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Darbuotojų motyvavimo sistemos gerinimas, atsižvelgiant į kartų skirtumus bei asmenybės tipus	Improving Staff Motivation, Taking Into Account Generational Differences And Personality Types
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INTRODUCTION

The relevance of the topic. Different motivational tools have to be applied to different employees in different situations, which makes it very difficult to design the right motivational system for a company. Companies that develop a product or product lines have a profit motive, so it is essential to have motivated employees who can produce a product that sells well on the market. As a result, it is the aim of managers and owners to ensure that each of their employees is committed to the company's objectives, and that they feel moral and spiritual satisfaction in their work and that they believe that their material needs will be met. In order to motivate and influence the motivation of their employees, managers must provide their employees with a reasonable system of motivational measures, such as salaries, bonuses and other allowances, social security, improving the working environment and the culture of the company, involving employees in decision-making, providing opportunities for career development and skills upgrading, etc. Research shows that it is not easy to apply an effective motivation system because of different reactions to the same situations, high staff turnover, etc. This is mostly due to cultural, personality type and generational differences. However, it is very important to do this because the right choice of motivational tools encourages employees to apply their knowledge and experience to their job in the most effective way. By designing a motivational system that is tailored to meet the moral and material needs of employees, taking into account differences in generations and personality types, managers can develop employees who are loyal to the company.

While there is a lot of research on the design and effective application of employee motivation systems in Lithuania, little of it focuses on Generation Z, which has recently entered the labour market. Changes in the labour market, with increasing emigration of skilled workers, and increasing competition between organisations to attract professionals and ordinary workers, are forcing managers to look for means and ways to optimise recruitment and retention. The research carried out on this topic can help managers and human resource professionals to address the key challenge of creating a motivating environment that encourages employees to be more productive and to be retained in the organisation. This research will attempt to answer new and under-researched questions such as: what motivates Generation Y and Generation Z employees to perform better? Can a good motivation system keep an employee in the company? Can a new motivation system be designed not only for different generations but also for different personality types?

Research problem. The choice of the topic was based on the fact that the right motivational tools have an impact on employee motivation and, therefore, on behaviour, and that managers need to choose a motivational system that will have an impact on employee behaviour at

work. What is motivating in one situation will not necessarily be motivating at another time and place. It is also increasingly being observed by experts that it is becoming more and more difficult to retain Generation Y and Generation Z in companies. They rarely stay in a company for a year or two. It is important for company managers and HR professionals to use reasonable motivational measures to motivate employees, because if the current motivational system is not effective, it not only fails to deliver the desired results for the company, but also uses up the company's resources. Due to the very high level of competition, many companies offer identical incentive schemes, so there is no need for a case-by-case analysis. For this Master's thesis, companies mainly operating in the Information and Communications Technology (ICT) sector have been selected for research and analysis of the weaknesses of their motivation systems.

Subject of the study: employee motivation system.

Aim of the study: To provide solutions for improving the motivation system of employees.

Objectives:

1. To analyse the opinions of Lithuanian and foreign researchers on motivational measures for Generation Y and Generation Z employees;
2. To carry out a study of the motivational measures currently used in the market;
3. Identify the problems of the employee motivation system;
4. Provide a plan for improving the motivation system for Generation Y and Generation Z employees, taking into account not only generational differences but also personality types.

Methods:

1. Literature review. This method provides an overview of the theories of the employee motivation system presented by Lithuanian and foreign scientists, the motivational tools for Y and Z employees, the characteristics of Y and Z generations and personality types;
2. Questionnaire survey. This method was used to investigate if employees feel motivated by the motivation systems currently used in enterprises. Questions were prepared for IT specialists of the enterprises;
3. Market research. This method was chosen for better understanding of currently offered benefits to employees.

Structure of the thesis: The Master's thesis consists of 3 main parts: theoretical, analytical and design. The theoretical part of the thesis, based on the works of Lithuanian and foreign scientists, analyses the concept of motivation, the essence and objectives of the employee motivation system, and reviews the tools and methods used for motivating employees.

The analytical part analyses the employee motivation system, presents the motivational systems that are most commonly used in companies, describes the empirical research carried out on employee motivation and the results obtained.

The project part of the thesis formulates the shortcomings of the employee motivation system and presents solutions that can be used to create an effective employee motivation system.

1. LITERATURE REVIEW OF GEN Y AND GEN Z, EMPLOYEE MOTIVATION, AND PERSONALITY TYPES

1.1. Staff motivation system

1.1.1. The concept of employees motivation and motivation

In analysing the motivation system to find out why it is so important in a modern company, the basic concepts and definitions of motivation and motivation should be discussed. The desire to be motivated is inherent in all living things, and the effectiveness of corporate management depends on how well managers are able to engage employees in their work and motivate them to perform well.

Identifying an individual's motives for particular behaviours has been the topic of several research studies since motivations have been shown to have a clear and important effect on current and potential behavioural intentions at work (Cho, Bonn and Han, 2018). The Motivation is a natural purpose that is regarded as the objectives of any public, private, or non-profit organisation (Khoshnevis & Tahmasebi, 2016). The term "motivation" comes from the Latin word "movere" (Ramlal, 2004), which means "to transfer" or "to push" (Pang and Lu, 2018). Littman (1958) was the first to make an attempt to describe motivation and explored five approaches to identifying motivation - energizing, directive and selective, resilience, motivational physiology, and the motivational phenomena of consciousness. Later research by Sansone and Harackiewicz (2000), described motivation as an internal system that guides behaviour. This serves as a catalyst for individual employees to improve their working performance in order to contribute to the organization's success (Sekhar et al., 2013).

The scientific literature contains a number of definitions of the concept of employee motivation. The most common definition in the literature is that of Stone (2005), who argues that motivation is the effect on employees of guiding and maintaining people and their behaviour.

Motive - the reason for an activity, related to the satisfaction of objective needs, i.e. by becoming aware of the causes of suspicion and finding an object that will help to remove it.

Motivation is the effect on the motivation of employees, hence the means and methods of influence can be defined as motivational means and methods (Kasiulis et al. 2005). The purpose of motivation management at work is to determine the most effective method of motivating employees by combining external and internal motivations generated by

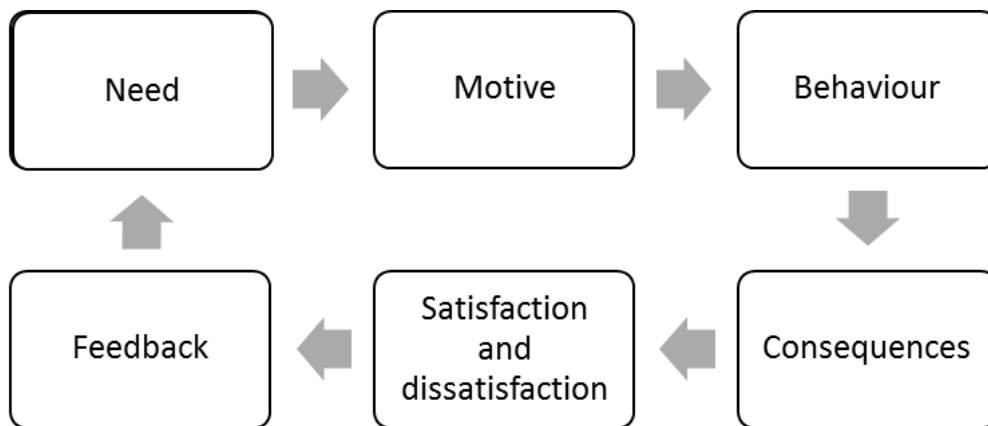
employees, and to direct employees toward meeting business objectives while meeting their needs (Vetráková & Mazchová, 2016).

According to researchers, when it comes to influencing employee behaviour, in addition to material and moral motivation, coercion and punishment are also used, which means that motivational measures can be both positive and negative, but in recent years, researchers have found that the impact is much stronger when managers choose positive motivational measures that encourage employees to do what the company needs them to do, and make them feel important and needed as employees. Bručkutė et al., (2012) argue that companies that underestimate the importance of motivation and do not take care of the well-being of their employees are more likely to experience high employee turnover and competition, while Klupšas (2009) notes that in a changing environment it is not easy for managers to keep their employees' focus and energy, and they need to pay more attention to motivation, which is understood as a set of interrelated aspirations, activation methods and measures used to increase interest and activation (Lenkauskaitė, 2010). Some scholars argue that the importance of employee motivation lies in the fact that it can be used to motivate the behaviour of employees in a way that will lead to high performance. According to Robbins and Coulter (2014), motivation is defined as the process of energising, directing, and maintaining an individual's efforts toward the achievement of a desired outcome (Pang and Lu, 2018). Basically, motivation is thought to be the natural force or urge that pushes people to do something (Han and Yin, 2016). As a consequence, motivation explains why people do things, how long they are willing to sustain an action, and how much they are willing to do, Dörnyei and Ushioda (2011). To understand the meaning of motivation, it is important to understand how motivation relates to good performance. Hence, motivation is important in that an employee who is satisfied with everything will perform his/her duties in an incomparably better and more enjoyable way, and the attention shown by managers to employees and the expenditure on motivation always pays off, as employees become loyal to their company and create a good image of the company by giving it a positive feedback in the public domain, and therefore it can be noted that needs, motives and motivation are the main concepts used in the analysis of employee motivation.

Recently, scholars have reached a consensus that companies need to motivate their employees in order to achieve good performance, and that the motivation chosen by managers depends on depends on the quality and effectiveness of the work performed. In order to reveal the key theoretical aspects of employee motivation, it is important to summarise the motivation and motivation processes presented in the scientific literature and

to properly define their concepts, which will be used further in this thesis. In order to better understand the impact of motivation on individual behaviour, motivation should be analysed as a process consisting of several stages. Motivation is a process, that is why White (2007) says through motivation procedure, employees return from need to motive to conduct through consequence to satisfaction and dissatisfaction. According to Robert (2019) motivation process is a feedback process. Below is the diagrammatic representation of motivation process (see Figure 1).

Figure 1 A diagram showing motivation process.



Source: Adapted from Robert, 2019, Organizational Behaviour: Core Concepts (6th edn).

The process of motivation can be said to begin when a person feels the tension caused by the lack of something, i.e. a need. Once the cause of the tension is realised and an object is found to help remove it, the need becomes a motive for action, and motives guide behaviour towards the pursuit of a goal, the achievement of which leads to one of three outcomes: satisfaction, partial satisfaction or dissatisfaction.

Needs are one of the psychological factors that motivate living beings and serve as the basis for experimentation (Pura et al., 2021). Humans strive primarily to meet fundamental or main wants; once they are addressed, humans attempt to meet secondary or other needs. Needs theories are viewed as the best to explain employees drive at work (Robbins & Judge, 2010).

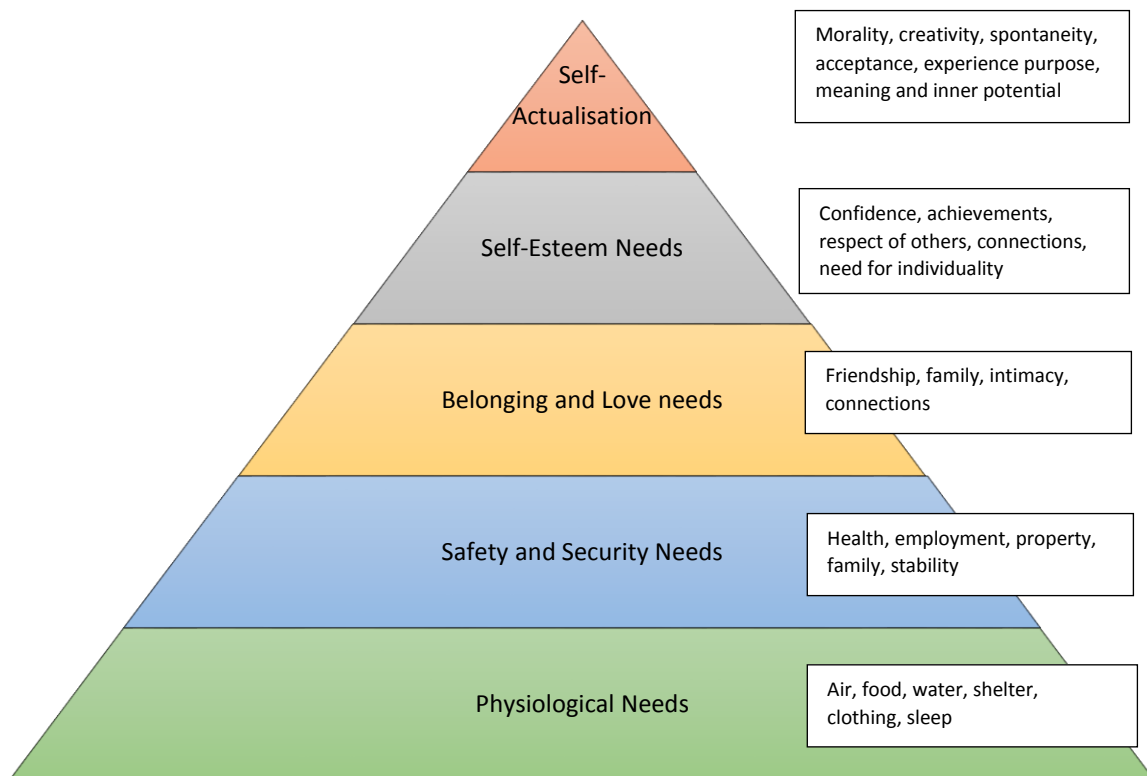
In analysing the concept of motivation and motivation, reference can also be made to the theories of motivation presented in the scientific literature. Where theories of motivation should be mentioned is that various theories of motivation have attempted to classify needs according to certain criteria that have evolved throughout history. Stoner, A., F., J. et al. (2001), divides motivation theories into early theories, which are attributed to scientific

management theory, according to F. Taylor - the model of human relations, and according to E. Mayo and Douglas McGregor - the theory X and Y, and modern theories, which are the theories of needs, reinforcement, fairness, expectations (hopes), and theories of goal setting. Despite the multiplicity and diversity of theories, A. H. Maslow's theory of the hierarchy of needs is considered the classic. Based on clinical observations, the researcher formulated two main ideas:

- Human needs can be classified into groups according to five levels of the hierarchy (from the lowest - physiological - to the highest - self-expression), which form a pyramid;
- until a need is satisfied, it is a source of motivation. From the moment the need is satisfied, the higher-level need becomes the source of motivation.

On the basis of the ideas he put forward, the scientist further divided human needs into 5 categories, which are graphically depicted (Figure 2).

Figure 2 A. H. Maslow's Hierarchy of Needs Pyramid



Source: adapted from Abraham Harold Maslow (1954)

1. Physiological needs - necessary for survival. These include the need for food, water, clothing, etc;

2. Safety and security needs - needs for health, ability to work, a secure future, etc;
3. Social needs (belonging and love needs) - the desire to integrate into a team, to have good relations with others, etc.;
4. Self-esteem needs - the individual's desire to be recognised, to be positively evaluated by others, etc.;
5. Self-expression needs (Self-actualisation) - the desire to realise one's potential and to continuously develop.

C.P. Alderfer's theory of needs, also known as ERG theory, is well known and similar to A.H. Maslow's theory. This theory differs from Maslow's theory in that not only is progress possible in the satisfaction of needs, but a parallel process of regression is also possible, whereby, if the needs of a higher level are not met, the individual directs all of his or her efforts to satisfying the needs of the lower level. This theory is interesting in that it does not combine the needs into a single hierarchy, so that an individual, in one individual may be motivated by several needs at the same time. Unlike the Maslow's theory, the ERG theory distinguishes only three levels of needs (Stoner et al., 2001), such as:

E - Existence needs (physiological and security);

R - relational needs (dependence and respect);

G - growth needs (self-expression).

Despite the fact that C. P. Alderfer ERG theory has different number of levels of need, it can be argued that these theories are very similar, which is not the case for later theories of motivation. As a result, the two theories' main argument is that when a person's job-related requirements are significant, satisfaction in meeting those needs has a greater potential to inspire behaviour. Modern scholars have defined motivation in different ways, some of them explaining motivation as a personality condition, others as a psychological trait, etc., but all of them are united by the common proposition that motivation determines human behaviour.

The Basic Psychological Needs Theory (BPNT) expands on the idea of developed psychological needs and their links to psychological wellbeing and well-being. According to

BPNT, psychological well-being and optimal functioning are dependent on autonomy, competence, and relatedness. As a result, environments that help or thwart these needs should invariably have an effect on wellness. According to the theory, all three needs are necessary, and if any of them are not met, there will be distinct functional costs. Since basic needs are universal aspects of functioning, BPNT seeks validation and refinement in cross-developmental and cross-cultural environments. Frustration with the requirements for autonomy, competence, and relatedness, as previously stated, inhibits good motivation. In order to feel competent, individuals who have unfulfilled needs may seek autonomy, more difficult job, or companionship. If these needs are not met, they will be motivated by external forces of punishment and reward (Deci and Ryan, 2000; Deci and Vansteenkiste, 2004). Satisfaction of requirements for autonomy, competence, and relatedness, on the other hand, makes it easier to translate external social standards into individually accepted values. Individuals accept a value because they feel linked to others who advocate for it (fulfilment of the need for relatedness) and because they feel competent in regard to behaviour that embodies that value (satisfaction of the need for competence), resulting in introjected regulation (Vansteenkiste and Ryan, 2013). Individuals must feel a sense of desire and choice when engaging in a behaviour in order to fully internalize a value (and thus, an identified regulation) (satisfaction of the need for autonomy). Additionally, meeting these requirements encourages intrinsically motivated behaviour.

Taken together, motivation can be defined as a complex, multi-stage process that determines individual behaviour. Understanding the motivation process is therefore the first step towards effective motivation, and the motivation system must be designed to better serve the interests of employees.

1.2. Employee motivation system

A well-designed personnel motivation system enables you to significantly boost employees' productivity and customer service quality. Simultaneously, the absence of an enterprise-wide employee motivation system results in the decrease in labor productivity and the associated negative consequences. A poorly motivated employee may be negligent in the performance of their official duties, as well as seek to sweep away the place of work. The motivation of human activity is a complex multi-faceted process that is inextricably correlated with the characteristics of the employee's personality. In the most recent years, Yekimov et al., (2021) suggested that motivation should be as transparent as possible to the

staff, as well as have the flexibility to be able to stimulate various aspects of the successful work of employees.

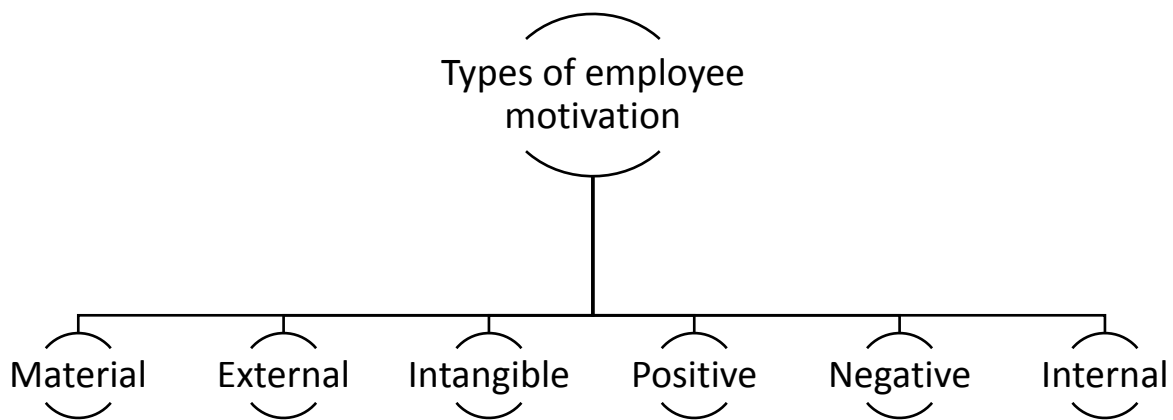
Motivation is the need to motivate employees, and any system of motivation needs to understand human nature, recognising that human needs are the basis of any motivation that is developed, and that the most important principle of performance incentives is to make the employee want to do what the organisation needs. Motivation can be divided into economic and social-psychological motivation. Motivation can also be divided into collective and individual motivation. As a corollary to this, it should be noted that the development of a motivation system is based on the concepts of personnel motivation: the concept of job satisfaction and the concept of behavioural regulation. According to the former, the needs and desires of the employee are taken into account in the design of the motivation system, and if the company takes them into account, the employee feels job satisfaction, which means that the employee's desires play an important role in the design of the motivation system. Another concept in the development of a motivation system is behavioural regulation, which is the formulation of motives that create the behaviour that the company needs from its employees. The motivational incentives are the key to the development of motivational behaviour. Bakanauskienė (1991) state that in HRM practice motivation systems are developed on the basis of accepted concepts of personnel motivation such as job satisfaction and behavioural regulation.

Marcinkevičiūtė (2006) shows that insufficient attention is paid to the employee motivation system. Companies use individual motivational measures to encourage employees, without taking into account the fact that different motives are relevant to employees in different companies. Managers should take into account the fact that employees' motives will change as working conditions change, in which case managers should identify and assess changes in employees' motives in a timely manner when choosing an employee motivation system. The author argues that when designing a motivation system for employees in a particular company, managers should carry out practical research on work motivation in order to identify which motives (material, moral, respectful, self-expressive) are typical for employees and which motivational measures (pay, rewards for autonomous work) are more important for subordinates. When designing a company's motivation system for its employees, taking into account management styles and employers' capacities, managers constantly monitor their subordinates, give various instructions and check how they are being carried out when dealing with various management tasks. By directly influencing employees, managers help them to develop both as employees and as individuals. The author

believes that in order to create an effective work environment, every manager should study the leadership styles that prevail in his/her company, identifying all strengths and weaknesses. When applying this system of leadership in a company, the employer should know exactly where employees prefer to be rewarded. In addition to this, a properly motivated employee receives moral satisfaction from the work duties performed by him (Asriani et al., 2020).

According to Guinn (2013), the following types of employee motivation can be distinguished (Figure 3):

Figure 3 Types of employee motivation



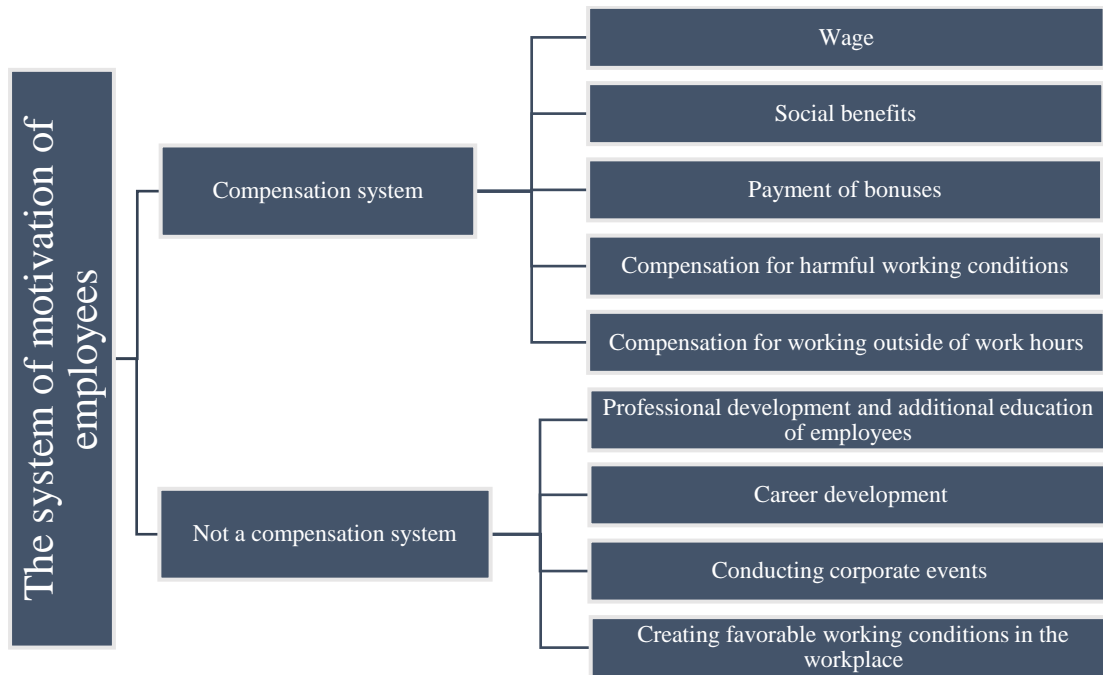
Source: S. Guinn, 2013

Material motivation is a highly effective method of incentivizing employees' efforts (Yekimov et al., 2021). However, its application has certain restrictions. The payment of monetary compensation raises the cost of production and, consequently, the production cost. Consequently, companies utilise alternative forms of motivation.

Non-material motivation provides for the creation of comfortable working conditions. Employees are more likely to work productively when they receive emotional benefits and mental relief from work-related stress.

The authors Lipych et al., (2017); Wulansari (2019); Svydruk (2020) distinguish compensatory and non-compensatory systems of employee motivation (Figure 4):

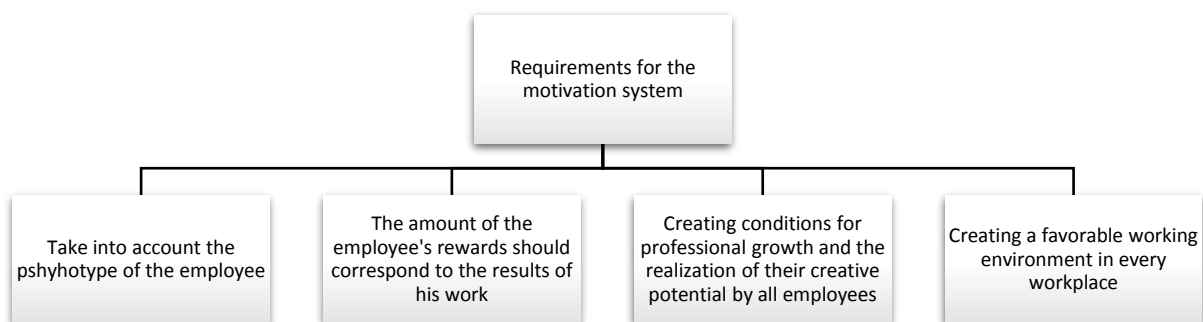
Figure 4 The system of motivation of employees



Source: adapted from Lipych et al., (2017); Wulansari (2019); Svydruk, (2020)

Yekimov et al., (2021) the system of personnel incentives at the enterprise should contribute to the further growth of employees ' interest in improving their labor productivity. It is very important that there is a clear link between the results of work and the amount of remuneration received. Author also mentions that the system of stimulating and motivating the personnel should contain administrative, socio-psychological, economic-social, informational and production methods (Yekimov et al., 2021). The authors suggested that motivation system in the company should meet this criteria (Figure 5):

Figure 5 Requirements for the motivation system in the enterprise



Source: adapted from Yekimov et al., 2021.

1.2.1. Tools and methods for employee motivation

The number of motivational tools and methods described in the scientific literature is very large and different authors categorise them into different groups, but nevertheless, it can be said that similar and even identical motivational tools are often described in the work of different researchers. Yekimov et al., (2021) opinion, an important tool for motivating staff is salary, but the use of this type of motivation has certain limitations. Therefore, there is a need to use alternative methods of motivating labor activity. The motivation of employees must be justified and correspond to the specific work done.

Motivational measures can be divided into two broad groups: financial and non-financial.

Financial rewards

Urbanski (1986) used salary increment as a motivation tool and found that it effectively motivates employees and increases their organizational performance. The flexibility in salary increments was also found to have a positive effect. Aguinis et al. (2013) established that monetary incentives were important factors in employee motivation and achievement, which contributed significantly to organizational-level performance returns. The high level of scholarly interest in the problem of salaries is due to the diverse functions that wages perform in the socioeconomic development of territory. These include reproduction, regulation, social, stimulating, motivating, and status-related functions. Chekmaryova et al., 2011; Streimikiene et al., 2014; Cyrek et al., 2017; Kuvaas et al., 2017; Rimashevskaya et al., 2017). Wage policy is an integral aspect of the company's overall strategy, as well as a tool for boosting efficiency and individual and organisational performance (Demyen, Lala-Popa, 2013).

Numerous studies demonstrate that financial compensation is the primary motivator of employees. It is a high priority for employees because it enables them to meet their fundamental necessities and also because money is viewed as a symbol of triumph and progress. Financial gain enables humans to develop prestige, authority, and rank (Yousaf et al., 2014; Duma, 2016; Mihokova et al., 2016). Gupta and Shaw's research also confirmed the effectiveness of financial incentives (1998). They emerged from the fact that not all occupations are organically interesting and demanding; in an ideal world, everyone would be intrinsically driven and rewarded, but this is not the case for some jobs. The result was that the majority of employees are motivated by money. Additionally, for employees who perform manual labour and have a lesser level of education, the primary motive is financial compensation - salary, paid holidays, sick leave, and eventually retirement plans (Arnolds, Venter, 2007). Whether in the form of wages, piecework (being compensated for units

produced at a specified quality level), or any other form of incentive compensation, such as bonuses, stock options, company-paid insurance, or any of the other things that may be given to people in exchange for their performance, money is significant; it may also mean status or power.

All financial incentives are linked to extrinsic motivation, which is based on tangible benefits such as pay increases, bonuses, and paid time off. Kohn (1993) made the criticism based on the fact that financial compensation has only a transitory motivating effect. Once a salary raise is received, it encourages employees for a brief period until motivation deteriorates and employees begin to anticipate another pay increase; hence, money does inspire employees - to earn more money (Kampf, Libetinová, 2015; Remiová, Buciová 2012).

The term compensation is frequently used to refer to monetary remuneration and refers to the employer's ability to demand reimbursement for employee services (Mikalauskiene et al., 2017). It may be contractually required (guaranteed) or optional (determined by the magnitude of the company's profits). Benefits must be separated from compensation. Employee benefits, on the other hand, are financial or non-financial services provided by employers to employees in order to better their lives and raise their motivation, loyalty, quality, and quantity of performance. Pensions, sick pay, insurance coverage, corporate cars, and a variety of other 'perks' are available to employees (Armstrong, 2007). They comprise salary components in addition to the various types of monetary payments and provisions for employees that are not strictly remuneration-related, such as annual vacations. According to the Ernst & Young Rewards Survey, over 44% of employees across all management levels are either unaware of or believe their employer does not give accurate or helpful information regarding employee benefits (Ernst & Young LLP, 2016). However, it is also stated that the wage increase method can only encourage an employee until the next pay raise is due.

