Motivation to work in for-profit and not-for-profit organizations

Authors: Betim Rexhaj
Business Administration

Tutor: Viktorija Kalonaityte
Examiner: Åsa Devine
Subject: Management
Level and semester: Bachelor, Spring 2011
Acknowledgment

First of all, it is a privilege to conduct a research about this world, and gratify the health and ability to move and think and bring the intention together to commit this research. Before starting to mention people that helped to make this research possible, I give my sincere thanks to all people who work at Linnaeus University. A big group of people and tremendous workers who made possible and easy my application to their university, my mobility and the regulation of work to the level that allowed me have all the commitment I needed to conduct this research. Grateful thanks to examiner Åsa Devine who always had great reflections and advices about the paper. Thanks to supervisor Viktorija Kalonaityte, who helped a lot with her advices about improvement of my work.

I find extremely necessary to thank all organizations that participated on the research, even though I was a pain on their back taking their time and effort, they did not decline my tricky questions. Grateful, thanks to NPOs; Macken, Katarina Josipi, Syri I vizionit, Lorenz Mazreku, for their expectation to my research and the friendship they showed due to my visit there.

Grateful thanks to Gashi family in Sweden who helped and supported me during the research process, thanks for the warm moments that serve as relax for me, and the help they gave me to contact Swedish companies as well.
Abstract

Description: Economists and organization theorists evaluate that entire human life is exchange of values between sellers and buyers in order to sustain welfare. The exchanged values are often material surplus that are changed for absent things, when there is a lack of things to be exchanged, people are pushed to sell services in order to pursue their absence or psychological needs. In modern world people selling services for their needs is known as employment. Therefore, employers often misunderstand the employment of people, mixing in this way the “service with the brain”. There is often this ironic thinking that people are paid to do whatever employer requires, and are unaware that it is their services that are being offered for an amount of money. Furthermore, this is the error happening time after time in workplaces, employers thrust, employees neglect tasks.

As a consequence, lot of authors have argued that what makes employees committed to their workplace is their motives to work. The workplace to be motivated needs to be attracted at some points for employees.

Aim: Motivation theories allude that there are many motives why people work in different workplaces, therefore the research focuses on motives of people to work, and differences between them. Consequently, the purpose of the research is to find what are motives that make employees work in not-for-profit organizations and what motives follow employees in for-profit organizations.

Research design: The research uses a comparative design, comparing results of interviews from NPO and PO to show differences between employee motives in different workplaces.

Results: The results of the research showed that there are differences between these motives, and thus NPO is empathic and independent workplace rather than the for-profit workplace.

Keywords: NPO, for-profit organizations, motives to work.
Table of content

ACKNOWLEDGMENT ........................................................................................................... I
ABSTRACT ............................................................................................................................. II
ABBREVIATIONS: ..................................................................................................................... IV

1. INTRODUCTION ............................................................................................................. 1
   1.1 BACKGROUND ........................................................................................................... 1
   1.2 PROBLEM DISCUSSION ............................................................................................. 4
   1.3 RESEARCH QUESTIONS ............................................................................................. 6
   1.4 PURPOSE ..................................................................................................................... 6
   1.5 DELIMITATION .......................................................................................................... 7

2. THEORETICAL FRAMEWORK ...................................................................................... 8
   2.1 BACKGROUNDS ....................................................................................................... 8
   2.1.1 For-Profit Organizations ....................................................................................... 9
   2.1.2 Non-for Profit Organizations ................................................................................ 9
   2.2 MOTIVATION THEORIES ....................................................................................... 9
       2.2.1 Scientific management (Taylor 1911) .................................................................. 9
       2.2.2 The hierarchy of needs (Maslow 1943) ............................................................. 11
       2.2.3 Job Enrichment (Herzberg, 1966) ................................................................. 12
       2.2.4 Contingency theory (Skinner, 1953) ............................................................. 14
       2.2.5 Equity theory (Adams 1963) ...................................................................... 14
       2.2.6 Expectancy theory (Vroom 1964) ................................................................... 15
       2.2.7 Goal setting theory (Locke and Latham 1990) ............................................. 16

3. METHODOLOGY ........................................................................................................... 18
   3.1 RESEARCH STRATEGY ............................................................................................ 18
      3.1.1 Qualitative method ............................................................................................ 18
      3.1.2 Positivism ......................................................................................................... 19
      3.1.3 Deductive ......................................................................................................... 19
   3.2 RESEARCH DESIGN .................................................................................................. 19
      3.2.1 Sampling .......................................................................................................... 20
      3.2.2 Data collection .................................................................................................. 21
      3.2.1 Realization ....................................................................................................... 23
      3.2.2 Operationalization ............................................................................................ 23
   3.3 RESEARCH QUALITY ............................................................................................... 25
      3.3.1 Validity ............................................................................................................. 25
      3.3.2 Reliability ......................................................................................................... 26
      3.3.3 Literature and source criticism ........................................................................ 26

4. EMPIRICAL INVESTIGATION ...................................................................................... 28
   4.1 MOTIVATION AND NPOs ....................................................................................... 28
   4.2 MOTIVATION AND FOR-PROFIT ORGANIZATIONS ......................................... 35

5. ANALYSIS ..................................................................................................................... 40
   5.1 Motives to work ..................................................................................................... 40
   5.2 Money ...................................................................................................................... 41
   5.3 Needs ....................................................................................................................... 41
   5.4 Job ......................................................................................................................... 42
   5.5 Experience ............................................................................................................. 44
Table of figures:

**FIGURE 1.** Maslow's Hierarchy of Needs, adapted from Maslow, A.H. (1943)..............12
**FIGURE 2.** Herzberg’s Needs Typology (source: Linstead, et al., 2009: 418)..................13
**FIGURE 3.** Skinner's Operant Conditioning. (borrowed from Lynn Mynoz, 2011)...........14
**FIGURE 4.** Vroom’s Expectancy Theory (VIE). Source: (Borkowski, 2011: 130)..............15
**FIGURE 5.** Locke and Latham’s Goal-Setting Mechanisms. Source: (Linstead, et al., 2009: 425).........16

**Tables:**

**TABLE 1.** Results showing why people work at NPO and for-profit organizations ...............50
**TABLE 2.** Employee Motives to Work. ..............................................................................52

**Abbreviations:**

(I/O)-Industrial-organizational

NPO- Non for-profit organization

OB - Organization Behavior


1. Introduction

This chapter serves as a guide for this paper and lies down the content of the paper. Below is given the history of motivation through time, and some backgrounds. There is also given the problem discussion, and as consequence, the purpose and the research question of the paper.

1.1 Background

Books of 21th century in management of human resources such as the book by Leopold, et al (2005) note that one organization relies on skills, knowledge, and efforts that people make to it. Furthermore, this book represents human resourcing strategy as the ability and technique how managers treat the “problem of securing, developing, training and dispensing with these human resources to make possible the organization to continue into the long term” (2005, 271).

In this way, it is implied the topic of motives to work in the organization is a very broad issue. It is important to appreciate why organizational behavior (OB) and management scholars have focused on the field of motivation, and why it is still important and popular in management literature (Linstead, et al, 2009: 412).

Motivation

Motivation to work is a very complex topic since it has to do with individual differences. Jackson and Carter (2007) allude that motivation for a particular action, stems from desire, and that desire stems to be unconscious for the individual, in this respect, the desire is the indicator of individuals’ behavior. Therefore, it is impossible to infer from observing the individuals’ behavior and find out what desire is motivating the behavior, even the self that is behaving may be unconsciousness of the desire that motivates them (ibid.).

For a long time motivation has been seen by lot of authors as the acquisition of satisfaction, material or otherwise, in different way Jackson and Carter (2007: 189) supporting the 21th century approach to motivation define it as “individuals’ motives about searching for identity, for positive valuation from the other”... and not only gaining satisfactory materials. Other authors as Latham (2007: 3) defines motivation as an integral aspect of training needed when the time, money, and resources that an organization spend in order to increase a person’s
abilities, are wasted to the extent that an employee chooses to ignore learning and advices, or simply does not apply the acquired knowledge and skills in the workplace.

Steers, et al (2004) conclude: “Motivation” derives from Latin word (movere) in order to express “movement”. Some of other definitions for motivation noted on their work are:

*Motivation is “the contemporary (immediate) influence on direction, vigor, and persistence of action”* (Atkinson, 1964: 2),

*Motivation is “a process governing choice made by persons . . . among alternative forms of voluntary activity”* (Vroom, 1964: 6).

In order to expand more what these definitions mean it is necessary to explore the motivation theory and its development through history.

**Motivation through history**

There is known an indicator for dragging more and more studies about motivation, this indicator has been the opposition study groups giving different approaches to the topic of motivation. Thus, Latham and Ernst (2006) say that motivation, as a topic has been for long time a clash between engineers and industrial-organizational psychologists (I/O). Engineers were the research group who conducted studies about motivation in the first two decades of 20th century, which is why these studies were mainly concerned with the money as a primary source for motivation, one of the biggest contributors was (Taylor, 1911) with his work “scientific management”.

Meanwhile the studies conducted from the third decade belong more to psychologist position, finding that it takes lot more than money to make people happy (e.g., job security, recognition, status), (Latham and Ernst 2006).

Motivation in organization had a high scale of popularity with the emerge of studies about motivation in the workplace. Theories that predict, explain, and influence a person’s motivation in workplace brought lot of studies in this field, contributing to a very different view from the already known motives for work.

Alike Linstead, et al (2009) in their work Management and Organization state that motivation theories have been dominated by two approaches through history.

*First;* Developing individual performance-based schemes to reward organizational members. Linstesad, et al, (2009) conclude that this approach to motivation was supported by Taylorism’s concept of *economic man*. This was a sad believe convincing organizations and
researchers that the basic motivating principle for workers was money or wages. By this approach was believed that workers were calculative, motivated only by their personal interest, therefore only rewards and monetary issues can satisfy their personalities. In this way, any issue about motivation to work was seen as a topic where employees intend to get self-benefit.

*Second:* Designing work to increase performance outcomes for the organization and, hopefully, to the benefit of the individual (2009: 413). This approach to motivation was known as *job design* and *redesign*. Since 1960, the concern of job design has been to make jobs more interesting, satisfying and challenging for employees. Job design was developed mostly for the reason to correct and reverse the negative effects of scientific management. In this age, researches saw motivation in work as an issue of employees to satisfy their needs, so the topic of this time was that people work because they have needs and these needs can be satisfied through working. Main theory that characterize motivation in this respect is the Maslow’s (1943) hierarchy of needs (Latham and Ernst 2006; Latham 2007; Linstead, et al, 2009). The hierarchy of needs states that people have five different needs, their goal is to firstly, satisfy their lower needs and after fulfilling their lower needs in some satisfactory level, they will seek to pursue some higher-level needs. The hierarchy of needs is developed in theory part, see chapter 2.2.2.

**Current motivation to work**

Motivation to work of the 21th century as given by Jackson and Carter (2007: 193) is a workplace in which the aim is satisfaction of all organizational participants, otherwise, if working in other biases then the debate is what are incentives that might make compliance acceptable to participants. Furthermore, they strongly support the subjectivity of employee as they note, “Because behavior is manifestation of the desire, anything that anyone does in an organization needs to be understood as a manifestation of self”, they believe that it is impossible to separate the worker from a person in the workplace. Whatever the worker acts in the workplace is the manifestation of the person as well, whatever happens to the worker in the workplace it will also affect on him as a person. This is the position that motivation holds nowadays, motivation to work is a characteristic of individual and as noted in the beginning, even the self considered responsible for behaving sometimes is unaware what desire is motivating them. Jackson and Carter say that the most that a manager can do to motivate a worker is to make sure that worker perceives whatever their desire may have, there is a possibility to be achieved through work. (2007: 191).
Latham and Ernst (2006) alike Jackson and Carter conclude that contemporary motivation to work depends on factors such as needs, personality traits, values, job characteristics, cognition, emotion etc. In the same thought Leopold et al, (2005: 12) add the sentence that people are social beings that assert, adapt and have emergent identities who, with varying degrees of ‘power’, negotiate their roles and rewards with the employment organization.

1.2 Problem Discussion

Theories about motives to work have been enriched through the history and now there are many strategies that organizations use in particular for keeping their workforce motivated. As mentioned above there are implications when considering thoughts about motivation, because of controversies between groups of authors belonging in different ages. However beside approaches against money as a core material to motivation Jackson and Carter (2007) for example supporting the contemporary theory in OB (organization behavior) conclude that even the issue of satisfying innate needs as a fundamental motive for people to work is misplaced in the theory of motivation. This is because some theorists have contested if psychological needs can ever be satisfied (2007: 190). Even though theories about motivation and personality inventories imply that needs or rewards can be used as strategies to motivate people to work Watson, (2002) concludes dissimilar. He says, “people cannot be biological machines, have fixed personalities, given sets of ‘needs’ and a straightforward willingness to ‘be managed’ if their lower- and higher- level ‘needs’ are satisfied, or their personality profiles matched job demands.” (cited in Leopold et al, 2005: 12). So even the needs as misplaced issue is quite developed in contemporary theory about motivation for e.g. Richard McKenna (1999: 301) has argued that the topic of motivation needs to be replaced with concepts such as ‘sense making’, ‘identity’ and ‘diversity’. He says, “It does not make any sense to say that managers can manage the motivation of their employees, because to do so requires manipulation and control.” (cited in Linstead, et al, 2009: 412).

Leopold et al, (2005: 12) from the perspective of human resources allude that whether we are thinking about people and work, it is important to know that the workman-“is much more than a bundle of capabilities and that they have lives and priorities beyond their organizational involvement”. The human being shows the interest, “to assert a degree of independence in their relationships with other people,” (significant others (Jackson and Carter, 2007)) especially with bosses - although strictly speaking, as Foucault (1980) points
out, we read such ideas in our ‘subjectivities’. Thus managing people is impossible (Leopold, et al, 2005: 12).

As a choice Jackson and Carter, believe that any sense of needs about motivation that people experience is only a social construction between each other (2007: 190). Hence, as Jackson and Carter conclude that desire is encouraged to desire those things that capitalism can provide: e.g., “we are encouraged to become the people that the system needs for its survival and prosperity, irrespective of whether this serves our own interest, as we perceive them.” (2007: 198). In this way, motivation to work implies that:
1. Motivation to work is not about the desire for work, but it is the desire to earn whatever incentives available to work. (Motivation is not about the work, but about the incentives for work).
2. Motivation to work is inescapably the province of the self. This means it is impossible for one person to motivate another. (Motivation of a person to work is in the boundaries of his subjectivity).

As intended in this part, it is not work-based remuneration, neither needs to be satisfied or any other reason that can give you worker’s brain under control, and this is as long as worker is an independent individual. Hence, this does not imply that people do not have needs or they should not be paid because they only need social relationships to work. What is being intended is that people should chose the culture of work and their workplace, they also should chose their job and this is controlled by their desire (Jackson and Carter 2007: 193) otherwise if they cannot do so then the issue is what incentives might make compliance acceptable for participants. If the question is, individual’s motivation to work is the province of the self then indeed, we are approaching to different motives between people as they wish to work in different cultures.

Despite the misplacement developed by authors about needs in motivation theory, it is important to note that Maslow in his hierarchy, mentions cultural specificity and generality of needs, he attempts to show differences between needs from one culture to another. He concludes that in any particular culture the conscious motivation content of an individual will usually be highly different from the conscious motivational content of an individual in another society” (Shafritz, Ott, and Jang, 2011: 178).

That is why emerge motives to conduct this research, which is to find any difference between motivations to work in different cultures. As an idea to put theories of motivation in work, it
is intended to make this research in different organized cultures or different purpose organizations. In order to do so for-profit and not-for-profit (NPO) cultures are sampled, to find these differences between motives to work. The reason for choosing these kinds of cultures is that NPOs that have general goals as they help in realms such as environment, children, poor fed people, animals etc., often work without any profit. NPOs are entities where the essential element is voluntary action “voluntary action is what one is neither paid to do nor made to do.” In their broadest sense, NPOs are simply the collective forms of individual voluntary action (Smith et al. 1988: 1.3). That is, NPOs are the vehicles by means of which people pursue together goals that are not primarily remunerative and that they are not forced to pursue (ibid.). In this sense, we evidence that people who work in NPOs are in contrary to the hierarchy of needs. They dismiss their psychological, and safety needs if they are not being paid, another issue is that how can they be motivated if not paid another controversy to Taylorism aspect of view. Is it enough the social cognition, self-actualization, human generosity to make people in organization motivated and help them to perform?

