

IDENTIFICATION OF EMPLOYEE MOTIVATORS
AND PROPOSALS FOR IMPLEMENTING
MOTIVATING PRACTICES IN SMEs
Cases: Automobile Technologies Ltd and
TrulyProtect Ltd

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<p>Business owners and managers regularly look for methods to motivate their personnel. Motivation has an influence on employees' working performance, well-being and loyalty. Small and medium sized companies are different from big corporations by its corporate size, structure and business barriers which they face. Thus, SMEs may be in need of distinct ways to motivate employees for long-term and successful working relationship. The objectives of the study were (a) to find out core motivators for employees working in SMEs, and (b) to create suggestions for managers on how this study can be used in order to create motivational strategy for employees. The topic was studied as both of case companies experienced lack of same kind of research.</p> <p>The theory base for the research includes key concepts and prior research findings of motivation from human resources management field. The observational part was conducted within two organizations via qualitative study. Primary data were collected through Skype semi-structured interviews, and in total, 17 informants participated. All the interviewees matched with the research requirements and represented diverse cultural and corporate backgrounds. Interviewing stopped when the point of saturation was reached. After interview results were transcribed and analyzed, findings were reported according to guidelines.</p> <p>The qualitative research results pointed out core motivators of employees working in case companies. Also suggestions to managers were given in order to raise the level of workers' satisfaction in the companies and boost their loyalty to the following SMEs. The findings gave support to various earlier theories, and made a match with both standard need-based and process theories with psychological side of people thinking processes-mindsets. To conclude ideas for further research for motivational issues in SMEs presented.</p>		
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1 Introduction

1.1 Background

In order to become successful, companies need skillful, cooperative employees who are motivated. Furthermore, if one is a prosperous firm already, than there is definitely more than one skillful person working in it. It might be easier to recognize the process of a company operating if imaginaning a structure of an onion, where every layer is assigned to a job position within the same company. Now it comes to your own imagination if the CEO is in the initial layer or the one which is on the top. Nevertheless, employees can be in the middle as layer 1 due to the fact, that all of them are working together and, as a result, create and maintain a company as a business unit. That is why it is hard to think of a more priceless asset for any company than its employees.

The job of managers is to assure that employees work efficiently in a company. To achieve this, it is no doubt that managers must know what best motivates people. (Cotton 1988, 90.) However, that can only sound as an easy duty while, in fact, managers have to deal with numerous issues on their way to have well-being working places. It might be mistakenly considered that all employees have same level of motivation which is determined by their needs. Human needs were classified by Abraham Maslow in the year of 1954 in a way of human needs hierarchy, where primitive ones are at the bottom of the hierarchy, while greater needs are at the top. An interesting notion is that needs may be diversified among distinct employees. If physiological demands, such as food, sleep and other, can be quite same for employees of all ranges, than higher demands, such as self-actualisation needs, may be distinct. Thus, those managers, who assume that all employees can be kept motivated by same means, may face serious human resources issues such as frequent employee turn over or low-quality performance.

Understanding of what motivates people to do their work better is a complex subject due to various reasons. First of all, all individuals are different and see their dream workplace in their own way. Since one company may serve as a working place for a diverse amount of people, managers must be eligible for creating a strategy which

will motivate each employee separately as well as a unit. Secondly, motivation is a demanding concern as one can stop being motivated once a human got satisfied with his original need. Along these lines, staff motivators have to serve as long-term ones if an organisation is interested in retaining its workers for longer periods of time. Additionally, any work motivator is most efficient in use while accompanied by a 'hygiene' factor, which meaning is explained later in the research, which does not make employees satisfied, however, its absence stimulates dissatisfaction of workers. (Cotton 1988, 92.)

The field of human resources management has been studied beginning long in the past as well as the matter of what motivates people in terms of their working performance. However, the idea of this research goes further than making a list of employee motivators. The matter for developing this topic occurred when the author of this thesis accomplished her practical trainings in Russia in the small and medium sized company (SME) named Automobile Technologies Ltd. There was a concern about high rate of employee turn over. The phenomenon appealed to be interesting as the salary rate in the company was above the middle standard according to the city standards. Nevertheless, monetary benefits did not serve as a suitable motivator to the company's employees. Moreover, author's assumption that such research may be useful for the company's senior managers got proven by Automobile Technologies Ltd and, thus, the topic for the research was defined.

Nevertheless, the conclusions made within the research could be seen more or less inadequate if the results would be based only on the data gathered from one SME. The second company was chosen to be the case in the research .TrulyProtect Ltd, which was an Israel start up in the field of cyber security at the moment when the author became part of the team within the project studies. The organisation was on its way of entering Finnish market by gathering clients in the cities of Finland. TrulyProtect has its branch in Finland, Jyväskylä represented by the country manager.

The case companies represent distinct industries and operate within different markets. However, both of them are belonging to the group of SMEs and both of them have traditional employer-employees hierarchy. As a result, the information gathered from these two companies covered employees of three countries: Russia,

Israel and Finland. This, in turn, is enough for building a hypothesis about what are the real motivators for employees in SME companies and how this knowledge can be useful for managers.

1.2 Research questions and objectives

The main objective of the research is to find out what are the main employee motivators and how this knowledge can be implemented by managers especially in the case companies chosen for this exploration. Due to the fact, that Automobile Technologies company outsources human resources function and TrulyProtect Ltd also do not have such department, the research may appeal to be useful to both of them. However, there is a chance that the studies held within this exploration may be helpful to other companies as well.

The research will be based on theoretical frameworks, which has been existing already, as well primary data gathered from the case companies, and the research objectives are formulated in a general way without a focal point on those organisations. The research questions are:

- What are the main motivators for people working in SME companies?
- How managers can inspire staff to improve their working performance?

One of the objectives is to establish a framework representing employee motivators based on what is known already within the field and the data gotten from the case companies. The purpose of this framework is to serve as a useful tool for human resources managers and/or other senior executives in terms of implementing various motivators for managing working behavior and effectiveness of their employees. In addition, the purpose is to streamline the research with the working processes of both case companies in order to accommodate those with a fresh view on what matters to them- working relationship with their employees.

Since there are two case SMEs taken into account, another objection is to evaluate approximate level of motivation among employees in each case. Find similarities and differences and bring a conclusion based on this information. This comparison

should draw main motivators for employees working in SMEs and suggest a strategy for managers to be undertaken.

1.3 Automobile Technologies Ltd (Case company)

Automobile technologies Ltd is a company which started its official existence in the year of 2000 in St.Petersburg, Russia. It all started on the basis of tourists coming to the city and ordering big busses for sight seeing tours. With the matter of time the company has been developing and extending the list of its services and customers. It stopped being only about the tourism couple years from the beginning when totally different group of clients appeared.

At present day, Automobile Technologies Ltd work with different groups of clients such as, for instance, president administration department, russian celebrities, plant workers and tourists as well. All in all, the company is eligible to offer a wide spectrum of services including transfers by passenger cars with professional drivers, mini-busses occupied at events, such as weddings and birthdays, large-scale busses used usually for transporting sportmen and tourists as well as city-type busses operating in terms of moving people from metro stations to shopping malls and the opposite way round.

The company's mission is to serve a good quality service at capable prices to all of their customers. The company is proud of having numerous long-term relations with regular customers lasting already for years as well as having an opportunity to serve new customers by delivering a high class service. At present day, there are 90 employees working at this medium-sized enterprise.

Within the analytical part of day-to-day operations, management department had determined that 60% of its company's turnover for the year of 2014-2015 was earned by providing large industrial enterprises with transportation services for employees working at those places. Cooperating with large shopping malls also one of the main profit resources as well as serving for numerous tourist groups. The model below illustrates profitable sectors and the shares of earning by percentage.

The figure is shown on the next page.

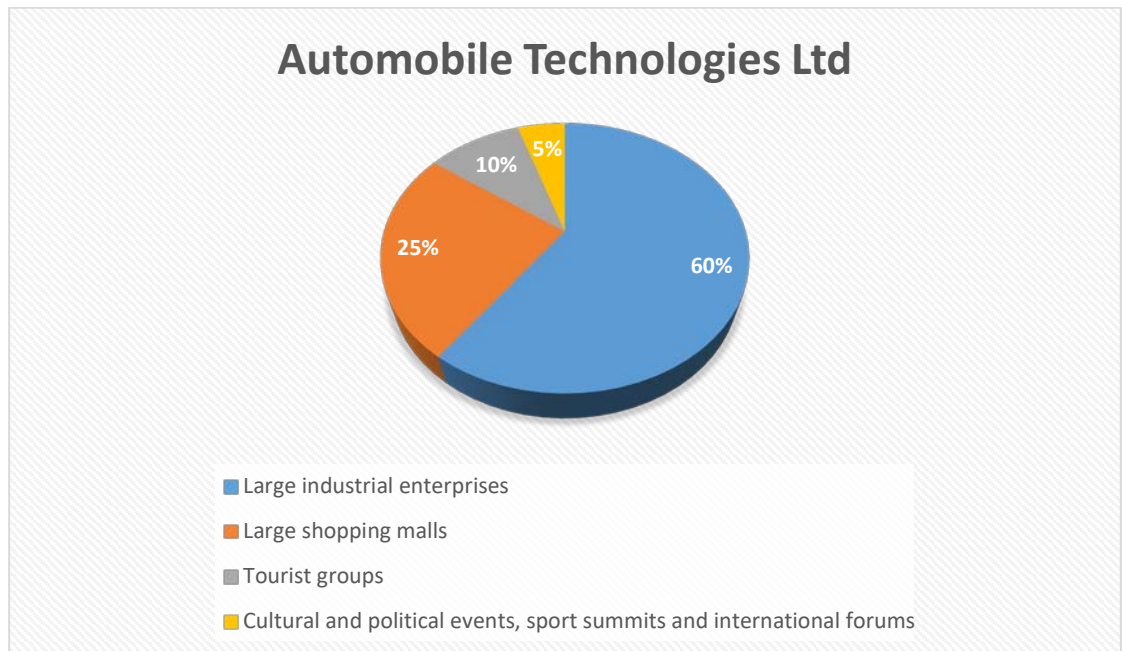


Figure 1. Automobile Technologies turnover in the season 2014-2015 by customer groups. Source: Automobile Technologies LTd

Most of the company's employees have their day-to-day duties outside of the office, such as vehicle drivers and members of mechanic department, meanwhile others have more stable working arrangements at the office. The human resources function has been outsourced by the company.

1.4 TrulyProtect Ltd (Case company)

TrulyProtect is a small-sized enterprise which was established in Israel and has a branch office in Finland. Employing in total 7 members, this start-up has been chosen as one of the best 500 cyber security software companies in the world. The company provides various customers with the service based upon their own patented technology, which makes TrulyProtect a unique startup. The company suggests enterprises to keep their data protected by pure encryption and offer them a seamless integration, which allows to apply the company's service easily integrating with already existing platforms. Furthermore, the startup has developed a solution which is capable of changing the gaming technology by making people eligible of setting up impenetrable locations with the use of your device, even from the OS, which makes any security attacks worthless.

The company does not have a human resource management department neither in Israel nor in its branch office in Finland. However, the company is looking into prospecting future and does not mind to have such department in coming years.

1.5 Research process

People always conduct small or crucial researches in various situations. Managers research before a company enters a new market as well as regular people make investigations, when they want to purchase something, for instance, a car or a house. It is common to believe that research in business area does not differ much from regular problem solving in practice. However, research is not the same due to the fact that every research is completed in order of accomplishing a certain objective, based upon precise methods and is held in a systematic way. Meanwhile, research methods are known as guidelines and actions, and can serve as means for solving any problems. (Ghauri & Grønhaug 2002, 8-10, 34.)

The author describes research methodology and approach precisely in chapter 3.1. This part of the research simply illustrates how the work was accomplished systematically.

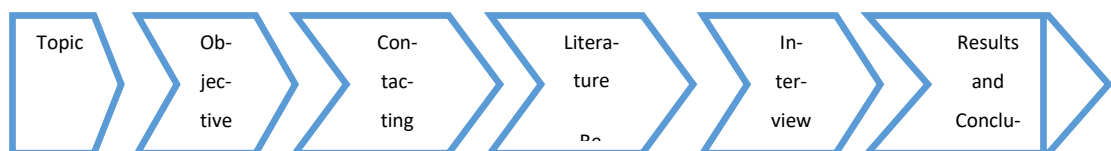


Figure 2. Research process display created by the author

The figure demonstrates the essentials of the research. The topic was chosen according to author's interest in human resources management. The researcher also took into account the fact that this topic of studies may be valuable to case companies, which never had any similar study. Thus, the author came up with the objection to study employees' motivation in SMEs and created a framework, which can assist managers in understanding the matter. At the same time, the author created two research questions and answering those would help to conduct a successful research. The author contacted potential case companies before literature review to make

sure that those SMEs are interested in the topic of this research and agree to participate in primary data collection. After getting positive answers from both enterprises, the author got familiar with secondary data on the same topic and previous research, which somehow relate to the research objectives. Interviewing started during literature review with the aim to save time. After interviews were transcribed and analyzed, the researcher presented results and came up with conclusions and possible ideas for a further research.

