect the subject of investigation and, at the same time, is not under the influence of the research subject. Littlejohn (2009) states that interpretivism includes biased reality of the world that does not exist externally. They are socially constructed and people are investing the meaning in

them. An interpretivism study examines and describes the life experiences of individuals with respect to certain social phenomenon. Situations in business are not only difficult but unique. They are derived from the totality of the circumstances and individual participants. This immediately raises the question of generalization of the study, which aims to capture the full complexity of social situations. However, the proponent of interpretivism says that the generalization is not so important. Thus, positivism is closer to common sense than to science. However, in pursuit of the methodological rigor, positivists approach is a narrow scope of science, so phenomenology can be attributed to the scientific methodology.

This thesis refers to the interpretivism approach. According to Pizam and Mansfeld (2009), this model analyzes person's opinion and to research their problems. This approach focuses on the unique angles of the research. Theory plays a major role in the characteristics of empirical phenomena. The aim of the thesis is to describe motivation of the employee and to identify ways for its development. This approach ensures the full picture of the test subject.

### **3.2. Research design.**

The research design of the study determines the structure of the research question. Thus, it presents the aims and objectives arising from the issue of research, as well as sources for data collection and reveals the essence of the analysis of the question (Saunders et al: 2012). One of the problems of the research methodology can be a choice between qualitative and quantitative analysis, so between non-numerical and numerical data. The first type of analysis suggests non-numerical data obtained by techniques such as interviews. The second type of analysis is linked to the collection and analysis of numerical data obtained from the graphs and statistical summaries.

This thesis presents a qualitative method. The main purpose of the work is to examine the results obtained through interviews. In case of motivation, which is a reflection of the employee's immediate work process, it is difficult to use a quantitative method, because it does not reveal the essence of the problem. This kind of analysis makes easier to formulate questions that make up the interviewing process. Besides, the thesis does not only explain

the existing approaches related to the main theme of the study but offers new ideas for the development of motivation. Open-ended questions were utilized in the interview process in order to be able to explore the diametrically opposite viewpoints associated primarily to the research question.

The main technique of this study is a research method, but at the same time, some aspects of the work reflect the essence of such method as a comparative approach. In this case, it allows to explore the motivation and connected to it themes of pertaining of staff management.

According to Saunders et al: (2012), this thesis represents the research strategy which is a set-up of steps to achieve the main target and namely to formulate the answer to the main question of the study. Based on the fact that the main issue of research is the study of motivation of employees, the research strategy explores international company based in Russian Federation. The study involves the examination of a large context and related processes.

This thesis uses case studies to understand whether the results can be obtained through them. In each such case employee can present to the interviewer similar and sometimes identical answers and, at the same time, completely different ones. Such strategy allows analyzing each response separately using a comparative approach. Thus, it means that results can be represented as general findings.

Finally, the last method of research is the opposition of cross-sectional and longitudinal studies. Both theories use the supervisory approach. This approach assumes that during the study the investigator does not affect the environment, but only records the information he needs. Cross-sectional research is the study of the problem in a specific point in time, whereas a longitudinal study extends over time. Thus, the longitudinal method carries out several studies of the same problems in a certain time range. This thesis uses the longitudinal method in order to study the process of motivation and to identify improvements and changes related to the main research question.

### **3.3. Data collection and sample.**

The underlying data for the study were obtained through interviews with different groups of employees. Secondary data were analyzed in order to have consistent study results. The major step was work with an international Russian company. Based on the aspects of the topic and age of the firm, it was decided to analyze the attitude towards motivation of the employees who work in this company for more than 4 years.

The first contact with the Russian company was done by sending a message by e-mail. After, it was contacted by telephone call. The researcher revealed the essence of the study, formulated goals and demonstrated interest in interviewing employees. Head of HR department got a questionnaire (Appendix 1 and 2), which was utilized during the interview, and the company gave a positive response to work with their employees. Then the schedule for interviews was approved. The usage of Skype and e-mail as a means of negotiation was the most convenient way. Each interview lasted no more than 40 minutes. The author conducted 6 face-to-face interviews and also received 12 written responses from employees who were sailing at that time. Based on the rules and regulations of the interview process, interviewer asked respondents for the permission to record their answers in compliance with the anonymity and confidentiality. At the same time, head of HR department, from behalf of the CEO, asked the author of the thesis to express the name of the company anonymously. Company has employees from different countries so interviews were conducted in Russian and English languages. Due to the fact that the interviewer's native language is Russian, then there might be a form of bias in the results of European interviews.

Thus, the company, which is studied in the thesis, is briefly described hereinafter.

### **3.4. Background of the company.**

The company was created in 1997 by Swiss and Russian shareholders. It is registered in Russia and technically located in Saint-Petersburg, but its main office located in Los-Angeles, USA. It is a first branch of a world known brand. It is a stable, dynamic company

created mainly for English-speaking couples beyond 60 years old strongly interested in traveling abroad.

The highest leadership board is the CEO. The company refers to the transport sector. The focuses of the company are river cruises on the high-end ships from Saint-Petersburg to Moscow and back with five stops between them. Vessels were made in the Scandinavian style in Germany. The total number of vessels in Russia is 5 which can include 196 passengers and 100 cabin crew members each. Cabin crew is divided into several departments: staff that is responsible for the ship (only Russians due to law regulations) and staff that is responsible for tourists (Germans, Austrians, Portuguese, Bulgarians, Filipinos, Russians, Romanians). So there are two main leaderships on board: Captain and the Hotel Manager.