Different from NPOs, in for-profit organizations people together pursue remunerative goals (Smith et al, 1988: 1.3). For-profit organizations employ workers that are remunerated based on their work. Thus, we can actually evidence differences in subjective motives to perform for different goals.

1.3 Research Questions
Are there differences in employee motives to work between profit and non-profit organization?
What are employee motives to work in profit and what in non-profit organization?

1.4 Purpose
Indeed there are lot of organizations in contemporary world and not all of them have the same model of organizing or have the same aim that intend to achieve. Therefore, the purpose of this research is to find out if there are diversities between motives that make people work in different organized cultures. Furthermore, the research tries to find controversies between motives of people to work in for-profit organizations and NPOs. Hence, to find out any differences two groups of results will be compared.
1.5 Delimitation

Theoretically, the research belongs on the field of organization behavior and management of human resources, in order to narrow down, the research is limited on motivation in the workplace, since there were lot of motivation theories to be mentioned, there were used some of most influencing theories on this topic. Afterwards the research was delimited in the organization aspect; slightly the research was oriented in for-profit and not-for-profit organizations, and last the research was narrowed on the reflection of employees about their motives to their workplace, as mentioned NPO and for-profit organization, which intended to bring the answer of the research question; differences on employee motives.
2. Theoretical framework

The chapter contains the theory part of the research, in the beginning there are given background theories about sort of organizations in the economy in which for-profit and not-for-profit organization result. Then, there are given motivation theories through history, each approach is given in a subtitle so it can be easily read and understood.

2.1 Backgrounds

From the revenue view or better say from the profit generating perspective of the organizations, Migliore, et al, (1995) conclude that all organizations can be classified in four types and those are:

1. Private for-profit firms -these companies include all firms from the smallest enterprises to the biggest entities in the economy that seek income by selling their products and services in the market.

2. Private non-for profit organizations -these organizations seek to help the society in a particular field but may heavily depend on membership fees, endowments, donations, contributions and so on. Note that these organizations in most common cases in absence of the incomes and revenues are pushed to sell products or services in order to act and exist.

3. Private quasi-public organizations- these organizations are constituted by government as regulated monopolies, so these organizations are authorized by law to provide services or sell products to a particular population.

4. Public governmental agencies -these companies are founded by taxes and direct fees for their services, as their rights are protected by the state, or local levels.

Thus alike this division Powell and Steinberg (2006: 2) argue that nonprofit sector is distinguished and should be mentioned separately from for-profit and government sectors, in this way they give a trichotomy of sectors, nonprofit, profit, and government sector.

Mentioned in the introductory can be found that the aim of this work is the differences that come along the actions that happen in continuous state at work in profit and non-profit organizations. Hence, the focus is for-profit and non-for-profit organizations, the reason why they are developed further more.
2.1.1 For-Profit Organizations

The best definition to explain what for-profit organizations are is to simply evaluate their name, to be more consistent on this explanation Migliore, et al, (1995) says that for-profit organizations as entities that rely their existence almost solely on sales of their products or outputs to the audience for their revenue. Therefore, motives of employees to work on these workplaces might emerge in some extent by the reward made in their work scheme basis.

2.1.2 Non-for Profit Organizations

Different from what profit organization do non-for profit organizations have other purposes. The history of philanthropic traditions comes from spiritual, moral and social patterns of social phenomena to help. Reaching today’s philanthropic agencies or NPOs that seek to sustain the integrity of communities in this way they serve services such as enhancement of general quality of life and provision, for the misfortunate, marginalized, and disenfranchised (Powell and Steinberg, 2006: 13).

Modern NPOs have purposes such as supporting spirited generosity philanthropist who feel that contributions to commonwealth are spiritual and moral imperatives (ibid.). Motives of people who work in NPOs have their foundation on the Christian regimes of philanthropy. The idea of Christian philanthropies remains from the formation of voluntary associations and self-sacrifice in order to increase individual, personal, and spiritual growth (Powell and Steinberg, 2006: 13). Latter there was developed a theory of sin by Christian theology, emphasis about the individual almsgiving as way to individual salvation (ibid.).

2.2 Motivation Theories

As mentioned in the introductory part theories about motivation became famous since the I/O made fist their approach to it, afterwards lot of theories came as a correction to these ideas. Therefore, below are presented theories about motives to work through time.

2.2.1 Scientific management (Taylor 1911)

Taylor mentioned problems within organization and regarding to him the responsible for those problems are factors such as individual awareness, collective conciseness, uneven distribution knowledge about tasks and gender (Linstead, et al, 2009: 414). Studies conducted a century ago on a group of shoveling workers from today’s perspective give different

---

1 It is a term for an individual that is engaged or characterized by benevolent, empathic and generous ideas.
impression for their convenience. Taylor mentions the development of soldering, he points out that the reason why workers are not ready to accept increase of their turnover is that they are afraid that they will not be paid enough (Shafritz, et al, 2011: 66). He critiques the trade unions, “workmen particularly in this country have become brutal, have become dominating, careless of any interest but their own” (Shafritz, et al, 2011: 67). He believed that workforce unions were fighting to gain their interest because they were mostly poor and creating unions was easily for them to gain power.

**Scientific Management**

Therefore, as a choice for these problems he offers scientific management. Scientific management has been divided into four principles that have been called the principles of scientific management, Taylor has sorted these principles as follow:

a. *knowledge to management*, the first of the great principles of scientific management is centralizing the knowledge to management that earlier had been in the heads of worker. The management then records, tabulates, reduces to rules, laws and mathematical formulae and then uses it to cooperation of the management to the work of workers.

b. *The selection of the worker*, he believed that the workman should be studied by management, should also being trained to do a better class of work and then should be paid higher wages than ever before.

c. *Bring together science and the man* - he believed that the science of management, and the trained man mentioned in two principles above should be brought together, Taylor speaks about implication of bringing the man into the science, and as a choice he says: “offer to man a plum” in order to make the workman accept.

d. *Division of work* - Taylor makes the biggest centralizing of work with this step he believed that the whole division of work should be made by management, nothing that has to do with planning should pass to the workers. (Shafritz, et al, 2011: 71).

Authors of motivation theory came to a conclusion that this theory came all as result of Taylor’s sad believe about the economic man - a theory of motivation that intended to cover all workers. Taylor and many authors after him were standing on this belief that the fundamental reason for an employee to be motivated was money or wages (Linstead, et al, 2009: 414).

Studies about motivation conducted after this approach, were mainly criticizing and correcting the scientific management as Latham and Ernst (2006) conclude studies conducted after Taylorism approach found it takes lot more than money to make people happy (e.g., job
security, recognition, status). This approach as mentioned in the background part was concerned with human needs as a reason of people to work.

2.2.2 The hierarchy of needs (Maslow 1943)

The hierarchy of needs states that people have five different needs, their goal is to first satisfy their lower needs and after gratifying their lower needs in some satisfactory level, they will seek to pursue some of their higher needs. These needs are queued in the hierarchy in which the physiological needs come first, as crucial needs for existence. After psychological needs are well pursued, there approaches the idea for safety needs. After safety needs, there come needs for relationship that is needs for, and to love. Then come esteem needs and, the need for self-actualization (Shafritz, et al, 2011: 174).

**Psychological needs** - these needs contain two basic needs first *homeostatic* needs and second *appetites* (preferable choices among foods). Homoeostatic refers to the body’s automatic effort to maintain a constant, normal state of blood stream, this has to do with the minerals such as the water, the salt, sugar, protein, fat, calcium, oxygen, constant hydrogen, constant temperature etc, minerals that body needs for its existence. The appetite issue has to do with preferences on appetite or partial hunger for a chemical food element that alive body lacks. If these needs are unsatisfied, and the organism is then dominated by these physiological needs, all other needs may become nonexistent. Thus, the principle of the hierarchy of needs is when fulfilling lower needs the higher will appear (Shafritz, et al, 2011: 172).

**The safety needs**- If the psychological needs are well pursued then there will appear safety needs. The safety needs can be perceived such as the common preference for a job with tenure and protection, the desire for a saving account and for insuring other issues like: medical, dental, unemployment, disability, old age etc (Shafritz, et al, 2011: 174).

**The love needs**- When both psychological and safety needs are gratified Maslow believes there will emerge the love and affection and belongingness needs. The person in aware of the safety and well psychological satiety will feel the absence of friendship, a wife, and children (Shafritz, et al, 2011: 175).

**The esteem needs**- These needs emphasize first: *desire for strength*; achievement, confidence, adequacy, independence and freedom. Second, *the desire for reputation*; prestige, recognition, attention, importance, appreciation etc. (Shafritz, et al, 2011: 175).
The need for self actualization - The tendency for actualization is the one’s desire to become more and more what one is, to become everything that one is capable of becoming (Shafritz, et al, 2011: 175), e.g. a musician want to sing, an artist to paint and so on.

Below is given the hierarchy of needs developed by Maslow (1943)

![Maslow's Hierarchy of Needs](image)

**Figure 1. Maslow’s Hierarchy of Needs**, adapted from Maslow, A.H. (1943).

The second approach to modify peoples’ motives in workplace is the theory of job enrichment.

### 2.2.3 Job Enrichment (Herzberg, 1966)

A research made at (GM) showed that reward, payment and promotion were reported as employee expectations; while achievement, contribution and responsibility were reported as powerful motivators (Linstead, et al, 2009: 417). Herzberg somehow same as Maslow came to a conclusion that sticks to employee needs and dismisses the money as motivator to work. Herzberg (1966) concludes that from a research at GM came two different groups of factors and as he describes them such as:

- There is a group of factors named *hygiene factors*; these factors have a correlation in between dissatisfaction and no dissatisfaction. These factors are e.g. payment, interpersonal relations, supervision, company policy, working conditions, job security and so on.

Herzberg notes that these factors do not provide job satisfaction but in their absence, they can provide job dissatisfaction, and in their presence, they can only dismiss job dissatisfaction.
The second group covers those factors that lead from no-satisfaction to satisfaction. Herzberg believes that these motivators can be the job itself being challenging, gaining recognition and scope for achievement, the possibilities for growth, advancement and greater responsibility.

In this way, the job itself must be the source of motivation (the job content). “All what hygiene factors can do is to eliminate dissatisfaction by cleaning up the environment.” (cited in Linstead, et al, 2009: 418).

1. Job context continuum: Hygiene seekers

   ![Herzberg’s needs typology](source: Linstead, et al, 2009: 418).

   Herzberg says: “If you want people to do a good job, give them a good job to do” he believed this is done best through job enrichment. In this way, the job content is expanded and job depth is increased- in the extent to which planning and duties that regularly are performed by supervisor, in enrichment theory these jobs are performed by the worker (Schermerhorn, 2011: 378). This theory intends that employees can be motivated by enriching their work environment so this becomes a factor of self-motivation. (Latham and Ernst, 2006; Steers, et al, 2004).

Herzberg believed that this must be done in vertical direction\(^2\) in which the worker receives more responsibility, recognition, growth, achievement, challenge and advancement. Furthermore, Herzberg did not show interest to develop the horizontal direction\(^3\) of

---

\(^2\) The hierarchy, where the tasks are performed vertically e.g. Top management, management, employee etc.

\(^3\) A line of employees, where in consideration are taken employees in horizontal direction such peers, subordinates etc.
enrichment especially in the relationship to unskilled work because his study was conducted with professional workers as engineers and accountants. (Linstead, et al, 2009: 419).

### 2.2.4 Contingency theory (Skinner, 1953)

Another approach to motivation is the contribution of Skinner (1953) on contingency theory (called by some reinforcement theory). Skinner studied the behavior of rats and pigeons in laboratory and concluded that the environment alone shapes a person’s behavior (Latham and Ernst 2006). In this way, contingency theory is referred to that, over time, “individuals learn contingency relationships between action and their consequences and these contingencies guide future behavior” (Steers, Mowday, and Shapiro 2004). Speaking more clearly Latham and Ernst (2006) allude this is a learning theory a person’s response increases contingently while working in the environment.

Below is give a picture that shows how a mouse is attracted to a reward and in order to receive it had to push a button, over time the mouse learns this relationship with the environment and as a consequence this becomes decisive for his subsequent action.

![Figure 3. Skinner's operant conditioning.](borrowed from Lynn Mynoz, 2011)

In this way “people learn contingent relationships between what they do and the concomitant result; it is these contingencies that determine their subsequent behavior, not cognition and certainly not the need hierarchy that Maslow espoused” (Latham, 2007: 49).

### 2.2.5 Equity theory (Adams 1963)

This theory developed by Adams (1963) states that a person evaluates his or her outcomes and inputs by comparing them with those of others. Adam states that “the equity exists when the ratio to ones outcomes (e.g., pay, promotion) to inputs (e.g., education, skills) is equal to the ratio of others (e.g., peers, co-workers) outcomes and inputs” (Borkowski, 2011: 134; Latham and Ernst, 2006).

Adams was influenced by cognitive dissonance theory, which states that if the person perceives that there is a discrepancy between his belief and his behavior, there appears the
reduction of motives to behave in the same level (Latham, 2007: 53). In this way, motivation of employees seems to be affected by the perception and belief that they are rewarded fairly (Linstead, et al, 2009: 422).

In this way, this theory states that if the worker was paid too little comparing to others for the same job done and at the same time they perceived that they were remunerated fairly, they could attempt to increase their inputs by increasing their performance to job. In contrary, if they felt the payment was unfair comparing to others they would feel unmotivated and might attempt to decrease their performance to job decrease their inputs. In the idea of perceiving the payment unfair, they might also seek to increase their outcomes, by asking for a higher reward, an independent assessment, or promote for example. If they also feel to be overpaid, they could also seek to decrease their outcomes by taking less pay, or justify their payment by performing more (increasing inputs) (Linstead, et al, 2009: 423)

2.2.6 Expectancy theory (Vroom 1964)

Expectancy theory developed by Victor Vroom (1964) is expressed in a mathematical equation $M = V \times I \times E$. Vroom believes that there are three force factors that motivate a person to give effort to a task and those are Valence, Instrumentality, and Expectancy. 

Valence- is the strength of a person’s want, need or dislike for a particular outcome.

Instrumentality- is a person’s perception that his or her performance leads to other outcomes.

Expectancy – It represents a person’s belief that his or her effort will successfully influence his or her performance (Borkowski, 2011: 130). Below is given the figure 4 that explains expectancy theory in these three steps:

![Expectancy Theory Diagram](image)

Figure 4. Vroom’s expectancy theory (VIE). Source: (Borkowski, 2011: 130).
In this way three conditions of expectancy theory that decide one person’s level of motivation are: 1. the persons desire for a particular outcome; 2. the individual’s perception that working and performing harder can be reached other desired outcomes. 3. the perception that their effort will lead to the required performance, or satisfied valuation (Borkowski, 2011: 129).

### 2.2.7 Goal setting theory (Locke and Latham 1990)

Goal setting theory developed by Locke & Latham (1990) implies. 1. Setting specific high goals lead to a higher performance than no goal or vague goals such as empowering employees to do their best. 2. The higher the goal is the higher the performance will be. 3. Payment incentives, participation to decision making, competition and feedback helps on increasing the persons performance for setting and committing to high goals (Latham and Ernst 2006; Latham 2007: 53).

As implied by Locke and Latham goals have “the effect of directing attention (choice); mobilizing energy expenditure or effort, prolonging effort over time (persistence), and motivation the individual to develop relevant strategies (cognition)”. The moral of the goal setting approach is that given goal commitment or acceptance leads to improvement of the job performance by the employee. Because the goal settlement serves as a regulatory mechanism that gives to the employee the ability to observe, monitor, subjectively evaluate, and adjust job behavior in order to attain the goal (Latham, 2007: 53).

How goals influence the individuals is illustrated in the figure 5 below.

