ŠIAULIAI UNIVERSITY

FACULTY OF SOCIAL SCIENCES, HUMANITIES AND ARTS

DEPARTMENT OF PUBLIC ADMINISTRATION

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Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities

Master's Thesis

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Master's Thesis

Social Sciences, Public administration (N700)

Advisor of Thesis:
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I confirm that presented Master's Thesis to obtain qualification degree in Public Administration is original author's work

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(Student's signature)

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

CONTENT

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

CONTENT OF TABLES

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

CONTENT OF PICTURES

Summary

Master's thesis dealt with motivation aspects in local government institutions in Lithuania and the United Kingdom municipalities. The problem of this work is reflected by question: what civil servants motivation policies are used in Lithuania and the United Kingdom? The aim of master's thesis study is to investigate the possibilities of motivation improvement in Spelthorne municipality in Surrey district of the United Kingdom and Siauliai city municipalities.

Theoretical part of master's thesis analyses the motivation of civil servants, motivation models, motivation features in public sector and it's development opportunities. This job also lists and describes the instruments of motivation, comprehensively characterizes employee's motivation and the place of motivating factors in the system, as well as the disclosure of public service motivation characteristics.

For the empirical part it was chosen to conduct document analysis and interview. Documents which were analysed include: Civil Service Codes in Lithuania and the United Kingdom, in order to find and compare motivation possibilities. For interview it was chosen experts from Spelthorne and Siauliai city municipality, to get more information about motivation and it's development opportunities in local government institutions. Document analysis and interview results let analyse the information of employees` motivation within practical aspects in Spelthorne and Siauliai city municipalities and provide employee motivation system improvement opportunities in these public sector institutions.

The study found that public servants in Spelthorne municipality and Siauliai city municipality are motivated by various instruments but there is no single motivation instrument encompassing the entire organization personnel. After document analysis, it was noticed that United Kingdom laws allows for a wider range of motivation measures than Lithuania laws. Study also showed that there were not big differences between Šiauliai city municipality and Spelthorne municipality; all local government institution employees want similar things. It was just noticed that people working in Spelthorne municipality extracted more their personal goals and wants to improve them-selves.

Keywords: motivation, motivation in public administration, local government, municipality.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

DEFINITIONS

1. Public service - legal relations arising from the acquisition of public servant status, the change or loss, as well as resulting from a civil servant of the public administration activities of a state or municipal institution or agency in implementing certain policies in the area of public administration and ensuring the coordination of the implementation, coordination of the particular sphere of state governance institutions, management, allocation of financial resources and the control of their use of the audit, the adoption and implementation of legislation, the state and municipal institutions or agencies in the field of public administration, preparation or coordination of laws, contracts or programs, projects and on their findings, the management of personnel or with public administrative authorities are not subordinate persons, as a whole (The Republic of Lithuania Civil Service Code, 1999).

2. Public servant - a person holding public office and performing set of public administration works (The Republic of Lithuania Civil Service Code, 1999).

3. Career civil servant - a civil servant admitted to a position for an indefinite period of time and having the opportunity to implement the right to a career in public service (The Republic of Lithuania Civil Service Code, 1999).

4. Municipality - means an administrative unit of the territory of the State, defined by law, the community of which has the right to self-governance guaranteed by the Constitution and implemented through a municipal council elected by the permanent residents of that administrative unit of the territory of the State and through an executive institution as well as other institutions and establishments of a municipality, which are formed by the latter and accountable to it. A municipality shall be a public legal person (The Republic of Lithuania Law On Local Self-Government, 1994).

5. Local self-government - means the self-regulation and self-action, in accordance with the competence determined by the Constitution and laws, of the permanent residents' community of a law-defined administrative unit of the state territory, where the community enjoys the right to self-government guaranteed by the Constitution, by the State (The Republic of Lithuania Law On Local Self-Government, 1994).

6. Motivation - internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal (Riley, 2006).

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

INTRODUCTION

Research relevance

Work motivation of local government institutions is becoming priority, because it seeks value which is not always possible to implement. There is a lot negativity built around employees of public sector, but not many think how does the public sector organizations motivate their employees and are looking for better results. Public sector does not have so many motivation systems as private sector has: private sector has much more freedom to operate and use different types of motivation systems such as bonus, salary increase or promotion. Scientific theories have started to deal with a public administration employee motivation opportunities which are considered by the following scientists: G. Rainey (2009), N. Baldwin (1984), W. Bradley (2001), P. Perry, D. Mesch, and L. Paarlberg (2006), which had reviewed the different perspectives of motivation, motivation in public sectors, differences between public and private sector motivation.

Work motivation has failed to achieve among local government institutions. This lack of attention to work motivation in the local government institutions may cause organization to collapse. Local government institutions are under constant pressure to improve their productivity and reduce their costs (Baldwin, 1984). Because of constant lack of income to local government organizations, government are saving the money continuously and therefore cannot meet the expense of staff development, which would lead to better work quality and consequently more motivation for workers. Frequent local government employees have bad stereotypes such as being lazy, self-serving, misguide (Bradley, 2001). And everything what is happening becomes a cycle, which will not end until something will be changed.

Motivation in general is inexhaustible and changes every day in work environment. Motivation flexibility and constant changes are coming to society, it is getting harder to use and implement effective motivation system. Moreover the differences between two local government institutions motivation policies in public sector, is not that common object of the work, as motivation between public and private sector. As different institutions work in their public organizations, they get different outcomes, depend or work ethics, organizational behaviour or organizational psychology. Even there is not that big difference between local authorities and all public administration organizations, as how many of them are between the public and private sector. All public administration organizations, institutions are aggregate, from which the local government is one of the most important connecting link between a government and the people, so a lot of the time local government is linked with all

public administration institutions. Local government institution employee's motivation should be always a priority.

Research problem

Local government employees have limited possibilities to get motivation from employers. G. Rainey (2009) states that motivation of public employees is "greatly affected by the public sector environment". As it was mentioned before, public sector environment are abundance of rules, laws, provision. As P. Perry, D. Mesch, and L. Paarlberg (2006) discuss four antecedents of public employees' work motivation: employee incentives, job design, goal setting, and employee participation. Although all these antecedents are important, R. Perry (2006) note that goal setting is "the single most researched and dominant theory of employee motivation in the field." At the same time the application of this theory in local government settings is limited.

Main problem of the research is that local government employees do not have enough motivation for work. Work becomes more mechanic then thoughtful and interesting. In other words, the longer employees worked in public organizations or in local government, the more their job satisfaction decreased. Similarly other studies have found burnout and exhaustion to be two of the most cited reasons for individuals to leave public sector jobs (Kim, 2004). If employees would have more motivation, public sector organizations would get better results. Employees of local government in a lot of cases are considered as people who work for people and their well-being, more than for them own, but in these modern days people do not bear this feature anymore and are more self-centred. Of course there are still people who gave their life and time to help others, but people who chose work in local government organizations, want to have benefits for themselves and for organizations equally. So it has to be enough motivation for local government employees in order to satisfy the employer.

The main research problem questions
1. What are the main motivation factors which been used in public sector?
2. What motivation policy similarities and differences can be noticed in Spelthorne and Šiauliai city municipalities?

Research object. Motivation policy in local government.

Research aim. Compare employee's motivation policy in Spelthorne and Šiauliai city municipalities.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Research Objectives/Tasks:

1. Define motivation importance, methods, models in work environment, theoretical point of view.
2. Disclose the concepts of motivation in public administration organizations.
3. Perform a study of local government institutions, which will reveal the motivation policy of local government institutions, motivation manifestation in the organization.
4. Present research data findings and recommendations.

Main statement:

1. Main motivation factors which is been used in public sector is: professional development opportunity and career prospects; participation in decision-making; initiation and implementation of ideas, expression of creatively; contribution to organizational results, receive evaluation and feedback on performance; good microclimate and communication; monetary incentives; job security, interesting job content.
2. Motivation policy instruments *similarities* in Spelthorne and Šiauliai city municipalities are: salary bonuses, safe and healthy working environment, rewards, medical insurance coverage, training, and *differences* are: flexible working hours, work at home opportunity, competitive salary, partial or full costs of travel, opportunity to rent state-owned residence, facilitating loan options, interest free loans for house purchase.

Research Methodology

- Literature analysis
- Document analysis
- Qualitative research
- Literature analysis is about understanding the techniques that make a literary work effective, identifying them in the books, articles or scientific works and writing a brief summary explaining what you have identified in the texts.

Document analysis, taking into account the research object, research goals and objectives, this method is considered to be the most important data collection (receipt) method. Selected data sources: scientific books and magazines; press releases; official statistics; official government publications; private, public, professional, and other non-governmental organizations in the documents.

Qualitative research aim may vary with his disciplinary background, such as a psychologist seeking to gather an in-depth understanding of human behaviour and the reasons that govern such

behaviour. The qualitative method investigates the *why* and *how* of decision making, not just *what*, *where*, *when*, or "who", and has a strong basis in the field of sociology to understand government and social programs.

In the thesis analysis of the literature was carried out to investigate work ethics, organizational behaviour, and organization structure of each chosen local government institution. Qualitative research, the interviews with Šiauliai city municipality and Spelthorne municipality Surrey area employees, about motivation policy in their job places and how this is affecting their job quality. For this research 7 public sector employees (4 in Spelthorne and 3 in Šiauliai city municipalities) were interviewed, to get more in-debt and more personal information about motivation in public sector organizations.

Research Theoretical and Practical Significance

Analysis of scientific literature, results and recommendations will be practically significant to all those interested in motivation policy in local government institutions, highlighting motivation qualities and benefits. Master's work will be presented to municipal research of the Human Resources Department to draw attention to motivation policy and that motivation encourages employees of organizations, to positive operating results.

Research analysis can be used to research new ways of motivation in public sector; it can show in which part of work local government institution employees need more help and what is not motivating them in everyday life, which undermines work productivity, quality of work and good working microclimate.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

I.   EMPLOYEES MOTIVATION CONCEPTS AND ESSENCE

1.1. Definition of motivation

The term "motivation" comes from the Latin word "movere", and explains the movement or causes of activity or in another words - motives.

L. McShane (2003) defines motivation as "...a factor that exist in an individual which has the potential to affect the way, strength and eagerness of behaving towards work". Motivation is quite complex to comprehend thus placing awareness to the fact that several factors influence employees performance in a particular organization. Reason being that, what motivates one worker will not definitely motivate the other employee within the same company.

Definition of motivation has been supported by L. Petri and M. Govern (2004), "motivation is the thought that explains the propelling force in an individual that explains differences in intensity of behaviour". P. Chavanu (2009) argues that the motivation for a lot of times explains people's career choices, why some tend to change, while others are the opposite. According to the author, motivation explains the behavioural intensity and persistence. But however often still it is incomprehensible to understand what motivates employees.

J. Myers (2008) as well as other authors emphasizes the importance of organization and her employee's goals similarity. The author also claims that in the different levels of the organization are different measures to be applied in various ways: workers in higher level must be under one measures, the lower – another ones.

I. Wilkowska (2005) points out that the payment for the work should be not only what matter, but also have a motivational effect. The author also claims that workers results will improve if they are given enough autonomy, responsibility and flexibility. Which is not always an opportunity if it is public sector.

Over the years many scientists name motivation and its influence on people differently. Nevertheless motivation concept remains the same and it is to inspire people to work better. But with a lot of concepts and the ideas it is possible to put this to classification of theories.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

1.2. Classification of motivation theories

Katzell R. and D. Thompson (1990) offer classify motivational theories according to: external or internal factors. Theory of motivation suggests following classification:

- External theories: demand, incentives, enhancement, goals and other theory;
- Inner theories: expectations, equity, provisions and other theory.

While Katzell R. and D. Thompson (1990) highlight the internal and external processes. M. Muchinsky (1993) classifies similar motivation theories, he not only focuses on the *processes* but the internal and external *factors* that motivate people and complements Katzell R. and D. Thompson classification on the assumption that people are rational. So the motivation theory can be divided as follows:

- The one that is based on the principle that people are encouraged by internal factors (demand theory);
- The one that is based on the assumption that people are rational (the theory of expectations and goals opening theory);
- The one that is based on the assumption that people are encouraged by external factors (justice theory).

But so far most popular motivation theory by V. Gražulis (2005) is divided into two areas:

- Content theory (A. Maslow, C. Alderfer, F. Hezberg theory);
- Procedural theory (expectation of justice, goal setting, fulfilled expectations and other theory).
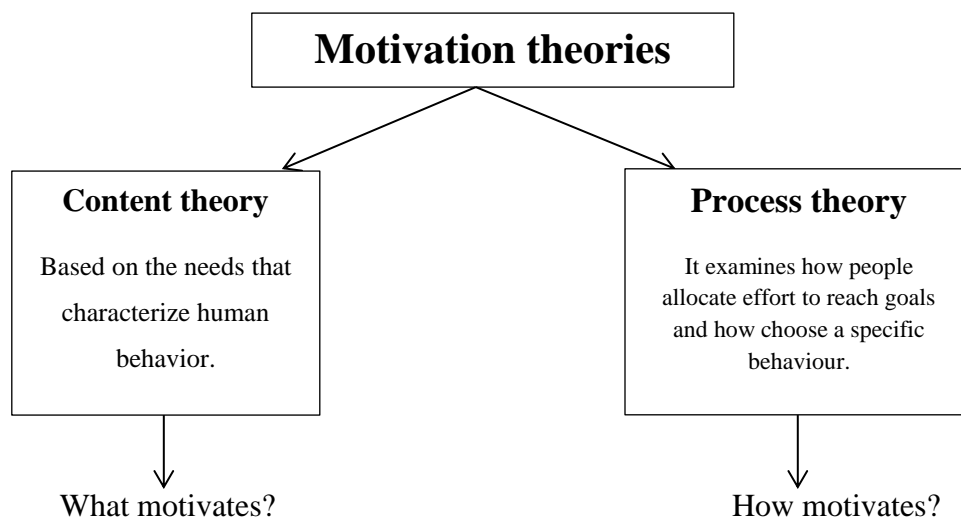
Pic. 1. Comparison of content and process theories of motivation.

Source: made by author, based of V. Gražulis (2005) and J. Mullins (2010).

13

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

So basically a lot of theories can be divided by character and by time; we can divide those categories into early time's theories, dated from 1911 to 1960 and modern time theories, which are considered after 1960 (Table 1).

Table 1

Classification of basic motivational theories

By character By time	Content	Process
Early	**Taylor (1911) The traditional model** **Mayo (1930) Human relations model** **Maslow (1943) Hierarchy of needs theory** **Herzberg (1959) Two-factor theory** **McGregor (1960) Theory X and Theory Y** **(Or Human Resources Model)**	**Skinner (1953) Reinforcement theory**
Modern	**McClelland (1961) Needs Theory** **Atkinson (1964) Three Needs Theory** **Alderfer (1969) ERG theory**	**Vroom (1964) Theory of expectations** **Adams (1965) The theory** **Locke (1968) Goal setting theory** **Hamner (1974) Modification of Conduct theory** **Deci (1975) Cognitive Evaluation Theory** **Weiner's (1985) Attribution Theory**

Source: made by author, according to J. Mullins (2010).

More important that we can divide motivation theories by character (content and process). one of them is based on the needs, that characterize human behaviour (content theory) and another one examines how people allocate effort to reach goals and choose a specific behaviour (process theory).

1.2.1. Content motivation theories

First of all we will review all **Content theories**. The content motivation theory is based on the identification of those inner needs that affect their behaviour. Content theories seek to answer the question of why there is motivation and what causes it, what makes people behave the way they behave, are authors of those theories interested in specific needs of human nature and structure. Motivation theories formed in XIX - XX century. The theory pioneer is called F. Taylor (1856 - 1915).

F. Taylor traditional model. The main argument for this theory – managers have a better understanding about work compared to the workers, who are generally lazy and that can only be satisfied with cash. According to this theory, managers determine the most effective methods of

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

repetitive tasks and then encourage their staff by salary system: the more employees produce, the more one earns. J. Stoner (2001) also claimed that traditional model is related to these statements:

- The majority of employees do not like to work;
- The majority of the workers avoid work as long as possible;
- The majority of employees do not care about work tasks, but most important is to be paid for it;
- Only a small percentage of employees want or might want to do the job, which requires creativity, personal control.

K. Sommerville (2007) claims that Frederik Taylor stated three principles in his works by which the company can achieve better results: job performance rationalization, stimulating payment system and the company's functional management system. F. Taylor and later his follower's see employee as an economical person, who is ready to do more for a better reward.

E. Mayo human relations model. In this model social contacts are very important at work, while boring and repetitive tasks reduce motivation. Therefore, employees should be encouraged by recognition of their social needs and for possibility to feel important (Freeman, 2008). The results of Professor Elton Mayo's Hawthorne studies proved that the most productivity influencing factor is relationships. That means that productivity increased due to relationships and being part of a supportive group, where each worker had a significant effect on the team output. As a side result, the researchers noticed that the increased attention to the workers received by the researchers increased motivation and productivity, which resulted in what is the Hawthorne Effect (D. McBride, 2013).

A. Maslow's hierarchy of needs theory. It is a widely known interpretation of motivation way. A. Maslow assumed that every person have hierarchy of five needs: physiological, safety, social, respect, self-realization. When one of these needs is sufficiently satisfied, than other start to dominate the others. This needs theory of motivation is often used in research and applied to work activities (Robbins, 2003).

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.
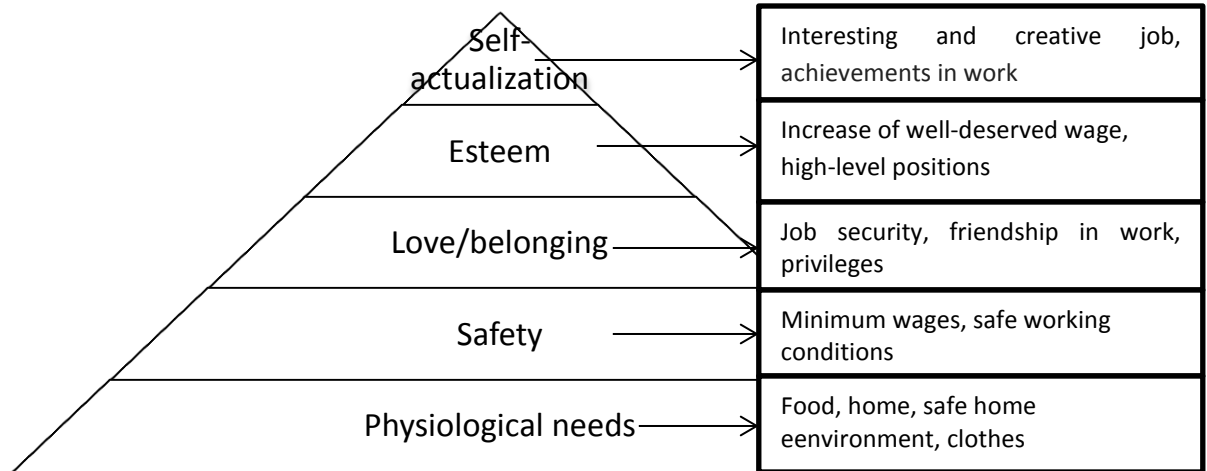
Pic. 2. A. Maslow's hierarchy of needs.

Source: Made by author, according to S. Robbins (2003).

According to this theory, first employees must be paid minimum wage and have safe working conditions to satisfy physiological and safety needs. After that you need to meet the security needs: job security and guarantees, friendship and work privileges. Then, workers must be encouraged to use such motivational tools that give them a sense of belonging, opportunity to grow, allow yourself to feel the respect from others, to seek new responsibilities, to complete interesting and creative tasks, and much more.