The company remains the number one on the river and sea cruises due to excellent service, route and the absolute quality of the tourist services. Its strategy initially lies at the basis of the dominant position in the European and Chinese markets of river, sea and ocean cruises through investments into new vessels which are better adapted to the highest category of hotel level (for example 4-5 stars), and through the consolidation of many smaller operators. The main target in the field of quality is customer satisfaction by ensuring the high quality of service. It is the line №1 in river cruises estimated by tour agents.

This company establishes the following mission, policies, as well as the following goals which are reflected in Table 2.

**Table 2.** Policy of the researched company.

<b><u>Mission:</u></b> Explore the world in comfort.	
<b><u>Goals:</u></b>	<b><u>Policy:</u></b>
The security of ships operation, environment protection and safe working conditions.	Implementation of national rules and regulations aimed to ensure the security on inland waterways.
Continuous skills improvement of coastal, marine and administrative employees in the	Ensuring of the safety of navigation on inland waterways, preventing possible

management of safety.	accidents, as well as the preservation of human life and health.
Preparedness for emergencies related to the ships operation.	The absolute ban on the usage of alcoholic beverages and all kinds of drugs.

The implementation of main objectives is guaranteed by constant attention to the training and development of all types of employees (seafarers, hotel and office staff) and avoiding conflicts of interest. During a certain period, the company carried out the strategy of movement marketing, primarily through the summer, and has developed quite a substantial database of both existing and potential customers. Swiss corporation's growth related to the new routes in Eastern and Southern Asia, Europe, Egypt and Russia. At the same time it is upgrading its ships, improves the ability of the existing capacities and, thus, increases its profits. The leadership studies synergistic opportunities that match the company's core competencies.

The usage of the USA direct marketing system gives opportunity to reduce marketing costs and to find more families suitable as clients. The marketing world-class database allows investing in the creation of a new database that contains the data of all customers, including contact history and email addresses. Automatic report allows company's management to see what is happening on a daily basis and to invest into the highest segments of investments.

**Table 3.** Summary of company's branch in Russia.

<b>Main features</b>	<b>Company</b>
<i>Sector</i>	Transport sector, river cruisers
<i>Legal entity</i>	Limited liability company
<i>Main financial indicator</i>	€350 million sales in 2018
<i>Number of employees</i>	550
<i>Main operations type</i>	Services
<i>Target country</i>	United States of America, United Kingdom, Canada, Australia, New Zealand
<i>Sector of target country</i>	Tourism

### **3.5. Type of an interview.**

In order to reveal the essence of the research topic, a case study is the most convenient option. This method able to analyze problems that intersects with the main research

question. That is why the interview is a need of this thesis. The purpose of the interview with open questions is to analyze complex answers of sophisticated questions.

According to Saunders et al: (2012), there are several types of interviews, the choice of which occurs depending on the task. These interviews are structured interviews, semi-structured interviews, unstructured and in-depth interviews. The first type of interview is held at certain designated time and involves questionnaires with the approved standard similar issues. The second and third types of interviews are somewhat distinct from the first. Firstly, questions of the second type are not standard, and, secondly, respondents may have diverse questions and topics. This means that the interviewer can adjust the interview process. The third type is not formal as previous and covers the study of a wide range of questions. Interviewee can freely express his opinion on the delivered topic.

Finally, the most preferred mode of interview for this thesis is a structured interview. During this interview, the interviewer is most attentive to the respondent. At the same time, it is comfortable for the respondent when there is a list of questions and topics. Thus, structured interviews have the opportunity to obtain the necessary data for this study.

Russian branch's leadership has agreed with an author about meetings. Interviewees were acquainted with the topic of the study and possible interview themes in order to obtain productive results. The Head of HRM department sent out questionnaires to maritime workers as well. Russian and English languages were used. Answers were received via e-mail. The survey involved 12 people who work on board as ship and hotel crew. Answers, received from the maritime workers, gave an author more precise information on the research topic. This helped to grasp clearly the HRM system as well as its drawbacks. Questionnaires made possible to test the theoretical approaches in practice from utilized literary sources.

The interview was divided into several parts: introduction, company's overview, career advancement, motivation system, incentives, and job satisfaction. The purpose was to obtain data for the research topic. This helps to gain information about company's implemented methods as well as to identify their shortcomings. Answers of respondents



were closely related to their experience in the relevant field, the level of education, their own history at the company and their current job position.

### **3.6. Reliability and validity.**

Such canons of study as reliability and validity help to evaluate the thesis in terms of quality. Saunders et al: (2012) believes that reliability displays the results of analytical procedures which may be performed for other studies and respectively for other researcher.

Robson (2002:176) states that there several reliability errors. The first type of threat takes place when the respondent cannot answer the question, leaves the question or keeps neutrality. There are situations when the respondent is told beforehand how to answer. So he is under someone's influence and pressure, and this is the second kind of threat which can cause serious damage to the study. The third type depends on the interviewer, namely, on possible incorrect or poorly formulated questions. The fourth type is subjectivity associated with the interviewer, his own interpretations of answers.

The validity means exactly what is the data. Saunders et al: (2012) proves an idea, that the qualitative research is related to the validity of the right choice of data collection methods, analysis and other research processes. Thus, the methodology must include the search process of results and findings in order to be valid.

Qualitative research depends on the reliability and validity. In order to meet all necessary criteria, thesis should utilize a sufficient number of test methods. Therefore, it is possible that another qualitative researcher may adjust the analysis process. Such methods monitor the checking process of the study, namely, when it is necessary to change something or to stop the work. This check ensures the validity and reliability of the thesis. (Newman et al 1998).

Interview questions have been formulated in advance in order to ensure that they comply with the study and research questions, so to confirm that this thesis is reliable and valid. To make the process of interview more comfortable for respondents, the study objectives were explained to them. The list of issues was presented to respondents a few days before the

interview. This contributed the fact that they had time to think and to develop their answers. Selection of respondents depended on fact that their job responsibilities are associated with a large amount of responsibility for a river vessel. Such choice meets the reliability of research principles.

