

MOTIVATION OF EMPLOYEES IN SHAMROCK COMPANIES

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Abstract

The expansion of the market and the development of technology have led to the expansion of business and the creation of a new form of company - Shamrock, which, apart from the company's employees, also has employees working at a distance. Working at a distance, it is not only the work of employees from home, but also employees located in other cities and countries. The fact is that human resources are the only inexhaustible source and that technology is accessible to everyone, so we can say that employees are the only resource that differentiate companies on the market. That is why the big question is „What are the factors that have influence on the motivation of employees to achieve goals?“ and „Do the same factors affect employees in Shamrock companies?“. The aim of this paper is to determine motivational factors for employees in Shamrock companies. The study was attended by 60 people employed by this kind of company. The software package SPSS 18.0 was used to process the obtained results.

Keywords: *shamrock companies, human resources, motivation, motivational factors*

1. INTRODUCTION

Nowadays companies move toward globalization and communication technologies which results with lots of changes that are leading to a higher effectiveness and efficiency (Poulsen et al., 2017). The development of technology and its accessibility allows all organizations equality on the market. In modern business the only thing that distinguish organizations are employees of that companies. Their knowledge, skills and abilities are what makes the company unique in comparison to others. In this point, when we talk about modern business, we can see the need for investment in human capital, which in economic terms is a source of intensive and extensive economic growth (Kucharčíková, 2014). Therefore, when we talk about the concept of modern business, we are confronted with the issue that has often been imposed on business management in the past few years, which is the motivation of employees. Employees motivation represent very important aspects for the people involved in the management of any type of organization (Anghelache, 2015). Each company has certain resources, including human resources that, as mentioned above, make the company unique. What all organizations are dealing with is how to maximize „use“ the capacities of available resources to achieve predetermined goals. From the standpoint of the organization, human resources represent the only resource that is inexhaustible, which leads to the question of how best to manage them so they can achieve the highest results. This leads to the need for motivation of employees, their maximum effectiveness and efficiency, in order to achieve success and achieve the set goals of the organization. High motivation can lead to proactive behavior at work, which means ‘making things happen’, in order to achieve different and better future by achieving set goals (Parker et al., 2010). This proactive behavior can help company to become

successful, so the key point is to motivate employees. In order to motivate them it is necessary to make some investments in their improvement as well as improving the working conditions. One of the many views of modern managers says that "Investing in human resources is an investment in the future."

One of the new challenges that managers are facing with is the motivation of employees in „shamrock“ companies, long distance employees. They are maby better motivated than regural employees because of the work flexibility (Doğan et al., 2016) but there are still a number of questions factors that have influence on their motivation, such as: What motivates long distance employees? Can we use the same principles of motivation for remote employees and for those who are located in the company itself? How to motivate employees in order to successfully achieve set goals? Is key for the motivation money or the big role lies in creativity freedom, flexibility of working time, recognition, resepect, promotion and many other?

There are a number of theories that can help in finding a unique solution for all these issues. What is relevant to these theories is the fact that they do not exclude each other but are complementary and their joint action helps to solve the problem of motivation, emphasizing the different aspects of motivation and the motivation process itself.

The aim of this research was to find out more about factors that can motivate employees at a distance to achieve better performance as well as factors that can lead to dissatisfaction with work.

The theoretical part of this paper aims to explain the concept of motivation and employee satisfaction, specific motivation theory, and their importance for the organization. The empirical part of this paper was done using special designed questionnaire. In the empirical part of the paper, the results of the study of the influence of various factors on the motivation of employees will be presented. For research purposes, a questionnaire covering all concepts of motivation and motivation factors was compiled. The research was conducted at the company iTutorGroup, the service company whose business is holding English classes, in which employees work primarily from home. The results of this study show which factors are crucial in motivating remote employees.

2. LITERATURE REVIEW

2.1. Motivation

Over the years, motivation has been intensively researched by many theorists. In the mid-twentieth century Maslow set up the first theory of motivation under the name "Hierarchy of Needs and Motives". After Maslow's theory, many other models such as Herzberg's "Theory of 2 Factors, Vroom's" Theory of Expectation ", Alderfer's" ERG Model of Motivation ", McClelland's" Theory of Needs "followed.