2 Motivation management in SMEs

2.1 SMEs

Companies are called SMEs if they employ less than 500 workers, according to the United States of America, and less than 300 workers, for the European Union. SMEs differ a lot from big companies, which overshadow them in a world-wide perspective. According to statistics, small and medium-sized enterprises have few processes to run outside of their country of origin. Difficulties for entering international market could be a result of cultural and language barriers as well as disparities in legal systems. While there are natural barriers occur, such as financial difficulties on entry issues boosted by the government, there also can be prudent difficulties, which block smaller businesses from gaining a market share, such as property rights and innovation. (Zoltan, Yeung & Yin 2010, 4, 45-51.)

Thus, there is no doubt that one of the case companies, TrulyProtect, experiences certain difficulties while trying to settle in Finland. However, the fact that both case companies, chosen for the the research, are not fully developed in terms of international operations, does not harm the research as it does not influence studying of employee motivators. On the opposite, some barriers for SMEs unite employers and employees to work together on solving such problems, which may even serve as a motivator for both, managers and staff.

SMEs have a catalytic meaning for economy in various countries. They provide population with working places, generate healthy competition, fill markets with new products and services and fulfill needs of larger enterprises. In economically-developed countries SMEs have good prospects for potential growth and financial success as such governments actively support smaller businesses. For instance, in Europe and the United States of America, SMEs are represented by middle class and actively participate in stable economy development and employment rate settling. Thus, around 50-70 percent of GDP is produced by small and medium sized companies in economically developed countries. Furthermore, countries with appropriate business climate have numerous SMEs. Smaller enterprises favor countries with sufficient financial support and legal systems as it provides less obstacles for potential growth. The United States gives roots for over 7 million small and medium enterprises with less than 500 employees in each, while, for example, in France, over 3 million of SMEs have been registered in first decade of the twenty first century. Moreover, SMEs in European countries give working places to over than 60 percent of population and stand for 65 percent of turnover in companies located in Europe. Such numerical data illustrates that small and medium sized enterprises have a big value for countries, though do not always get enough of financial support by the government. The author originally translated this part of literature review part. (Kalinin 2011, 1-9; Sogorb 2002, 3.)

Small and medium sized business enterprises own distinct from bigger companies organizational structure. SMEs' business architecture is commonly smaller and has lower degree of intricacy. These two variables are working in combination. Low size of SMEs result in smaller amount of workers and working positions; this leads to smaller number of working divisions, which, in turn, means less need for control and supervision. In other words, in SMEs' there are usually only 2 levels of hierarchical pyramid, which makes relationships between staff and employer closer and easier. At the same time, SMEs practice lower formalization of its activities. Formality of business operations partly depends on how big the company is, thus small and medium enterprises do not need to describe their actions and policies in a formal way. High human extent and low formality in SMEs result in informal elements, which have close relation with formal ones. For instance, close and unofficial relationships

among colleagues and between employees with managers result into less formal business atmosphere. Furthermore, SMEs are less diversified in operations than bigger enterprises. Smaller company size results in less business activities, which a SME can afford to produce. Thus, usually SMEs are known for a single business activity as catering, automobile service, cyber security, etc. It is difficult to find a small or medium size company producing, for instance, soft drinks and, at the same time, organizing sport events. Additionally, it is often the case that the entrepreneur is the one, who has power of managerial decisions. Thus, SMEs experience decision making centralization. (Nicolescu 2009, 407-410.)

Because small and medium size companies are different from bigger organizations, they face certain obstacles on their development way. SMEs have obvious issues with investing large amounts of sums into knowledge acquisition, human resources training and education. Furthermore, due to its characteristics of management structure, many SMEs face lack of management experience together with strength inequality in comparison with large corporations. Nevertheless, SMEs have a range of benefits in its nature. For instance, its managerial structure is much less complicated than in big corporations. This may serve as an advantage in terms of making knowledge sharing, cooperation and effective communication much faster and easier. Also, less formal structure of such enterprises improve employees' decision making time limits, job commitment and fasteners of reaction towards changing market climate. (Egbu 2000, 86.)

2.2 Motive and motivation

Such terms as 'motive' and 'motivation' can be simply confused with each other because they sound similarly. However, a lot of studies and research were conducted with the purpose to distinguish differences between the terms. Motive is a reason for undertaking some action. Motive is an answer to such question as 'why did he steal a car?'; he stole the car because his motive was to acquire an expensive car and sell it in order to earn money. However, motive is not necessarily a negative term as one's motive can cause a positive action such as, for example, becoming a doctor, where the motive is helping people against diseases. All in all, motives are the rea-

sons why the action was done and why certain behavior was presented. It is not a coincidence that while talking about motives, the word 'why' is often used. This is because motives clarify why something was done but not how or what has happened. Besides, not all of the reasons for actions and behavior are on the surface and those of them, which are not clear or 'hidden', known as ulterior motives. Motives should be carefully studied in various scopes and in distinct contexts. For instance, teachers have a great advantage, if they know the motives of their students as this, in turn, helps to create a unique lesson structure, which would involve and keep interested students. (Lefrancois 1997, 346-347.)

The relationship between employers and employees has changed tremendously due to different factors such as globalization, demographical alterations and others. Flexible work hours, part-time job, health insurance and many other bonuses come along with employees around the world. Along with bright side of staff satisfaction hard times for employers came. Working conditions became much more malleable and employee-oriented, and so it is harder to find the ways to motivate employees for a better work and manage their office behavior. It is time for change because offering competitive salaries is not enough to keep employees interested and passionate. An easiest explanation of such phenomenon is a simple observation of human life over the years. In general, population is not happier than decades ago, although our incomes have doubled. This leads to a logical notion that money does not bring happiness to all people and that is why cannot serve as a motivation factor to every simple employee. Numerous statistic reports have proved the fear of many employers about retaining their workers motivated by presenting the figures of how many employees are 'fully engaged' with their working processes in different countries and so, for example, about 40 percent of workers in North America are totally engaged into their work place happenings, while Europe and China are showing lower results. (Maitland & Thomson 2014, 5-7.)

2.3 Development of motivation understanding: need-based theories

History is eligible to demonstrate us a wide collection of past convictions, which are not necessarily relating to the subject of a present matter. However, some part of

historical beliefs may be sufficient in figuring out our current understanding of human actions in a general way as well as in a specific context. What comes to human motivation, the instincts are in the middle of motivation formation. Those are known as complicated, species-specific and relatively unreasonable behavioral arrangement, which can be easily illustrated by animals, for instance, self-protection instinct or bird migrations. Despite the fact that instincts are commonly linked with animals, people also have instincts. But what is common, that instincts serve as a reason for those actions, which cannot be logically explained or modified. One important notion in terms of instincts is that naming it does not help in understanding human behavior or predicting certain actions. According to Lefrancois, if people fall in love with each other, it is a clear fact that humans have an instinct for doing so, and the existence of such instinct is proven by people falling in love, and the opposite way round. One of the most known human aptitudes is a maternal instinct, which can have a specific term, but does not specify in which way actions will be undertaken or how those could be predicted. Motivational patterns explained by instincts may have some value, especially, in animal-related studies, though human motivation is a more complicated case which derives from various things, such needs, essential instinct, habits and others. (Lefrancois 1997, 348-349, 351.)

Another well-known historical explanation is known as psychological hedonism, which idea was opposed among various researches with the matter of time. The basis for this historical theory is a self-concern idea that the only motivation one can have, derives from avoiding pain or boosting the feeling of pleasure. According to psychological hedonism view, human actions are motivated by their own targets, because only own well-being and happiness are the matters of concern. This historical view may appeal selfish but there is no need to worry that psychological hedonism is the basis of human motivation as numerous researches and scientists have been criticizing the theory and presenting evidence against it for decades. (Lemos 2004, 506-507, 525.)

Maslow's need theory

Third historically occurred motivation concept is named as need-drive theory. This motivation theory explains human actions through their desire to fulfill physiological

and psychological needs. Not surprisingly, human needs depend on time and place as those can be weakened or powerful and may be influenced by the surroundings. It is common to refer to Maslow's hierarchy of needs, created in past century, in order to understand core human needs. Maslow's theory, based upon the needs structure, argues that all human beings, including company workers, are highly motivated by gaining or keeping certain status, within which their needs are satisfied, and by maintaining specific cerebral wishes. This theory makes easy to understand what managers are supposed to do: to create a workplace climate that will satisfy employees' needs. (Ramlall 2004, 53-54.)

Maslow's need hierarchy is well-known and has been used for numerous researches. Overall, it is common to count five categories of human needs, starting from basic and ending at high-level needs. The figure below illustrates the needs and shows the ways to satisfy these needs in terms of working place conditions.

Need	Examples
1. Physiological	Cafeterias Vending machines Drinking fountains
2. Security Economic	Wages and salaries Fringe benefits Retirement benefits Medical benefits
Psychological	Provide job descriptions Give praise/awards Avoid abrupt changes Solve employee's problems Working conditions Heating and ventilation Rest periods
Physical	
3. Affiliation	Encourage social interaction Create team spirit Facilitate outside social activities Use periodic praise Allow participation
4. Esteem	Design challenging jobs Use praise and awards Delegate responsibilities Give training Encourage participation
5. Self-actualization	Give training Provide challenges Encourage creativity

Figure 3. Satisfaction of employees' potential needs with examples. Source: Ramlall, S. 2004. A Review of Employee Motivation Theories and their Implications for Employee Retention within Organizations, 54.

Maslow's theory did find full approve among scientists around the world. The reason is that this theory does not consider the fact, that when one need is satisfied, the process continues and goes on to the next level of needs. Furthermore, human being

is a very complex meaning whose self-development is unlimited; thus, need satisfaction is also an unstoppable process: the more developed employee is, the more needs in self-expression he or she has. (Fedotova 2014, 3.)

Final part of this chapter is originally translated by the author.

McClelland's theory

Couple decades after Maslow presented his needs hierarchy, another need-based theory was introduced by McClelland. While Maslow's motivation approach is based on satisfaction of five needs including both, basic and higher rank needs, McClelland's research shows that motivation is strong enough when three demands, such as need for achievement, power and affiliation, are met. The author of the theory believed that human needs are determined by cultures from which people are coming from and, thus, their demands can be studied from reproducing with a certain environment. The scenario presented in McClelland's theory is easy to understand: human demands are learnt from cultures and that is why those actions, which are highly recognized and awarded, appeal to be automatically remembered and repeated with a higher frequency than before. People have needs for achievement because they enjoy being liable for finding solutions and getting feedbacks on their successful actions. Our need for affiliation or, in other words, connection is determined by a wish to feel socially active. While people feel concerned about social relationships, their need for work efficiency decreases. And finally, demand for power is mostly concerned with affecting others than social life. However, power does not have to be a negative factor as dominating; for example, it can have good potentials such as motivating others towards positive achievements. This theory has been discussed and criticized among specialists because, as it is known, most of the facts addressed in the evidence McClelland brought on his own or with the help of his supporters. Furthermore, his statement that the need for achievements can be learnt is under the question, because basic studies on human motives have shown that people get their motives while being children and that adulthood does not appeal to be a suitable time for motive acquirement. (Ivancevich, Konopaske & Matteson 2014, 122-123.)

Alderfer's ERG and Herzberg's theories

Maslow's theory was followed by a later proposition of Alderfer's ERG theory stating that human satisfaction is possible by satisfaction of three core needs. Letters ERG are coming from the titles of the needs described within the theory. 'Existence' needs, including basic physical and physiological demands, are the first group. 'Relatedness' is demanding interpersonal connections with others, status in the society and feeling of belongingness. The last group of needs in Alderfer's theory is 'growth' needs, which are standing for self-development and self-actualization. The theory, in total, presents same needs as Maslow's hierarchy but grouped in a different way. However, this research went further and suggested that if a person fails in satisfying one of his needs, he or she shifts to a next lower-rank need. (Arnolds & Boshoff 2002, 698.)