![Figure 5. Locke and Latham’s goal-setting mechanisms](source: Linstead, et al, 2009: 425).

Goal setting theory has some implications as cited in Linstead, et al, (2009: 425) if goals are made too easy they will not motivate to be achieved; if goals are set too high they will not be attained and performance will plummet. The lesson from goal setting theory is that the
specific difficult goals lead to higher performance rather than a complex task (2009: 426). These implications are shown in figure 6.

**Goal difficulty**

**Figure 6. Locke and Latham’s goal difficulty and performance.** Source: (Linstead, et al, 2009: 426).
3. Methodology

This chapter reflects methods used to conduct this research. The chapter is sorted in three parts first comes research strategy, second comes research design, and third is research quality. Each subchapter deals with its relevant topic.

3.1 Research strategy

According to Bryman and Bell (2007) there are two research strategies which researchers conduct studies. These two strategies are qualitative and quantitative. According to these authors; first is quantitative research deals with numbers rather than words, practice should be imitation of theory that has been experiment of lots of studies and observations (the aspect of positivism). While second approach, qualitative is more concerned with words than numbers, in which the theory is the generation of the subjective phenomena while observing their real world.

3.1.1 Qualitative method

This research is based upon individual importance on the organization, and supports the perception of individuals about work and life. Qualitative gathering of data brings the conclusions and the answer of this research question. According to Bryman and Bell (2007: 402) qualitative research tends to be concerned with words rather than numbers. As a theory, supporting the human importance and the conclusion that everything including the research depends on the individuals, hence rejects the objective reality consisting that social reality is based upon the individuals’ creation. The belief that individuals interpret their social world suits perfectly the research topic of this work. The paper embraces this kind of perspective in which the sample of individuals is intended to represent the topic. Interviews with people that work and perform within organization are the best sample in connection to motives for work because either intentionally or unintentionally the performance and the level of effort to work depend on individuals. Therefore, interviews are used to collect data for the research and to meet this aspect of qualitative strategy mentioned above.

In the other way, this paper is rather valuable because uses theories and literature already tested and that have been amenable to different observations and are highly replicable as well.

---

4 A related reality, which is meant to exist upon individual subjectivity, something real out there.
3.1.2 Positivism

According to Bryman and Bell (2007: 17), positivism stance holds the attitude about theoretical terms that are not directly amenable to the observation are not considered scientific or reliable. "Positivism is an epistemological position that advocates the application of the natural science to the study of social reality and beyond "(Bryman and Bell 2007:16), in this way, this paper is conducted upon positivistic view, where theories conducted and tested by researchers are used. This paper is constructed in this prospect, theory and other conclusions are drawn upon the scientific literature and already tested theory. Since the positivism is concerned with scientific point of view and logical approach, the principle guides us to follow the deductive way to test and review theory.

3.1.3 Deductive

According to Bryman and Bell (2007:11) deductive is an approach to the relationship between theory and research in which the research is conducted with reference to hypotheses and ideas inferred from the theory. In other words, it is based on specific areas and already existing theory; infer a hypothesis that must be subjected to empirical scrutiny. Hence, this paper is developed in this track, where the deductive approach is assisted by positivism stance. Furthermore, Bryman and Bell (2007: 16) add that after applying the natural science models on studying the social sciences to the deductive approach, the research receives the role of testing theories, on which the knowledge comes as a rigorous observation and testing process. The emphasis on deductive approach to the relationship between theory and research gives to the researcher the role of the observer.

The point to embed this approach is to reach a valuable and reliable research while positivism in relation to deductive approach regarded by many authors who make researches nowadays best fit this criterion.

3.2 Research design

This work counts on two analyses that are comparison to each other, people in two different cultures are interviewed to show differences in one particular issue. By this mean, the research design used in this paper that compares analysis is called comparative design.

According to Bryman and Bell (2007: 66), comparative design entails the studies in which are used identical methods of two or more contrasting cases. Comparison design stands on the logic that we can understand social phenomena better if we compare them to two or more
contrasting cases or situations. Hence, Bryman and Bell (2007: 69) recommend that when using comparative design the research should mostly focus on differences between individuals, groups, organizations, societies etc. Furthermore, the paper constructs differences between comparative organized entities with the belief to show differences in their motives for work.

### 3.2.1 Sampling

Bryman and Bell (2007: 182) define sampling as “the segment of population that is selected for investigation”. In other words sampling means selection of a number of people from one group that will represent the whole group, an example of sample may be a group of doctors that can be the best representatives for their Hospital.

The representative sample of the research is one group of activists from different NPOs and one other group of people is from for-profit organizations. Therefore, the sample is two groups of people from different entities and as comparative research intends the sample represents different cultures as well. As mentioned above the intention of the research is to bring up different motives of people to work, in this sense, several people coming from different organizations are intended to answer the research question. In order to find the differences the Non-profit sample is represented from two activists from “Macken”, this organization is a group of people that give effort to event such as recycling, environment, learning and integration of immigrants, this organization exercises its activity in Växjö a city in southern Sweden. Two other activist come from a NPO named after a generosity priest of the city Peja: father “Lorenz Mazreku”. The organization is found in Peja, a city in northwestern Kosovo. Activities that they deal with are often organization of events such as cultural and youth events, learning and educating of pupils, sport activities, training, excursions, help for orphan children and care for their integration. Another activist participating in the research comes from a NPO that exist since quite a long time, “Katarina Josipi”, this organization often activates youths in realms such as cultural and artistic events, and more than others it brings youths together by education, activities and plays. Another activist representing the sample comes from a much known NPO organization in whole Kosovo “Syri i Vizionit”, the organization deals with activities such as identification of societal preoccupations, community problems, education, and publication of articles, records, and broadcasting on these topics. It is important to note that in the NPO sample there are presented individuals that are paid for their effort in the organization. Nevertheless, as the research intends to put theories about payment in act, it was essential that sample should
represent both paid and unpaid activists. Thus, purposely the sample represents a mixture of unequal remunerated individuals, for the reason to answer the research question correctly.

The sample was intended to bring different workplaces in the research therefore; the for-profit sample is represented by two people coming from an insurance company in Kosovo, “Sigal”. These two people work at administration level, which it is seen as an average position of job in Kosovo. In addition, a big entrepreneur of the country was interviewed he owns a big supermarket in Peja “Nedex”. The entrepreneur himself is the participant on the research, even though it was hard for him to find a little time as a founder of more than five millions enterprise.

This is the completed sample representing empirical data of research, people representing the sample as mentioned, are mix of different positions holding at companies for the intend to answer the research question properly.

3.2.2 Data collection

After the problem discussion has been argued, and the research design chosen, then the researcher should have in mind how to collect data. Kothari (2004: 95) argues that the researcher should keep in mind two types of data those are; primary and secondary data. Thus primary data are data that are collected for the first time by the researcher, and thus happen to be fresh and original in character. Hence, secondary data happen to be data that have been already collected, and exist as data collected by another author that have already passed the statistical process.

Accordingly, as qualitative research strategy intends and used in the research, interviews are used as primary data to construct the response for the research question. Furthermore, secondary data are less used in the research, but as not every data can be primary, there is always the need to use secondary data. However second hand data used, are merely information about companies mentioned in the research.

Primary data

The importance of primary data is high, Bryman and Bell (2007) give several methods to collect data which no matter if qualitative or quantitative they appear as one’s data collections. Some of methods to collect primary empirical data are interviews, questionnaires, observations, focus groups etc.
The empirical part of this paper discussion is supported by a group of people, which by researchers is called focus group. Furthermore, Bryman and Bell (2007: 511) define focus group method as a form of interview in which for several purposes such as the save of time and money, researchers often gather a group of people who are all participants in one interview and answer questions about a particular topic in general. Nevertheless, since the people from group come from different nations it was hard to bring them in a focus group interview. Therefore, this research is conducted by semi-structured interviews of all participants or the whole sample separately. The semi-structured interview is type of interview in which the researcher already has the list of questions in the topics he wants to cover, this is called an interview guide, which allows the interviewer to ask question that follow the topic. However, the questioning and the response is not expected to be all structured and narrowed down, the interviewees can speak from their subjectivities, and the interviewer has the possibility to ask questions that emerge from the conversation (Bryman and Bell, 2007: 474). In this way, an interview guide was used to follow the process of interviewing. This interview guide is given in the appendix of this document.

It is important to notice that questions were formulated in accordance with the theory used and were not changed during the interviews as the semi-structured method allows interviewer to do. However, interviewees had a great deal of freedom to answer and everything even the body movements when answering were considered as subjectivities how employees perceive motivation to work. There was also prepared a helping guide as well to help interviewees understand the questions when they may have been unclear, and help to focus on the issue of the research.

These interviews were processed in a way that allowed the interviewee read the question himself afterwards the interviewer explained questions further, then there were taken notes when participant was answering.

Secondary data

Secondary data can be all documents and sources that we find and use and we do not need to collect by ourselves as Kothari (2004: 111) says data which are already available. As mentioned, secondary data used in the research include mostly data about companies used in the research, therefore the source of these secondary data are often company website, and the section about their history.
3.2.1 Realization

In order to receive a successfully implementation of qualitative strategy and a good realization in the other side, empirical data were collected by interviewing the research sample. Since the research sample was from a different culture, particularly from Sweden and Kosovo, in this way interviews were first performed in Sweden. Furthermore, these interviewees were conducted at “Macken” with Sara Birgersdotter and Sam and lasted for approximately one hour each. Interviews were conducted on 28th of June and were maintained in their workplace since it was more convenient. Hence, interviews conducted in Kosovo, with organizations mentioned in sample part were conducted from 1 July 2011 to 10 July 2011; each participant was occupied by these interviews for approximately one hour. Interviews took place same as in Sweden in their workplaces. A single researcher maintained interviews, therefore interviews can be classified face-to-face interviews. Indeed interviews were time consuming when considering face-to-face confrontation that brings other questions while speaking. Nine participants in all were interviewed when also considering one interviewer therefore collecting data lasted approximately three weeks or 20 days. A good schedule was necessary and very helpful while guiding to empirical investigation.

3.2.2 Operationalization

Discussion about motivation to work seemed to be one of the most reflexive issues within organization behavior. As mentioned in theory part, discussion about motivation has been a very broad and implicated topic, lots of thoughts and studies conducted and there is still absent a final conclusion about this topic. Jackson and Carter (2007) allude that motivation steams from desire, something that one wishes, and this desire seems to be unconsciousness. So, the first question asked to interviewees seeks to find in participant’s subjectivity what are motives that make them work at any particular organization? A flow answer was required from interviewees, so they have to think and then tell which motives make them work. Hence, there was no interruption or intention to structure answers, the interviewer’s job was only taking notes. In order to find any relationship with the theory of human as rational being (Taylor, 1911) the sample was asked how much does money (payment) influences your motives to work? The interviewee was required to tell from his subjectivity if money helps him be motivated when they feel unmotivated to work, while questioning there was structuring of the issue, by
helping questions such: would you consider a bonus or a reward as a factor to make you motivated to do a job that you otherwise would not? Interviewees were asked to show their experience about the needs as factors to live (Maslow, 1946). Since the whole sample was pro needs as conditions necessary for them to work, it was required that the question should be structured in which the interviewee could give a comment on the hierarchy of needs. The asked question was, which needs would you consider you are interested to fulfill, with your work? In addition, there was given the hierarchy of needs and options to chose from and comment on it. Consequently, the question was intended to achieve the statistic that shows need differences between employees.

In order to test the theory of job enrichment, (Herzberg, 1966) the sample was asked does the job you do motivate you to work? By this question was intended to see how much do contemporary workforce supports the theory of enriching the job.

The fifth question had to cover the contingency theory (Skinner, 1953), participants had to convey how much their motives to work are affected by the environment and the contingency relationships they learn while working. Skinner alludes that while working with others in one environment we get used to it and learn patterns that continue to be repeated by us. Therefore interviewees had to give their answers to the question do you feel motivated to work because you feel experienced in your job? Participants commented the affect that experience of their pattern acquired in their workplace assist them in their everyday job.

Furthermore, the sixth question was Do specific goals set by management motivate you? Regarding to Locke and Latham (1990) goal setting theory states that when the management sets high goals for its employees leads to a higher performance from the later. In addition, if employees valuate acceptance to these goals the higher is the effort to achieve these goals. In this way, the interviewees had to convey how much their motives to work come as a result to fulfill company’s goals. The question was explained to the extent that interviewees understood what was required from them.

The seventh question had to do with the exploration of expectancy theory from Vroom (1964) which states that a man performs to its job because of his desire for a particular outcome. Consequently, participants were asked, how much you think your motivation to work come as an effort toward achieving something that you desire? As the semi-structured model of interviewing allows, they were asked if a flat or a car could be their object of desire they want to achieve, so the sample gave an answer regarding to the topic.

Hence, there is a theory, which is expanded more in the theory part, and which states that equity is an influencer for motives of employees. This theory was developed by Adams
(1963) and states that employees evaluate their outcomes when they compare them to the outcomes of others. In order to find relation between this theory and our sample, interviewees were asked, how much, your motives to work are affected by equality or non-equality? The question was explained for further clearance.

As mentioned several times the research’s aim is to find controversies between NPOs and those for-profit organizations. Consequently it was intended to construct a question that shows how different are motives between these two organized entities. Therefore the question to show motives between NPO and for-profit-organizations was, if tomorrow is break day (rest day), and suddenly they are told to come and work in their workplace subsequently interviewees were asked to answer what would be the reasons for them to come and work? It was intended that interviewees give a flow answer and mention the reasons why they would go to work when their right to rest is protected by law. In addition, if they would not come what would be reasons for that? To attach to the purpose of the question, answers of both groups were analyzed how different their statements were.

3.3 Research quality

This subchapter shows the quality of research which according to Bryman and Bell (2007: 39) is presented by reliability, replication and validity as criteria for assessing the quality stance of business research. Therefore, in order to be a quality research, a business research should be consistent or should consist in the same results several times if repeated. Moreover, there should be chosen models for gathering data that can best measure the research.

3.3.1 Validity

Validity refers to the integrity of conclusions that are generated from a research (Bryman and Bell, 2007: 41). There are different aspects of validity, measurement validity, internal validity, external validity, and ecological validity. Mostly when validity used it refers to measurement validity, which means whether or not an indicator\(^5\) (or a set of indicators) that is set for measuring a concept does really measure that particular concept (Bryman and Bell, 2007: 165).

Therefore interviewing two concrete groups of people that represent different entities intended to be researched can be the best indicator for measuring motives to work. Therefore,

\(^5\) Indicator in business research is used as a term to represent an element for measurement.
collecting primary data that best fit the research solve the issue of measurement validity, and internal validity constantly. Because interviews had to present the indicator for collecting data, and only data relevant to the topic, therefore question were prepared relevant to the theory, every question represented a topic about which data were to be collected.

3.3.2 Reliability
Reliability refers to convincement of the research, in other words if results that come upon a concrete research reoccur if the research is replicated (Bryman and Bell, 2007: 40). If the measurement validity is low, then the research results will be in doubt, hence the research will be unreliable (ibid.). Thus solving measurement validity can best result to a qualitative research. Reliability of the research is rather high and it is highly relied in the sample. The sample for representing the data is accurate, as mentioned there are people from lot of organization and purposely they are chosen unequal so it fits theories used. Therefore, a good operationalization approaching to the sample represents a higher reliability for the research. Note as Bryman and Bell (2007) allude because of the subjective reality of social variables it could be assessed that the research about motivation to work could be more valuable and therefore reliable if assisted by longitudinal design\(^6\) and observations of social phenomena in their workplaces. However, since it takes lot more time interviews are optional.

3.3.3 Literature and source criticism
Motivation to work is an old topic and almost all theories named about motivation come from the previous century, however sources used are all scientific books adopted, reedited, and rewritten for our time. Since motives to work have become a big concern for organizations in our time, there are many books written about this issue. Therefore finding theories about motivation to work was not as hard as was hard to choose between them. Books were borrowed to be used from the wide choice of Linnaeus university library. Furthermore, scientific articles were required to be used because of the help they give when narrowing the topic. These scientific articles could also be found at Linnaeus university database “LibHub”.

