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MODELLING OF MOTIVATION SYSTEM TO INCREASE JOB PERFORMANCE OF INFORMATION TECHNOLOGY PROFESSIONALS IN LATVIA

Business Administration

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CONTENTS

List of Tables

List of Figures

INTRODUCTION

Topicality

In the age of technological development, the rise of Information Technology (further in the text IT) industry constantly increases. The value of Information Communication Technologies sector is estimated as 3.112 billion USD and growth rates are significantly higher than average world economy growth rates: +4.3% in 2017 (Global Information Communication Technologies Report, 2018).

As a part of Global economy, Latvia follows the same patterns of IT sector growth as other countries. According to Central Statistical Bureau, in 2018 99.8% of Latvian companies are computerized, 99.6% have Internet Connection and 63% have a website (Central Statistical Bureau, 2019). IT professionals are more flexible in terms of looking for a job on the labor market all over the world; opportunities of remote job allow they benefit on proposals from abroad, as there is a huge need for qualified IT employees in contemporary business environment. For business organizations it is significant to employ well qualified, flexible and creative IT professionals in order to optimize their processes develop and remain competitive. Based on the information from Latvian ICT Association, ICT is in Top 3 Latvian Exporters among all sectors with turnover of more than 3.6 billion euro (LIKTA, 2019). Latvian IT professionals are well demanded on the world's labor market thanks to their skills and knowledge, abilities to learn fast and update their knowledge in a timely manner. It can be concluded, that ICT market has high competitiveness among professionals as well as among companies. Moreover, Latvian IT professionals are competitive on the European labor market. All these facts make companies take into account priorities and needs of well qualified and creative professionals.

IT professionals also differ by character type of work as they are working in various tasks depending on character of business they work for, their projects differ and every new one can be completely different from another. That is why there is a need of special approach for motivating them and improving their job performance.

Topicality of the thesis can be explained by the growth of the significance of Information Technologies in contemporary economy and business environment, mobility of IT professionals in terms of location of their working place, universality of programming and web languages and significance of making business processes up to date and competitive on the market in matters of and with the help of rapid technological development. Perception of IT Leadership, IT Talent shortage and Retention were listed in the results of 2018 SIM IT Trends Study among Worrisome IT management issues on the 2nd and 3rd places accordingly (SIM IT Trends Study, 2018).

Latvian society highly benefit from the presence of creative IT professionals. In 2017, 17.7 thousand people left Latvia. A large number (14.7 thousand or 83 % of emigrants) of population of Latvia in working age (15-62 years) went abroad. 9.5 thousand of them or 64 % were 20-39 years old. Of the total number of emmigrants, 80 % were of working age. Also 62 % of migrants of working age were 20-39 years old (Central Statistical Bureau of Latvia, 2019). All the above factors highlight the necessity of retaining professionals, especially in ICT sector. Consequently, the problem of their motivation becomes particularly topical.

Motivation is one of the core problems of management. Motivation in management is complex approach to personnel management, driven towards creating motives, which make the employee perform better. For contemporary management motivation has become topical and critical issue to some extent. Thanks to the correct and suitable motivation of employees, organization can develop in the conditions of high competition and turbulence of contemporary environment. The key to creating right motivation model is in choosing right motives to drive the employee for productive work. Understanding the gist of motivation is one of the tasks of successful manager. The way to productive work of the employee lies through right motivation. Knowing by which motives employee is driven allows working our effective motivation strategy. All the actions of the employee are based on the needs. Therefore, it is significant to determine the needs of the targeted employee or the group of employees in creating the right motivation.

For the contemporary organization, it is significant to create motivation system the corresponding to the needs of the employees, which does not contradict with corporate culture and general strategy but which can lead to business growth and development. Numerous researches of motivation as a phenomenon found some patterns. However, motivation is influenced by many factors, such as specificity of industry, type of work, personal characteristics of employees (age, generation, place of living, etc.) and many others. This is why comparable researches and even replications of the researches bring different results once at least one of the factors changes.

The actuality of the problem of motivation is justified by the fact that it remains a field of research for decades since it first appeared in the beginning of 20th century and until present time. Modern researches keep bringing new knowledge into the theory of motivation. They mostly focus at specific motivation factors (Park & Word, 2012; Brenninger, 2015; Ferrara et al, 2018;), specific groups of individuals (Kubátová & Kukelková, 2014; Karsh & Templin, 2013; Kultalahti & Viitala, 2014; Seemiller & Grace, 2016; Baciu, 2017; Umeozor, 2018), specific industries (Wagner, 2014; Kisker, 2014; Kowal & Roztocki, 2015; Ertürk & Vurgun, 2015), or develop and test classic motivation theories (Kopelman et al., 2012; Vollmeyer et al, 2013; Chen et al, 2018; Ozsoy, 2019).

Motivation can be viewed as an interdisciplinary phenomenon. It addresses economic, management, psychological, demographic, cultural and social aspects. This thesis is focused at

economic and management aspects of motivation as a factor of company's competitive advantage and business development.