Last but not the least commonly known motivation theory is a two-factor Herzberg's model, which argues that knowing human needs is not enough to enrich a workplace atmosphere as both, motivators and hygiene factors, are influencing job satisfaction. The red line of the theory says that, if one working place factor was a reason for job satisfaction, then dissatisfaction will occur when you take it off. And on the opposite, if some aspect of a job gives people dissatisfaction, then if you remove it, people get satisfied. Hygiene factors and motivators together are the essentials for this theory, because hygiene factors are responsible for making sure that there is no dissatisfaction while motivators boost employees' motivation. Simply, such things as good salary, job security, status, working conditions and others bring employees under the title "not dissatisfied", however, this is not enough to motivate them and so motivators, such as responsibility, recognition, growth possibility and others, are highly required. The conclusion is that lack of dissatisfaction does not guarantee employee satisfaction. For instance, if an employee has a high salary, friendly relations with senior managers and colleagues and his or her job is well-secured, the same employee may be not motivated because there are no opportunities for a career development, responsibility or recognition. Nevertheless, it is clear from the theory that if some employee experiences high job dissatisfaction, than there is no chance for a satisfaction. And on the opposite, the one who is paid well, secured at a work place and likes relationships with the personal, has no job dissatisfaction and, as a result, has high job satisfaction. Herzberg's theory, also, has a range of issues. For instance,

one motivator can boost motivation for one employee but cause dissatisfaction for another. Thus, hygiene factors and motivators can both cause employees' motivation but it depends on personal preferences. Furthermore, researches have shown that there is not always a correlation between satisfaction and productivity. (Ivancevich, Konopaske & Matteson 2014, 118-120; Fedotova 2014, 3.)

Part of the content was translated from the foreign-language resource by the author.

Hawthorne effect

The Hawthorne effect (also referred as "observation effect") term belongs to Henry Landsberger, who researched and analyzed the effect's outcomes retrieved from earlier experiments conducted on Chicago's eponymous factory in 1920-1930's (Nolland 1959, 361-364). These experiments revealed multiple factors influence on employees' productivity and motivation for work. Major experiment demonstrated employee's effort to job performance increasing with awareness of being observed (meaning visual control). Other findings demonstrated the positive influence of the proper lightning in the workplace. The study revealed the effect of other changes contributing to productivity, such as increasing breaks' frequency and length, whereas shift from shorter and often breaks to longer ones resulted into higher output. Valuable conclusions were drawn from other experiment session investigating the impact of shortening the working day. These showed the tendency of productivity rising with 30 minutes shortening the workday, while further cutting of the working time displayed that overall efficiency diminishes whereas employees' results were better considering per hour performance. Overall, this set of experiments established a basis for the modern management researches, yet itself cannot be taken as a prove of derived conclusions (Levitt & List 2011, 224-237)

It should be considered as a theoretical ground despite its probable unreliability of data retrieved, or better to say – analysis of outcomes. Reasonable critique of the study originates on the basis of its general conclusion. A cluster of researchers justifies that the original study is not enough reliable and deserves to be scientifically doubted. Moreover, following studies, established on original Hawthorne effect experiments, neglected to check the credibility and are based own researches, which

eventually lack in trustworthiness as well. One representative of this cluster is Michael Kompier, who brings evidence of the theory's doubt, referencing Hawthorne studies as more of an "urban legend" or a "myth" more than an experimentally proven managerial theory. Doubts are established upon original research's bias that was followed by other authoritative investigations that popularized the theory. Particular justification of the critique appears from original study's obsolescence, which was neglected later. According to the researcher, it is crucial that in the first half of the century the social gap between researchers (observers) and observed employees significantly exceeded similar scenario of the modern working environment, thus, the outcomes may turn out inapplicable nowadays. Nevertheless, despite these and other reasons of doubt, researcher assumes that Hawthorne effect study has future perspectives in both educational and practical fields of application. Important points to differentiate fact from fiction and consider the availability of resources at the time of the research as well as social and psychological framework it took place within. (Kompier 2006, 402-409)

General practical implication of the Hawthorne effect in modern Human Resource management stresses the importance of feedback and workplace well-being. The latter is described in the Job Crafting section.

Three dimensional theory of attribution

Three dimensional theory of attribution was discovered by American social psychiatrist Bernard Weiner. The theory investigated psychological attributes encouraging motivation correlated with an emotional state. The researcher observed the effect of the most frequently reported emotions: hopelessness, pride, anger, pity, guilt, shame and gratitude. Wiener's study focused on determining the correspondence between motivation source and perceived value of possible success and failure. This theory includes three categories of attribution, as follows: stability, locus of control and controllability. (Weiner 1986, 548-573).

First category stands for stability of certain attribution of success or failure. Stable attribution for a work achievement would be employee's confidence or expectation of success based on perception of individual skills. In other words, such thing as high self-esteem increases predisposition and motivation to success. Low self-esteem

would be a stable attribute of failure. Opposed to that, there are instable factors of both success and failure – are temporary ones such as having a birthday next day or having a headache.

Second attribute is a locus of control, which represents localization of the event or state as one caused by internal or external factors. In case of an employee has a pre-disposition based on expectancy of a failure for the reason of skills lacking, his or her motivation appears to be stifled under influence of an internal factor. Whereas same scenario of failure expected but, because of the project's inappropriate management or organization, motivation to success is hindered externally.

Last attribute is controllability, which refers to motivation for perspective activity fluctuating correspondingly depending on how and by whom the situation was controlled. Therefore, personal success increases the motivation on the individual level and shared responsibility, and damages it less in case of failure.

2.4 Process theories

Expectancy models have been a matter of interest for decades and were investigated by numerous researches. Most of them are based on same principles, though were developed by different people. Extrinsic theories describe the link among variables, which determine employees' motivation and operations affecting corporate actions and behavior. Such researches help managers to understand how processes of motivation work and what amount of effort is needed to remain employees motivated. (Mullins 2002, 435.)

Vroom's and Porter Lawler theories

Expectancy theories, introduced by Vroom, and Porter and Lawler, are tending to describe job motivation based on the correlation of job outcomes (V) and expectancy (E) of applied efforts to get certain work outcomes. Vroom's theory is dedicated specifically to job motivation. The theory is based upon three variables such as job outcomes, performance outcome instrumentality, and effort-performance expectancy. According to Vroom's theory, job motivation is a combination of potential work outcomes allure, realization of the outcomes and performance, and the correlation be-

tween applied efforts and consequence performance. Within this model the determination of the motivational force was developed. Motivational force is a mix of valence and expectancy that explain employee's motivation for a particular behavior type. Nevertheless, Vroom's theory was criticized by studies of Galbraith and Cummings, which, after researching 32 workers, stated that complete outcomes presented insufficient proof of the theory as whole. Precisely, rates of workers' capacity were contrasted to job-related features such as promotion and salary.

The Porter and Lawler expectancy model is a modified version of Vroom's theory. They take in charge performance as a whole and suggest that job satisfaction is more influenced by the performance, than performance by employee's satisfaction. Their theory states that job satisfaction, motivation and performance are individual volatiles, though, there is a certain correlation among those. These researches carried out new assumptions towards Vroom's theory by saying that efforts, applied by an employee, do not go straight to the performance, as the last one is depended on personal abilities and traits. Also, the way the effort is used depends on how employees perceive their roles within the company. Furthermore, there is a notion for received equitable rewards, which stand for what people expect to get as a reward for the job done. This leads managers to the fact that the higher self-evaluation a worker has, the higher reward is expected. Porter and Lawler held a research on their own theory which obtained data from over five hundred managers working in different industries. The conclusion proved the research statement that employees, who see tight connection between salary and performance level, got better reviews from the senior staff than those who lacked such a correlation. Moreover, the research showed the relationship between role understanding and performance: workers who think that role perception enables them to perform better, had higher ratings within their companies. Later, Lawler developed this theory on his own by stating that there are two dependencies on between effort and performance, and performance with outcomes. The idea is that, the closer the relation between certain amounts of efforts resulting into probable rank of performance, the higher effort on performance dependence. Same applies to the second notion of the theory: the correlation between performance and need-related outcomes are higher if the distance between certain

performance level and job outcomes are closer to each other. (Schmidt 1973, 243; Mullins 2002, 436-441.)

The collective effort model

The CEM (collective effort model) is a modified version of standard expectancy-value theories, which takes effort and self-evaluation into consideration. The idea of the model is quite simple for understanding: individuals are ready to apply exactly the same amount of efforts in group work as would be expected to be enough for obtaining outcomes, which interest them personally. If there is a case, when team performance was counted as not efficient or/and outcomes are stuck to collective activity, then employees may decide to spend less effort than they could. The CEM model expands Vroom's theory by assigning instrumentality to collective activities, which are expressed by three characteristics: recognized relation between individual and group performance types, anticipated link between team performance and results, and the correlation between personal and group outcomes. The CEM is spotlighting groups and, thus, takes care of group outcomes rather than individual ones. However, individuals, working in teams, expect to obtain personal results as well. Individual outcomes can be drawn by specific target goals, such as salary, or by less target-oriented goals, such as group integration, feeling of belonging and satisfaction. Nevertheless, group performance outcomes are important for self-evaluation, recent researchers say. It can be explained as individuals evaluate themselves by comparing their performance and outcomes towards other employees, but, at the same time, they can use their group outcomes as a self-evaluation method. As a result, the CEM model can be used by managers in a very effective way. For instance, they can keep in mind the theory's notion that the individuals tend to pay more effort, if they expect that their work is essentially important for group outcomes. Furthermore, it is important to remember, that personal outcomes often depend on group members' efforts if working actively. In total, the CEM can be useful for senior staff in learning motivation and the ways to keep it up. (Turner 2012, 119-123.)

Equity theory

Equity theory is another class of process researches about work motivation. Its essential idea is in studying employees' feelings on how reasonably they are paid in

comparison with other workers. According to equity theory, employees see themselves exchanging their inputs (efforts in accomplishing duties and assisting others) with outputs (payment, promotion, recognition). One determines an exchange to be fair, when the amount of outcomes matches the level of anticipated importance and inputs. Inequity occurs when an employee gets lower ratio of result inputs to outcomes than other people. Furthermore, workers' behavior tends to change as a result of inequity. The author of the theory, Adams, defined several potential ways of behavior changes: an employee decides to pay less or more efforts, an employee tries to make work outcomes different by getting higher salary or making working conditions better, an employee distorts the inputs and outcomes, an employee decides to change the working place or 'leave the field' completely by trying working in new industries or even countries, an employee tries to affect inputs or outputs of other workers within the company, and, finally, an employee may decide to change the strategy for comparing. Equity theory is known to have actual issues in determining fair payment distribution. First of all, fair input-output ratio might be not the main concern for employees and managers while defining work motivation, as there are many factors motivating people, and fairness in social relationships may be not the main feature on that list. Secondly, the equity model of motivation justifies reward distribution only in a merit dominant, and thus, the whole principal is one-dimensional. Additionally, the theory's focus is taken by fair reward distribution among employees, but there is no part in the research dedicated to fair distribution procedures, in other words, the distribution techniques are not studied. (Mullins 2002, 443-444; Leventhal 1976, 2.)

Goal theory

Known as the work of Locke, goal theory states that work behavior of an employee can be explained by various factors, within which goal setting plays important role. However, there are three levels of goals, which may determine different behavior and require various time frameworks. First class is known as target goals, which can be met in everyday life very easily. For instance, a computer gamer may set a goal of defeating 140 virtual enemies. At the end, the gamer can evaluate his performance with the help of precise target goal. The unique characteristic of such goals is setting certain criteria for performance evaluation, though there is no space or channels for

determining possible reasons and intentions for setting such goals. Second level of targets is more like general goals which individuals may set rather than achievement-based targets. There might be no certain number or figure, but such goals explain the reasons and intentions for choosing the exact target. Such goals are used for everyday life situations as well as in business context. The last type, achievement goals, is the mixture of strict target goals and wider targets applied in different spheres. Achievement goals categorize what a person is tending to obtain and what are the reasons for that. Usually they are met in academic terms, though usage in business field is, also, relatively common. Goal theory has direct implementation methods for managers and can serve as a useful tool for maintaining employees' motivation. Goals should sound realistic to workers but, at the same time, motivate them to work more and better. High-rank performance of staff can be achieved by releasing on-time, authentic feedback concerning the knowledge of outputs and check on goal achievement process. (Pintrich 2000, 93-94; Mullins 2002, 445-446.)

2.5 Motivators

Companies' productivity is heavily depending on recruiting and maintaining satisfied employees, who are in friendly relations with satisfied senior managers. Japan, for instance, is known to be the country with 'economic miracle'. During the period of rapid economic growth, Japanese HR system showed stable and profitable results, and within downshift period it attracted attention from foreign professionals. In the United States of America and in Western Europe scientists believe that one of the basics for such 'miracle' is a profound knowledge of human resource science. Japanese human resources mythology states that groups and individuals go hand by hand all the time. In other words, group's success is an achievement of an individual as well. Usually, Japanese companies work in groups of 4-6 people, however teams of 10-20 people are counted to be more useful in term of business. Competition among group members is not appreciated, as it breaks working atmosphere by arguments, though, brings contention among groups. (Zaharov 2014, 20.)