The simplest definition of motivation, which emerged from the above-mentioned theories, says that motivation can be defined as, "What drives people to behave the way they behave" (Denhardt et al., 2008). Motivation studies "how behavior begins, how it is stimulated, maintained, directed, stopped, and what is a subjective reaction in the organism while all this takes place" (Jones, 1995). Motivation is a "process that determines how energy is used to meet the needs ... or a process of cognitive allocation of resources in which a person makes decisions about the time and energy to be assigned to a series of motives or tasks" (Latham, 2007). The most complex definition of motive would be: motive is the inner driving force of man, which stimulates and directs his behavior and his activities, which gives impulse of desire for satisfaction that is identified with needs, attitudes, plans, goals and interests (Vesić, 2011).

From the point of view of the work performance of employees and the influence of motivation on the same, we can say that there are three dimensions of motivation:

- The direction - how people would not be motivated in the wrong direction by organizing it is important to determine the appropriate direction of employee motivation.
- Intensity - from the significant influence on motivation, employment is also the amount of his effort that he invests in order to accomplish his tasks.
- Persistence - Persistence refers to the time of investing effort. This can be seen from two angles: the employee can be highly motivated but very short time; on the other hand, employees can be low-motivated but in the long run.

It is obvious that managers need to motivate employees if they want to get the necessary results for the organization. It can also be said that there is agreement on the fact that motivation is individual development, it is shown as deliberate, has several sides, and the goal of motivational theories is the prediction of behavior.

Since motivation as a concept is made up of all the factors that influence, stimulate, organize and limit human behavior, we can say that motivation refers to a work of limited intensity and duration. As already mentioned, motivation is influenced by numerous factors that can be divided into internal factors and external factors. When it comes to internal factors, they primarily relate to the personal character, the characteristics of the work and the organization itself. However, the influence of internal factors is not the only one, but alongside it, the influence on motivation can also have external factors in which we can classify the standard of living, value system, socioeconomic development, etc. (Rahimić, 2010).

Motivation takes place in a motivational cycle consisting of three phases: motivation, performance and satisfaction (Bahtrijević, 1999). The model of the motivation cycle is graphically presented in Figure 1.

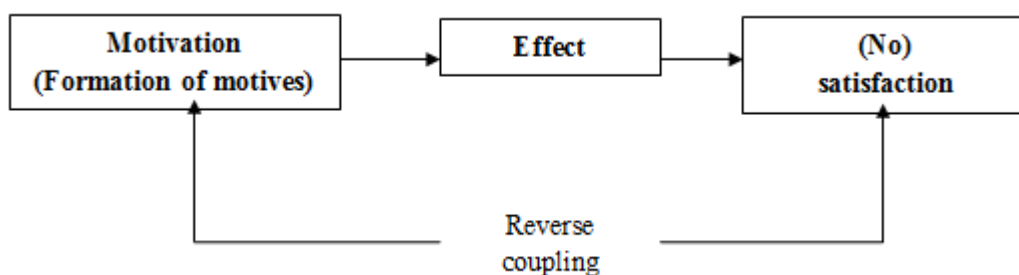


Figure 1. Motivation cycle model (Bahtrijević 1999)

The first phase of the motivation cycle is only the emergence of the motive, that is, in the first phase, the employee's activities are initiated to achieve the goal. In the second phase, these activities lead to effects, while in the third stage satisfaction with the effect occurs, because the logical consequence of the effect is a certain reward. Then the employee's satisfaction with the effects of his own work, that is, the reward, produces the motive and thus closes the circle, after which the motivation cycle begins again. Modern practice shows that instead of satisfaction, the result can be dissatisfaction. Dissatisfaction after the second phase comes as a result of a lack of praise or an employee's reward for his performance. This leads to weakening and ultimately to a complete loss of motivation.

2.2. Motivation theories

If motivation is what ensures that people behave in a desirable way to achieve the goals of the organization and at the same time meet their own needs, then we must rely on theories (Janjaćijević 2008): human needs (theories of content of motivation); processes (theories of the motivation process).