The validity of the thesis is linked with several methods, for example, a combination of data through various means of evidence. In this case, the theoretical data derived from the HRM literature were merged with data from interviews and secondary data from Internet web-sites.

In conclusion it should be said that due to resource limits the data for the current study cannot be collected until its saturation. Moreover, the author accepts the fact that collected results might not present the full picture of the research topic and that it might need further examination.

## **4. RESULTS AND ANALYSIS.**

This chapter presents data obtained during interviews and from write questionnaires. In accordance with the theme and research question, the section is divided into several paragraphs. These parts reveal the essence of problems raised in the study, such as concepts of motivation, compensation, rewards and employee evaluation system. Staff's motivation is inextricably linked to these questions. Interviews are presented in a narrative story form with some quotes of interviewees. The questionnaire is available in Appendix 1 and 2. During a structured interview, interviewer and interviewee affected diverse angles of raised questions. Summary tables of basic data are presented briefly at the end of the each paragraph.

The first part of the questionnaire determines employees, their ideas and opinions about the company as well as their perspective on what motivates them. The second part reveals information related to motivation, satisfaction with the job, preferred incentives and connected topics. Here problems of motivation of different groups of employees were discussed. Both two parts are presented into the following study. The final score of this HRM method shows how an employee is interested in his work or reveals the opposite view.

### **4.1. Attitude towards motivation system.**

The system of HR motivation allows company to achieve significant goals in the process of HRM. The main goal of such system is the opportunity to improve the efficiency and effectiveness of employees who will be motivated to reach firm's goals. (Artamonov & Nikiforova 2005:3). One of the vessel's captains argues that such system should be developed in accordance with the features of each employee group. The Head of the Engineer Department, who is one of the highest leadership at the company, agrees with this opinion. However, HR department still does not have a proper system of motivation and so most of employees do not fully understand the meaning of such a term.

*Our system of HRM includes not only material bonuses. We encourage our employees to get new qualifications, so that they can grow in their professional field. Some employees may be interchanged with each other.*

*(Interviewee 1).*

This quote belongs to the HR Manager. Employees depend on the well-designed management system and can give the commercial enterprise the ability to achieve business goals, to hold a position in the market and to remain competitive in the long term period. The main purpose of the system of motivation is the opportunity to study the information database, which contains of full information of the qualitative and quantitative evaluation of work of all employees. It allows to take correct management decisions in a right time.

Shields (2007) suspects that the result of motivation system can reduce an employee turnover and increase their engagement in the performance of duties, as well as proposing changes in the organization of their work. From the author's point of view, this result would be reflected positively on the image of the company.

*Due to the company's size, the members of the senior crew do not change over the years. The main employee turnover depends on younger crew composition. From year to year there are no changes in chief positions.*

*(Interviewee 3).*

Diamond et al (2010) suggests that motivation allows an employee to work with enthusiasm and to compete with counterparts. The company's management should encourage their ship crew not only by material goods; but should listen to their opinions and suggestions, as well as to develop the spirit of competition. Such measures can make a positive effect on the work of junior staff. In this case the ship can get an established staff team.

One of the interviewee was a Sales Manager Assistant. His motivation is directly linked with the professional activity. The profit of the company depends on the work process of

Sales department, especially in today's market conditions. In the past few years Russian Federation faced a reduction in tours sales, so the presence of passengers on board is affected by well structured job of a Sales Manager.

*Incentives include only the amount of premiums, which depend on the performance of personal plan and the overall success of the department. This involves the number and quality of transactions. The company is medium-sized so there are few opportunities for the career growth. In order to try to grow to the Head of the Department, the previous should resign. That is why most of employees feel dissatisfaction of professional ambitions.*

*(Interviewee 2).*

This statement is confirmed by the fact that non-fulfillment of the department plan reduces the premium part of the salary, influences the cut in sales and a decrease in profits. While the execution (or excess) of plan increases the amount of remuneration and ensures the maximum bonus for each employee. The right and detailed system of motivation affects the work results and company's profits.

*Currently the company has five ships. There was a time when only 2 of them could go on cruise. Thus, the company had five cabin crews, which should have a job, but they cannot operate their official duties constantly. Fortunately, there was a surprising increase in a number of passengers on board over 2 last years. We do hope that the situation would be more pleasant during the next navigation period. Passengers make profit.*