This content has been originally translated by the author from Russian-language academic resource.

Job Security

Nowadays job security became a fundamental element of a workplace well-being. It has to be clarified that human resource management assumes that job security displays employees' factual and perceived confidence of obtaining actual position, yet simultaneously avoid stagnation through perspective promotion. Similarly, as other described factors job security may cause changes in motivation and productivity by diminishing or increasing employees' perceived value of the position. As Komendant and Didona (2016) refer to the study of Greenhalgh and Rosenblatt (2010) there are four elements contributing to job insecurity and has to be considered in Human Resources management operations of any organization. These elements are: desired continuity, threat, features at risk and powerlessness. Regarding these, researchers stress the importance of both formal and informal aspects of job insecurity, meaning that an office rumor may appear as a reason of manager's intention to leave position similarly as official refusal to be promoted. (Komendant & Didona 2016, 646-648.)

Employee Involvement

Employee involvement is often called as worker's participation inside a company. While staff participation is assigned to a contact administrated by legal statue, employee involvement is more concerning managers who want corporate beliefs to be demonstrated to workers. Furthermore, employee involvement has a precise focus on individuals' roles within the company. The purpose of employee involvement stays within managerial expectations to obtain increased individual's productivity, decreased staff turnover and absence. Human resource management strategy usually includes increasing employees' inputs in organization operations and their commitment. However, there is no straight relationship proven between worker's behavior and commitment. Employee involvement can draw positive results for some workers, but not the others, who pay more attention to other critical factors of the workplace. Nevertheless, usually introductive researches on employee motivation show positive results with a notion of cultural and industrial differences. (Foot & Hook 1999, 342-351.)

Staff involvement has three possible dimensions, such as suggestion involvement, job involvement and high involvement. First dimension has communication as a

heart of the strategy. Lower level employees are supposed to make suggestions in a formal way, though, solution-making remains in hands of senior department. Such dimension can be also referred as a consultation and include such activities as employee suggestions schemes, staff committees, and health and safety boards. Second category, job involvement, is concentrated on information sharing by means of team-work within an organization. In this case, teams built up from employees, have role and responsibilities shifts among each other, while management board gets more of supportive roles rather than controlling. It is believed that such type of involvement increases employees' commitment, feeling of belonging and recognition. According to Lawler (1991), high involvement transporters regular responsibilities and degree of participation towards bigger share of decision-making and higher involvement, where an employee is credible for creating knowledge of undertaken decisions and is eligible for making higher-priority decisions. As a result of three involvement dimensions, one can say that communication, team-work and decision-making are the essentials for involvement management. However, more possible categories and actions can be found from other information sources. For instance, involvement framework can include individual development by acting in terms of performance control, a competent workforce and employees' assessment patterns. Moreover, staff involvement, away from the workplace, can play an important role in building high commitment. Employees should be aware of the community and the environment they work in, and such activities, as voluntary work in hospitals, help to increase loyalty to the organization and make its image better in the eyes of its staff. (Shadur, Kienzle & Rodwell 1999, 482-483; Foot & Hook 1999, 347, 350.)

Job Crafting

The concept of job crafting emphasizes meaningfulness of working process, which directly affects employees' motivation, job-related performance and job satisfaction. Job crafting is focused on employees' redefining and reimagining working environment and workspace in individually meaningful ways through making changes to professional tasks and relationships. Meaningfulness and job crafting concepts are generally perceived in literature as positive, nevertheless some researchers provide justification of its negative effect (e.g., Berg, Grant and Johnson, 2010; Bunderson and Thomson, 2009).

Following are multiple job crafting techniques derived from concepts commonly researched as positive. These techniques include cognitive, relational and task approaches of reshaping the job design. (Byrne et al. 2013, 81-100.)

Task crafting refers to adding or excluding responsibilities assigned according to the formal job description and changing the time consumption and effort applied to a particular task. An example of task crafting technique: technologically fluent salesperson offering assistance to colleagues with IT-related issues. (Byrne et al. 2013, 82)

Relational crafting delivers flexibility to the professional interaction between employees with the purpose of increasing quality of executing a task. Collaboration between departments is a good example of this, where, for instance, a designer creates interdependent relationship with an engineer or marketer synergizes effort with a programmer to better understanding of the crossing points of each other's performance to be efficient as opposed to independently acting units lacking in productivity or to make contradictory decisions.

Cognitive crafting stands for psychological perception of the position and its responsibilities. It stresses the difference between formal job description, its factual content and, on the other side, mental and emotion value that an employee prescribes to his or her goal. An example would be a waiter that assumes interaction with customers is crucial for creating an atmosphere and appropriate mood instead of plain order taking and delivery process.

Generally, job crafting is a continuous process of job's formality reasonable expansion over the limits with the purpose of improving efficiency and motivation, thus – satisfaction.

Job Recognition

It is managers who are responsible for keeping employees motivated in terms of boosting their passion and self-esteem. La Motta (1995) states that employee's performance at work place is a result of natural abilities and motivation mixed together. While abilities, mental and physical, are determined by experience, educational background and sufficient training, motivation is the one which is built by managers of a

company. As Andrew (2004) writes, employees' engagement with job activities depends on their compensation and recognition. Effectiveness of what workers do can be inspired by adequate reward and recognition systems. According to Flynn (1998), correlation between work performance and level of employees' motivation can be successfully managed by well-planned compensation and recognition schemes. Rewards means, such as financial and other compensational treats, cannot play alone on its way to keep workers inspired. Thus, the original purpose of recognition is promoting professional capabilities of employees by recognizing the sufficiency of their identities within the company. Furthermore, recognition stands for non-monetary mean of job compensation, which plays a key role in employer-employees' relationship building. (Danish 2010, 159-160; Kanchan 2009, 3.)

According to human resource specialists, job recognition is one of the most crucial characteristics of a company success structure. Nowadays, recognition programs are taken into advantage by numerous companies around the world. For instance, in 2012, 76 percent of big business enterprises around the world admitted that they have recognition programs applied towards the employees. Furthermore, over a half of those companies' programs are connected with their values. Furthermore, job recognition programs tend to seem positive among management boards and employees. As a result, recognition is one of the ingredients of a positive workplace culture which enhances employees' commitment and work efficiency. (Employee Recognition Report 2015, 6-8.)

Job Compensation

Compensation is unique by itself because it affects morale and job satisfaction of employees. Furthermore, it is crucial to three parties, such as government, employer and employee. The interaction between them can be easily illustrated as employee favors compensation because it serves as basis for his or her standards of life and estimates employee's role within the company. Employers, at the same time, value compensation as it shows big part of business costs, adds value to his ability to keep work force growing. Finally, government is depended on same subject as compensa-

tion creates manipulation channels for influencing macroeconomics, balancing unemployment statistics and prize increase, and development of social life. (Kanchan 2009, 2.)

Job compensation is a complex subject and, thus, when calculated it is based upon numerous features. Usually, job description, analysis and evaluation, pay structures, salary surveys, and policies and regulations are considered. While job descriptions explain duties, requirements, conditions and other information about the position, job analysis uses interviews and observation as a channel for data collection. Job evaluation compares positions with the aim of establishing a fair level of pay, and pay structure contains essential information on minimum salaries and grade ranges. However, complete compensation kit has three possible dimensions: direct, indirect and non-monetary compensations. First class is known by everyone as standard financial way of evaluating employees' performance in means of salaries/wages, sick leaves, life and health insurances, overtime working days and weekend hours, and many others. Direct compensation is built upon two features, such as base pay and bonus schemes. Base pay is determined by job analysis, description and other means listed previously in order to reward fairly skills and abilities of employees. Bonuses are taken as occasional payments with the purpose of rewarding particular workers for extraordinary behavior and performance. Furthermore, an employee can be rewarded by an opportunity to purchase stocks of the company as a gift for superior achievements. Meantime, indirect compensation refers to extra bonuses which are not evident in all enterprises across the globe. Those may include company's ascription for retirement cases, accident insurance, welfare and social security. Most common of indirect compensation alternatives are: moving expenses, care of older generation, use of company's equipment and machinery, children care. The last type of rewarding is known as non-monetary one. In other words, such compensation may include any bonuses which employee may get from his or her employer in a non-tangible manner. For instance, most common non-monetary means of compensation are the opportunities for career growth, flexible schedule and work place arrangements, recognition and friendly relations. (Kanchan 2009, 3-5.)

As it was mentioned earlier, fair pay is essential and people are aware of it. Full understanding of why it is so can be gathered if compensation is observed from three

perspectives: employer, employee and organization. Companies care about compensation because payroll can reach up to one third of total financial expenses. Indirect compensation, including insurance and vacation payments, can add from 20 to 50 percent to the base cost of each salary paid within a company. For example, every 100 dollar base payroll can be equal to 160 dollars expense and that is the reason why companies do care about compensation. Nevertheless, employee turnover costs more than efficient fair payment plan as it takes time and financial means to find, recruit, train and keep motivated new employees than maintaining old ones. From management perspective, supervisors are not capable of doing all work on their own, and, thus, they train employees and set regulations for working activities. As a result, supervisors depend on workers and their job efficiency. Moreover, payroll is crucial in maintaining leadership because it is tangible, can boost motivation level of staff, may manage employees' reaction towards job tasks and management boards and, finally, it concerns the matter which everyone values. From employees' point of view, payroll is not the only mean to satisfy their needs, as they also look for an opportunity to satisfy inner demands such as self-recognition, status, security and others. However, compensation is involved in deeper needs satisfaction as payments amount and they it is delivered, including communication channels, manage employees' motivation. (Carey 1994, 3-4.)

2.6 Motivation according to types of thinking

Human resource manager's responsibilities go beyond the task of hiring people. Motivation, as well, has developed further than compensating people for the work done on time. Numerous studies have shown that people may be divided into five groups related by the way of thinking. Knowledge of how employees think is valuable to managers as they can adjust motivation strategies according to certain features of the group of employees. Furthermore, needs derive from various aspects, such as culture, social status and individuality. First known group of people have 'analytical' type of thinking. Analytically thinking employees build their working activities on numerical data and precise documentations. They are motivated by well-planned career growth and well determined tasks. Such workers usually function as analytical

tools of projects and behave appropriate under senior management control. Pragmatists, second type of people, are motivated by hard work in small periods and see high financial outputs as the main motivator. Analysis and building theoretical frameworks are not the strongest sides of such employees, as they are concerned mainly about goal-achievement and compensation. Pragmatists set intense working schedule for themselves and expect others to follow same route. Third group of people, called 'realists', have much in common with pragmatists: communicative and very active. However, they are not interested in personal development and compensation as much as in managing people. Such employees are supposed to be the main communication channel of a company as they concern about influencing others and managing colleagues' activities. Leadership is their main motive supported by effective communication and patience towards issues of other employees. They are known to be most useful in managerial and consultation tasks. Next group of people are eligible for constructive critique to other workers. Thus, they are called 'anatomists' or, simply, 'critics'. Their opinions are valuable as anatomists are capable of seeing drawbacks and potential problems faster than others see. Such employees believe that development rises from constructive conflicts, where truth appears. People who give critiques are well-balanced with another group of workers- 'idealists'. The latter usually have positive attitude towards the majority of issues and take care of the atmosphere within the company. Such managers use positive ways of compensation: compliments workers and encourages by financial and mental means. Idealists, as employees, serve as a positive communicational channel among the supervisor and lower-level staff by negotiating managerial decisions, which are not appreciated by the staff. In other words, such employees see themselves as inside diplomatic members whose goal is to satisfy both, bosses and colleagues. The following table summarizes the ways of how managers and employees of a certain thinking type group can be motivated. (Fedotova 2014, 4-9.)

The table shows possible motivators for employees and managers according to characteristics of their thinking types. Since employee's motivation depends on various factors rather than single thinking type, this table content should be taken as a suggestion towards successful employees' motivation scheme. The table is shown on the next page.

Table 1. Managers' and Employees' motivation according to types of thinking.

Source: Fedotova 2014.