2.2.1. Theories of content

The goal of content theory is to find out what are the groups of needs and motives that people are trying to achieve in organizations. Creating a unique way to manage these needs will lead to greater stimulation of employees for better performance and performance. Content Theories try to answer the question of what drives people to behave in a certain way, and therefore they are oriented to the internal factors of the individual. The key theories we can distinguish are: Hierarchy of Need – Maslow; ERG model – Alderfer; Need theory – McClelland; The theory of two factors – Herzberg.

2.2.2. Process Theories

When we talk about theories of the process of motivation we can say that they focus on the process of thinking that affects the behavior of an individual. In this case, there is an interaction of the individual with a work environment, and the process theories consider what is what people are thinking when deciding whether to make an effort in a particular activity. Studying the theory also includes observing the way employees need rewards in work situations, and the way in which employees choose the behavior by which they will fulfill their own. Among the many theories of the motivation process, the most important are: Goal Setting Theory - Edwin Lok; Theory of Equality or Justice - Adams; Theory of Expectations - Vroom.

2.3. Factors of job satisfaction

Job satisfaction can also motivate employees to achieve the goals of the company. Job satisfaction is actually the satisfaction of an individual with his own business and represents the very feelings that an individual is engaging in a particular job. Job satisfaction depends on various factors such as: organization policy, control, administration, wages and quality of life (Safia et al., 2014). Job satisfaction factors can be grouped into two categories: organizational satisfaction factors and personal satisfaction factors.

2.3.1. Organizational factors of job satisfaction

These factors are also called external factors. If their level of optimal dissatisfaction with the work is not present, however, they do not increase satisfaction but only prevent dissatisfaction. They include: work itself; award system; pleasant working conditions; the colleagues at work; organizational structure.

For personal factors, we say that they are internal factors of satisfaction. Their optimal level, improve satisfaction and increase job satisfaction. They make them: fund between personal interests and work; work experience and age; position and status; total satisfaction with life.

3. METHODOLOGY

3.1. Pattern and collection of data

For the purposes of this work, a survey was conducted, the data was collected by questionnaire in iTutorGroup. Employed lecturers from Serbia were examined. The questionnaire, which has 15 questions, essentially consists of two sets of questions (a questionnaire attached). The first group of questions points to the demographic characteristics of the lecturer (gender, age, period of work, number for hours per week, possession of certificates). The second group of questions relates to factors that influence the motivation of employees, which includes aspects related to the following elements: money as a motivation factor, performance pay, flexible working time, freedom of work, absence of more stringent company rules, lack of managerial leadership, contact with colleagues, working from home as a motivating factor, obstacles that affect work from home, and how to increase the motivation of workers to overcome these obstacles.

The advantage of applying a questionnaire, from a formal point of view, is that it ensures anonymity of respondents and discretion of data, as well as complete standardization of collected data. A total of 60 respondents were surveyed, of which 55 questionnaires were correctly filled (83.33%). Likert's five-point scale was used to validate the results obtained. The demographic profile and descriptive statistics of the respondents can be found in Table 1.

Table 1. Demographic characteristics of the sample

Demographic variables	Sample composition	
	Categories	Percentage (%)
<i>Gender</i>	Female	54.5
	Male	45.5
<i>Age</i>	• Up to 25 years	41.8
	• 26-35	45.5
	• 36-45	7.3
	• 46-55	5.5
	• Over 55 years	0.0
<i>Working period</i>	• Up to 1 year	40.0
	• 2-3	43.6
	• 3-5	7.3
	• 5-7	1.8
	• Over 7 years	7.3
<i>Hours worked per week</i>	• Up to 10	18.2
	• 11-20	12.7
	• 21-30	38.2
	• 31-40	18.2
	• Over 40	12.7
<i>Possession of certificates</i>	• Yes	74.5
	• No, but I am planing to	25.5

4. RESEARCH RESULTS

4.1. The impact of gender on the replies of the examiners

Based on the Independent Samples Test table (Table 2), we can conclude that statistically significant difference exists in the answers to questions P1, P4, P6, P7 and P8 ($p < 0.05$). Comparative mean values are given in Table 2.