\(^6\) Longitudinal design is a research design in which analysis are realized in long terms, somewhat more than a year and can last several years.
Hence, the article from Latham and Ernst (2006) was used as a guide to write the introduction chapter. Latham is an expert in the field of motivation. He wrote and participated on writing of several books about motivation that is why his work was required as a reliable source. The book from Jackson and Carter (2007) was a guide for the introductory, helping to bring the conclusion what poststructuralist or contemporary motivation theorist think about motives to work.

Furthermore books from (Latham 2007); (Leopold, Harris, and Watson, 2005); and (Linstead, Fulop, Lilley, 2009) were used to construct the theory part indeed there are used many other books and articles but these mentioned were more used as a guide across the chapter. There was also a main book used as a leader to the theoretical chapter this was the book from (Bryman and Bell, 2007). This book was recommended by the teachers at Linnaeus University and it worth working with it since it explains everything from a scratch.

Interviews can be considered very reliable since are primary data collected for the research in speech, and the sample represented people working at least 5 years to 20 years experience on the job. Their response to questions was highly serious since the interviewees were conducted from the researcher himself therefore the reflection to the topic by interviewees was high.

Indeed, there are no doubts that the research represents results that are reliable and valuable, therefore, analysis can be conducted upon a reliable books and empirical sources as well.
4. Empirical investigation

This chapter covers the empirical part of the paper. Empirical data collected and sorted to represent the support of conclusions coming from the research. The structure of the chapter is as follow first are given the topics discussed with participants from NPOs, and second are given topics discussed with interviewees from for-profit organizations.

4.1 Motivation and NPOs

The aspect such denying and declining the work has been part of human experience since the species developed a brain large enough to use language and ask the question; why should I? Strategic management is a very broad topic on the field of organization in contemporary world, one of a broad issues that strategic management deals with is human resources. Leopold et al. (2005: 9) conclude that it is important to focus in “human resources” as human predispositions and capacities, such as skill, knowledge, commitment and a general predisposition and capacities of people to work cooperatively together, rather than to think of people themselves as ‘resources’. In this way, ‘Human resources are the effort, knowledge, capabilities and committed behaviors which people contribute to a work organization as part of an employment exchange (or more temporary contractual arrangement) and which are managerially utilized to carry out work tasks and enable the organization to exist in long terms (2005: 9).

Motivation seems to be one of the most important fields that organizations are oriented nowadays, better say it is employee motivation in the workplace that managers are always intending to possess. Today after a century of studies in this field, organizations still have problems with employee motivation and although enormous studies made in the field there is still absent any formula that can be definitive for organization to follow in order do have motivated workforce.

Company Backgrounds

“Macken” was opened in March 2006, the person who made the first step was Fredrik Bergman an entrepreneur who generated the idea of recycling used things. Now “Macken” is run by a group of people that give effort to event such as recycling, clean environment, learning and integration of immigrants etc. This organization exercises its activity in Växjö a
city in southern Sweden (Macken, 2011). Nowadays Macken is a cooperative owned by its members. All profits go to hiring more and more people.

“Lorenz Mazreku” is a NPO named after a generosity priest of the city, Peja: father “Lorenz Mazreku”. The organization is found in Peja, a city in northwestern Kosovo. The organization remains since 2001 and its first purpose was helping youths. Activities that they now deal with are often organization of events such as cultural and youth events, learning and educating of pupils, sport activities, training, excursions, help for orphan children and care for their integration (Lorenz Mazreku, 2011).

“Katarina Josipi” is a NPO that exist since quite a long time, “Katarina Josipi”, organization often activates youths in realms such as cultural and artistic events, and more than others it brings youths together by education, activities and plays (Adnan Gjakova, 2011).

“Syri i Vizionit” is a well known NPO organization in whole Kosovo, the organization deals with activities such as identification of societal preoccupations, community problems, education, and publication of articles, records, and broadcasting on these topics. “Syri i Vizionit” has started to implement projects after the end of the war in this country, the year 1999. In the beginning, they focused in communication and publication of their magazine. They started in Peja and in a short term, they expended their activity in whole Kosovo. Now there remain 40 activists in this organization mostly young in their age (Syri i Vizionit, 2011).

**People representing the sample**

Sara Birgersdotter is an empowered Swedish woman, employed at Macken and deals with tasks such as organizing of a sewing store ran by Macken, and designing clothes. She joined Macken slightly after its opening and was a participant to almost all successes that Macken has achieved.

Sam comes from Iran, he lives in Sweden since almost 20 years. Sam had an accident in his former workplace few years ago and he was not able to work anymore. Therefore, he joined “Macken” as a volunteer, and now he does a job that has a big influence at “Macken”.

Adnan Gjakova is the entrepreneur and the leader of the NPO “Katarina Josipi”. He was a teacher in this way he felt in love with the work with youth people. He works in NPO since 1990 when he first started his activity.

Naser Lajqi is an activist in “Syri i Vizjonit” he joined this organization two years after it was opened. He is an empowered employee and deals with task such as research about
Jehona Krasniçi is a student working as a volunteer in the NPO “Lorenz Mazreku” she works on tasks such as organizing events and running them. She works in this organization since 2 years.

Nol Goga is a student as well he works in this organization since two years. His effort voluntary and he deals with same tasks such organizing events, caring for them to go well etc.

**Why work in NPOs**

Sara Birgersdotter from Macken stated that reasons for working in one NPO are the solidarity nature of the organization, and the relationship they have between each other, she also mentioned as a very big indicator of motivation the independence and empowerment they have to implement ideas.

Sam also from Macken stated that in the beginning reasons to start working at Macken was only avoiding the sitting all day long and replace by doing something. Now Sam says that working in Macken is a pleasure and reasons to feel motivated is that he loves to work with people, and he finds the relationship and the cooperation there.

Adnan Gjakova from Katarina Josipi said that he started to work because he felt compassion for people who needed his help. He also mentioned the reasons such as independence to make things by himself and group decision-making.

Naser Lajçi from Syri I Vizionit said that he feels motivated to work his job because of the cooperative work between members, he mentions as important the help to the community, he also considers motivating the experience and the building of his career in his work, and empowerment and independency to implement ideas.

Jehona Krasniqi from Lorenz Mazreku NPO sees motivating the relationship to other people or knowing always new people, she believes that she needs to spend some time doing something and this is best for doing so. She also finds attractive organizing events for the organization.

Nol Goga also from Lorenz Mazreku finds very attractive his workplace and considers motivating cooperation with people, empowerment and independence in the workplace, experience for his life, and the ability to show his skills.
Connectivity with the workplace

Participants answered the question; what would be their reasons to come and work in a day off, and what would be their reasons if they would not come. This was intended to give the connection that participants have to their work.

Sara picked the responsibility she has for her work. She alludes that she will always come to work because if she does not, her work will be loaded for the other day and she will have to finish it anyway.

Sam concluded that he would come always to work because of compassion he feels for people he helps, and the responsibility he has for his workplace.

Adnan said that it is on his behalf to act like a leader, and the reason why he would come to work will always be the responsibility for his workplace. He needs to show his responsibility to his workplace as a motivator for other members to be serious on their job. So, reasons why he would come to work is serious nature for his work and responsibility.

Naser conveys that his call to work is always pleasure for him. Simple reasons to go and work to his workplace in a day off are professional, and collective responsibility that he has for his job.

Jehona commented that she will firstly look if she does not have to do anything else and the she would go at work. She also found responsibility for her as a main reason to do so.

Nol said same that he would go to work because of the responsibility he has for his job. He concluded that the responsibility is something that follows you during the work process.

Naser conveys that it is his dream to advocate citizen’s rights and he would not be able to do this at for-profit organizations. In the other side, he believes that for-profit organizations are self-interest and that is the opposite of what Naser wants. He concludes that reasons for not working in for-profit are dependency, limiting, pressure, unable to participate on taking decisions, discrimination, nepotism etc.

Jehona believes that for her student age the best choice to work is NPO because of the empowerment of your work. She told that she would not work in for-profit organizations because she feels private companies discriminate her age and underestimate her skills in this stage of life.

Nol stated same denying to work in a for-profit organization because of the preferences that he has for NPO organizations and the suitable programs these organizations have for students. Nol stated also that answering NO to the question if I would work in for-profit
organization is depended on some other circumstances as he states some may necessarily need to work because of their physiological needs they need to fulfill.

**Money as a source of motivation**
Sara Birgersdotter commented about the issue saying that money does not have any importance in motives to work, she added that she often feels that she does much more than she is paid.

Sam pointed same saying that money does not have any importance at his motives to work at all. He states that he is not being paid for his work and all he cares about is help to those people.

Adnan pointed that their organization was working in loss and he never felt that he should give up, he stated that money never had any importance to his motivation to work, all that motivates him is his goal to be achieved.

Naser as well exempts payment or money as a motivator factor, he pointed out that he will consider more motivating, appreciation of others for his job, or respect.

Jehona concluded that she comes from a rich family and salary is not her purpose to work. She said her motives to work depend on other purposes she intends to achieve, and she evidences it by her voluntary status.

Nol considers that money is very important especially on his age, he said he would need to save money for his studies, but he alluded that money does not affect his motives to work as he tells that he is a free activist as well.

**Needs and motivation**
Sara responded about needs and said that she needs money to buy such stuffs as food and clothes, but she concluded that the reason for coming everyday to work is her self-esteem and actualization.

Sam too conveys that he seeks esteem and actualization in Macken, as he said the physiological needs are not an issue for him.

Adnan showed as well that he does not work for psychological needs, he founds needs such as relationship, esteem and actualization.

Naser answered that if it would have been about physiological needs the NPO is not the perfect place to fulfill them he rather considers the esteem that others have for his job. Relationship and self-actualization as well he finds necessary.
Jehona responded saying that most important for her is self-actualization, she believes her job helps her to get experienced in her work. She also mentioned relationship with others and esteem. Noli found relationship to others and self-actualization as needs he like to work for.

Job as a source of motivation

Sara thinks that her job is one of the biggest source of her motives to work, what he likes about her job is the independence she has to implement her ideas. Sam feels he loves his job and it is something that he would not stop doing. Adnan said that how much his work motivates him depend on the results he achieves with his job, but he tells that his work becomes very motivating when he sees the progress he achieves with the public. Moreover, he mentioned that he likes challenges, that is why he loves his job, because he said it brings challenges for me to confront. Naser told that the things he does on his work motivate him a lot, such as his help for the society. Jehona said that she loves to work, and she loves especially her job. She things the job she does is attractive because it contains agendas toward saving the environment, people integration etc. Nol as well agrees with the agenda of his workplace as very attractive for him to perform, he said that he loves his job because he loves what he does there.

Job experience as a motivation to work

Sara pointed that she has learned a lot and continues to learn everyday lot of things on her job, that is why she loves her job and she feels motivated to work on it. While Sam considers experience to work as a core factor to his motives to work, he mentions the contingent learning as well. Adnan mentions that his work is a cycle it starts and ends somewhere, and it starts again from the beginning. He points that if it would have been another job he would refuse, but the experience he has in his job makes him handle the obstacles and move on. Naser argued that experience he has gained in his job is very important for him, he said that all he needs to do is just start to do something and the knowledge about the work will help to do the rest. Jehona sees her experience as a motivation for her future workplace, she believes that the experience she gains in her workplace now motivates her because she wants something in the
future. Same, believes Nol, that the experience he acquires in his workplace motivates him to work because he believes it will assist him for future aims he has.

**High goals as motivators to work**

Sara stands on the argument that high goals are always set by the group, the participation in decision is important, therefore the work in group is done toward achieving high goals, this is why even the high goals and every other job done in cooperation with other members is motivation for her. Alike Sam says that he works toward a big goal together with all his colleagues, for him the aim of the organization is a high goal and he works to achieve it. Adnan concluded that high goals can often be followed by disappointment, he argues that due to his life in work with students he has found that for achievement of high goals there is the need to be fulfilled some additionally requirements. Otherwise, he tells that high goals can be demotivating.

Naser alluded that high goals can be very frustrating, they require to push forward. But, what he finds motivating about high goals, he said the empowerment he gets to take over another higher goal after he finishes the current.

Jehona believes that the goals set by management are not high goals as he does not feel stressed when working to achieve, however she answered same as Naser saying that the result at the end of the goal brings all the satisfaction of the hard work done through it. Nol same as her colleague finds motivating the achieving of high goals, he feels that high goals can be achieved in work group.

**Desire as a motivator to work**

Sara concluded that she works for something she desires, she rather desires spiritual things such as affiliation, esteem, respect etc, than material things. Sam declared that the desire for his work to be respected by others, he concluded that this is a wish that motivates him.

Adnan believes that the material wishes are not motivating, they can be forgotten due to the work process. My wishes are identity wishes. He alludes that wishes can and cannot be motivating it matters from the wish, e.g. he mentions the wish to go to moon is not motivating for him because there is no chance to achieve it. Therefore, there should be agreement sometime with the wishes that are only possible for the place and time.

Naser concluded somehow same, by justifying that the salary paid at NPOs is low to pursue any kind of material needs such as a car or an apartment. He says that those kinds of wishes can be very attractive for him but he dismisses as motivators to work.
Jehona thinks different she told that she works for something she desires, that could be for more experience to work, a perspective for the future etc. Nol as well says that when thinking to get something he desires helps him to be motivated to work toward it.

**Equity and motivation**

Sara refused to measure her equality with others by her outcomes or salary. She considers herself equal to others in components such as independence, decision taking, freedom in implementation etc.

Sam does never feel his self unequal, even though others making same job as him get paid, all that matters for him is to still increase the performance at his job. It does not affect his motives to work at all, he said that he was evaluated and his results to work were great, so no affect at his motives.

Adnan concluded that when considering the equality in this way, you can feel disappointed and discriminated. However as he mentioned, even though he felt discriminated several times he never gave up. He evidences that the money is not a source for what he works.

Naser pointed that in the beginning of each project everything becomes clear at their organization. “Salaries are given in the beginning and we all know how much all are paid”, so it is their choice to accept the contract. He alludes that the salaries often are equal or there is not any big difference between them, but it does not affect their motives to work.

Jehona told that she works as a volunteer in the organization and she never looked her colleagues unequal because they are paid. She alludes that she sees herself equal to others in other aspects such as equal to nationality, job position, age, gender etc.

Nol answered same as Jehona saying that he does not measure his equality in money basis. He continues saying that sometimes if feeling unequal can lead to jealousy between members. But, he sees equality same as Jehona in other foundations such as independence to work, gender, ethnicity etc.

**4.2 Motivation and for-profit organizations**

**Companies**

SIGAL UNIQA GROUP AUSTRIA- is a shareholder company that exercises business in insurance field. Sigal entered the market of Kosovo in 2003 acquiring a small company in
that time, now Sigal has more than sixty hundred costumers in Kosovo and holds the third place in market. It has more than 60 branches all over the country (Sigal, 2011).

Nedex- is a trading company established in 1989, it owns two facilities in Peja, the second largest city in Kosovo. Nedex makes activities such as producing several products, trading products, it has a big restaurant for weddings and celebrities and it owns a small food restaurant. Today Nedex employees 100 people and has many costumers (Nedex, 2011).

People
Avdyl Berisha comes from Peja, he works as agent at Sigal company. Duties he does for his company are often the printing of insurance policies for their costumers, bank payments, promotion of company services etc. He has graduated at University of Prishtina at Faculty of applied business sciences, he works in Sigal for 8 years now and considers himself quite experienced on his job.

Besim Çeku comes also from Sigal, he has a master degree at University of Prishtina, in Jurisdiction he holds the place of an agent in Sigal and conveys that has worked since the establishment in Sigal and since 20 years in this craft.

Nexhat Dragaj is an entrepreneur and the stock holder of a more than 5 million fortune. He owns Nedex a big supermarket in Peja. Dragaj holds a bachelor degree in economics and came from a poor family. He told that he has been working this job since 32 years now, and he was never happier with his job (Dragaj, 2011).

Why work in for-profit organization
Avdyl Berisha answered that his reasons to work in a profit organization is first the self-interest, the interest he has from this job. Second, he said the friendship and cooperation that he has from his job.

Besim Çeku found the reasons such as realization of a wage comfort the job he does, and the privilege he has to work in this company.