Types of Thinking	Motivators for Managers	Motivators for Employees
Analytical	<ul style="list-style-type: none"> ▪ Corporate Culture ▪ Precise development of professionalism, career and salary ▪ Global and international companies are preferred ▪ Professional team 	<ul style="list-style-type: none"> ▪ Stable job position ▪ Planned development of competence ▪ Precise career growth opportunities ▪ Job recognition after participation in core projects ▪ Partnership with a supervisor ▪ Independence
Pragmatism	<ul style="list-style-type: none"> ▪ Innovation ▪ High level of financial outcomes ▪ High competitiveness ▪ Narrow time framework 	<ul style="list-style-type: none"> ▪ Innovation installment tasks ▪ Possibilities for obtaining precise results in short period of time ▪ Regular control ▪ Participation in negotiations and sales
Realism	<ul style="list-style-type: none"> ▪ Leadership ▪ Possibility of independent recruitment power ▪ Fair pay ▪ Extra bonuses: family insurance, children education 	<ul style="list-style-type: none"> ▪ Chance of vertical career growth and managerial responsibilities ▪ Extra bonuses: individual and family support ▪ Participation in outside contacts with partners and clients
Criticism	<ul style="list-style-type: none"> ▪ Support from senior level ▪ Internal audit of working dimensions related to him/her ▪ Lack of conflicts and team spirit ▪ Increase in individual competency and possibility to learn more 	<ul style="list-style-type: none"> ▪ Appropriate usage of individual's capabilities for finding problem in projects ▪ Implementation of critical activities for internal audits ▪ Support and faith from a supervisor ▪ Stable non-conflict atmosphere inside the team
Idealism	<ul style="list-style-type: none"> ▪ Inspirational purposes (population support) ▪ Support from higher level managers ▪ Resources for financial and mental motivation ▪ Solid team and positive atmosphere 	<ul style="list-style-type: none"> ▪ Positive atmosphere in the department ▪ Supervisor support ▪ Positive motivation framework ▪ Participation in corporate events preparations ▪ Making contacts with friendly people

This chapter of the research is based on literature review of other than English language. The content has been originally translated by the author.

2.7 KITA

KITA is known to be an outwardly established try by senior managers to 'install a generator' in their employees. This meaning refers to Herzberg's theory about motivators and hygiene factors, where KITA stands for outside features, which determine if there is dissatisfaction at a work place. In simple words, KITA are the means used by managers to threat employees with potential punishments and restrictions. However, the research shows that KITA failed in its attempt to motivate staff because of the lack of such 'hygiene' points as, for instance, positive relationship between an employee and a manager. In fact, employees may get unhappy because of hard relationships with employees and presence of senior management will not motivate them to work more efficiently. However, there are several types of KITA approaches, which also include positive ones. Negative physical KITA, is not much a matter of concern at present day and, on the opposite, was widely used in the past. Since it is straight physical aggression, taboos on negative physical KITA were introduced in numerous companies around the world. Negative psychological KITA had several improvements in comparison with the previous one, for example, psychological attacks have no evidence and are not visible, and as a result, a manager, applying such actions, is safe. However, both negative principles of KITA fail in terms of motivating employees, as they make staff 'to move' but do not inspire them to do their job better and faster. Thus, positive KITA is taken by managers as a motivation. Instead of punishing or threatening employees, managers promise to reward them for a good work done. Nevertheless, here is a misunderstanding again. Positive KITA does not motivate staff; a manager is motivated to get good results from an employee and, thus, he or she applies positive KITA while employees 'are just moved' as in previous examples. Nevertheless, managers tend to see it as a motivation. It has a logical explanation, while negative KITA serves as a violation, positive one works as an enticement. As a result, KITAs are no longer counted as motivation. Motivation takes place when employees need no outside factors to keep their 'generator' going, because it is an employee's wish to do his or her job better. (Herzberg 1968, 53-55.)

2.8 Secondary data review summary

This chapter of the research shows the summary of previous secondary data that have been used. In total, it allows to see theoretical highlights valuable for primary data analysis. In other words, this chapter explains what primary data, collected for this topic, supports.

Employees' motivation is a complex matter and, thus, one manager or research cannot fully say how to motivate numerous employees in a company. However, the theory suggests that there are strategies for finding a suitable way to understand people's needs in terms of working environment. Thus, Maslow's need-based theory is the basis for numerous following researches. Employees do their work constantly better when their basic and higher-level needs are satisfied, though, a worker moves to another level of need satisfaction once current demand is fulfilled or failed to be reached, which makes need-satisfaction process unstoppable. However, two-factor model goes beyond by introducing hygiene factors responsible for job dissatisfaction, which makes things even more complicated.

Numerous research models make a focus on employees' motivation under various angles. Most of them create an understanding that there is certain group of needs that must be satisfied in order an employee to work better. Among most popular, goal setting and knowing of 'being observed' explain work motivation. Nevertheless, there are multiple effects, which affect the way workers do their jobs. For instance, most of them understand work as exchanging inputs with outputs and getting satisfaction when the correlation is equal. Furthermore, there is a well-known idea that everything in this life is counted in comparison. Thus, an employee is unmotivated since another worker gets higher outputs with same or lower inputs.

Since employee motivation is the core of HR management, numerous researches were accomplished. Thus, there are common ingredients for a perfect motivation dish. Job compensation is accompanied with job crafting, employee involvement and other factors that make a better world of employment.

Overall, human resources management is about humans being managed, which underlines the idea that we differ among each other and, thus, are attracted to a job by

different means. The way an individual thinks explains how he/she evaluates a job place and gets satisfied. In other words, a perfect motivation strategy can fit a person with critical mindset but fail with analytical type of a worker.

3 Research method and implementation

3.1 Research methodology and approach

Qualitative data are interesting to use because they enrich a research with integrated, complete and chronologically streamed evidence. Thus, qualitative research is integrated from explorative and deliberate features, within which the researcher has a great influence on how data will be interpreted. On contrary, some researches prefer to apply quantitative methods, which set up an emphasis on testing and verifications rather than emphasis on understanding. These methods also accept distinct approaches as qualitative methods are following interpretation and rational approaches while quantitative ones admire coherent and critical paths. (Ghauri & Grønhaug 2002, 86-87.)

Qualitative research implementation

Qualitative approach is usually applied when a researcher is trying to understand the phenomenon based on participant meanings. In such cases, data collection often determines the processes of observing and interviewing. This type of the research has its own characteristics such as interpretation of data by the researcher, development of a study with personal examinations and concentrating on an individual notion or phenomenon. Additionally, the type of the method depends on the researcher's preferences as, for example, if a person is used to technical and statistical materials than quantitative method may be admired. However, individuals who prefer managing interviews and writing in a scholarly way, might choose to apply qualitative design. Furthermore, the method selection depends on the audience obtaining the research. Thus, the authors should keep in mind what type of research design is accepted by the audience, which can be a colleague or a school committee. (Creswell 2014, 18-21.)

In qualitative research cognitive actions are relatively prevalent, nevertheless, each cognitive process, its implementation and array make qualitative methods to differ among each other. Phenomenology as a method, for example, is linked to experience of other sources if comprehending is a cognitive process to be applied. Nevertheless, it can also be done by phenomenological writing if theorizing way was taken. All in all, there are 4 methods and 4 cognitive processes which make qualitative research even more interesting and complex at the same time. (Morse 1994, 34-35.)

Qualitative research purpose

The purpose of the research is to determine core employees' motivators and how knowing those can be used by managers for improving employees' working behavior and efficiency. Both of the case companies are SMEs, which means that relevantly small amount of participants will take part in interviews. Additionally, qualitative data are the product of interviews and all participants are strongly relevant to the topic of the research. To sum up, the qualitative research method is chosen to be applied due to the reasons listed previously.

Qualitative research is not a single meaning as it has many variations and ways of implementation. Those studies, which are based on such researches, are handled according research approaches. For instance, the critical strand is a combination of distinct positions, which were developed by theoretical works and social justice. Critical approaches tend to divide research participants into groups and them against each other and then they handle a similarity all representatives of one group. As a result, critical approach cultivates the state of affairs, in which dominant dogma is afflicting the minority. Another approach to qualitative research is known as the interpretive strand and it is determined by looking for a complete understanding of what interactions, activities and items mean to humans. The main idea of this approach lies within the theory that there is only one way to learn about social reality by listening to those, who are entrapped within it. Post-positivism is the third approach in qualitative practice, which argues that researches are not able to be fully confident about the knowledge. The purpose of such approach is to prove or contradict already existing theory. (Hesse-Biber & Leavy 2011, 15-21.)

There are numerous qualitative approaches used by researchers and one of those is a case study research, which is applied when there is already a certain amount of knowledge on a particular topic and context, though further analysis of a precise case is needed. Case study research has been most appreciated by individuals studying business fields, nevertheless, other studies often apply case study as a data collection method, for example, in social work or medicine research. The meaning of the term has been changing with the matter of the time, however, the purpose of case studies remains same: to analyze concerns which are blended within same situation. Data collection is usually presented by several means such as, for example, documentation, interviewing and observing. Observing a case and using certain documentation are usually most prevalent techniques applied by researchers. (Holloway 1997, 30-31.)

According to Hamilton and Corbett-Whittier, Merriam (1988) states that the main attitude of any case study is resolving that the case is a belted unit. Three categories of case study approach are known: particularistic (specializes on a certain phenomenon and is most useful for solving practical issues), descriptive (is focused on broad definition of a subject which is researched) and heuristic (usually used with a purpose to expand of what is known about the case). No matter what are the form and model of the case study chosen, there are three possible functions to be achieved: to describe the case, to investigate the problem and to understand the actions within the case. As a genre in total, case studies bring deep understanding of the issue and wide data collection to a researcher. (Hamilton & Corbett-Whittier 2013, 7-8, 20.)

Both of case companies have never had any analysis made on the topic, thus, this research is suitable to be accomplished in a form of a case study. This is collective case study research, which examines employees and employers of both companies in order to collect needed evidence for creating conclusions and possible solutions.

3.2 Data collection

In qualitative research, data play the role of evidence proving the matter of studies. Collected data serve as a ground filled with people's knowledge and practice. The ev-

idence is needed to interpret what people experience and conclude results for a certain matter. Overall, the researcher gathers the evidence from respondents and interprets it in a suitable for illustrating conclusions form. Nowadays, the most common way to present the evidence is a written way. However, a written text does not prove the investigation matter, but it illustrates expressions and words shown by people during data collection sessions. Thus, usually case studies and interviews are transcribed and presented in means of texts. The word 'data' is mostly common associated with quantitative studies, where data is a precise reflection of what has been observed. In qualitative studies, data are not indistinguishable to the evidence collected. In oral form, qualitative data represents the interaction between participants and the researcher. However, McLeod, 2001 and Van Manen, 1990, suggested using the term 'accounts' instead of data. Nevertheless, the main feature of qualitative data lies within its illustration, which does not rely on numerical evidence, but on experiential one. (Polkinghorne 2005, 138.)

Secondary data collection

Secondary data can be seen in qualitative and numerical forms generated by some individual, a group or an organization. This 'second hand' data derives from documentation, interviews, social and economic services, administrative recordings and many other sources. The main notion is that secondary data have been collected and interpreted by someone before a researcher uses it. Studies based upon 'second hand' evidence can be called re-analysis, because studies and suggestions have been made before. One of the main benefits of secondary data analysis is a huge availability of distinct information resources. This enables a researcher to mix the data collected from high-qualified surveys and precise studies, which, in turn, may raise the degree of research quality. Additionally, secondary data studies give a person a chance to look on a case from a different perspective. This allows making research questions sound different and expose possible research errors. Secondary data analyses carry certain risks as well. For instance, set of secondary data is collected for a purpose different from researcher's target and, thus, data validity may be under the question. Secondly, secondary data may have numerous mistakes, which only people with a high understanding of a matter can reveal. The matter of examination errors

concerns researches, but one may also keep in mind that a measurement of any results is a process, which cannot be error-free. (Smith 2008, 4-5, 21-22, 41-42.)

Secondary data are validating enough to be used in this research by the author. Furthermore, it allows the author to consume less time for information seeking process. In this research secondary data was used as a foundation of evidence, which explains numerous motivation theories and gives understanding of the research topic. Various books and academic articles were used to illustrate what are motivation and employees' motivators and why those aspects must be studied. However, as there was no similar research conducted in both case companies, there is a need to collect primary data in order to support theoretical evidence, answer research questions and draw possible conclusions.

Primary data collection

When secondary data do not properly fit the research problem or data validity is not sure, primary data are gathered. Primary data are collected for a definite research problem and apply methods, which fit the research the best. However, secondary and primary data go along together, as after primary data was collected for a specific reason, other researcher and/or organization may use it, and this is how secondary data appear. Required form of primary data usually includes methods for qualitative and quantitative researches. Second group offers internet-based and e-mail surveys, interview questionnaires and experiments. Qualitative research solicit means usually refer to open interviews, focus groups and a diary held in a free form. However, primary data can be also collected without any intention and this may happen while observing real-life activities and spontaneously monitoring existing records. (Hox & Boeijs 2005, 593, 596.)