Table 2. Mean response values in relation to half of respondents

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Q1	Female	30	4.6667	.80230	.14648
	Male	25	4.3200	.98826	.19765
Q4	Female	30	3.7333	1.38796	.25341
	Male	25	4.2000	1.22474	.24495
Q6	Female	30	2.6667	1.47001	.26839
	Male	25	3.0800	1.28841	.25768
Q7	Female	30	3.0667	1.31131	.23941
	Male	25	3.1200	1.61555	.32311
Q8	Female	30	4.0667	1.17248	.21406
	Male	25	4.3200	.85245	.17049

In relation to gender of respondents (Table 2), the difference is seen in the answers to questions Q1, Q4, Q6, Q7 and Q8. In Question Q1, we see that the average grade women rated (4.67) and the average grade men rated (4.32) are approximate. Based on this, we conclude that money as a motivation factor is a little more important for woman than for men. In question Q4, which relates to freedom of work, women rated with a lower average grade (3.73) than men (4.2000), which shows that freedom of work as a motivation factor more affects men than women because to them it is more difficult to obey the superiors. As far as Q6 is concerned, the absence of managers as a motivational factor, we can confirm the previous theory where men also respond better to the absence of managers, where men rated with higher grade (3.08) than women (2.67). In Q7, colleagues as a motivating factor, we see that the average grades women rated (3.07) and men (3.12) are approximate, which can tell us that both women and men respond equally to the presence of colleagues and that their presence and their relationship with them affects their motivation to work. As far as Q8 is concerned, the average grade women (4.07) and men (4.32) rated are also approximate, so we can say that home work is the same motivating factor for both women and men.

4.2. The influence of possession the certificate on answers replies

Based on the Independent Samples Test table (Table 2), we can conclude that in relation to possession of the certificate, the statistically significant difference in respondents' answers exists for all questions ($p < 0.05$). Comparative mean values are given in Table 3.

Table 3. Average response values in relation to possession of certificate of the respondents

Group Statistics					
	Certificate	N	Mean	Std. Deviation	Std. Error Mean
Q1	Yes	41	4.5366	.95125	.14856
	Not, but I am planning to	14	4.4286	.75593	.20203
Q2	Yes	41	4.3902	.99695	.15570
	Not, but I am planning to	14	4.2857	.91387	.24424
Q3	Yes	41	4.6585	.69317	.10826
	Not, but I am planning to	14	4.7857	.57893	.15473
Q4	Yes	41	3.8537	1.37042	.21402
	Not, but I am planning to	14	4.2143	1.18831	.31759
Q5	Yes	41	3.9024	1.35656	.21186
	Not, but I am planning to	14	4.3571	.84190	.22501
Q6	Yes	41	2.6098	1.41206	.22053
	Not, but I am planning to	14	3.5714	1.08941	.29116
Q7	Yes	41	3.1220	1.56836	.24494
	Not, but I am planning to	14	3.0000	1.03775	.27735
Q8	Yes	41	4.1951	1.07749	.16828
	Not, but I am planning to	14	4.1429	.94926	.25370

From the table given (Table 3), we can see that the mean values, in all matters, from those who possess the certificate and those who still do not have or plan to acquire are relatively approximate. Therefore, we can conclude that the possession of adequate certificates does not have any influence on the motivation of the employees to work. With Q6, we can see that the average grade for respondents with a certificate is significantly less than 3.5, which tells us that respondents who possess the certificate are dissatisfied with the lack of managerial leadership. With Q7, we see that the average score for both groups of respondents is relatively low, is below 3.5. From this we can conclude that both groups of respondents are dissatisfied with the lack of contact with colleagues and that the increase in communication with colleagues will positively reflect on their motivation for work.

4.3. The effect of years of age to the answers replies

Based on the table ANOVA (Table 4), we can see that in relation to the age of the respondents statistically significant difference exists in the answer to the questions Q4-P8. Comparative mean values are given in Table 4.