F. Herzberg two-factor theory. F. Herzberg updated A. Maslow's hierarchy of needs theory and found that satisfaction or dissatisfaction with work leads to two different groups of factors. According to H. Herzberg satisfaction triggers are separate and different from posing dissatisfaction. Some of the factors, when they were not taken into consideration, lead to frustration; but when taken into account, it does not cause dissatisfaction. Such factors have been called "hygiene", because they form prosperity of the organizational human relations. While certain factors are triggering dissatisfaction when they are overlooked, but when they are evaluated and properly used, become a source of satisfaction. These factors are called "motivational" (Stoner 2001) (Table 2).

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

<div align="right">Table 2</div>

<div align="center">**Herzberg two-factor theory**</div>

Hygiene factors Influencing job satisfaction	Motivational factors Influencing job satisfaction
• The quality of leadership • Remuneration (pay) • Company policy • The physical working conditions • Relations with other • Busyness in work life	• Opportunities arise positions • Opportunities for personal development • Recognition • Responsibility • Achievements

$\longleftarrow \hspace{10cm} \longrightarrow$

high job dissatisfaction job dissatisfaction   0   job satisfaction   high job satisfaction

<div align="center">Source: made by author, according to S. Robbins (2003).</div>

As it was mentioned before, F. Herzberg updated A. Maslow's hierarchy of needs theory but the difference can be that the hygiene factors are like physiological and security needs, and motivation factors are compared with the higher demand levels. However, as J. Stoner (2001) mentions, A. Maslow's physiological needs are considered as a cause of human behaviour, and F. Herzberg on the other hand - it is claimed that the employee will not pay attention to the physiological needs as long as their absence or customization will be incorrect or inappropriate.

D. McGregor Theory X and Theory Y (or Human Resources Model). Observing how managers treat their employees, McGregor concluded that the human nature is based on certain assumptions group and the leaders under these assumptions try to shape their behaviour with subordinates. Based on these observations, the author formulated two different groups based on human nature assumptions, calling them X and Y theories (Robbins 2003):

- Theory X - pessimistic and negative interpretation;
- Theory Y - is a modern and positive opinion about a man.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Table 3

McGregor X and Y theories assumptions

Theory X	Theory Y
Most people do not like to work, they avoid it whenever they can.	Jobs - natural activity, as such as play and rest.
Most need force or intimidation to do work. People need precise instructions.	People are capable to control their self, if they are committed to do so.
Most tend to be instructed to do the job. They tend to avoid not only responsibility, but to show a little bit of ambitions. They only care about their own safety.	Typically people commit to government, if they are awarded or encouraged.
	A typical employee can grow and feel responsibility.
	Ordinary members of the public are creative, resourceful.

Source: Made by author, according to G. Dubauskas (2006).

According to S. Robbins (2003) the theory of X assumes that people dominate the lower level of demand, for Theory Y - a higher level of needs.

D. McClelland (1961) theory of needs. D. McClelland devotes three most important needs (Palidauskaitė, 2007):

- Power;
- Success;
- Belonging.

Implying that in the current society, the primary human needs are satisfied. As author states public demand manifests itself as a desire to influence and have an impact on others, and to manage them. People have a highly public demand to lead, they are more likely to take care of the prestige and influence other people, than engage effective activity. In dealing with the need for success, the researcher found that people with this strong indicator have desire to do everything better. They prefer that they solve own complex problems and take personal responsibility for the success and failure than allow that result would depend on the happy circumstances or other people's actions. People, who want to belong to a group, are looking for friendship, they prefer a situation in which they cooperate rather than compete, relations based on the high degree of mutual understanding.

J. Atkinson (1964) Three needs theory. The author shares the motivation as well as three basic needs like D. McClelland in his theory (Robbins, 2003):

18

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

- Achievements;
- The government;
- Close affinity with other people.

Largely this depends on the personality, for example, one person may feel a very strong need for close communication, friendship and belong to different groups, while the other feels much stronger need to win. As it was mentioned before motivation depends from different perspectives and different people.

C. Alderfer (1969) ERG theory. ERG Theory identifies three specific groups (Bagdonienė and Bagdonas, 2010):

1. Existential, which include physiological needs, safety, working remuneration and promotion and working conditions.

2. Relatedness. These include the need to communicate, to have a crowd of insiders, and feel other respect and recognition.

3. Growth and expression. This is a human need to improve, to reveal their opportunities to enjoy their work achievements.

C. Alderfer said that at one time, person can be motivated by variety levels of needs, from lower to higher needs, which can co-exist. Critically assessing upward movement hierarchy of needs, C. Alderfer provided the opportunity to reverse the process when alternatively a higher level of human needs regresses, down to the original level (Palidauskaitė, 2007).

After analysing the scientific literature it can be considered that contents of the theories do not have much difference, because they all analyse human needs and their behaviour at work. Each content theory allows managers to understand the behaviour of workers and the reason to choose the best of motivation alternatives.

1.2.2. Process motivation theories

Procedural motivation theory does not deny the human needs which motivates people to work, but it maintains that human behaviour is determined not only by them, and declares that human behaviour is associated with some hope (expectations) and options available in the behavioural results.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Motivation process theories of work motivation analyses aspirations and expectations with regard to the work, seeks to explain how the motivation process causes a certain individuals behaviour.

Skinner (1953) Reinforcement theory. This theory looks at how the previous behaviour implicates future actions through a cyclical process of perception. In this regard, the individual voluntary behaviour (response), which promotes the situation or event (incentive), there are certain consequences for the cause. If those effects are positive, it is likely that in the future the individual will react similarly in similar situations. If the consequences are unpleasant, this individual probably will change behaviour to avoid them in the future (Picture 3).

Incentive	→	Response	→	Consequences	→	Future response
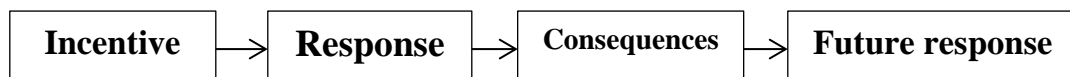
Pic. 3. Skinner reinforcement theory process.

Source: made by author, based on S. Robbins (2003).

The main idea of Reinforcement theory - employees is giving positive reinforcement to positive consequences that are repetitive, and the behaviour that causes negative consequences, will not be repeated. Therefore, managers must guide employees towards behaviour that is associated with positive consequences (Robbins, 2003).

Vroom (1964) Expectations theory. According to this theory, people are perceived as intelligent, thinking beings who decide, what course of action to choose and how much effort to put. Human decisions are based on their expectations to experience some degree of pleasure or discomfort, because of a certain selection of action course. Expectation theory suggests that individuals will choose the course of action, which they are more likely to increase pleasure and reduce discomfort. Expectations theory consists of three main elements (Dubauskas, 2006):

- Expectations;
- Remuneration;
- Valence.

Expectations theory - theory is based on personal interests, according to which each person is trying to maximize their expected satisfaction (Robbins, 2003).

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Adams (1965) Justice theory. It is based on the provision that the very important work motivation factor is, as an individual value received consideration, or thinks that is fair or correct, adequate or not. Equity can be defined as individual embedded resources (effort and abilities) and the consideration received for the job (salary or promotion) ratio (Stoner, 2001).

People think about reward either by comparing them with others for a comparable contribution (human situations in comparison), or by any other means to satisfy effort or reward ratio. People are different, and their methods perceive injustice, are different. Justice theory shows how important it is that managers know the staff and recognize that the work is carried out in the context of human relationships (Žaptorius, 2007).

Locke (1968) Goal setting theory. According to this theory, individuals are motivated when they behave in a way that approaches the goal which they seem realistic, and therefore acceptable. The main purpose of Goal setting theory is as follows (Jančauskas, 2011):

- Complex objectives lead to a better work performance than lightweight objectives;
- The specific objectives lead to a better work performance than the common objectives;
- If you want to benefit from the complex formulation of specific objectives, it is necessary to get feedback about the work or task performance.

As researcher mentioned before, Locke's research showed that there was a relationship between how difficult and specific a goal was and people's performance of a task. Researcher found that specific and difficult goals led to better task performance than vague or easy goals.

Hamner(1974) Behaviour modification theory. This theory is based on the **reinforcement** theory in order to change human behaviour. The manager, who wants to change the behaviour of their employees, must change the behavioural consequences first. J. Stoner (2001) explains four main behavioural modification techniques:

1. Positive reinforcement - this is the desired behaviour promoting positive consequences (praise, salary raise);
2. Learning to avoid - an employee changing ones behaviour to avoid negative consequences (the criticism of poor performance assessment);
3. Suppression - unwanted behaviour reinforcement absence, until such behaviour ultimately stop;

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

4. The punishment - application of negative consequences, to stop and correct inappropriate behaviour (criticism, reprimand, salary reduction).

According to techniques W. Hamner identifies six behavioural modification rules: Not all persons deserves equal remuneration; Know that the ability to respond can also change behaviour; Be sure to tell your employees what they need to do, to receive reinforcements; Be sure to tell your employees what they are doing wrong; Do not punish an employee in the face of others and last would be - be fair (Žaptorius, 2007).

Deci (1975) Cognitive evaluation theory. It examines the external rewards and internal motivation aspects. According to this theory, internal motivation depends on the degree of autonomy and responsibility for the task. A higher degree of autonomy and responsibility is a positive effect on internal motivation and vice versa. Another important factor - the awards (reward). The common perception is that the awards motivate automatically. However, the theory emphasizes that the award deals with two features - controlling and reporting. Award will influence internal motivation, but it depends from recipient itself. Controlling feature occurs when a person feels that given award is a way to control. This reduces internal motivation. Information particularity influences the sense of competence. When a person receives an award, it is associated with its competence and encourages internal motivation (Hagger, Chatzisarantis, 2007).

Weiner's (1985) Attribution theory. Attribution Theory pioneer was B. Heiderin 1958 m. But when Weiner's attribution theory developed, it has become a major social psychology research object. According to this theory people are trying to determine their behaviour with reasons for success and failure, for example: what attribute influence this, how human perceives and explains the causes of his behaviour, owned by his emotions and motivation to behave in a certain way. These are the attributes (factors) (Keller, 2009):

1. Internal attributes - it is the individual characteristics that determine the success or failure: skills (internal, unstable, control) and effort (internal, stable, out of control).

2. External attributes - environmental factors potentially affecting the success or failure: task difficulty (external, stable, non-regulated) and success (internal or external, stable or not, controlled or not).

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

These attributes affect the human emotions, motives and same activity that help us to understand other human behaviour and motives. Internal or external attribution affects self-esteem, which is associated with follow-up performance. Attribution stability or instability is determined by what people will be expecting in future. The control element is determined by social emotions, which are directed to the other.

Table 4

Comparative analysis of process motivation theories

Theory	Authors	Motivating factors
Reinforcement theory	**Skinner (1953)**	The incentive - response - the consequences - the future response. Employee behaviour, giving rise to positive consequences are recurrent
Expectations theory	**Vroom (1964)**	Expectations, settlement and valence
Justice Theory	**Adams (1965)**	Right work and the contribution to be paid for, ratio
Goal setting theory	**Locke (1968)**	Accepted and implemented objectives
Behaviour modification theory	**Hamner (1974)**	Positive reinforcement, learning to avoid, suppression, punishment
Cognitive Evaluation Theory	**Deci (1975)**	Internal motivation against external: external factors motivating, when same task is promoting internal motivation
Attribution Theory	**Weiner (1985)**	Internal (skills and effort) and external (task difficulty and success) attributes repetitive

Source: made by author.

The analysis of scientific literature shows that the aim of process theories is to explain how motivation works, that means explaining motivation process. There are different motivation factors (Table 4), which impact and influence people's behaviour differently too.

1.3. Theoretical models of employee motivation

The scientific and economic literature distinguishes various ways and means of motivation, but not only, the proper motivation model. Ways of reasoning and choice of instruments, and use depends on the specifics of an organization's activities, internal rules, director's approach and leadership style, employee relationships and other factors.

Žaptorius (2007) stated that there are various reasonable measures to promote because of their impact on employees due to the company's internal procedures for specifics, employee relationships,

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

their personal characteristics, needs, nature of work, and the material situation. Therefore, according to the author, the leader in order to successfully encourage people to understand human psychology, to recognize it as a social being, as it is with their talents, strengths, weaknesses and limitations. According to Bagdonienė and Bagdonas (2010), wrong understanding of what motivates one or the other an employee can become a reason for the failure of the work.

At the beginning of XX century, it was thought that the best motivation to work is money. The more you pay for the employee, the more work they do and the better results they have. Eventually it was discovered that this very important motive is not the only one. It is effective to a certain degree of satisfaction (Bagdonas, Kazlauskienė, 2002).

According to V. Paulauskaitė (2008), employees motivates not just proper salary, but for a lot of employees these motivation factors is important too: personal growth, professional development opportunity; participation in decision-making; to initiate and implement ideas, express themselves creatively; need to see their contribution to organizational results, to be evaluated and receive feedback on their performance; safe and human communication.

Bagdonienė and Bagdonas (2010) state that people are motivated by different things:

- External motives (status, interesting work, good relations with senior leaders, labour remuneration, working conditions and the environment);
- Internal motives (intellectual curiosity the desire to excel and make a career, the desire to give meaning to life).

Although different authors provide a variety of factors motivating the staff, all of them can be classified into certain groups. All reasoning methods and measures fall into two main groups - the financial and non-financial. Meanwhile, the authors of Lithuania provide a wider and more varied motivation classification (Table 5).

Table 5

Motivational enhancement practices and classification tools

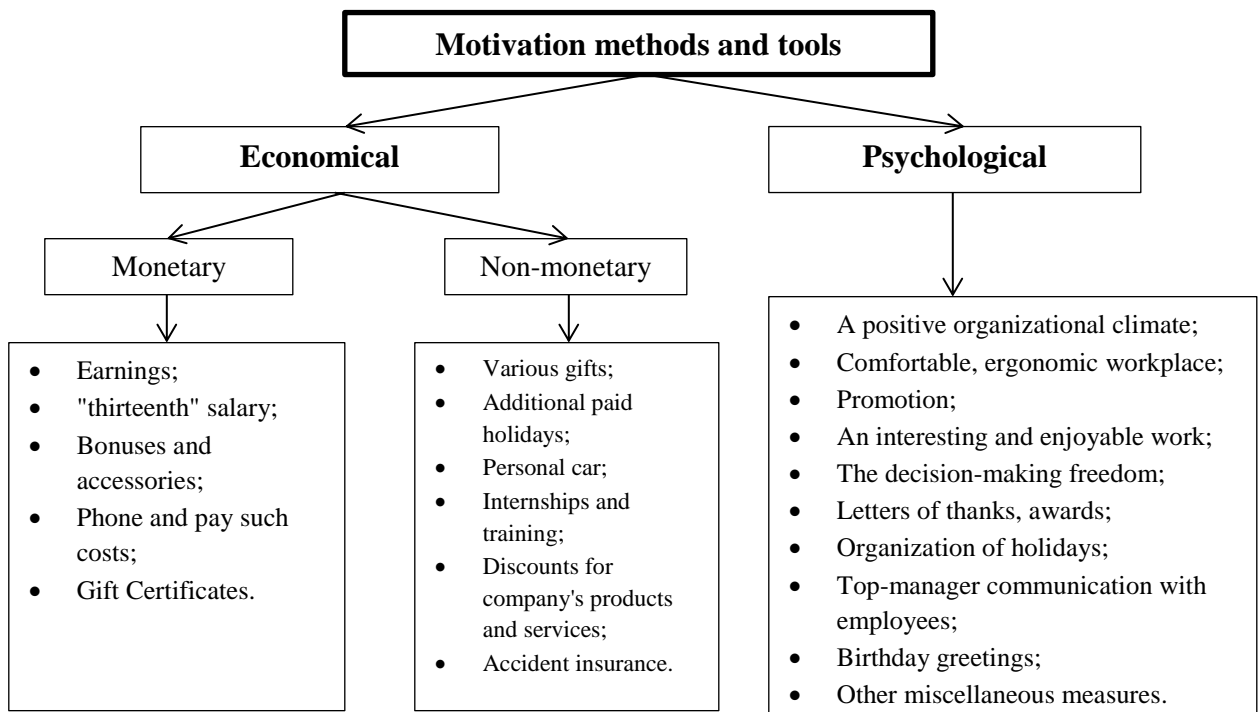| Source	Motivation methods and tools
Seilius, 1998	1) Economic: - Direct (distribution of profits and salaries, bonuses, payment for the work absence, payment for training); - Indirect (cheaper meals, bonuses for length of service, bonuses and additional benefits). 2) Non-cash: flexible work schedules, job enrichment, performance evaluation, training, working life, improving the quality and others.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

<div align="right">Table 5 continues</div>

Butkus, 2003	1) Economic: salary, bonuses, incentives, perks, privileges; 2) Legal: employment contracts, collective agreements, organizations, regulations, coaching; 3) Psychological: job evaluation, moral encouragement, mutual communication and work character customization; 4) Philosophical: long-term objectives, the organizational culture, involvement in management.
Marcinkevičiūtė, 2005	1) Material: - monetary (participation Division of profits, wages, removals, telephone and other reimbursement of the loan of the accumulation funds to purchase real estate, bonuses, savings split); - non-cash (valuable gifts, discounts on the purchase of the company's production, sports accounts clubs, referral for recreation, leisure activities of company funds, training,). 2) Psychological: evaluation of the work, working conditions, job content, decision-making freedom, diplomas, professional development, favourable psychological climate, disciplinary elimination of penalties, job satisfaction, trust and responsibility, complaints analysis of expression, opportunities, employment security, rational management styles.
Zakarevičius and others, 2008	1) Economic: - monetary (salaries, payments from profit, savings division, festive bonus, a defined benefit communications, transportation, representation expenses, interest-free loan); - non-monetary (free meals, discounts for buying organizations produce, free use of the company car, free voucher for recreation, valuable gifts, free entertainment events). 2) Organizational (administrative, legal): precise regulation of activities, objective control system, optimal coordination of work, discipline and compliance procedures, orders, instructions and their execution, the exact division of functions and delegation. 3) Socio-psychological: job security, career prospects, interesting job content, good psychological microclimate, job schedule, praise, development and opportunities, democratic leadership.

<div align="center">Source: made by author, according to K. Kriščiūnienė (2011).</div>

The analysis of scientific and economic literature revealed that there is no single motivation ways and means of classification. Interest of clarity, key employee motivating factors can be divided into two main groups: economic and psychological (Picture 4).

25

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Pic. 4. Motivation methods and tools.

Source: made by author, by K. Kriščiūnienė (2011)

The economic (material) measures are tangible and can be expressed in monetary value. Psychological measures are based on the psychological effects on employees, they are more difficult to locate and measure.