Non-Financial rewards

Non-monetary benefits can have a greater influence on employee satisfaction and motivation than monetary rewards (Mura et.al., 2019). The relative relevance of non-monetary benefits varies significantly among the working population. Additionally, the range of non-monetary benefits available to employees varies – from providing beverages to the workplace via flexible working hours to providing official telephones and cars for personal use following payment of above-standard care, medical, or other insurance (Dugasová, Tkáová, 2012). All of these benefits demonstrate to employees the importance of their work and encourage a healthy work-life balance. Several of these, such as flexible work hours,

demonstrate an enterprise's commitment to providing an attractive work environment. Another minimises company costs and thus employee living expenditures. For example, using a business car for personal activities can result in monthly cost savings of tens to hundreds of euros for an employee. Similarly, pension and life insurance benefits, meals over the legal limit, transportation reimbursement, and above-standard medical care all have a financial impact on the employee. Health insurance, on average, is the most expensive benefit supplied to employees. Several organisations offer pensions, which are deferred earnings accrued during the employee's working years and returned to the employee upon retirement (Yousaf et al., 2014).

In recent years the team building activities got a great interest between employees. Regardless of one's thoughts regarding team-building events, the fact that they enable employees to collaborate outside of the workplace setting can be a significant benefit (Uzonna, 2013). They can foster healthy competition and provide an opportunity for each employee to be a part of a successful team. Enhancing team relationships can boost productivity and morale, as well as contribute to a much happier and healthier work environment (Uzonna, 2013). Additionally, such exercises can aid in the resolution of pre-existing team conflicts. It is critical that all teambuilding exercises are carefully balanced to ensure that they do not play to individual employees' talents or shortcomings but rather aim to give everyone an opportunity to succeed (Koontz and Weihrich, 1990; Robbins, 1998: 226).

Employees' expectations have risen significantly in recent years, and they want to do as well as possess things. Non-monetary recognition schemes give employees with something concrete to remember: a wonderful day out or a delicious meal can have a far greater positive effect on employees than a sum of money placed into a bank account net of tax and national insurance (Silverman, 2004).

Various well-known companies include training budgets into their benefit packages. Individuals can be taught to increase their motivation by demonstrating how to dissect tasks and obstacles and how to feel less frightened by their professional positions. Demonstrating to them how to function in the workplace can result in immediate increases in motivation (Daniel, 2001).

It is widely believed that setting goals, as long as they are reasonable, is one of the most effective strategies to boost performance. While meeting milestones boosts morale and self-confidence, keep in mind that those who frequently fall short of their goals will get demotivated. Not only can target achievement be rewarded financially, but it can also be

rewarded with additional responsibility or even promotion. Different people are motivated by different things, which is why it is critical to offer the appropriate incentives to the appropriate team member. Motivating a team is usually easier if you recognise that they may not be motivated in the same way as you are. The most effective teams are ones that feel valued and encouraged, but also progress and develop as a result of completing difficult tasks. When a team understands the company's objectives, they are considerably more motivated to work harder to attain them. Additionally, most people thrive when given the opportunity to make decisions and assume greater responsibilities. Whichever motivational approaches work best, it is always critical to ensure that your staff believes their efforts are worthwhile and good (Koontz and Weihrich, 1990; Daniel, 2001; Kelly, 2010).

Additionally, advancement in the employee's career is a strong motivator. Employees are motivated if they are offered a promotion to a higher position than they now hold. Priority should be given to retaining existing personnel. Organizations invest significant time and money in training and educating workers, and they suffer significant consequences when trained employees leave, particularly in the middle of a project or initiative. If they are given the chance Employees frequently prefer to remain with their current employer and use their time and expertise for personal growth and development, as well as job advancement. Employer support during times of crisis enables employees to retain good relationships with their employer and with other employees within the firm, resulting in a work-friendly atmosphere. Employees expect a clean working environment because they spend the majority of their time there. These are some of the tactics that can be used to encourage staff and boost succession rates.

There are various retention tactics that have been proven to be successful, such as a transparent work culture, which requires employees to consistently meet corporate goals within a specified time limit. Employee retention is directly related to open mindedness and a transparent work culture. A transparent work environment is a fundamental trigger for accountability, trust, communication, responsibility, and pride, among other things. Employees talk openly with one another and exchange ideas and thoughts until they blossom into fully formed concepts in a transparent work culture. Employees are induced to take responsibility for themselves and for their peers, which gradually generates trust and pride. Another effective retention method is to emphasise the quality of work. The success of any organisation is contingent upon its ability to recruit, motivate, and retain its staff. Organizations must be more adaptable in order to retain talented employees and earn their commitment. Thus, firms that place a premium on work-life balance can retain employees

more effectively. The task, the physical work environment, the social environment inside the organisation, the administrative structure, and the interaction between work and personal life all contribute to an individual's work life quality. Occupational health care, appropriate working hours, and a competitive salary all contribute to the development of a more adaptable, loyal, and motivated workforce, all of which are critical for a company's competitiveness.

In recent years, employee well-being and work-life balance have become as important as remuneration and perks when deciding which organisations to work for (Rodríguez-Sánchez et al., 2020). Supporting employees serves as a rallying cry for retraining the talented workforce. Employers can also assist their employees by fostering a culture of trust and instilling corporate principles in them. Management can provide assistance to employees directly or indirectly. They provide direct assistance with personal problems, stress management, and personal development. Employers can indirectly help employees in a variety of ways, including managing employee attrition, establishing themselves as an employer of choice, engaging new recruits, optimising employee engagement, and coaching and mentoring. The feedback strategy refers to the amount of information provided to employees regarding how effectively or poorly they performed. It serves as a conduit for communication between the employee and the employer. Employers can provide employees with either good or negative feedback.

This feedback assists the employee in evaluating their performance and identifying areas for improvement. Without a feedback policy, employees get demotivated, which results in employee absence. Employer input is crucial since it enables employees to enhance their performance and efficiency. The sender conveys a message to the receiver during the course of contact between the employee and the employer. The message may or may not be in a universally understood format or language by both sender and receiver. As a result, the message must be encoded and decoded during the operation. Without feedback, the communication process is incomplete. Staff-employer communication results in inconceivable levels of employee retention. Open door policies are a type of communication strategy in which firms encourage open door policies in order to ensure that employees feel secure and may express their concerns and feelings to their employers. The various communication methods include frequent meetings and social gatherings, emails, newsletters, and an intranet, among others.

According to Tlaiss et al. (2017), norms and values are more important than incentives for employees to stay in an organisation. Additionally, the report discusses the importance of

a positive work atmosphere built on positive connections among employees as well as demanding work for keeping talent. Additionally, managers contribute significantly to the development of positive relationships between management and employees, as well as offering both support and feedback (Tlaiss et al., 2017). However, Ott et al. (2018) assert that each organisation requires unique talent retention methods that are aligned with the organization's strategic objectives (Ott et al., 2018).

In addition, a new workplace context has emerged due to the outbreak of Covid-19 which has forced organisations to change (Kniffin et al., 2020). Currently, many employees are working from home which puts pressure on organisations to re-consider their retainment practices and adapt to the new remote context (Mulki et al., 2009).

1.3. Personality Types

Over the years, there has been a trend to categorize people's personalities (Jensen, 2016). Personality is defined as “a set of points falling along several behavioural dimensions, each corresponding to a trait, resulting in a unique profile, different from that of other individuals” (Pervin, 1989, p. 7). Personality and its traits, on the other hand, were not substantially investigated until the last century. In the study of human behaviour and personality, the term "personality type" refers to the various ways in which people can be grouped based on the way they act and how they think (Jung et al., 2012). Personality types are characterized as innate psychological elements that regulate how people react in various life situations and dictate the most comfortable places a person should be in, despite the fact that there is no convincing consensus on what they are (Jung as cited in Amir et al., 2015).

Katherine Cook Briggs and her daughter, Isabel Briggs Myers, built on Jung's personality foundation to create one of the most well-known psychological concepts, the Myers-Briggs Type Indicator (MBTI) (Stein & Swan, 2019). They proposed a hypothesis based on a reduced version of C.G. Jung's concepts (Myers, 1962; Myers & McCaulley, 1985; Myers-Briggs & Myers, 1980). The MBTI divides people into four groups based on their personality. In each case, the emphasis is on a choice between two options (somewhat akin to your preference for being either right or left-handed). The first element of the MBTI indicates your preferred attitude (Extraverted/Introverted), the second element indicates your preferred irrational function – whether you prefer to take in new information as it is (Sensing) or connect it with ideas of what could be (iNtuition), and the third element indicates your

preferred rational function – whether you value emotions and values over logic and reason (Feeling) or if you prefer logic and reason over emotions and values Feeling (Perceiving).

Table 1 Personality Types

	The attitudes
extraversion and introversion (E and I)	determine the source and direction of energy as well as the focus of attention. Extraverts have a tendency for focusing their attention on human interaction and activity in the outside world. Introverts have a tendency for concentrating their energies on their inner world and are energized by isolation and reflection.
The sensing and intuition (S and N)	dichotomies are cognitive capacities of "perception" that affect whether one prefers to gather or absorb information. When it comes to obtaining information, sensing types prefer to use their five senses. When it comes to absorbing information, sensors favour specific, factual, and useful applications. They are interested in both the past and the present. Intuitive people see situational possibilities in a broader light and are more abstract and speculative in their thinking about what might happen in the future. Intuitive abilities include hunches, flashes of inspiration, and insight.
The T and F dichotomies (thinking and feeling)	are cognitive functions that determine a person's preference for making decisions and reaching conclusions. Those who prefer to think reach conclusions through logic and analysis. To a thinker, a decision must make sense. Those who respect feelings place a premium on human values and the potential impact of a decision on others. Affect and empathy are important to feeling types. To a feeler, a decision must "feel right."
The judging (J) and perceiving (P)	orientations are concerned with the external world. Judging personalities value decisiveness and closure when it comes to structuring oneself and others in the external environment, whether through thought or feeling. Perceiving personalities like flexibility and spontaneity, which leads to adaptation and free-flowing perceptions of the outside world (sensing or intuition).

Source: adapted from Myers et al., 2004.

People establish lifetime preferences for interpersonal connections and understanding experiences in a range of social and organizational contexts when they apply their preferences in each of these four functional areas. Distinct types of persons are produced as a result of these combinations of preferences, each of whom is interested in a different preference. Each psychological personality type has its own set of strengths and weaknesses, as well as potential blind spots.

In addition to all theories The NERIS identifies “5 Big Aspects”: Mind, Energy, Nature, Tactics, and Identity. Each of these aspects has its own continuum specific to the participant responses. The mind aspect (introverted vs extraverted) indicates how one interacts with his/her surroundings. The energy aspect (intuitive vs observant) indicates how one sees the world and processes information. The nature aspect (feeling vs thinking) indicates how one makes decisions and copes with emotions. The tactics aspect (judging vs prospecting) indicates how one approaches work, planning, and decision making. The identity aspect (turbulent vs assertive) indicates how confident one is in his/her abilities and decisions.

1.4. Relationship between motivation and personality type

Researchers Asadnia et al., (2016) looked at the connection between personality factors and work performance and motivation. Conscientiousness and extroversion are directly linked to job performance. According to the findings of the research, personality traits play a significant role in determining job success and motivation.

In a study, Chegini (2015) explored the association of personality and organisational characteristics and job motivation. People who are conscientious, have a sense of fairness in the workplace, and are compatible with their job are more likely to be motivated, whereas those who are neurotic are less likely to be motivated.

The authors Omid (2011) looked at the connection between introversion and job satisfaction and organisational commitment in their study. Introversion and job satisfaction were shown to be positively correlated, while organisational commitment was found to be positively correlated with extroversion. However, extroversion and work satisfaction have a strong negative association.

Research conducted by Nazari et al., (2020) found a direct correlation between introverted personality and job motivation and confirmed the finding of Alavijeh (2013) and Omid (2011).

1.5. Generations

The cohort is identified by having overlapping birth years, ages, places, and key life events (Kupperschmidt, 2000). The term 'generation' can be applied to persons who were born and raised around the same time, and who share life events and experiences at key points in their lives (Parry & Urwin, 2011; Twenge et al., 2010; McCrindle & Wolfinger, 2011). The desires and impressions they are exposed to, or even the things in their world, and the events in their lives, all have a significant effect on their labour market success and attitude toward work (Tari, 2011). According to research on generations, people from the same generation share common beliefs and personality characteristics that vary from those of previous generations (Twenge & Campbell, 2008). Other facets of people management, such as training and growth (Berl, 2006), job development (McDonald & Hite, 2008), or working conditions and incentives, are also influenced by generational differences (Carlson, 2004). According to Kotler et al. (2009), each generation is profoundly influenced by the era in which they were raised the music, films, politics, and defining events, and as a result, generational attitudes, job values, and hobbies vary (Hansen et al., 2012; Cogan, 2012; Schultz et al., 2012). With new generations coming to the job market a term generational gap was introduced. In Oxford Dictionaries it is described as difference in attitudes between people of different generations, leading to a lack of understanding. In fact generation gap has always existed, but since the late 1960s, in the fields of marketing and business management literature, it has received significant attention because of two generations, the Traditionalists and Baby Boomers, clashing (Simons, 2010). It was the first time in history when four generations worked together, dividing up and sharing the labour market (Hansen et al., 2012; Tolbize, 2008). Regrettably, this scenario repeats itself after a while, as Generation Y is now compelled to work alongside Generation Z, resulting in considerable employment market disruption. Nonetheless, there is no agreement on the start and end dates for generations with significant temporal gaps (Crowley & Florin, 2011; McCrindle & Wolfinger, 2011; Simons, 2010). The majority of the literature indicates that (Becker, 2012; Hansen & Leuty, 2012), Traditionalists are those born before 1946, Baby Boomers are those born between 1946 and 1964, Generation X is those born between 1965 and 1980, and Generation Y is those born between 1980 and 1994. (Hansen & Leuty, 2012). According to reports, the newest Generation Z could begin as early as 1991 or as late as 2001 (Bakanauskienė et al, 2017). In view of today's labour market, the focus for now must be on the generations that are currently in it.

Table 2 Timelines of different generations

Source	Generation
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J. Warner, A. Sandberg (2010)	Baby Boomers (1944–1963)	Gen X (1964–1983)	Gen Y (1984–2000)	
K. C. Williams, R. A. Page (2011)	Baby Boomers (1946–1964)	Gen X (1965–1976)	Gen Y (1977–1994)	Gen Z (>1994)
S. T. Lyons, L. Schweitzer, E. S. W. Ng, L. K.J. Kuron (2012)	Baby Boomers (1945–1964)	Gen X (1965–1979)	Millennials (>1980)	
Z. Wadee (2013)	Baby Boomers (1945–1960)	Gen X (1961–1980)	Gen Y (1981–1995)	Gen Z (after 1995)
H. Ling Lim (2014)	Baby Boomers (1946–1964)	Gen X (1965–1979)	Gen Y (1980–1999)	Gen Z (from 2000)
D. Bursch, K. Kelly (2014)	Baby Boomers (1946–1964)	Gen X (1965–1979)	Gen Y or Millennials (1980–1995)	Gen Z (from 1996)
R. B. Atamian, T. Simon (2015)	Baby Boomers (1940–1960)	Gen X (1960–1980)	Millennials or Gen Y (1980–1990)	Gen Z (from 1990)

Source: made by author

1.5.1. Generation Y characteristics

Millennials will make up the largest share of the workforce for the entire decade between 2020 and 2030, accounting for 40% of the worldwide working-age population by the conclusion of the decade. Understanding their thought processes and priorities is consequently a must-do for all organisations. Millennials, or Generation Y, are the most educated generation, having grown up during the financial boom (Tolbize, 2008). Its members respect diversity, learn rapidly (Burke, 2004), are committed to their own careers (Marston, 2007), are ambitious, positive, creative, technologically savvy, and loyal to peers over titles or companies; they expect constant change, rapid career development, and personalized experiences (Buahene & Kovary, 2007). Generation Y is comfortable with multitasking, connects personal interests with accountability, works in many jobs, and is defined by productivity, networking, and transparency (Employer Branding Today, 2012). Furthermore, multiple studies have discovered that while Generation Y participants are more active volunteers, they are not “more loving, community-oriented, or politically engaged than previous generations” (Twenge et al., 2010). Generation Y has the ability to strike a balance between idealism and pragmatism, or, to put it another way, between cognitive growth, diversity of experience, value and importance at work, social networking, and work-life balance. Generation Y also tends to be a destructive power. Modern organizations should not underestimate Generation Y's capacity for flexibility, fast learning skills, technical

intelligence, and seeking the common good, but rather cultivate and explore it. Since a high salary is one of Generation Y's highest desires, some people accuse the generation of being greedy and troublesome. Others, on the other hand, see Generation Y as a possibility rather than a challenge (Axten, 2015). Generation Y is the most trained, tech-savvy, multifunctional, multitasking, proactive, and often linked, and they are capable of handling a wide range of tasks Reizenwitz and Iyer (2009). They can be expected to donate and give more time and effort to the organization. Generation Y, as "digital natives," know how to use and profit from social media. Because it is socially involved, productive, team-oriented, and positive, this generation is successful. However, Generation Y is a less self-reliant and committed workforce, and they are more likely to leave if a better opportunity arises. Previous research (e.g., Tolbize, 2008) has shown that generations lose loyalty to their bosses, starting with committed traditionalists and ending with the self-concerned Generation Y. One reason millennials have higher turnover rates than previous generations is that they are less active. Just 29% of millennials are engaged at work, according to Gallup. Millennials are less likely to feel attached to their work as a result of their low level of commitment, and, as a result, they are more likely to change jobs. Since millennials have the lowest levels of engagement of any generation, turnover rates are expected to increase even further, particularly in larger, more mature industries like finance. This means that understanding the factors that contribute to high employee turnover will help companies better understand the needs of this new workforce and what they look for in a job.

Furthermore, personal relationships with co-workers, respect, flexibility in balancing work and personal life needs, a sense of greater good, technology and working conditions, the need for immediate, direct, and continuous monitoring, and an inclusive, open management style have all been identified as motivators for Generation Y. (Meister and Willyerd, 2010; Tolbize, 2008; Bendaravičienė et al., 2013). Nearly 60% of millennials consider work-life balance to be extremely significant. Millennials often want more flexibility in the workplace, choosing jobs with a range of work conditions, hours, and benefits. Generation Y, according to Terjesen, Vinnicombe, and Freeman (2007), has distinct preferences and aspirations in terms of employer attractiveness. Young males place the highest importance on starting income, while young females place the biggest emphasis on the organization's concern for employees, respect for personality, task variety, international profile, and, to a lesser extent, but still somewhat, comfortable working circumstances. Generation Y's work aspirations and goals, according to Ng, Schweitzer, and Lyons (2010), are based on the individualistic aspects of a job. For Generation Y, the most significant factors were rapid growth, acquiring

new skills, and work-life balance. Most recent graduates are willing to accept a less-than-ideal position as a professional launchpad. About half of those surveyed wanted to stay in the same company for the rest of their working careers. It has been discovered that Generation Y has experienced rapid job and salary growth, making them impatient to succeed. Good people to work with and report to, as well as a deep desire for professional development, were among the most highly valued qualities when it came to making career choices, while salary, benefits, and job security were ranked in the middle. The prestige of business tends to be important to millennials as well. In comparison to previous generations, millennials place a higher emphasis on the image and credibility of the organizations for which they work.

1.5.2. Generation Z characteristics

Generation Z is the largest living generation. Globally, Generation Z comprises just under two billion individuals, which is 26% of the world's population. At some point in time, Gen-z will have the largest percentage of the work force. Recent academic research into the characteristics of this population group has discovered that they are fully immersed in social networking sites and use social networking platforms to build interpersonal relationships (Kick et al., 2015). Generation Z is inextricably connected to technology and the digital age due to its unique historical background. In addition to Generation Z, words like "digital integrators" (McCrindle, 2014) and "digital natives" (Friedrich et al., 2010) have been used to describe this generation, stressing how technology has been woven into Generation Z's early lives as if it were their sixth sense. This generation's technological characteristics have already been thoroughly identified. They are technologically savvy, constantly linked, and rely on cell phones, tablets, and instant messaging. As a consequence, Gen Z is also known as the "I Generation," a phrase coined in response to this generation's frequent use of the internet and high levels of virtual interaction (Jones et. 2017). This technologically literate and Internet-savvy generation has been conditioned to multitask. They jump from one mission to the next easily, prioritizing pace over accuracy. They've only known a wireless, hyperlinked, user-generated environment where every piece of information is only a few mouse clicks away (McCrindle, 2014). Although they are accustomed to instant online contact, there is evidence that Generation Z is more concerned with privacy and safety than Generation Y, and that they are attracted to private social networks (Lanier, 2017). In terms of the economic patterns that have influenced Generation Z, they have seen their parents go through tough times on several occasions. Growing up during a time of economic recession and ever-present signs of a financial crisis may have influenced their pragmatic worldview. A job partnership program for 24 Generation Z workers was introduced by Jericho Chambers and the CIPD in

2016. Some generational features stood out as especially pronounced in the findings of this initiative. Generation Z is pragmatic above all else. Generation Z is expected to be worse off than their predecessors, with their formative years shaped by the recession, extremism, rising house prices, and corporate (Harris, 2016). According to a 2014 global survey, progression, more capital, and meaningful work are the three most significant work motivators for Gen Z. (Schwabel, 2014). Opportunities for learning and growth, confidence, and job security are the most important considerations for Generation Z when choosing a job, according to Meret et al. (2018), who conducted their research on a sample of high school students. Career prospects are the most important consideration for Gen Z when choosing a job, according to a Robert Half survey (2015). The top three goals for Gen Z work seekers, according to the survey, are generous salaries, making a positive difference, and having a positive impact. Financial incentives, a supportive organizational culture, versatility, and opportunities for continuous learning are among the top factors that Gen Z considers when searching for a new career, according to a Deloitte (2018) survey. Furthermore, a survey of Gen Z business students' work preferences in Slovakia (Kirchmayer et al., 2017) found that the quality of the job, as well as work-life balance, are the most significant factors in Gen Z's quest for a potential future employer. Job protection, work flexibility, and training and development opportunities, on the other hand, were all deemed essential (Kirchmayer et. al., 2017).

Another study compared Gen Z characteristics to those of the Generation Y (Gen Y) age group, describing them as young people who yearn for a satisfying and fulfilling professional life, who are reserved and humble when sharing their thoughts, and who have more faith than Gen Y people (Tulgan, 2013). Since they are the age group with the most ethnic and religious diversity, Gen Z is also known as the "Pluralist Generation" (Hais et al., 2016). Gen Z, according to Finch (2015), is pragmatic, realistic, and forward-thinking.

After analyzing the characteristics of each generation, it can be said that each generation is unique, with an individual worldview and different behavior. However, J. J. Deal (2007, p. 11) distinguishes the main features that reveal certain intergenerational similarities: certain values common to everyone (family, honesty, achievements, love, recognition, happiness, self-esteem, wisdom, balance and responsibility), the desire to be respected, attitude towards managers (reliable, able to listen and motivate), attitude towards change, loyalty, depending on the situation, the desire to learn. Basically, all generations want interesting work, opportunity to learn and improve, work - leisure balance, so that they are treated fairly and

that they are respected and valued for their knowledge, experience and skills (Bursch, Kelly, 2014, p. 10).

1.6. Gen Y and Gen Z motivation

There are varying opinions on what motivates Millennials and their younger counterparts, Gen Z, in the workplace, as well as what rewards motivate them. According to a Randstad (2016) study, monetary rewards are the most important motivator for Millennials and Gen Z, accounting for 32%, followed by opportunities for advancement (20%), meaningful work (12%), and finally a good benefits package (10%). Millennial employees, on the other hand, want paths to personal growth linked to recognition initiatives (Huff, 2006). Gen Z members say money is the most important motivator. Gen Z and their associated motivations is significantly less researched than that of Millennials. Research carried out by Kathy Gurchiek (2016), found that Gen Z are motivated by social rewards mentorship and feedback programmes over monetary rewards. Gen Z will choose careers based upon their own interest and are intrinsically motivated by the work that they do with aspects such as job security and work life balance important rewards to them (Bencsik, et al., 2016).

According to M. Wong, E. Gardiner, W. Lang and L. Coulon (2008, p. 885), different generations are motivated to varying degrees by three factors: dependence, power and development. For example, Generation Y is motivated more than the next generation by a quick career and promotion. In order to maintain a motivated workforce of the younger generation, the organization's policies need to be more flexible, since Generation Y is very focused on the balance between personal life and professional career (Jerome et al., 2014, p. 5). In addition, managers must keep in mind the feedback, which is especially important for millennials Y, they would prefer to receive it at least once a week, if not daily (NAS, 2014 p. 11). Motivating Generation Y can be a big challenge when their work is influenced by the work of other employees (Hernaus, Vokic, 2014, p. 630). It is also essential for Generation Y to ensure both external (market-specific) and internal remuneration equality (taking into account the aspects of the work of posts) (D'Netto, 2012, p. 5). Motivating tools for this generation: continuous learning and improvement at work, interesting, complex and diverse tasks, social relations and the behavior of the manager, flexibility of work schedules, work-leisure balance (Kultalahti, Viitala, 2013, p. 108).

1.7. Outcome of the literature review

Numerous practitioners and human resource (HR) professionals feel that healthy and happy people are more engaged at work, which has resulted in large organisational investments in

various health and wellness programmes to enhance motivation and productivity (Wollenberg, 2014). However, the majority of researchers believe that motivation at work promotes employee psychological health, not the other way around (e.g. Deci & Ryan, 2008) (Dagenais-Desmarais, Leclerc and Londei-Shortall, 2018). According to Nel et al. (2011, p. 307), "few people realise that, in comparison to other resources, human capital is the only one that improves in quality and capability with increased utilisation." Businesses cannot afford to overlook this vital resource. Motivation is a planned strategy that managers can use to elicit information about an employee's potential and abilities. Motivation, job satisfaction and their relation with generations and personality types are therefore an important concept to investigate.

2. METHODOLOGY OF GEN Y ANND GEN Z MOTIVATION'S STUDY, DEPENDING ON THEIR PERSONALITY TYPE

In general methodology is a research strategy which helps to understand the way the research was done, and in which methods data had been collected (Tamasevicius, 2015). According to R. Tidikis (2003), all cognitive activities of man are divided into theoretical and empirical, i.e. collection of factual material and its theoretical interpretation. Empirical research, according to R. Tidikis (2003), must be based on a certain theoretical position. According to research methods, K. Kardelis (2002), we can call various methods used in research to obtain results. According to K. Kardelis (2002), the concept of the method is related to the techniques of the positivistic model: extraction of the necessary answers, recording of measurements, description of phenomena, conduct of experiments.

2.1. The aim, objectives, relevance

Research relevance. Organizations now recognise how critical human capital is to achieving their goals and objectives. They are therefore eager to implement human resource strategies that maximise employee productivity and motivation (Njagi & Muna, 2021). As this is the only way to keep talent in the organisation at these "The War for Talent" times. However, there is a lack of research done that would offer a tools and solutions how to keep different generations employees motivated and happy in the company, especially when organisations cannot afford to offer different benefit packages.

This paper contributes in three ways. First, it reviews all literature in concept of motivation, motivation theories and techniques. This research also focuses on Y and Z generations that work withing ICT sector. Secondly, research will be conducted to see a current situation in the market: which current benefits are offered in the market and if they meet the needs of employees. Third, after evaluating all the findings suggestions for improvement of reward and benefit packages will be offered, this will include solutions that will motivate both generation Y and Z employees depending on their personality types.

Subject of the study: employee motivation system in Lithuania's organizations.

Aim of the study: To provide solutions for improving the motivation system of employees.

Research goals. The main goal is to examine the motivation techniques in Lithuania's organizations and assess if it meets the needs of employees.

Objectives:

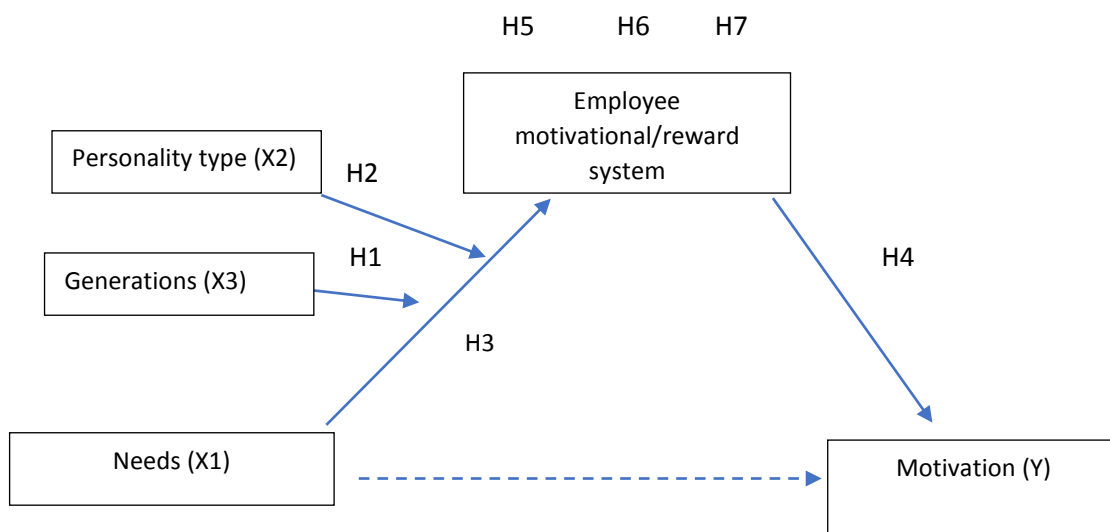
1. To analyse the opinions of Lithuanian and foreign researchers on motivational measures for Generation Y and Generation Z employees;
2. To carry out a study of the motivational measures currently used in the market;
3. Identify the problems of the employee motivation system;
4. Provide a plan for improving the motivation system for Generation Y and Generation Z employees, taking into account not only generational differences but also personality types.

Methods:

1. Literature review. This method provides an overview of the theories of the employee motivation system presented by Lithuanian and foreign scientists, the motivational tools for Y and Z employees, the characteristics of Y and Z generations and personality types;
2. Questionnaire survey. This method was used to investigate the motivation systems currently used in enterprises by means of a questionnaire with questions prepared for the employees of the enterprises;
3. Market research. This method was chosen to better investigate the motivation system for employees that is currently used in the market.