Research question

The main research question in the thesis is: 'What factors can motivate IT professionals to perform better?'

Objective

The objective of the research is to identify factors that motivate creative Latvian IT professionals and propose a model for management of motivation of IT professionals.

Tasks

Achieving the objective of the dissertation implies solving the following tasks:

1. Work out theoretical approach to explain value settings connected with employee motivation of creative IT professionals in Latvia.

2. Create theoretical model, which ties life value setting of IT professional with employee motivation and job performance.

3. Select the most appropriate research methodology in mixed-method paradigm for analyzing values, expectations and motivation of creative class IT professionals in Latvia.

4. Explore creative class background in Latvia: education, origin, professional activity.

5. Determine career opportunities, professional expectations and employee motivation of Latvian creative IT professionals.

6. To study Latvian creative IT professionals' preferences to working conditions and system of employee motivation.

7. Create effective model for improving job performance for IT professionals.

Object of the research

The object of the research is Latvian IT professionals.

Subject of the research

Subject of the research is factors affecting the motivation of IT professionals in Latvia.

Hypotheses

To effectively manage a creative class, it is necessary to understand well the professional identity and culture of this social group. It can be assumed that for the creative class, professional identity is a particularly important factor, since the profession in many respects determines both belonging to a given social group and the whole lifestyle. In connection with this, one of the objectives of this study is to study the process of formation of professional culture and identity of IT professionals. Therefore, the first hypothesis of the study is:

H1. If IT professionals are considered as a new professional group, they should have

specific employee motivation, motives for job performance, success criteria and professional culture (based on Creative Class theory).

IT professionals belong to creative class according to Florida. One of the main characteristics of creative class is a system of common value setting. Value settings of creative class representatives are changing from survival towards self-actualization values, from traditional values to rational values. Because of this process, values of the creative class can differ and even contradict with the values of society in general. Without understanding of basic value setting of IT professionals, it is impossible to create effective management system along with motivation strategy for this professional group. This is why the Hypothesis 2 should be proven or refused.

H2. Professional values of IT professionals in Latvia differ from the values, which are dominant among other Latvian labor force representatives. (based on Modernization Theory)

Based on the Theory of Cultural Modernization it is possible to assume that Latvian IT professionals as a member of creative class, a group, more flexible and open to change, already have modernized value setting, it is more modernized group in society and labor market.

H3. Latvian IT professionals are more influenced by motivator factors than by hygiene factors. Factors that motivate IT professionals differ depending to the Generation they belong to.

In contrast with creative class approach, Herzberg's theory does not take in account peculiarities of creative class, as well as distinction between employee generations and specificity of transitional economy. Implementation of Herzberg's approach on representatives of different industries showed contradictory results. However, no research on IT professionals in Latvia was ever conducted. This is why it has high scientific importance to prove or refute a hypothesis concerning hygiene factors and motivators of IT professionals in Latvia. Generational aspect in Latvia is unique. Being a transitional economy, it comprises generation that was born and raised in Soviet command system, generation that was born in command system and raised during transitional period and generation that was born in transitional period. We can assume that needs, values and motives of these generations are highly different.   The widespread classification that divides current population in the USA and Western European economies into Baby Boomers, Generation X, Generation Y and Generation Z does not reflect demographic, political, economic and social processes Latvia faced during past 50 years. This is why it is important to develop specific approach to the division of Latvian IT professionals into generations. One of the most noticeable distinctions between generations is their value system that is responsible for building motivation.

Methodology

The empirical part of research is based on mixed method strategy. The research design is

built in the way, where qualitative data and results are further enhanced and checked using quantitative methodology to achieve the triangulation of the research and create the employee motivation model for improving job performance for IT professionals as well as the list of recommendation for management of business organizations for motivating IT professionals to perform better, retaining them in the organization and attracting to new projects.

1.   Qualitative methods:

- Scientific literature analysis regarding the concept and approaches to motivation, creative class phenomenon, generational and locational aspects of motivation,

- Series of semi-structured interviews with employed IT professionals in order to receive insights in understanding working process, motivation strategy and further create questionnaire for online survey as well as formulate hypotheses. Total of 30 interviews with IT professionals were analyzed. As a modern approach, Quirkos package was used to analyze the interview, with coding and linking procedures carried out.

2.   Quantitative methods:

- Statistical data on the subject was analyzed,

- Online survey was created, 1200 valid questionnaires filled by IT professionals were found analyzable after quality check. The survey was professionally programmed using Sawtooth software and analyzed with SPPS software.