Table 4. Average response values in relation to age of respondents

		N	Mean	Std. Deviation
Q4	do 25	23	3.7391	1.38883
	26-35	25	4.3200	1.21518
	36-45	4	3.0000	1.41421
	46-55	3	3.6667	1.15470
	Total	55	3.9455	1.32523
Q5	do 25	23	3.9565	1.14726
	26-35	25	4.0800	1.32035
	36-45	4	3.7500	1.89297
	46-55	3	4.3333	1.15470
	Total	55	4.0182	1.25449
Q6	do 25	23	2.8261	1.26678
	26-35	25	3.0800	1.57903
	36-45	4	1.7500	.95743
	46-55	3	2.6667	.57735
	Total	55	2.8545	1.39335
Q7	do 25	23	3.1739	1.52709
	26-35	25	3.0000	1.38444
	36-45	4	3.0000	1.41421
	46-55	3	3.3333	2.08167
	Total	55	3.0909	1.44367
Q8	do 25	23	4.3478	.88465
	26-35	25	4.0000	1.15470
	36-45	4	4.2500	1.50000
	46-55	3	4.3333	.57735
	Total	55	4.1818	1.03800

Based on the results (Table 4), in Q4, we can notice that respondents from 26-35 years most of the time consider that freedom in work is an adequate factor for improving motivation. This group of respondents also had the highest average rating in Q6, which means that here too they agree that the lack of managers and therefore a lower level of control is a high motivation factor. With Q8, their mean value is also the highest, and we can conclude that working from home is a significant motivation factor for them. Related to questions Q5 and Q7, we can see that the group of subjects aged 46-55 has the highest mean in the results, which means that factors such as: lack of manager guidance and contacts with colleagues present a significant motivation factor.

4.4. Influence of nuber of working hours per week on respondents answers

Based on the table ANOVA (Table 5), we can see that in relation to the age of the respondents, there is statistically significant difference in the answers to questions Q1, Q2, Q4 and Q5. Comparative mean values are given in Table 5.

Table 5. Mean response values in relation to the number of hours worked per week

		N	Mean	Std. Deviation
Q1	Up to 10	10	4.4000	.69921
	11-20	7	4.8571	.37796
	21-30	21	4.3333	1.23828
	31-40	10	4.7000	.67495
	Over 40	7	4.5714	.53452
	Total	55	4.5091	.90006
Q2	Up to 10	10	3.9000	1.19722
	11-20	7	4.5714	.53452
	21-30	21	4.2381	1.13599
	31-40	10	4.9000	.31623
	Over 40	7	4.4286	.78680
	Total	55	4.3636	.96922
Q4	Up to 10	10	3.8000	1.39841
	11-20	7	3.2857	1.49603
	21-30	21	4.1429	1.15264
	31-40	10	3.8000	1.39841
	Over 40	7	4.4286	1.51186
	Total	55	3.9455	1.32523
Q5	Up to 10	10	3.7000	1.25167
	11-20	7	4.2857	.75593
	21-30	21	4.0952	1.17918
	31-40	10	4.4000	1.26491
	Over 40	7	3.4286	1.81265
	Total	55	4.0182	1.25449

Based on the results (Table 5), the question Q1 we can notice that the mean values of the results in all subjects are approximate, so we can say that money is an important factor of motivation unrelated to the number of working hours of respondents. From question Q2, payment-for-performance, we can say that payment-for-performance is an important motivation factor for a group of respondents who, on average, work between 31-40 hours a week. Based on the Q4 results, we can conclude that for the respondents who work more freedom in the work is a higher motivation factor. For Q5, the absence of more stringent company rules as a motivation factor, we can see that the weakest impact of this factor is with one group of respondents who perform the most hours per week.

5. DISCUSSION OF RESULTS

5.1. Obstacles and proposals for their solution in order to improve the motivation of employees

In spite of the fact that home work is one of the most modern and most suitable forms of work, there are certain obstacles and problems encountered by employees as well as the companies themselves. Obstacles that prevent the maximization of employees' motivation

to do business in accordance with the tasks and goals of the company should be thoroughly analyzed and tried to provide answers for their removal.