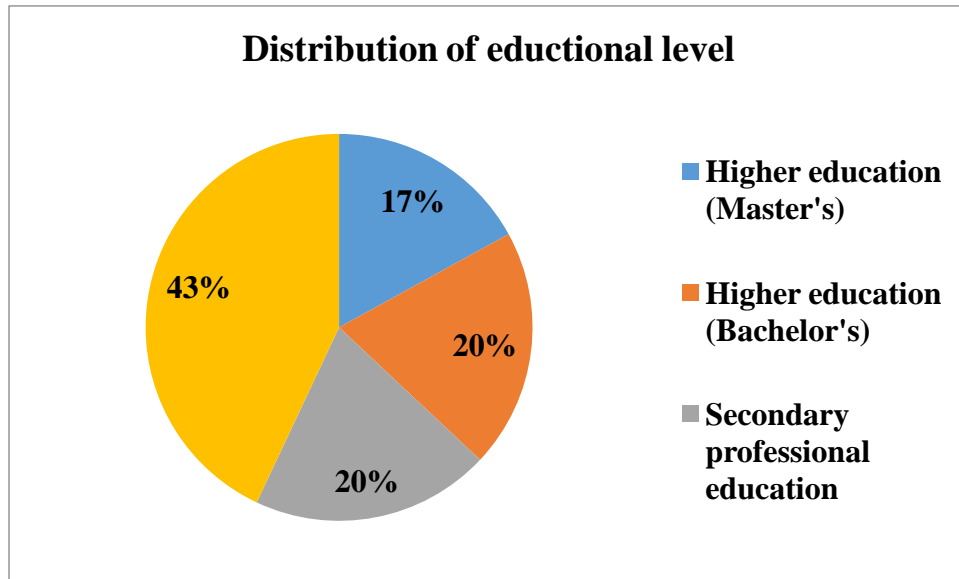
*(Interviewee 1).*

Numerous and sometimes adverse internal and external factors of the environment influence the results of river transport. Today there is an important issue of renovation the obsolete fleet, because it affects the profitability of cruisers and makes it possible to increase the production and financial performance indicators of river transport companies. The complicated and sometimes impressive size of the organizational structure, which is a

common characteristic of river transport enterprises, often leads to a lack of horizontal interaction of employees, lack of authority's clarity and responsibility.

Ship-owner challenges remain stable, despite of the large number of problems and risks associated with the operation of river transport. The way out is formed by a company's strategy, which is able to secure the competitiveness and survival, normal functioning and development of river transport in a long-term period.

Company makes demands on the high qualification of crew members but only a senior crew has it. Junior crew has basic professional education, but the proportion of such workers is significantly small. To obtain certificates of a sailor it is enough to have a secondary education, which can be obtained at school or college. Thus, the biggest part of junior crew does not focus on higher education over ages. This is depicted in Figure 1.



**Figure 1.** Distribution of educational level.

*An important role in this case is played by the economic condition of the river and sea transport companies. The senior crew rarely changes and juniors are not motivated to get higher qualification.*

*(Interviewee 4).*

In some cases, when employees get a job and receive necessary documents, they settle in another firm with higher wages. The level of staff retirement requires actions in terms of employee replenishment. The level of preparedness of junior crew is rather high, because the ship's staff regularly undergoes a corresponding re-training in special educational institutions to obtain the relevant certificates. Modern vessels are equipped with upgraded equipment and employees should be able to use it.

*The discrepancy between the objective increases of today's HRM practices in river transport companies confirms the relevance and feasibility of this situation's analysis. It is necessary to identify effective ways to resolve problems in this area. It should be noted that the current problems are related to inappropriate use of available skilled seafarers, which reduces the effectiveness of command staff.*

*(Interviewee 5).*

The level of the staff turnover as a traditional indicator of the effectiveness of the HR department is held in the range of 7-10%, while the company does not carry out a lot of motivational events and the compensation package does not satisfy different categories of employees.

*In Russia, motivation has an "intuitive" nature, so there is no proper theoretical definition. Most companies work only with material motivation. Usually non-material motivation presented in a limited form or does not exist at all.*

*(Interviewee 12).*

This quote belongs to Head of HR department who concludes that the premium part is the main factor of the existing motivation system.

**Table 4.** Summary of the main findings.

<b>Main findings.</b>
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<i>Main motives for motivation</i>	<ul style="list-style-type: none"> <li>• Career growth.</li> <li>• Professional growth.</li> <li>• Satisfaction of professional ambitions.</li> </ul>
<i>Main employee's problems</i>	<ul style="list-style-type: none"> <li>• Lack of positions due to economic situation.</li> <li>• Ambiguous bonus system.</li> <li>• Absence of non-material incentives.</li> </ul>
<i>Main focus of the leadership</i>	<ul style="list-style-type: none"> <li>• Sales activities.</li> <li>• Profit increase. Increase in number of foreign passengers.</li> <li>• Presence of the customary senior crew.</li> </ul>
<i>Lessons learned</i>	<ul style="list-style-type: none"> <li>• Well-designed and structured system of motivation.</li> <li>• Desire to listen to employees.</li> </ul>

#### **4.2. Compensation system.**

According to McMullen et al (2007), it is necessary for managers to understand ways of the reward system. Managers of the researched company consider their compensation systems as “dead”. Leadership is not sure that such a system can lead to a positive effect. The author of the thesis believes that the structured and controlled compensation helps to gain necessary business results but do not causes the fulfillment of official duties.

Nowadays, main problems of motivation system in Russian Federation are undeveloped methods of non-material motivation. Employees who work on water are provided with medical insurance, food, uniforms and accommodation on the ship automatically. Therefore, the staff does not consider these as compensation. McMullen et al (2007) states that there is no one and the best compensation model for everybody. At the same time, company can use an existing system but it has to be adopted and supported with a corporate culture.

*In the formation of the compensation package, HRM department should take into account the financial position of the company, as well as the*



*characteristics and needs of the staff. For the river transport company, it is recommended to create a comprehensive compensation package.*

*(Interviewee 6).*

Based on the type of company, the analysis concludes that the development of the compensation package should serve several objectives. It should improve company's image in the labor market, develop a corporate culture and optimize costs that are spent on employees.

*In case of seafarers, it is better to provide the compensation package at the expiration of the probationary period. The information related to the compensation package can be communicated to candidates during the interviews in order to enhance the attractiveness of the firm.*

*(Interviewee 7).*

This quote is the opinion of the Chief Housekeeper from one of the ships. According to Shields (2007), it is necessary to implement and to manage compensations to maintain a favorable climate in the company and to prevent so-called "empty promises", which can be negatively perceived by the team. It is advisable to introduce compensation package that would be of interest to each group of staff. Each employee will be able to receive such compensation which is preferable to him. Therefore, it is necessary to examine the relevance of proposed package by ascertain needs of company's staff.