According to L. Marcinkevičiūtė (2003), companies' employee lack focus on motivation models. In the best case scenario companies encourage employee's individual motivation. Different companies are relevant for different motives. Managers should be aware that changing the working conditions of employees also will change motives. Motivational objective to managers is to detect and assess employee's motivational change, and then choose motivation models based on employees behaviour. Based on theoretical and practical studies L. Marcinkevičiūtė (2003) identified two key employees motivation models group (Picture 5):

- Models, taking into account the prevailing employee motivation;
- Models, depending on the style of management and employers' opportunities.
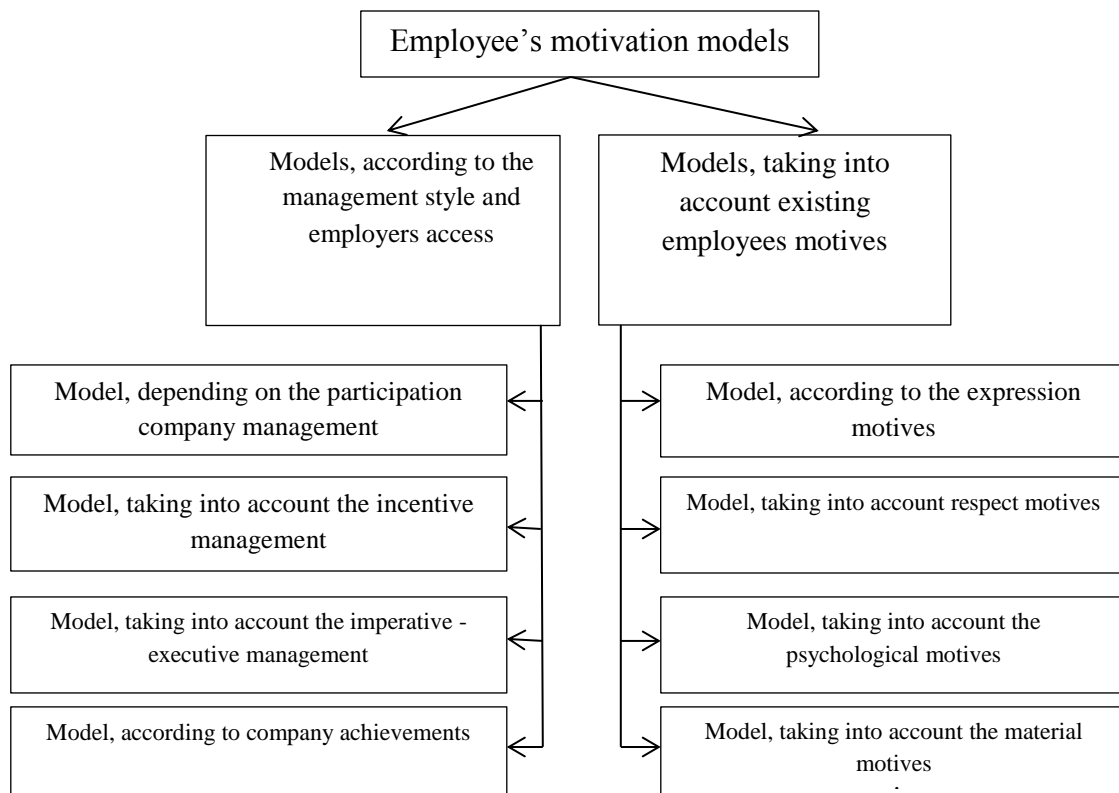
Pic. 5. Employee's motivation models.

Source: made by author, based of L. Marcinkevičiūtė (2003).

26

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

When management start to apply motivation models, yet taking into account *existing employee motivation*, corporate managers should perform practical work motivation research in its own firms and to determine the type of work and the motivations (expression, respect, moral or material) has the staff and what motivation tools for (wages and real wages of self-employment) employees are more important (Marcinkevičiūtė, 2003). Managers, who take into considerations employees priorities, can apply motives of these models: the model, taking into account the reasons for self-expression; model, taking into account respect for the grounds; model, taking into account the psychological motives; model, the material motives.

Motivation models depending on the *style of management and employers' access*. The prevailing opinion is that dealing with a variety of management challenges, managers constantly have to direct and coordinate the efforts of subordinates, to give instructions and to check their implementation. Managers enhance employees' development, progress as workers and as human beings. Every manager, which is creating good working environment and wants effectively manage it, must study the style of management and determine which dominate in managed entity and to know his weaknesses and strengths (Marcinkevičiūtė, 2003). Evaluated management style and employers' capabilities, enterprises can be applied to these employee motivation models: model, taking into account the participation of company management; model, taking into account the incentive management; model, taking into account imperative - executive management; model, according to the company's achievements.

Afterwards L. Marcinkevičiūtė (2006) wrote in her works that the global structure of the motivation models actualizes the elements of employee motivation like: employee's relationships, resources or needs. The proposed model elements do not independently influence psyche of people, but is complex (Table 6). Models' elements concentrate, their links are related and while assimilating the various causes of action, it can reach such a level that a person has to do in one way or another.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Employee's motivation models

Traditional model	Employee relations model	Employee resources model	Employee needs model
Statements			
1. Work for many people by nature is uncomfortable thing. 2. Things what people do are less important compared to how much they are going to be paid for. 3. Few people would or want to perform the work, where they need creativity, self-control and discipline.	1. People want to feel useful and important. 2. People want to belong to a team and they want to be recognized individually. 3. These needs are much more important than money and it encourages people to work.	1. The work is pleasant. People want to contribute to key targets, especially if receive help to formulate them. 2. People can be more creative, self-sufficient, have control and be disciplined, even if it is not necessary at work.	1. Based on internal human incentives, called needs and establishments. 2. Operational strategy is defined by social values and standards of conduct.
Manager/ Leader behaviour			
1. Monitor scrupulously and control each employee. 2. Split the task into a simple, easy to learn and repetitive operations. 3. Set the working procedures and operations, make employees act accurately and strictly follow them.	1. Inform employees about his plans and listen to their opinions or objections. 2. Employees have freedom in everyday work.	1. Exploit the work of employee's capacity. 2. Create a comfortable working environment. 3. Encourage employees to participate in the important work to develop their self-control.	1. Link employee's relations with the social environment. 2. Strengthen the desired employee's behaviour by taking the respective needs.
Results			
1. People may be willing to work if it is sufficiently compensated and the leader is correct. 2. If the tasks are relatively simple and people are controlled, they will work according to the standards.	If the work meets employees interests, psychological climate is improving, employees will be less opposed to the formal management.	1. Increasing employee's influence enhances productivity. 2. Using professional capacity, interest and satisfaction on work is increasing.	1. The relevant needs make a person choose an appropriate behaviour. 2. Stable work needs, encourages employees activity.

Source: Made by author, based on L. Marcinkevičiūtė (2006).

Summing up all the motivational tools and methods, it can be said that the organization success give employees the freedom be allowing them to unfold their expression and creativity to the needs that are inexhaustible and serve as an innovation, for more effective work. It is very important for organization is to unite all its members, and hence the energy to common goal. That is why personal and organizational motivation is very important when it is combined.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

1.4. Personal and organizational motivation

As it was mentioned before, ideal combination is when organizations and personal goals are the same. According to Maslow's Hierarchy of Needs, T. Northup (2007) the benefits of developing a culture, where personal and organizational goals are intertwined, have significant importance in development of organization:

- Institutions save money by helping employees become motivated to their personal goals. Examples of how to accomplish this are as follows: preventing key employees from leaving or cover health care costs.
- Management builds high performance team which will work efficiently.
- Employees who improve their skills, effectiveness, motivation, never return to previous levels of work.

So as we can see from the points above, work should be beneficial to both sides of the company - employer and the employee.

Both in theory and in practice, there are different ways of motivation, so managers must determine the register of criteria (principles) which are doing the greatest impact on employees. In organizations where the employer takes care of its employees and strives to meet their needs, job satisfaction, and therefore the motivation to work is more pronounced. Therefore, for managers of organizations it should be important to find out what the most motivate employees. According to P. Zakarevičius (2004) employers can motivate employees in the following ways: economic (material), organizational (administrative, legal), socio-psychological. There is not just one acceptable motivation measure, impact can be done by employees to the company's internal procedures, employee relationships, their personal characteristics, needs, nature of work, the material situation.

J. Vveinhardt (2012) states that organization motivation and its values are both connected and very important aspects. When the organization is aware of its values and instrument to detect it, motivation selection is easier to figure out what are the employee's values and how they can be consistent with the organization. It is important to clarify the organization's values and knowing the employees values. The next step should be preparation for internal and external communication plan, which will strengthen the values and motivation which were selected. For smooth work conditions it has to be reviewed and adjusted as appropriate managerial and organizational culture policy. Purified values are included in

marketing and human resources development strategies that for further work will facilitate communication between the employee and the employer, so this is very important for organization (Vveinhardt, 2012):

1. The individual and the organization, in principle, have common values, their coincidence or mismatch depends on the prevailing naturally or artificially created conditions. Values coincidence does mean that employees and organizational goals are more or less the same. Organizations orientation of the generally accepted values favourably affects the internal working conditions, work motivation, relationships with customers and so on.

2. The organization must identify the organization and the employee's values set their compliance with fundamentalisms. This is done by employees during the selection process or entrusting this task to professionals. Good to have a culture of expressing values compendium - Codes of ethics or others. Values have not be provided just on paper, but – should be constantly reminded, they are based on all the actions.

The same terms are used in the public sector. Public sector has declared their values in Codes of ethics too, but more than this, its performance is determined in other legal instructions too as legislations, laws, regulations, acts.

1.5. Motivation features in public sector

Over the past few decades, many countries have changed significantly, the public attitude to the public sector and civil service changed according to that too. The public authority representatives are expected to increase their requirements, both politicians and civil servants. Faster respond to the changes in society, professional and effective work force, but also less expensive government. Public sector reforms and the goals should be to transform and modernize the public administration in view of the citizens as public service consumers, justify their expectations and change realities. The reform is not only based on theoretical models, but also in other sectors of activity successfully applied methods and principles. The success of those reforms was highly dependent on the motivation of civil servants (Palidauskaitė, 2007).

Public sector institutions and the role of employees have necessity to change, working more in competitive conditions by focusing on customer service. In the context of new terms, new public management requires much more different skills and competences, than the classic bureaucratic organization, and this becomes an additional challenge for public sector employees. Considering a lot

of new challenges posed to the public sector, public sector is trying to optimize their potential. Management of the public sector institutions should take a consideration, the motivation of employees, salaries and opportunities for job satisfaction (Diskienė, 2008).

As for the specifics of motivation in the public sector, work of state institutions and the business sector are different. Public and private institutions operating environment is quite different. The public administration organizations are constantly monitored, assessed through media, public institutions are continuously analysed and summarized, evaluated. Private bodies have much less public attention. Public Authorities mission and functions are approved by law, their activity is much more open to public scrutiny and evaluation, more detailed rules and procedures for the activity are regulated and limited by state financial opportunities (Staponkienė, 2004).

Public administration model treats the public sector on the basis of public service as a profession perception. It is believed that the civil service employees maximize private utility functions, which depends on the size of the organization, managing public role power and prestige. Public administration employees actually are not self-serving political servants, dedicated to neutral professional duties. Civil service employees perform their duties encouraged by selfishness (Lane J. E., 2001). Public servants have more personal goals such as: better salary, personal power, prestige and job security

1.5.1. The importance of motivation in the public sector

The employees in state institutions are often said that they are working ineffectively and they lack the grounds to achieve better results. Public servants diligently and faithfully carry out their duties, but their work are ineffective and not innovative. Influenced by the formation of such situation public sector regulatory provisions had to prevent the productive use of workers potential. So it can be said that a public servant has been promoted to achieve better results, because this area was organized based on the division of labour and hierarchical system, excludes the personal responsibility of each employee for the results (N. Thom and A. Ritz, 2003). W. Vandenabeele (2007) integrating different elements of public sector into a definition and described Public Sector Motivation (PSM) as: "the belief, values and attitudes that go beyond self-interest and organizational interest, that concern the interest of a larger political entity and which induce through public interaction motivation for targeted action", so it can be claimed that motivation in public administration organization are driven by internal

motivation factors, for selfless and non-beneficial work, which is serving for purpose of people wellbeing.

However, the emphasis of the new public management principles, new possibilities do a better job of civil servants, while searching for ways and methods to encourage public officials to be better and more productive to carry out their duties. The civil service is characterized by the fact that it requires a specific employee motivation system. The exclusive nature of the activity, objectives in the public sector and employee motivation, focuses on the employee's career. In order for the public administration organizations to operate efficiently, organizations should grow up public confidence.

Both public administrations, as well as every public servant is aware that public will always demand and will expect improvement in their performance, resource efficiency, fairness, and most civil servants will, for the purposes of professional stability, adequate pay, because only they will be able to carry out its mandate properly (Ritz, 2003). One of the advantages of these public service aspects is that the public sector guarantees social security. A civil servant must first of all follow the public interest, which may not always coincide with a particular business entity or a petition. Public service responsibilities are related to laws, complies to regulation. According to D. Balfour and B. Wechsler (1991), people who work in the public sector, are more interested in the internal motivation factors, such as the work itself, responsibility, caring for public purposes. However, according to authors, only satisfaction of productivity is not enough. In their view, there should be creative tension, the environment where productivity is the bonus which are linked to results.

Employee motivation are analysed by a lot of scientists, but most of the discovered motivation theories are applied to the private sector. Due to the fact that public sector employee's work is hard to assess, civil servants activity is often measured by the size of the budget, which is intended for the remuneration of employees, while at the same time, maximization of employees personal satisfaction. Distinction is made between two types of employees: ones are focused on personal goals and others have mixed motives (Palidauskaitė, 2007). Based on different work motives public servants can be divided into three groups (Bradley, 2008):
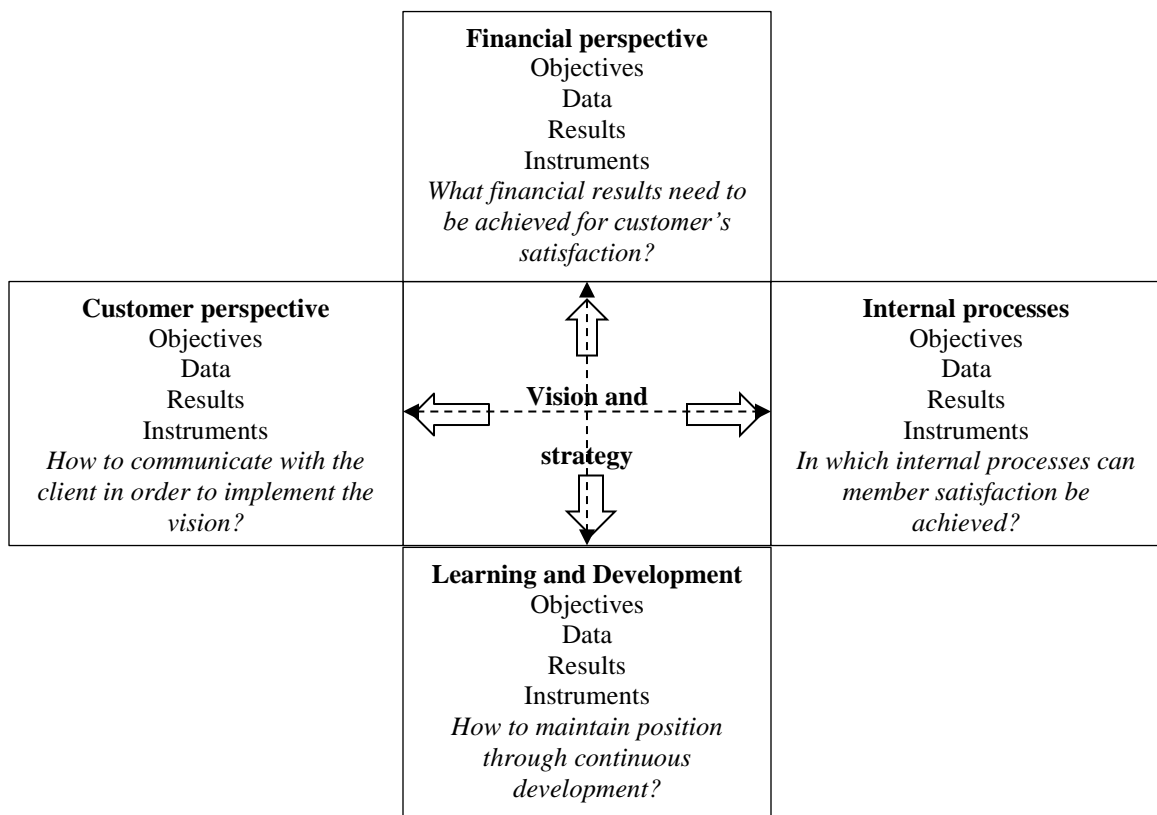
- Fanatics that are enthusiastically reaching certain political objectives;
- Lawyers that are concerned about the performance and loyalty of a wider policy;
- Statesman that are reaching the public and state interests and representing public interest.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

According to Bradley (2008) motivating public sector workers can be followed by management practices, it is only needed to identify the unique public-sector promotion opportunities and potential reward for the work, which offset the limited possibilities for monetary awards. Civil service model is associated not only with certain values, but rooted in motivation system.

1.5.2. Public administration organization and human resources strategies connection

Human resources management is a dynamic process that determines the organization's timely adaptation to the environment, efficient use of resources in the organization. Although the human resources management of government departments had been not widely regarded as a business structure, but it is no less important. The public sector strategic planning can be managed like any business organization (Čiarnienė, 2006).

	Financial perspective Objectives Data Results Instruments *What financial results need to be achieved for customer's satisfaction?*	
Customer perspective Objectives Data Results Instruments *How to communicate with the client in order to implement the vision?*	**Vision and strategy**	**Internal processes** Objectives Data Results Instruments *In which internal processes can member satisfaction be achieved?*
	Learning and Development Objectives Data Results Instruments *How to maintain position through continuous development?*	

Pic. 6. Strategic public administration management.

Source: made by author, based on R. Čiarnienė (2006).

33

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

As can be seen (Picture 6), all strategic directions are linked not only through vision, but it is quite clear that the planning of the development will be particularly relevant to the financial perspective, from the first day of internal processes, they affect customer service. One of the four key questions to be answered by a strategic planning process is in which internal processes can members' satisfaction be achieved? In response to this question the most important role goes to human resource managers and personnel management strategy. This is an active, long-term, whole concept of public institutions developing approach, to common aspects of institution's employees (Armavičiūtė, 2007).

There are four organizations and personnel management strategy options (Picture 7). The first option is the personnel strategy following from the management strategy. This is the most consistent with the traditional approach to employee's strategy. This employee strategy perception is one-sided, as underestimated employee strategy scope and complexity. In second option, we can see dialogue model, where employee's management takes into account the just what is necessary for the creation and implementation of the organization strategy. The third part is similar to the second model, only here the personnel management strategy is the key, it shows that human resources are a major force in developing the organization's strategy, since they are the strongest features of the organizations advantage. Fourth, integrated model - the employee's and the organization's strategy for developing mutual interaction and harmonized way.

Pic. 7. Possible links between the public administration organization and personnel management strategies.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Personnel managers must not only adapt personnel management function within the institution's strategic needs and, of course, not only carry out daily tasks. Management need to be an equal partner and design, in implementation all authority strategies. It is claimed that governmental organizations development and employees management would be much more solvable if organization strategies and problems would be solved integrated (Armavičiūtė, 2007). That includes all public administration organizations, like local government institutions. One of the most important contemporary human resource management activities is motivation. Systematic point of view, this is a critical element of the personnel management system-subsystem as human resources - the inputs, the system will not yield - full-fledged employees of the organization, if not motivated or motivating to be inappropriate. The system is simply not justifying its purpose, as an organization, employee's management and motivation.

1.5.3. Motivation in local government institutions

There is an ongoing discussion, what is the importance of public administration organizations, which includes *local government* in the society, and how much attention is required to be designed to motivate, compared with the situation in the private sector. The need to nurture and develop human potential, enhance civil servants motivation strategy to reduce the migration of skilled workers from the public to the private sector is realised. The scientific literature usually distinguishes these civil servants motivating factor groups (Palidauskaitė, 2008):

- Job content;
- Salary;
- Working conditions;
- Competency development and career opportunities;
- Social guarantees and organizational structure;
- Management / Leadership.

These factors are very important for civil servants as it is important for people who work in private sector. As it was mentioned before, huge barrier for motivation freedom in local government is that public sector must comply with laws, regulations, resolution, codes, etc.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

H.Simon (2003) claims that next to the goals and motives and incentives, the choice of a combination of personal and external incentives collision, behaviour promoting mechanisms are mostly *external*, non-personal, although they depend on the person's reaction to specific stimulus. *Specific promotion mechanisms play a key role in the administrative public organizations,* like local government institutions. Author recognizes organizational and personal goals. That means organizations can operate successfully only when the majority of their employees solve problems and make decisions, most of the time not thinking about personal, but about the organization's goals. In other words stimulus has to be not only external but internal too.