In order to investigate these issues, the survey included questions: *What do the respondents consider to be the biggest obstacles to their motivation?* and *What can be done to improve their motivation?*. To the question: *What do you consider to be the biggest obstacles in working from home?*, respondents responded as follows, shown in Figure 2.

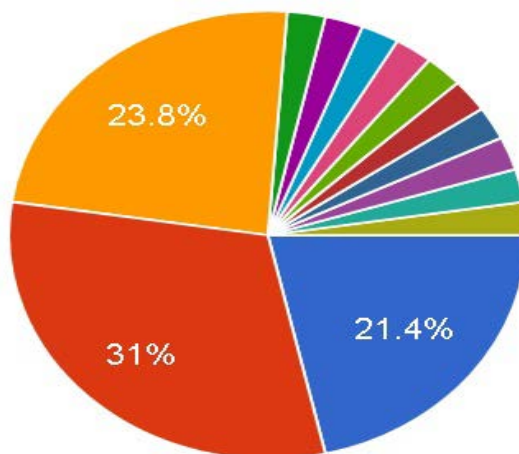


Figure 2. Obstacles to work from home

The main obstacles shown in Figure 2 are: Lack of adequate equipment 31%; Lack of working environment, lack of colleagues and interactions with them, isolation and alienation from people 23.8%; Lack of employee readiness to comply with company policies 21.4%.

Some of the solutions offered to address these obstacles and improving the motivation of employees working from home are also covered by this survey through employee surveys, whose graphic representation can be seen in Figure 3.

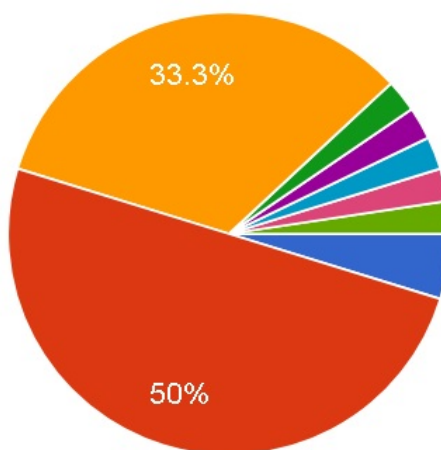


Figure 3. Methods for overcoming obstacles and increasing motivation

The main solutions for overcoming the obstacles shown in Figure 3 are: More intensive promotion and rewarding of employees' work 50%; Providing better technical support by the company 33.3% and Creating a kind of working atmosphere with employees 4.8%.

From the previous results we can conclude that one of the main factors affecting the employees who work from home is money. However, not just money as an isolated factor,

but in combination with company status, the ability to progress and rewards. The proposed solution for increasing employee motivation is more intensive promotion of employees, their rewarding both in cash and in non-cash manner. This must be accompanied by the fact that only improved communication with the company can lead to the improvement of working conditions in the form of technical support that is necessary for employees from home, which leads to an increase in the motivation of employees. One of the obstacles we can not ignore is the absence of colleagues. Serbian culture is open-minded, and socialization and interaction with colleagues is a key factor in motivating people to work. This kind of work, that is, working from home, implies the absence of colleagues, any interaction and socialization with them, and it can lead to the feeling of isolation, uniformity and monotony. The big problem for the company is how to cope with this obstacle, because it largely affects the motivation and therefore the performance of employees. How important this motivating factor is, is the fact that a group of employees in this company has used the benefits of information technology and social networks and has made a group in which they try to create a working atmosphere and improve interaction and socialization with other colleagues. The development of this kind of socialization has contributed to the creation of a ritual where employees from the same city meet once or several times a month in order to communicate with each other and share the knowledge and experience they possess.

6. CONCLUSION

This study showed that iTutorGroup employees are largely satisfied with the conditions at work. However, we can see that, regardless of the fact that employees of this company are working from home and have work-related flexibility, there are a number of difficulties they face every day. Due to these obstacles, their motivation for work decreases, as well as the commitment to the organization in which they work. With this research we managed to partially determine what constitutes a “bottleneck” in the work of “shamrock” organizations as well as some of the potential solutions to the problem.