Nexhat Dragaj explained the situation where he witnessed the end of the socialist era, and the appearance of the capitalist age. He told that he was fired from a public company where he was working so it was the need to survive. He told how he acquired some labor tools and started to work this was first the idea of opening a warehouse, now he says the purpose to work is somehow same but he conveys he likes to employee people, and help the country to decrease poorness.
Connectivity with the workplace

Same as for NPO sample this sample was asked to give what would be their reasons to show up on their workplace when they are needed and leave their break away.

\( a. \) What would be the reasons if you would chose to come?

Avdyl Berisha said that it is the responsibility for his job. “I feel responsible for the sector I work”. He points that goals set by management are expected to be achieved by the whole group and it is not fair others to appear at their workplaces and him or another person not. Besim Çeku confirms the need he often has for a break, but he also tells that he will never reject the call from his work. He tells that the reasons to show up in his workplace are the common interest they all have and that should be achieved by the group together. Nexhat Dragaj chooses the responsibility for his job, the payments that have to be paid upon deadlines, etc.

\( b. \) What would be the reasons if you would chose not to come?

Avdyl Berisha : Answered, that he would never reject the call from his work, but he found reasons such as being abroad and sick as factors why he would not show up to work. Besim Çeku: answered that he would not come only if he would be sick or on a trip. Nexhat Dragaj told that he cannot find reasons to avoid his job. It is a big responsibility being entrepreneur, there is no celebrity or trip that can substitute the job in a particular time. He tells that he does his job even if being in a big trip through internet, or sends his man to finish the task.

Money as a source of motivation

Avdyl Berisha believes that his motives for work are dependent on his salary, he alludes that there would not be any reason for him to work if not for money. Besim Çeku believes that wage is a source of motivation but not source of demotivating, he alludes that his motives to work will be increased if he would get a bonus from his job. Nexhat Dragaj said that money is everything, even the motivator, even the material to process the job, he told how he started in the beginning he said the choice to loan money was too low, in this way, acquiring sources for investment was so hard. Now he says is easier, there are lot of banks loaning money, even though the interest rate is big, you still have better choice.
And, the question of seeing the profit as a motive to work I answer yes everything now is profit, all people see for their back and their back is profit.

Needs and motivation
Avdyl Berisha conveyed that the needs that he is interested to meet are physiological needs, therefore he finds the first needs of the hierarchy to be the needs he is interested to meet. Besim Çeku pointed same, by choosing physiological needs as first he is interested to pursue. Nexhat Dragaj chose psychological needs as reasons why he still works for. He told even though he has earned enough money to fulfill these needs he says there is always the need to eat, and have a better place to live.

Job as a source of motivation
Avdyl Berisha: concluded that the job he does motivates him because he feels he is remunerated fair and that is motivating for him.
Besim Çeku: confessed that the job he does is a source of motivation for him otherwise, he would seek to change it.
Nexhat Dragaj answered that if he would not love the job he does he would quit and start with something else. But, he finds it attractive and continues to do it.

Job experience as a motivation to work
Avdyl Berisha believes that the experience from his job helps him make things right, and often helps him achieve success.
Besim Çeku said that the experience acquired from his job helps him to finish his job properly, saves his time, and helps him be perfect at his job.
Nexhat Dragaj answered that he valuates his experience much more than money sometimes. He takes the example of a young entrepreneur with 10000 Euros in his pocket, and the fact that he cannot be threatened by him, even if he would be without any money at all.

High goals as motivators to work
Avdyl Berisha: conveyed that goals set by management are always high, and the motives to achieve these goals are always in proportion with the size of goals. He also alluded that results coming from these goals are motivating for him.
Besim Çeku: Believes that high goals are motivating because they bring rewards once they achieved, he told how the whole group engages themselves to achieve high goals and they are all rewarded for their job.
Nexhat Dragaj told that high goals from his experience could be very motivated. But, as much as motivated they may be, as much as frustrating they are. He tells that he was so tired when he was trying to achieve a very high goal.

**Desire as a motivator to work**

Avdyl Berisha pointed out that all that he works for is to be able to buy food and insure shelter. He pointed that the desire to wish something good such car or flat is big, but since the wage is low, there is no possibility to think on that as a motivator to work. Besim Çeku concluded that his motives to work are not affected in any range by his wishes he has, he mentioned that all he wants from his work is to live a standard life when he can live, eat, and pay bills. In addition, that is all that his job can offer for now. Nexhat Dragaj alluded that the desire to achieve something is upon all other things. He tells that his desire was to achieve a better living for him and his family that was the wish and he achieved it.

**Equity and motivation**

Avdyl Berisha: Mentioned that in a poor country where the unemployment scale is big, people have difficulties to find a job whatever workplace that could be. He tries to come up to the definition that in these circumstances, people are not really affected by the ideas of equality or inequality. All they care is a salary to exist, so for him this issue does not have any importance to his motives to work. Besim Çeku: Wishes to be evaluated equal with others, but he says that it does not really have any big importance if others are paid more than him, and that is why he believes that this element does not reduce his motives to work. Nexhat Dragaj told from his experience that if employees feel unmotivated they try to avoid working, and they even try to destroy their workplace. He conveys that feeling unequal can be very demotivating.
5. Analysis

This chapter intends to bring theory and empirical data in evaluation. The chapter is sorted in a way that makes possible to present both comparison cases in a story. Therefore, the construction of analysis is given in this way, every topic intended to be covered from the theory given under a title. Therefore, every section contains; first, there are given phrases and definitions from theory. Second there are given results from empirical data, as there are two groups of results, first is given not-for profit results and second for-profit results. And third, there is added reflections and analysis at the end.

5.1 Motives to work

Jackson and Carter (2007: 193) say that a motivated workplace is a job in which the aim is the satisfaction of all participants, therefore it is required equality, empowerment, group decision, independence of all organizational participants.

Not-profit-sample showed that reasons why they work in their workplaces are solidarity, relationship, independence, empowerment, pleasure to work, compassion or empathy for the helped, group-work, cooperative work, helping others, self-actualization and experience. The desire as an issue to motivate people at work (Jackson and Carter, 2007) seemed to be the main reason why people might love their workplace. The whole not-for-profit sample confirmed that the main reason to work in their workplace is the independence and empowerment they have upon their job. However, the sample did also mention the philanthropic reasons they fulfill with the independence they joy. It seemed that the not-for-profit organization members are more oriented in the empathic state of their selves and their workplace helps them accomplish this.

When NPO sample gave their feedback in the question, why they would come to work in a day off, or during their weekend break, they picked responsibility to job as the main reason for not declining their call. It seemed that their empowerment, independence and competence given to them makes them more responsible for their workplace.

For-profit sample- demonstrated that cases why they work for are self-interest or a salary, relationship with others, privilege to work, insuring existence, employment of people etc. It was present that people from for-profit organizations sample are more interested to pursue their interest. It was genuine that they are aware of unemployment and a struggle for existence that was why they believed they must work fairly enough, reasonable to bring a
salary. The sample mentioned in the first place their lives and their families then it was seen after satisfying these needs there emerges a charitable idea to help others and the state by employment and payment of tax fees.

In the question why they would appear in the workplace if called when they are in break they picked responsibility to job same as NPO sample. However, they mentioned that goals set by management need to be achieved by the whole group, so rejecting the call is not a good idea when others depend on someone or someone on others. Other reasons were, the load of the work if not appearing to workplace.

5.2 Money

Taylor the author of scientific management and many other authors believed that individual conciseness and awareness is the reason why people avoid working. It was believed that workers are rational and calculative subjectivities. As a remedy, they used money, they believed that the fundamental reason for an employee to be motivated was money or wage (Linstead, et al, 2009).

Not-for-profit sample - While sailing across the research, not-for-profit sample gave their thoughts about money and concluded that money does not really have anything to do with the motives to work. The whole sample conveyed the importance of the money on their life and the necessity to possess it, but none of them did really approve the requirement of money for their motives to work. In the other way, they supported the argument that says it takes lot more than money to make people motivated. They mentioned issues such as feeling that they do lot more than they are paid, love to work, relationship to others, independence, empowerment etc. The reason for working in NPO was not money, but the generous nature of individuals, and the will to work.

For-profit Sample made further clarification on this topic and alluded that they stand for money as their motivator to work. Therefore, the issue of money steams to be important for people working in for-profit organizations, the whole sample said that their wage is reason why they work for, while one of three concluded that the money could be source of motivation but not source of demotivating people to work.

5.3 Needs

Needs are the psychological side of human beings as mentioned in the chapter 2.3.2. Abraham Maslow (1943) developed the classification of human needs and argued that these
needs apply universally to all individuals. He stated that there is a sequential development from lower to higher needs. He distinguishes between psychological needs that are food and safety, and elite needs such as esteem and actualization. Therefore, he states that there is diversity between needs to be fulfilled (cited in Linstead, et al, 2009).

Not-for-profit sample- concluded that the NPO is not the best place to work for pursuing psychological needs. The whole sample rejected the idea that they work to insure food and shelter, the common conclusion considering this is that they mostly have a background or coverage that insures their psychological needs. Furthermore, the whole sample supported the answer that they want to fulfill higher hierarchical needs such as esteem and actualization. The whole sample marked as very important the relationship with other people, thus relationship and cooperation with colleagues seemed to characterize NPOs and their nature of work.

Hence, the sample conveyed that their job is a guide to their future, considering the experience they gain from their workplace and sometimes their dreams became true.

For-profit sample- concluded different, the whole sample showed that they work for psychological needs. Across their interviews, they mentioned often their families, and the work for a better life. It seemed that their job is often a struggle for survival however, one of three participants mentioned the relationship with others, which by Maslow is meant to be ‘higher order’ need (Linstead et al, 2009). Hence, considering the speech of insurant agents their work seemed to be rather structured than in NPOs and they seem to be accepting that, only because they appreciate the opportunity to work in their job.

Considering so far the analysis about needs, it seemed clearly that members of NPOs for one or another reason were interested to meet their higher order needs of the hierarchy developed by Maslow (1943) and mention relationship, self-esteem, and self-actualization. In the other side members coming from for-profit organizations were more interested to meet their psychological needs described in the hierarchy, which cover food and safety.

5.4 Job

Herzberg (1966, 1987) was the researcher, who identified the job itself to be the factor that motivates individuals to work. He conducted a research about employee attitudes about motives to work at general motors and came to conclusion that employees perceive money and reward only as expectations, while he found that motivators were the challenging job,
recognition and the scope of achievement pending. He proposed the job enrichment, which allows people to have independence on their workplace, in particular have more competences for their tasks. In this way, people become more independent on their work and as a result, they become more connected to their workplace, which for sure can lead to a more motivating job for employees (Linstead, et al, 2009).

NPO sample- answered that the job they do is one of the main reasons why they feel motivated. The complete sample accepted that they do things for their workplace because they like the agenda of their workplace. Considering what Herzberg concluded about money as a source of motivation, can be found that NPO sample totally agrees with this theory when exempting the money as a source of motivation and considering it as very important in the other side. Herzberg alluded that money can be seen as a hygienic factor to help people be motivated, but it is the job itself that makes them motivated (ibid.). NPO sample mentioned things that motivate them such as job independence, the empowerment to implement their ideas, the consideration of their ideas, group decision, decentralized work, job challenge, the fit of the agenda with their personalities, and the opportunity to help others.

For-profit sample did not comment much about loving their job, they just answered, “if I would not love my work I would change it”. While trying to get some words for them, the whole sample was short on their answers. From former answers, it was seen that they work because of psychological needs and it seemed to be that they do not enjoy their job in a great extent. However, two of three people from the sample mentioned that because of the long time they have been working on their work their job is a motivator for them.

Reflecting to this issue, we see that NPO sample does love their job and it seems clearly that they are motivated by their job, because the agenda their job has fits to the wishes of employees. The employees independence to take actions is higher and the implementation of ideas seems to be important reason for them to be motivated to their job. Meanwhile for-profit sample showed that their job even though being work on groups, tells a higher dependence and centralizing of the work. It is worthy to mention that they answered that they find their job motivating, but did not add arguments why is motivating or which aspects are important for them.
5.5 Experience

Skinner, (1953) proposed environment as deterministic of one’s behavior. The meaning of environment on deciding individuals behavior by Skinner is reinforcing people. The effect of reinforcing an employee is to give to the person the intention or purpose and let him feel aware of his purpose. As a consequence, people learn contingent relationships while working toward their results, and this contingent process is what determines their subsequent behavior (Latham, 2007).

NPO sample- gave positive feedback about the experience as a motivator to their job. Interviewees mentioned the contingent work that is being done on their workplace. It was mentioned their experience on their workplace as deterministic to their motives to work. Regarding to their speech their tasks are always ending and starting all over again which helps them learn a contingently behaviors and gain experience from their job. Interviewees mentioned their experience as important for their subsequent behavior. It was also mentioned that all what they need to do is to start a task then their experience guides them to finish the task. A part of sample mentioned as well, acquiring knowledge and experience as their motive for their future work.

For-profit sample- valued as well very important experience acquired from their work as deterministic for their subsequent behavior. The whole sample conveyed that their experience about their job makes them often perfect at their tasks, and helps them finish quicker. The entrepreneur mentioned that the experience he has acquired from his job makes him very skilled at his workplace. He spoke a sentence saying that he does not feel threatened from young and well financial founded entrepreneurs, only because he feels so empowered with his experience.

Assessing the theory and the sample sayings, we witness that contingency relationships are always ongoing between workplaces and employees. The major of NPO sample conveyed that to gain experience from their workplace is often the main indicator that motivates them. We can perceive from for-profit sample the empowerment of employees that comes as consequence of their experience to their job. Therefore, contingent relationships acquired from the workplace is determinant in a great extent to motivate employees and guide their future behavior.
5.6 High Goals

High goal theory developed by Locke (1964) lead to propositions that say: 1. Specific high goals lead to higher performance by employees rather than no goals at all. 2. If there is commitment about goal by employees, then the higher the goal might be, the higher performance is. 3. Variables such as money, recognition, participation in decision making etc., can only lead to goal commitment by employees. In this way, was given attention to the goal settlement so the goal can be a regulatory mechanism to improve job performance because allows employees to observe, monitor, subjectively evaluate, and adjust their behavior in order to achieve the goal (Latham, 2007).

NPO sample- gave several reflections about this topic. The first was that more motivating than the high goal is the commitment of the whole group to that goal, therefore the solving to this issue was the group decision taking. Whole NPO sample reflected highly positivistic to their group work, consequently their participation in making decisions, following the goals set of the organization and the commitment of employees to these goals as goals coming from their subjectivities. Second, the sample mentioned difficulties, boredom and frustrating as obstacles coming from high goals, participants mentioned that when thinking about high goals seemed rather demotivating but the result coming from high goals and the experience acquired due to accomplishment of the goal could be motivating. A part of the sample argued that high goals are sometimes very frustrating and there should be some following conditions to assist on achieving them, otherwise high goals can be demotivating in the level to be dismissed. Part of the sample answered that goals set by their management are not high goals and therefore are motivating for them.

For-profit sample alluded that as high goals may be, as high must be the performance to achieve them. It was mentioned that often goals set by management are high. Part of the sample alluded that the group work is responsible for achieving high goals. Interviewees concluded that high goals can be frustrating but very motivating because they bring great results and rewards after. They mentioned that during their life they had lots of high goals and they had lot of obstacles to achieve them, but when accomplishing them they say they do not feel regret for the hard work because it worth it.

Giving a reflection to the parts added above, we see that higher goals result with higher performance by employees but as NPO sample alluded can be very tiring and frustrating, sometimes they can even be dismissed. For-profit sample was more optimistic on high goals
and pointed out that for higher goals, there is higher effort to accomplish them, but what makes them motivated is not the goal itself but the result and rewards coming from the task when accomplished. Second theory says that if employees commit to the goal then as higher the goals may be as higher is the performance to achieve them. NPO sample alluded that the commitment of employees to the goal is very important for their motives, but this can be fixed only with participation of whole group when taking decision, otherwise employees would not like ideas coming from other people. In the other way, for-profit sample alluded that they work hard as a group toward organization goals, however they mention that the goals pass to them from the management so they do not participate on decision they only implement ideas. Furthermore, they mentioned motivating the reward coming from the goal when achieved.