J. Palidauskaite (2007) sees the point of bureaucracy operational reasons. The author said that the bureaucracy behaviour affects not only the public interest but also *private*(*internal*) motives. According to the author, employee's bureaucracy has a complex set of objectives, which includes: the power, income, prestige, security, comfort, loyalty (the idea, institution or nation), pride in excellent work and desire to serve the public interest. But nevertheless, these are the specific objectives, which each civil servant are strongly motivated by their own self-interest, even when they act purely of the official duties.

Based on the assumption that there is more difficult to assess the activity of the employees in the public sector than it is in the private sector, because there is no sales or profits testifying indicators. It states that the activities of officials are often judged on the size of the budget, which also can be designed to maximize personal gain. Bureaucracy consists of two types of employees (Downs, 1967):

1) Focus on purely personal goals;

2) With mixed motives.

These types author explain as: purely personal, purpose-driven civil servants can be fighters or conservatives. Fighters are motivated by power, prestige, or a combination thereof. Conservative group motivate the status quo, resist change, guided by rules and regulations. Mixed motives have civil servants divided into three groups: the fanatics (enthusiastically reaching certain political objectives), lawyers (are concerned about performance and loyalty, to a wider policy) and statesmen (reaching public and state interests and representing public interest).So author stated that the higher authority organization is having and longer organization is working, the more we can find conservatives.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Public Service motives, which include local government institutions are limited to three groups: 1) instrumental (participation in the formulation of policy, commitment to public program related to personal identification, special or personal interests of the defence), 2) standards-based reasoning (the desire to serve the public interest, loyalty to government, social equality, and their duties), 3) with the feelings associated motifs (dedication program for its social worth and sympathetic demonstration of 10) (Palidauskaite, 2007).

Through different surveys, J. L. Perry (1996) created four public servants motivation evaluation *criteria*:

1) Attractiveness policy and participation in it;

2) Commitment to the public interest;

3) Compassion;

4) Self-sacrifice.

Based on these criteria, the local government institutions can be defined as giving preference to *internal* rather than *external* reward. The internal reward associated with satisfaction that an individual experiences performing a task (e.g., the winning and the feeling of its value). External rewards, on the contrary, is the one that allows the individual to something else (pay, promotion, job security, status and prestige). So based on internal and external employees work motives, latter will be analysed in research what kind of motivation measures are called internal and external in local government institutions.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

II.   RESEARCH METHODOLOGY

2.1. Theoretical background of research

Motivating local government institutions employees are crucial to organizations, but external interventions such as command systems and financial incentives may decrease motivation. If these external interventions are perceived to be controlling, they are expected to crowd out intrinsic motivation (C. Jacobsen, 2014).

H. Simon (2003) recognized organizational and personal goals. That's means organizations can operate successfully only when the majority of their employees, solving problems and making decisions, most of the time not thinking about personal, but about the organization's goals. So that means, stimulus has to be not just external but internal too.

A. Hennessey and M. Amabile (2010) were talking about public sector motivation as "people are most creative when they are motivated primarily by the interest, enjoyment, satisfaction, and challenge of the work itself—i.e., by intrinsic motivation.", it may also be considered that people need external and internal motivation. There are always differences between managing and motivating employees in the public sector, from managing and motivating employees in the world of business. Often the environments in which government managers operate can actually make it more difficult to succeed. Lack of freedom in local government institutions has always been an obstacle, we can identify them as: laws, regulation, legislations and etc.

Motivation is the force that energises, directs and sustains behaviour (Perry and Hondeghem, 2008), but as we can see in different situations and times, people act according to different motivations. It is known that local government institutions employees who are motivated tend to have higher levels of organisational obligation, and better productivity, which helps their organisational performance. Of course motivations can change over period of time and what starts as external can become internal (Rosenblatt, 2011).

J. Perry and A. Hondeghem (2008) in their research about public service motivation, found four types of individual identities:

- Samaritans, who empathise with underprivileged people.
- Communitarians, who put civic duty and public service at the core of their identities.
- Patriots, who are focused on doing their duty and working for the public good.

- Humanitarians, who are most interested in social justice.

Motherless all of those people need motivation, it would be internal of external. Public sector, to be more specific, local government institutions, as we can see have variety of people who are working for public needs, so their need a lot of the time is not top priority. Work becomes more mechanic then thoughtful and interesting. In other words, the longer employees worked in public organizations, their job satisfaction decreased. Similarly, other studies have found burnout and exhaustion to be two of the most cited reasons individuals left public sector jobs (Kim, 2004). That's why it is very important to create more motivation possibilities for local government institution employees.

2.2. Research methods

For the research, it was selected two research methods: *comparative analysis of documents and interview*, which allowed investigate the motivation policy importance for local government institution employees. K. Kardelis (2002) explains study method in a way that certain practical and cognitive performance was obtained by using a variety of instruments. He argues that the on methods depend the success of the whole study.

Choose methods are *qualitative analysis* research methods. Qualitative research - systematic situation, the event has occurred, the individual or group study of the natural environment in order to understand the phenomena of research and to provide interpretative, holistic (not as a consequence of individual variables, but more "lived-experience") the analysis of the situation arising from the explanation (Bitinas, 2008).

Document analysis is method which is taking into account the research object, research goals and objectives, this method is considered to be the most important data collection (receipt) method. Selected data sources: scientific books and magazines; press releases; official statistics; official government publications; private, public, professional, and other non-governmental organizations in the documents.

The study primarily uses comparative document analysis. Comparative method V. Morkevičius (2011) defines as: Comparison - two or more the number of objects (instances or monitoring units), attributes (characteristics or variables) values (options) comparison and their similarity (or difference) identification. Document analysis, according to a research object, research goals and objectives, this method is considered to be the most important data collection (receipt) method. *Main selected*

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

document data sources were: Lithuania Civil Service Code 1999 and United Kingdom Management Code 1992. And second research method is interview.

K. Kardelis (2002) claims that the interview involves questioning informants and listening to their opinions. Interview as qualitative data collection approach, is based on the premise that it makes sense to know the views of the informants, estimation and opinions (Bitinas, Rupšienė, Žydžiūnaitė, 2008). Each individual interview style, the strategy can be manifold, but they are united by the fact that the interview - this mutual contact and communication between the inquirer and the respondent. In R. Tidikis (2003) opinion, the interview is the most popular form of surveys on their qualitative aspects.

Interview method goal for this work is to get the important details and data that could be analysed. It aims to find out their opinions on various aspects of motivation in the local government institutions. In this study experts are working in a local government institutions, they are *career public servants*. For this work, it was chosen to use *semi-structured interview*. Interview, which would let analyse deeper. Semi-structured interviews involve some planning, but there is freedom to vary the course of the interview based on the participant's responses. The interview was made based on Z. Bernotaitė (2013) research "Importance of motivational factors among young employees in the service sector".

2.3. Instruments of research

In thesis it is used 2 types of instruments for research: document analysis and interview. Creswell and Clark (2011) claims that investigators intentionally integrate or combine data rather than keeping them separate. The basic concept is that integration leads to maximizing the strengths of the qualitative data and minimizing its weaknesses. This idea of integration separates current views of different methods from older perspectives in which investigators collected both forms of data, but kept them separate or casually combined them rather than using systematic integrative procedures. An author states that one of the most difficult challenges is how to integrate different forms of data. Three approaches have been discussed in the literature:

- Merging data;
- Connecting data;
- Embedding data.

In this particular thesis, research instruments will be connected and merged with one another to get better results. As it was mentioned this thesis main instruments are document analysis and interview.

Document analysis is a form of qualitative research in which documents are interpreted by the researcher to give voice and meaning around an assessment topic. Analysing documents incorporates coding content into themes similar to how focus group or interview transcripts are analysed.

There are three primary types of documents:

- Public Records: The official, ongoing records of an organization's activities. Examples include student transcripts, mission statements, annual reports, policy manuals, student handbooks, strategic plans, and syllabus.

- Personal Documents: First-person accounts of an individual's actions, experiences, and beliefs. Examples include calendars, e-mails, scrapbooks, blogs, incident reports, reflections/journals, and newspapers.

- Physical Evidence: Physical objects found within the study setting. Examples include flyers, posters, agendas, handbooks, and training materials.

For this thesis it will be used first type of documents, it is public records, which is legislations for public sector employees. In those laws, which are: *Lithuania Civil Service Code 1999 and United Kingdom Management Code 1992*, those two documents let authors to analyse and find particular inscriptions that may be related to the manifestation of motivation in the public sector. To be clearer, it was used motivation criteria's for assessing Lithuania and the United Kingdom public sector according to J. Palidauskaitė (2009) and C. Wiley (1995), which would help identify what public sector is doing to motivate public sector employees. But to be more in debt with the analysis, it was done an interview.

Interviewing is a valuable assessment tool because it allows the participant to share their experiences, attitudes, and beliefs in their own words. The use of direct quotations in the assessment findings helps the researcher present an accurate depiction of what is being evaluated. Interviews can be:

- Structured. Structured interviews are typically very controlled, with fixed, pre-planned questions;

- Semi-structured. Semi-structured interviews involve some planning, but there is freedom to vary the course of the interview based on the participant's responses;

- Unstructured. Unstructured interviews are the least rigid, and involve little to no preplanning.

For this particular research, it was used semi-structured interview. Because questions were prepared before, but there was open questions where experts could share their experience more open.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

This interview (Appendix 5) was made based on Z. Bernotaitė (2013) research "Importance of motivational factors among young employees in the service sector".

Experts which were chosen for this interview was public servants who are working with an employment contract (career civil servants). It was made 7 interviews, 4 interviews were made with Spelthorne municipality (Appendix 4) in United Kingdom, civil servants. Spelthorne (Appendix 2) is one of Surrey county (Appendix 1) municipalities in the south east of England and one of the Home Counties bordering London. Last 3 were executed in Lithuania, Šiauliai city municipality, administration department (Appendix 3) (Table 7).

Table 7

General Information about the experts

Expert No.	Age	Gender	Work experience in the public sector
Exp. 1 UK	44	Female	3 years
Exp. 2 UK	27	Male	8 years
Exp. 3 UK	35	Male	1 years
Exp. 4 UK	26	Female	1 years
Exp. 1 LT	53	Female	15 years
Exp. 2 LT	41	Male	10 years
Exp. 3 LT	35	Female	6 years

Source: Created by author.

Experts were also selected on the basis of the desire to cooperate with the investigation, openness about the subject and willingness to help with the research. Expert's names and surnames were encoded to remain anonymous. This interview is combined to categories (Table 8). The interview was conducted in 2016, February and March, experts agreed to participate in the study, they were familiar with the details of the investigation. In data collection time experts consented to participate in the study, it was presented the essence of the research. Anonymity was respected at all stages of research, confidentiality guaranty, and respect for personal dignity and justice areas. The information collect was chosen Šiauliai city municipality and Spelthorne municipality employees working under contract. For qualitative research is important to choose informed, persons with analytical skills (Gladiolus, 2002).

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Table 8

Research instrument structure

Study subject	Characteristics of the study subjects	Number of questions
General Information about the experts	Age: Gender: 1. How long have you been working in public sector? 2. What made you to choose this job in public sector?	2
Experts satisfaction with current job	1. Are you satisfied with your job? Why? 2. What do you like most about your job? 3. What do dislike about your job? 4. When it is a good day at job for you?	4
Motivation in work	1. How you understand word motivation? 2. What personally for you means to be motivated at work? 3. When do you feel motivated at work? 4. What makes you work hard at work? 5. Can you give an example/s what made you very motivated at work? Why this motivated you? 6. What are 3 things that motivate you most at work? Could you please tell why each of the things is motivating for you? And how often you feel motivated? 7. If you should choose one thing that motivates you most at work it would be? Why? 8. What kind of motivation measures should be used in public sector which is not used now?	7
Lack of motivation at work	1. When do you feel unmotivated at work? Why? 2. Can you remember some events that you felt very unmotivated at your work? Why?	2
Importance of monetary reward	1. What monetary rewards are important for your motivation? Why?	1
Importance of non-monetary reward	1. What non-monetary rewards are important for you? Why?	1

Source: Created by author.

Interview have been divided in to 6 categories, each category have questions following them. Overall interview have 18 questions. Started from basic information about the expert and continuing to more in-depth questions about investigated subject.

2.4. Research organizing

In order to achieve the stated objective of the study, concluded the study analysis model (Picture 8). At was first it formulated research problem, the problem raised by the study goal and

objectives addressed in the study process organization (the study of methods and procedures for discussion). After problem and methods were settled, it was selected for analysis: countries, regions and municipalities, which would be interesting to compare and it would be possible to contact those municipalities and their employees.

Strategy (plan) of research

Formulation of Research problem	→	Raising objective of research	→	Selection of research methods	→	Comparative analysis of documents

Received data analysis and presentation of findings	←	Document analysis findings	←	Interview	←	Creation of research instrument
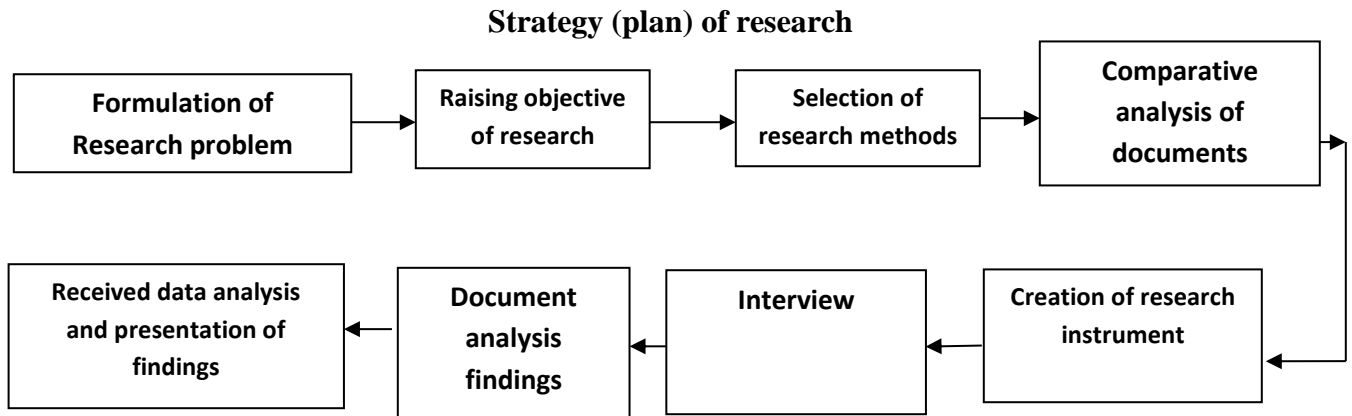
Pic. 8. Strategy (plan) of research.

Source: made by author.

To properly analyse all research parts it had to be divided into three parts, and those parts needed specific methods to analyse the collected information (Table 9). Main research parts are literature analysis, document analysis and then interview analysis.

Table 9

Structure of Master's thesis

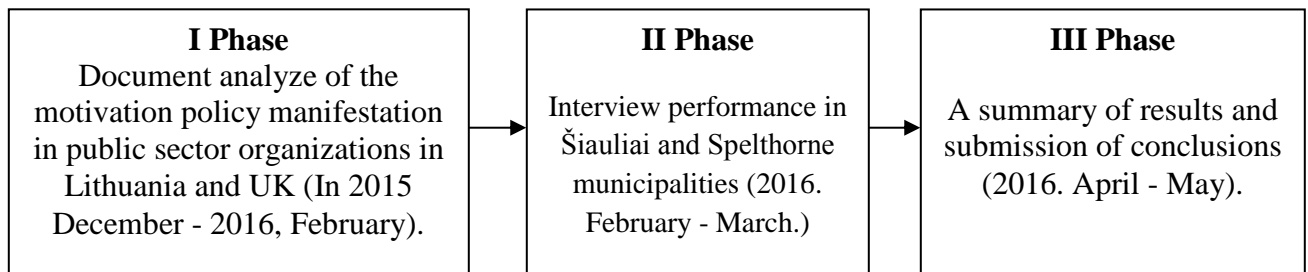|	Methods	Explanation

Theoretical part	1. **Literature analysis**	1. Classification of motivation theories
		   • Content motivation theories
		   • Process motivation theories
		   • Theoretical models of employee motivation
		2. Motivation features in public sector
		   • The importance of motivation in the public sector
		   • Public sector employee motivation measures

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Research method	1. **Methods of research** 2. **Document analysis** 3. **Interview** 4. **Region selection**	1. Use two research methods for case analysis. • Interview • Document analysis 2. Analysis of legal documents of acceptance to public administration organization, motivation policies, professional development. Analyse documents: • For admission to a public servant (procedure for approval) (Lithuania) • Civil Service Commission's recruitment principles (UK) 3. Interview • Form questionnaire (20-25 questions) • Select 5 civil servants in each city municipality. 4. Analysis of the selected cities municipalities' motivation policies. • Šiauliai municipality (Lithuania) • Spelthorne municipality (UK)
Analytical part	1. **Document analysis** 2. **Interview analysis** 3. **Literature analysis**	1. Document analysis of UK and Lithuania Civil Servant Code and Civil Servant management code. 2. Selected interviews analysis and receiving conclusions. 3. Comparing two methods document analysis and interview's and using literature report is obtained.

Source: made by author.

After those steps, it was made comparative analysis of documents (*Lithuania Civil Service Code 1999 and United Kingdom Management Code 1992*), which would show the differences and resemblance of motivation policies in those two countries. Completed document analysis let create research instrument – interview, which will let analyse research more in personal level and more in-depth. Interview was created too based on Z. Bernotaitė (2013) research "Importance of motivational factors among young employees in the service sector". Then an interview protocol was performed in two months period of time (February and March).

I Phase	II Phase	III Phase
Document analyze of the motivation policy manifestation in public sector organizations in Lithuania and UK (In 2015 December - 2016, February).	Interview performance in Šiauliai and Spelthorne municipalities (2016. February - March.)	A summary of results and submission of conclusions (2016. April - May).

Pic. 9. Stages of research.

Source: made by author.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

After document analysis findings and interview performance, it was made analysis connecting document analysis and interview answers. *Because document analysis showed the external motivation factor and interview analysis showed internal motivation factor which experts have.* Given answers were connected to **Weiner's (1985) Attribution theory**. Which claims that people are trying to determine their behaviour with reasons for success and failure, for example: what attribute influence this is how human perceives and explains the causes of his behaviour, owned by his emotions and motivation to behave in a certain way. These are the attributes (factors) (Keller, 2009):

1. Internal attributes - it is the individual characteristics that determine the success or failure: skills (internal, unstable, control) and effort (internal, stable, out of control).

2. External attributes - environmental factors potentially affecting the success or failure: task difficulty (external, stable, non-regulated) and success (internal or external, stable or not, controlled or not).

So these two factors are used to connect two different approaches of motivation policy in public sector employee's work place. One research object is official documents and other one in interview. This first shows legislations and second is more based on the feelings and experiences.

2.5. Results analysis

When two methods of research is analysed: document analysis and interviews were obtained quite different results. Document analysis showed that in Lithuania civil servants don't have that wide spectrum of possibilities as it has UK civil servants, like buying second homes, providing an interest-free loan to buy a house for subsidies or reimbursing all or part of their employees (or their families) cost of traveling from home to work and back. According to Civil Service Law (1999), civil servants have possibilities to get reimbursement of expenses for duty travels, but not for personal traveling as UK civil servants.

Lithuania civil servants motivation measures are laid down by law and do not provide institutional freedom. Meanwhile British authorities are granted by wide discretionary power in determining the various motivation measures. This can be seen as a positive thing, since each institution, in view of its geographical, economic and social situation, can select the appropriate civil servants motivation measures and maintain a professional and qualified staff. In the other hand, this freedom of motivation measures, can lead to employees arbitrariness and chaos in work environment.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

And after analysis of the interview results it can be concluded that experts from Šiauliai city municipality and Spelthorne municipality, don't have different attitude to motivation, its factors. But experts from Spelthorne municipality have more internal motivation factors and Šiauliai city municipality experts have external motivation factors. It was noticed that experts in Spelthorne municipality want more self-improvement, learn more and advance, and it is very important to have a great work group and co-workers. Šiauliai city municipality experts had similar answers, but had more thoughts about recognition and encouragement by the management, promotion, receiving better salary. Looking more to similarities, both municipality experts' answers gave similar perspective to motivation and what employees need to be motivated in work.