2.2. Research model and hypothesis

Figure 6 A deceptive research model



As can be seen from the model shown in Figure 2, this study distinguishes four main constructs:

- Generations (Y and Z) - The cohort is identified by having overlapping birth years, ages, places, and key life events (Kupperschmidt, 2000). People from the same generation share common beliefs and personality characteristics that vary from those of previous generations (Twenge & Campbell, 2008).
- Personality types - Personality and its traits, on the other hand, were not substantially investigated until the last century. In the study of human behaviour and personality, the term "personality type" refers to the various ways in which people can be grouped based on the way they act and how they think (Jung et al., 2012).
- Needs - Needs are one of the psychological factors that motivate living beings and serve as the basis for experimentation (Pura et al., 2021).
- Employee motivational/reward system
- Motivation - motivation is defined as the process of energising, directing, and maintaining an individual's efforts toward the achievement of a desired outcome (Pang and Lu, 2018).

According to the literature, there is a lot of research done on Y and Z motivation topic, however there is no or limited research done of how personality type could help HR professionals to create better retention strategies. Based on that this study proposes the following hypothesis:

On the basis of previous studies and the study model shown in Figure 2, the following hypotheses have been raised for this study:

H1 Personal needs are influenced by generation.

H2 Personal needs are influenced by personality type.

H3 Personal needs should influence employee motivational/reward system creation.

H4 Employee motivational/reward system created depending on personal needs will have a different outcome in motivation

H5 Employee motivational/reward system mediates the link between employee needs (X) and motivation (Y).

H6 Employee motivational/reward system mediates the link between motivation (Y) and employee personality types (X2)

H7 Employee motivational/reward system mediates the link between motivation (Y) and employee generations (X3)

2.3. Study sample

Generation	Start year	End year	Age on 2022	References
Gen Y	1980	1994	28-42	(Hansen & Leuty, 2012)
Gen Z	1995	2010	12-27	(Priporas et al., 2017; Turner, 2015).

Sample size for quantitative research

In 2020 the age group from 18 - 27 had 162780 employed people and the age group from 28 - 42 had 448620 employed people. There are 611400 of employed people from Gen Y and Z in Lithuania. The required sample size of respondents was calculated using formula $n = z^2 p(1-p)/e^2$, where: n – necessary sample size; z – standard error associated with the chosen level of confidences; p – estimated percent in the population; e – acceptable sample error (0,6);. Based on the calculation result, the necessary sample size was 267 respondents.

The instruments used in the study and their reliability indicators are presented below.

2.4. Methods of research

Theoretical method of analysis. The scientific literature, scientific publications, and research pertinent to the final master's thesis topic have been analysed and documented.

Analysis of information sources (market research). Statistical data was collected from previous research in relation to motivation tools and benefits packages that are currently offered in the market. In addition to this, some of the interviews with companies representatives were conducted in order to reflect the reality of currently offered bonuses.

Empirical method of study. The quantitative survey approach employed for the study is a self-administered questionnaire survey. The questionnaire was submitted online, allowing respondents to complete it at their convenience, minimising possible interference, and

preserving the respondents' integrity and the information provided. The questionnaire contains closed-ended and open-ended questions.

Statistical analysis method. The derived survey data were processed using the Data Collection and Statistical Analysis. Statistical Passage for Social Science (SPSS) version 15.0 software package. Using the descriptive statistics method, the percentage distribution of respondents, averages of quantitative attributes (mean, M), standard deviation (SD), relationships were calculated. Tables and graphs for analysing survey data using MS Excel 2016. The confidence level chosen to assess the significance of statistical hypotheses $\alpha=0.05$ and $p<0.05$ is the T-criterion of independent samples. Independent samples (t-test), which allows to determine whether the differences in averages of the same variable in the grouped data, i.e. between groups, are statistically reliable. The Pearson correlation coefficient was also used as a measure of linear strength and the Spearman rank correlation coefficient (r); the symptom frequency table is performed. Crosstabs analysis, average comparative analysis and variance analysis ANOVA. For the assessment of scale internal consistency, Cronbach's most commonly used α (alpha) factor has been chosen, which is based on the correlation between individual questions and assesses whether all questions on the scale adequately reflect the size under investigation and allows the number of questions required to be clarified. The Cronbach α factor value, which indicates high reliability, should not be less than 0.6 for a well-compiled questionnaire, but greater than 0.7 (up to 1).

2.5. Instruments

Quantitative study. It was organized and conducted using a questionnaire survey method, as this method allows the researcher to conduct studies of opinions, attitudes, behaviours in the selected population and reveals general attitudes and trends. This method is cheap, which does not require significant time costs for the researcher in collecting data, and can be a big sample, although due to the casual attitude of the respondents, some questionnaires may not return or return with all the completed questions. In addition to this, questioner was prepared in two different languages Lithuanian and English to eliminate the factor of different interpretations on the question due the English is not being Lithuanians native language.

The questionnaire was created in accordance with V. Dikcius' requirements, concepts, and recommendations for the creation of questionnaires (2011). At the start of the questionnaire, the investigator was introduced, the goal of the study was discussed, and directions for completing out the questionnaire were offered. Most of the questions in the questionnaire (ANNEX 2) are of the close-ended, making it easier for respondents to make choices and for

the researcher to analyse data quantitatively. The questionnaire is divided into several groups of questions. The first group seeks to clarify what is important for employees at work. These groups questions were based on the theoretical provisions set out in the theoretical part and taking into account the nature of the study and the generation groups of the research. These questions and evaluation system were based on Maslow's, ERG and basic psychological needs theories.

The second group's seeks to identify which of rewards actually motivates the employees from different generations. Second group of questions were based on theories analysed in literature review as well as data collected from market research. The questionnaire contains 21 motivational measures using the Likert scale for the assessment.

The fourth group of topics is concerned with social and demographic aspects.

Two scales were used in the questionnaire (Dikcius, 2011, pp. 40-61):

1. A nominal scale allowing the collection of objective data on the respondent (gender used in the questionnaire and job title);
2. A scale of preferences, the essence of which is that the respondent is asked to choose one answer option for each statement, and all responses are arranged in strictly ascending or descending order (the questionnaire selected a 6-point Rating Likert scale, where 1 is "I fully disagree", 2 – "I disagree", 3 – "I am not sure", 4 – "I partially agree", 5 – "I agree", 6 – "I agree completely" or 1 – "not important at all"; 2 – "not important"; 3 – "more unimportant than important"; 4 – "more important than unimportant"; 5 – "important"; 6 – "very important"). According to Spreitzer (1995), reliability coefficients for the total score range between 0.62 and 0.74 and for the subscales between 0.79 and 0.85.

The questioners also includes a link to NERIS Type Explorer personality test. This secondary tool that was used in this research was constructed by NERIS Analytics Limited. Their NERIS Type Explorer model is used to determine the personality types of the participants. It can be accessed through the website www.16personalities.com (NERIS Analytics Limited, 2011). NERIS Type Explorer is a widely used online personality test based on the combined theories of Myers-Briggs and Big Five personality traits. This online test consists of 60 questions which will define five aspects of personality and one of them is the preference between extroversion and introversion. This instrument was chosen because of several reasons. Firstly, it is a free, self-assessed personality test. Secondly, the website processes the answers from the participants and generates the results automatically. In addition to that, it is

used internationally, NERIS Type Explorer is available in 30 languages, including Lithuanian and English. Thirdly, it is a reliable and valid instrument (NERIS Analytics Limited, 2020). Moreover, the discriminant validity demonstrates that the measurement for each personality scale is not overlapping with the other ones. In other words, this test is proven to test five dissimilar aspects.

2.6. Limitations of the study

As in every research there are a few limitations on this work. Having in mind that it is very hard to measure motivation we cannot assume that answers provided in the questioner will apply to all people and that the questions that was presented in front of participants will be understood the same way. In addition to this, the results of the research might be affected as researcher and respondents can interpretating questions differently. This might completely depend on the previous experiences, personal needs and expectations of each individual.

3. FINDINGS OF CURRENTLY OFFERED BENEFITS PACKAGES IN ICT ORGANIZATIONS

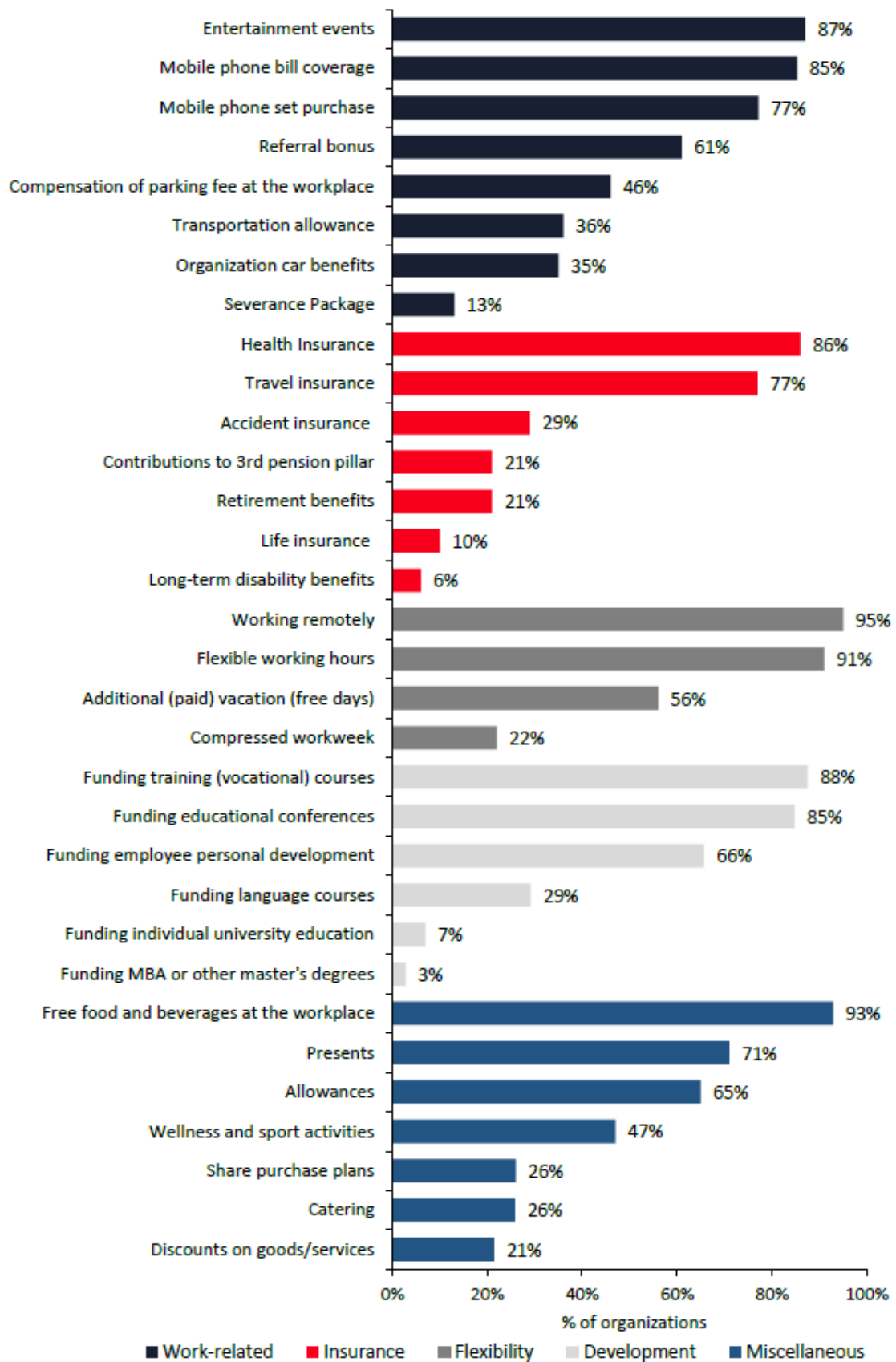
Many businesses view employee benefits as a necessary evil due to the fact that their competitors offer them and employees expect them. According to research, employee benefits can impact retention, attraction, and performance. The high cost of benefits can affect a company's bottom line. The benefits should be viewed strategically, with an emphasis on how they can assist organisations in achieving their strategic objectives and gaining a competitive advantage.

While conducted interview with HR professionals following things were discovered:

- Decisions regarding benefits are based on past practises or current events. Employers may determine that certain benefits must be implemented to remain competitive with industry standards. However, they do not base these on employees personal needs.
- Exceeding industry standards is likely to attract and retain more employees in general.
- Companies that provide better health insurance and retirement benefits tend to have higher employee retention rates.
- It has also been demonstrated that the use of vesting schedules for retirement and stock ownership plans is associated with higher employee retention rates.
- Currently used benefits in the market (see ANNEX 2).

Baltic Salary Survey in 2021 conducted research regarding ICT Sector compensation and benefits offered by the companies in Lithuania (see Figure 6). Research showed that 95% (+2%) of organizations offer flexible working arrangements including remote working and flexible hours. 30% limit the number of hours worked remotely. The percentage of organizations, which provide allowance for home office expenses (e.g., electricity, internet cost) has decreased to 9% this year, comparing to 21% last year, however, one-time allowances for home office expenses are provided by 18% of the employers and are on average 390 Eur.

Figure 7 Frequent Benefits and Perquisites Offered to at Least One Employee Group by Benefits Groups



Source: ICT Sector Compensation Survey: Lithuania, 2021

Other benefits that increased in popularity by double digits are Accident and Health insurance. 86% of organizations offer health insurance, and in 98% of organizations it is offered to all employee groups. In all organizations which offer health insurance it is available for employee only. None of organizations offer it to employee's spouse and all dependents.

77% of organizations offer travel insurance to their employees and in 98% of organizations they are offered to all employee groups. 7% of these organizations offer travel insurance for business and pleasure travels, while 93% offer for business travel only.

The average budgeted annual amount for benefits per employee in ICT organizations is 1 436 EUR, however, the range is very wide. One of limitations currently offered in the market is that more than 66% employees are not able to choose the benefits that they want and it rather comes in already prepared package. The only benefits that employees are allowed to tailor to their personal needs are cafeteria benefit scheme and flexible benefits plans (with certain benefit type). This would mean that some of the benefits might not be even used by employees, which concludes that companies are wasting their resources on something that does not work.

To conclude, market research helped to identify a current situation in the market and have a clear view which benefits are popular between ICT organizations. On the bases of this research the second part of the questioner was completed.

4. FINDINGS OF GEN Y AND GEN Z MOTIVATION'S STUDY, DEPENDING ON THEIR PERSONALITY TYPE

The discussion of the results starts with a description of the respondents and the distribution of the participants according to different demographic aspects. The results of the survey on respondents' expectations of values that are important to them at work is presented. Then it was established, respondents' perceptions of motivational measures offered by employers and how they value those from motivations perspective. This was followed by a search for links between respondents' generations and personality types, which could help to identify the tendencies in a specific group.

4.1. Research participants

A total of 352 respondents took part in the survey. The average age of the respondents is 30 years old, the age of the respondents ranges from 21 to 50 years old. The majority of participants were aged above 25. The smallest group was 50 years old. 129 responses were collected from gen z respondents, 211 responses from gen Y and 12 responses from gen X. Due this research focusing on gen Y and gen Z respondents also because there is not enough data collected to evaluate gen X answers we cannot take in the consideration 12 questioners.

The study also divided the participants by gender. In total, 126 women (37.06%) and 214 men (62.94%) took part in the study. Majority of respondents have introverted personalities (67%), extraverted personalities type had 33% of respondents.

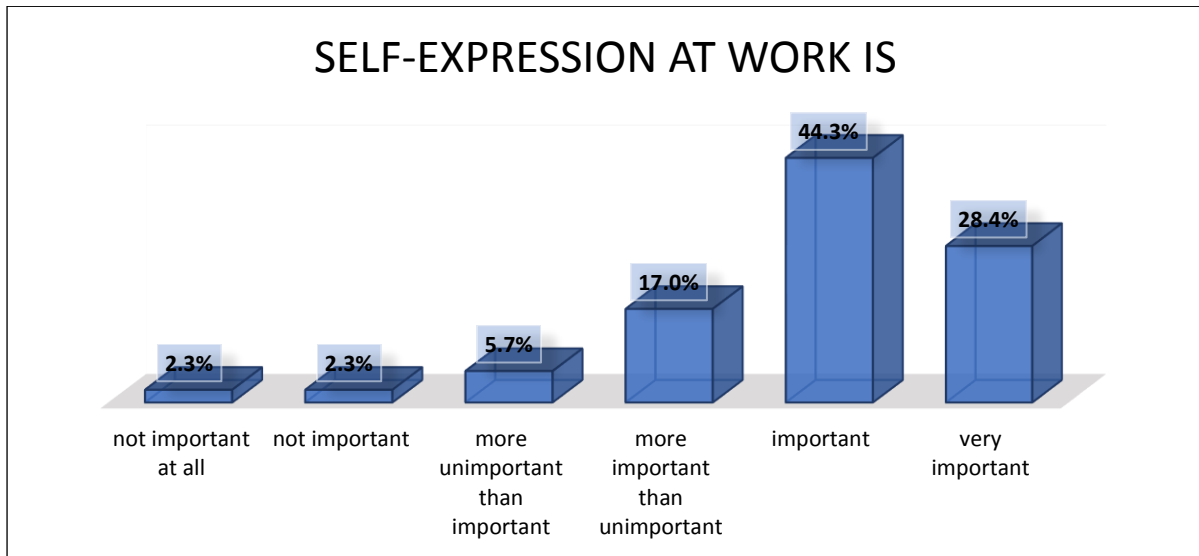
The study also showed that all respondents work in IT industry.

4.2. Research results

In order to create new motivation system there is a need to find out what which of the needs are important to the employees at work. That is why the first group of questions were related to personal needs of the employees. These questions were based on conducted literature review as a part of this study.

Research showed that self-expression at work is important to more than 44% of respondents and to more than 28% of respondents it is very important (see Figure 7).

Figure 8 Self-expression at work research results

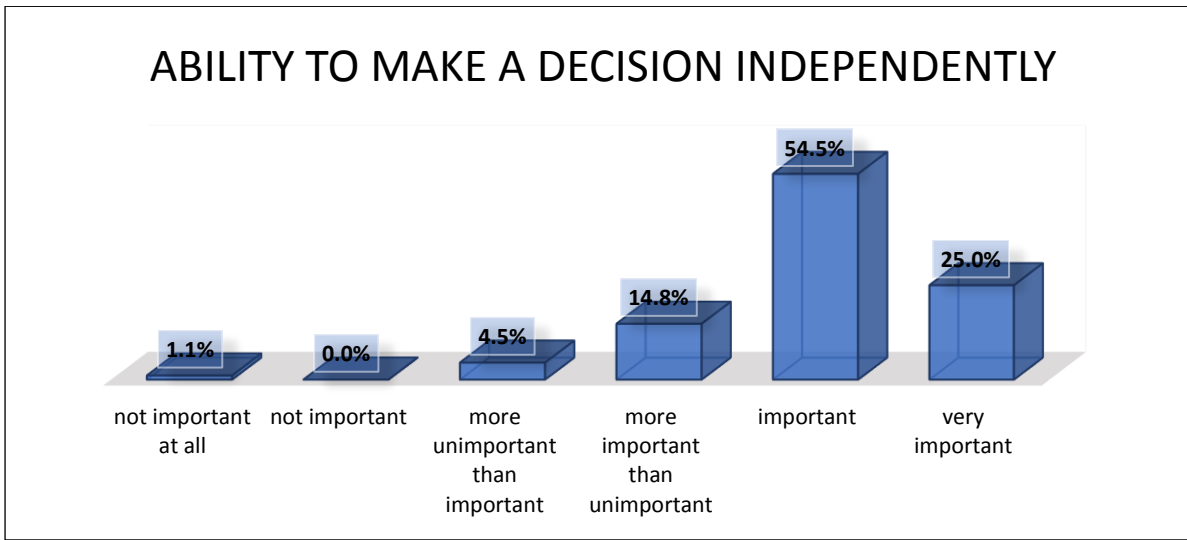


Research also showed that majority respondents that self-expression at work is more important than unimportant are around 21 – 28 years old (27%), important are around 23 – 40 years old (44.3%), and very important are around 27 - 37 years old (28.4%). From the other side respondents from their 20 – 37 (10.3%) feel like self-expression for them is not a priority at work. In previous research it was found that Gen Y do care more about self-expression at work, however these results clearly shows that Gen Z do care about self-expression at work as much as respondents from Gen Y.

However, when looked into personality types test results from respondents it is clear that extraverted type people feeling that self-expression at work is important or very important to them. When more of introverted individuals feels other way around.

Research also showed that ability to make decisions independently is also plays an important part in employees needs at workplace. 54.5% of all respondents answered that this is important for them, other 25% of respondents mentioned that ability to make a decision independently is very important to them (see Figure 8). Which means that more and more employees wanting to work independently and more freely.

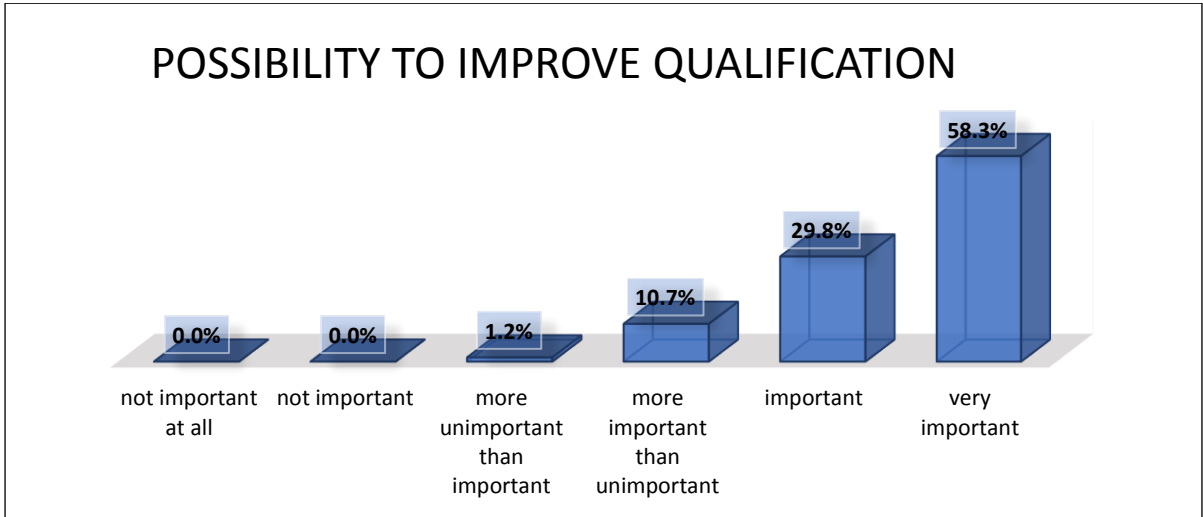
Figure 9 Ability to make a decision independently



When looked into the respondents age it seems like people between 32 – 35 are less tempted to make a decision without seeking for approval, however all of these respondents have introverted personalities (INFP; INFJ), which helps in understanding why majority of people in the same age group said that ability to make a decision independently is important or very important to them.

As more and more companies are talking about providing personal development opportunities it was important to find out how important is it to an employees. Research showed that 58.3% of respondents believe that possibility to improve qualification is very important (all Gen Z respondents and Gen Y). Additional 29.8% (mixture of Gen Y and Gen Z respondents) also said that this plays an important part at work and 10.7% also partially agreed that it is more important than unimportant (just respondents from Gen Y). Just 1.2% felt that improvement of qualification is more unimportant than important (Gen Y) (see Figure 9).

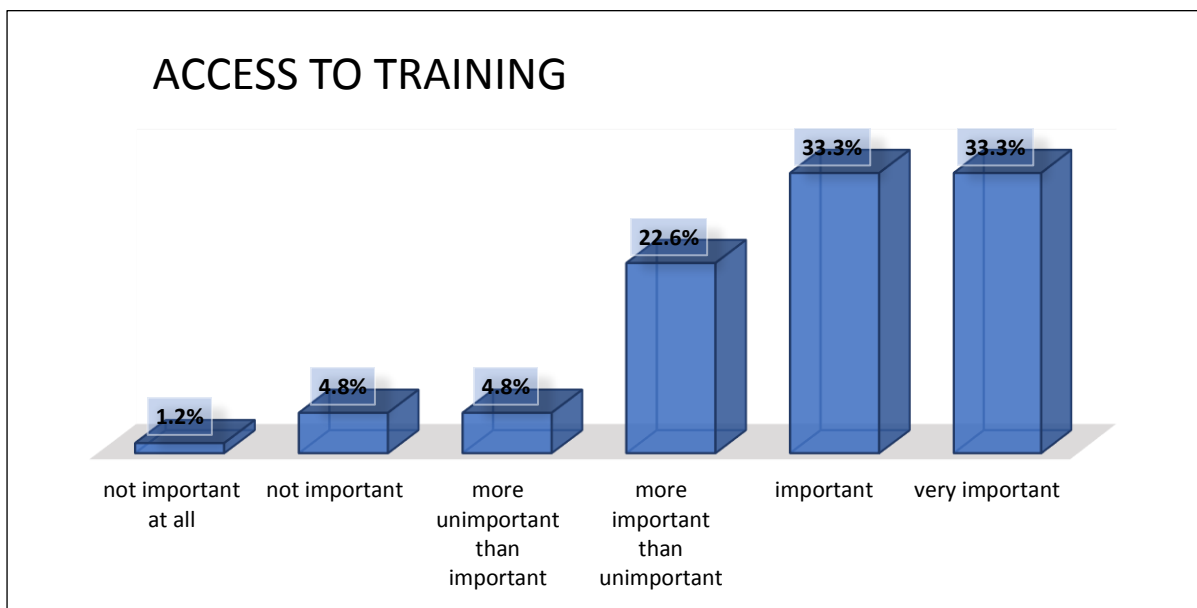
Figure 10 Possibility to improve qualification



When looked into personality types all extraverted personalities have chosen the answers that improvement of qualification is either very important (ENTP) to them or more important than it is unimportant (ENFT; ENTJ).

Respondents also evaluated that access to training plays a very or an important part in their needs at work (see Figure 10). 33.3% said that it is very important and other 33.3% also marked it as an important part. 22.6% also felt that it is more important than unimportant and that they would rather have an opportunity than don't have it. Just total of 10.8% felts that it is not important to them.

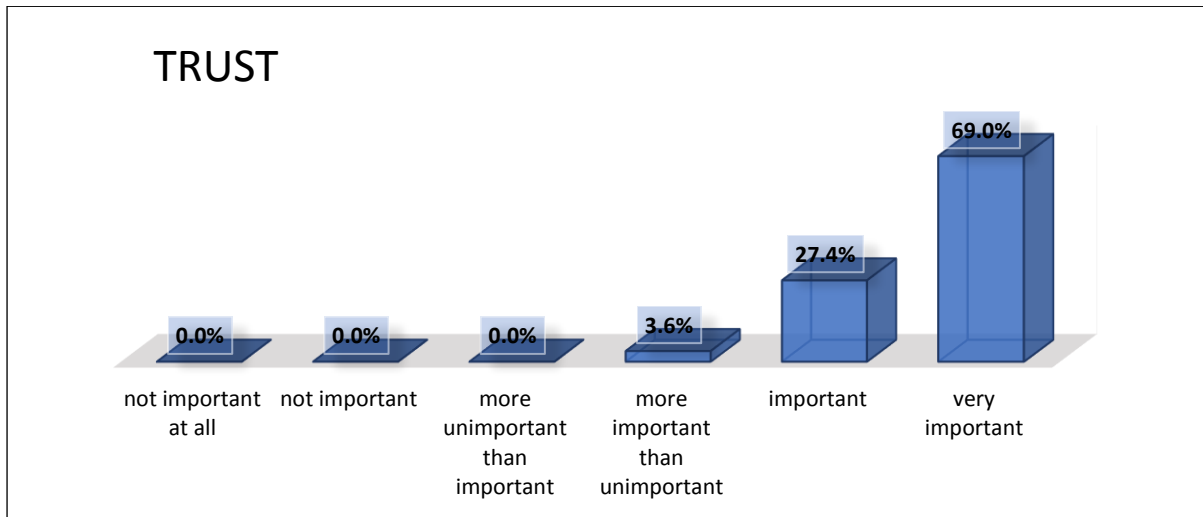
Figure 11 Access to training



From the generation and personality type perspective the results were very similar to results received from a requestion regarding qualification improvements. All respondents that access to training is not a motivating factor are from Gen Y, however majority of them have introverted personalities and extraverted personalities divided themselves equality between “more important than unimportant”, “important” and “very important”. This actually proves that personality type can affect how employees think and behave.

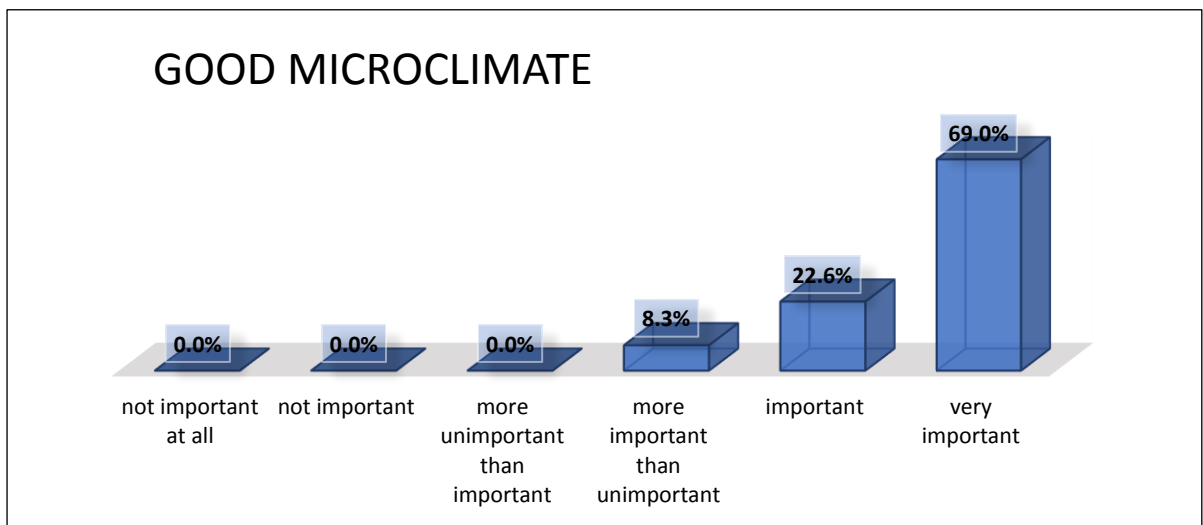
As more and more employees want to work independently there is a growing need of trust as well. The research showed that all respondents fell like they wanted to be trusted within the organization and that they want to trust other people as well (see Figure 11). None of the respondents did think otherwise.