5.7 Desire

Victor Vroom (1964) developed expectancy theory that gives three factors, which are decisive on one person’s level of motivation. 1. The desire for a particular outcome; 2. The perception that performing harder can be reached desire and other outcomes; 3. The perception, that their effort is sufficient to reach the satisfied evaluation (Borkowski, 2011: 129).

NPO sample gave positive feedback about the desire as indicator that motivates them. It seems that NPO are motivated by respect, recognition and career as they call identity wishes. Participants mentioned that material wishes cannot motivate them to work, for reasons such as the inability to remember those wishes over time, the small wage as a common aspect at NPO organizations, and sometimes the nature of wish being inappropriate for the place and time. However, they mentioned wishes such as a fancy car or a big apartment as very attractive to own, but far away as a principle to motivate them to work.

For-profit sample concluded that upon everything is the wish to live a standard life, enough food, shelter, and paying bills. None of participants did mention any wish to be their motivating source at work, they recognize that their wishes are high comfort the opportunity to achieve them. Nevertheless, the wish to have food and shelter bypass the weight to psychological needs, that is why they cannot be considered as wishes, because they are foundations of a man’s survival.
Therefore, we see that NPO sample has identity wishes, which motivate them to work, it is clear that they have dismissed material wishes from their head as they say they are not important at all. While for-profit sample chose their wishes to be unreachable at all, so they have turned their focus on their basically needs, therefore we can evaluate that their desire is not motivating for them because they believe that their effort will not bring to good evaluation as theory suspects.

5.8 Equity

The theory of equality brought by Adams (1963) states that, motivation of employees is affected from their observation of equality or inequality. Adams stated that employees will attempt to find equality by value comparisons with others, by comparing their inputs and outputs with those of others. He stated that the inputs of one’s are education, while outputs are payment and reward.

NPO sample reflected upon this topic negatively, they conveyed that feeling equal for them is different from what theory intends, not comparison of inputs and outputs between them and others, they feel equal in foundations such as, nationality, gender, independence to work, language, position to job etc. The sample mentioned that they do not even care how much their colleagues are paid, some of the sample were representing activists who are not remunerated for their job, they said they just attempt to increase their effort and results in their job, not their reward, so the payment issue is not important. Part of the sample mentioned their skills being discriminated comparing to others, but they told that this was even motivator to push harder toward achieving respect and results.

For-profit sample were aware of inequality between them and others. Part of the sample concluded that in a country where the unemployment is big the issue of the equality of inequality is dismissed, because people are only interested to work whatever workplace left. Part of sample concluded that to be paid equal to others is their wish, but as they are used differently, they told it does really have any big importance to their motives to work. However the entrepreneur turned this topic on his employees as he employs lots of people, he mentioned that if his employees found that manager rewarded one employee higher than others, resulted very demotivating and very unfair to them. He explained their behavior by saying, not only they avoid working but they even destroy their workplace as a sign of dissatisfaction.
Analyzing the theory it is clear that NPO sample are not affected by the theory of equality, they do not measure their equality to others by payment, they measure it in other biases, and therefore they do not care about the payment of others. This can be evident through our activist sample who answered that they do not care if their colleagues are paid and they not, it is in their interest only to increase their performance to job. In the other side, for-profit sample seemed to be aware of their inequality but confessing that their motives to work are not affected by this issue since they have been used to. However, one participant conveyed that he has evidenced very dissatisfying the inequality between employees. He told that dissatisfied employees as a result of inequality, are not only demotivated but they are even motivated to revenge on the company by destroying the workplace.
6. Conclusions

The chapter brings the final conclusions of the research, as given in the introductory, there are two questions to answer in this part, and at the end limitation are given.

6.1 Results

As mentioned in the introductory part, the purpose of this research is to find, if there is any difference in motives that make people work in for-profit purpose and not-for-profit purpose organizations. To find out if there are differences there should be actually found differences, therefore the research questions were formulated as follows.

- Are there different employee motives to work, between for-profit and non-profit organizations?

The research resulted that there are differences between employee motives that work in profit and not-for profit organizations.

NPO- The research showed that people working in not-for-profit organization are prior to be motivated by philanthropic and generous dignity of selves. The research showed that not-for-profit workplace is a willingly worked job where people joy an extent of independence and empowerment to finish their task following their attitudes. Individuals were found to have high generous ideas to help particular entities and are supported highly by their organization. Therefore, individual philanthropic ideas followed by independence, empowerment, group work and support from the organization seemed to characterize the not-for-profit workplace. As a consequence, employees are extremely motivated to work for organization aims instead of their personal interest, followed so by a greater extent of responsibility for their job.

For-profit-organizations results showed that in the first place there were always employees’ families and self-interest. The research showed that participants always reflected concern issues to their answers, mentioning often the big scale of unemployment, their existence, their food and shelter and so on, thus the answer that they should work fairly comfort their salary was recorded. Therefore, it was seen a thrust toward their work, there is more pressure to achieve the management goals, even though group work was mentioned several times.
decisions were centrally\textsuperscript{7} taken, or were just distributed to them by a higher peer in the hierarchical level of the organization. It can be concluded, that a for-profit workplace is a workplace where the aim is the achievement of management goals without exemptions, and the incentive of participants to achieve these goals is their salary. Therefore, motives of for-profit-organization employees to work are their salary as a condition they need to pursue their psychological needs.

Results are given in the table below, all the indicators that emerged from the answers of the question what makes people work in their workplace. Results for both organized organizations are given in the table.

Table 1. \textit{Results showing why people work at NPO and for-profit organizations}

<table>
<thead>
<tr>
<th>Not-for-profit organization employees</th>
<th>For-profit organization employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solidarity</td>
<td>Insuring existence</td>
</tr>
<tr>
<td>Relationship with others</td>
<td>Self-interest</td>
</tr>
<tr>
<td>Independence</td>
<td>Salary</td>
</tr>
<tr>
<td>Empowerment</td>
<td>Relationship with others</td>
</tr>
<tr>
<td>Pleasure to work</td>
<td>Privilege to work</td>
</tr>
<tr>
<td>Helping others</td>
<td>Contribution to employment of others</td>
</tr>
<tr>
<td>Compassion for the helped</td>
<td></td>
</tr>
<tr>
<td>Group-work</td>
<td></td>
</tr>
<tr>
<td>Cooperative work</td>
<td></td>
</tr>
<tr>
<td>Self actualization and Experience</td>
<td></td>
</tr>
</tbody>
</table>

- \textbf{What are employee motives to work in profit and what in non-profit organization?}

According to our motivation theories, things that attract employees to perform on their workplace are:

NPO employees are attracted to reach their higher needs in the hierarchy of Maslow, which include respect, esteem, and actualization. They love their job because they find their soul on

\textsuperscript{7} A method where decisions are taken by the top management, as consequence employees cannot participate, they are only to implement the taken decisions.
their workplace, therefore they are pleased to work and experience things they love in everyday life. Hence, their motives are affected by their contingency relationships they have learned in the accordance with their wishes, even more they are interested to explore more the world of their job and develop their experience toward philanthropic and generous thoughts. Desire is another aspect that keeps them successful on their aims, NPO members are often interested to achieve respect, esteem and actualization those are their wishes, and furthermore these desire indicators motivate them toward their job in NPO. Indicators that NPO employees rejected in our research were money, since some of them evidenced it with their voluntary statuses on their organizations. Results also showed that high goals are often very frustrating for them, and not motivating at all. Participants showed also that the issue of being equal to others is not their attention, they alluded that they do not really care about the equity between them and others.

Different, for-profit employees showed that they are interested to pursue their physiological needs on the hierarchy of Maslow, such as their food and safety therefore, money or wage could be the sense for what they work on their workplace, result showed a higher dependence of employees to their salaries as a much-needed factor for their existence. Results showed that experience is another indicator affecting their motives, employees showed the experience they have achieved in the past to be the marker of their subsequent behavior. For-profit organization employees are indeed motivated by high goals set by their management, reasons of this were found to be their focus behind on the background of high goals. Results showed that employees are always thinking of their reward after accomplishing goals, which is why they give much greater performance on their workplace no matter how high goals might be.

In the other side topics exempted to be their motivations, were the workplace as motivator to work, desire as motivator and equity. Reflections of employees to the question how motivating is their workplace for them, were the workplace as motivator to work, desire as motivator and equity.
desire and their salary, therefore they are interested just to fulfill their psychological needs not more.

Results showed that equity is not issue of motivation because of the lack of employment in current state, employees were aware of inequality, but not interested to think about them.

The table below shows differences between employee motives working in different organized organizations.

Table 2. Employee motives to work.

<table>
<thead>
<tr>
<th>Motives</th>
<th>NPO</th>
<th>PO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Money</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Needs</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Job</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Experience</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>High goals</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Desire</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Equity</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

### 6.2 Limitations

The research was planned to be conducted in Sweden, where two samples were meant to be selected by only two organizations, these organizations were, a for-profit organization in Växjö “Atteviks” and the other was NPO “Macken”. However, the reason why cited in the limitation part is because there appeared some obstacles regarding to sample selection.

First, it was the beginning of the season where employees had their vacations, and the company expectations for an upload of their work. Therefore, after the sample of five people in “Atteviks” was selected, and the schedule for holding interview was appointed, the manager notified me with a justification e-mail that the interview should be extended for another term.

Second, the sample at “Macken” failed to be organized, reasons were the lack of employees who knew English, and the load of the work in the season.

The third issue to be mentioned is the supervisor’s recommendation about the research, she recommended the sample reliability, and advised that to be reliable the sample should involve at least ten people.
As a fourth obstacle, appeared the permit of the researcher to stay and conduct the research inside Swedish borders. In order to avoid all these external limitations to research, the plan changed and there were chosen semi-structured interviews to be held with all participants separately, and as much as interviews to be collected while being in Sweden, while the other part of the research to be finished in Kosovo.

These were external factors limiting the research, because as being single researcher semi-structured interviews required lot of time and effort. However, the research gained some advantages from the change of the plan such as; more companies were included in the research, cross-cultural companies as well leading so to a more reliable analysis.
7. Reflection

This chapter brings some reflections of the researcher about the topic. The researcher feels highly satisfied considering the opportunity to build up this research, even more satisfied to explore, subjectivity of people and their motives to work. The chapter is divided on two parts, first a reflection about the topic resulting due to research time, and second some suggestions for future research on relevant topic.

7.1 Reflections about research

The whole sense of the paper was a concern of the researcher for an answer to this simple question, “Why some people work in not-for profit organization”, I have personally detected that there are often some leaders that bring NPOs to a very high level in society, advertise their services, help, and achieve their aims without any profit intention. I understand people who work in for-profit organization, leaders there, are seen driving expensive and fancy cars, or show their self in the TV expressing their extraordinary skills to lead and develop their organization. I understand it is often the same intention that I may recognize the “boost of one’s identity”. Therefore, I made clear to myself that there is diversity among people of these two organizations. I found differences between self-interest and general-interest, unkind and compassion, dependence and independence, centralization and decentralization etc. As intended by the name, profit organizations are interested on profit. I came to this conclusion by knowing that one of twenty for-profit organizations that I contacted in Sweden were interested to dive their selves in a research with a student from business studies. However, companies that I contacted in Kosovo were more attracted to cooperate, the conclusion is that three of five profit organizations in Kosovo responded to research request.

Different is the reality for NPO organizations, same as the name intends I had a great response from all NPO I contacted, some of them waited me as their guest visitor and I had a great feedback to questions prepared for them. The conclusion is same as in Sweden and Kosovo, all six NPO I found interesting to contact responded positively to the research. Nevertheless, as the principle of research shows us, I cannot come to such a conclusion without relevant sources. So I conclude that there may be necessary a research about this topic.

In the other side, I can reflect on NPO as group of independent people that are motivated, independent, empowered, and coordinated between each other to achieve something that they all agree and know very well. Therefore, ideas that build up NPOs are the builders of a health
society, fairness, clean environment, even a state with implemented law and often fair for profit companies in the market.

7.2 Suggestions for future research

Limitations set by external factors as mentioned above, led to another approach about the research and added cross-cultural tendencies on it. Therefore, due to the research process, there was seen a degree of ambiguity between two cultures, consequently among participants of the same sample. In addition to this, it would be an interesting work if there would be chosen a questionnaire to measure motives to work in companies belonging to different nationalities. As human subjectivity intends different thought, there would be interesting to find if motives to work are different between members of organizations in divergent nationalities.

Second, during the research, there were some comments about how people that work in for-profit see themselves work in not-for-profit organization and versus. The diversity was high and people from for-profit organization rejected the idea to work in NPOs but different were thoughts of not-for-profit sample, they alluded that it is natural to work whenever they could but they preferred more the NPO. Therefore, people attitudes to work in not-for-profit organizations are not correct or unclear. Me, as the researcher believe that lot of people see NPOs as to no purpose organization, or vain. Lot of people have different thought for activities and the turnover of NPO, but I believe they do not really know what they are or what they do as a matter of fact. A research question to find people attitudes and beliefs about NPOs would be recommended.

Third, during the research I found some doubts on for-profit sample to confess their workplace as a motivator to work, therefore even though the workplace as a motivator to work in for-profit organizations was touched in the research, I consider there is required to develop this topic further more. There might be workplaces that are demotivating, but people neglect to speak about, so observations where the participant may be less aware of the researcher presence would be convenient.

At last, this research is a comparison case where two results were to be compared in order to bring a conclusion about differences between them, thus it was necessary to delimit the research in a higher level than regularly. Hence, as consequence I consider that best way to develop motives in these two organizations is that the research should be conducted in each
organization separately, and one paper to be focused only in one sort of organization. Therefore, if future researchers would be interested in motivation topic, I would recommend them to develop this research further on the direction mentioned.
Reference list:


Borkowski, N. 2011. *Organizational Behavior in Health*. Care Jones and Bartlett Publishers: Canada


Interview Questions:

1. What are motives that make you work at ....... organization?

A flow answer:

**Sara Birgersdotter; Macken:** First of all what motivates me to work at Macken is the solidarity nature of me that is being completed in this organization. The second reason I would consider the social relationship. I recognize that it is very important to have a good relationship or a connection to other people that is what helps you be motivated in workplace. One other very good reason is always meeting new people that come from different places of the world and we have to stick to similar thoughts and work together.

The other thing that I consider motivating in Macken is the equality between activists, we all have the right of speech and the ideas are always considered by all members, but whether these ideas can or cannot be implemented it is the issue of founding, however everyone can bring his own ideas on the table without being shy or ignored. I also recognize very motivating to myself crafting, we all learn a lot by others and others learn by us, we appreciate everyone skills that is why Macken has started to run lot of workshops that require craft and knowledge on those fields.

**Sam; Macken:** One of the main reasons why I work at Macken is: I love to work with people and I do not want to stay sit all day long. I had an accident few years ago, as I coincidence I lost the movement of my right hand, in this way am unable to work. I was sitting all day long on my home and watching TV, then I heard about Macken and came to ask them If there is anything I can do for them. I recognized that everyone here was generous and just accepted me. Since then I felt in love with this work place, sure, there are often frustrating moments and loaded work but I continue to love my activity here.

**Adnan Gjakova; Katarina Josipi:** I was the initiator of NPO “Katarina Josipi” in Peja, the reason for attending to this activity was simply the necessity to help youths. I felt extremely necessary to help this part of the society, which was left behind by institutions other reason that I felt compassion for this part of society was that they did not see much except war in their life so they were somehow lost in the fog by the end of war. So I saw extremely needed to enter in their life and spread out the fog,
sure by educating them, training for future and else. Other motives to keep on going
are reasons such as empowerment, you do what you think it is necessary to do there is
no need to be driven by other’s thoughts. Group decision-making, nothing is decided
centrally all important decisions are argued by participants then taken for action,
consulting is another important issue which I do often with members.

Naser Lajçi; Syri I Vizionit: Reasons why I work in our organization is collective
and cooperative work between members, the work with the wide society (community)
all the nationalities, ethnicities, economic levels everyone is included in our work that
is satisfactory for me, that is why I find attractive my work.
Experience in work is another key element that I find attracting when working in this
workplace, the aim to make a career on my profession. Another reason is
independence that I feel in my workplace, no-pressure, no interrupt from others,
freedom to implement your ideas etc.