*We are ready to help our employees within their working tasks. Everything should be balanced so we want our staff to be able to work without heads of their departments. In this case the responsibility issue will be fully understandable.*

*(Interviewee 8).*

Company developed the mentoring system as a part of compensation package, where at any time of day or night a junior employee can ask for help from his supervisor. He necessarily

gives an employee the required advice related to the situation. This kind of dialogue helps to cope with possible risks, prevents accidents and increases the safety management system. Mentors can be both present employees and employees who have retired. If necessary, mentors can be called to work and asked to sort out prevailing complicated situation. The experience of such employees is priceless, so the leadership devotes time to this issue. It is unique that mentoring is presented as a part of compensation policy. So there are still some problems which are not solved by management.

*The process of training takes place within the boundaries of a certain time as some mentors continuously work on vessels. This type of training is intergraded in everyday vessel's operation during cruises.*

*(Interviewee 4).*

In accordance with employees who have worked in the company since its inception, mentoring is an effective way to transfer knowledge to junior crew. Today, this process is done for a "check mark", so mentors are afraid of losing influence in this matter. At the same time, newcomers do not fully understand the reason of mentoring to be included into compensation package. Such an attitude was evolved due to lack of time and large list of duties of the highest crew. On this basis, it is virtually impossible to allocate few minutes to train juniors, despite the fact that the size of the crews of all five river ships is not so big. In this case the biggest problem is the volumetric hierarchy of the ship. This means that the company's administration should reconsider some of the duties of employees who are assigned as mentors. For example, filling a large number of documents can be divided among other employees, capable to perform this task. In the meantime, mentors would be able to devote themselves to train junior crew.

According to Shields (2007), there should be balance between material and non-material rewards which managers can use in their work to reward employees. Satisfaction of social, development and financial rewards can attract and motivate people. Scientist believes that a proper reward system should be valuable, fair, legal, affordable and effective for employee and employer.

**Table 5.** Summary of the main findings.

<b>Main findings.</b>	
<i>Advantages of the compensation</i>	<p><i>For company:</i></p> <ul style="list-style-type: none"> <li>• Positive company's image.</li> <li>• Well-designed corporate structure.</li> <li>• Achievement of the desired result.</li> <li>• Administrative efficiency and simplicity.</li> <li>• Control and coordination of labor costs.</li> <li>• Maintaining of staff loyalty.</li> </ul> <p><i>For employee:</i></p> <ul style="list-style-type: none"> <li>• Auspicious working climate.</li> <li>• Existence of a sense of confidence and security.</li> <li>• Reward due to success.</li> <li>• Certificate of employee's recognition by the company.</li> </ul>
<i>Disadvantages of the compensation</i>	<p><i>For company:</i></p> <ul style="list-style-type: none"> <li>• Deterioration of the economic viability of the enterprise and its competitiveness.</li> <li>• Current activities of employees are consistent to the development objectives of the firm.</li> </ul> <p><i>For employee:</i></p> <ul style="list-style-type: none"> <li>• Subjectivity of the leadership in determining remuneration levels.</li> </ul>
<i>Lessons learned</i>	<ul style="list-style-type: none"> <li>• Attraction of a new staff.</li> <li>• Conservation with present staff.</li> <li>• Optimization of HRM costs.</li> <li>• Promotion of professional achievements of the staff.</li> </ul>

### **4.3. Evaluation system.**

Evaluation system is one of the main parts in HRM. It is focused on the decision-making process related to the changes of the compensation package with concrete material modifications for workers. At the same time, this system depends on decisions related to the development of the company (correspondence of HR to the organization's plans). Such system is connected with the assessment of the current activities of the entire organization and the identification of operational problems. The result of the procedure can be

subjective. This means that it bears the imprint of the person who certifies; otherwise it wouldn't be an evaluation, but simply the measurement parameters. (McMullen et al 2007: 24-25).

*The current evaluation system of the crew does not meet certain requirements, so it should be modern. Such system should take into account and reflect a number of factors such as strategic goals of the company, state of the environment, organizational culture and structure and characteristics of labor force.*

*(Interviewee 10).*

This quote of Guest Services Manager confirms the fact that the introduction of an adequate evaluation system would result positive outcomes. The introduction of a multi-level evaluation system, which is designed to achieve a number of objectives, can evaluate the activities of the seafarers, as well as the office staff. This can determine the potential of employees and can give opportunity to make right management decisions concerning the administration and seafarers. One of the main objectives of this process is the ability to identify potential employee's capabilities. Based on the necessity, an employee can be sent to additional training, or he can be encouraged and motivated.

According to Bruce (2003), one of the main errors of such system can occur in choosing its targets. If the system is carried out only in order to reduce employees or to get rid of unwanted individual staff, system advantages are reduced to nothing. At the same time, the mistake can be the disuse of evaluation results in further HRM work (training, job rotation, and work with the employee reserve). The evaluation system should not be carried out as a final event in the certification procedure. The results of this process can and should be used to improve the quality of such resource as staff.

It is worth to recall that the assessment should not be carried out for the sake of the procedure. It can be effective and objective only if it is devoid of signs of formalities, and the process outcome would result specific activities. The most important thing is that real

actions should be done in accordance with the objectives that were announced before the start of the certification.

*The selection of evaluation methods for each organization is a unique challenge, which can be only decided by the leadership. Our company has a stable hierarchical structure, so traditional methods can be effectively used. When choosing an evaluation system, it is necessary to pay attention to its consistency with other management procedures such as compensation, career planning and training, in order to achieve synergies and to avoid conflicts and contradictions.*

*(Interviewee 11).*

Due to certain circumstances, the current system is carried out only in the case of junior staff. It is recommended to enter a multi-level evaluation system, which would be distributed to office staff. When the company ignores necessary aspects of the evaluation system (objectivity of the evaluation or ensuring the confidentiality of the results, and unable to perform them) this procedure can bring a negative result for the company in the form of unnecessary conflicts and time expenditure.