Figure 12 Trust at work



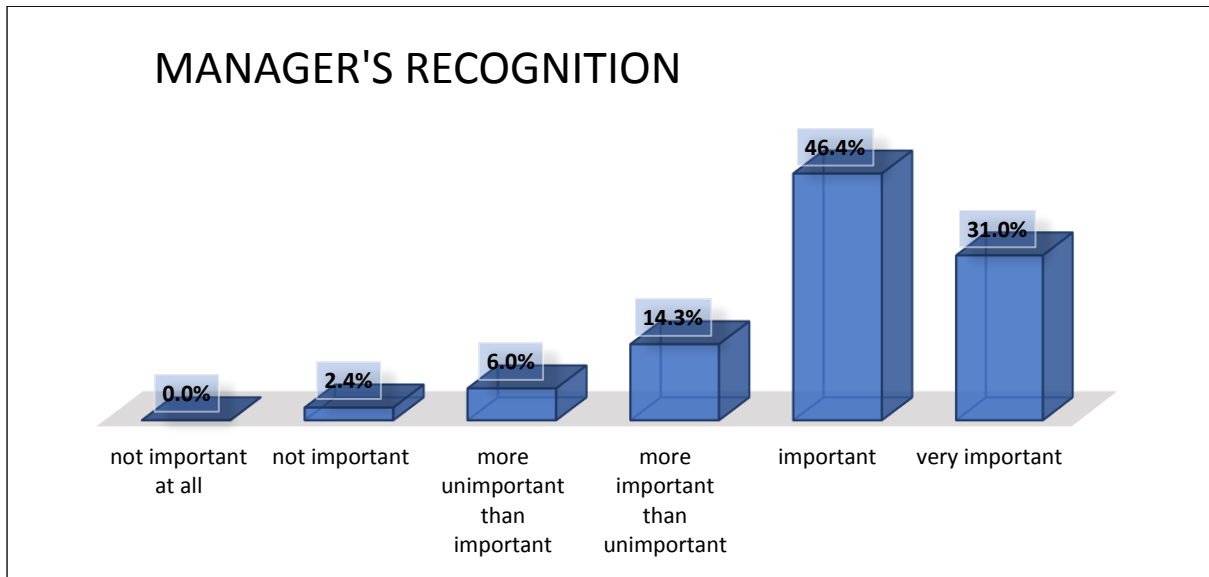
69% of respondents feel that good microclimate at work is also very important, 22.6% feels that it is important and just 8.3% of respondents (Gen Y) shows that it is still more important to them than unimportant.

Figure 13 Good microclimate at work



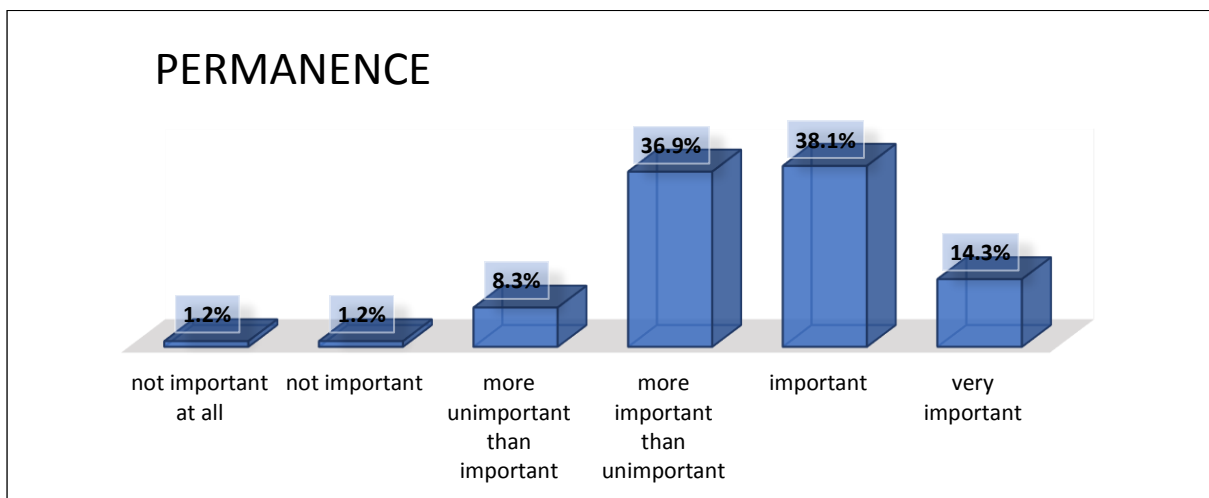
Research also showed that 46.4% and 31% of respondents want to be recognised by their managers. Just 8.4% of respondents feel that recognition is not important to them, 14.3% are not seeking to be recognised, but feel that it is important to them to the certain extent. Most of these respondents that are not seeking recognition or does feel that it is not important is from Gen Y with introverted personalities. From the results it was clear that INTJ type personalities and are from Gen Y are not seeking for Manager's recognition, however the same type personalities but from Gen Z believe that it is important to them.

Figure 14 Manager's recognition



Research also showed that 36.9% and 38.1% of respondents do not feel that permanence at work is very important, however 14.3% of the respondents do say otherwise. In addition to this, the total of 10.7% feel that permanence it is not important to them.

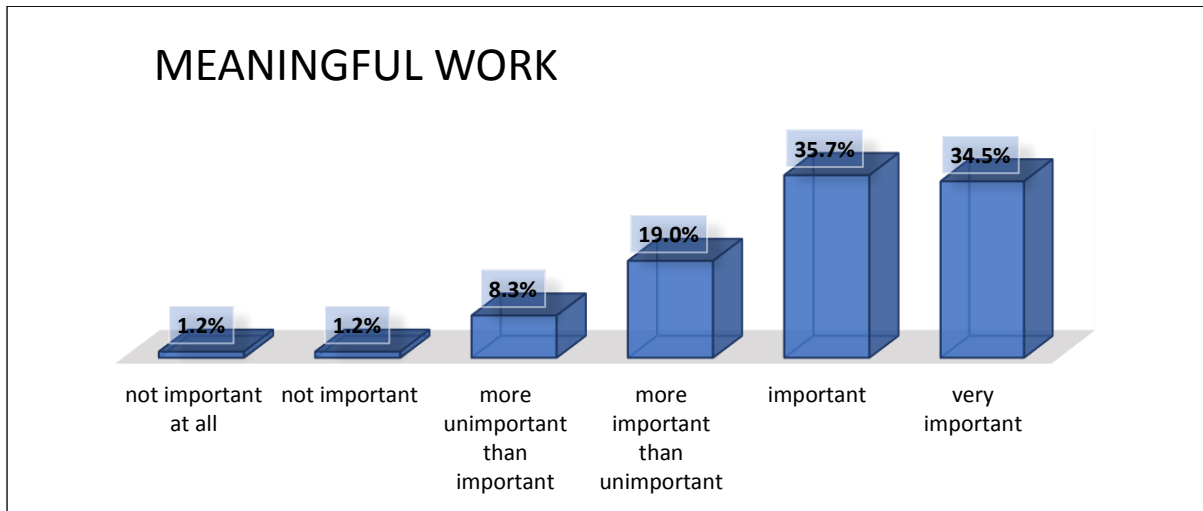
Figure 15 Permanence at work



Permanence at work is more important to introverted personalities, from the other hand extraverted personalities also tempted to agree, but for them it is not that important.

More than 60% of respondents feel the need of doing a meaningful work (see Figure 15). 19% also feels that this is important to them to certain extent, however 10.7% said that this is not important to them.

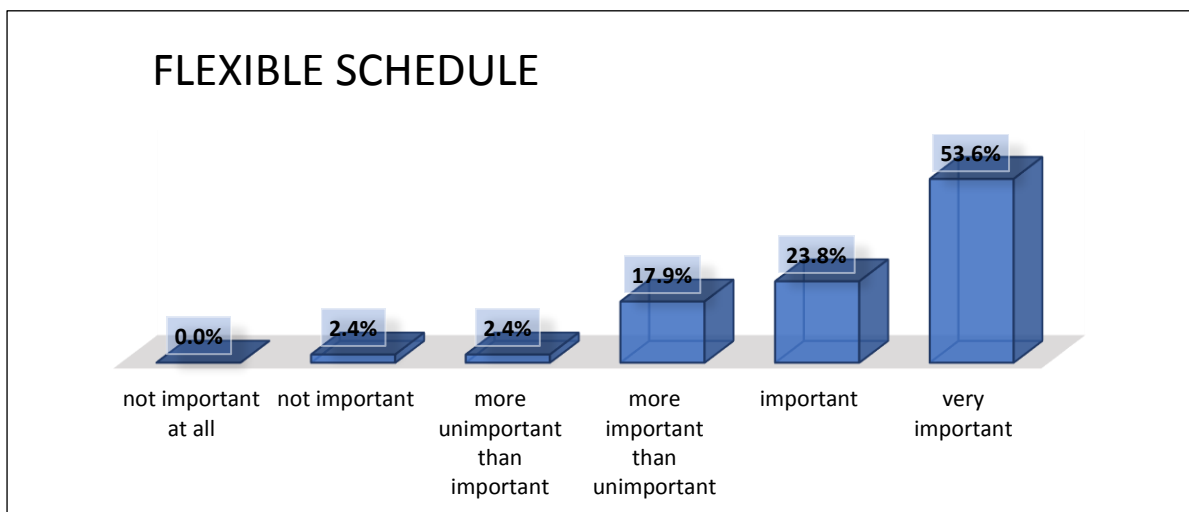
Figure 16 Meaningful work



When looked into the answers from personality type perspective majority of respondents that have disagreed with that idea that meaningful work can motivate them were from INTJ type, all respondents were from Gen Y.

As most of developers and other specialist faces some really complicated tasks, that requires a lot of thinking and coming up with new ideas rapidly, it is not unusual that they want more break times than other specialist. For this reason research showed that more than of 70% of respondents feel the need of flexible work schedule (see Figure 16). Specialists feel that in order for them to perform well this is necessary. However, 4.8% of respondents feel different and did not believe that flexible schedule is important to them.

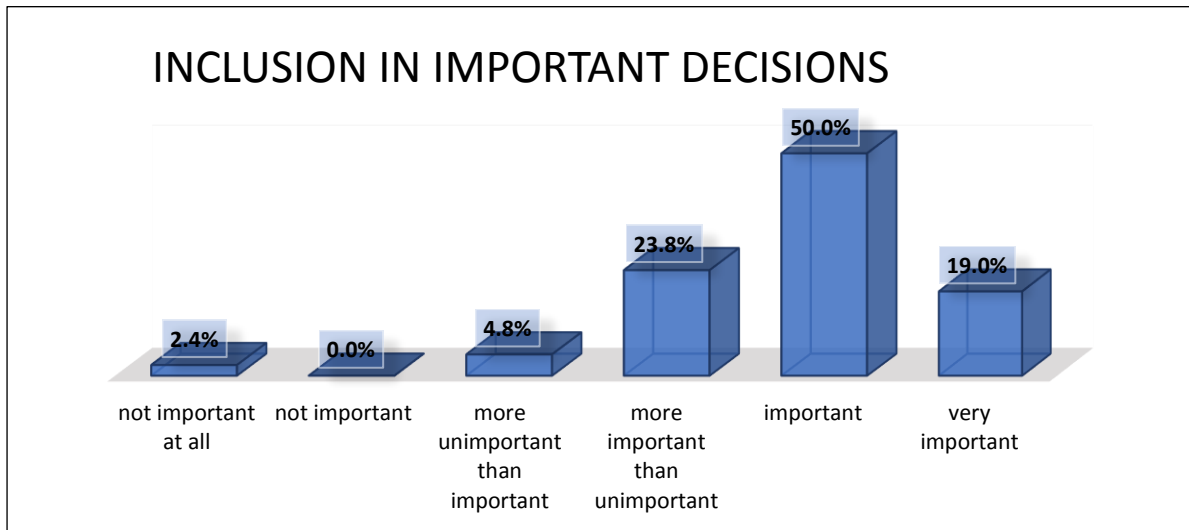
Figure 17 Flexible work



As companies grow some of them face some structural changes as well as other changes that in one way or another involve all employees. In addition to this, companies also release new products or services and decisions made before that will directly affect IT specialist within

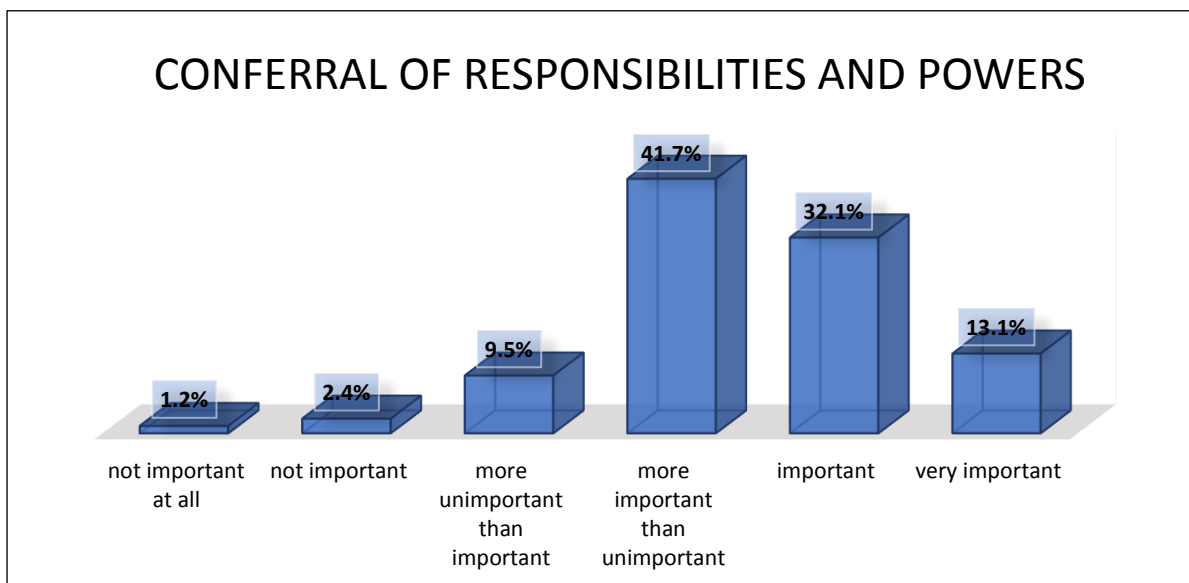
development process. For this reason, majority of the employees feel that they should be involved in important decisions (see Figure 17). For 19% of respondents feel included into those decisions are very important, to 50% it is also important, and to 23.8% still would like to be included to the certain extent. Just 7% of all respondents felt that it is not the area of interest for them so they do not feel that it is important to them.

Figure 18 Inclusion in important decisions



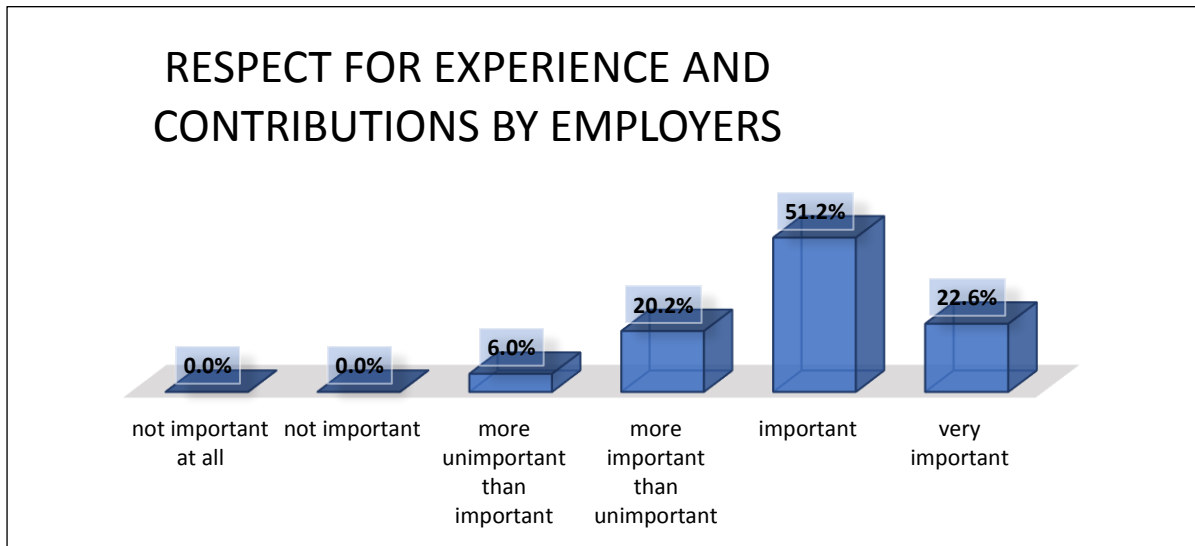
With start-ups is being a new trend within Lithuanian market it comes to the light that a lot of companies do not have a set responsibility to a lot of employees working in the organization. Some of the employees has to do a lot of tasks that not necessarily fit with their job profile. Results showed that people want to see conferral of responsibilities and power within the organization (see Figure 18). Even though 13.1% did not choose this as an important or very important part at work.

Figure 19 Conferral of responsibilities and powers



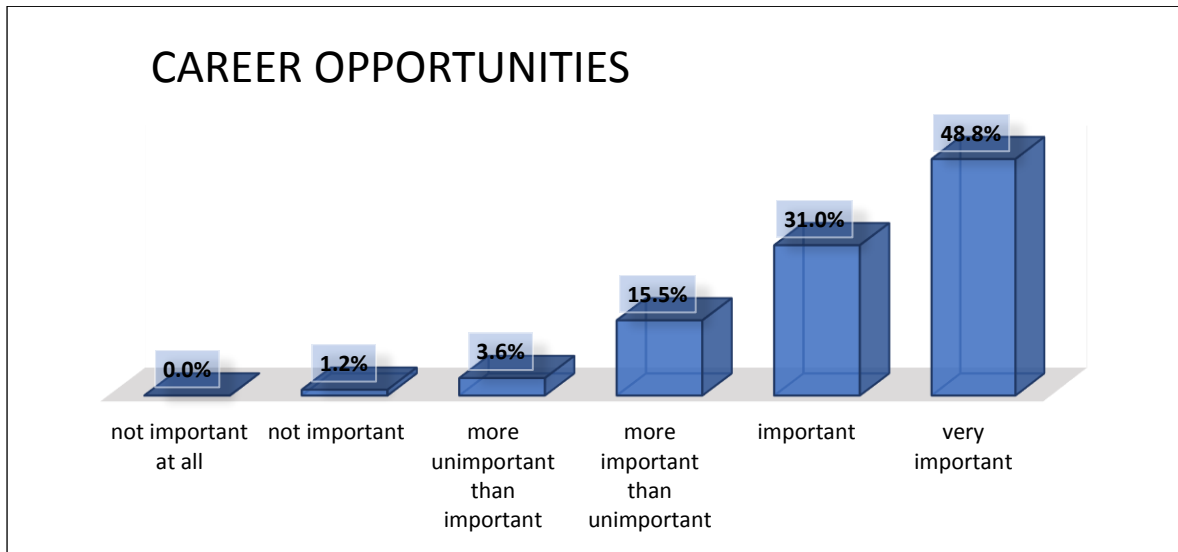
Research also showed that respondents want to be respected. 51.2% of respondents said that respect for experience and contributions by employers are important or very important (22.6%) to them. 20.2% have also agreed that this is more important to them than unimportant, which shows that they still value it to the certain extent. However, 6% of respondents were leaning towards different side.

Figure 20 Respect for experience and contributions by employers



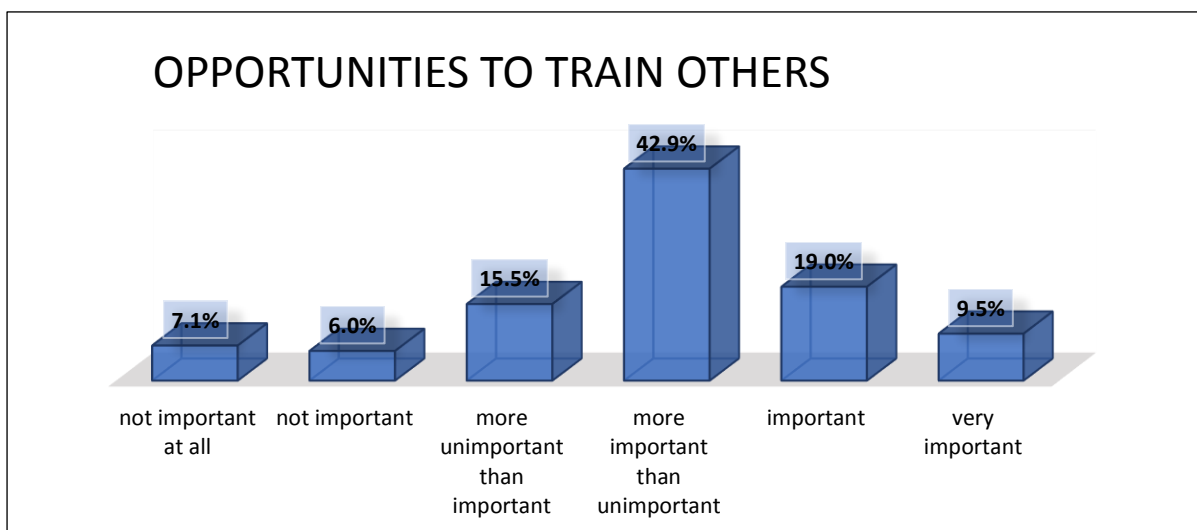
As people want to develop and grow at some point in their life they will also want to grow within the organization as well. As we found out to the most people permanence at work is an important factor which means that people will rather stay in the organization for longer if it meets all the needs of employees. With this in mind we asked how important career opportunities is in the work place. The results showed that for 48.8% of respondents careers opportunities are very important and to 31% is also important. 15.5% of respondents were not that career focused, but still, they would like to have it rather than don't. 4.8% felt like career opportunities are not important to them.

Figure 21 Career opportunities



With IT companies experiencing a shortage of talent more and more businesses take a decision to onboard junior specialists. This comes with its own challenges as senior specialists are getting a responsibility to train them up and mentor them. To the certain extent it was necessary to measure how does senior specialist feel about training those junior specialists. From the results it is clear that senior specialist can see the value in this and that this is necessary, however majority of respondents do not feel comfortable with this (see Figure 21). However, there were a few respondents that have a different opinion to this topic and feel like training others is not that important or not important at all.

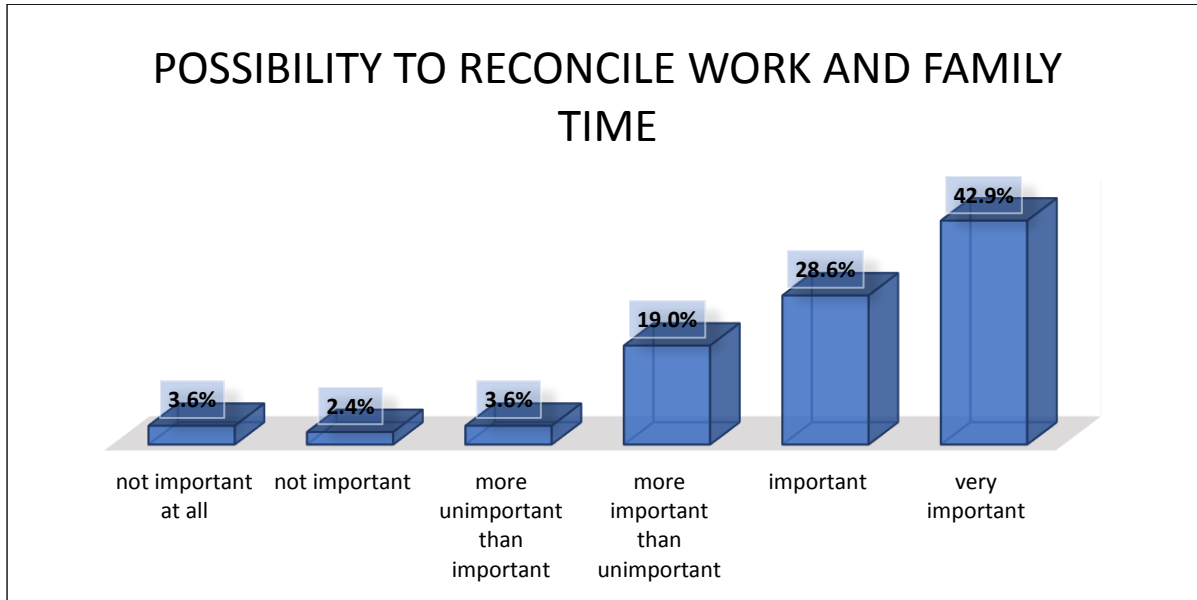
Figure 22 Opportunities to train others



As from constant pressure at work, high expectations from the business employees are experiencing more and more stress and burn out there is a higher need for certain benefits and other things. Possibility to reconcile work and family time is also not exception. 42.9% of

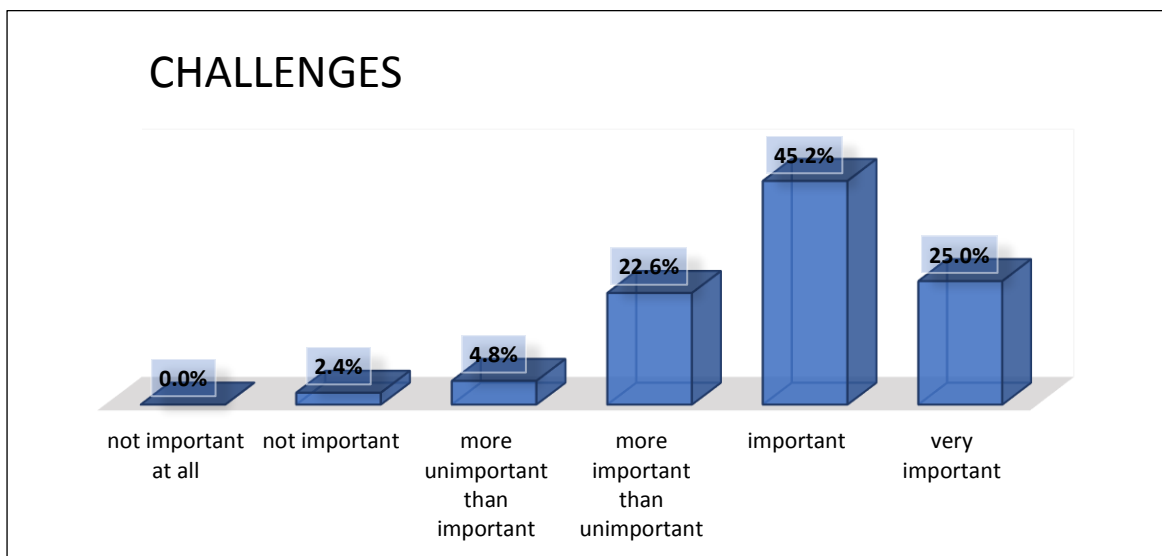
respondents said that this is very important to them, other 28.6% also mentioned it as an important thing for them. 19% said that it is still more important to them than unimportant (see Figure 22).

Figure 23 Possibility to reconcile work and family time



Constantly working with the same product or project can be trying and in a long run not motivating anymore. IT professionals keep openly communicating about challenges and that they are in a need of those. The research has confirmed these ideas as it showed that 70.2% of all respondents feel that challenges are important to them. 22.6% have also agreed that it is more important than unimportant (see Figure 23).

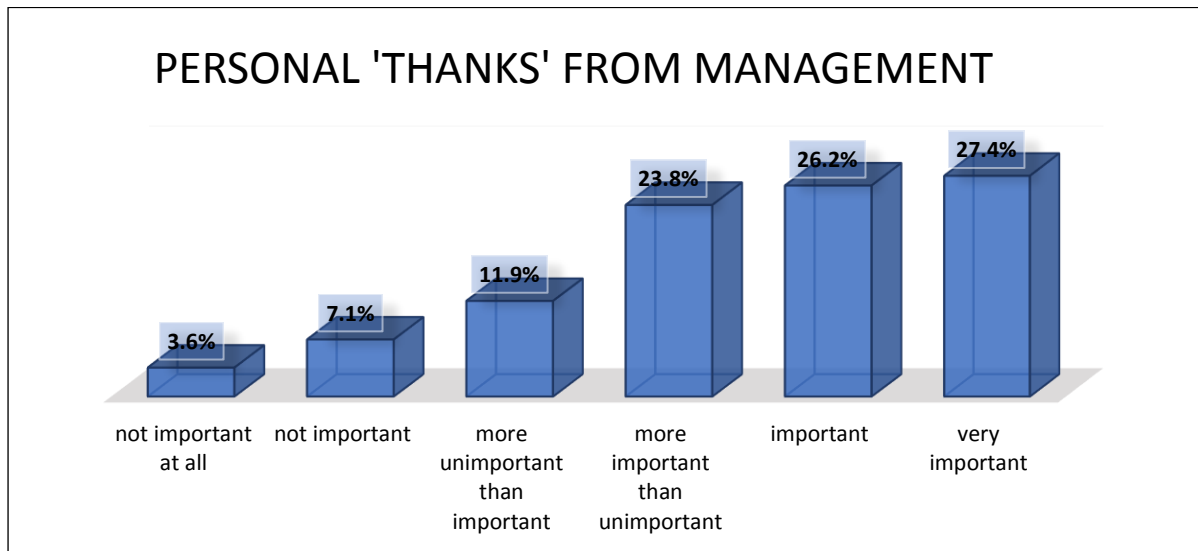
Figure 24 Challenges at work



The research has already acknowledged that people like to be recognised that evaluated, however it did not touch how people would like to be recognised. 53.6% of respondents said

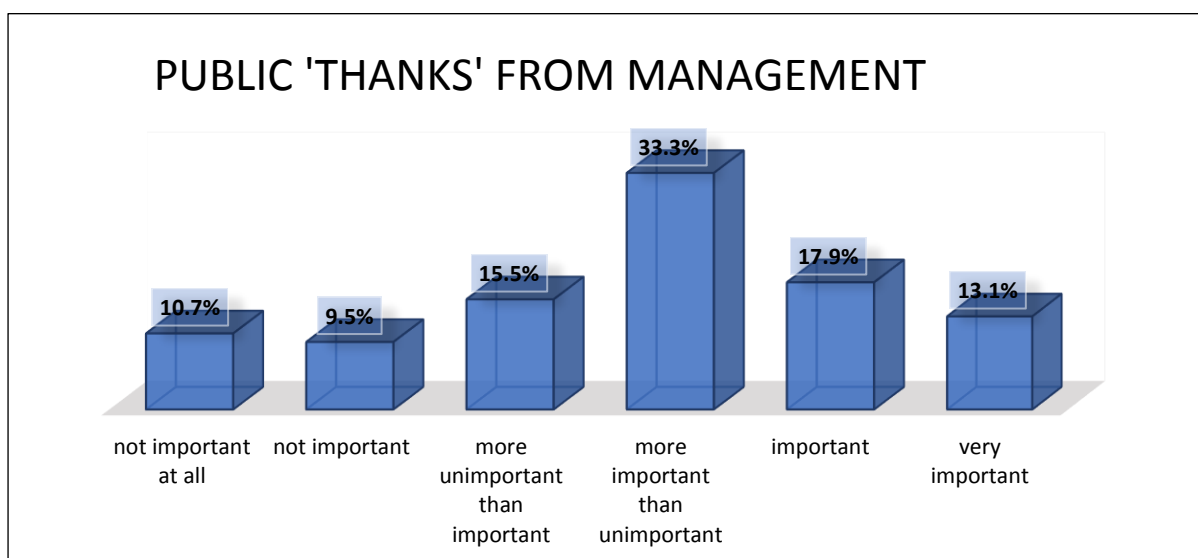
that they feel like it is important to receive a personal thanks from management. 23.8% also said that it is more important than unimportant, but possibly mentioning it rarely would be okay with them. The other part of respondents had a different opinion on this and felt that personal thanks from management is not a necessity for them.