Jehona Krasniçi; NPO “Lorenz Mazreku” Reasons for working on this
organization is the pleasure I take from my work, I love what I do that leads to a
satisfaction on my activity this is one of the main reason. Other reason is always
knowing new people that give you a good feedback about my work and my identity.
Other reasons are the break of monotony for me and for others too, we put ourselves
in activity one things of what we do is sport events, so we are pleased for what we do
and forget that we are working and others just enjoy our events.

Nol Goga; NPO “Lorenz Mazreku” Reasons for working in this organization are
attractive activities we deal with, everyday. The work requires to know and cooperate
with lot of people that is attractive. The opportunity to showing your skills is high in
the organization I work. Development of the self I consider as a key element, because
I will include this experience of work in my resume when I will apply for another job
I want to work. I consider the independence as important factor that holds me to work
here and increases my motives to perform, I also feel enough empowered and often
have the courage to reject any work that is not in my competences this is a very big
point when the question about working in the Lorenc Mazreku comes.

2. How much does money (payment) influences your motives to work? Would you feel
more motivated if you would get higher salary or bonus?

Sara Birgersdotter; Macken: First I would say that I often feel that I do much more
than I get paid, but I do never think that I would need more money to give the same
effort for my work. It is something that emerges from my spirit in a particular time, sometimes you feel boredom to your work and you need rest that may be more important than money or any bonus to get me motivated. So I would answer to this question that money is very important when you think about everything, but when it comes to motives, I would consider that money cannot give any great result on this issue.

Sam; Macken: Well since, I work for free or different saying I am interested just to help to these people who need me, and be responsible for a task that is all that matters. So definitely, in my position money does not have any importance on my motives to work at Macken.

Adnan Gjakova; Katarina Josipi: If we take the ledger of the organization, we will easily find out that the organization spends more that it has. I can clearly say we are working in loss but my motives to work did never suppress and I still have strong feelings for what I do. I would definitely consider that in my case money has to do nothing with my motives to move on and perform. It is rather the aims of the organization to be achieved, that motivates me to give effort and perform.

Naser Lajçi; Syri I Vizionit: From my perspective I would not consider important or I would argue that it does not have any big influence at all. What I consider more satisfactory I mean more than a bonus I would rather consider a gratefully, appreciation, and respect for the job that I do. The money as we consider as a factor can be a little limitation for lot of things but not so big influence of the motive to work.

Jehona Krasniçi; NPO “Lorenz Mazreku” As I consider myself coming from a quite rich background I highly recognize that for me money does not have any big importance when thinking about motives to work. I would find it important but normally I do not come to my workplace to earn money, I have other purposes that I attend to achieve.

Nol Goga; NPO “Lorenz Mazreku” I am a student, I consider money important in life, I would need to collect money, especially for my future studies, however, I don’t think money has any effect on my motives to my current workplace. I came in this organization as a volunteer, I asked for a task and that was given to me with no hesitation, I enjoy every angle of my task and that is more important for me rather than money.
3. Which needs would you consider you are interested to fulfill with your work here:
   a. Food
   b. Safety
   c. Relationship
   d. Self-esteem
   e. Self-actualization

**Sara Birgersdotter; Macken:** I recognize that I work for some similar needs as mentioned, I think I need some money to buy food and other safety stuffs. I also work because I want to develop my identity; I train and develop my creativity. These and other duties I exercise at Maken can even help me to find myself in future. So, I stand more on these last needs esteem and actualization.

**Sam; Macken:** When i consider this point I know that I have food and safety that is something that is regulated by Swedish law to help me after the accident. By this I would say that I stand more on these last three points of fulfilling, I would consider that I work because I need to speak and cooperate with people, and after all, I need the feel for affiliation, I want to show that I have skills and others believe this.

**Adnan Gjakova; Katarina Josipi:** I would consider psychological needs rather fulfilled. There are other members of my family working as well and as we cohabit, we share the food in our house so when zooming this point out, I evaluate that I have a house and food, so this is not why I work for. What I consider more motivating for me is self-esteem, I want to earn a respect from others, I want people to see that I have this ability and spirit to help others especially my society that is why I believe my job needs to be respected so should I, as a driver behind my job. Self-actualization is a need that I sure want to pursue it is rather connected to the above point mentioned if I earn respect with my job that is what I earn too self-actualization. Connection and relationship with others is a need as well that I seek to find in my workplace.

**Naser Lajçi; Syri I Vizionit:** I will choose these three last conditions for the simple reason. If I would think about food and safety it is for sure that I would not work here but I would rather chose another workplace where my motives would be working toward a salary to support food and shelter for my family and myself. So the reason for working in “Syri I Vizionit” is the respect that I joy from people, the respect is received and followed between activists in our organization, this is what makes this workplace a warm place to perform. So, I answer this question giving the highest percentage to respect. But cooperation and relationship to others is the key as well I
like to work with all people here, we all are independent in our job that makes us happy and for sure the self-actualization joys a big importance on my needs to work here.

**Jehona Krasniçi; NPO “Lorenz Mazreku”:** As I mentioned I do not need to work for food or shelter it is just a pleasure that I find while I work here. I think self-actualization is most of why I work here, as I said I want to gain experience on organizing things and that will help me for the future to have a good position in a workplace. Relationship and esteem are important points for me as well.

**Nol Goga; NPO “Lorenz Mazreku”:** Well I consider that my first reason to work would be psychological needs such as food and shelter. Since I have, my psychological needs fulfilled, the reason why I work is relationship and cooperation to people of my age and the pleasure that I get when I organize event for them. It is for sure the self-actualization. I dream that someday I will be a doctor and my job here just helps me to settle myself toward the goal I attend to arrive.

4. Does the job you do motivate you to work, (for example, you love what you do and that’s why you feel motivated to do more?)

**Sara Birgersdotter; Macken:** Well yes for sure. The independence I have to implement things is what I like about my job; each member of the organization takes responsibility to a higher level. Simple saying it is one of the main factor that motivates me to continue working.

**Sam; Macken:** Yes, and it has a big influence to your motives. I worked before in other organizations and I always had a lack of motivation to weak up in the morning and go to work. Here at “Macken” I feel as in my home and I consider it really motivating. It is something that I do not want to stop doing at least not in the nearest future.

**Adnan Gjakova; Katarina Josipi:** Yes of course, and how much my work motivates me depends on the results that I achieve with my work. I have lot of challenges in my work, but when you think what a great result it brings for society, then the motives for working just incline. In the other way, I believe that my work makes me think different makes me approach to my thinking in different view this is why my job motivates me.

**Naser Lajçi; Syri I Vizionit:** Well I give effort to find choices when problems or errors approach, I cooperate a lot on my work and we work together with the
community, I believe that these things do motivate me a lot and help me move along with the tasks I have to finish.

**Jehona Krasniqi; NPO “Lorenz Mazreku”:** Firstly, I like to work and second I like a lot the work I do. My job motivates me because it activates citizens toward saving the environment, education, sport etc. That is something that makes me proud.

**Nol Goga; NPO “Lorenz Mazreku”:** I love the activities that our organization has in agenda. That is why I asked to work here and that is what still motivates me to work. So yes, it motivates me the job I do.

5. *How much your motivation to work is affected from the experience you have achieved during these years? (You feel motivated to work because you feel experienced and know how to work now?)*

**Sara Birgersdotter; Macken:** Yes, I think I have experience now and I know how things are done here, so I feel that as a motive to work. However, I learn so many things everyday and sometimes my job can be so frustrating but as I know to manage situation I make this feeling to pass and continue working again. So, it is something contingent I learned and I keep learning everyday this is important for me.

**Sam; Macken:** Well, the experience in my work is a very important part of motivation. I actually consider it as a core motive for me, I like to learn and that is what Macken gives me every time.

**Adnan Gjakova; Katarina Josipi:** I consider the experience to work as very important, I would avoid another workplace partly because of this, It is because I learned so much in this organization and if sometimes I feel diving or declining I can come right away with something actually with the help from the experience I have in this workplace. I consider my work here as a cycle, my work here has some concrete results in time then starts again from the beginning, this is why I learn a lot from my work.

**Naser Lajçi; Syri I Vizionit:** When you have experience no matter here or anywhere else, all that matters is for you to start. There is no problem after all, you know how to approach to a task, how to behave, how to motivate yourself and others all these are in your head you just implement. Same, I feel in my work, all that have to do is to start a task then I know what I have to do.

**Jehona Krasniçi; NPO “Lorenz Mazreku”:** I think this is kind of main point of work as I mentioned, I am student and for sure in the future I will need to occupy a
workplace. The experience I gain in my workplace here will for sure help me find a job in the future and I will be more prepared for my life as well. So yes, definitely, it has a big importance.

Nol Goga; NPO “Lorenz Mazreku”: Yes of course, I came here to work because of experience. In the other way, I think that while working you meet people that have experience and share things with you and this for sure can help me find directions for what I want for e.g. the idea that I want to be doctor.

6. Do specific goals set by management make you motivated? Are you interested to work toward achieving goals that your management has set for you, how much this aspect motivates you?

Sara Birgersdotter; Macken: Well I consider this aspect very important, I would say the basic ground where Macken stands. One big goal as we consider is we should help every man to find himself, and the work in groups to achieve it makes me feel we can do it. Therefore, we all have common thoughts, so the same are high goals defined and achieved together in-group. And so, every day we find solutions for different problems.

Sam; Macken: I consider that I work to achieve something big in this company, sometimes I forget where I want to end up with my work because it is lot of work, but I remember quick that is our common goal that we all work toward. I work for a biggest goal that is integration, it is hard for people to come in the middle of nowhere, you cannot speak, you don’t know anyone, it is very hard for people that come, so I feel empathic when I think about this and I simply want to help them to settle themselves. It is a big goal because there are always people coming that is why it makes it unreachable but we all work to make it possible.

Adnan Gjakova; Katarina Josipi: The goal to educate youths in our society is really a big goal, sometimes the failure to achieve it makes me so disappointing and unmotivated. However while I organize courses for students I apply some rewards for e.g. excursions for good students, some money or others symbolic rewards. Moreover, while doing so I have seen that some students even though considering a particular success unachievable they give a great effort and work so hard to achieve it. In this way, I have concluded that for achieving high goals we need to motivate people by fulfilling some of secondary elements such as exempting them from fees no punishments etc. This makes them concentrated on the goal and very motivated.
otherwise as I said high goals developed with other concerns can be very frustrating and less motivating.

**Naser Lajçi; Syri I Vizionit**: It helps a lot to be motivated, I have seen inside myself that when we realize a big project and we have a lot of troubles and challenges and we make it, then I feel myself empowered and able to take over another bigger project. So, I consider that from big challenges I only achieve bigger satisfaction at the end and empowerment to achieve even bigger goals.

**Jehona Krasniçi; NPO “Lorenz Mazreku”**: I do not feel that I have a big goal to achieve on my shoulders, I rather feel it pleasure and easy work that fits to my personality. However the result at the end can be big so it is motivating it is satisfaction that follows when we see that our work has the effect we wanted to.

**Nol Goga; NPO “Lorenz Mazreku”**: I am still standing on the communication with people as very important to achieve everything in work including high goals. I sure consider high goals motivating but I consider more motivating the realization of them which is in cooperation with others.

7. **How much you think your motivation to work come as an effort toward achieving something that you desire?**

**Sara Birgersdotter; Macken**: Yes, as I mentioned earlier it is important to have in mind something that someone desires, it makes people motivated. I would rather consist on things that I desire as personality things such as self-affiliation, esteem and others, more than considering material things such as car, clothes or anything else.

**Sam; Macken**: It is known that everyone desires something in particular, but I think I desire respect and to show that I have other abilities rather than just the movement and physical work. So, this is what I have in mind while I work and I all think about it, so it has effect on my motives to work.

**Adnan Gjakova; Katarina Josipi**: Material wishes such as a car or a flat cannot be spiritual wishes, spiritual wishes are often very high and unachievable wishes. In this way, wishes under the process of work are forgotten or are dismissed at all. Therefore, I consider that the desire is often to achieve something that is real; many other conditions are required for you to achieve desires. For e.g. I consider that my wish is developing personal skills, by this I can be able to chose any material wishes that are convenient. I consider that the desire should be real for the time and place. I would
love to go to moon but it seems unavailable so we should focus in a desire that achievable and convenient for my abilities. So, it can be motivating and it cannot, it matters from the wish.

**Naser Lajçi; Syri I Vizionit:** Well, you can imagine yourself, it is not a big salary that we get here to pursue those kinds of desires we may have. So, I do not consider it a intent for working here. But sure I would like a good car in the future and some good stuffs that make me happy, but I do not consider it important for my motives in work.

**Jehona Krasniçi; NPO “Lorenz Mazreku”:** Yes, I believe I work for something i desire, which may be the wish for more experience, the wish to achieve something or whatever else I just think it motivates me.

**Nol Goga; NPO “Lorenz Mazreku”:** Yes definitely, I consider as something that motivates me, I would consider more the help to get what I desire.

8. How much do you think your motivation to work comes because of equity? Do you feel yourself equal to others in many aspects such as nationality, position and especially payment? Simply how much, your motives to work are affected by equality or non-equality.

**Sara Birgersdotter; Macken:** In Macken there are no bosses, we are all equal. All people are equal, that is why I like to work in this organization, no pressure at all, no yelling, and no interrupting at your work. I work because of this and I think it is motivating for me. I don’t consider the payment as an indicator for measuring the equality I believe more on attributes I mentioned earlier.

**Sam; Macken:** I don’t really care if anyone is paid, or how much others are paid. Simply not important at all, and I still work as a volunteer. Last week there was a evaluation of the work at Macken and I had great comments about my work, so simply saying, I am not paid form my job and I just feel more and more responsible for my position and I just feel that I am increasing my effort to my job. So, I do not consider it as a big thing to my motives.

**Adnan Gjakova; Katarina Josipi:** While working in organization and living in this environment I have seen that probably 90% of the people that work are interested to know how much money their colleagues take in order to compare their salary to them. By this, I say that, to lot of people this condition can be very demotivating, but in the other way, it cannot be motivating, I say it can help a little but not much to motivate.
In my life, I have had lots of cases where I have been discriminated in such a saying, when being paid less for not the same work but I consider much higher effort from me compare to others. So, it was disappointing but never was a factor to get me demotivated in a big scale, so I don’t consider equality motivating or demotivating while I keep in mind that I have always been discriminated by employers and I still continue to be so, and in fact I never gave up.

**Naser Lajç; Syri I Vizionit:** In the beginning when we take a project everything becomes clear and public to the whole members, we all see our contract and we are able to sign or to reject it. As always happened we always sign it and never happened that the salary to be the topic of discussion about the contract. Therefore, the salaries are approximately same to all members, so it is not a deal to be concerned and it is our choice to accept. So, it does not have any influence at all to my motives at work.

**Jehona Krasniçi; NPO “Lorenz Mazreku”:** When it comes to the equality, I see myself equal to my colleagues, in the aspect that we all have our tasks that we deal with and there is no discrimination in aspects such as nationality, age, different position of the work not at all. Nothing that deserves to be mentioned. As I am not getting paid, as a volunteer, I can answer this question simply saying that I don’t feel myself unequal to people that take salaries. So, I never think of it and does not have influence on my activity to work.

**Nol Goga; NPO “Lorenz Mazreku”:** I would consider that if I do not feel myself equal to others I would feel jealous or anything that affects my motives to work. However, as I consider myself a volunteer, payment does not have any importance to equality or I do not see salary as a factor to make me unmotivated. I see more equality in factors such independence to work, participation to decisions, respect and these kind of stuffs.

9. **If tomorrow is break day (resting day), and suddenly you are told to come and work in your workplace.**

   a. **What would be the reasons for you to come?**

**Sara Birgersdotter; Macken:** a. I will come because I feel responsible for my job, and I may think that something bad may happen and I do not want it. I will also come to work because if I do not come to work there might be a load of work in my desk. So, I will have to finish it whenever it has to be I should do my job and if I leave it for
tomorrow there will be load of my work. Simply these reasons are why I will always come to work.