- Multiple regression modeling

- Factor analysis

- Age-Period-Cohort Analysis

- Validation using T-test for Paried Samples

Novelty

The novelty of the research is based on the fact that creative class and its motivation have not been yet investigated in Latvia. The phenomenon of creative class was offered by Florida; its influence on economic development has been researched from the many aspects: in conjunction with regional and urban development (Lorenzen & Andersen, 2009; Asheim, 2009; Bayliss, 2007), policy (O'Connor & Kong, 2009; Wuwei, 2011), migration (Annell & Terman, 2017). Some researchers justify the interconnection between the creative class, creative industries and creative economy (Pratt, 2009; Tschang, 2009, Puchta et al, 2010). However, the problem of motivation of creative class in Latvia yet demands to be researched.   While there are researches dedicated to various aspects of employee motivation, they observe this from various points: some - from the point of motivation of employees, who belong to different generations and therefore each

11

generation group needs special approach to be motivated to work (Baltina *&* Šenfelde, 2016); some - from the point of view of professional orientation, emphasizing that employees need to be motivated based on their professions or occupation (Lasmane et al., 2011). However, there are no researches dedicated to motivation of creative IT professionals, especially in the context of generational approach.

The results of the research bring theoretical and practical novelty into solving the problem of motivation of IT professionals in Latvia.

Theoretical novelty

1. Peculiarities of IT professionals as a part of creative class were justified.
2. Factors influencing motivation of IT professionals in Latvia were grouped.
3. Theoretical approach that explains the connection of value settings with employee motivation and job performance of creative IT professionals in Latvia was introduced.
4. Creative class background in Latvia was studied.

Practical novelty

1. Suggestions concerning career opportunities, professional expectations and employee motivation of Latvian creative IT professionals were developed
2. Model of management of motivation of IT professionals in Latvia was worked out and introduced
3. Motivation strategy for creative IT professionals was presented.

Scientific novelty

Scientific novelty can be described by the following:

1. Based on the motivation theories and generation theories theoretical framework for creation of the employee motivation model for improving job performance for IT professionals was developed. It takes into account both employee motivation and belongingness to certain genetration.
2. The paper makes a contribution into Latvian scientific researches in the field of business administration, management of motivation and management of job performance of the groups belonging to creative class.
3. Current research can be foreseen as a part of future series of researches dedicated to tailor-made motivation approach for various professional groups.

The Ph.D. thesis consists of a theoretical chapter, three empirical chapters and chapter of

validation.

Chapter 1 of the thesis discusses the theory of the creative class due to the concept of the creative class and its role in the modern economy. Also it includes theories of motivation in order to analyze various systems of employee motivation, their effectiveness, and their features. In addition, the theoretical part of the thesis includes theories of generation and their implementation for Latvian society.

Chapter 2 is dedicated to shaping of professional identity and professional culture of IT professionals in modern Latvia. Professional affiliation is an important characteristic of the creative class since the profession in many ways determines the very affiliation to a given social group and the lifestyle associated with it.

Chapter 3 analyses the value orientations of IT professionals and their influence on the employee motivation. The employee motivation and the desire to work more productively depend on the value orientations of the employee. They greatly affect the assessment of most life situations, and human behavior, including economic behavior and behavior at work.

Chapter 4 is dedicated to creating a model of employee motivation system for improving job performance of IT professionals. All studies of the creative class show that the effective management of the creative class representatives requires a unique system of motivation. Material incentives do not motivate representatives of the creative class to work in more productive way since the issue of adequate and fair wages is no longer problematic in this professional community. The main goal of this research is to create a model that would link employee motivation, job performance, value orientations and attitudes, as well as take into account the individual characteristics of professionals (professional position, generational identity, gender, etc.). The developed model for employee motivation of IT professionals gives new insights and discuss different opportunities for increasing job performance of IT professionals. Recommendations and suggestions have been put as necessary implications of this model.

Chapter 5 presents the validation of model to improving job performance for IT professionals. Validity of statistical inference was gained with the help of two approaches. Firstly, one more representative online survey was made among IT professionals, recruiting respondents using the same methodology as in the research done in the framework of the thesis. Secondly, the series of expert interviews with top management of the organizations, where IT professionals are employees, where managers evaluated relevance of created model.

Research Limitations

- Research object does not include Latvian IT professionals employed currently in other EU countries.

- Research methodology assumes studying and evaluating effectiveness of

motivation based on the information gathered from IT professionals, not mentioning point of view of managers of organizations, where these professionals are employed.

Research time

Research period is starting from 2017 to 2019 including selecting appropriate research methodology, statistical data analysis, carrying out a round of semi-structured interviews with IT professionals as well as online survey.

Validation

In order to validate the employee motivation model for improving job performance for IT professionals in Latvia, the mixed method approach was used. Data collection took place in August 2019. The online survey of 350 IT professionals was done in order to validate and evaluate the model and basic characteristics among IT employees. The series of semi-structured interviews of 12 top managers, working and managing IT professionals, was done in order to evaluate the model and to compensate research limitation of having only IT professionals in initial sampling. The model was successfully validated with the help of chosen methodology.

Theses for defense

1. Elaboration and application of the motivation model to improving job performance for IT professionals in Latvia will allow business organizations increasing work performance of these employees and minimize costs, connected with control and effective material stimulation.