Gaining physical access to primary data can be time-consuming and difficult. While internet has enabled us to collect secondary data, relatively easy, primary data access is still a matter of concern. The reason is that organizations and individuals might not be ready to participate in data collecting because of its time dedication. However, access to primary data may be seen as a process, which includes first phase, when a researcher collects needed evidence, and second phase, when extra

data are collected for possible filling gaps. (Saunders, Lewis & Thornhill 2009, 169-170.)

In this research, primary data are necessary as no similar studies held before for the case companies. Since research question concern about employees' motivation in SMEs, primary evidence from small and medium size companies was collected. Secondary data might partially cover the amount of data needed for the research, but fresh research and data collection may bring new knowledge and draw constructive assumptions towards secondary data.

3.3 Primary data collection through interviews

As was mentioned in the introduction part of the research, this research accomplishes the case study of two small and medium sized business enterprises. Since both companies are pioneer in the topic of studying employees' motivation, case study is a suitable form of a qualitative research. Furthermore, broad amount of primary data is required to build strong validate evidence, which will be used for drawing conclusions towards the matter. Among observing, focus groups and interviewing, the researcher chose the last option to be undertaken. Since primary data play crucial role in these case studies, interviews were planned with the purpose of collecting data from numerous employees of both companies. That allowed seeing wider picture and finding strong connections with the secondary data used in literature review. Since the researcher got access to companies and employees, interviews are the most suitable way of primary data gathering. This method allows gaining relevant information for a researcher and expressing opinions and beliefs for the participants.

The reason why interviews are held is to collect the evidence, which explains participants' experience, views and their motivation related to a subject. Interviews may give a wider understanding of a case to a researcher than if questionnaires would be used. Participants might hesitate or be busy for answering questionnaire forms. However, they may act more open-minded during well-organized interviews. Interviews, as a channel of primary data collection, are suitable especially when there is already some knowledge about phenomenon or when more information is needed

for a particular case study. In addition, participants may prefer interviews to focus groups, if sensitive or private questions are part of data collection process. If a researcher has no difficulties with finding participants, there are two more pitfalls of interviewing. First, it is time-consuming as a researcher has to spend numerous hours for collecting responses from all participants in a suitable for them schedule. Secondly, interviews require profound planning and preparations if a researcher expects reliable results. (Stawarski & Phillips 2008, 23; Gill, Stewart, Treasure & Chadwick 2008, 292.)

Types of interviews

The most common way to classify an interview is according to its structure. In highly standardized format, questions are prepared in advance and answers are pre-ordered. Structured interview may remind a questionnaire by its structure, because participants are asked certain questions with a little chance to diversify responses. Such interviews ensure that a researcher understood participants and to make sure that the respondents answer all necessary questions. They are commonly used to collect specific data, such as demography features, with a purpose, for example, to fulfill marketing surveys. Another type of interviews, unstructured, is good for collecting additional information and uncovers hidden facts. Unstructured interviews remind a conversation and carries open-ended questions. Informal interviews can be held with the purpose of collecting data and formulating questions for following interviews. It is usually used when a researcher is not aware profoundly of the phenomenon and, as a result, is unable of asking relevant questions. Unstructured interviews are widely applied in case studies, ethnography and observation of individuals. (Phillips & Stawarski 2008, 24; Merriam 2009, 89.)

On contrary, semi-structured interviews use planned questions but the order can be spontaneous. Questions formulation can be modified and updated during the process if a researcher finds it necessary. Some questions may appear to be inappropriate for a certain participant and, thus, those can be excluded and additional ones asked. Mostly it is managed by planned questions, but semi-structured interviews also account for flexibility of question and answers. In total, questions are formu-

lated before an interview starts, but the manner in which those are asked can be different towards distinct participants. As one of its strengths, semi-structured interview can increase the rate of responses due to its flexibility and individual approach. However, unique characteristic of interviewees have to be taken into account. Nevertheless, such types of primary data collection simplify the process of gathering answers and makes sure that all of them are answered. (Teijlingen 2014, 17, 21-22.)

Semi-structured form of interviewing was chosen for this research. Since the field of employees' motivation is a complex subject, interview questions were planned beforehand. However, those could be re-organized during the process if needed. There were expectations towards participants' answers, though, responses were obtained in a flexible manner. Semi-structured interview helped to reveal hidden thoughts of participants and gain additional information. Some of the questions had open-answer field on purpose, as this was required. Nevertheless, potential answers were prepared if any of participants needed those. It happened that participants modified suggested answers in a more complex way. The author has chosen a semi-structured form of interviews because it was possible to narrow down some desired ideas, which should be discussed, however the order and the manner did not play an important role.

Preparations of interviews

According to Taylor, DeVault and Bogdan, face-to-face interviews can be also called 'in-depth interviews' as they give deeper understanding to a researcher of life's experience and beliefs from participants. The idea of such interviews is to collect primary data in a form on conversation rather than formal question-answer way. In the beginning of data gathering process, a researcher should define precisely the objections. In other words, to know by himself what he is interested about and what data he is looking for. These interests and expectations should align with time restraint set for the project. (Taylor, DeVault, Bogdan 2016, 101,105.)

The author had a clear objection of getting inside case companies and to learn what motivates employees of those enterprises. At the same time, possible dissatisfaction of workers was another area of interest. Since the research had a tight time framing, the author started interviewing in the beginning, while reviewing the literature. This

helped to point out clear objectives and save time. Research part dedicated to interviewing was also time framed. In total, it took 2 weeks, or 10 working, days to collect primary data from all assigned interviewees. Since most of participants were in different locations from the researcher, Skype was the channel of communication. Each audio file was transcribed within the same day the interview held. This allowed skipping possible mistakes and unclear situations.

The amount of interviewed people within the research goes along with qualitative studies requirements. The case companies had different amount of participants since enterprises differ in corporate size. In total, 17 employees took part in interviewing. Particular people were chosen for the research as they suit perfectly for several reasons. First, all interviewees work in SMEs, which make them relevant to the topic of studies. Secondly, they represent various cultures, which allows getting brighter responses and bigger variety of answers. Moreover, respondents occupy job positions within different levels of corporation structure. In TrulyProtect Ltd the CEO, country manager, technical specialist and minor employees were participating. In Automobile Technologies Ltd other than HR representatives answered interview questions.

The biggest part of a successful interview is good questions asked in a correct way. Nevertheless interview process requires practice, but one can succeed if thinks through the material to be asked. In other words, the information a researcher strives to get depends on the type of questions asked. The manner of asking questions is indeed crucial. The main duty is to make sure that all participants understand the meaning of questions. Positively associated interview questions can be grouped in sections by fields. For instance, one can ask questions about people's experience and behavior, points of view and things mostly appreciated, feelings, spheres of expertise, and demographical facts. According to Patton, a researcher should be careful with 'why' questions because mostly usually they put an end to an answer by making participants confused and feel hesitated. However, sometimes 'why' follow-up questions can help to reveal insights of answers and bring extra valuable data. (Merriam, 2014, 95-97.)

The author of this research took into account the fact that different kinds of employees were going to take part in interviews. For instance, in Automobile Technologies Ltd, bigger part of staff works outside the office as vehicle drivers and mechanists.

Not all of them have higher education, and those, who have, have degrees other than management. With the understanding of this fact, interview questions were constructed in a simple way and in Russian language. This helped to avoid misunderstanding and helped to gain accurate data. Indeed, 'why' follow-up questions did not work out on first interviews, so the author made a decision to avoid them.

Each interview started from explaining the purpose of this primary data collection. Each interviewee is aware that his or her response is needed for creating a motivational strategy for SMEs. In addition, all participants know that none of personal information is required. Before the researcher held interviews, all employees, participating in the process, were introduced to the topic of studies and were explained the reason of interviewing. A manager in Automobile Technologies Ltd took this action. As a result, participants might felt more comfortable and reliable towards the researcher and the questions. TrulyProtect company is a smaller company, thus, the number of participants, can be easily contacted without any outside help.

Every interview started from general questions. There was no need for asking for a job position, as both of case companies are SMEs, which means that there are only two levels of positions: employer and employees. As it was mentioned before, the researcher did not require any of participants to give private information as age, status, background and other. However, none of them was restricted and every participant could give some private facts if it felt suitable. Nevertheless, collecting data about employees' motivation, satisfaction and dissatisfaction was the main purpose of those interviews. Furthermore, all employees participated in interviews on their own wills with a right to read the research report after official date of submission.

3.4 Research ethics

Consideration of ethics is vital in any form of research. Previously, mainly biological and medical researches took ethical part under control. However, after 1960s other qualitative researches started to focus on ethical part of studies as well. Nevertheless, there are two commonly known scopes of qualitative research ethics. First, known as procedural ethics, stand for asking permission for research conducting

from a certain committee. It also includes explaining research methodology, purposes and potential outcomes to the committee. Second dimension, known as ethics in practice, is applied to all possible ethical issues, which arise during the research. Mostly common aspect covered in this field is a matter of confidentiality. Ethically crucial aspects of any research are usually not a matter of committee's concern as such dilemmas are usually solved by researchers. According to Komesaroff, 'microethics' is a term which stands for minor ethical issues, which appear on every day basis. Clinical studies usually apply this term for establishing warm and trustworthy relationships between a doctor and a patient. Nevertheless, this term is also possibly suitable for describing small ethical issues among a researcher and participants. (Guillemin & Gillam 2004, 262-266.)

Ethical dilemmas are the situations within a research when there is no one 'correct' action to take. Usually, researchers prefer the action, which seems to be better and 'more right', according to ethical side of view than other actions. A significance of ethical principals in qualitative research is a very important subject since it is responsible for numerous aspects. First of all, ethics determines on how much a researcher should participate or observe others, how big role should participants have, and how deeply a researcher should look at a case. Secondly, the matter of anonymity and confidentiality is one of the most important topics in case of ethical principles. (Laine 2000, 3, 16.)

Ethical rules manage all activities within a qualitative research including primary data collection, research conduction and the way it is reported. However, qualitative research within field of business, usually apply ethical restrictions only towards primary data collection process. The way of how strict ethical principals are affected by the role of a researcher. There are three known roles. First, researcher maintains a neutral position and stays in distance towards participants. In this case, researcher has a contractual relationship with a participant by signing a document where they define the purpose of studies and ethical concerns, for instance, such as anonymity and confidentiality. Second type of a relationship is when a researcher is partly participating in the research and partly observes the participants. While third type of relationship between a researcher and a participant determines that a researcher is actively

taking part in all process and is enabled to bring any changes. (Eriksson & Kovalainen 2008, 62, 65.)

Due to ethical principles, all participants knew the purpose of interviews and the topic of the research in advance. Furthermore, every participant agreed to answer interview questions without any pressure. In other words, their participation can be counted as a volunteer help. After the researcher explained the procedure of collecting primary data and the way, in which this information will be used, participants were informed about their right to cancel their participation if wanted. Since everyone agreed to participate in interviews, researcher's main obligation was to make sure that participants would not suffer from the research. Thus, all interviews data are reported in anonymous way. In addition, ethics are applied towards other sections of the research, as the author cannot pretend others work to be his or her. Thus, literature review was done according to standards assigned by responsible supervisor.

3.5 Primary data analysis and report

Since primary data are collected through interviews and ethical principles are counted in, the researcher moved towards analyzing interview results and reporting them. The author accomplished both activities relying on guidelines gathered from secondary data.

The bottom line of qualitative research is a process, which unites phenomenon description, classification and the way these two terms are connected. A researcher firstly describes a phenomenon according to the context, intentions and processes. 'Thick' description, in contrast with 'thin', explains in which contexts and with which intentions the research subject is studied. Classification, which is another part of qualitative research, is essential as it helps to interpret and explain why certain studies have a meaning to others and to classify how it can be used. (Dey 2005, 31-32, 41.)

Since needed data have been collected, a researcher needs to organize it by the techniques known as coding. The best option is to do maintain all empirical data in a logical way, which eases a way the data are used later. Recording, managing and labeling

empirical data in a systematic order are also called coding. This technique is usually taken when a research is done based on already gathered secondary data or other studies which means a huge database of information must be restricted, labeled and organized. Typical coding includes a name or a label of a case, brief explanation of a code's definition, instructions for following identification, and possible separations. (Eriksson & Kovalainen 2008, 128.)