**Sam; Macken:** Well, this happens all the time, and the reason why I come it is simply because there are lots of people that need me in that particular moment, for a settlement, food, rest or anything we help. And, if they are hungry and I may not come to work than there are big coincidences and I feel empathic toward this, I would never allow anything like that happen because of my irresponsibility. So I would come because of responsibility for my job, compassion for the people I help etc.

**Adnan Gjakova; Katarina Josipi:** Reasons why I will come, is the interest of the whole group, the result that we all attend to achieve, the intention to achieve more and more, the responsibility I have as a leader for my work makes me act as a very serious man in order to keep the serious thoughts in all members.

**Naser Lajçi; Syri I Vizionit:** when organization needs my contribution, it will be pleasure to respond, reasons are simple, personal, professional, and collective responsibility, even celebrities for me do not have bigger importance than job.

**Jehona Krasniçi; NPO “Lorenz Mazreku”:** I feel responsible for my job that is why I come, but I see if I do not have to do anything else on my day that might be important I come with no hesitation.

**Nol Goga; NPO “Lorenz Mazreku”:** The reason why I will come to work is simply the responsibility to work, and the will to be correct at my job. It is something that follows you when you work, so these are reasons.

1. **What would be the reasons if you would chose not to come?**

**Sara Birgersdotter; Macken:** I would not come because I cannot because i am very occupyed, i cannot because i am on a meeting and things like this. Nevertheless, even if I cannot we have a relationship between each other, all members in Macken so we just call someone else to cover me right away.

**Sam; Macken:** Only strong reasons, such as traveling abroad, important meetings, illness and stuffs like this otherwise I will always be responsible for my job.

**Adnan Gjakova; Katarina Josipi:** Reasons that I will not come would be illness, going to funerals, very important meeting etc. Otherwise, I will always respond to the call of my organization.

**Naser Lajçi; Syri I Vizionit:** Reasons to not answer to my call to work would be, official trips, tragedies, and sometimes ceremonies I will may add that often I may
exempt ceremonies to come and work, ceremonies are not important as job is. But sometimes it is necessary.

**Jehona Krasniqi; NPO “Lorenz Mazreku”:** I would like to believe that this should be unavoidable; I mean when job calls you should respond and appear to the workplace immediately. However, there might approach some difficulties that stop you on this e.g. reasons for not coming to work might be unavailable or out for a trip, vacation, illness or hospitality, celebrities, tragedies etc.

**Nol Goga; NPO “Lorenz Mazreku”:** I would not come to work for reasons such as, other plans, vacation, ceremonies etc.

10. **Would you prefer to rather work in a (non-profit or profit) organization? Comments about this.**

**Sara Birgersdotter; Macken:** It is not that I would not work on one for-profit company, because when you need money for existence that might be the best choice remaining. But, If I have to chose between profit and not-for profit then it is no question. I sure chose not-for-profit and between other choices, I chose Macken. For the reasons I mentioned. I want myself here because I find myself perfect in this work place. This does not mean that the work is more simplistic in not-for-profit organizations but the independence, empowerment, and cooperation helps to not be stressed and ruin it.

**Sam; Macken:** I do not choose when it comes to earn money, but after my accident, I am not allowed to work in profit organizations so the not-for-profit organization was my best choice. I do not what to say by this that I came here because I was pushed to, but it was my willingness to try it out. However, if I answer from my former perspective I would say profit, but as I have tried and know how the work is done in not-for-profit organization, I definitely want to work in Macken and I would not switch it.

**Adnan Gjakova; Katarina Josipi:** When you work in not-for-profit organizations, especially when you are the leader of the group, it is for sure that you will have lot of calls and offers to work for many companies. Therefore, I had the opportunity but never used it. This was just because I do not like to work in other’s programs or plans I do not like to work for personal interests and achievements, and after all I do not want to subordinate myself to others. I like to work in not-for-profit organizations just because I joy all the opposite of profit organizations freedom, willingness, wish to
work, wish to help others, opportunity to meet others like yourself that join you. All these things make my work place very likely for me.

**Naser Lajci; Syri I Vizionit:** No, simply saying in profit organizations you are limited, you are dependent. Politics, rules and tasks come from others you only have to implement without saying anything. Other reason is that profit organizations all what they care is turnover, they do not care about citizens. I wish always to advocate the citizen rights and I would not feel myself comfortable if I know I am not doing this. So I emphasis reasons why I would not work in profit organization, those are dependency, limiting, pressure, unable to participate on taking decisions, discrimination, nepotism etc.

**Jehona Krasnici; NPO “Lorenz Mazreku”:** I would not work in profit organization just because I am young and I am female, every profit organization would try to earn from this. I mean discrimination, the belief that as a young girl, I would not be able to perform better than others may lead to have a workplace that is not for me and I do not deserve. I simply favor the work in not-for-profit organization because you chose the work you do, and you do it the way you know it is easier. Profit organizations do this in contrary they make you work something you do not want and they even make you do it in a way they want.

**Nol Goga; NPO “Lorenz Mazreku”:** Well lots of students of my age work on for-profit organizations because they have needs and are pushed to work in order to make some money. Same I would do or I might be pushed to do if I might have a family to support, I want to say you cannot say no because it depends on something else. I answer to the question “NO” I would not work in a profit organization it is not the time for me as a student and any other student to work in profit organizations, we all should attend ourselves in not-for-profit organizations because there we can find programs that are convenient to students.

**Interviews with for-profit sample**

**Interview questions**

1. What are motives that make you work at ........ organization?

   **A flow answer:**

   Avdyl Berisha : The first reason to work is self-interest I have from the job. I put second the relationship and the cooperation with people. So simply saying it is the interest and friendship.
Besim Çeku: I recognize the first reason to be, the realization of a wage comfort to the job I do, or a rational remuneration. Second, I work to this company because of the authority this company has in the market.

Nexhat Dragaj: Well, after the socialist era was over in Yugoslav union, there came the capitalist era. I was fired from a public company where I was working. In this way, it was the time for change in my life. To be honest it was the fight for existence, so I bought stocks and started to trade food items. I confess in the beginning it was all about existence and struggle for survive. Nevertheless, now it is for sure a common interest, employment, increcent of economy etc.

2. *How much does money (payment) influences your motives to work? Would you feel more motivated if you would get higher salary or bonus?*

Avdyl Berisha : I recognize that without a payment there are no motives to work. So I find it motivating and yes a bonus may help to give more effort to work.

Besim Çeku: Well I consider the wage as something that I need. I don’t find the salary as demotivating source, but I find a bonus as a motivator for giving even more effort to work.

Nexhat Dragaj: Speaking as an entrepreneur I say money is everything for me, I need money to open a business, I need money to run that business in continuous state. Everything has to do with money, however now we live in a capitalist age where banks loan you money to work and you can still fulfill your ideas but before it was different you needed to have cash or you could not do anything.

3. *Which needs would you consider you are interested to fulfill with your work here :*

   a. Food
   b. Safety
   c. Relationship
   d. Self-esteem
   e. Self-actualization

Avdyl Berisha : I think physiological needs are necessary; I have a family to support that’s why I need a salary to fulfill the need for food. This is my first need that I work for. The life is difficult and the economic crisis have brought to a lack on employment, so having a job to satisfy my physiological needs is highly satisfactory to me. There is also connection and relationship with others and self-esteem that I want also to achieve.
Besim Çeku: The basically need that I work for is sure a salary to meet needs such as food and shelter. In this way, I chose physiological needs to be the reason why I really work.

Nexhat Dragaj: it was necessary to risk in order to exist that was the question. Now, answering to the question I said it is about a need I may say psychological needs were important for me I wanted to insure a better life for me and my family that was all I had in mind. Now even though I have enough found to do that there is still in my mind to have good food and good health me and my children so it is psychological needs.

4. Does the job you do motivate you to work, (for example, you love what you do and that’s why you feel motivated to do more?)

Avdyl Berisha: I enjoy my work, I am pleased when performing to my work, and when I also think that I get paid with an average wage of the standard of Kosovo, the job ends to be very motivating for me.

Besim Çeku: Sure, it is the workplace and the job that I do that keeps me working in here. I sure love my job and this motivates me in contrary I wouldn’t work the same job.

Nexhat Dragaj: I can simply say if I don’t like the job I do I would not work on it. So, I love now what I do and that makes me motivated.

5. How much your motivation to work is affected from the experience you have achieved during these years? (You feel motivated to work because you feel experienced and know how to work now?)

Avdyl Berisha: As I said I enjoy performing in my work, I often achieve high success and that is pleasing as well. The experience helps me be perfect on my job this is how experience affects my motives to work.

Besim Çeku: The experience I have acquired on my job helps me a lot to finish my job properly, saves my time and sure often to be perfect.

Nexhat Dragaj: Experience, to explain you this, how experience motivates is the help I have from my experience e.g. I am not afraid from a new entrepreneur if he has 10000 Euros capital and if I am empty handed, I do not fear him because he does not have experience and I can beat him. This is what experience helps me. I have build my facilities twice from the basement and have made my capital twice from zero, so I thing the experience is worthier than the capital form me.
6. *Do specific goals set by management make you motivated? Are you interested to work toward achieving goals that your management has set for you, how much this aspect motivates you?*

Avdyl Berisha: Goals from management are always high, I say the motivation to achieve those goals is proportional as well. We engage to achieve high results, as higher our results as higher is our motivation to work.

Besim Çeku: Sure, it motivates me a lot e.g. the high goal by management this year is increase on sales for 10% comparing to the former year. Then we all engage ourselves to achieve this goal, if we succeed then we will be rewarded by higher wages and better insurance as well. So, high goals are motivating.

Nexhat Dragaj: High goals are motivating for sure but they are so frustrating to achieve. I have set once a very high goal and it was to build the biggest supermarket in the town. Even though I made it I could never stop, I should always be attached to my work, I had never any break, I had always to meet banks, municipality, and other agents and deal with my planning. But sure motivating to move on in order to achieve them.

7. *How much you think your motivation to work come as an effort toward achieving something that you desire?*

Avdyl Berisha: well, the desire is enormous, I would really liked a flat or a big car but no it is not motive for work. I can simply say that we should just exempt such ideas from our head. All that I work is insuring the food and the shelter for me and my family, we can barely pass beyond this, and even if we achieve to do so we should save money for future of our children so any personal desire is just dismissed as a motivator for work.

Besim Çeku: My desire is a standard familiar life. This is all I attend to achieve with my work. It is true that the wish to do something can drive some people to different ways just to achieve it. However, for me this is not motivator for work, it is just food the shelter, and the ability to pay bills.

Nexhat Dragaj: This is true, the desire to possess something is over all. For me it was a better life for me and my family, a better house always for a better life, so this is very important when it comes to motives.

8. *How much do you think your motivation to work comes because of equity? Do you feel yourself equal to others in many aspects such as nationality, position and*
especially payment? Simply how much, your motives to work are affected by equality or non-equality.

Avdyl Berisha: Since Kosovo is a place in development and the scale of unemployment is big, the issue of inequality in payment does not matter. Some people just want a job to make money enough to exist, that is the issue for them, so in my opinion this does not have anything to with my motives to work.

Besim Çeku: Absolutely, I think this would not be just my wish, but anyone in this world would like to be evaluated equal; this does not happen often and there are disappointments. I like to think that anyone should be paid proportionally with the job they do. Personally, I don’t check to see if others are paid more, since our work depends on all of us as a group, that is why I think this issue does not affect my motives to work.

Nexhat Dragaj: I can answer this question from an employer perspective. I have witnessed unequal employees, and I have found how harmed they can be through the harm they cause to the organization. If they perceive their self unequal to others, they will harm your enterprise; they will try to make troubles, avoid working, work improperly, and everything that makes them pay that inequality. So, being equal I can evaluate very influential for motives to work.

9. If tomorrow is break day (resting day), and suddenly you are told to come and work in your workplace.

a. What would be the reasons for you to come?

Avdyl Berisha: It is the responsibility for my work, I feel responsible for the sector I work, our group has to achieve goals set by headquarters, and if a member of the group neglects to come and work toward achieving these goals, then it is not only the loss of one member, it is the loss of the whole group. That is why we all fell responsible to come and work.

Peson B: Sure, the need for a break is much required sometimes, but if the job seeks me I would not neglect to come. I won’t object, I will always come when job needs me. It is our common interest; that is why I would come.

Nexhat Dragaj: Simple reasons, I have to appear in my workplace often and this is because I have to commit transactions like pay bills, loans etc, which require deadlines and I need to reply in time. Other reasons are remuneration of employees,
responsibility you have when you work with different enterprises, benefit, respect for
the job, cooperation etc.

b. What would be the reasons if you would chose not to come?
Avdyl Berisha: I would never object to come to work, however I would not come to
work if I would be abroad or sick.
Besim Çeku: I would not come if I would be sick or in a trip.
Nexhat Dragaj: Well, when it is your company then it is different, it is not like every
other job, it is a responsibility that you cannot leave because of a vacation or because
any other ceremony, it is the job that requires the avoidance of these things to be
there. So I won’t come to work if there is no possibility to appear, however I still
work from the distance or send my best men to solve that issue, so not answering to
my job is not my choice.

10. Would you prefer to rather work in a (non-profit or profit) organization? Comments
about this.
Avdyl Berisha: I would not work in a not-for-profit organization unless my payment
is regulated. The reason is that I am a familiar and the only man supporting this
family that is why I would not be able to work as a volunteer or for a low wage.
Besim Çeku: Yes, I might work in a not-for-profit organization and the reason would
be if they require my experience to develop their selves. I would sure help them to
achieve their success.
Nexhat Dragaj: Due to my experience in a for profit organization I have cope with lot
of situations between them it was when you have to know by the sale in the end of the
day if you are going to be able to meet employees wages. If not there you have to
touch your stocks to finish the liability because people have to eat from that salary. I
will not work in a NPO when I consider that I will not be able to sell something and
finish liabilities, so this is they cannot be rentable enough to finish their liabilities and
I cannot work and own to people.

Helping questions: Since the interviews were semi-structured, the questions were often
followed by some helping questions that made the answer more correct and simple, and
helped the interviewee to be focused on the topic saying more clearly the sample to be valid.
Some questions I made if interviewees are unprepared to talk in a flow conversation I will
simplify the answer:

1. 
a. You work because you want to make money;
b. You work because you have needs or family and you need to support them.
c. You work because you love your job;
d. You work because you are used to work this job now;
e. You work because there are goals that management sets for you and you like to achieve them
f. Do you work because you have a wish to buy something or achieve something and the easiest way is to work at this organization;
g. Do you work at this organization because they consider you equal to others, or they do not discriminate you in payment or other things.

2. **If tomorrow is red, day and you are told to come and work in your workplace, all alone.**
   a. If you would chose to come, why would you do so?
      i. You are afraid of getting fired;
      ii. You come because it will get paid a lot more than regularly;
      iii. You will come to work because your supervisor, would appreciate that and after some time you will be promoted or raised in the position;
      iv. You will come only because you have a tight friendship with your supervisor, and you do not want to spoil it;
      v. If something else please note below:
   
   b. If you would chose not to come, why would you do so?
      i. You want your employer to pay you even more in order for you to go and work.
      ii. You want to spend time with your precious people, on this day (innate need)
      iii. You need your supervisor to tell you what to do, and you cannot act by yourself
      iv. You have been used to work together with friends and do not want to work alone in your workplace.
      v. If something else please note below:
Linnaeus University – a firm focus on quality and competence

On 1 January 2010 Växjö University and the University of Kalmar merged to form Linnaeus University. This new university is the product of a will to improve the quality, enhance the appeal and boost the development potential of teaching and research, at the same time as it plays a prominent role in working closely together with local society. Linnaeus University offers an attractive knowledge environment characterised by high quality and a competitive portfolio of skills.

Linnaeus University is a modern, international university with the emphasis on the desire for knowledge, creative thinking and practical innovations. For us, the focus is on proximity to our students, but also on the world around us and the future ahead.

Lnu.se
Linnaeus University
SE-351 95 Växjö
Telefon 0772-28 80 00