2. Application of the motivation model to improving job performance for IT professionals will provide sustainable development of the organization by means of attraction to the organization and further retention of well-qualified IT professionals.

3. Effective management of IT professionals in Latvia is able to increase competitiveness and attractiveness of Latvian ICT market and decrease amount of professionals leaving country.

Approbation

- The Author presented research results on 12 international scientific conferences

- The author has taught a part of the course in Human Resource Management for students in The Russian Presidential Academy of National Economy and Public Administration (RANEPA) and in Economics, Management and Agriconsulting department of Chuvash Agricultural Academy.

- The recommendations provided in the research have been used and implemented in two organizations "Survey Everyone G.", US Company, having an IT team based in Latvia and SIA "Survey Agency", Riga.

Author's publications:

1.   Gribanova, S. (2020). The Impact of Intrinsic and Extrinsic Motivators on IT professionals. Case of Latvia. *The 20th International Scientific Conference Globalization and its Socio-Economic Consequences 2020*, Volume 92, Teplice, Slovak Republic (Accessible https://www.shs-conferences.org/articles/shsconf/pdf/2021/03/shsconf_glob20_04008.pdf) ISI Web of Science, Scopus

2.   Gribanova, S., Ābeltiņa, A. (2020). Age and Gender-Based Differences in Motivation of Creative Employees: Case of IT Professionals in Latvia. *21ˢᵗ International Scientific Conference Economic Science for Rural Development* 2020, Jelgava, Latvia pp.225-232 (Accessible http://www.esaf.llu.lv/sites/esaf/files/files/lapas/Krajums_Nr_54_07.07.2020.pdf) ISI Web of Science

3.   Gribanova, S. (2020). Management of Motivation for Millennial IT Professionals in Latvia. *Advances in Economics, Business and Management Research*, Volume 139, International Conference of Economics, Management and Technologies 2020 (ICEMT 2020), Yalta, Russia pp. 491-498 (Accessible https://www.atlantis-press.com/proceedings/icemt-20/125940032) ISI Web of Science

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9. Gribanova, S. & Ābeltiņa, A. (2019). Work Motivation and Labor Productivity Growth Among IT Professionals in Contemporary Latvia. *International Scientific Conference Economic Science for Rural Development* 2019, Jelgava, Latvia pp.165-174 (Accessible http://www.esaf.llu.lv/sites/esaf/files/files/lapas/Latvia_ESRD_52_2019.pdf) ISI Web of Science

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List of Conferences:

1. Report "The Impact of Intrinsic and Extrinsic Motivators on IT professionals. Case of Latvia." International Scientific Conference "Globalization and its socio-economic consequences 2020, Rajecke Teplice, Slovak republic, 2020, 21st October

2. Report "Management of Motivation for Millennial IT Professionals in Latvia" "ICEMT 2020", Yalta, Russia, 2020 19th-21st May

3.   Report "Age and Gender Based Differences In Motivation of Creative Employees. Case of IT Professionals in Latvia" 21st International Scientific Conference "Economic Science for Rural Development 2020", Jelgava, Latvia, 2020 12th-15th May

4.   Report "Peculiarities of Motivating the Creative IT Professionals" XXI International Scientific Conference "Sustainable Economy. Latvian Story", Riga, Latvia, 2020 21st April

5.   Report "Management of Creative Class. Case of IT professionals in Latvia" International Scientific Conference "Globalization and its socio-economic consequences 2019. Sustainability in the Global-Knowledge Economy", Rajecke Teplice, Slovak republic, 2019 9th - International Coneference of Economics, Management and Technologies 2019, 10th October

6.   Report "Evaluation of the Factors Which Influence the Motivation of IT Specialists in Latvia" International Scientific Conference "Society. Integration. Education", Rezekne, Latvia, 2019 24th – 25th May

7.   Report "Shaping of The Professional Community in Digital Economy: a Case Study" International Scientific-Practical Conference "Business Cooperation as a Resource of Sustainable Economic Development and Investment Attraction", Pskov, Russia 2019 21st-23rd May

8.   Report "Work Motivation and Labor Productivity Growth Among IT Professionals in Contemporary Latvia" International Scientific Conference "Economic Science for Rural Development 2019", Jelgava, Latvia 2019 8th-10th May

9.   Report "Motivation of IT Specialists. Case of Latvia" International Scientific Conference "International Conference on Multidisciplinary Innovations and Research", Moscow, Russia 2019 20th -21st April

10.   Report "Emplacement of Creative IT Specialists in Latvia" International Scientific Conference "Research for Rural Development", Jelgava, Latvia 2018 15th – 19th May

11.   Report "Motivation of Young IT professionals" International Scientific Conference "Business and Management 2018", Vilnius, Lithuania 2018 3rd May

12.   Report "Peculiarities of Motivating the Creative IT Professionals" International Scientific Conference "XIX International Scientific Conference. Latvia 100: Expectations, Achievements and Challenges", Riga, Latvia 2018 17th April

1. THEORETICAL FRAMEWORK FOR MOTIVATION OF THE CREATIVE IT PROFESSIONALS

In order to overview the theoretical framework of the paper, it is significant to focus not only on a broad variety of motivation theories (both classic and modern ones, their application in contemporary conditions), but also on a concept of creative class, which can help in understanding of differences as peculiarities of work and motivation of representatives of this group. However, it is also necessary to take into account the generational aspect and its implementation in Latvia society, to understand and to take into account the differences in generational aspects of employees.