Since the author is holding a multiple case study, where two SMEs take part, cross-case analytical technique suits this study the most. Four out of five known analytical techniques suit both, single and multiple case studies. According to Yin (2002), first analytical tool, is responsible for searching for empirical data feature and contrasting it to a piece of current theory. Second technique, explanation building, is a continual exploration of seminal links in observational data, which is depicted in a narrative way afterwards. Time-series analysis is a third technique, which organizes empirical data in a chronological order. The fourth technique concerns the most about logical order of events and organizes all data in 'cause-effect' form. The fifth technique for analyzing empirical data is a cross-case technique, which compares cases to each other. As a result, the synthesis of similarities and differences among case units is created. (Eriksson & Kovalainen 2008, 130.)

The author applied coding principals before interviews began. Potential data sets were supposed to be labeled according to the SME's name and job position range as employer/employee. Cross-case analytical tool was used in this research with a purpose to study each SME separately and afterwards to find possible similarities between them within the research topic. Since the researcher is highly interested in the topic of this study, the study is based on diverse suitable empirical data rather than on pre-suggested sources list.

To add the value to this study, the researcher must report collected and analyzed data in a logical and credible report. The report writing should start from purpose determining. If the purpose of the research is a school degree gathering, the manner and complexity of the report may vary from the research made by a company employee for management purpose. Since this study is a school-determined task, it will be evaluated according to criteria and guidelines established by the educational institution. However, regardless to the purpose of the report, it must be accomplished in

a detailed, logical and authentic manner. Depending on education degree, there are distinct requirements towards research's complexity. For instance, for a higher degree, one must illustrate theoretical findings and its understanding, but as well the ability to apply those on a practical basis. A successful data report must present finding in a logical and convincing way together with the methods applied in the study, so the committee and other audience can understand the level of efficacy of the data. (Ghauri & Grønhaug 2002, 224-225.)

4 Research results

4.1 Overall information on primary data collection process

As it was mention before, different amount of people participated in interviews from the case companies due to corporate size difference. In total, 17 employees dedicated time and answered necessary questions. All interviews were held with the allowance of CEO's of both companies and anonymity was promised to all participants. Since the pool of interviewees covers various levels of informants and companies by themselves introduce broad industry understanding, the amount of interviews participants can be considered enough to build a support for theoretical basis and conclude qualitative research suggestions. Quotations from responses may appear in this part of the research, and since anonymity is promised, every informant is assigned as "he" regardless to the gender and job status. Because there are two case companies, the analysis part will be divided by the companies at first and then comparison between TrulyProtect Ltd and Automobile Technologies Ltd will be written.

4.2 TrulyProtect Ltd interviews analysis

Since the CEO and employees of the startup situate in various locations, some of the interviews were held through Skype. Overall, five members of the company served as informants.

Point of view on employees' motivation

A well-known misunderstanding may occur on the subject of employees' motivation because numerous employers and managers may still believe in power of compensation as the only or main job motivator. Literature review part of this research has previously proved the opposite opinion that monetary side of a job is not enough to keep employees motivated. According to informants from TrulyProtect Ltd, money indeed is not enough for employee's satisfaction as there are other numerous ways for a successful rewarding.

For example, since TrulyProtect is an academic start up and we publish our results and most of the founders are also students many are rewarded by academic degrees obtained during research in TrulyProtect.

According to interviewees, there are numerous ways to reward an employee except financial means. This may include stock options, personal development, extended holidays, flexible schedule, and other potentials.

Surprisingly but in TrulyProtect Ltd interviews reached saturation point, where informants are not giving any additional information, was reached in this case as all of them stated numerous rewarding means suitable for motivating them together with a fair pay system.

With the help of interviews responses, the difference between motive and motivation meanings was proven to be different. Indeed, employees' motive to work in TrulyProtect Ltd differed from what motivates them to work. For instance, one motive is accomplishing project studies while working for the company and motivators included specific corporate structure, development opportunities and professional team. The same response also included employee involvement as one of the core motivators for him explaining it by the idea that in SMEs it is easier to get bigger share of company's activities and progress with the company, as the corporate size and hierarchy are relatively small. Thus, as interviewing showed, motives and motivation may have nothing to do with the company by itself and those features may arise from outside.

My specialization in the Bachelor degree in International Business is High Tech management, therefore working with a company that focuses on ICT solutions

and Cyber Security in particular solidifies my path towards integration in the field after I complete my studies.

Goal setting, team working and equity theory

According to interviewing process, every worker in TrulyProtect Ltd has a particular goal. Some of them are driven by a strict target goal such as, for example, getting 10 academic credits for project studies, while senior level of employees are focused on wider goals as career development and personal growth. Nevertheless, it became obvious the goal size may determine the amount of efforts an employee is ready to dedicate to a project. Since big parts of employees are students, who have strict target goals, they are more easily managed than senior management because their performance is faster and easier to evaluate and reward.

Team effort model also took place in this case. Since Finnish branch of the company were operating in a team with a country manager as a group leader, team members were working together on achieving similar goals. However, each of the members dedicated as big amount of effort inside the group as high individual outcomes each expected. Since the author of this research was a part of a team in past and range of interviews was conducted, it is known that team members of Finnish branch have precisely same goals and expected outcomes and thus, they applied equal efforts. It seems to be a valuable idea to organize a group of employees with same goals as it validated the amount of efforts each was able to pay and thus, no reason for unfair time- and effort-dedication among team members.

Unfortunately, TrulyProtect Ltd cannot prove or disapprove equity theory on practical basis. Employees may not feel unfair about their outcomes towards the rest of workers since they all do not get financial benefits.

At present day, nobody in TrulyProtect is getting paid by the company, so obviously compensation is adequate in comparison to others.

Nevertheless, all participants believe that their compensation (non-monetary in case of TrulyProtect Ltd) is adequate in comparison with others and suits towards fair system calculation. This makes it easy for employees and managers as there is no feeling of reward discrimination.

I believe that the way that the shares are allocated is directly based on the professional input each member contributes to the efforts of the company. It also includes calculation of hours and level of skills.

Employees' needs and observation

Hawthorne effect states that there are various means to motivate an employee for a better working. One of them is 'being observed' factor. Supervisor observing employees tends to increase working productivity and overall success of the firm. Interviewing could estimate if the company is more successful because of observant but could get a feedback and self-evaluation from participants.

Yes, I reach goals faster while being observed and managed. Because my knowledge of the field is not that good yet so it would be helpful if there was someone with good knowledge of the job for me to ask. Another good reason for a supervisor is to prevent me from procrastinating.

No matter how immature it may sound, but humans tend to appeal lazy time to time, so they need a motivator to keep going. As the research showed, observing supervisor is not precisely a motivation to work better but an instrument to pay efforts and meet goals.

Employees' needs took a big part of secondary data analysis in this research. Numerous theories talk about needs satisfaction as a way to motivate workers. TrulyProtect's informants support one of need-based theories by showing what they admire about working in the company. It became clear that satisfaction of relatedness and growth needs is the core for many of employees. In other words, TrulyProtect's employees are motivated to work as their higher-level needs are fully accomplished. However, since during the research, nobody got financial reward (according to the words of the CEO) existence and security needs, or basic level demands, cannot be

satisfied for the employees. This may explain the fact that part of temporary employees (students) left their positions after their goals were met. As a result, most of employees felt enough motivated until their first goal was met and no longer felt satisfied after, because their basic needs were still an open question. This phenomenon clearly illustrates how need-based work: when a particular need is satisfied, an employee moves towards another level of demands; this makes this process continuous.

Expectancy, outcomes and efforts are tidily connected as the research shows. Since employees knew the outcomes they receive (no financial reward), they planned the amount of efforts to be applied. The behavior is moderated by outcomes allure and the correlation between expected outcomes and the efforts used. Luckily for TrulyProtect's employees, they all got a positive match between their expectancies, efforts and actual outcomes, which makes them positive about their working places.

Employees as individuals

Secondary data analysis of this research dedicated a big part to matching people's mindsets and their working motivators. It is logical that various individuals think and act in a distinct way, though the research illustrates that these also affects how an individual sees his working responsibilities, what he values most and what motivates him.

Before the research, it was a piece of theory that one can explain working motivation by knowing person's mindset. However, interviewing made it sound real. One of the participants said that he usually acts diplomatic while accomplishing his duties and is enjoying making contacts with friendly people. He also sees himself useful is negotiating issues among minor level employees and the CEO and creating positive working atmosphere. According to previous secondary data research, these features suit 'idealists' type of mindset best. Since the author recognized the 'idealist' in front him, the participant was asked to choose the most motivating combination of working points personally for him. He chose friendly atmosphere, responsible supervising from a professional manager, wide experience and sense of internationalism as core positive sides of his work. It was a surprise for the author to see a perfect match between participants' words and theoretical framework motivators assigned to this

class of mindset. To make sure it is not a coincidence, the researcher continued asking same questions from the rest of interviewees and got all results supporting the theory. This proved an idea that knowing a mindset of an employee is important for learning his attitude and building motivational strategy. Nevertheless, the scale of the research can only draw a suggestion conclusion on this topic but not build a theory.

4.3 Automobile Technologies Ltd interviews analysis

Second case company, Automobile Technologies Ltd is bigger than the previous one and that is why more employees participated in the interviews. In total, 10 permanent workers, one company's audit member and the CEO were interviewed, which allows to build the research on a sufficient piece of primary data.

Point of view on employees' motivation

Automobile Technologies Ltd represents Russian culture and market, and this may affect the differences in responses from the previous case company. However, the researcher decided to collect data regardless cultural aspects and include possible affection later in a comparison part of the research.

Starting from the head of the business and ending with the minor employees, monetary compensation plays the major role in motivational structure in this company.

Due to specifics of our industry, company and market, money is in the middle of everything. This drives people to wake up early and sleep late as everyone likes to eat good, wear warm clothes and give valuable education to children. You can give flexible hours and health insurance to employees, but who needs those if no salary is paid. We do have corporate events and good atmosphere in the office, but I really doubt it would be enough for all of us. Translation is accomplished by the author of the research.

Informants of this case company also proved that their motives to work in this particular company differ from the motivators to stay in this company and accomplish tasks good. Motives vary from participant to participant, from need in money to be-

ing a co-worker with a spouse. However, motivators were nearly same among employees, and it was mainly about 'higher than average' salary. This notion was tested later while interviewing the CEO, who proved that average salary in Automobile Technologies Ltd is higher than minimum level in the city.

As data collecting showed, over eighty percent of informants name financial reward is the core of their motivation to stay in this company. There were respondents who claimed financial payments to be the only valuable reward for them. However, the rest of participants add that there are also other positive things which make them staying in the particular company and do their work at high level.

According to the CEO's and employees' responses, this company does not follow strict format of extra bonuses as it is done in big companies.

This company is medium size now and still far to go until it is big one. We take it low profile in case of extra bonuses and non-financial rewards, as most of SMEs in the country do. We do not necessary cover health insurances of all employees but we do help financially and mentally when someone of us is in need. Therefore, I would say that the company helps its employees when needed without standard routine of filling papers in.

Employees' motivation through equity theory perspective

Interviewing Automobile Technologies Ltd helped to see how theory concerning equity works on real everyday basis. Among all the respondents, there was the one who answered very honestly and did not hesitate to share his opinion and prospective for nearest future. His responses mainly supported ideas that others told, however, the informant had a stronger feeling of treated unfair.

Not very equal. I know that some of co-workers invest smaller inputs but get better outcomes. However, I might not know all the details so I never asked the boss about this concern.

Equity theory is concerned about employees' level of motivation and loyalty to a company through how one feels about fair delivery of outcomes regarding to efforts applied. Nobody claims that an employee, who feels unfair towards rewards of his

colleague, is being reasonable, as he might not know all the arrangements for the work of others. Nevertheless, the following questions have supported the theory: the employee has lower motivation since he feels unfair. As a result, the employee expressed that his financial and other sorts of outcomes are not equal to the incomes. Furthermore, the same employee refused to see him-self working in the same company for the nearest future (five years period.)

Employees' involvement and personal growth

Automobile Technologies Ltd has an audit group who are responsible for team building, seminars for employees and other strategically important activities. Since all employees are informally divided into group of office workers and outside workers (drivers and mechanical technicians), not all seminars are obligatory for each group and mostly common seminars are based on topic validate to the company and each group of employees. Each of the office workers, who participated in the interviewing, has been loyal to the company for years and some of them over five years already. This can be taken as a success as most of SMEs are known for high employees' turnover due to corporate peculiarities.

Involvement of employees is important from one perspective. Some employees find it positive and put such notions as friendly atmosphere and corporate events on the first place after financial payments on the list. Besides team building, employees' involvement may motivate people to stay loyal for the company and increase their motivation.