*In our company, management periodically evaluates employees in order to check their effectiveness. Regular evaluation of the staff makes a positive impact on the motivation of employees, their professional development and growth. Meanwhile, the results show management the full picture concerning employees.*

*(Interviewee 3).*

Thus, with a clear system of employee evaluation, the head of the organization is able to take into account the recommendations of evaluation committees and to encourage staff in the established order.

The evaluation system is the basis for position transfers, promotions, awards, wage determination, as well as a demotion and dismissal. Company aims to improve the quality of employees and the level of their workload. Such system measures the amount of increase in productivity and employee's interest in the results of their work and the entire organization. Based on the evaluation results, HRM department optimally uses economic incentives and social guarantees, and creates conditions for a more dynamic and comprehensive development of the employee's motivation.

*Such system is relevant for the correction of the activities and behavior of employees, as well as to identify areas of work process which needs a high control.*

*(Interviewee 5).*

Machado et al (2014) suggests that the efficiency of the evaluation system depends on a high degree of firm's technological procedures and the ownership level of its experts who carry out the procedure. At the same time, the great attention is paid to the leadership installations related to employees, to the level of administrative competence and principles of the staff management policy.

With the evaluation system the company can introduce new motivational approaches which are utilized to work with the staff and improve communications within a firm.

*Evaluation system is one of the most effective ways to create and maintain a talent employee reserve. It allows our company to identify the most promising staff for their subsequent transfer to higher positions. In particular, the employee reserve allows firm to have enough experienced employees every navigation season who know the specifics of ship operations. Thus, HR department can minimize the process of hiring using external sources.*

*(Interviewee 6).*

For many today's companies, this system has become one of the basic elements of a corporate culture. It is necessary to clearly define the frequency of the evaluation activities. Firstly, it is required to ensure that measures are effective. Secondly, a clear allocation will not overload employee's work.

*Our company conducts the staff certification. The audit reports include relevant reports and ratings. The leadership evaluates the employee's performance in terms of company's standards.*

*(Interviewee 4).*

According to Shields (2007), it can be said that goals of the evaluation system may be divided into three groups. The first group is the administrative goals which include the increase or decrease in career, transfer from one work position to another and the termination of the employment contract. The second group is informational goals. Employees are informed of their performance and quality of the work. The third group is motivational goals which include the rewards in the form of bonuses, acknowledgment and finding reserves for performance reasons. At the same time, this group affects motivation of employees and their interest in the results of their activities and the company as a whole.

**Table 6.** Summary of the main findings.

<b>Main findings.</b>	
<i>Main motives of the evaluation system</i>	<ul style="list-style-type: none"> <li>• Allows further study of staff, improves their selection, placement and use.</li> <li>• The possibility to form solutions based on the evaluation.</li> <li>• Stimulates the development of employee's creativity and their initiative.</li> </ul>
<i>Main objectives</i>	<p><i>For company:</i></p> <ul style="list-style-type: none"> <li>• Obtains information for management decisions.</li> <li>• Obtains information for the ongoing work with employees.</li> <li>• Affects the level of employee's commitment and loyalty to the company and their involvement in the overall strategy.</li> </ul>

	<ul style="list-style-type: none"> <li>• Determination of the right wages system. <i>For employees:</i></li> <li>• Identifies gaps in the work of the staff for their further removal.</li> <li>• An opportunity to prove the employer that the employee is a competent specialist, possessing necessary skills and a high level of professionalism.</li> <li>• To get promotion through the hierarchy.</li> </ul>
<i>Lessons learned</i>	<ul style="list-style-type: none"> <li>• Formation and change of the system of staff motivation and stimulation.</li> <li>• Allows the usage of accumulated material in subsequent evaluation processes.</li> <li>• Improves the culture of management and democratic principles of the HRM policy.</li> <li>• Ensures the social protection of the employee in market conditions and the increased living costs by wage differentiation.</li> <li>• Properly carried out evaluation system has a positive effect on all aspects of the activities of managers and specialists.</li> <li>• The employee behavior change in connection with the new objectives of the enterprise.</li> </ul>

As a result of evaluation and motivation system as well as the compensation package, the author obtained possible results for the company which may include:

- Growth in labor productivity.
- Increase in the proportion of employees with higher education (it is expected that 40% of employees must undergo higher education diploma).
- Discipline and responsibility strength.
- Introduction of employees' proposals. The material interest of staff increases the possibility to benefit the company. New and unique ideas would lead to additional bonuses due to the performance of the fruitful work.

Each of the suggested methods of motivation in this chapter is fairly easy to implement in a daily management practice. Implementation of these methods do not require serious means, however may lead to increased job satisfaction among employees in the company.



## **5. CONCLUSION.**

This chapter represents key findings of the main topic based on the literature review (theory) and interview (practice) parts of the study. The research question and objectives are examined. Finally, last part of the chapter considers study limitations.

### **5.1. Key findings.**

The relevance of the thesis is the creation of a new management technique within a market-oriented economy which helps enterprises to find modern ways of doing business and building trust among employees. The task was to review motivation in an international corporation to answer the main research question. Due to the fact that the topic is not new, there was a certain amount of theory which was suitable for the research. The author presented the most famous motivation theories from international and Russian scholars. Therefore, the Russian context of motivation was integrated to the thesis.