1.1. Creative Class Theory

In 2002, American Professor and the head of Martin Prosperity Institute Richard Florida while analyzing the stratification structure of American society has described a new social class which he called "*creative class*" and offered *Creative Class Theory* (Florida, 2012). He pointed out that creative class in North America makes one third of the work force. The actuality and the need of paying special attention in studying creative class and IT professionals especially can be explained by the fact that creativity along with development of IT has become significantly demanded in contemporary economy; people belonging to creative class work with innovations and create fresh ideas – they become the engine of contemporary economic development. Therefore, for organizations it is important to attract such people, retain them and motivate them to work. This will guarantee the development and competitiveness in contemporary market.

Under the creative class in this thesis, the author assumes the socioeconomic class defined by Richard Florida in his book "The Rise of The Creative Class and How It's Transforming Work, Leisure, Community and Everyday Life". He points out that creative class in North America makes one-third of the work force. Florida divides creative class into two components: Super Creative Core and Creative Professionals.

Super creative core includes "scientists and engineers, university professors, poets and novelists, artists, entertainers, actors, designers and architects as well as through leadership of modern society: nonfiction writers, editors, cultural figures, think- tank researchers, analysts and other opinion makers" (Florida, 2012). However, he points out that having a profession of any of the above mentioned specialty does not guarantee belonging to this group. The main criteria of belonging to super creative core is an ability of "producing new forms or designs which are readily transferable and widely useful … it's what they are paid to do" (Florida, 2012).

The second group, "*creative professionals*", are employed in "a wide range of knowledge intensive industries, such as high-tech, financial services, the legal and health care professions,

and business management" (Florida, 2012) and these people are engaged in problem-solving tasks, work process optimization and in finding new ways or approaches to work by using their knowledge and education (Florida, 2012).

In this case, Florida describes employed people, they still have tasks and obligations but, thanks to their ability to create, they give organizations ideas to develop. They become the key to success. From the Florida findings, the economy is not based on raw materials or any of the supply issues anymore emphasizing that creativity has become this raw material, which guarantees further development (Florida, 2012).

Nowadays, human capital and technological development form the new type of the economy inherent to postindustrial system − innovational economy. Due to globalization technologies diffuse around the world rapidly, new centers of Research and Development (R&D) grow worldwide. At the same time technologies bring the most added value and let economies stay competitive. Innovational economy demands innovative creative professionals that are not just ready for the changes but ready to change.

Labor market for creative highly skilled professionals faces the deficit. It makes the mobility of creative IT professionals more intense and requires local companies to develop strategies of retaining creative class in IT industry within the country.

Innovational economy demands creative class as much, as creative class seeks innovational economy. Latvia also keeps paying attention to developing creativity and innovations within the economic system. In 2018, 100% of Latvian enterprises used a computer and had access to internet while in 28 countries of EU computer was used by 99% enterprises and internet was available for 97% of firms. 63% of Latvian enterprises had a web-site in 2018, while in united Europe this share was 77% (Eurostat, 2019). In 2016, 30.3% of Latvian enterprises were innovation-active. The improvement of innovation activity grew 4.8% since 2014. The turnover of innovation-active enterprises as per cent of the total enterprise turnover totaled 67.9% that is 5.1% higher than in previous period and number of employees in innovation-active enterprises as per cent of the total number of employees was 54.6% (Central Statistical Bureau of Latvia, 2019). In 2018, Latvia was ranked 33-d by the Global Innovation Index (Global Innovation Index, 2019). According to the research results, Latvia has already moved to *postindustrial stage* of development in 1990 (Inglehart, Welzel, 2005). That is why it can be concluded that post-materialistic values are dominant especially among young people (Inglehart, Welzel, 2005). This is very important to mention such post-materialistic values as personal autonomy and freedom of choice can be tied to motivation for work.

According to *Modernization Theory* of Inglehart, in postindustrial society, the service sphere comes first, when people have to deal with other people not machines and provide services.

This leads to the informational interaction, highlights importance of knowledge, ideas and innovations. The human of post-industrial world is a well-educated person, able to make decisions and having social links, which gets his intellectual independence, who gets new knowledge and improving skills showing taste in life-style (Inglehart, Welzel, 2005; McGuigan, 2006; Goorha, 2010; Groh, 2019).