Every year I wait for our corporate event –anniversary of the company. It is better than New Year celebration even, because anniversary means that whole company goes on a trip, memorizing all positive moments, which happened, and reward most loyal workers.

The effectiveness of employee involvement towards motivation tends to be under doubt time to time, according to secondary data research. Not all employees share same excitement about being involved into company's activities. As Automobile

Technologies Ltd showed, employees are mostly excited about the level of salaries and extra financial bonuses for high achievements.

Needs satisfaction of employees and types of thinking

The author of the research did not combine employees' needs and mindsets into one section by mistake. The researcher noticed the phenomenon while interviewing employees of the case company, which is associated with both meanings.

Over ninety percent of informants reflected financial rewards as their core and only demand from the company. They stated that until they get paid well, other aspects of possible rewards do not matter that much.

I do enjoy corporate events and possibility to take a day off without a requirement for a doctor paper. However, my main concern is the salary in terms of its quantity and quality (paid on time).

Since the author of this research has roots and background from the same country where the case company operates, it can be suggested that such needs structure is common among people in Russian Federation. Nobody of the informants rejected that employees' involvement, personal growth and non-monetary compensation are positive factors that can help a workplace well-being. Notwithstanding, over ninety percent of them assigned their basic-level needs to be important to satisfy.

The latter subject is relating close with the mindset concern. It happened to be a total surprise to the author, but same amount of informants, over ninety percent, voted for stable position and salary, job recognition and precise career development as the most attractive and motivational working place arrangement. This addresses all these employees to be counted as 'analytical' mindsets. This explains employees putting money on top of priorities. 'Analytically' thinking people, according to secondary data research, tend to be satisfied when they are sure about their place in the company and the amount of outcomes. In other words, they are mainly interested in beneficiaries, which can satisfy their basic needs. Withal, it also demonstrates employees have higher needs, as recognition and self-actualization to be fulfilled.

KITA and power of supervisor's observation

Based on Herzberg's two-way model, KITA concept was created. However, modern managers in successful companies do not consider KITA as a motivational tool saying that psychological threatens and promises for future rewards do not keep employees motivated but only force them 'to move' form time to time.

Observing Automobile Technologies Ltd activities and employees' interviewing gave a flashback to the author and made clear that KITA is still used in some places and gets positive results in managers' point of view.

I cannot say that we have a unique method for managing people. Here we exchange job responsibilities on salaries and when extra motivation is needed, one can be offered financial bonuses. I do know it sounds old school and has to be repeated again when good results are needed, but we just stay inside the system and it works.

Some people can count the principle of KITA as a method of motivating employees. Yet positive KITA has an issue as it has to be repeated once a manger feels lack of motivation among employees.

Negative psychological KITA has nothing to do with employees being observed by the employer. Nonetheless, some workers take observations same way as KITA. An employer may feel partly stressful while knowing that the supervisor is observing his working process, but work harder at the same time and gain better results.

5 Conclusion and Discussion

5.1 Conclusion

Since there are two case companies, which have been studied, this part of the research brings interview results from both of them together to clear the overall picture. Also, this chapter is valuable by answering research questions asked in the beginning.

The author decided to make it easier for understanding: to illustrate the finding for both case companies in a form of the table. The following table briefly illustrates summarized findings and explanation that is more complex can be found afterwards.

The third column of the table, named as 'motivators', serves as an answer the first research question, while the last column answers second research question. The content has been originally translated by the author.

Table 2. Summary of interview analysis for case companies.

Company Name	Employees' Motivation	Main Motivators	Presence of Dissatisfaction	Strategy for Managers
TrulyProtect Ltd	WEAK	Strict Target Goals Employee Involvement Job Recognition Personal Development	YES	Focus on financial part Job Involvement
Automobile Technologies Ltd	MEDIUM	Financial Compensation Extra Financial Bonuses Personal Development	YES	Non-financial Rewards More of European approach

Both of SMEs were interviewed with several purposes, where one of them is to evaluate how motivated employees are. As employees' answers showed, workers of TrulyProtect Ltd are weakly motivated because, according to the senior management board's statement, nobody in this start up is rewarded financially. However, some employees are following clearly defined target goal (academic credits) and all employees together are motivated by satisfying their high-level needs such as affiliation, esteem and self-actualization. Overall, weakly motivated employees of this company may continue being loyal to a company but more efforts from senior management is required. Automobile Technology Ltd has higher level of employees' motivation. It is driven by satisfying their core needs within financial methods. However, workers are

not fully motivated until next level of needs is satisfied; until they feel equal and fair about the correlation between inputs and outputs.

Due to distinct business natures and cultural aspects of markets, two case companies displayed various core motivators of their employees. For TrulyProtect's employees strict target goals, employee involvement and recognition, and personal growth are the main motivators. At the same time, Automobile Technologies Ltd showed that employees value stable financial compensation, extra monetary bonuses, career development and job recognition most of all.

Case companies got something in common: employees of both companies display the presence of certain dissatisfaction. It is logical that you cannot be nice all the time and for everyone, but knowledge about dissatisfaction can help managers to improve weak spots and make working places better for their employees. In TrulyProtect Ltd such weak spots include lack of financial support and employee involvement. Informants reported that their efforts are only taken on minor level (writing reports, researching data), but they are not involved in senior company's actions. In Automobile Technologies Ltd some informants feel uncertain about fair distribution of outputs and strive to get non-material bonuses as it is made in European companies.

As it was mentioned before, one of the objectives is to help managers of case companies to use this research effectively for motivating employees. In addition, one of the research questions is about how managers can use the data in corporate needs. The answer is coming from secondary and primary data analyses. Managers of each case company should be aware of core motivators listed in previous paragraph as well as recognize that there is work still to do as dissatisfaction is a matter of concern.

TrulyProtect Ltd can take into account financial means of employees' compensation. It is no secret that start ups may have monetary issues in the begging, though, all the employees are working to get sponsorship and investments from such organizations as TEKES, which allows to dedicate certain share for compensating employees financially. Besides, employees identify job involvement as a bright side of working in a SME, which may allow the company to manage people more effectively. For in-

stance, since an employee has done necessary research and preparations before customer meeting, he may be allowed to participate in an actual meeting. This boosts feeling of belonging, employee's involvement and recognition for the done work. Additionally, minor employees can get wider range of tasks going beyond their core field of responsibilities. As many employees are students, who see themselves temporary in the company, managers may find it suitable to offer positions within the company on daily basis after their project and practical studies are accomplished.

Automobile Technologies Ltd does not have well-defined problems with financial compensation of its employees. There are employees reporting the need in higher salaries, but this happens in every SME and large company and can be solved through communication. What is more important to be included in the strategy is to pay attention to non-monetary reward system. Since more than ninety percent of informants, appreciate recognition and career development possibility, it may be a good idea to prospects to people working in the company regarding their professional future. Annual corporate event with non-monetary rewarding is a good channel for team building, however, as the research showed, people may need it more often than once per calendar year. Thus, regular corporate meeting concerning employees who deserve to be recognized for their achievements can boost the loyalty and motivation of employees. Those people, who got admired by the CEO, will be motivated to keep going same level or better, and those, who did not get recognized apart from others, will be motivated to work harder and get on list of best workers. Additionally, due to the process of globalization and development of mass media, workers in Russian market are wishing to have job benefits as European employees have. It is obvious that copying EU style of managing people is highly difficult in different market and corporate culture. However, some changes can be undertaken, for instance, there can be a timetable of days-off and holiday leaves among all employees, flexible working hours, better working place safety and health insurances provided to employees.

5.2 Discussion

Quality, validity and reliability

Measuring quality of a research is a difficult duty since it applies various disciplines and refers to numerous restrictions. However, a research, which includes 'positivist' methodology together with constructive thoughts, can hope for success. It is also valuable if the phenomenon or, easier saying, the problem is observed from various perspectives and strongly support clearly defined statement of the author. Among main criteria, one can know validity and reliability of data. (Seale 1999, 466, 475-476.)

The author believes that this research stands for good quality since the problem is stated clearly and the value of the research is understandable for the readers. It has been done according to all instructions given by the related educational institution and under control of a responsible supervisor. There were no violations towards primary and a secondary data collection as well as reporting is done according to requested format.

Quantitative and qualitative researches differ crucially and, thus, it is impossible to measure validity of latter one by using same techniques as for quantitative research. Maxwell (1992) developed the technique for measuring validity of 'positivist' (qualitative) research. This method includes the following points: descriptive validity, interpretative validity, theoretical validity, generalizability, and evaluative validity. The first one stands for the quality of the data collected as well as the accuracy of its transcribing and reporting. Interpretative validity's objective is proving that all interpretations are based on participants' understanding and not the author's. Theoretical validity seeks for an answer to a question if an author of a research has found correct data for explaining the problem/phenomena. Generalizability tries to apply the theory, gotten from the research, into universally accessed regular context, in other words, to make it 'transferable'. The last, evaluative validity, bring away from data researching and examines how accurately a researcher has evaluated the data. In this case, it is important that the author evaluated the data based on participants' measures and not his own. (Thomson 2011, 78-80.)

Researcher has studied the principals validity measurements and came to a conclusion that this research can be counted as validate. The phenomenon is described based on accurately collected secondary and primary data and reported according to what was seen and heard by the author. This reporting can be transferred into daily basis and be applied towards future research, and used in business sphere by managers. The research is transferable into implementation of gotten results and conclusions into creating motivational strategy for employees. The knowledge obtained from this research is meant to be used or, at least, considered by human resources developers and managers. The data collected are relevant to the topic and stand for required academic guidelines. The evaluation of this research is also done according to rules of validity. The author had no reason for exaggerating the importance of the research and looks on this academic study in an adequate way.

According to Joppe (2002), reliability of qualitative research stands for its content to be persistent over a matter of time and precise display of all population studied under the research. Quantitative research has three dimensions for testing reliability, but those are not useful for qualitative studies. (Golafshani 2003, 598.)

Employees' motivation is complex but persistent subject, which will always matter. Market arrangements and life standards may change, but managers will also wonder how to keep employees motivated. Since all informants work in case companies, they represent the group of interest and fit with requirements from the school of concern, primary data of the research are reliable. Reliability of secondary data can be always under the question for obvious reasons, which do not need to be explained. Nevertheless, the author used only those secondary data channels, which match with the requirements.

Limitation and ideas for further research

This research can be used for future studies by the author. Since the researcher continues higher education gathering to a further level, the topic of this document can be expended to a Master degree thesis. This should include wider theoretical basis and deeper primary data investigation.

It can be also taken into account by other researches and used partly or fully for their studies. This topic can be also developed to studying bigger amount of SMEs presenting wider range of industries and countries. This will make the research more sufficient and enable the author to draw brighter conclusions.

The research has certain limitations. First of all, not all employees of case companies agreed to participate in interviewing. The author could not insist on full-participation and, thus, had to deal with the certain amount of primary data. Secondly, due to time limits and access, only two case companies were studied for the research. The study still can be counted as reliable and validate, however, bigger amount of samples could depict wider data and come up with deeper conclusions. Additionally, Skype (as well as telephone) interviews are commonly no longer than fifteen minutes, this makes the process of collecting data limited in time and, as a result, shortens the amount theoretical outcomes.

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Appendices

Appendix 1. Draft of interview questions

- How do you feel about your job?
- What is your motive to work in a SME company?
- Do you have any particular reason for working in this company?
- What are your key responsibilities?
- Please choose one of the following :

I admire most:

- Corporate culture+ development opportunities (career and professionalism) +professional team
 - Innovation+ high level of financial outcomes+ high competitiveness
 - Leadership + possibility to recruit independently + fair pay and extra bonuses
 - Lack of conflicts+ team spirit + individual competency + ability to learn new
 - Resources for financial and mental support + solid team and positive atmosphere+ inspirational purposes (population support, etc.)
- Do you think that your compensation is adequate in comparison with others within the same company?
 - Do you think that your inputs are equal to outputs you gain from the business?
 - How do you imagine yourself in 5 years?
 - Imagine the situation: you decided to change the life path and try yourself out of the company. Before that, you are required to find another person for your current position. What are the 3 features you suggest to potential employee to motivate him/her to take your place and keep going well?
- What do you like about your job?
- Imagine that your employer has assigned you to the 'boss' for the upcoming event and prepare and host the event/deal/customer meeting. You are free to do whatever you think is best. What level of performance you think is expected and are you going to perform at that level? What reward do you expect?
 - How important it is for you to achieve the targets set by the employer?
 - Do you think that you can achieve better results with a supervisor/manager/employer?
 - How do you estimate support and control you get from your employer? (please rate according the scale 0-10, where 0 is total lack of support and any control, and 10 is readiness to help you at any part of the day with professional and private issues)