III. PUBLIC SERVANTS MOTIVATION IN LITHUANIA AND THE UNITED KINGDOM

As it was mentioned before, motivation in public administration organizations, to be more specific in local government institutions, are the key element to successful work performance, execution, good work environment, smooth communication between co-workers, management and employee. In this master thesis main ideas of the research is to:

- Analyse and compare Lithuanian and British civil servants motivation measures;

- Define main differences between motivation measures in British and Lithuanian public administration institutions and what could be made for better results in civil servants motivation policy in both countries;

- Find out what could be possible for application of British civil servants motivation policies to Lithuanian public administration institutions;

To accomplish main goal it was selected: document content analysis and interview techniques. Document analysis is one of the most common methods used by both novice explorers of social events, as well as to recognize by the sociology researchers.

Documents analysis is the primary sociological data collection method, where the main various sources of information is documents. Tidikis R. (2003) distinguishes 3 basic types of documents that are the object of the content:

- The written documents (official documents, periodicals, research reports, personal documents and etc.);

- Visual documents (videos, movies, photos, pictures, TV shows, etc.);

- Acoustic instruments (radio, sound recorder records, speeches, songs, etc.).

For civil servants motivation analysis it is used first type of document. First types of documents are used in laws, regulations and in scientist researches.

Another method used in the study - interview. The interview instrument is - prepared blocks of questions. Tidikis R. (2003) opinion, the interview is the most popular form of surveys on their qualitative aspects, suggested that exploratory results will be consistent with the reality, because the study methodology. However, this method has its pluses and minuses. So in this thesis part, it is analysing main documents which countries based of are using to motivate civil servants, and interview analysis of experts from both countries, which will show what motivation tools they need to be more motivated.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

3.1. Comparative analysis of Motivation system in UK and Lithuania: legal, administrative and economic issues.

3.1.1. United Kingdom public administration policy on civil servants

British majoritarian electoral system is based on a simple majority representation. Among the few parties are the main three: Conservative, Labour and Liberal Democrats, but only the first two after the Second World War, an exchange won elections and formed governments.

British executive is strong, supported by a strict party discipline in Parliament House of Commons. Under normal conditions, it is almost always possible to make it that the draft law would be upheld. House of Lords essentially only has the power to delay the adoption of the law, but is used for supervisory role.

The central level of public administration is generally carried out by the Ministry. D. Bossaert, C. Demmke (2001) claims that, according to the apparatus size among all European Union countries, United Kingdom belongs to the second group, with ministries and in public policy-making functions and the direct government subordinated agencies in the administration. With the United Kingdom to this group belongs Denmark, Finland and Sweden, where the prevalence of political leadership is focusing on business – managerialism and at the same time, the public interest.

United Kingdom government office consists of departments under the leadership of the Cabinet of Ministers. It is a multifunctional administrative unit which forms a government after reorganization in view of the relevance, efficiency, strategic policy and time requirements. Westminster Cabinet system is taken on the basis of the federal or state level, like Canada, Australia, New Zealand, India and others former colonial government offices. (Civil service management code 2015)

Public Service's role is to carry out the governments practical and administrative tasks. Civil servants are politically neutral and carry about their department orders headed by Government of Minister. B. Hamlin, M Reidy, J. Steward (1997) stated that British civil service is justifiably, considered one of the most effective. The Office is constantly changing and a lot of reorganization and modernization programs, constantly implementing organization.

Public administration functions performed by the system which is made up of:

- State ministries and departments;
- Government regional offices;
- Governmental departments;

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

- Executive agencies.

The central level of public administration structures - departments - the activities carried out during "arm's length" from the addiction of Ministers. Their independence is guaranteed because of objective advice and technical expertise, scientific or other complex issues, bringing them out of the party outside the political arena for ethical reasons or financial decision. Tribunals and half legal derivatives, controls the separation of decision-making and response to appeals. Departments perform a wide range of functions, as an independent regulatory, advising, ombudsman, appellation, financing, business partnerships, commerce and health.

As separate legal entities, they can operate more flexibly for executive agencies. It may take managerial decisions and carry out commercial transactions. Being independent institutional units, they have to:

- Take autonomous decisions;
- The right to enter into contracts;
- Manage funds and dispose them;
- Employ staff;
- Have bank account;
- Carry out banking operations.

These administrative functional units are accountable to the government and do not have any unified form, is classified accountability, funding and reporting taxonomy.

Non-departmental Public Bodies (NDPB) formerly known as semi-autonomous non-governmental organizations (quangos) are separated from government and providing political advice to guarantee decision-neutrality of civil servants. They are formed only if its function is the most reasonable and cost-effective for tasks. They are accountable to parliament and the public, and ministers are accountable for the fairness, efficiency and effectiveness. Therefore Non-departmental administrative units are reviewed to check whether it remains the most cost effective tool to perform a function, and completing it appointed task (Civil service Code, 2010).

UK civil service is managed by the Cabinet of Government Secretary, the highest ranking civil servant, Sir Jeremy John Heywood. It is worth mentioning that Sir J.J. Heywood is a senior British civil servant who has been the Cabinet Secretary since 1 January 2012, and Head of the Home Civil Service since September 2014. He has previously served twice as the Principal Private Secretary to the Prime Minister, as well as the Downing Street Chief of Staff and the first and only Downing Street Permanent

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Secretary. Such competent person who has worked in a bipartisan Government, led by state Service is not a coincidence, but the result of reforms. This leads to effective choice of employees.

Every year about *54 thousand people* are employed in the public service. About 75 percent these positions are open to the European Economic Community and the countries of the empire (Commonwealth) citizens. Depending on a position of responsibility candidates are selected, examinations of:

- Language;
- Literacy;
- Mathematics;
- Information processing and interpretation of the causation;
- Decision-making tests.

Some of the tests carried out using information technology. Admission to any possible level can be based on merits.

Supreme state officer's admission to public service central departments, diplomatic service, European offices, science and engineering service, Parliament's Office and technical development offices are implemented via *Fast Stream* program.

Table 10

UK supreme state officer's posts and categories

Job Title	Function	Category
Permanent Secretary	Governmental department head	Grade 1
Second Permanent Secretary	Department or policy-making group leader	Grade 1A
Deputy Secretary	Political or panel or executing agency director	Grade 2
Under Secretary	Program Manager, Chief linear guide	Grade 3
Director	The oldest professional	Grade 4
Assistant Secretary	Head of the Section	Grade 5
Senior Principal	Regional Head of Department	Grade 6
Principal	Local authority manager	Grade 7

Source: developed by the author, in accordance of UK government.

Lower levels of civil servants, made up of professionals and technical workers: chief officers - specialists (Senior Executive Officer), senior officers - specialists (Higher Executive Officer), specialized officers (Executive Officer), technical office managers (Administrative Officer), technical office staff (Administrative Assistant).

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

For Public Service Action rationalization and coordination it is formed control group consisting of fixed Secretaries (Permanent Secretaries Management Group), which every quarter discuss complex civil service issues. The Management Board (Steering Board) was created for smaller, more specific problems brought up in subgroups.

British civil service is considered as most neutral E.H. Berwanger (1994), with little political appointee's number which is increased by a number of government posts.

3.1.2. Lithuania public administration policy on civil servants

Lithuania is a multiparty parliamentary republic in which the parliamentary elections applicable mixed (majoritarian and proportional) system. This results in a rather weak coalition governments and complicated public policy. Lithuania has fourteen ministries. Subordinate to the Government and other central institutions: the Committees Departments, Inspectorate; district governors; Government representatives of the regions and municipalities, and partly municipalities.

Public service is legal relations, arising from the acquisition of the status of a civil servant, he change or loss, as well as resulting from a civil servant in public administration activities state or municipal institution or agency in the implementation of certain state management area policy and ensuring its implementation coordination, or coordination of certain state administration area institutions, the management, the allocation of financial resources and control their use, the audit, adoption and implementation of legislation, the state and municipal institutions and agencies solutions for public administration, preparation or coordination of laws, contracts or programs projects and on their findings, the management of personnel or having public administrative powers not subordinate persons. And civil servant is a person holding public office and performing public administration. Such persons are: the President's Office, Parliament, Government agencies, police, Border Guard, State Security, the Special Investigation Service, tax inspectorate, court, the prosecutor's office, state and municipal enterprises employees and etc. *Civil servants* to be more specific are state government representatives, whose rights and obligations are contained in the Public Service Act. Their activities are related to the goals of the state realization of certain public functions. They serve state provision of vital services, activities by ensuring an efficient public administration and the right of every resident of Lithuania as easy as possible and objective implementation of subjective rights, the legitimate interests

of good-quality public services. Civil servants are divided into *career, political (personal) confidence, heads of institutions and statutory* (State Office of the Republic of Lithuania law, 1999).

Career civil servants divided into 20 official categories. Currently, in all institutions are working 52816 (in 2014 data) civil servants, excluding statutory. Every year, their number is growing. Over the past five years, Lithuania number of civil servants has increased by one third - from 20 to almost 30 thousand, and constant many unfilled positions. (States Service Department 2014)

In general public administration is laws and regulations governed by the public administration the activities of entities for laws and other normative legal acts to implement the adoption of administrative decisions by providing statutory, administrative services, administration provision of public services and the public administration of the entity's internal administration. Public Administration entities are state administration bodies, *municipalities'* administrative entities and other public administration bodies. State Administration actors are public authorities and bodies and their officials and *civil servants*. Municipal administrative entities are municipal institutions and bodies, their officials and civil servants. Other entities of public administration consists of public agencies, state enterprises, non-governmental organizations, associations, natural and legal persons authorized by law to perform public administration (notary, bailiff, lawyer, public service companies Regitra, "Tuvlita" Centre of Registers, etc.).

Public Service management is governed by special rules, which leads to the norms: The Constitution, laws, government regulations and collective agreements. In various countries, these rules different, depending on the country's history, traditions, however, have in common: includes all state service management, including the status of civil servants, their rights and duties, salaries, penalty provision of social and other guarantees they are constantly changing, depending on the changes in the state Management - Public administration - according to what the challenges are and is able to deal with the state.

Any person who wants to work in Lithuania civil service must meet all the requirements specified in the job description. The requirements are divided into general and specific. General requirements are the same for all civil servants; they are defined in the Public Service Law (1999):

- Be a citizen of Lithuania;
- Know Lithuania language ;

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

- Be at least 18 years old and not older than 65 years (not political (personal) confidence and alternative civil servants);
- Have a public servant duties required education;
- Have passed the basic skills test, and if he pretends to hold managerial positions, undergo management skills.

A specific requirement lays down a public servant making body, having regard to the nature of the work. In the job description, cannot be set to special requirements that are necessary, if the job description is not carrying out those functions. Special requirement can be: certain field of study and direction of education in the possession of specific knowledge of the legislation, experience of certain field, knowledge of foreign language and so on.

Also, the person seeking the status of civil servants, have to fill in the form approved by the Government Resolution of the declaration to provide information on its compliance with the requirements of good repute.

Since main object there is a career civil servant, this type of civil servant could be accepted to work using:

1) Competition;

2) Without competition.

Person taken into career civil servant, examined in writing (a test and (or) practical tasks) and oral (an interview and (or) practical tasks). The exam is held in the state - Lithuanian language. The examination shall check for personal ability to perform a civil servant in the job description set functions as well as other languages, requires the function for payment. If some competition in the career public servant participating collects the same number of points, preference is to be admitted to the responsibilities given to the bidder, has made regular compulsory military service or has completed basic military training.

The career civil servant shall not be made to have experience in public service, apart from other cases prescribed by law. Prescribed by the Government during the tender may participate as an observer state or municipal institution or agency of the trade union or, if there are several such unions, several trade union representatives and other members of the public.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Without the contest to a career public servant can be accepted by particular laws (article 16, paragraph 2, 3 and 5, and 43, paragraphs 2, 3 and 15 cases referred to). If those, who can may be admitted to the career civil servant, are two more, they are examined orally (an interview). So we can see that way of becoming public servant in Lithuania is not the easiest way.

3.2. Features of the public servants motivation policy in Spelthorne and Šiauliai municipalities: comparative document analysis

Public Service management in each country governed by specific rules, it would be by country's constitution, laws, government regulations, collective agreements. In different countries, these rules are different, but have common features:

- It covers all areas of public service management, including status of public servant, his or her rights and obligations, wages, penalties provision of social and other guarantees;
- They are constantly changing and evolving, taking into account the evolution of public administration, what challenges states are facing (Tuleikienė, 2003);
- Exercise any powers vested in them by law, and deliver services to the public, courteously, expeditiously and impartially;
- Provide objective and knowledgeable advice on matters within their competence;
- Efficiently and effectively implement the policies of the government of the day;
- Contribute towards the co-ordination of Government policy in conjunction with departments, agencies, government entities and local councils;
- Contribute through their own conduct to making their workplace one which recognizes talent, develops skills and abilities, rewards performance, avoids discrimination and offers safety (Civil Service Management Code 2015).

Lithuanian civil service legal framework formation began in 1995. Adopted official Public Service Act in 1999. Based on the developed in western civil service legal regulation. It was a key to step in the formation of a professional based civil service. New civil service reform was launched in 2002. 23 of April. Lithuania Parliament passed the law amending the Public Service Act. This law establishes that, its provisions do not apply to persons who are providing public services to the public and carrying out

economic and technical functions. Public Servants are three levels (A, B, C), divided into 20 categories. The law provides for a civil service pay system based on the category of civil servant posts. The newly introduced qualification class (I, II, III), for which could be paid supplement. Law regulates about 60 thousand civil servants.

So basic law in Lithuania, which covers civil servants means of motivation, is the Public Service Act. Meanwhile, in the UK there is no separate law regulating the activities of public servants. However, Lithuanian civil service law is comparable to 1995 adopted by the United Kingdom Public Service Management Code, which appears to perform the function of the civil service law.

According J. Palidauskaitė (2009) in United Kingdom (UK) Public Service Management Code, which repeats that departments, agencies and other institutions have the right to set their individual opportunities for civil servants management. Many questions are abstract, because decision-making power left to the authorities. This shows a clear trend of decentralization: hiring to work, category assignment, achievements of career, training, etc. Centrally selected individuals are only to higher posts.

Motivation criteria's for assessing Lithuania and the United Kingdom public sector according J. Palidauskaitė (2009), C. Wiley (1995):

- Competitive salary, additives, bonuses;
- Flexible working hours. Work at home opportunity;
- Pension System Option;
- Safe and healthy working environment;
- Rewards;
- Partial or full costs of travel;
- Opportunity to rent state-owned residence;
- Facilitating loan options;
- Interest free loans for house purchase;
- Medical insurance coverage;
- Training, skill development, (raising the level).

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

C. Wiley (1995) states that good wages was chosen as the top motivational factor for employees during decades. Good wages is generally valued by all employees, regardless of gender, occupation, age, income or employment status. Analysing United Kingdom Public Service Management Code has been observed that the departments, agencies and other institutions have the right to determine their own staff wages (salary and benefits) the terms and conditions (excluding pensions and senior civil servants wages). Departments can choose from nine wage graduation options. A. Vaisvalavičiūtė (2009) claims that in the same city the same positions, but working in different institutions, civil servants may receive different wages. So it could be stated that such system may encourage employee's competition to attract the best possible experts to those institutions, which pay higher salaries. However, such a system could lead to employee conflicts, dissatisfaction or objections, particularly among the same activity or persons with equal qualifications.

Analysing United Kingdom Public Service Management Code has also been observed that an important role in the United Kingdom carried out by the Cabinet of Ministers (Cabinet Office), which determines maximum and minimum civil service pay and bonus amounts. It also examines the individual decisions of the State civil servants salaries. United Kingdom Public Service Management Code states that remuneration for the work system must be reviewed and updated *every three years*, although The Cabinet of Ministers has the right to establish and longer terms. Such regular wage system update helps keep up with the general wage trends across the country and to remain competitive with the private sector.

Meanwhile talking about Lithuania, the Lithuanian Public Service Act does not set a regular salary upgrade. The law only specifies that the wage is composed of the basic salary, additives and premiums. It is also indicated job categories and their official salary coefficients. Civil servants salaries size changes, when minimum monthly salary size changes too. In 2009 wages for civil servants has been reduced several times, but not for the purpose of minimum wages or for competition in comparison with the private sector, but economic problems facing the country. Now Lithuanian government proposes in 2016 to pay 5 per cent., in 2017 - 20 per cent., from 2018 to 2020 year - 25 percent, refund during the crisis reduced wages. (Lithuanian Ministry of Finance).

Comparing the Lithuanian Law on Public Service and United Kingdom Public Service Management Code we can see that UK is showing more motivation - wages, social security and other guarantees, flexible working time options, loan opportunities and so on. However, the UK does not

provide for automatic wage increases, which means it is related to the activity. Any wage increase is related to the work, which in turn can act as a strong incentive for the better accomplishments of the tasks and functions.

D. Masilionis (2005) interpret that motivational impact of the money, shows clear how money encourages a person to work only as long as the money is received. As soon as a person gets money, they begin to promote completely different human activities: to search for and buy the most necessary goods and services, to determine the inferior needs, continue to plan their spending and so on. When there is no financial motivation left, worker begins to think about non-monetary motivation.

There is a heavy focus on the relationship between work and family: flexible work hours, possibility of working from home, opportunity to leave for family reasons.

United Kingdom civil servants have possibilities to work from home. Developed Teleworking or e-working systems, to benefit both sides. For management, the efficient use of e-working reduce overheads, increase productivity and improve saving of staff. For employees, e-working can improve the balance between work and other aspects of life. It can also give people with a disability better access to employment. Increased e-working could also bring significant economic and social benefits by reducing traffic congestion, demand for public transportation, additional job space, and travel expenses. But this is not the case of Lithuania civil servant possibility to work.

It is noticed that the United Kingdom Public Service Management Code, as well as it was talked about wage setting in each institution, there is the same possibility determine conditions for holidays. Annual holiday terms in each civil service body is different. For unused vacation time is paid. The law state that civil servants have conditions to leave for paid vacations (in some cases unpaid) maternity, paternity or adoption leave. Such system in the United Kingdom provides more choice, to work according to individual needs.

Lithuania's vacation system for civil servants is united, stricter. According to the Public Service Law (2002), all the civil servants have 28 calendar days annual leave. A public servant with more than 5 years' service, for each subsequent 3 years' service granted additional 3 calendar day's annual vacation, but the total annual vacations may not be longer than 42 calendar days. Public servant is also provided with training, unpaid, transfer to another position, holidays.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Lithuania civil service takes care of the family of civil servants, giving holidays at various circumstances, and support for the deaths in a civil servant for families and so on. In UK, it is also noticed flexibility in dealing with civil servants pension benefits issues.

The pension is also one of the motivations for employees to work. UK civil servant started to work in the public service has two pension options: when the pension is collected solely by the employer and the pension accumulates the employer and the employee contribute. In case civil servant wants to contribute, employee can chose one of civil service pension arrangements (Table 11).

Table 11

Civil Service pension arrangements in UK

Pension Arrangement	Employer contribution?	Employee contribution?	Where do you pay the contributions?	When?
Alpha	Yes	A percentage of alpha pensionable earnings.	Cabinet Office Civil Superannuation	As soon as possible after pay day and before 19th day of the month following the payment run
Nuvos	Yes	A percentage of nuvos pensionable earnings	Cabinet Office Civil Superannuation	As soon as possible after pay day and before 19th day of the month following the payment run
Premium	Yes	A percentage of premium pensionable earnings	Cabinet Office Civil Superannuation	As soon as possible after pay day and before 19th day of the month following the payment run
Classic	Yes	A percentage of classic pensionable earnings.	Cabinet Office Civil Superannuation	As soon as possible after pay day and before 19th day of the month following the payment run
Classic plus	Yes	A percentage of classic Plus pensionable earnings	Cabinet Office Civil Superannuation	As soon as possible after pay day and before 19th day of the month following the payment run

Source: developed by the author, accordance Civil Service pension arrangements in UK (2015).