According to the article "The Tale of the Baltics: Experiences, Challenges Ahead and Main Lessons" in the ECFIN Economic Brief, it is possible to conclude that transition in Latvia has been successful thanks to several factors such as: successful trade re-orientation, governance and institution quality, effective education systems and strong capital inflows which made country desirable destination for foreign investment (Deroose et al., 2010).

Postindustrial society has created an economic system of future which main trait is knowledge becoming a main economic resource and therefore postindustrial society can be characterized by the phenomena when knowledge is fast converted to economic results, when different ways of education (both higher, post-graduate etc.) are widely spread among society; when society is living in the era of information technologies and for the big share of organizations the whole world has become a huge marketplace so the service sphere has taken strong position. In this case, it is possible to say that creativity has become a tool which allows society to develop in socio-economic direction.

In postindustrial era, the leading producing class, initiating class, class providing the development on the path of economic success – the creative class is the one which is extremely important. It is widely known that in majority of developed countries economies nowadays is based on *information* and led by *knowledge*. Peter Drucker who has been sharing such point of view emphasized that the basic economic resource nowadays is knowledge, not capital (Drucker, 1999). It is important to add that not only knowledge but information is also very important resource in postindustrial society. Among the most valuable qualities of employees it is possible to mention their high educational and professional level as well as their intellectual and creative potential. Nevertheless, while such traits as good education, professionalism and intellectual level were highly demanded in industrial society as well, creativity and creative potential has turned out to be new trait of employees in postindustrial era.

Taking into consideration the fact that postindustrial society is based on knowledge, the creative class, which representatives become guarantee of successful business development, it is necessary to find out more about this group. *Creativity* is reflected in the activation of human development, appearance of ability to have creative approach to generate ideas, to think "outside of the box". Creativity becomes a source of new technologies, industries and economic growth. In postindustrial society, creativity is highly rewarded and used in various ways. It would be a mistake

to state that creativity appeared only in postindustrial era: it has been the reason of all great and important achievements, in economy as well, since the early centuries. However, especially nowadays it is the driving force, which provides socio-economic development in progressive path. The significance of creativity, especially the creativity of high-tech employees, has been underlined by researchers from other countries (Afsar et.al, 2015; Zhu, Gardner, Chen, 2018). Creativity is now considered to be the main course of competitive advantage. So, the employee nowadays is valued not only by his knowledge but also by his creative abilities.

Creative class establishment occurred thanks to the series of preconditions: material needs of the population in postindustrial society started being satisfied easier and mostly to full extent; knowledge and science became more available and widespread which lead to increase of education level and spread of intellectual activity; the consumption turned towards non-material goods. Thus, creativity appeared to be more perfect occupation and it has become a logical way to continue and satisfy need of self-expression, self-realization, increase of knowledge and opportunities. The above preconditions turn creativity to the factor on which socio-economic development depends. The main task of the creative class is to give birth to new, unusual, nonstandard ideas; find decisions and ways of solving problems fast and effectively and think "outside the box".

Economic need of contemporary society in strong creative class in postindustrial are becomes as important as need for good engineers and technical workers in industrial society or the need for good peasants in agrarian society.

Based on the Florida's book, it is possible to determine the following *traits of creative class* (Florida, 2012):

• They share common values of creativity, non-standard thinking, individuality and importance of individual merits. The content of their activity is creative work beginning upon their original special way of thinking;

• They are focused on their individual uniqueness, self-fulfillment and openness. Mobility is also one of the traits, which characterize creative class. Florida underlines and gives examples of employees who prefer working flexible hours, like changing places where they live and stay, they like travel as well. In such case, it is possible to make a conclusion that such way of living is not the one everybody can afford. So here it assumes some elite opportunities which people with high education and income can have;

• They appreciate the importance of personal opportunities and achievements. Creative class is formed by ambitious people who consider professional growth with the help of their education, knowledge and other opportunities important. They are oriented toward personal success more than towards amount of money they get for the job;

• They are emphasized on meritocracy instead of bureaucracy, which means that the

state is governed by the government elected based on knowledge and achievements;

- They earn their living by creating products, achieving final goals, solving problems etc. using their own strategies and ways in comparison to regular employees who work according to the plans created for them by their supervisors.

IT professional, according to Oxford dictionary, is a professionally qualified person, having certain knowledge and skills in the field of information technologies and employed in the position, which requires these skills (programming, web-design, coding, software architecture etc.). This activity is the basic source of income and means of living. So, according to definition of Florida IT professionals is a part of creative class.

In the concept of creative class, there is a place for *IT professionals* in both groups. "Super creative core" of IT consists of creative developers of any kind of digital products (applications, innovative products and systems etc.), web-designers, creators of digital startups, while "creative professionals" are represented by employees which work on day-to-day basis but even within the routine they work on optimizing current processes, minimizing expenses, searching and implementing innovative systems helping business to develop.