Figure 25 Personal 'thanks' from management



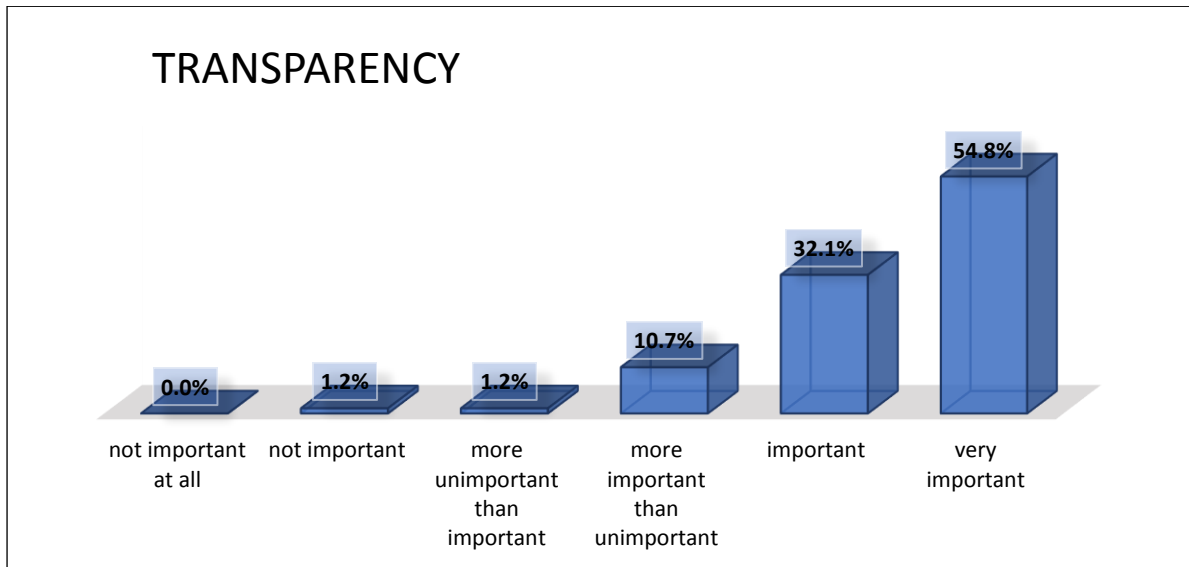
Comparing to the results received from a personal thanks there is a clear results that public thanks from management is less important to the respondents. 33.3% said that it is more important to them than unimportant, but still they were not able to say that it plays an important role for them. However, 17.9% believe that public thanks is important and 13.1% believe that it is very important to them. Higher percentage of people believe that public thanks is not that important as personal (see Figure 25.)

Figure 26 Public 'thanks' from management



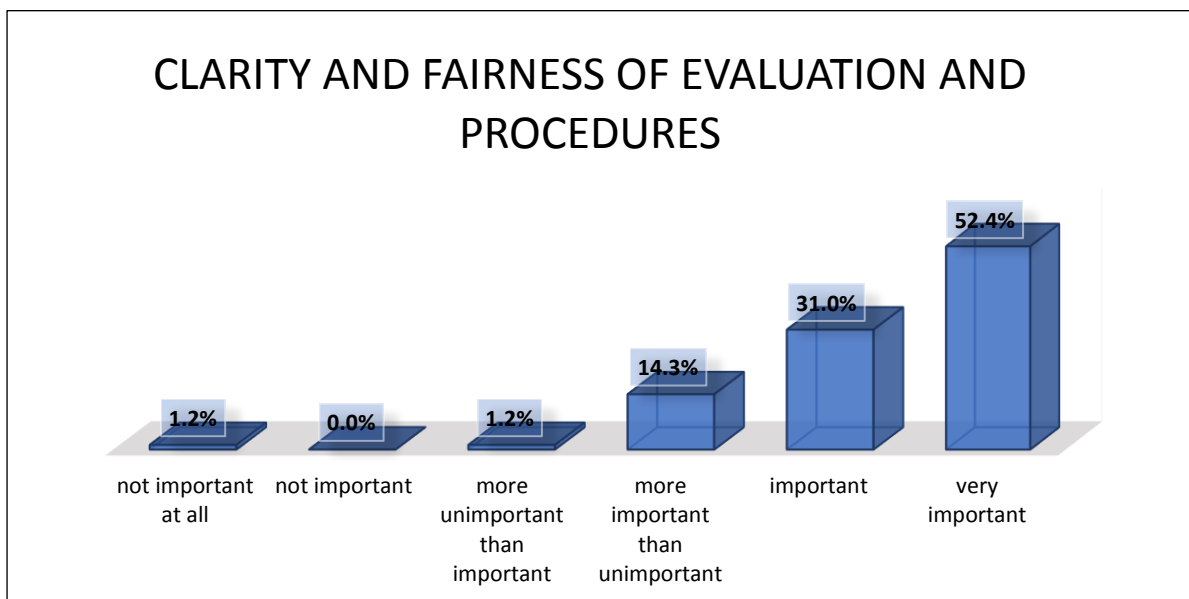
Respondents were asked to evaluate how important is to them is transparency at work. Results showed that total 86.9% of respondents believe that it is important or very important to them.

Figure 27 Transparency at work



Respondents were also asked to evaluate how important is clarity and fairness of evaluation and procedures at work is to them. Majority of respondents agreed that it is important or very important (see Figure 27).

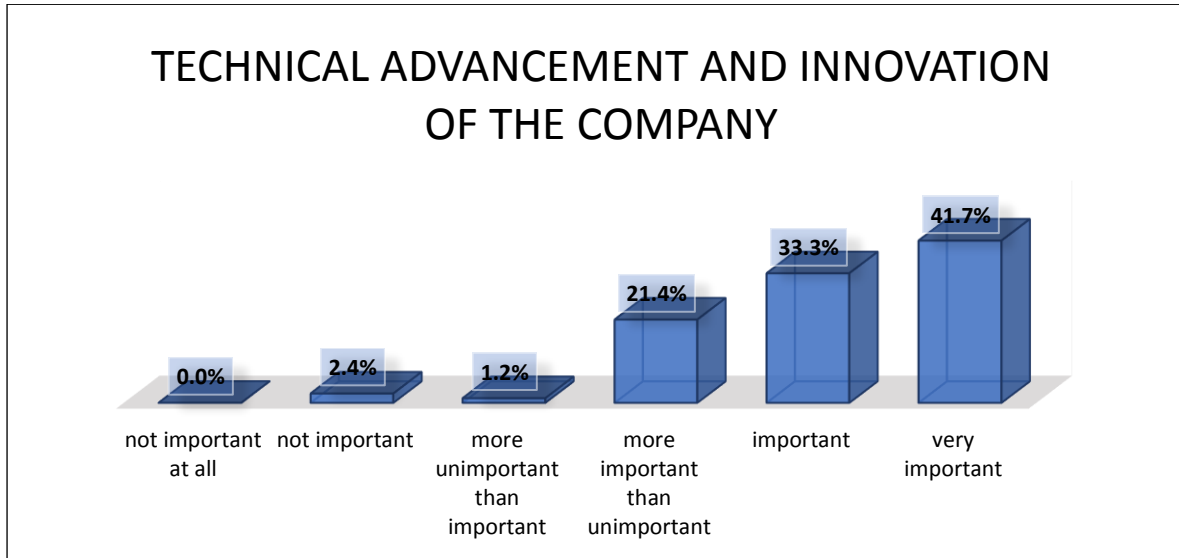
Figure 28 Clarity and fairness of evaluation and procedures at work



Having in mind that research was focused more on ICT sector organizations it was important to find out how employees feel regarding technologies that are being used within the

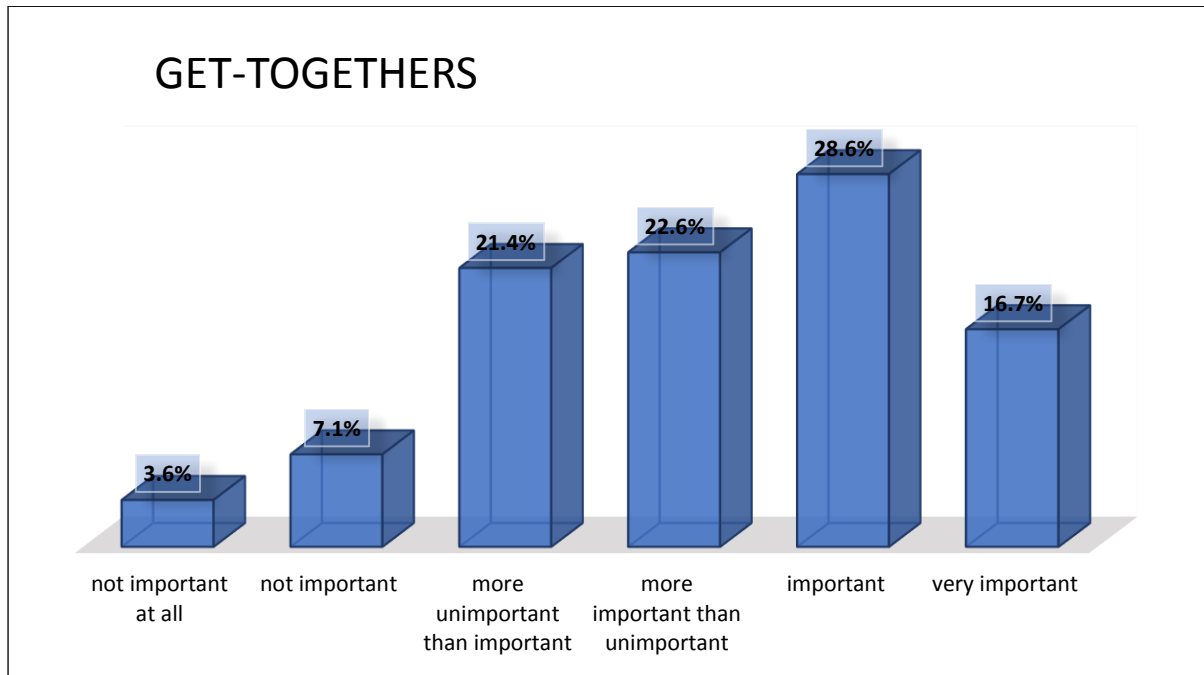
organization and how important it is to them. Results showed that technical advancement and innovation of the company is very important (41.7%) and important (33.3%) to the majority of respondents (see Figure 28).

Figure 29 Technical advancement and innovation of the company



I huge number of companies spend a lot of time and efforts in organising companies get-togethers. These costs company not just a time and efforts, but actually a large sum of resources as well. So it was important to find out how important these get-togethers are for the employees. 28.6% of respondents do think that it is important to them, 16.7% also think that it is very important to them, however the bigger part of respondents are feeling a little bit towards a negative side of this. 21.4% said that it is more unimportant than it is important, 7.1% and 3.6% believed that it is not important to them and most likely these people would not participate in these get-togethers. 22.6% felt that it is more important than unimportant.

Figure 30 Get-togethers at work



To sum up results of the first part of the questioner research showed that the most important needs that are common for Gen Y and Gen Z employees working in ICT sector are these:

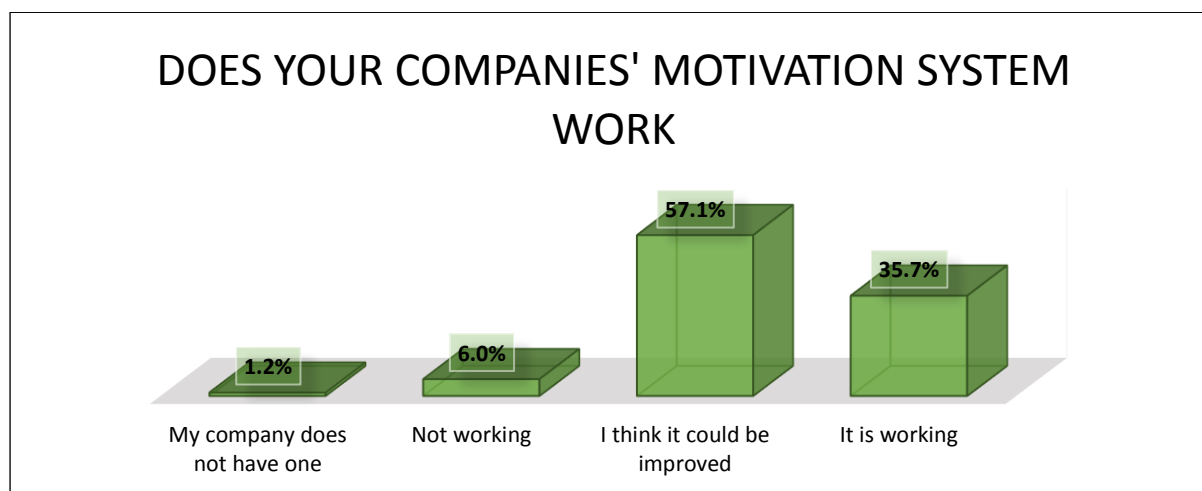
- Self-expression at work;
- Ability to make a decision independently;
- Improvement of qualification;
- Ability to receive training;
- Trust;
- Good microclimate;
- Meaningful work;
- Flexibility (remote work and work and life balance);
- Inclusion in important decisions;
- Respect to experience and contributions by employers;
- Challenges and career opportunities;
- Transparency;
- Clarity and fairness of evaluation and procedures;
- Technical advancement and innovation of the company.

In regard to personality type seems that majority of ICT sector employees are introverted people, however it is hard to judge as just 352 people participated in the research and just 33% of these were extraverted personalities. For better outcome it would be necessary to have higher number of respondents to see a clear picture. In addition to this, none of higher-

level management respondents participated in the research as well. Majority of respondents were Junior/Mid/Senior/Principal developers (engineers), Mid/Senior QA specialists/engineers, analysts, UI/UX designers, tech-leads, team leads, cyber security specialists, DevOps engineers. Research demonstrated that specialist working as team leads, human resources specialist are more likely to have an extraverted personalities.

Second part of the research questioner was related to employees motivation at work. Questions were developed from currently in the market offered benefits. The aim was to evaluate do they work and if they could be improved. When respondents were asked to evaluate their companies currently offered benefit packages more than 57% respondents said that the current motivation (benefit) system could be improved in their current organizations and just 35,7% of all respondents were positive about their current benefit packages (see Figure 30). This shows that majority of offered benefits do not bring expected results and that it should be changed or improved.

Figure 31 Does currently offered motivation system work

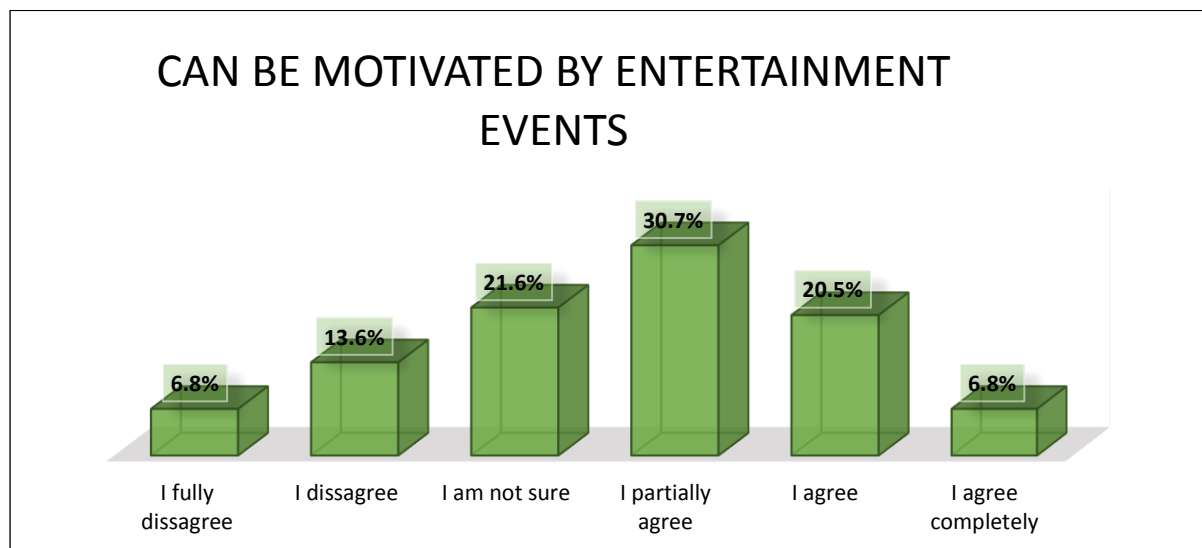


When respondents asked why they need a benefit packaged at work most of the respondents mentioned the same reasoning – feeling more valued, appreciated, cared for, some of respondents mentioned that it helps them to improve their quality of life and to gen z (especially between 20 – 23) and some gen Y respondents have a financial gain from them as it is an additional benefit to the salary that they receive. Respondents also added that they would choose the company with benefit packaged rather than the one without it. This means that the companies with good benefit packages are more attractive in a job market. Majority of respondents also mentioned that good benefit package helps to control their salary expectations – employees are happy to exchange some part of the salary for decent benefit

package. In addition to this, most of the respondents believe that health insurance package and free car parking spaces should come as a must have rather than being a benefit.

Before creating a new benefit package it was important to find out if currently offered benefits work. Respondents were asked to evaluate how they feel about entertainment events, phone bill coverage, phone set purchases, referral bonuses, free car parking, health and insurance packages and other benefits that were provided in majority of companies in 2021. At the moment, 87% of companies in ICT sector organise events (ICT Sector Compensation Survey: Lithuania, 2021). Research results showed that even though companies spend a lot of resources in planning and organising events, such as birthday celebrations, team building, summer and winter party events or other entertainment does not have a huge impact on employees motivation. For the employees it is more nice to have it, but it does not really keep them going. The results showed that just 6.8% of respondents feel like company events have a big impact on their motivation and just 20.5% feel that it can motivate them, the bigger part of respondents (30.7%) feel like it does affect them in a way, but it doesn't play a huge role on their motivation. 21.6% of respondents had trouble evaluating this. The rest of respondents feel that company events doesn't not have any influence on their work motivation.

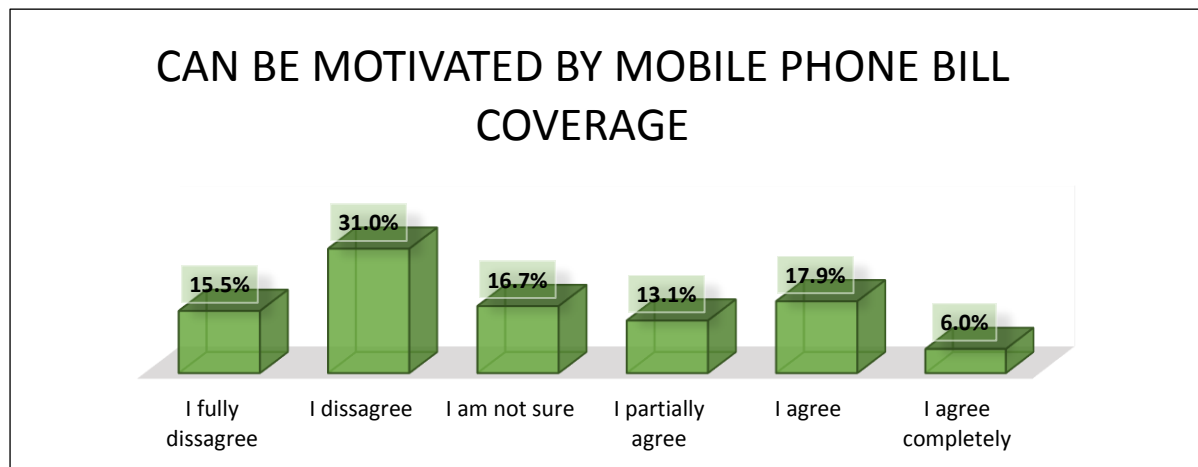
Figure 32 Does entertainment events motivate



In recent years more and more companies started introducing new benefits as a way of trying to be different and attract more candidates to their job opportunities. Phone bill and new mobile phone set purchase were the benefits that were recently introduced. At the moment 85% of the companies in ICT sector offers these benefit (ICT Sector Compensation Survey: Lithuania, 2021). It was necessary to see how employees felt regarding those two benefits offered. 15.5% and 31% of respondents feel like this is not motivating, and 16.7% are not

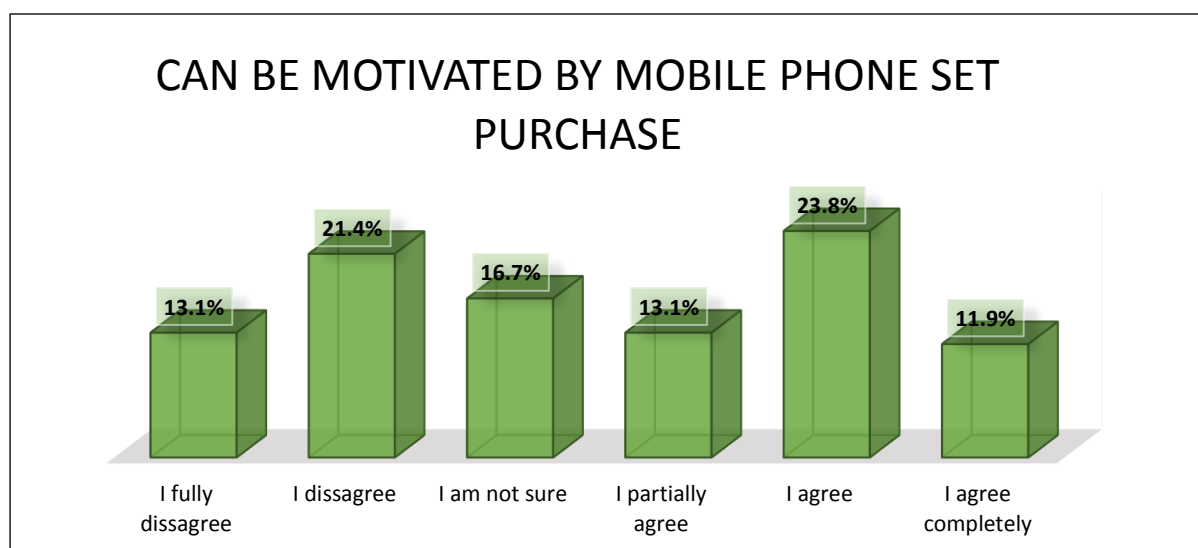
sure as possible, because they do not have this benefit in place with their current organisation. However, those that has it or would like to have it feels that it could be motivating to them (see Figure 32).

Figure 33 Phone bill coverage



From the other hand, mobile phone set purchase benefit had rather but similar results between respondents saying that it would motivate them (23.8% and 11.9%) and that it would not (21.4% and 13.1%). Other 13.1% feel that it would be nice to have however they are not convinced that it would have an impact on their motivation. 16.7% most likely do not have this benefit in their current organisations so they had some troubles evaluating this question.

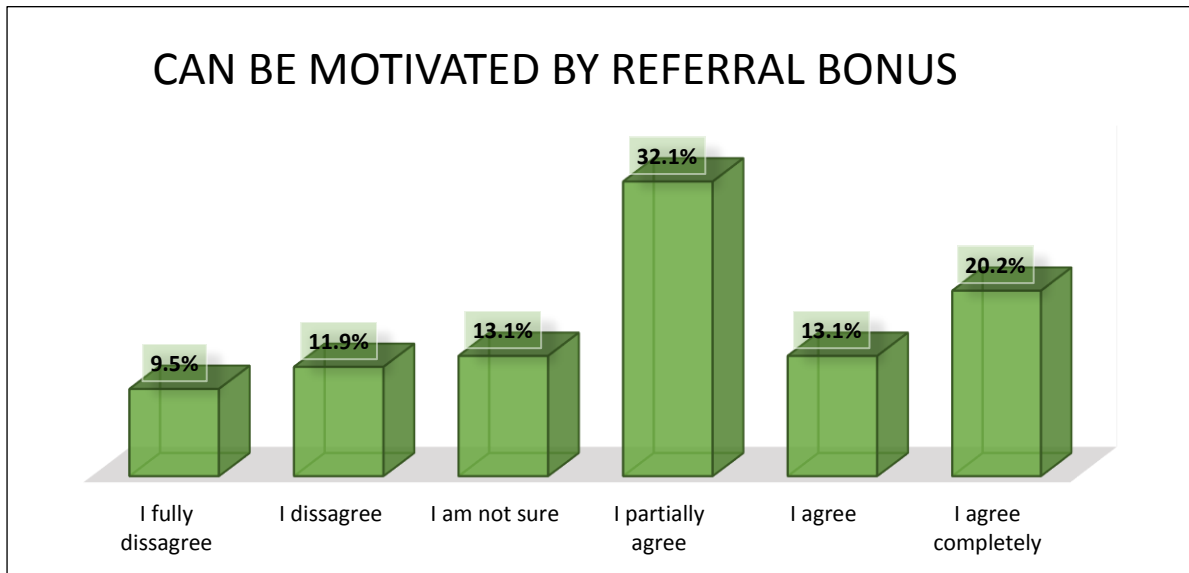
Figure 34 Mobile phone set purchase



Due tough situation in the market regarding IT recruitment 61% of companies are offering referral bonuses for the employees (ICT Sector Compensation Survey: Lithuania, 2021). Referral bonus usually comes with the financial addition to the employees base salary for referred friend or other specialist for vacant position.

Results showed that majority of respondents feel that they could be motivated by this bonus, however it is still not the main motivator that would improve employees motivation at work. It would rather make employees speak about the company more and referring their friends if they feel like this company has a right attitude towards employee. Some part of respondents do not want to participate in referral scheme and they do not have any motivation towards it.

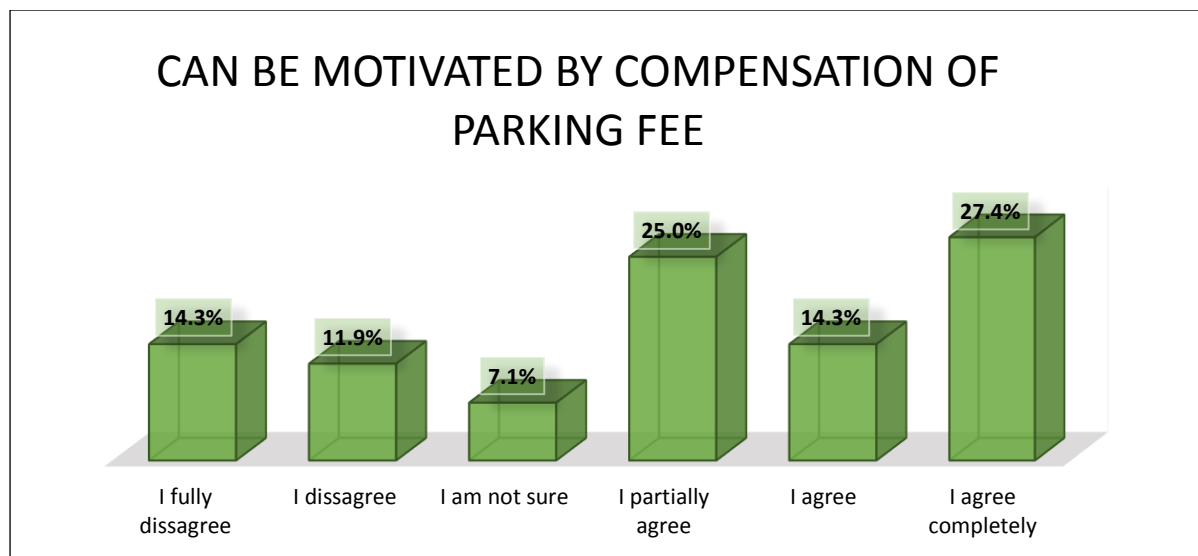
Figure 35 Referral bonus



At these times more and more employees are traveling to work with their own vehicles. However, more and more offices are trying to be located in the closest parts to town city as possible. This comes with it own challenges for the employees. Most streets in Lithuania within city centre don't have enough free car parking spaces or do not have them at all. So people coming into the office have to survive not just a massive traffic issues in the morning, but also headaches were to park their car in the morning. Seeing this problem companies are trying to look for the offices with free parking for their staff, however with huge employee expansion not all companies can provide these free parking spaces. Companies started offering compensation for parking tickets (46%), however not all of them does it (ICT Sector Compensation Survey: Lithuania, 2021). As previously mentioned, more and more employees are feeling that free parking already should come with the job rather than it being included as a benefit. Research results showed that 27.4% of employees are strongly motivated by compensation or parking free at their office locations, 14.3% also agreed that they are motivated by this, 25% said that it is also important to them and most likely that if it was taken away from them they would be unhappy. Some of the respondents feel like parking situation is not applicable for them and that they would rather have other benefits for motivation rather than parking. It is understandable as majority of employees after COVID-

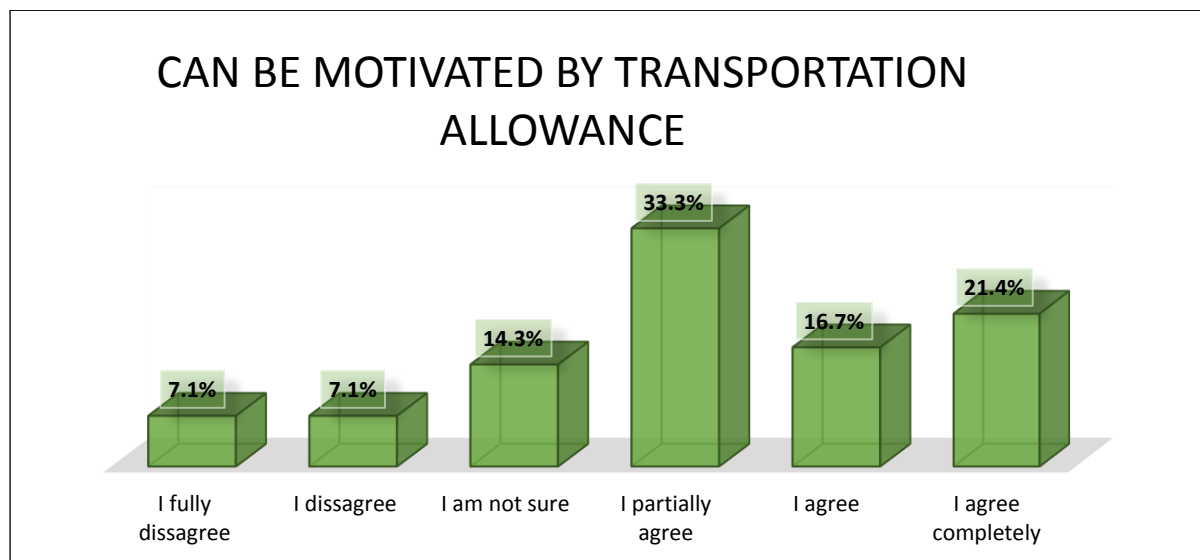
19 when to work from home and traveling to work became like less of the problem than it was before.