The most important and difficult factor in the efficiency of activity on the part of motivation is the employee's satisfaction with his work. Chandler (2008) considers that the feeling of the "work done" and satisfaction from this contribute to the improvement of labor productivity. Consequently, not only work satisfaction increases the efficiency of activity, but efficiency of work increases the degree of work activity. So there is interdependence between the listed variables.

According to Domsch et al (2007), there is no final structure, process and typology of motivation in Russia at the present stage of development of science. It should be noted that the current socio-economic conditions related to the low level of salaries of employees of many organizations contribute to the crisis of motivation.

Thus, analysis of the study showed why it is necessary to develop motivation among employees and to use material and non-monetary forms of incentives. The usage of motivation approach brings positive outcomes in work performance and compensation practice for all companies.

## **5.2. Summary.**

As a result of the study, the concept of “motivation” was revealed as well as its role in the HRM system of an enterprise in the current economic conditions. According to Shields (2007), the management process of staff motivation is seen as a way of motivation’s amplification of employees (internal motivation) and incentives (external motivation) for them to do work effectively. That is why often the determinations of motivation and incentives are perceived as synonymous. Motives which can drive an employee of the presented company are immensely complex. They are liable to common changes and are influenced by a great amount of factors. These factors are skills, education, social status, material well-being, public opinion and public acceptance. Therefore, predicting of the behavior of staff members in response to diverse incentive systems is complicated.

Main trends of development of motivation systems of the analyzed company are: focus on strategic approaches, attention to inner motives of work process, implementation of participatory campaign to the motivational process, the active development of economic and socio-psychological methods of stimulation, development and other trends.

The diversity of different motivation strategies has undergone great changes in management practices. For a long time, it was thought that the sole and sufficient incentives induce the employee to work effectively was a material reward. McMullen et al (2007) states that motivation as a managerial aspect should be presented through the frame of incentives and actions. These could lead an employee towards positive or negative effects in terms of meeting his requirements or achieving his targets. The HRM department should build a motivational structure, with which it guides the working process to the desired direction. Motivation is the action of specific motives that determine the choice of a profession and the lengthy fulfillment of duties associated with the position. It is a set of internal and external driving forces that induce a person to work and give this activity a direction oriented towards achieving certain goals. Bruce (2003:34) considers that managers and leadership should think about their staff. Knowledge of employee’s needs can open the right way for motivation and remuneration system.

Like any other type of motivation, it is influenced by external and internal factors that can be both permanent and temporary. According to Herzberg (1993), it is both relatively stable and relatively variable. Depending on the psychological characteristics of the individual and the external circumstances of his/her life activity, motivation of one person can generally be maintained for several decades, and the motivation of another person can change completely in a significantly shorter period.

McMullen et al (2007:27) believes that employees are motivated to do their work when they see bonds between their job and company's goals. Managers should explain reasons of earning compensation and how this connects to person's individual targets.

According to McClelland (2014), the general pattern of the force's influence of current motives on the effectiveness of professional activity is the quality of activity which is the best with an average level of motivation and, as a rule, worsens when it is too low or too high. The most important factor related to motivation is the strength of actual motives in the structure of motivation. Due to weak expression of motives in a person, the presence of motivation can be compensated by many shortcomings in the level of a number of professionally important qualities.

Thus, the practical significance of the study is connected to the data obtained in the work which can be used in the consultation work. The results of the study can be adjusted to the HRM system of the case company studied by the author.

### **5.3. Limitations of the study.**

Several limitations were indentified in this study. Firstly, the overall results are limited due to the perspective that the company employs people from different countries; it is highly likely that they may have different opinions on the same question. The mentality of one country is clearly different from the mentality of another, even despite the fact that employees have been working in the Russian Federation for many years.

Other limitations exist in relation to employees' wiliness to tell information about their company using questionnaires. The author has concluded that some answers were not

enough honest and few illations were based on personal comprehension of interviewers related to the discussion. Finally, the theoretical structure covers the survey of literature sources and information received by empirical research. It includes possible tools which can be implemented to the company's HRM system.

Today the big number of classic theories deals with the subject of motivation. This problem is widely viewed today in the scientific and journalistic literature. Researchers while studying the structure of motives and incentives of HRM managers may have conducted sociological research on the characteristics and trends of motivational development sphere of work today. At the same time, the classic theories of motivation attempts to adapt to modern aspects of life conditions in distinct ways. This impedes the real usage of motivational technology and its methodology. Here limitations are connected to a large amount of information and so it can be difficult to handle by HR manager.

Finally, models of motivation revealed by an author do not contain their full process of implementation within the company. Current research mostly focused on the opinions of employees. In this context it is valuable to continue research focusing on employers. Moreover, it could be worth to concentrate on different river transport companies to analyze precisely the research topic as it could lead to its new understanding.

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## **APPENDIX 1. LIST OF QUESTIONS FOR THE INTERVIEW (ENGLISH).**

### **Background information of an interviewee.**

1. Name:
2. Age:
3. Position in the company:
4. Name of the ship (if suitable):
5. Level of education:
6. Experience in the company:
7. Date of an interview:

### **Part 1. Overview.**

1. What is the size of the company? How many ships does it operate? How many employees are working for it?
2. What kind of education do you need to get a position at the company? Is it necessary to have a working experience to apply for the position?
3. Is it possible to move from one ship to another?
4. Can you go up the career ladder? How much time can it take you?
5. What are the advantages of the organization you are working for? What would you improve in the company?
6. Does your company have a compensation package? What does it include? Are you satisfied with it?
7. What do you think about evaluation system at your company? Does it meet conditions of XXI century?