In some circumstances employer may want to offer individual pension arrangements for a special or senior appointment, which must be approved by the Cabinet Office and The Pension Schemes Executive for all non-standard arrangements (Table 12).

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

<div align="right">Table 12</div>

Civil Service pension arrangements for non-standard arrangements in UK

Pension Arrangement	Employer contribution?	Employee contribution?	Where do you pay the contributions?	When?
Partnership	Yes.	Yes, but only if they choose to make a contribution	1) Main employee and employer contributions go to the pension provider 2) A mini ASLC of 0.8% of pensionable earnings for risk benefits goes to the Cabinet Office Civil Superannuation 3) Partnership is contracted into the State Second Pension (S2P) contributions go to HM Revenue and Customs. Members can contract out of SP2 and the state will pay an age related rebate into a separate pension pot	1) As soon as possible after pay day and before 19th day of the month following the payment run 2) As soon as possible after pay day and before 19th day of the month following the payment run 3) As with normal national insurance payments
Added pension (classic, classic plus and premium members only)	No, but you can buy Added pension for an employee for management reasons. (You must contact the Cabinet Office, The Pension Schemes Executive before doing so)	Yes, age related	Cabinet Office Civil Superannuation	As soon as possible after pay day and before 19th day of the month following the payment run
CSAVCS	No – unless you choose to.	Yes.	To the pension provider	As soon as possible after pay day and before 19th day of the month following the payment run
Designated stakeholder pension scheme	No	Yes.	Standard Life (if member chooses to have deductions taken directly from pay)	As soon as possible after pay day and before 19th day of the month following the payment run
Supplementary (Earnings Cap) Scheme	Yes – as advised by the Cabinet Office,.The Pension Schemes Executive	A percentage of your pensionable earnings over the earnings cap without tax relief.	Cabinet Office Civil Superannuation	As soon as possible after pay day and before 19th day of the month following the payment run.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Civil Service Injury Benefit Scheme (CSIBS)	You pay for the costs of injuries that happened after 1 April 1998.	No.	No contributions. Benefits are paid from Cabinet Office Civil Superannuation and recovered from employers.	When benefits are due.
Civil Service Compensation Scheme (CSCS)	Yes, you are responsible for paying the full cost of compensation for early leavers.	No – except for classic members who pay WPS contributions on any enhancement of service under the scheme.	The Annual Compensation Payment is paid out from Cabinet Office Civil Superannuation but the amount is recovered each month by MyCSP	When benefits are due. See Section 6.

Source: developed by the author, accordance Civil Service pension arrangements in UK (2015).

Not like United Kingdom, Lithuanian civil servants don't have so many possibilities to choose from. Lithuanian civil servants are granted and paid state social insurance pension under the State Social Insurance pension amendments to the Law (2005). This law states that the right to a pension have persons who reach the age of retirement (women - 60 years, males 62 years. and 6 months.), and has the minimum state social pension insurance period (15 years). The old-age pension also depends on a public servant's insured income. According to the Law on Pension Accumulation Act (2003), every public servant can collect pensions from the Ministry of pension law; it is 2 percent of the total, employer social security tax fund transferred to a public servant chosen pension company. The company received the money invested in various funds and an annual pension increases to the extent earned from investments. So Lithuania pension system is the same for all employees without options. Meanwhile, the United Kingdom, civil servants can choose one of the two pension systems.

United Kingdom Public Service Management Code (1995) also provides authorities to cover the costs for direct duties of civil servants. However, in order to pay for workers transport and medical insurance costs, institutions have to get Ministry Cabinet approval. Institutions must compensate their staff costs caused by changes in the workplace, business trips and *training*. As it was mentioned before Parliament's Office and technical development offices are implemented via *Fast Stream* program. The Fast Stream program provides training and development for people with the potential to achieve rapid promotion off the programme (in accordance with departments own grading procedures) and to progress to the Senior Civil Service. It comprises:

- Central Departments (formerly referred to as the Home Civil Service);
- Diplomatic Service;

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

- Science and Engineering Fast Stream;

- Clerkships in Parliament;

- Technical Development Officers.

All departments which employ "Fast Streamers" must provide them with the training and development opportunities which are promised at recruitment and induction and which are designed to offer them the best opportunity to achieve rapid promotion off the programme and progression to the Senior Civil Service (Civil Service Management Code 2015). So UK government gives civil servants access to opportunities for training and personal development, which would lead to career development, promotion, improvement in wages.

In Lithuania, training of civil servants are two types: introduction and qualification improvement training. The second one are: continuous studies, special professional knowledge improvement, public administration and management skills, and improving the capacity of the public servant or state or municipal institution or agency initiative throughout the service performance of their duties or to higher public servant service time. Civil servants' training program organized by the Minister of Interior set curriculum content requirements. Civil servants may be sent to improve the qualifications to other state and municipal institutions or agencies to the international institutions or foreign institutions by mutual agreement. The public servant, who has at least 3 months service in a state or municipal institution or agency and to his duties on the receiving party agreement can be granted up to one year for qualification improvement. In this case, a civil servant shall retain his position, but he established salary. Take advantage of this article referred to leave job, public servant can take once every five years.

V. Smalskys (2011) states that demographic changes and the number of students decrease in universities, preparing the public administration employees, that's why it has to be orientated to public sector workforce. And continuing raise qualification for already existing public sector employees.

So we can see that in this case both Lithuanian and United Kingdom have very good opportunities to let their employees to raise their qualification, as a result receive better salary, career development, satisfaction in work place and most of all motivation for job.

In United Kingdom institutions and departments have reimburse all or part of their employees (or their families) cost of traveling from home to work and back, on business trips, during non-working hours or work before or after work, and so on. However, before reimbursing the travel expenses,

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

institutions must ensure that public officials used the most economic and the most effective, in the circumstances, transport. In certain cases provided authority shall pay to workers moving, losses due to relocation or loss of personal property. In some cases, the workplace can help to buy second homes, to provide an interest-free loan to buy a house for subsidies (grants) and so on. This is one of public institution contributions to the whole country's socio-economic well-being.

Meanwhile in Lithuania civil servants don't have that wide spectrum of possibilities as it has UK civil servants, like buying second homes, providing an interest-free loan to buy a house for subsidies or reimbursing all or part of their employees (or their families) cost of traveling from home to work and back. According to Civil Service Law (1999), civil servants have possibilities to get reimbursement of expenses for duty travels, but not for personal traveling as UK civil servants.

Lithuania civil servants motivation measures are laid down by law and do not provide institutional freedom. Meanwhile British authorities are granted by wide discretionary power in determining the various motivation measures. This can be seen as a positive thing, since each institution, in view of its geographical, economic and social situation, can select the appropriate civil servants motivation measures and maintain a professional and qualified staff. In the other hand, this freedom of motivation measures, can lead to employees arbitrariness and chaos in work environment.

Table 13

Document comparative analysis to identify civil servants motivation differences between Lithuania and the United Kingdom

Motivation tools	Lithuania	United Kingdom
Competitive salary, additives, bonuses	Is not sufficiently competitive	Yes
Flexible working hours. Work at home opportunity.	No	Yes
Safe and healthy working environment	Yes	Yes
Rewards	Yes	Yes
Partial or full costs of travel	Most of the time no	Yes
Opportunity to rent state-owned residence	No	Yes
Facilitating loan options	No	Yes
Interest free loans for house purchase	No	Yes
Medical insurance coverage	Yes	Yes
Pension System Option	Yes	Yes
Training, skill development, (raising the level)	Yes	Yes

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

As we can see from document analysis, Lithuania and United Kingdom have quite different Public Service Acts, and their motivation tools are different too, even they have quite enough similarities. Lithuania and UK have same opportunities in Safe and healthy working environment, opportunities to get rewards for good work, medical insurance coverage, pension system options, training, skill development, raising the level. And for example in Lithuania civil servants don't have opportunities to rent state-owned residence, facilitate loan options, interest free loans for house purchase, competitive salary, additives and bonuses, flexible working hours and work at home opportunity (Table 13). Looking at document analysis we can state that UK has more flexible motivation tools that Lithuania has.

3.3. Features of the public servants motivation policy in Spelthorne and Šiauliai municipalities: analysis of interview

Interview was made in Spelthorne and Šiauliai municipalities to find out what motivation means for public sector employees and what encourages them to be motivated. In order to find out what needs to be done more in local government and in public administration organizations that employees would be more motivated.

Table 14

Interview guidelines. Logical structure of interview questionnaire.

Aspect/Block	Main question	Additional questions
Experts satisfaction with current job	• Are you satisfied with your job? Why?	• What do you like most about your job? • What you do dislike about your job? • When it is a good day at job for you?
Motivation in work	• How you understand word motivation?	• What personally for you means to be motivated at work? • When do you feel motivated at work? • What makes you work hard at work? • Can you give an example/s what made you very motivated at work? Why this motivated you? • What are 3 things that motivate you most at work? Could you please tell why each of the things is motivating for you? And how often you feel motivated? • If you should choose one thing that motivates you most at work it would be? Why?

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Lack of motivation at work	• When do you feel unmotivated at work? Why?	• Can you remember some events that you felt very unmotivated at your work? Why?
Importance of (non-) monetary reward	• What monetary rewards are important for your motivation? Why? • What non-monetary rewards are important for you? Why?	

Source: made by author.

Interview was started from first block of questions about expert's satisfaction with current job. So when asked: "Are you satisfied with your job? Why?", all experts answered positively, that they are satisfied with their job places: "*EXP 2 UK: Yes, there is good job progression. <...> EXP 2 LT: Yes, of course. In this job I can check my strength and capabilities. When you work in public sector you have to know your resistance. <...> EXP 4 UK: Yes, I am. Despite all the knowledge I have I always find something new to learn that day. I am always glad to help people understand how our department works, what legislative powers we have and to provide the most efficient replay to their queries.* ". But when pleased to be more specific: "What do you like most about your job?", experts answers were different (Table 15).

Table 15

Expert's satisfaction with existing work

Country	Category	Subcategory	Citation
LT	Job specific	Dynamic in work	• "Is <u>work dynamic</u>. Every day <u>you do something different and *interesting*</u>.".
		Job guaranties	• "Work in public sector is <u>stable</u>."
	Being a part of a collective	Good communication	• "Most of all I like <u>communication and interaction with people</u>".
UK	Job specific	Dynamic in work	• "Well first of all the <u>variety</u>, I meet a lot of different people" • "<u>flexibility</u> in work hours"
	Being a part of a collective	Friendly atmosphere	• "I <u>love my work colleges</u> and little chats during the day as sometimes it can get quite stressful."
		Good team	• "I'm part of a <u>good team</u>"
		Good communication	• "We have great relationship."

Source: made by author.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Analysing expert answers, can be claimed that civil servants most of all in work, like their colleagues, good communication with them and interesting work dynamic which is very important in everyday work life. But the difference is that Spelthorne municipality employees more highlight the communication and teamwork in their work place and Šiauliai city municipality employees more highlighted actual job, what they have to face in everyday work. Giving the examples for question "When it is a good day at job for you?", experts answer: "EXP 3 LT: *When I do all I had to and I did everything good <...> EXP 2 LT: When everything goes by a plan and we have done a lot of important things <...> EXP 1 LT: When everything turns out as I want to, I finish everything on time*.". Spelthorne municipality experts were not so different while they were talking about "good day in work", they said: "*EXP 2 UK: When everything goes to plan. All my work is done for the day <...> EXP 1 UK: Thursday when I finish my work for the week and I can enjoy weekend <...> EXP 4 UK: Then I manage to finish everything on time and sort out all outstanding queries* ". So as we can see both Šiauliai city municipality and Spelthorne municipality experts have quite the same idea of successful day in work.

Šiauliai city municipality and Spelthorne municipality experts were asked to explain "How you understand word motivation?", because as we have mentioned before that L. McShane (2003) defines motivation as "...a factor that exist in an individual which has the potential to affect the way, strength and eagerness of behaving towards work". Motivation is quite complex to comprehend thus placing awareness to the fact that several factors influence employees performance in a particular organization. Reason being that, what motivates one worker will not definitely motivate the other employee within the same company. Experts identified motivation different not just because of different locations, but because every employee is an individual. Spelthorne municipality employees talked about motivation: "*EXP 2 UK: Motivation I understand as enthusiasm. That means I'm waiting for my job, I love what I do and like my projects and targets for my work. <...> EXP 1 UK: I understand word motivation as to keep interested in what you are doing – motivated in the other words. <...> EXP 3 UK: I understand that as, to keep you interested at work. If you are interested in what you do, I think this is the biggest motivation what so ever, it's hard to be interested in the same things after a long time. <...> EXP 4 UK: Motivation to me is feeling excited for doing something knowing that it will bring something positive*.", as we can see from experts answers, word motivation have a big variety of meanings.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Table 16

Defining features of motivation in work

Country	Category	Subcategory	Citation
LT	Good microclimate	Encouragement from co-workers and manager	• "I understand motivation as: supportive, conductive working conditions and good microclimate."
	Continuous improvement	Learning new things	• „motivation is movement. When you do something new all the time. " • „do something that is interesting for me"
UK	Interest in work	Interest in current work	• "I understand word motivation as to keep interested in what you are doing" • "If you are interested in what you do"
		Enthusiasm for work	• "I understand as enthusiasm. That means I'm waiting for my job."
		Future perspective	• "to me is feeling excited doing something knowing that it will bring something positive."

Source: made by author.

Experts in Šiauliai city municipality described motivation in various words too: "*EXP 2 LT: For me motivation is movement. When you do something new all the time. <...> EXP 1 LT: Motivation for me would be, want to do something that is interesting for me. <...> EXP 3 LT: I understand motivation as: supportive, conductive working conditions and good microclimate.*" Comparing two local governments (Table 15), it can be stated that in Spelthorne municipality employees are more likely to identify *internal* motivation like improving skills and learning new things and in Šiauliai city municipality employee's mentions and *external* motivation measures, like good working climate or encouragement from employer.

After experts explained what is motivation for them, it was asked to answer about „*When do you feel motivated at work*?" , in both municipalities experts answers were similar. Both in Spelthorne municipality Šiauliai city municipality experts need good work environment: "*EXP 3 LT: when I'm appreciated, awarded. <...> EXP 2 UK: When everybody around me is in a good mood and smiling, so I like overall good job environment and stress free environment.*", to feel motivated in work and second thing is that in both municipalities experts need to feel satisfaction in work, while learning new things or getting results they want: "*EXP 2 LT: When you see result, when you see what you did and what changed because of that. <...> EXP 4 UK: Then I know that the quality of my performance is high , when I am told that my performance is great.*", so mainly employees feel motivated in work when they

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

are: <u>learning new things, are satisfied with results, get encouragement from co-workers and managers, work in friendly atmosphere and are satisfied with job performance</u> (Table 17).

<div align="right">Table 17</div>

Motivating factors at work

Country	Category	Subcategory	Citation
LT	Work satisfaction	Learning new things	• EXP 1 LT: "when I <u>do something interesting, something new</u>."
		Satisfaction with results	• EXP 2 LT: "when <u>you see what you did and what changed because of that</u>."
	Work environment	Encouragement from co-workers and manager	• EXP 3 LT: "when I'm <u>appreciated, awarded</u>."
UK	Work environment	Friendly atmosphere	• EXP 2 UK: "<u>good job environment and stress free environment</u>. „
	Work satisfaction	Satisfaction in job performance	• EXP 1 UK: "when I can <u>get all my work done</u>." • EXP 4 UK: "<u>the quality of my performance is high</u> , when <u>I am told that my performance is great</u>. "

<div align="center">Source: made by author.</div>

When experts answer previous question, it was necessary to then find out "*What makes you work hard at work*?" and if they could give some examples from when they felt motivated in work "*Can you give an example/s what made you very motivated at work? Why this motivated you*?, to get real examples from their everyday work life. Experts answers can be split up into several categories (Table 17), as: satisfaction from work, personal goals and monetary incentives. Both municipalities have experts may be included in two categories: satisfaction from work and monetary incentives and just in Spelthorne municipality expert talked about personal goals to self-improve for the future: "*EXP 4 UK: <u>My personal moto and the strategic plan towards my future</u>. I want to do my best every day to prove everybody that I am worth to trust, that they can rely on me and building fundamental ground for my future career.* ", but most of all to work hard employees need <u>satisfaction from their job</u> and <u>monetary incentives.</u>

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Table 18

Factors contributing to work harder

| Country	Category	Subcategory	Citation
LT	Satisfaction from work	Satisfaction of well-done job	• EXP 2 LT: "Good results, after hard work." • EXP 3 LT: "That feeling of satisfaction,"
	Monetary incentives	Stimulation for better financial situation	• EXP 1 LT: "Probably my responsibilities, good salary, the salary additives."
UK	Satisfaction from work	Enjoyment from work process	• EXP 2 UK: „If I am enjoying the project I am working on." • EXP 3 UK: "I enjoy my job and the satisfaction I get from it. When everything goes to a plan and all deadlines is ready to give in."
	Personal goals	Self-improvement for the future	• EXP 4 UK: "My personal moto and the strategic plan towards my future."
	Monetary incentives	Monetary stimulation to work	• EXP 1 UK: "Someone is paying me, so I should work hard".

Source: made by author.

By D. Kšivickienė (2011) understanding, it is wrong to assume that those employers win who use the monetary motivation process principles. It should remember that the modern work environment, demands not to be feel empathy, there should be communication, trust of employees. It is very important to understand that the *work of employees should be considered important*. Especially it is important to create a positive working environment which encourages employees to be the best. Only then, when employees think about themselves positively and feel great, they try to work qualitatively and productively. So it was asked experts to share some examples what job was motivating for them: "*Can you give an example/s what made you very motivated at work? Why this motivated you*?, to find out what currently motivated experts. Experts in Šiauliai city municipality gave some examples: "*EXP 1 LT: Well I work with properties, and I personally see how people who don't have homes, gets in from municipality. So helping others motivates me. <...> EXP 2 LT: I can't give you one example, because it is happening every day. <...> EXP 3 LT: I think it would be when I got promoted from higher to senior specialist. That gave so much motivation to work better and work more*.", so some experts were motivated by job they done and helped for others and for some promotion was the way to motivation. In Spelthorne municipality, experts gave their examples, when they felt motivated: "*EXP 2 UK: Well what I can remember it was when I was on a training course and I was improving my skills. <...> EXP 3 UK: End result of prosecuting offenders. Because I work with laws and all types of people, who*

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

doesn't know how to obey the law. <...> EXP 4 UK: I was <u>given an extra task</u> from the depot leader. I was surprised that she trusts me enough to put it on me and it made me want to do my best to prove her that I can be efficient and trust worthy.", what we can see from Spelthorne experts answers, it is that both municipality experts have quite similar motivation examples in their work, which involves well done task, good results and benefits to yourself.