Figure 36 Compensation for parking or parking free



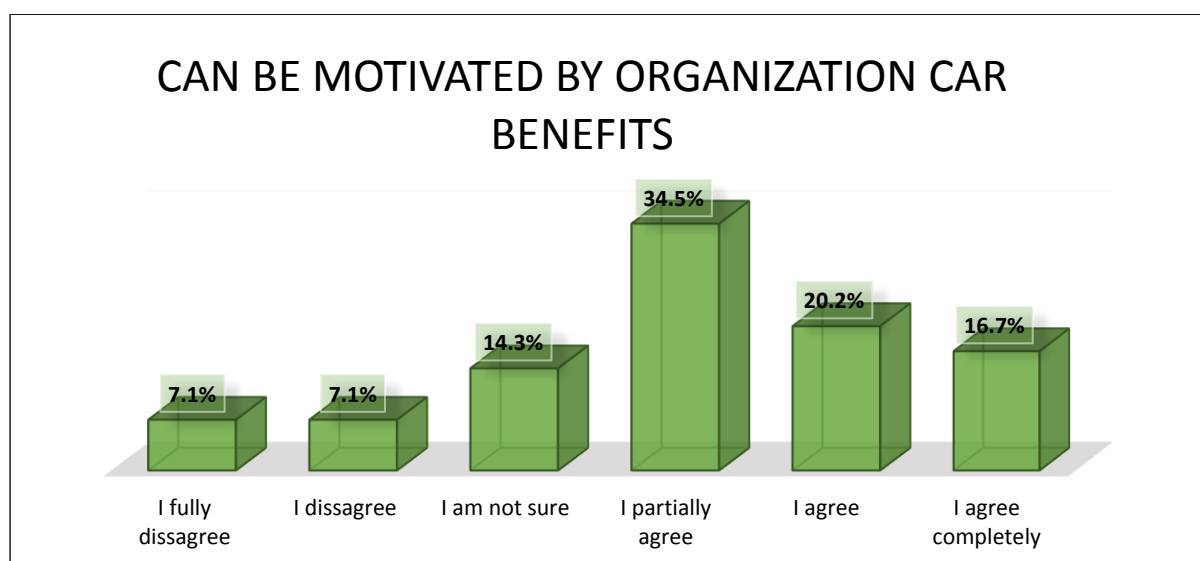
Some of the companies (36%) trying to offer transportation allowances in order to make people travel by public transport to work (ICT Sector Compensation Survey: Lithuania, 2021). With this allowance employees are able to catch a bus, taxi or shooter to travel to work in this way avoiding parking issues next to the office. However, this also comes with certain disadvantages. If people traveling by buses they are tied to timetables, also not all buses traveling directly to the location that employee might live, this means that they might need to change a couple of buses until they reach a final destination. In addition to this, usually buses take a longer time to travel than with your own car. In recent years with good weather conditions in the summer shooters became a very popular way of transportation to work. So when respondents were asked about transportation allowance majority of respondents see this being a good motivator to the certain extent. However, 33.3% of respondents still have doubts and for them it really depends on the terms and conditions. If this benefit could include petrol coverage to work this number would possibly lower and increase more towards motivational part. Even though majority of respondents just partly agreed with this benefits idea, still a big part of respondents (16.7% and 21.4%) feel that it actually motivates them, just 14.3% could not answer this question as their current employee doesn't offer this benefit and 14.2% do not feel like this is a right benefit to them (see Figure 36).

Figure 37 Transportation allowance



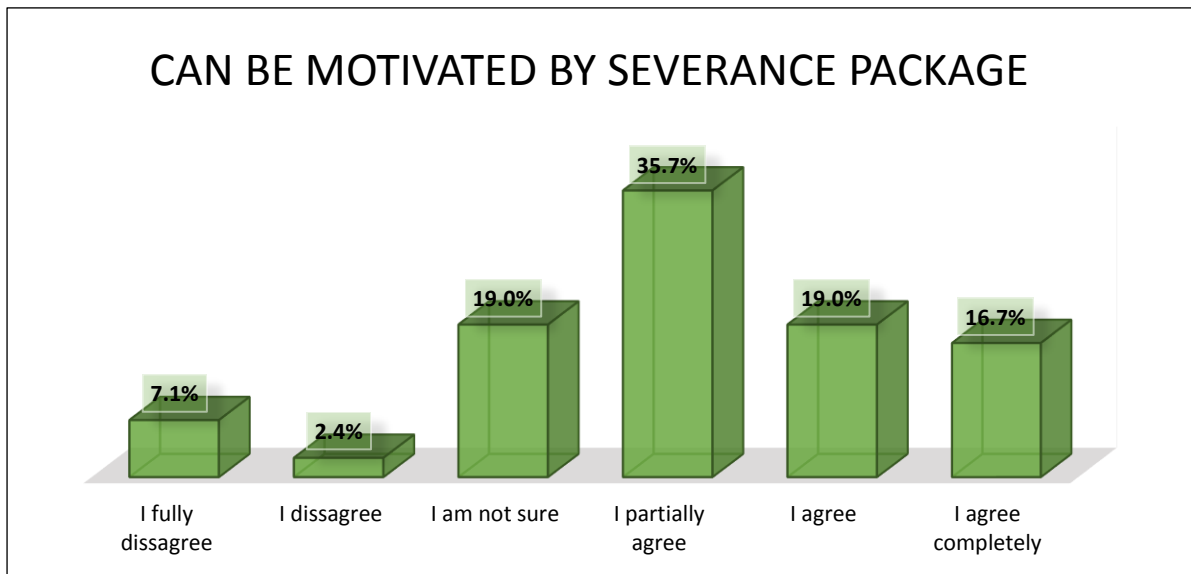
There are some companies within the market (35%) that offers certain organization car benefits to employees (ICT Sector Compensation Survey: Lithuania, 2021). In most popular cases companies would let employee to use the company's car for their work and personal matters, but in this case employee is tied to car that company already owns. Company would also cover any expenses related to that cars maintenance and fuel. In some cases, but very rarely, company also allows employees to buy their choice of the cars and then pays instalments for them, which is possibly the best as it can get with this type of benefit. So when answering this question most of the respondents thought about first type of the organizational car benefit. Anyhow, the majority of the respondents feel more positive about this than negative. If this could be improved more than 71% off all respondents could be very motivated by this benefit (see Figure 37).

Figure 38 Organization car benefits



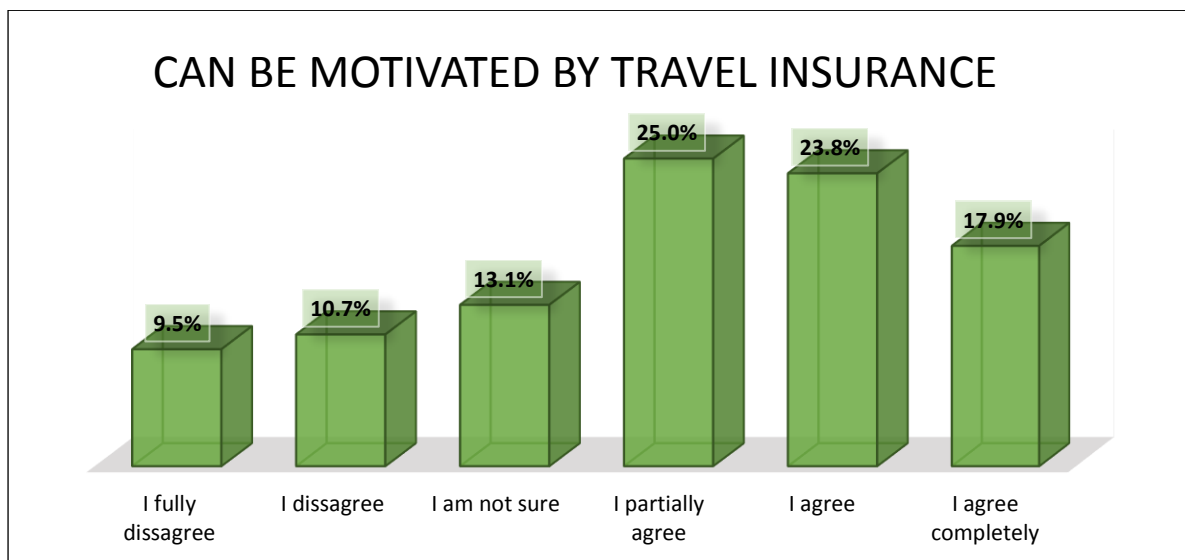
In 2021 just 13% of ICT sector companies have offered severance package to their employees (ICT Sector Compensation Survey: Lithuania, 2021). Research showed that majority of respondents have a positive view on this benefit (35.7%) and if it was made as an option to the employees it could bring a value to them. Just 9.5% of respondents felt that this would not increase their motivation, however, 35.7% feels like this is a great motivator for them (see Figure 38).

Figure 39 Severance package benefit



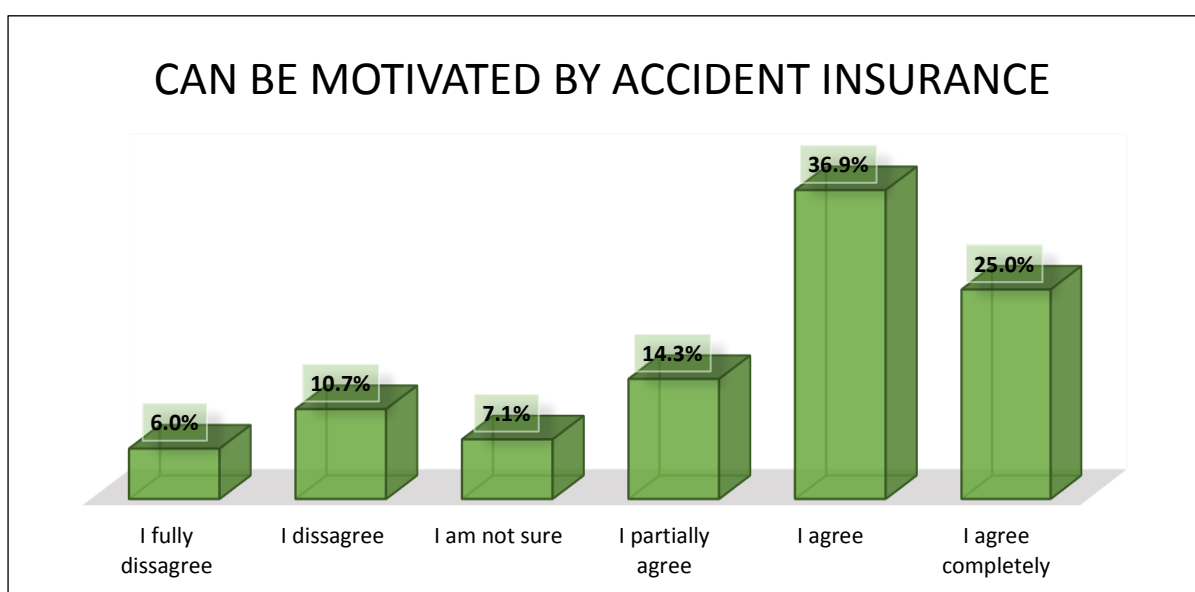
Travel insurance benefits are offered in 77% of ICT sector companies (ICT Sector Compensation Survey: Lithuania, 2021). 7% of these organizations offer travel insurance for business and pleasure travels, while 93% offer for business travel only. Research results showed that 23.8% and 17.9% of respondents feel that this benefit keeps them motivated within the organization and 25% partly agree with this. However, higher numbers than in previous benefits disagree with this 9.5% and 10.7 of respondents feel that travel insurance would not motivate them at work and don't see it in their benefit package (see Figure 39). 13.1% of respondents were not able to evaluate this, possibly because this benefit is not offered by their current company or they have never had it in their benefit package.

Figure 40 Travel insurance benefit



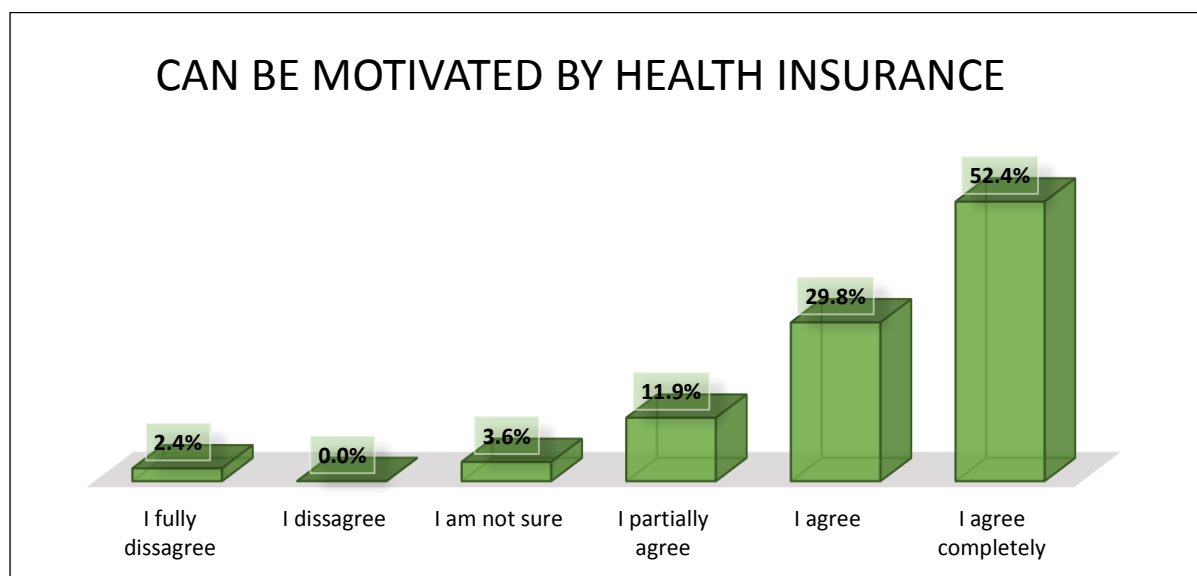
Accident insurance is being offered in 29% of ICT sector organizations (ICT Sector Compensation Survey: Lithuania, 2021). In 53% of organizations which offer accident insurance the validity of accident insurance is 24 hours per day (including vacations), in 5% of organizations accident insurance is valid at work and on the way in and out of work, and in 42% of organizations - at work only. Companies offering this benefit is relatively small comparing to health or travel insurance, however respondents engagement to this benefit was much better. Results showed that employees would be really interested to have this in their benefit package (see Figure 40). 61.9% of respondents believe that this would be a good benefit in their motivation package.

Figure 41 Accident insurance benefit



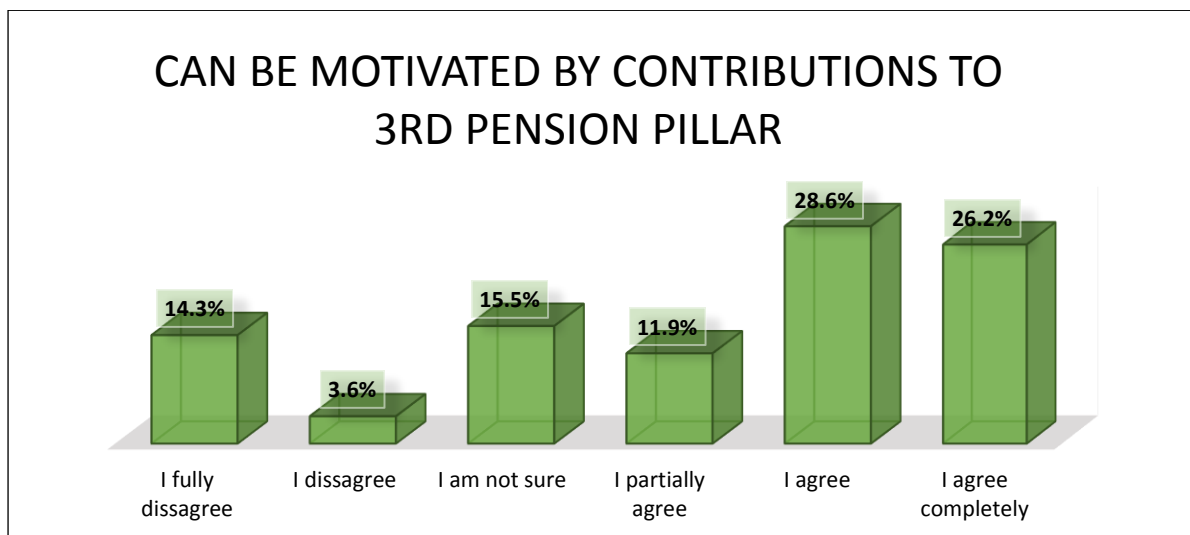
Health insurance at the moment is a very popular benefit that is offered by 86% of ICT Sector organizations. At this moment between ICT sector there are none of organizations that would offer it to employee's spouse and all dependents. As it was previously mentioned some of employees feel that health insurance to them should not be offered as a benefit, but it should rather come as a part of the job offer, same as base salary. So offering to it spouse or all dependents could add even higher value to this. However, the research shows that 52.4% of all respondents strongly agree that health insurance is that the benefits that really keeps employees motivated and interested in the organization. Other 29.8 % also feel motivated by this benefit and just a small number of respondents feel otherwise (see Figure 41).

Figure 42 Health insurance



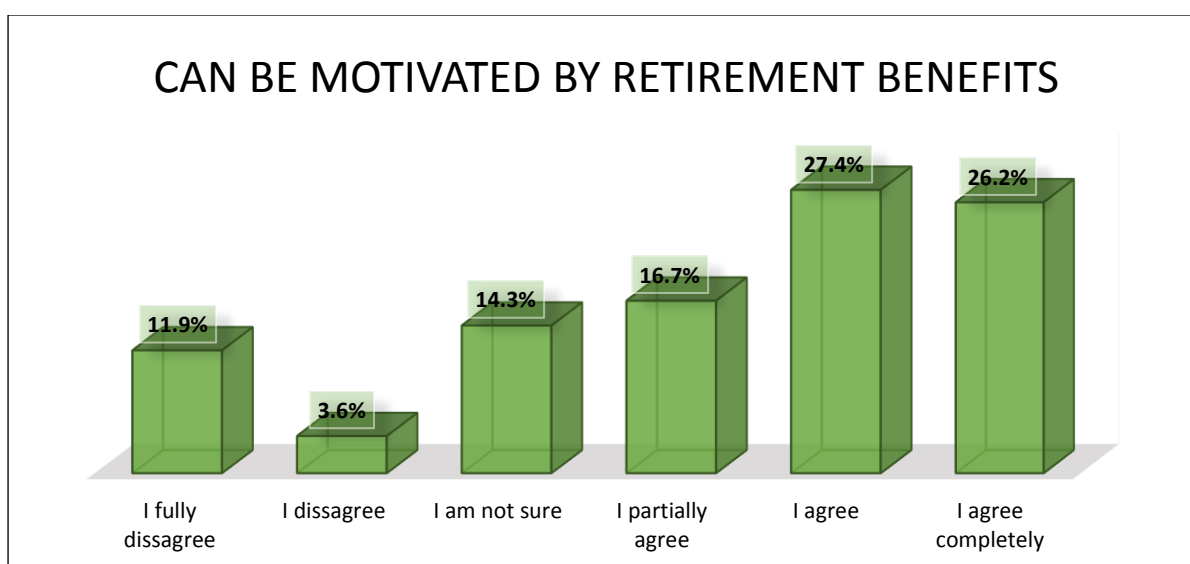
21% of ICT sector organizations offer contributions to 3rd pension pillar (ICT Sector Compensation Survey: Lithuania, 2021). From organizations that have defined contribution scheme, in 60% of ICT organizations it is based on fixed amounts (on average 1.9% by organization and on average 2.4% by employee), while in 40% of organizations is based on variable amounts depending on the length of service. Research showed that 28.6% and 26.2% can see a real value in companies contribution towards their 3rd pension pillar instalments and would feel motivated by them. On the contrary 14.3% and 3.6% does not feel like this type of benefit would motivate them and should be in a benefit package that they receive.

Figure 43 Contribution to 3rd pillar pension scheme



Retirement benefits are being offered by 21% of ICT sector organizations (ICT Sector Compensation Survey: Lithuania, 2021). However so far it is just 3rd pension pillar contributions. The research showed that if the companies should be come up with more ways to contribute to the employees retirement, as 27.4% and 26.3% would feel more motivated and depending on what those benefits are 16,7% of respondents would want to use them as well. For 11.9% and 3.6% of respondents retirement bonuses and benefits are not a priority so currently they do not feel like they would be motivated by this benefit. Just because on the research these benefits were not specified 14.3% respondents were not able to evaluate this.

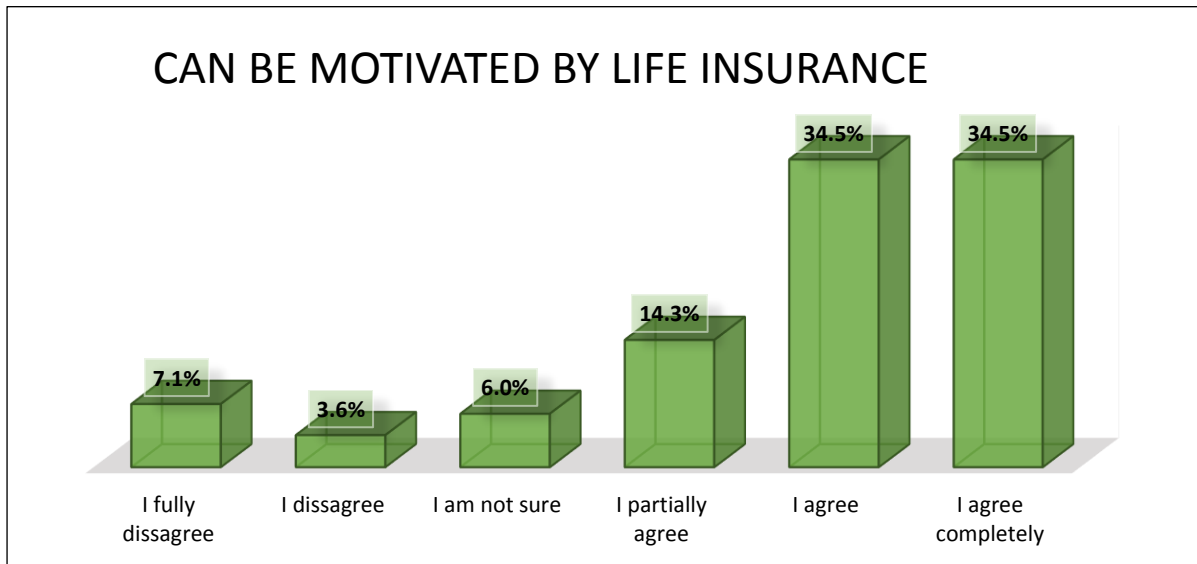
Figure 44 Retirement benefits



Life insurance benefits is not that popular in benefit packages as just 10% of ICT sector organizations currently offering this to their employees (ICT Sector Compensation Survey: Lithuania, 2021). In 60% of organizations which offer life insurance, life insurance amount

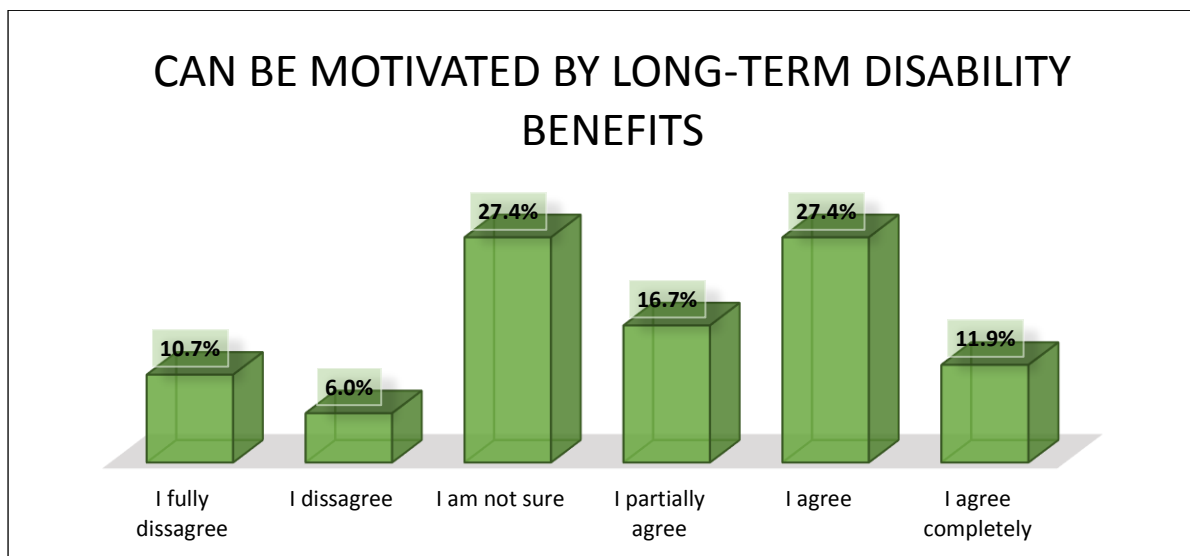
payable is based on monthly base salary, in 20% of organizations - on amount of monthly base salary and other indicators and in 20% of organizations - on fixed amount. Research showed that 69% of all respondents felt like they could be motivated with life insurance benefits. 14.3% has also partly agreed with it being a motivator to a certain extent. 7.1% and 3.6% said that this would not motivate them as well.

Figure 45 Life insurance



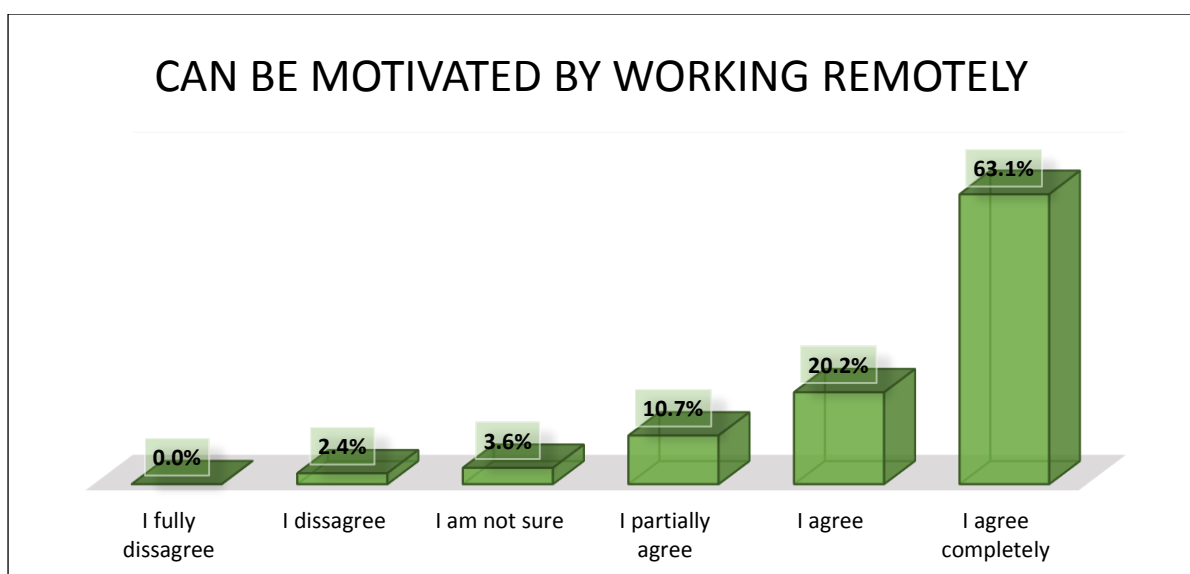
Long-term disability benefits is the least popular between ICT sector organization (6%) (ICT Sector Compensation Survey: Lithuania, 2021). However, research showed that majority of organizations are missing an opportunity here by not offering this as 39.3% of all respondents would feel motivated if they received a long-term disability benefits. In addition to this 16.7% also said that they would partially feel motivated as well. 27.4% of respondents were not able to evaluate this, however it shows that with offering this with attractive terms and conditions this could be motivating to them as well. Just 10.7% and 6% of all respondents felt that they would not feel motivated by this benefit.