Taking into account that creative class employees are a part of the personnel of the organization and that the development of the organization depends on effective HR management and motivation the author can say that the work with creative class needs to be considered as a very important part of this process. Especially considering the fact that by employing creative class the organization can benefit on innovative ideas, new approaches and methods creative class employees bring.

IT professionals represent ambiguous layer of creative class. According to Florida's division, two cores of creative class are super-creative core and the creative professionals. Super-creative core is responsible for creating new products, knowledge and know-how while creative professionals work in knowledge intensive industries (Florida, 2002). IT professionals can operate in both cores: creating new knowledge and developing new software products as a super-creative class and maintaining informational system as creative professionals.

According to the *Human Capital Theory*, cities and creative IT professionals form a vicious circle: regional growth is stimulated by highly educated creative people and creative people are attracted by opportunities of highly developed regions. According to Castel's *Network Society theory*, IT revolution created new conditions that set both constraints and possibilities for the new society (Castells, 2000). *Creative Class Theory* developed by Florida brakes this vicious circle. It states that it is creative educated people who choose territory and make it a center for innovations and economic growth. One of the proves of this theory is East Berlin. Recent statistical data shows that 32.7% of specialists employed management, professional, and related occupations (IT,

engineering, art, education, legal and health) in USA are foreign born (Bureau of Labor Statistics, 2019). After the fall of the Berlin wall creative talented people moved into the city and quickly turned it into one of the fastest developing regions in the world. The chosen territory should meet a "three T's condition": technology, tolerance and talent (Florida, 2004). However, human capital theory strikes back, arguing that Florida's "creative capital" is formed by highly educated individuals and there is no novelty in stating that educated people drive the region's economy development (Gleaser, 2005). Pratt argues that "creativity is a magic bullet that leads to competitiveness" (Pratt, 2009)

To determine the urbanistic context within which innovational growth and creativity take place, *The Creative City Concept* appeared (Kong, O'Connor, 2009). In accordance with Lobo at al. research findings, highly productive metropolitan areas tend to have higher levels of educated creative individuals (defined as creative professionals by Florida) but they don't necessarily have high levels of inventive labor (defined as super-creative class by Florida).

Lobo at al. also concluded that growth of regional productivity is caused by super-creative class while creative professionals have negligible or negative effect (Lobo at al., 2014). Hence it is possible to deduce that creative professionals represent demand for development while super-creative class performs as source of development. Mommaas mentions that professionals, oriented at economic success and technology, prefer more homogenous suburbs, while art and culture-oriented professionals choose informality and diversity within the city. (Mommaas, 2009)

Division of creative class as a solid group into subgroups with different preferences and priorities concerning emplacement is justified by Bjørn Asheim and Høgni Kalsø Hansen. Depending on affiliation of creative class to analytical, synthetic, and symbolic knowledge sub-group location preferences differ (Asheim, Hansen, 2009) as well as they share emancipative value settings (Guedes-Neto, 2018). IT professionals belong to synthetic knowledge sub-group and have different preferences then artists from symbolic knowledge sub-group or scientists in analytical knowledge sub-group. So, for IT professionals as part of synthetic knowledge sub-group business climate is more important than people climate (Asheim, Hansen, 2009).

Wuwei tries to show the relations between creative class, creative district and creative cluster putting them all at the same level in process of creating creative community (Wuwei, 2011).

The way human capital influences Gross Metropolitan Product is presented at Figure 1.1 (Lobo at al., 2014).
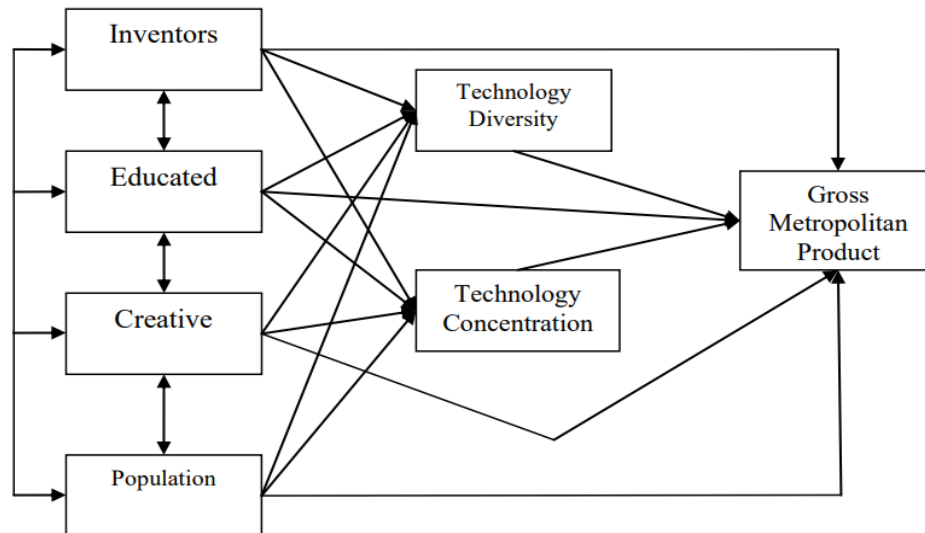
Fig.1.1. **Two stage model of innovation, technology, productivity**

Source: Lobo, J., Mellander, C., Stolarick, K. & Strumsky, D. (2014) The Inventive, the Educated and the Creative: How Do They Affect Metropolitan Productivity?