After finding out what situations motivate experts in their work life, it was asked to exclude 3 things that motivate employee most at work "*What are 3 things that motivate you most at work? Could you please tell why each of the things is motivating for you? And how often you feel motivated?*" and then what would be the biggest motivation from those 3 or in general "*If you should choose one thing that motivates you most at work it would be? Why*?". Started from main 3 things which motivates the most, experts answers were diverse as usual (Picture 10).
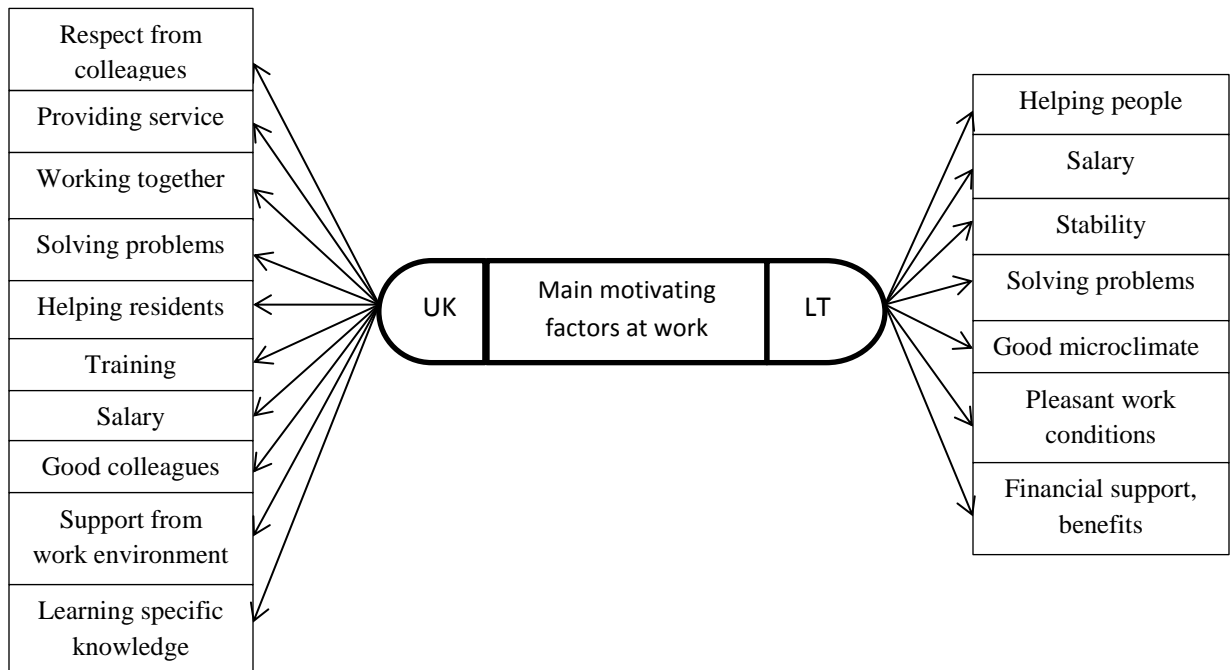
Pic. 10. Main motivating factors at work from Spelthorne municipality (UK) and Šiauliai city municipality experts.

Source: Made by author.

Experts were not that open about why those factor motivated them the most, but almost all experts felt motivated pretty often. 5 from 7 experts feel motivated all the time or most of the time: "*EXP 1 LT: I feel motivated very often, <u>almost every day</u>. <...> EXP 2 LT: I feel motivated <u>every day.</u> <...> EXP 3 UK: I feel motivated every day when I'm doing my job and it offering my services.*". Considering which

municipalities, in Šiauliai city municipality all experts felt motivation every day and in Spelthorne municipality 2 experts from 4 did not felt motivated very often or at all.

When asked "*If you should choose one thing that motivates you most at work it would be? Why?*", experts choose one main factor from already mentioned factors before (Picture 11).
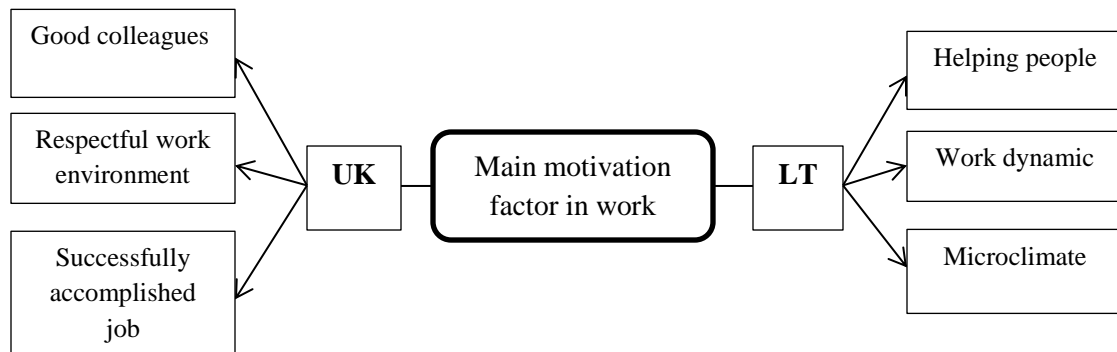
Pic. 11. Main motivation factor in work, by experts from Spelthorne municipality (UK) and Šiauliai city municipality.

Source: made by author.

When asked why this thing is the most important, Šiauliai city municipality experts claimed that: "*EXP 1 LT: helping people. Because you get that nice feeling that you helped someone. <...> EXP 2 LT: work dynamic, every day is a challenge and it helps me to be better, smarter and more capable to do more. <...> EXP 3 LT: microclimate, it is very important to feel good in your position, have good relations with your co-workers.*", and Spelthorne municipality experts explained it like: "*EXP 2 UK: My colleagues as they push me to do well. I have a lot of good colleagues, I can say we have pretty much very good bond and they can be great examples how to stay motivated and work harder. <...> EXP 1 UK: motivates me to do something, we chat, he lots of the times lift my mood when I'm stressed. So I feel it is very important to have good people and co-workers around you. <...> EXP 4 UK: Respect, because if people respect you that means that they value the things you do, they have a good opinion about you and they are nice to you.*". Experts of Spelthorne municipality rallied more on good teamwork and respect for each other, a successful performance on the job, while experts in Šiauliai city municipality divided their answers into three parts: working more for society, interesting work specific and work on its own and good environment in work place.

Sometime it can be felt that there is lack of motivation in work, depending on various problems, obstacles, barrier`s in everyday work life. Experts were asked to talk about that too "*When do you feel*

71

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

unmotivated at work? Why?", because it is equally important to know both sides of this subject and know what kind of factors leads to lack of motivation(Table 19).

<div align="right">Table 19</div>

Factor which indicates lack of motivation at work

Country	Category	Subcategory	Citation
LT	Work organization	Bad planning of time and work	• EXP 1 LT:"I have too much to do and I have not enough time."
	Work ethic	Conflict of ethic in work	• EXP 2 LT: "if work would conflict with my inner beliefs, morals, and ethics."
UK	Interest in work	Self-realization in work place	• EXP 2 UK: "If I dislike what I am doing at that time"
	Work organization	Bad planning of time and work	• EXP 1 UK: "When I cannot get everything done and all that work piles" • EXP 4 UK: "Then I feel that I don't have enough time to finish all tasks"
		Distribution of work	• EXP 3 UK: "When I have to do other peoples work"

<div align="center">Source: made by author.</div>

And it was asked for experts to remember some events that cause this feel not motivated "*Can you remember some events that you felt very unmotivated at your work? Why?*". Experts in Šiauliai city municipality could not remembered any unmotivated situation accept one expert: "*EXP 3 LT: When I worked over hours and it wasn't evaluated in any means. I didn't get any good word or benefit for that.*", in general most experts in Šiauliai city municipality feel motivated to work and in Spelthorne municipality 2 experts claimed that they don't feel unmotivated and another 2 experts said: "*EXP 2 UK: Only when I have not had enough sleep and I am too tired to concentrate. <...> EXP 3 UK: When I get lumbered with other peoples work on top of my own, I really don't like to do what is other's work. I think then, is when we have some argument in work place.*", so that means, experts feel not motivated when their interest in work is low because of their personal assumptions or because of bad work organization, which can be problem of management or just employee itself.

After finding out what do not motivate employees, it is important to find out what non-monetary and monetary rewards encourage experts to work. D.Riley (2006) relies on five main sources of motivation; social motivators, organization goal, job content, working conditions and money. So we can claim that monetary rewards are just one of many motivation possibilities. Experts of Šiauliai city municipality were asked what monetary rewards are important to them "*What monetary rewards are important for your motivation? Why*?", answered quite similar: "*EXP 1 LT: I think as for everybody: salary, bonuses, rising up salary. <...> EXP 3 LT: Bonuses to salary are very important, that is one of*

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

the biggest motivations. <...> EXP 2 LT: Let's be realistic, <u>all financial support</u> for people are important, no matter what king of material support it is. It is important: <u>salary, bonuses, and premiums.</u>" And Spelthorne municipality experts agreed that monetary rewards are very important but the answers were little bit different: "*EXP 2 UK: <u>Being paid for overtime</u> as I have to work out of hours sometimes. <...> EXP 1 UK: Everyone wants to <u>get paid but we don't get overtime</u> – we get <u>flexible time, days off</u>. <...> EXP 3 UK: The <u>chance to progress and earn more</u> to provide for my young family. <...> EXP 4 UK: Knowing that you are <u>paid well</u> makes you want to do your job the best you can. Knowing that if you will do your job well then in a future you can get <u>better opportunities and salary.</u>*". Experts of Spelthorne municipality are more likely to mention work overtime to get premiums or bonuses or work for better salary in the future, while working more now(Picture 12).
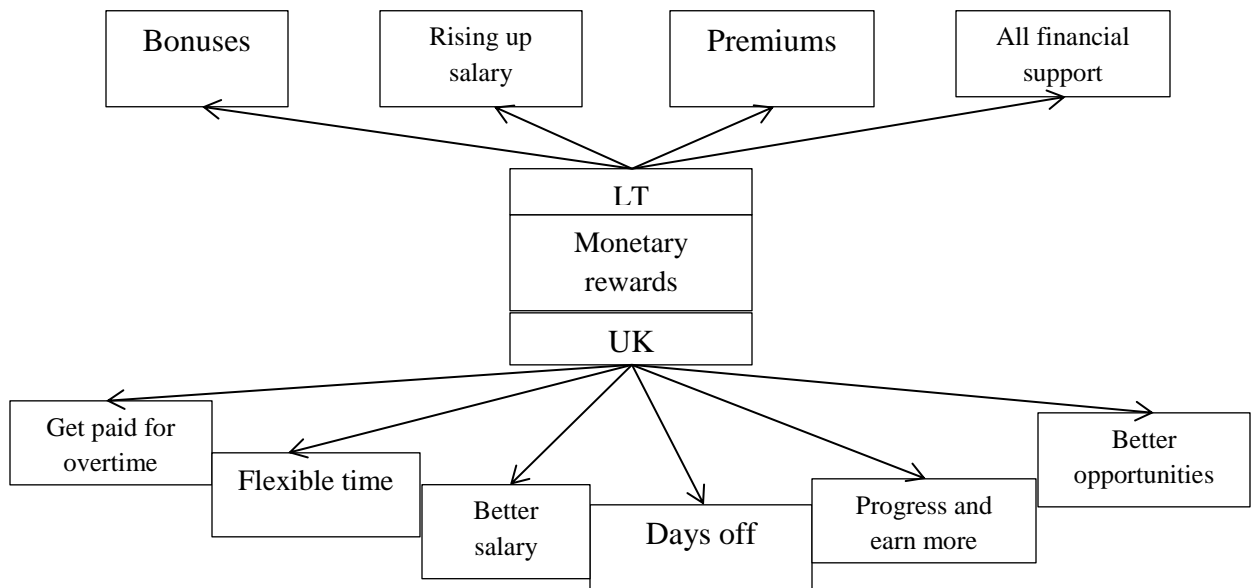
Pic. 12. Importance of monetary reward, between experts from Spelthorne municipality (UK) and Šiauliai city municipality.

Source: made by author.

After deciding what monetary rewards are important for experts it was asked the last questions "*What non-monetary rewards are important for you? Why*?", to find out what is important for employees besides financial support. Experts in Šiauliai city municipality answered this question: "*EXP 1 LT: It would probably by <u>promotion</u> that gives you not just satisfaction but much more benefits. Of course when my <u>boss gives encouragement, good word</u> to me. <...> EXP 2 LT: <u>Evaluation and observation of your</u> job is very important. When director <u>thanks for my job</u> its very good feeling. <...> EXP 3 LT: <u>Good word from your boss or co-workers</u> is very important. When you feel <u>validation from</u>*

other, when you work hard and have heads up, that's very important." From answers we can see that main non-monetary rewards are: good word and validation from boss, co-worker, evaluation of job, promotion. And in Spelthorne municipality, experts were talking about the same validation but added some different perspective too: "*EXP 2 UK: When my <u>boss shows me appreciation</u> like a pat on the back or <u>says good word</u>. That boosts my self-esteem and I want to work harder and be better. <...> EXP 1 UK: <u>Flexible time</u>, it's nice having a <u>day off</u>. <...> EXP 3 UK: <u>Flexible time</u> to spend time with my son, this is very handy for me. <...> EXP 4 UK: <u>The climate of the office</u>*."

Table 20

Importance of non- monetary reward

Country	Category	Subcategory	Citation
LT	Work environment	Appreciation of everyday work	• EXP 2 LT: "<u>Evaluation and observation of your</u> job is very important.
		Support from co-workers and management	• EXP 3 LT: "<u>Good word from your boss or co-workers</u>". • EXP 1 LT: "When my <u>boss gives encouragement, good word</u> to me". • EXP 2 LT: "When director <u>thanks for my job</u>".
UK	Work conditions	Practical work benefits	• EXP 1 UK: "<u>Flexible time</u>, it's nice having a <u>day off</u>.".
	Work environment	Support from management	• EXP 2 UK: „When my <u>boss shows me appreciation</u>".
		Friendly atmosphere	• EXP 4 UK: "<u>The climate of the office</u>."

Source: made by author.

From experts answers we can see that in both cases (Table 20), Šiauliai city municipality and Spelthorne municipality, that employees wants good work environment which contains: friendly atmosphere, appreciation of everyday work, support from co-workers and management. Just in Spelthorne municipality expert draws attention to the work conditions and practical benefits like: flexible time and days off, instead of monetary incentives.

After analysis of the interview results it can be concluded that experts from Šiauliai city municipality and Spelthorne municipality, don't have different attitude to motivation, its factors. But experts from Spelthorne municipality have more internal motivation factors and Šiauliai city municipality experts have external motivation factors. We can see that experts in Spelthorne municipality want more self-improvement, learn more and advance, and it is very important to have a great work group and co-workers. Šiauliai city municipality experts had similar answers, but had more thoughts about recognition and encouragement by the management, promotion, receiving better salary.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Looking more to similarities, both municipality experts' answers gave similar perspective to motivation and what employees need to be motivated in work, it is important: learn new things, be satisfied with job results, get encouragement from co-workers and managers, work in friendly atmosphere, see personal improvement, and be satisfied with job performance.

3.4. Features of the public servants motivation policy in Spelthorne and Šiauliai municipalities: comparative analysis of interview and document analysis

As we can see from already made document analysis, Lithuania and United Kingdom have quite different Public Service Acts, and their motivation tools are different too. Looking at document analysis we can state that UK has more flexible motivation tools that Lithuania. After analysing more internal view of motivation in local government institutions, Šiauliai city municipality and Spelthorne municipality, we can see that more than half of motivation tools which were analysed in document analysis wasn't even mentioned by experts (Table 21).

Table 21

Documents and interview comparative analysis to identify civil servants motivation differences between Lithuania (Šiauliai municipality) and the United Kingdom (Spelthorne municipality)

| Motivation tools	Lithuania	United Kingdom	Mentioned by experts	
			LT	UK
Competitive salary, additives, bonuses	Is not sufficiently competitive	Yes	Yes	Yes
Flexible working hours. Work at home opportunity.	No	Yes	No	Yes
Safe and healthy working environment	Yes	Yes	Yes	Yes
Rewards	Yes	Yes	Yes	Yes
Partial or full costs of travel	Most of the time no	Yes	No	No
Opportunity to rent state-owned residence	No	Yes	No	No
Facilitating loan options	No	Yes	No	No
Interest free loans for house purchase	No	Yes	No	No
Medical insurance coverage	Yes	Yes	No	No
Pension System Option	Yes	Yes	No	No
Training, skill development, (raising the level)	Yes	Yes	No	Yes

Source: made by author.

So comparing documents and expert interviews we can claim that, documents don't reviewing all motivation factors, which are very important for local government institution employees. Main

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

things which were mentioned by experts are: *learn new things, be satisfied with job results, get encouragement from co-workers and managers, work in friendly atmosphere, see personal improvement, and be satisfied with job performance*. These things are very important to motivate employees in every day work. Even experts mentioned motivation factors as: *salary, additives, bonuses, flexible working hours, rewards, training, skill development, raising work level*, which are motivation possibilities which have official legislative power (Public Service Act in Lithuania (1999), Civil Service management code in UK (1995)).

To work with better motivation (Table 17) experts in Šiauliai city municipality and Spelthorne municipality need these main factors as (Picture 13): Satisfaction from work, monetary incentives and work environment.
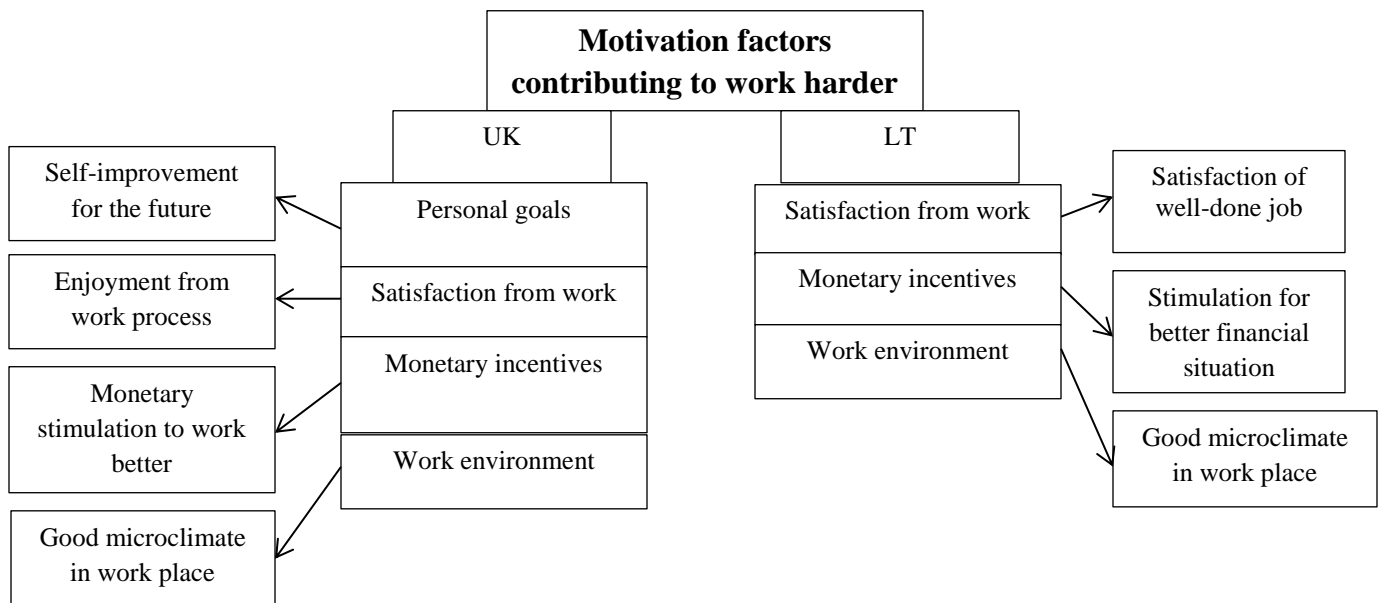
Pic. 13. Motivation factors contributing to work harder.

Source: made by author.