Figure 46 Long-term disability benefits



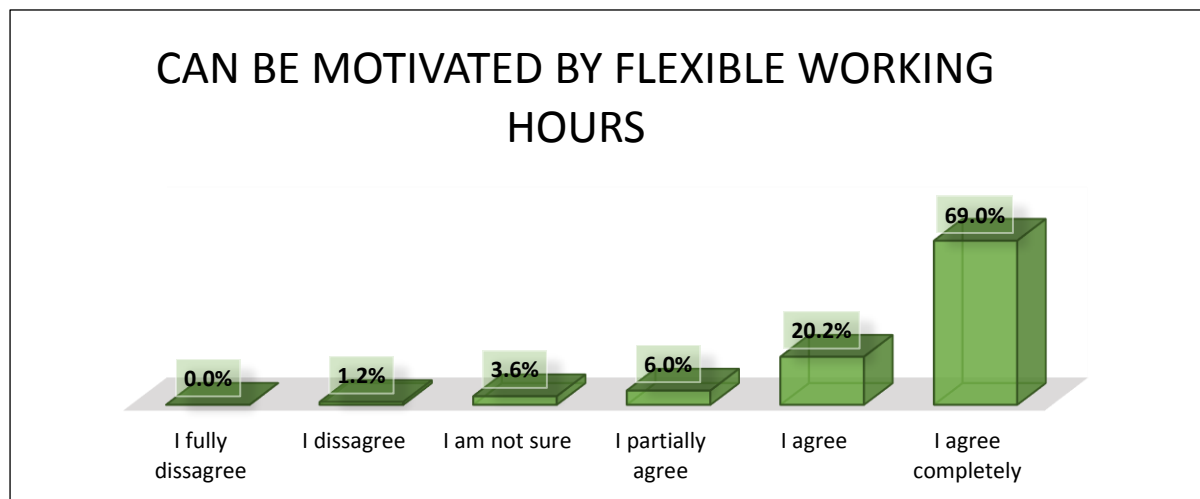
After COVID-19 pandemic 95% of ICT sector organizations are still offering to work remotely (ICT Sector Compensation Survey: Lithuania, 2021). However, 29% of those organizations have set limit of the time allowed to work remotely. In addition to this, 90% of those organizations that allow employees to work from home do not cover the costs related to remote working. 83% of the companies also do not cover the costs related to setting up a remote workplace. Hence still 63.1% of respondents fell completely motivated by working from home, 20.2% also agree that working remotely can motivate them. 10.7% of respondents also believe that they could be motivated by this if offered additional advantages (for example the coverage of electricity bills, possibility to cover remote workplace set ups). 3.6% of respondents were not able to answer the question and just 2.4% disagreed that this could motivate them.

Figure 47 Working remotely



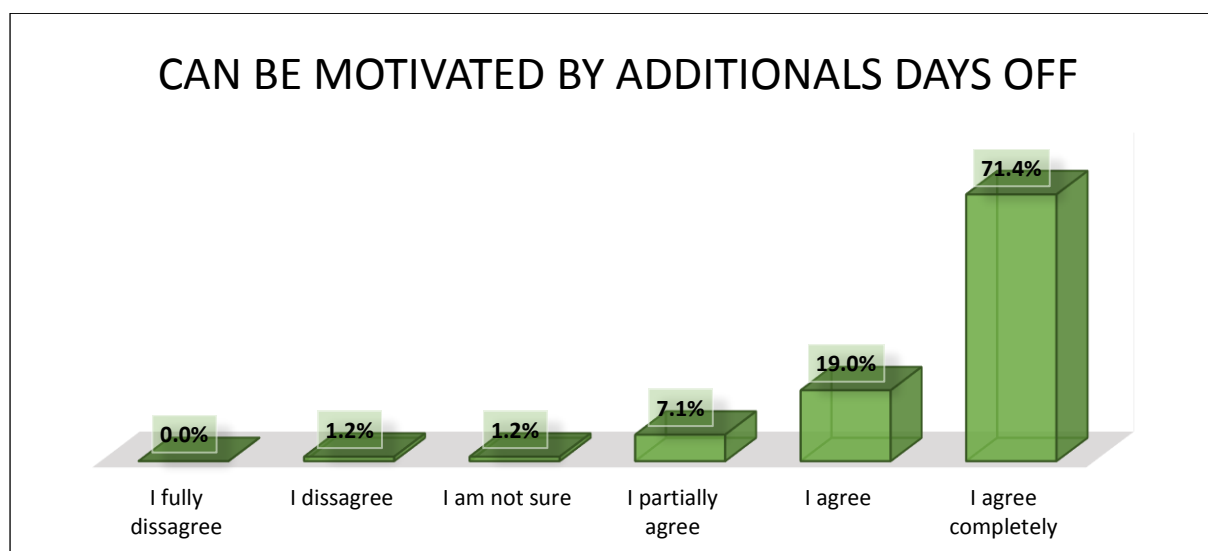
91% of ICT Sector organizations offering flexible working hours (ICT Sector Compensation Survey: Lithuania, 2021). 95% of organizations which offer flexible working arrangements to their employees offer flexible working hours (e.g., employee can start working day between 7 and 10 AM). The usual message from the companies is that employees should be available for reach during regular working hours but can perform their work during other hours of the day (44% of organizations). 33% of organizations admits that employees working time is not monitored, only performance/results are evaluated. The results showed that 69% of respondents could be motivated by working hours flexibility and 20.2% also agreed that this would have a positive influence on their motivation as well. 6% also partially agreed, 3.6% did not have an opinion on this. Seems that just 1.2% of respondents could not be motivated by flexibility on their working hours.

Figure 48 Flexible working hours



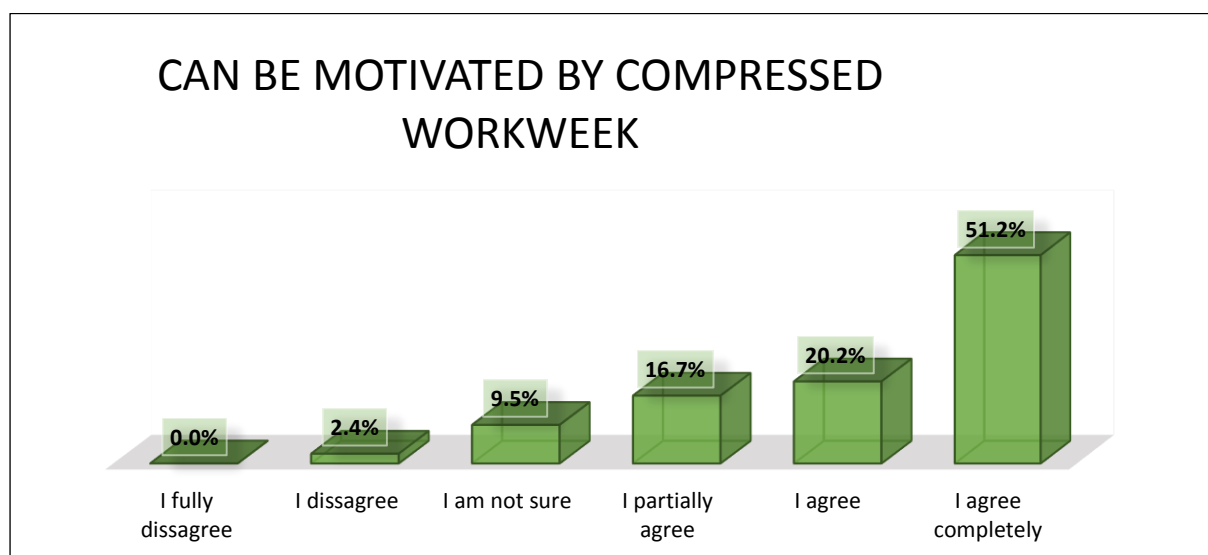
56% of ICT sector organizations are offering additional days off for their employees (ICT Sector Compensation Survey: Lithuania, 2021). Currently those companies offer days of in case of a relative's death, for health care purposes, on the 1st of September (to parents), winter vacation, days depending on the length of service some of the organizations might offer it for other occasions as well. The results of the research showed that organisations are headed into a good direction as huge percentage of respondents would be motivated by this benefit (see Figure 48).

Figure 49 Additional days off



22 % of ICT sector organizations are offering compressed workweek (e.g., employee can cover weekly working time in 4 calendar days) (ICT Sector Compensation Survey: Lithuania, 2021). The results of the research showed that 72.4% off all respondents could feel motivated if companies offered compressed workweeks. 16.7% of respondents also partially agreed that this would motive them as well. 2.4% of respondents said that this would not be a motivational factor for them. 9.5% were not able to evaluate this (see Figure 49).

Figure 50 Compressed workweek



It's become popular to say that if you work in IT industry you have to keep up with the market by studying and keep learning new things. That is why more than 88% of ICT sector organizations are funding training courses and 85% organizations are funding educational conferences for their employees (ICT Sector Compensation Survey: Lithuania, 2021). The

results of the study also showed that this is important for IT professionals so this should be staying with the benefit packages (see Figure 50 and Figure 51).

Figure 51 Funded training courses

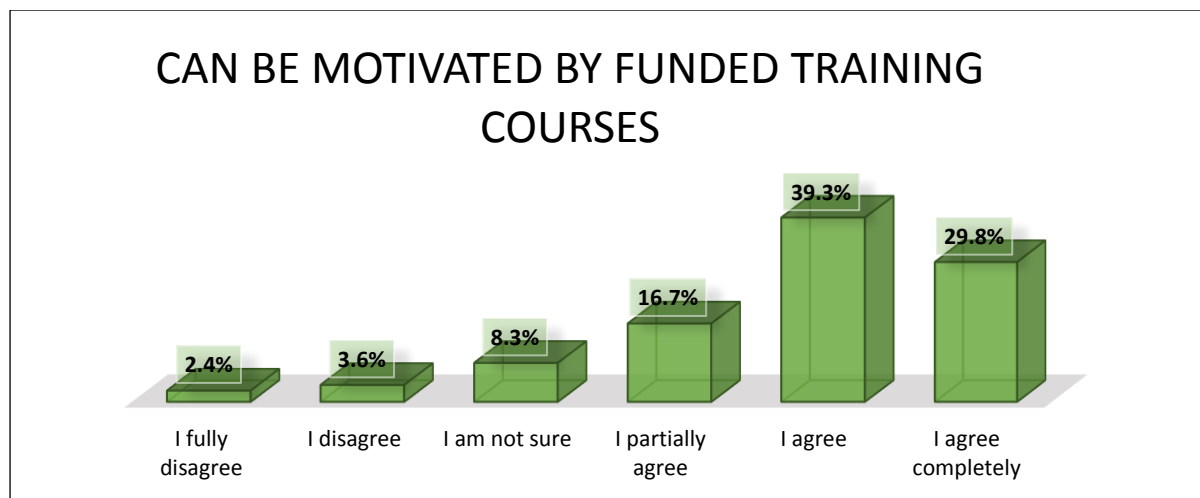
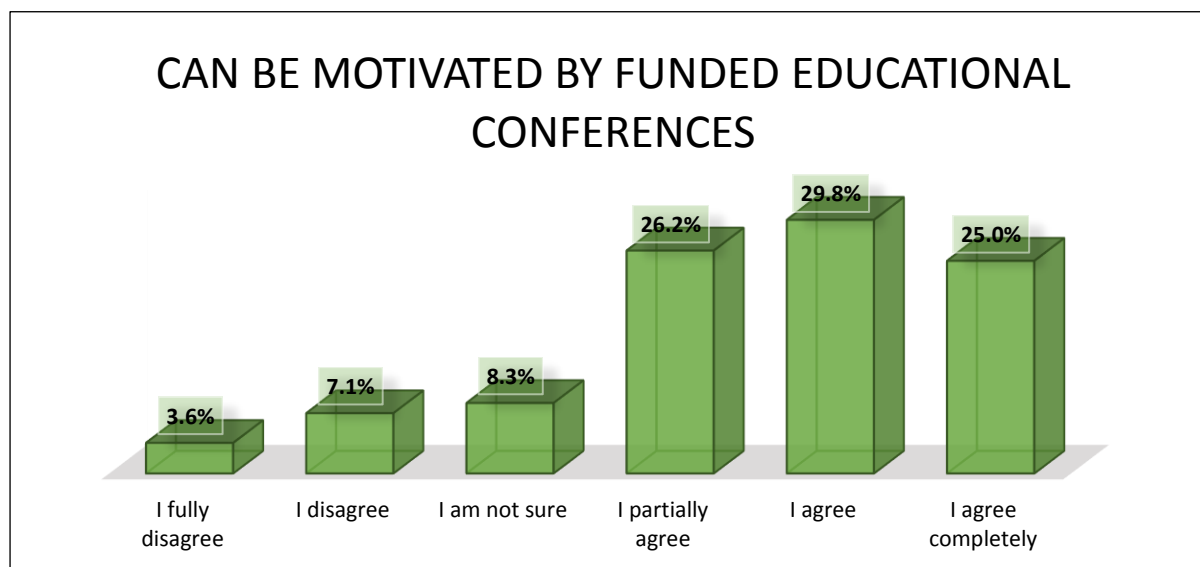
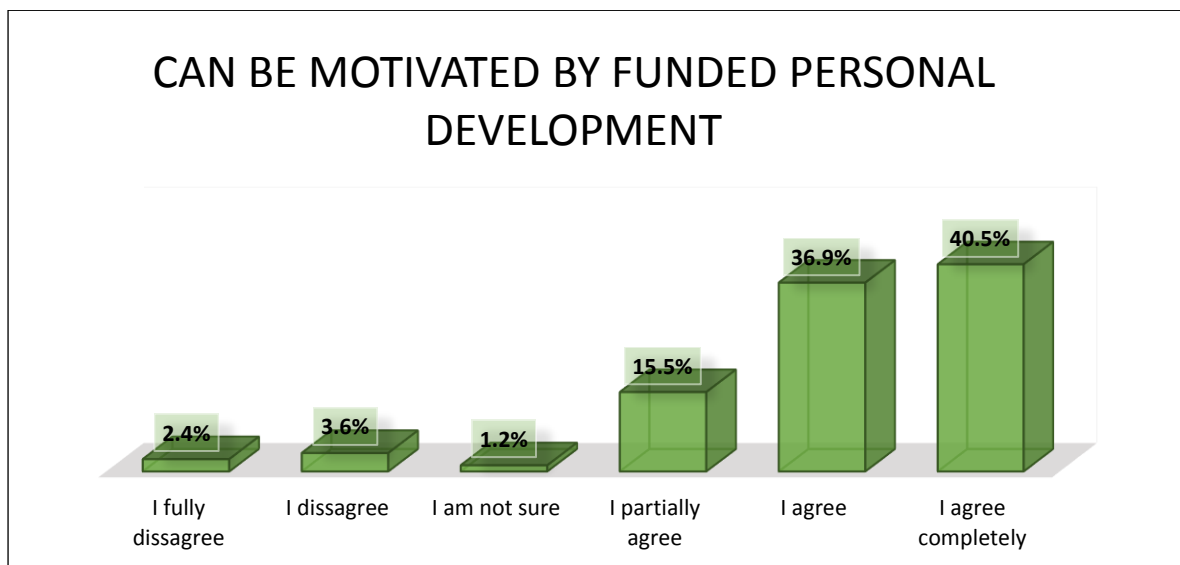


Figure 52 Funded educational conferences



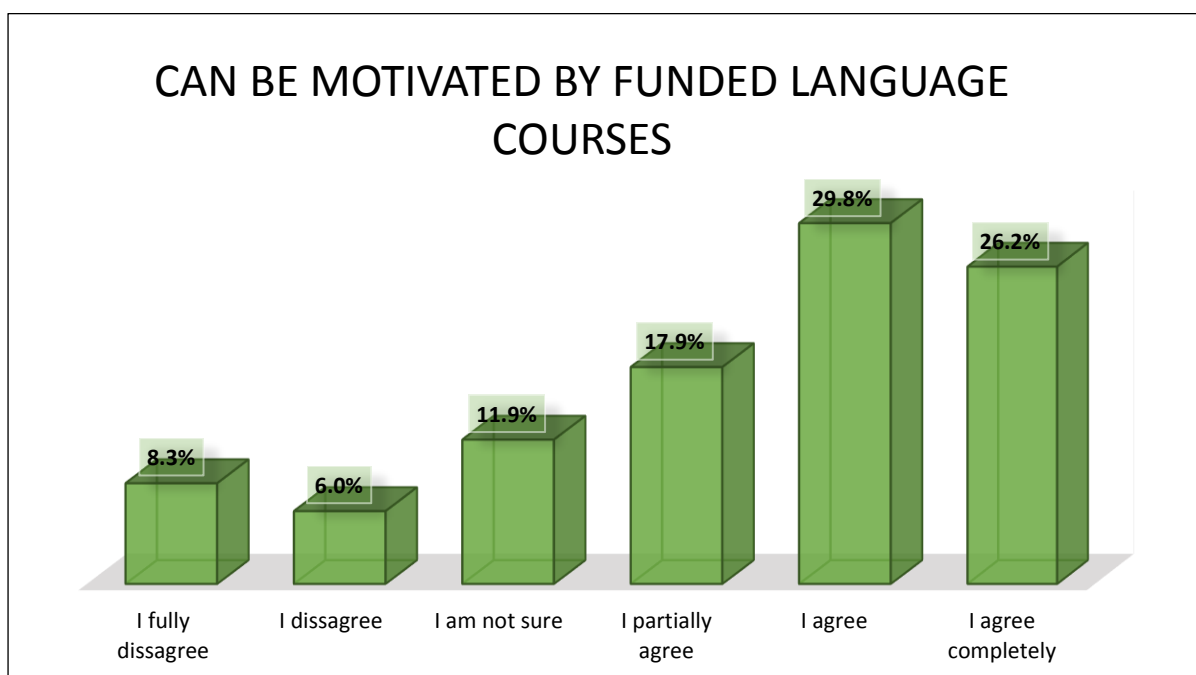
From the other hand, just 66% of ICT sector organizations are funding a personal development of their employees (ICT Sector Compensation Survey: Lithuania, 2021). The results have showed that 77.4% of respondents can be motivated by personal development and just 6% disagreed. Additional 15.5% of respondents also say that they could be partially motivated by funded personal development.

Figure 53 Funded personal development



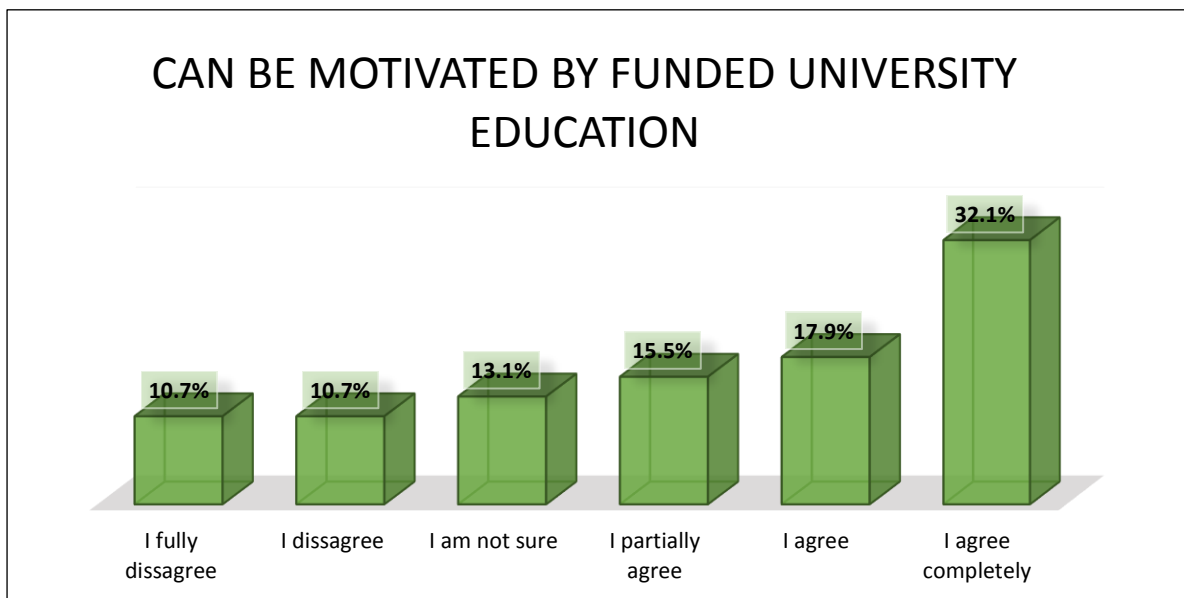
Just 29% of ICT sector organizations are funding employee’s language courses (ICT Sector Compensation Survey: Lithuania, 2021). The results of the study showed that this also could be used as a motivational tool as 56% of respondents agreed that this could be a motivator for them. In addition to these results 17.9% respondents has also showed that it could partially motivate them. 14.3% said that funded language course would not be in their area of interests, so this be default would not motivate them. 11.9% of respondents were not able to answer would it motive them.

Figure 54 Funded language courses



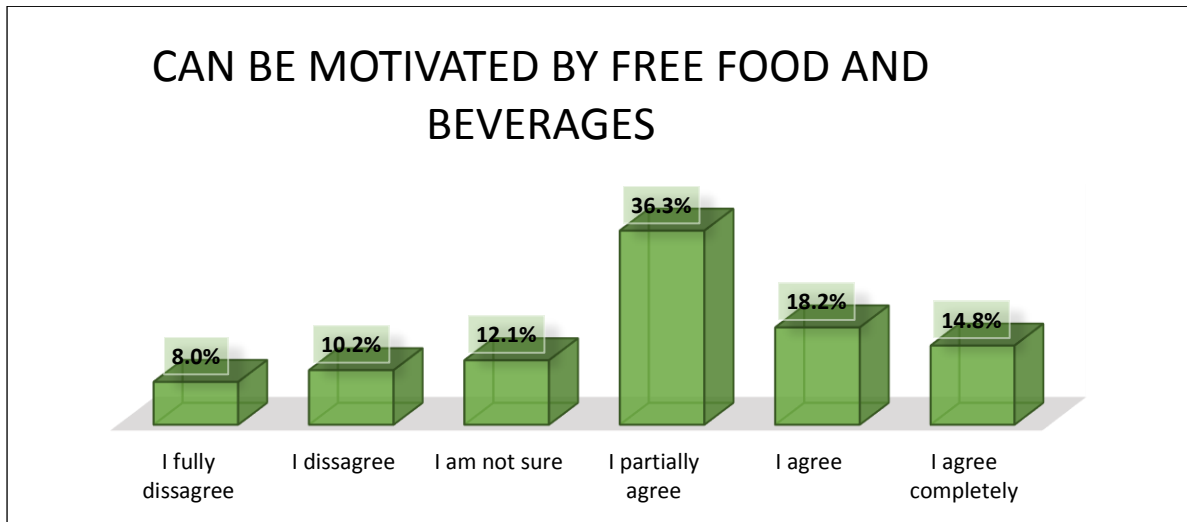
As more and more IT courses emerge into the market – less people choose to study at the university. Possibly for this reason just 7% of ICT sector organizations are funding individual university education, 3% are funding MBA or master’s degrees of their employees (ICT Sector Compensation Survey: Lithuania, 2021). There is this idea in the market that IT specialist can learn everything with experience, however study showed that 32.1% and 17.9% would feel motivated if their employer funded their university education. 15.5% also partially agreed with funded university education possibly being a motivator to certain extent. 13.1% were not able to answer the question and 21.4% said that it would affect their motivation. Research showed that funded university education should be within the options of benefits package.

Figure 55 Funded university education



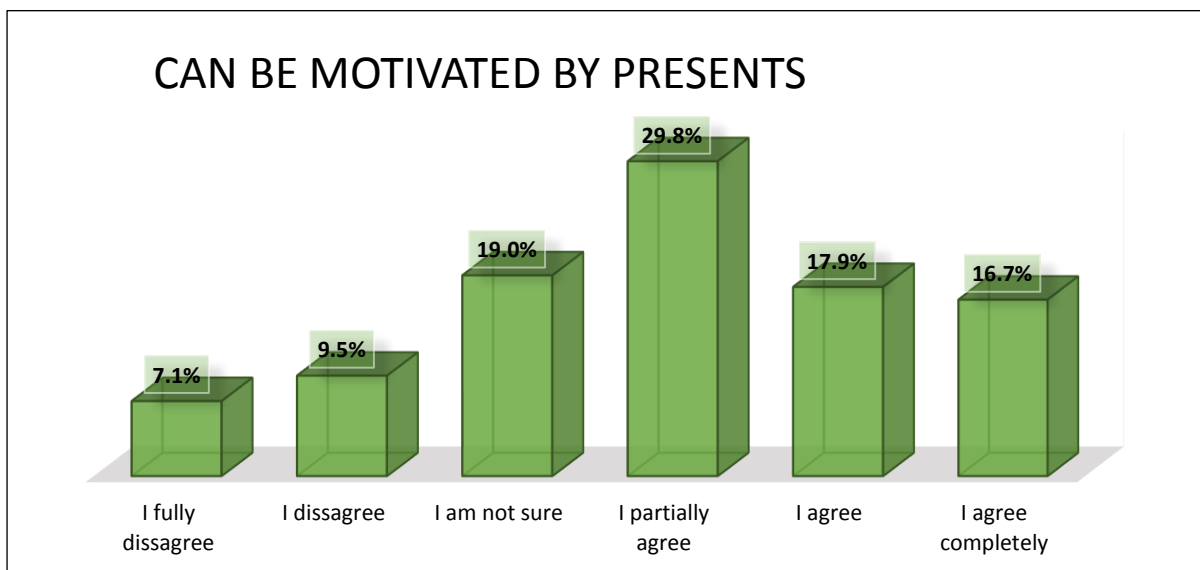
93% of ICT organizations are offering employees free food and beverages in their offices (ICT Sector Compensation Survey: Lithuania, 2021). With food and beverages costs going up and in this way companies experiencing more and more expenses it was important to find out if it really bring the value that organizations expect. Unfortunately, results showed that just 33% of respondents can feel motivated by free food and beverages at work. The biggest part of respondents just partially agreed with this (36.3%), which shows that it doesn’t really bring the value that organizations expect. From employees perspective it is more nice to have option than a motivator. 18.2% of respondents said that it doesn’t motivate them, the other part 12.1% were not able to answer this.

Figure 56 Free food and beverages



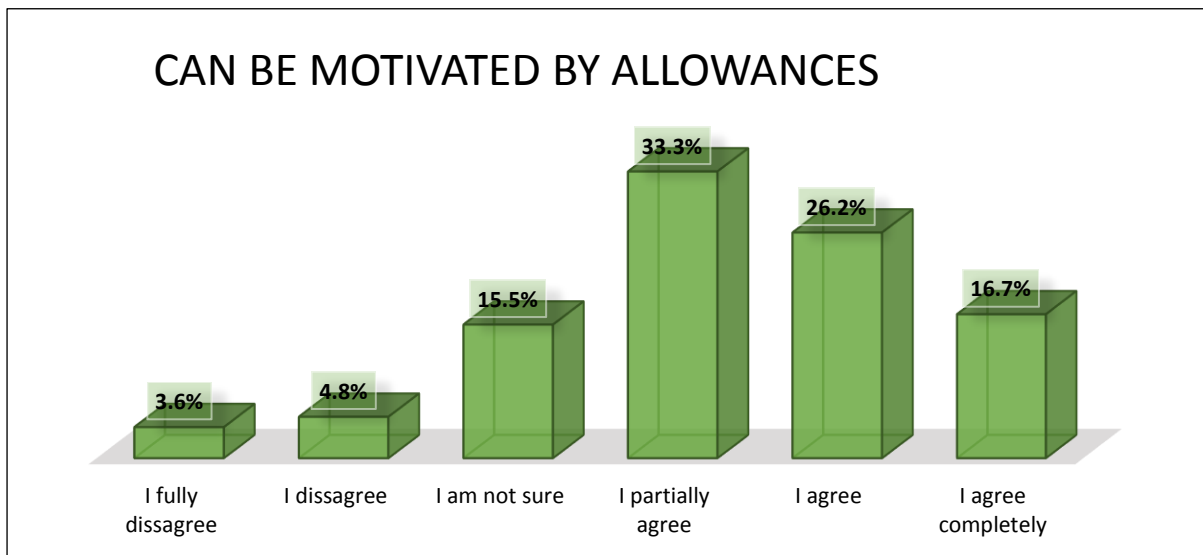
Another tool that is being widely used within the industry is presents. 71% of ICT sector organizations are motivating them by offering employees present for special occasions (ICT Sector Compensation Survey: Lithuania, 2021). Usually presents are given out on personal events, Christmas, employment anniversary, special achievements or any other occasion. When respondents were asked if that motivates them the results showed that presents can just partially motivate 29.8% of respondents, 17.9% and 16.7% would feel motivated, however 16.6% said that this would not motivate or affect their motivation (see Figure 56.) After these results we could say that money that is being used in this could be easily used somewhere else and might have better impact on employees' motivation.