The study has confirmed earlier assumptions that one of the main motivational factors for this kind of work is primarily: money, as well as other types of non-material rewards, communication with the company itself as well as communication with colleagues.

The solution we have come to lie in more active system of rewarding and promoting of employees, possibility to move forward, and introducing some kind of communication with other employees in the company. What could help Shamrock companies in doing business and achieving goals is improvement of performance of long distance employees. Motivating employees to achieve company goals is one of the most important factors for improving business, because only human resources are inexhaustible. Also, human knowledge and opportunities are unlimited and there are no examples of two completely identical employees in the world, and this is what enables the company successful differentiation in the market.

MOTIVACIJA ZAPOSLENIH U SHAMROCK KOMPANIJAMA

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Izvod

Ekspanzija tržišta i razvoj tehnologije doveli su do širenja poslovanja i stvaranja novog oblika kompanija - Shamrock kompanije, koje pored zaposlenih sa sedištem u kompaniji imaju i zaposlene koji rade na daljinu. Pod radom na daljinu se ne podrazumava samo rad zaposlenih od kuće već i zaposleni koji su locirani u drugim gradovima i državama. Činjenica je da ljudski resursi predstavljaju jedini neiscrpan izvor i s obzirom da je tehnologija svima dostupna zaposleni su jedino što kompanije diferencira na tržištu. Zato se postavlja veliko pitanje „Koji su to faktori koji utiču na motivaciju zaposlenih za ostvarivanje ciljeva? i „Da li isti faktori utiču i na zaposlene u Shamrock kompanijama?“. Cilj ovog rada je određivanje motivacionih faktora za zaposlene u Shamrock kompanijama. U samoj studiji učestvovalo je 60 osoba zaposlenih u ovakvoj kompaniji. Za obradu dobijenih rezultata korišćen je softverski paket SPSS 18.0.

Ključne reči: *shamrock kompanije, ljudski resursi, motivacija, motivacioni faktori*

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Appendix 1

A SURVEY

Motivation

Please read carefully and sincerely fill out this questionnaire, because I think that your opinion will be extremely valuable in analyzing the above mentioned issues. The survey is anonymous, and the results obtained in this research will be used to produce scientific work. Please circle only one answer for each

1. Gender 1) M 2) F
2. How old are you? 1) Up to 25 2) 26-35 3) 36-45 4) 46-55 5)over 55 years
3. Working period 1) Up to 1 year 2) 2-3 3) 3-5 4) 5-7 5) Over 7 years
4. How many hours a week do you work ?
 1) Up to 10 2) 11-20 3) 21-30 4) 31-40
5) Over 40
5. Do you have any of the necessary certifications for doing your job?
 1) Yes 2) No, but I am planing to

Indicate your experience and perception for each question by using the following scale: 1- I completely disagree, 2-I disagree, 3-neutral - I am, 4-I agree, 5-I completely agree.

- | | | | | | |
|---|---|---|---|---|---|
| 1. Money as a motivation factor | 1 | 2 | 3 | 4 | 5 |
| 2. Payoff by effect as a motivation factor | 1 | 2 | 3 | 4 | 5 |
| 3. Flexible working time as a motivation factor | 1 | 2 | 3 | 4 | 5 |
| 4. Freedom in work as motivation factor | 1 | 2 | 3 | 4 | 5 |
| 5. The absence of more stringent companies as a motivating factor | 1 | 2 | 3 | 4 | 5 |
| 6. Lack of management leadership as a motivating factor | 1 | 2 | 3 | 4 | 5 |
| 7. Absence of contact with colleagues as a motivation factor | 1 | 2 | 3 | 4 | 5 |
| 8. Work from home as a motivation factor | 1 | 2 | 3 | 4 | 5 |

9. What do you think are the biggest obstacles in working from home?

- 1) Lack of employee readiness to adapt to company rules
- 2) Lack of adhesive equipment
- 3) Lack of employee competencies for this type of work
- 4) Something else _____

10. What do you consider necessary to undertake to promote this type of employment and increase motivation for work?

- 1) Add more content to the rules
- 2) To promote and reward the work of employees more intensively
- 3) Ensure better technical support by the company
- 4) Something else _____