To sum up the in interview received responses, what makes employees in local government feel more motivated, there were not a big differences between Šiauliai city municipality and Spelthorne municipality, all local government institution employees want similar things, just what was noticed that people working in Spelthorne municipality talked about their personal goals and wants to improve themselves, learn new things, for the future purposes, that it would give benefits in long term. Looking through Weiner's (1985) *Attribution theory* perspective, in this research internal attributes, was interview, which would show the individual characteristics that determine the success or failure: skills

76

(internal, unstable, control) and effort (internal, stable, out of control) and document analysis of Public Service Act in Lithuania (1999) and Civil Service management code in UK (1995) was external attributes - environmental factors potentially affecting the success or failure of motivation in local government institutions: task difficulty (external, stable, non-regulated) and success (internal or external, stable or not, controlled or not). It was noticed that external factor which would affect employee's motivation is just small part of what is needed to feel motivation, for example: monetary incentives, to have better financial situation. Internal motivation factors were more likely to affect work productivity and motivation to get better in work place: good work environment, getting satisfaction from work and result and have personal goals which would lead to improvement in work and future perspectives.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

CONCLUSIONS

- Motivation is necessary to the organization employee's work and decisions at work to be implemented. Because that motivation is a set of motives, which causes the active state of the individual, encouraging to act purposefully, to satisfy their needs. Motivation tools are divided into: material and psychological. Most importantly is to align those tools with each other properly. Only material or psychological measures cannot give the desired performance of employees. Reasons which motivate employees may be external or internal. When running internal motives, employees are satisfied with the process and its results. When running external motives, an employee have interest not in work itself and its results, but other points: wages, recognition, status in society, and so on. Internal and external motives are closely linked, because the employee most of the time is interested in both.

- Motivation in public administration organization is driven by internal motivation factors, for selfless and non-beneficial work, which is serving for purpose of people wellbeing. So people, who work in the public sector, are interested more in the internal motivation factors, such as the work itself, responsibility, caring for public purposes. One of the advantages of these public service aspects is that the public sector guarantees social security. Management of the public sector institutions should take into consideration the motivation of employees, salaries and opportunities for job satisfaction. Because nowadays public servants have more personal goals such as: salary, personal power, prestige and job security.

- After document analysis, it was noticed that the United Kingdom (UK) laws allow for a wider range of motivation measures than Lithuanian laws. Main law in Lithuania, which provides civil servants motivation tools, is the Lithuanian Public Service Law (1999). In the United Kingdom, there is no separate law regulating the activities of public servants. The United Kingdom Public Service Management Code (1995) provides, that departments, agencies and other authorities are entitled to set their individual capabilities for civil servants management. Decision-making right is left for authorities; this can be seen as a positive thing, since each institution is related to their geographical, economic and social situation. Because of these obstacles, it can be selected the appropriate civil servants motivation measures and a professional and qualified staff shall be maintained. Meanwhile, Lithuanian civil servants

motivation measures are laid down by law and do not provide any rights for institutional autonomy.

- Document analysis showed that the United Kingdom Public Service Management Code (1995) and Lithuanian Public Service Law (1999) provide same main motivation tools such as: additives, bonuses, rewards, safe and healthy working environment, medical insurance coverage, pension system option, training, skill development. But Lithuanian Public Service Law (1999) does not provide much motivation tools such as: flexible working hours, work at home opportunity, partial or full costs of travel, opportunity to rent state-owned residence, facilitating loan options, interest free loans for house purchase.

- After interviews in Spelthorne (UK) and Šiauliai city (LT) municipalities, it was noticed that there were no big differences between Šiauliai city municipality and Spelthorne municipality employees in forms of motivation; all local government institution employees want similar things like: satisfaction from work, monetary incentives and good work environment.

- Main difference between Spelthorne (UK) and Šiauliai city (LT) municipalities' experts, was that employees working in Spelthorne municipality (UK) talked about their personal goals and wishes to improve themselves, learn new things for the future purposes, that it was beneficial in long term. This situation shows the United Kingdom is more developed in this area. UK annually verifies already reliable motivation measures and monitors what changes are needed. Meanwhile, Lithuania is still trying to look for different motivation tools, which could motivate civil servants.

- Looking through Weiner's (1985) *Attribution theory* perspective, it was noticed that external factor which would affect employee's motivation is just small part of what is needed to feel motivated: monetary incentives, to have better financial situation. Internal motivation factors were more likely to affect work productivity and motivation to get better results at work place: good work environment, getting satisfaction from work and result, and have personal goals which would lead to improvement at work and future perspectives. In this research internal attributes, was interview, which would show the individual characteristics that determine the success or failure: skills, effort. Document analysis of Public Service Act in Lithuania (1999) and Civil Service management code in the UK (1995) was external attributes - environmental factors potentially affecting the success or failure of motivation in local government institutions: task difficulty, success.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

- After analysing all research results, it can be stated that main statement: 1) Main motivation factors which has been used in public sector are: professional development opportunity and career prospects; participation in decision-making; initiation and implementation of ideas, expression of creativity; contribution to organizational results, receive evaluation and feedback on performance; good microclimate and communication; monetary incentives; job security, interesting job content, is correct. Motivation factors which are mentioned in scientific literature covers all public administration organizations, and 2) Motivation policy instrument *similarities* in Spelthorne and Šiauliai city municipalities are: salary bonuses, safe and healthy working environment, rewards, medical insurance coverage, training; and *differences* are: flexible working hours, work at home opportunity, competitive salary, partial or full costs of travel, opportunity to rent state-owned residence, facilitating loan options, interest free loans for house purchase. This statement is correct too, because the United Kingdom Public Service Management Code (1995) provides departments, agencies and other authority's freedom to set their individual capabilities for civil servants management. Decision-making right is left for authorities, that is why we can see a lot of differences between the United Kingdom and Lithuanian civil servants motivation capabilities.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

RECOMMENDATIONS

Based on the Lithuanian and the United Kingdom Civil Service laws comparative analysis it is appropriate to present proposals that would contribute to the Lithuanian civil servants motivation problems:

- It can be proposed to Public Service Department, initiate the Lithuanian Public Service Act changes, that the authorities provide the right to autonomy, setting straight the individual opportunities for civil servants management. In this way, each institution based on its geographical, economic and social situation can select the appropriate civil servants motivation measures and maintain a professional and qualified staff.

- Provided greater autonomy law for public sector institutions, it is recommended that the institutions would ensure wage system upgrade every 3 years. This would keep pace with general wage trends across the country and maintain competition. Competitive salary means salary surge, depending on the employees work quality and it encourages the employee development. More motivation tools which could be implemented from the United Kingdom Civil Service management code like: flexible working hours, which was constantly mentioned by Spelthorne experts and how convenient and helpful that is; work at home opportunity, it is very important for families with small children; interest free loans for house purchase, it would be help for a lot of civil servants, which wants to purchase real estate, and knowing high bank interest, it would to be a great benefit for employees.

- For the successful Šiauliai city (LT) municipality development and at the same time meeting further needs of local government employees, it could be suggested:

1. Create and maintain motivation system strategy that would ensure the promotion and motivate salary system for permanent employees;

2. Take into account the individual wishes of employees and apply motivation measures according to the organizations ability;

3. Take into consideration the most motivational tools for the job and how much more you can apply them in the organization;

4. Greater involvement of employees in the organization's activities - to identify and achieve common goals, to inform employees about the personal and company achievements, allow employees to jointly participate in the development of motivational systems strategy;

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

5. To analyse more, the approach of personal factors, such as: more flexible working hours, greater opportunity to combine work with other duties, less workload and etc.;

6. Keep in mind that those personal factors, which lead to employee motivation, are constantly changing, in an analogous way; motivational system from time to time should be overestimated and updated.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

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Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

APPENDIX

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Former local authorities in the Surrey area, bordering with London area
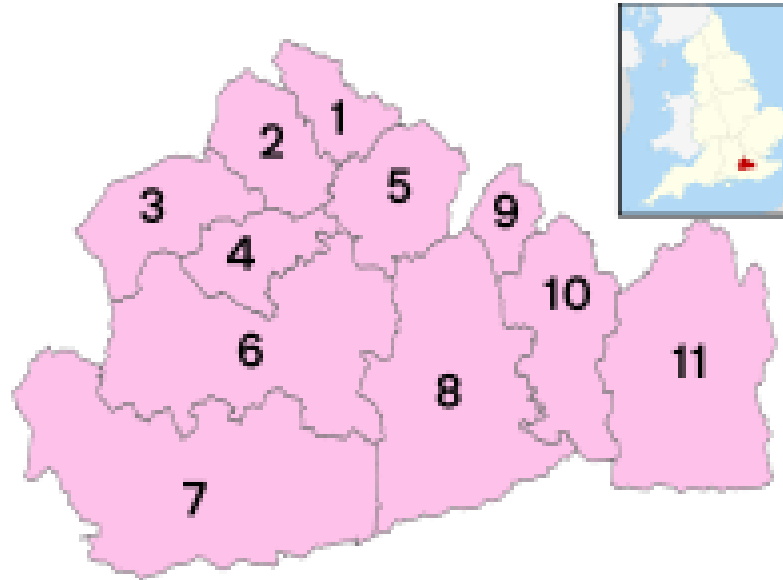
Districts of Surrey

Unitary   County council area

1. **Spelthorne**
2. Runnymede
3. Surrey Heath
4. Woking
5. Elmbridge
6. Guildford
7. Waverley
8. Mole Valley
9. Epsom and Ewell
10. Reigate and Banstead
11. Tandridge

Source: Young Enterprise in Surrey, <http://yesurrey.org.uk/surreyhome/north/>.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Spelthorne municipality location
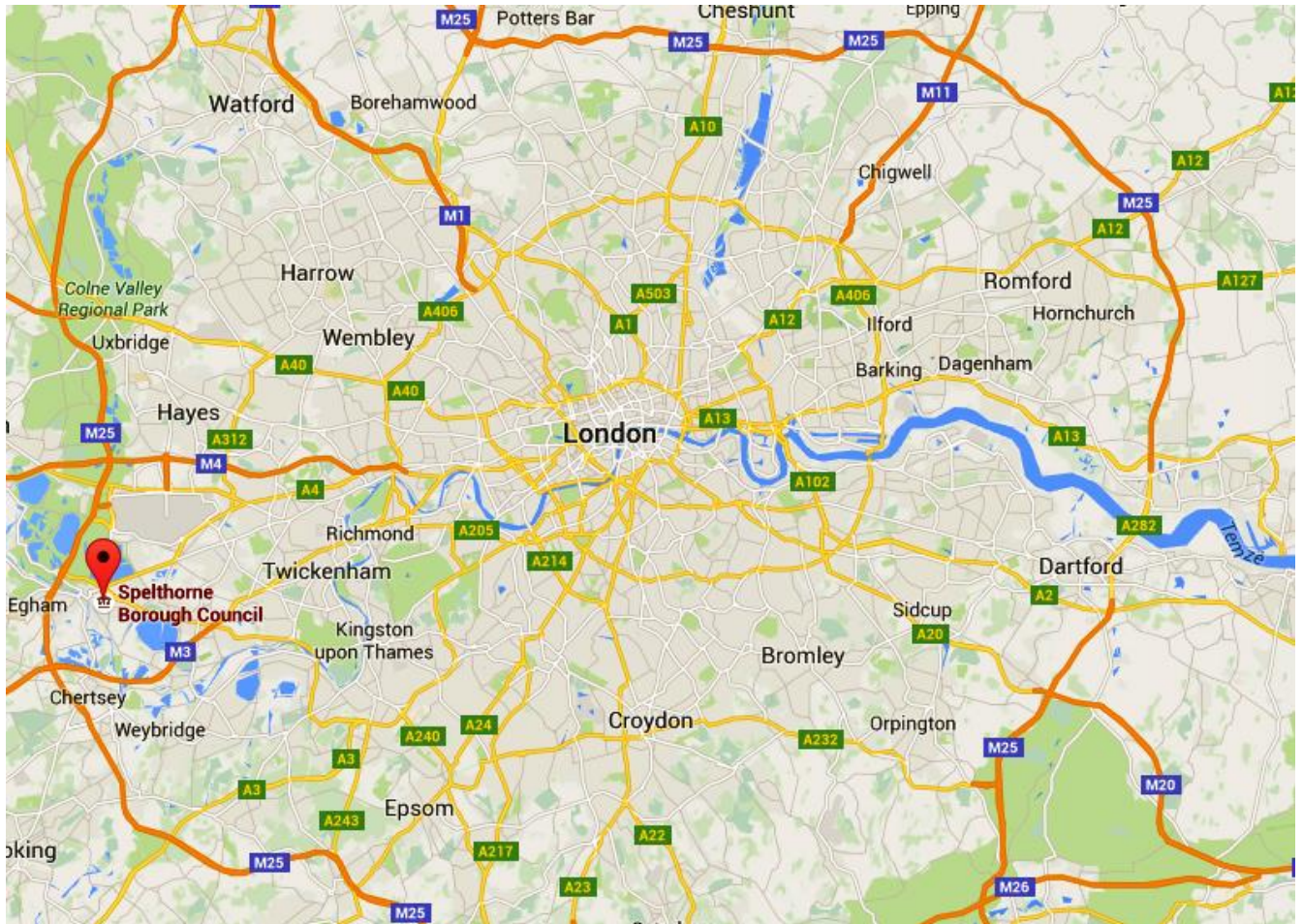
Source: Spelthorne municipality location from Google maps.

Petraitytė A. Employee's motivation policy in local government institutions: comparative analysis of Spelthorne and Šiauliai city municipalities.

Šiauliai city municipality structure
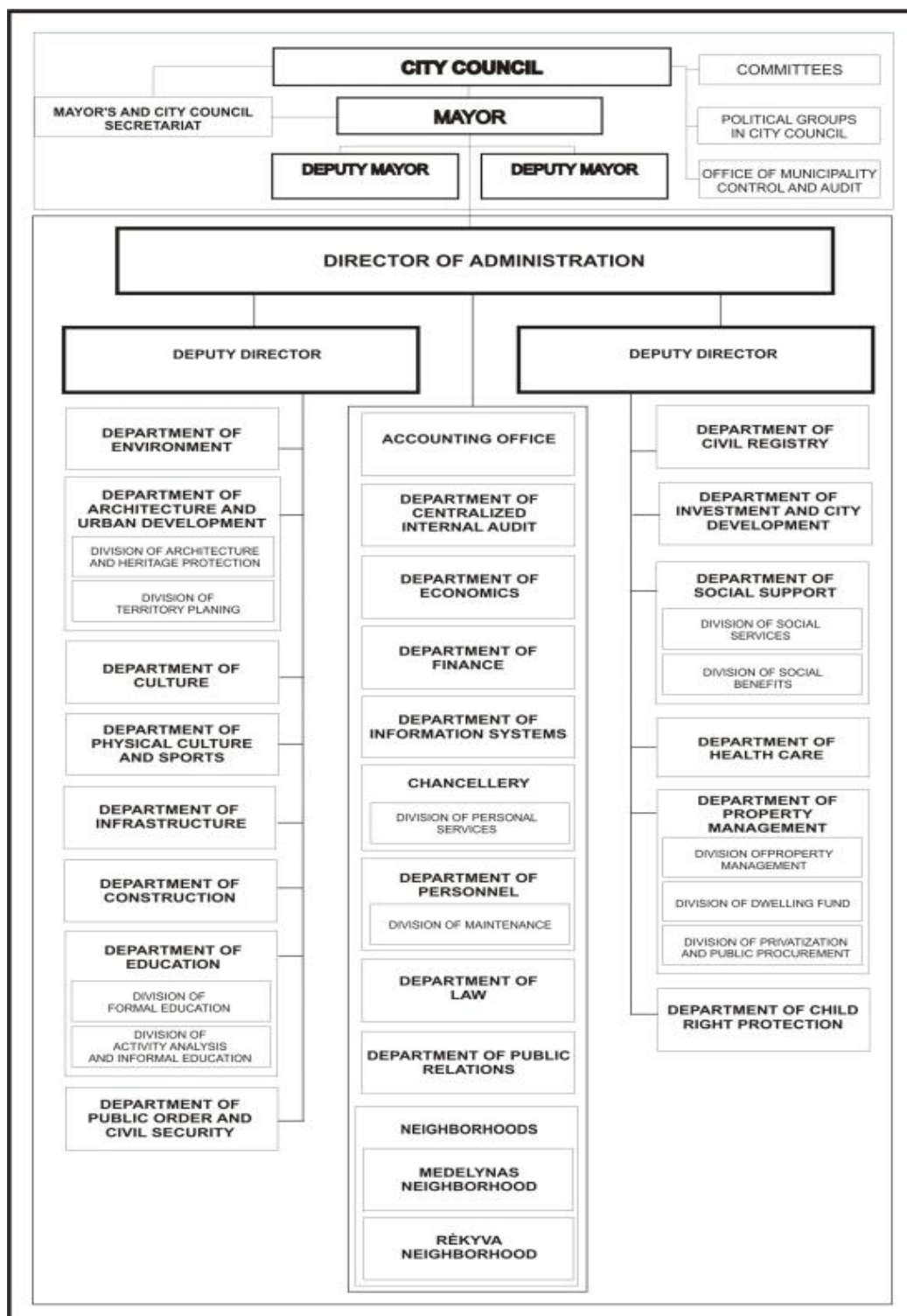
Source: Šiauliai city municipality structure, <http://edem.siauliai.lt/Structure3>.

Reporting lines for Senior Managers

Other direct reports

PA to CX - Dawn Richards

Mayoral / Civic Events – Sheila Kimpton

Project Management Co-ordinator role Linda Norman (Head of Customer Services)

Staines Upon Thames Regeneration Programme Manager (SECONDMENT TO 31/03/16 Heather Morgan (FT) (Head of Planning and Housing Strategy)

Future Policy and Performance Management

Project Management Support Team

Chief Executive

Roberto Tambini

Communications Manager Dawn Morrison

Head of Corporate Governance (incl. Monitoring Officer) and Electoral Services

Michael Graham

Deputy Chief Executive

Lee O'Neil

Deputy Chief Executive

Terry Collier

Community Safety Manager

Keith McGroary

Economic Development Manager

Keith McGroary

Head of Streetscene

Jackie Taylor

Head of Sustainability & Leisure

Sandy Muirhead

Building Control Manager

Steve Bowden

Senior Environmental Health Manager

Tracey Willmott-French

Head of Planning & Housing Strategy

John Brooks (to 31.03.2016)

Elmbridge &Spelthorne Family Support Programme Team Manager

Charlene Edwards

Head of Housing and Independent Living

Deborah Ashman / Karen Sinclair

Head of Asset Management

Dave Phillips

Head of Asset Management and Asset Projects Lead

Cathy Munro

Secondment until 31/03/16

Human Resources Manager

Debbie O'Sullivan

Principal Accountant

Adrian Flynn

Head of ICT

Helen Dunn

Head of Customer Services

Linda Norman

Internal Audit Manager

Punita Talwar

Community Development Manager

Joanne Jones

As at January 2016

SPELTHORNE BOROUGH COUNCIL

Source: provided by expert from Spelthorne municipality.

Interview questions

Dear Expert,

I am Augustė Petraitytė, Šiauliai University, Social sciences, humanities and arts faculty, "Regional development and governance" masters second year, student. Conduct an investigation in order to analyze the employee's motivation policy in public sector organizations, analyzing Spelthorne and Šiauliai city municipality cases in order to suggest new motivation possibilities and recommend what can be implemented for better civil servant motivation. Interview questioner was based on Z. Bernotaitė (2013) research "Importance of motivational factors among young employees in the service sector". Expert's names will be encoded and not be published, confidentiality guaranteed.

Age:

Gender:

1. How long have you been working in public sector?

2. What made you to choose this job in public sector?

3. Are you satisfied with your job? Why?

4. What do you like most about your job?

5. What do dislike about your job?

6. When it is a good day at job for you?

7. How you understand word motivation?

8. What personally for you means to be motivated at work?

9. When do you feel motivated at work?

10. What makes you work hard at work?

11. Can you give an example/s what made you very motivated at work? Why this motivated you?

12. What are 3 things that motivate you most at work? Could you please tell, why each of the things is motivating for you? And how often you feel motivated?

13. If you should choose one thing that motivates you most at work it would be? Why?

14. When do you feel unmotivated at work? Why?

15. Can you remember some events that you felt very unmotivated at your work? Why?

16. What monetary rewards are important for your motivation? Why?

17. What non-monetary rewards are important for you? Why?