Figure 57 Presents



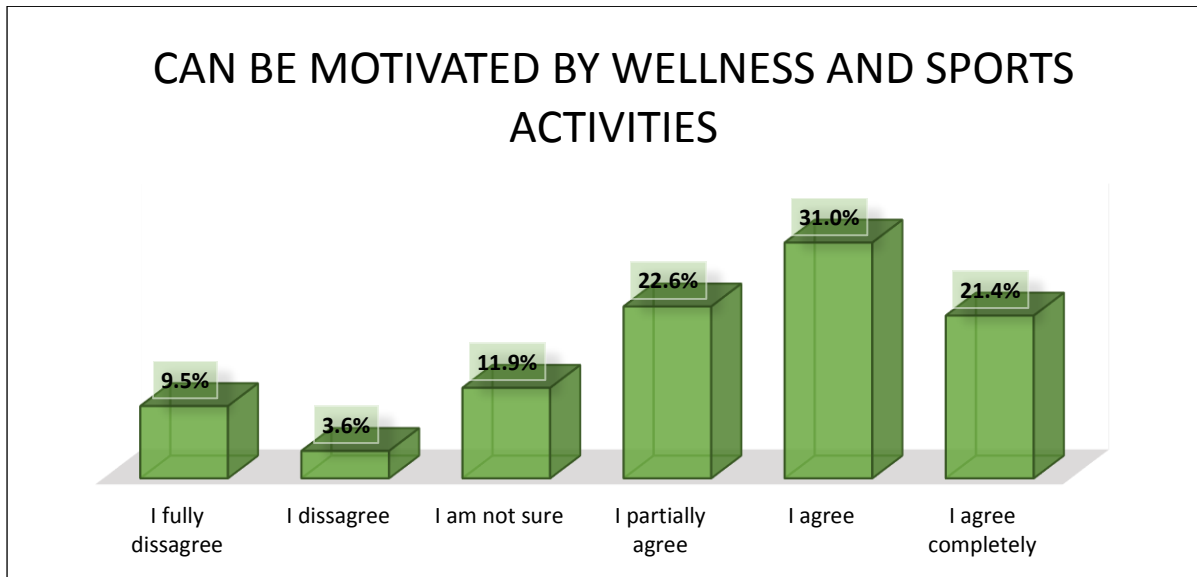
65% of ICT sector organization provide their employees with allowances (ICT Sector Compensation Survey: Lithuania, 2021). 9% of organizations which allow their employees to work remotely provide an allowance for costs related to remote working (e.g., electricity, internet connection bills). Average monthly allowance is 46 EUR per employee. 18% of organizations which allow their employees to work remotely provide an allowance for costs related to remote workplace installing. Average one-time allowance is 310 EUR. Organizations also provide allowances for certain occasions for example weddings, birth of child, close relative’s death and employee’s death (to relatives). When respondents were asked if these allowances would motivate them majority if answers were positive (see Figure 57).

Figure 58 Allowances



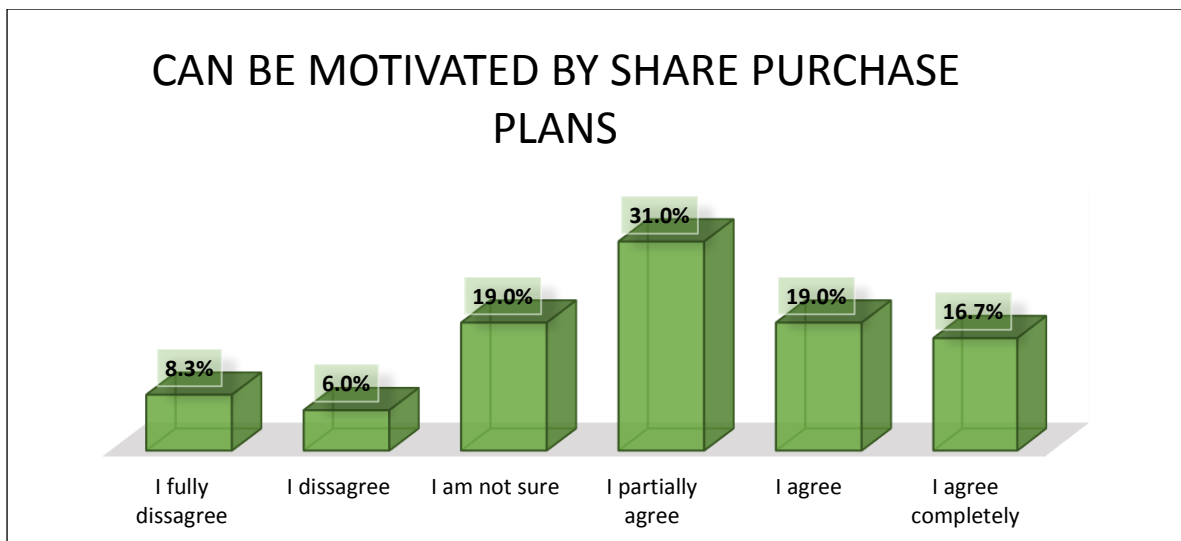
With growing people and media attention to wellness and sports more companies started offering benefits related to this. 47% of ICT sector organizations provide employees benefits related to wellness and sport activities (ICT Sector Compensation Survey: Lithuania, 2021). The results showed that employees are also interested and would feel motivated if they had this as an option in their benefit package. 52.4% of respondents could be motivated by these benefits, 22.6% have also agreed that these could have a positive impact on their motivation.

Figure 59 Wellness and sports activities



Share purchase plans are not that popular between organisations benefit packages. However still, 26% of ICT sector organizations provide employees with share purchase plans benefits (ICT Sector Compensation Survey: Lithuania, 2021). It is a great opportunity for employees to have additional income. For this reason 35.7% of all respondents said that they can be motivated by share purchase plans and 31% could be partially motivated as well. 14.3% said that this benefit would not affect their motivation and 19% were not sure.

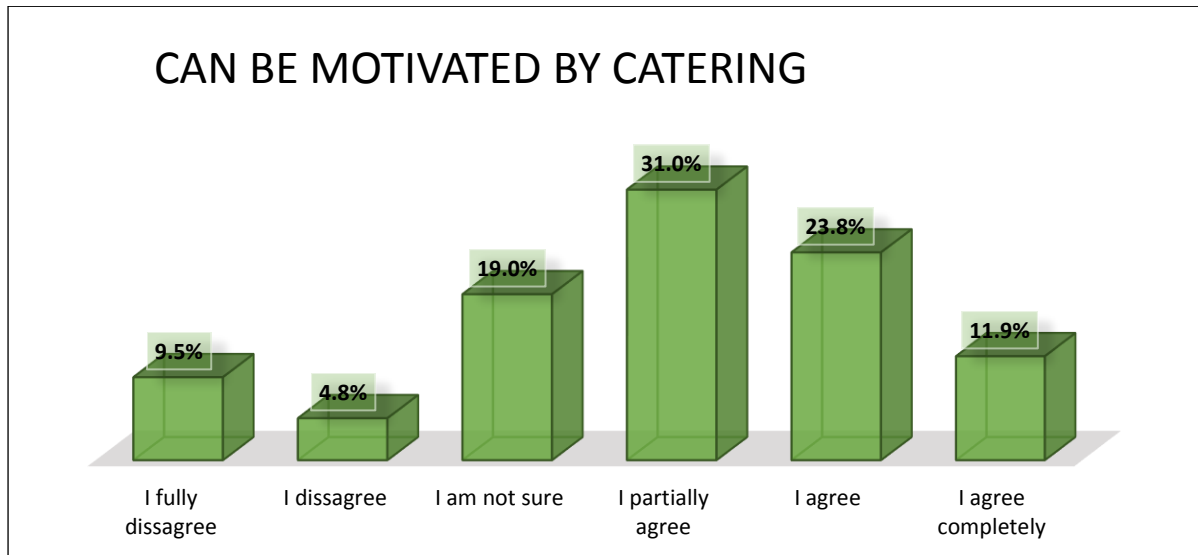
Figure 60 Share purchase plans



In addition to food and beverage benefits 26% of ICT sector companies provide employees with catering bonuses (ICT Sector Compensation Survey: Lithuania, 2021). Research results

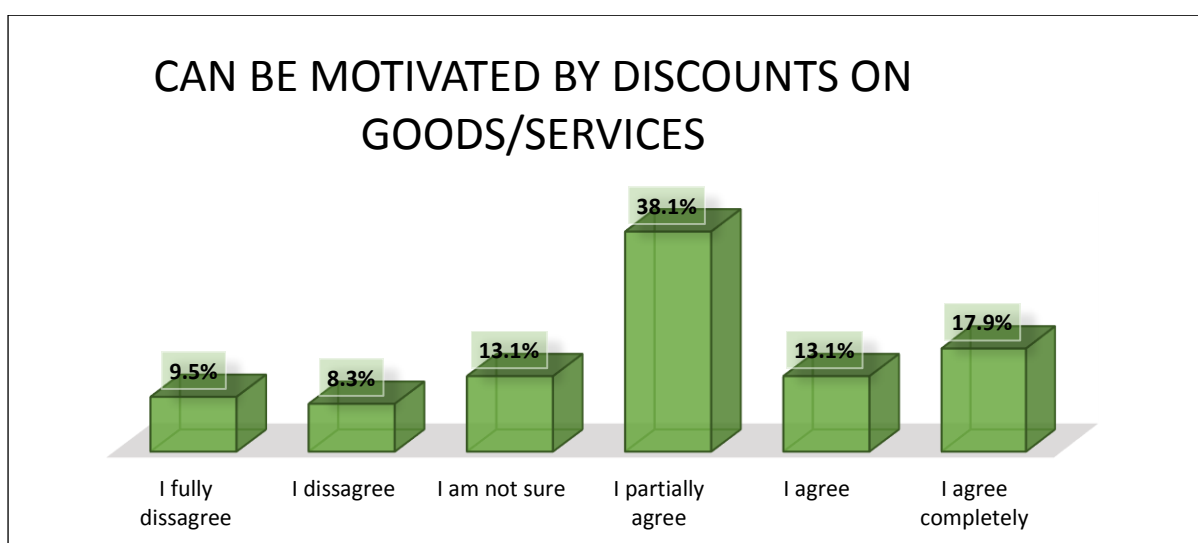
showed that 35.7% of all respondents believe that catering could motivate them. 31% have also agreed that it could help them to be motivated to certain extent. 14.3% disagreed that this could motivate them and 19% were not able to answer.

Figure 61 Catering



21% of ICT sector organizations provide discounts on goods/services for employees (ICT Sector Compensation Survey: Lithuania, 2021). Majority (38.1%) of respondents said that they would be motivated by this to a certain extent, however, this would not be a main motivator to them. However, still 13.1% and 17.9% agreed or completely agreed that this could be a motivator for them. On the other hand, 17.8% still said that this would not play a part in their motivation level.

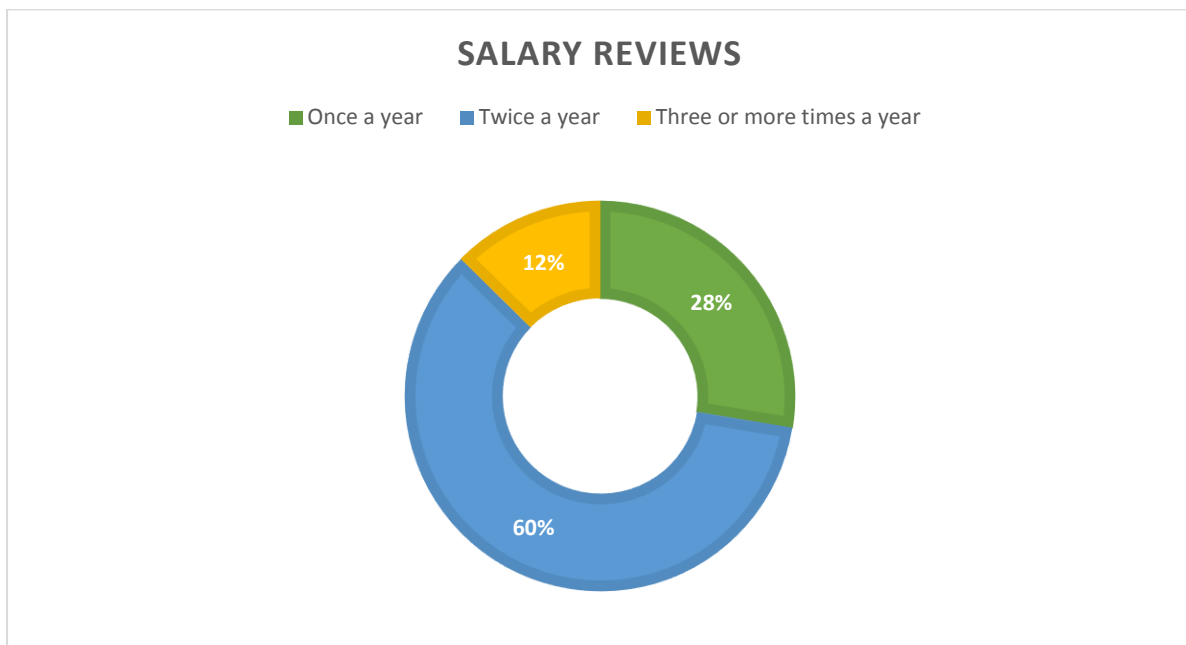
Figure 62 Discounts on goods/services



In the research was also noticed that some of respondents that usually have chosen to disagree with the questions related to their motivation (how they can me motivated) in the open ended question did mention that they do not feel like they need a motivation system at all. For those respondents the best motivation is higher base salary and flexibility around their work as well as additional days off.

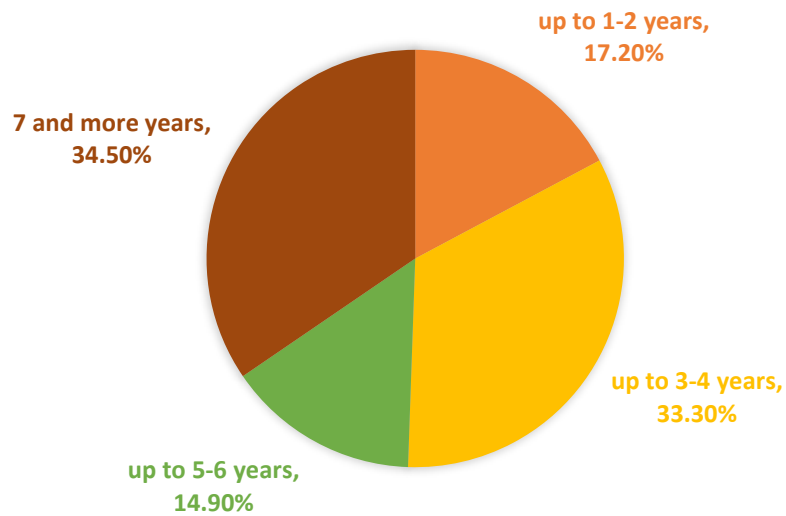
As the salary was mentioned by respondents couple of times it is possible to say that financial benefits do the biggest impact on Gen Y and Gen Z respondents. Research also showed that in order to keep them motivated respondents would like their salary to be reviewed at least twice a year (59.8%), while 27.6% of respondents would be happy with salary reviewed at least once in a year. Some respondents feel like their salary should be reviewed 3 or more times in a year (12.6%).

Figure 63 Frequency of base salary reviews



Research also showed that IT personnel is willing to stay in organization for longer if the organization can offer them long-term service benefits. 34.5% of respondents said that they would stay 7 and more years with organization, 33.3% mentioned that they would stay for 3-4 years within the company.

WILLINGNESSES TO STAY IN ORGANIZATION FOR LONGER PERIOD



Second part of the research demonstrated that not all currently offered benefits motivate Gen Y and Gen Y employees. In fact, majority of respondents feel that the currently offered benefit packages need to be improved. The biggest motivator for these two generations are as below:

- Travel insurance
- Health insurance
- Life insurance
- Accident insurance
- Working remotely
- Additional days off
- Flexible working hours
- Compressed working week
- Funded personal development (training, courses, university degree)
- Allowances
- Wellness and sports

Other benefits they also motivate certain groups of people, however the value that they bring is not as big as previously mentioned benefits.

4.3. Conclusion of research results

Research showed that in fact needs to influence how respondents feel about offered benefits. For example, when respondents were asked about how important the flexible schedule is to them at work majority of respondents said that it is very important, when they were asked to evaluate if they could be motivated by flexible working hours all respondents also agreed that it would motivate them. This proves the hypothesis that employee reward/motivation system should be created depending on the needs of employees.

In addition to this research also proved that needs can be affected not just by generational differences but also by personality type. In some questions that were presented to respondents results showed clearly this differences as same generations evaluated the same question completely differently, so when looked into personality types it was clear that some of the respondents had introverted and other extraverted personalities that made their view to be different on the same topic.

Research also proved the link between different generations and their needs. While analysing the results there was a clear differences between Gen Y and Gen Z choices, however there are a few common needs and benefits that matches both generations.

Conducted researched showed that there is in fact a space for benefit package improvement. Majority of employees responded negatively towards at the moment companies offered benefits. Based on these research results some of the suggestions for the structure of new benefit packages are made in the following section.

5. SUGGESTIONS FOR NEW BENEFIT PACKAGES, GEN Y AND GEN Z MOTIVATION IMPROVEMENT

According to I. R., Almana (2020), the system of motivation of employees should include incentives that take into account the unique characteristics of each employee individually. This is a certain list of actions taken by the company's management in order to increase employee productivity, attract and retain qualified specialists. In addition to this, According to L.V. Temnova (2019), in order to be able to motivate a particular employee, it is advisable to find out his psych type. This can be facilitated by socionics, a scientific concept that studies the types of personalities and their interaction with each other.

Based on research results following suggestions can be made:

- **Employees should be allowed to work remotely** without any restrictions;
- **Employers should provide an employee with flexibility at work** regarding their working hours;
- **Time allocation during a workday for personal development.** Companies should allow employees to develop their skills during their working hours. This personal development should not be related to any work-related tasks, but purely time allocation for employee to read, research on which ever topic that suits them;
- **There should be a base benefit package** that all employees receive once they join organization this should include health insurance, car parking space at the office or funded car parking tickets, if employees are traveling to office in another way set some allowance towards that, annual bonuses for performance;
- The rest of the benefits **employees should be allowed to choose** from the list. In this way the employees will choose the benefits that they like and feel they will benefit from those the most;
- **Additional benefit package should consist of following benefits:**
 - MUST:**
 - Health insurance for spouse and dependents.
 - Life insurance
 - Accident insurance
 - Retirement bonuses
 - Contributions to 3rd pension pillar
 - Long-term disability bonuses
 - Additional paid days off (the more the better)

- Mental health benefits (e.g., counselling therapy, sick days off, mental health app license, seminars)
- Compressed workweek – 4 days a week, half day Fridays (at least in a quiet period for business or in a summer)
- Funded personal development (that includes any courses, certification, university degree or any other).
- Spots club (gym) membership with personal trainer

ADDITIONAL:

- Vouchers and cards (e.g., holiday, gift, culture, meal and deliveries, shopping)
 - Children care benefits (e.g., parenting support, nursery...)
 - Compensation for fuel or workstation if working from home electricity bill coverage
 - Paid holiday expenses (flight tickets, hotel)
 - Bonuses for certifications
 - Stock/share purchase plans
 - Camper van rental
 - IT equipment (phones, computers, monitors, tablets)
- **Benefit packages should be reviewed at least every year** to see if they meet the needs of employees.

It is also important to recognise that in order to motivate employees' organizational culture is also important – not just benefit packages. Organizations should keep offering free food and beverages in the office, events, presents on some important occasions, however this should not be communicated to employees as a bonus for them, but rather something that company does extra to keep a good vibe. In addition to this, company should create an environment where employees would be able to express themselves, where they would be trusted and respected, recognised and valued for the experience and the work they do. Transparency, clarity and fairness of evaluations and procedures, technical advancement and innovation, work and life balance. Good micro-climate at work are vital qualities of any healthy organization. In relation to experience allow employees to work independently and include them into important decisions as then they feel like a part of the organisation where they have a voice as well. Finally, do not forget to provide a career opportunity directly to the employee as this will challenge them. I quick summary of how to motivate employees additionally to benefit package (see Table 3).

Table 3 How to motivate employees

	Common for Gen Y and Gen Z employees (for ICT professionals)
How to motivate?	<ul style="list-style-type: none"> • offer intellectual challenges and projects; • allow collaboration with colleagues to achieve goals; • enable the use of systems and advanced technologies wherever they can; • give them the opportunity to satisfy their curiosity; • combine leadership with their personal and career goals; • include them into important decisions; • take their views into account when making decisions; • flexibility (remote work and work and life balance); • clarity and fairness of evaluation and procedures.
What to say?	<ul style="list-style-type: none"> • You will work with other talented and creative people; • You and your colleagues can help change business; • You will be respected for your experience and contributions; • You will have great career opportunities and challenges; • You will have an opportunity for self-expression and ability to make a decision independently; • We trust you.
How to pay/reward?	<ul style="list-style-type: none"> • rewards for developing their personal competence; • opportunities for improvement (training); • good microclimate; • constant feedback; • important top-down communication (open door policy); • a leisure atmosphere with clearly defined acceptable aspects of the activity; • transparency; • higher base salary.

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SUMMARY IN LITHUANIAN

DARBUOTOJŲ MOTYVAVIMO SISTEMOS GERINIMAS, ATSIŽVELGIANT Į KARTŲ SKIRTUMUS BEI ASMENYBĖS TIPUS

Jūratė RAITELAITYTĖ

Magistro baigiamasis darbas

Verslo vystymo magistro studijų programa

Vilniaus Universitetas, Ekonomikos ir Verslo Administravimo Fakultetas,

Darbo vadovė – prof. D. Diskienė

Vilnius, 2022

SANTRAUKA

105 puslapiai, 63 paveikslėliai, 3 lentelės, 170 literatūros nuorodų.

Pagrindinis šio magistro darbo tikslas - įvertinti, kaip šiuo metu siūlomi išmokų paketai atitinka darbuotojų poreikius.

Darbą sudaro trys pagrindinės dalys: literatūros analizė, tyrimas ir jo rezultatai, išvados ir rekomendacijos.

Literatūros analizėje apžvelgiama darbuotojų motyvacijos samprata, pateikiamos pagrindinės rinkoje naudojamos priemonės ir metodai, nurodomos Y ir Z kartos charakteristikos ir tai, kas juos motyvuoja darbe. Literatūros analizė taip pat parodo, kaip asmenybės tipai gali būti naudojami skirtingiems darbuotojams motyvuoti.

Atlikęs literatūros analizę, autorius atliko tyrimą apie šiuo metu rinkoje siūlomus priedus, siekdamas patikrinti, kaip šie priedai atitinka Y ir Z kartos darbuotojų poreikius. Savo atsakymus pateikė 352 respondentai, pateikę visiškai užpildytus klausimynus. Pagrindinis šio klausimyno tikslas buvo patikrinti, ar Y ir Z kartos darbuotojai jaučiasi motyvuoti šiuo metu rinkoje siūlomų išmokų ir kurios iš jų jiems daro didžiausią įtaką. Tyrimo rezultatai buvo statistiškai apdoroti SPSS programa. Likerto skalių suderinamumui nustatyti naudotas Cronbacho alfa koeficientas; visais atvejais jis buvo didesnis nei 0,6, o tai rodo, kad naudotos skalės buvo suderintos. Siekiant nustatyti koreliaciją, naudotas Pirsono koreliacijos koeficientas.

Tyrimas atskleidė, kad šiuo metu siūlomos išmokos nevisiškai atitinka darbuotojų poreikius, todėl jas reikia tobulinti. Tyrimai taip pat atskleidė, kad egzistuoja ryšys tarp poreikių ir asmenybės tipų ir kad tos pačios kartos, bet skirtingo asmenybės tipo žmonės gali turėti skirtingus poreikius ir motyvatorius.

Išvadose ir rekomendacijose apibendrinamos pagrindinės literatūros analizės koncepcijos ir atlikto tyrimo rezultatai. Autorius mano, kad tyrimo rezultatai galėtų suteikti naudingų gairių įmonėms, norinčioms atnaujinti savo išmokų paketus, nes tai galėtų padėti kontroliuoti darbuotojų motyvaciją ir galbūt sumažinti jų išlaikymo organizacijoje rodiklius.

SUMMARY IN ENGLISH

IMPROVING STAFF MOTIVATION, TAKING INTO ACCOUNT GENERATIONAL DIFFERENCES AND PERSONALITY TYPES

Jūratė RAITELAITYTĖ

Master thesis

Business Development master study programme

Vilnius University, Faculty of Economics and Business Administration

Supervisor – prof. D. Diskienė

Vilnius, 2022

SUMMARY

105 pages, 63 figures, 3 tables, 170 references.

The main purpose of this master thesis is to assess how well currently offered benefit packages meet the needs of employees.

The work consists of three main parts; the analysis of literature, the research and its results, conclusion and recommendations.

Literature analysis reviews concept of employees motivation, presents the main tools and methods that are being used in the market, indicates Gen Y and Gen Z characteristics and what motivates them at work. Literature analysis also shows how personality types can be used to motivate different employees.

After the literature analysis the author has carried out the study about currently offered benefits in the market to test how these benefits meet the needs of Gen Y and Gen Z employees. 352 respondents have presented their answers with fully completed questioners. The main purpose of this questioner was to test if Gen Y and Gen Z feel motivated by currently offered benefits in the market and which of those have the largest impact on them. The results of the research were statistically processed with the SPSS programme. Cronbach's Alpha coefficient was used to determine the alignment of the Likert scales'; in all cases, it was higher than 0.6, which indicates that the scales used were consistent. In order to establish a correlation, Pearson's correlation coefficient was used.

Research revealed that currently offered benefits do not fully meet the needs of employees and therefore it needs to be improved. Research has also revealed that there is a link between needs and personality types and that people from the same generation, but with different personality types can have different needs and motivators.

The conclusions and recommendations summarize the main concepts of literature analysis as well as the results of the performed research. The author believes that the results of the study could give useful guidelines to the companies that are willing to upgrade their benefit packages as this could help control employees' motivation and possibly lower retention rates within the organization.

ANNEXESS

Annex 1. Questioner

RESEARCH QUESTIONNAIRE

Dear respondent,

I am Jūratė Raitelaitytė, a student of the Master's program in Business Development at Vilnius University. I am currently conducting a study of my final work to find out whether the benefit packages currently applied in companies meet the expectations of generations Y and Z. The questionnaire is anonymous, the data will be analysed only in general terms, without distinguishing individual responses, therefore your confidentiality is guaranteed.

FILLING INSTRUCTIONS

You are provided with statements to which we ask you to respond. For each of the statements on the scale from "I totally disagree" to "Totally agree" or "Absolutely irrelevant" to "Absolutely important", mark the answer that suits you best. Please tick X for the answer that suits you best. For each statement, select only one variant of the answer.

EXAMPLE OF MARKING:

1.0	How important ... is at work?	1	2	3	4	5	6
1.1	self-expression						X

- In a scale from 1 to 6 evaluate how important at work is for you below (1 - not important at all; 2 - not important; 3 - more unimportant than important; 4 - more important than unimportant; 5 - important; 6 - very important)

1.0	How important ... is at work?	1	2	3	4	5	6
1.1	self-expression						
1.2	ability to make decisions independently						
1.3	possibility to improve qualifications						
1.4	trust						
1.5	good microclimate						
1.6	manager's recognition						
1.7	permanence						
1.8	meaningful work						
1.9	flexible work schedule						
1.10	access to training						
1.11	Inclusion in important decisions						
1.12	conferral of responsibilities and powers						
1.13	respect for experience and contributions by employers						
1.14	career opportunities						

1.15	opportunity to train others						
1.16	possibility to reconcile work and family time						
1.17	challenges at work						
1.18	personal 'thanks' from management						
1.19	public 'thanks' from management						
1.20	transparency						
1.21	clarity and fairness of evaluations and procedures						
1.22	technical advancement and innovation of the company						
1.23	get-togethers						

2. What else is important for you at work?

3. Does your company's motivational system work? (choose one)

- It is working
- I think it could be improved
- Not working
- My company does not have one

4. Why do you need a benefit package at work?

5. Mark if you agree or disagree with below (1 - I fully disagree; 2 - I disagree; 3 - I am not sure; 4 - I partially agree; 5 - I agree; 6 - I agree completely)

5.0	I can be motivated by:	I fully disagree	I disagree	I am not sure	I partially agree	I agree	I agree completely
5.1	entertainment events						
5.2	mobile phone bills coverage						
5.3	mobile phone set purchase						
5.4	referral bonus						
5.5	compensation of parking fee						
5.6	transportation allowance						
5.7	organization car benefits						
5.8	severance package						
5.9	travel insurance						
5.10	accident insurance						
5.11	health insurance						
5.12	contributions to 3rd pension pillar						
5.13	retirement benefits						
5.14	life insurance						
5.15	long-term disability benefits						
5.16	working remotely						
5.17	flexible working hours						
5.18	additional (paid) vacation (free days)						
5.19	compressed workweek						
5.20	funding training courses						
5.21	funding educational conferences						
5.22	funding my personal development						
5.23	funding language courses						
5.24	funding university education						
5.25	free food and beverages at the workplace						
5.26	presents						
5.27	allowances						
5.28	wellness and sports activities						
5.29	share purchase plans						
5.30	catering						
5.31	discounts on goods/services						

6. What other benefits could company offer to motivate you?

7. How frequently your monthly base salary should be reviewed to keep you motivated?
- Once a year
 - Twice a year
 - Three or more times a year

8. How long would you stay in the organization if they would offer long-term service incentives?
- Up to 1-2 years
 - Up to 3-4 years
 - Up to 5-6 years
 - 7 and more years

9. Perform a personality test (<https://charakteris.info/asmenybes-testas>) and enter your personality type in the box below:

10. Your age:

11. Your gender:

- Male
- Female
- Other

12. Enter the name of your job title:

Thank you for your cooperation!

Annex 3. Benefit packages offered by the companies in Lithuania

Company	Benefits																						
	Professional growth	Health benefits and insurance	Mental wellbeing	Team buildings and parties	Additional vacation days	Flexible working time	Remote work	Employee referral program	Pets in the office	Possibility to use company's products and services	Sponsorship for sport	Performance based bonuses	Workcation	Relocation opportunities	Financial bonuses for certification	Additional paid leave for sick days or special occasions	Free snacks in the office	Company shares	Seniority bonuses	Pension Coverage	Area for leisure (ps4; table tennis etc.)	Home office equipment	
Tesonet	+	+	+	+	+	+											+				+		
Telesoftas	+			+		+	+	+	+				+										
Surfshark	+	+	+	+	+	+	+			+			+										
Devbridge		+	+	+	+						+	+											
Visma	+	+	+	+		+	+														+		
EPAM Systems	+	+			+		+					+		+	+								
Nord Security	+	+	+	+	+	+				+						+							
TransUnion	+	+		+		+	+	+	+			+	+		+						+		
Vinted	+	+		+			+		+	+							+	+			+	+	
Bolt	+			+		+		+		+								+					
Kilo Health	+	+		+	+	+	+						+			+	+						
Kevin.		+				+	+						+										
Zyro	+	+		+		+	+																
Oxylabs	+	+		+	+	+	+	+				+					+						
Nasdaq	+	+		+			+				+			+		+	+	+					
Bentley Systems	+	+		+	+	+	+	+	+							+		+	+	+	+	+	
Wix	+	+		+													+	+					