### **Part 2. Motivation system.**

8. Are you satisfied with your job?
  - *Yes.*

- *Rather yes than no.*
  - *More likely no than yes.*
  - *No.*
9. How often do you run into problems at your workplace?
- *Very often.*
  - *Often.*
  - *Sometimes.*
  - *Never.*
10. What do you value most in your work? Give one or two answers.
- *I decide what to do and how to do it.*
  - *It gives me opportunity to manifest what I know and can do.*
  - *I feel useful and necessary.*
  - *I earn relatively well for her.*
  - *I appreciate especially nothing, but this work is well known and familiar to me.*
  - *Other:*
11. In the case of a job change, what can keep you in the company? (Choose multiple answer options).
- *Salary increase.*
  - *Opportunity for career growth.*
  - *Additional leave.*
  - *The ability to show independence in problem solving.*
  - *Other:*
12. Please rate the system of motivation incentives in the company.
- *There are no moral incentives.*
  - *There is a stimulation process but it is not enough thought out.*
  - *I am quite satisfied with the current system of motivation.*
  - *Nobody needs incentives; company just should pay more money.*
  - *Other:*
13. What types of incentives do you consider as the best for you?

- *Manager commendation.*
- *Certificate of honor.*
- *Mentoring system.*
- *Sense of belonging to the company, respect, recognition from colleagues and leadership.*
- *Sense of the usefulness of the work, awareness of the affairs, plans, prospects of the company.*
- *Interesting, challenging work that requires growth of skill and responsibility.*

14. What factors affect your job satisfaction?

- *High salary.*
- *Good working conditions.*
- *Updated technologies.*
- *Bonus system.*
- *Comfortable atmosphere within the team.*
- *Compensation package.*
- *Other:*

15. I am attracted to:

- *the process of acquiring new knowledge and skills.*
- *doing my job at the limit of my abilities.*
- *the process of the work that brings clear benefits to others.*

16. I am interested in:

- *doing a job better than others.*
- *learning to do what I did not know before.*
- *doing those things that attract attention.*

17. I am sure that:

- *the most interesting in work is its process.*
- *the most interesting in work is its result.*
- *the most interesting thing about work is how important it is for other people.*

## **APPENDIX 2. LIST OF QUESTIONS FOR THE INTERVIEW (RUSSIAN).**

### **Информация об участнике интервью.**

1. Имя:
2. Возраст:
3. Должность в компании:
4. Название теплохода (если необходимо):
5. Образование:
6. Стаж работы:
7. Дата интервью:

### **Часть 1. Общие сведения.**

1. Каков размер компании? Сколько кораблей работает в компании? Сколько сотрудников работает на неё?
2. Какое образование вам нужно, чтобы получить должность в компании? Нужно ли иметь опыт работы, чтобы претендовать на должность?
3. Можно ли перемещаться с одного корабля на другой?
4. Можете ли вы подняться по карьерной лестнице? Сколько времени это может занять?
5. Каковы преимущества организации, в которой вы работаете? Что бы вы улучшили в компании?
6. В компании есть компенсационный пакет? Что он в себя включает? Вы им удовлетворены?
7. Что вы думаете о системе оценки персонала в компании? Отвечает ли она условиям XXI века?

### **Часть 2. Мотивационная система.**

1. Довольны ли вы своей работой?

- *Да.*
  - *Скорее да, чем нет.*
  - *Скорее нет, чем да.*
  - *Нет.*
2. Как часто вы сталкиваетесь с проблемами на работе?
- *Очень часто.*
  - *Часто.*
  - *Иногда.*
  - *Никогда.*
3. Что вам нравится больше всего в вашей работе? Дайте 1 или 2 ответа.
- *Я решаю, что и как делать.*
  - *Возможность показать, что я знаю и могу.*
  - *Ощущение себя полезным и нужным.*
  - *Хорошо зарабатываю.*
  - *Ничего не ценю, но эта работа мне известна и знакома.*
  - *Другое:*
4. В случае смены места работы, что вас удержит в организации? (Выберите несколько ответов).
- *Увеличение заработной платы.*
  - *Возможность карьерного роста.*
  - *Дополнительный отпуск.*
  - *Возможность показать самостоятельность в решении проблемы.*
  - *Другое:*
5. Пожалуйста, оцените систему мотивации в компании.
- *Нет морального стимулирования.*
  - *Моральное стимулирование присутствует, но оно не продуманно.*
  - *Я доволен существующей системой мотивации.*
  - *Никому не нужно моральное стимулирование; компания просто должна платить больше денег.*

- *Другое:*
6. Какие типы стимулов вы считаете лучшими для себя?
- *Похвала от руководства.*
  - *Почётная грамота.*
  - *Система наставничества.*
  - *Ощущение принадлежности компании, уважение, признание коллег и руководства.*
  - *Ощущение полезности работы, информированность о делах, планах и перспективах компании.*
  - *Интересная, сложная работа, которая требует роста навыков и ответственности.*
7. Какие факторы влияют на вашу удовлетворенность работой?
- *Высокая заработная плата.*
  - *Хорошие условия труда.*
  - *Усовершенствованные технологии.*
  - *Бонусная система.*
  - *Комфортная атмосфера в команде.*
  - *Компенсационный пакет.*
  - *Другое:*
8. Мне нравится:
- *Процесс приобретения новых знаний и навыков.*
  - *Выполнять работу на пределе своих возможностей.*
  - *Процесс работы, который приносит пользу окружающим.*
9. Мне интересно:
- *Делать работу лучше, чем другие.*
  - *Изучать то, что я раньше не знал.*
  - *Делать те вещи, которые привлекают внимание.*
10. Я уверен, что:
- *Самое интересное в работе – это процесс.*

- *Самое интересное в работе – это результат.*
- *Самое интересное в работе – это то, насколько она важна окружающим.*