In order to attract creative class areas compete with each other and build place marketing strategies. By using marketing tools they try to satisfy the demand of creative specialists in urban goods and services (Braun, 2008). There are empiric researches proving that there is an obvious correlation among residence of creative class in the area and development of cultural services, diversity and economy in European context (Andersen, Hansen, Isaksen, Raunio, 2008; Clifton, 2008).

Living in *rural* areas has its advantages and disadvantages. In the picture below, we tried to collate the advantages and disadvantages of *cities* for IT professionals. Following list is not thorough; however it reflects the basic choice issues individual face when choosing the living location. When talking about IT professionals it is necessary to understand that their choice of place of living is often connected with location of their working place, opportunity to gain education or improve skills or strength of the connectivity in order to be online and available when needed. Usually big business organizations allocate their offices in branches in urban areas, so employees have to move to the urban areas.

Table 1.1.

Advantages and Disadvantages of Living in Cities

Advantages of Living in Cities	Disadvantages of Living in Cities
• Wider range of employment opportunities • Higher salaries • More opportunities for after work activities • Better chances to be employed with "prestigious" company that will lead to career development • Community is more educated and creative	• Higher cost of living • Bad ecology • Less chance to possess unique competences • Higher criminal rates • High stress and anxiety

Source: Constructed by the author based on Florida et al., 2012.

For most IT professionals living in cities is not the matter of choice. IT companies tend to cluster (Florida, 2004, Joia, Sily de Asis, 2019). It is conditioned by necessity to mobilize IT resources rapidly and be able to catch the novelties as soon as they appear. However, Florida's theory has some limitations in case of EU. Compared to the USA, European countries face language and cultural differences that don't allow creative class flow to be so unordered. Competition between the cities on the national level in Europe is less intense, social benefits and women's participation in labor market rate is higher. (Asheim, 2009) This is why Florida's theory should not be taken as given in European context.

Estimating creative class concentration in certain areas, R. Florida provides top five regions in the USA: Washington D.C., Boston, Austin, the Research Triangle and San Francisco (Florida, 2004). These areas are also characterized by highest Inequality Index that compares the wages of creative sector workers to those in the manufacturing sectors. Creative areas outside the United Stated include Toronto and Vancouver in Canada, Sydney and Melbourne in Australia, Dublin, London, Helsinki, Amsterdam, and Copenhagen in Europe. However, now trend is switching to China, India and Russia. For example, a report on Shanghai's digital content industry shows that the industry employed almost 3 times more people in 2006 in comparison with 2002 (Wuwei, 2011).

Now days EU government understands the necessity of using the potential of creative class for developing innovations. HORIZON 2020 Work Programme 2016 – 2017 highlights that one

of the challenges of technological development in Europe is widening and accelerating the exchange of ideas, knowledge and skills between super-creative class and entrepreneurs (Horizon, 2020).

There are few researches concerning priorities of creative class in choosing locations, some of them are focused on European cities and countries (Annel, Terman, 2017; Hansen, Niedomysl, 2009; Lorenzen, Andersen, 2009). However, there is no research focused on Latvia.

Research Findings of Lorenzen and Andersen show that creative class in European cities is attracted mostly by cultural opportunities and job opportunities (Lorenzen, Andersen, 2009). According to Annel and Terman, work opportunities and cost efficiency are more important for creative class then urbanity, tolerance and diversity in case of smaller European city (Annel, Terman, 2017). This contradicts Florida's findings about "3T" priority. Studying Ausitralia Wickramaarachchi and Butt argue that economic conditions and social aspects have more effect then nature and recreation (Wickramaarachchi, Butt, 2014).

The latest Global Creativity Index 2015, which is currently the lasts counted, initiated by R. Florida ranked Latvia on 40-th position, between South Africa and Cuba (The Global Creativity Index, 2015). The research was conducted based on Florida's "3T" theory.

Indicators of Creativity of Latvia, 2015

Indicator	Rank in GCI
Global Creativity Index	40
1. Technology	54
- R&D Investment	42
- Patents per Capita	42
2. Talent	22
- Creative Class	22
- Educational Attainment	25
3. Tolerance	77
- Racial and Ethnic Minorities	79
- Gays and Lesbians	69
Creative Class Share	38,7%

Source: Summarized by the author based on the Global Creativity Index 2015

Deviation between overall GCI rank and its components is really impressive. Latvia is very developed in "Talent" indicator but has significant problems with tolerance, especially in aspect of racial and ethnic minorities.
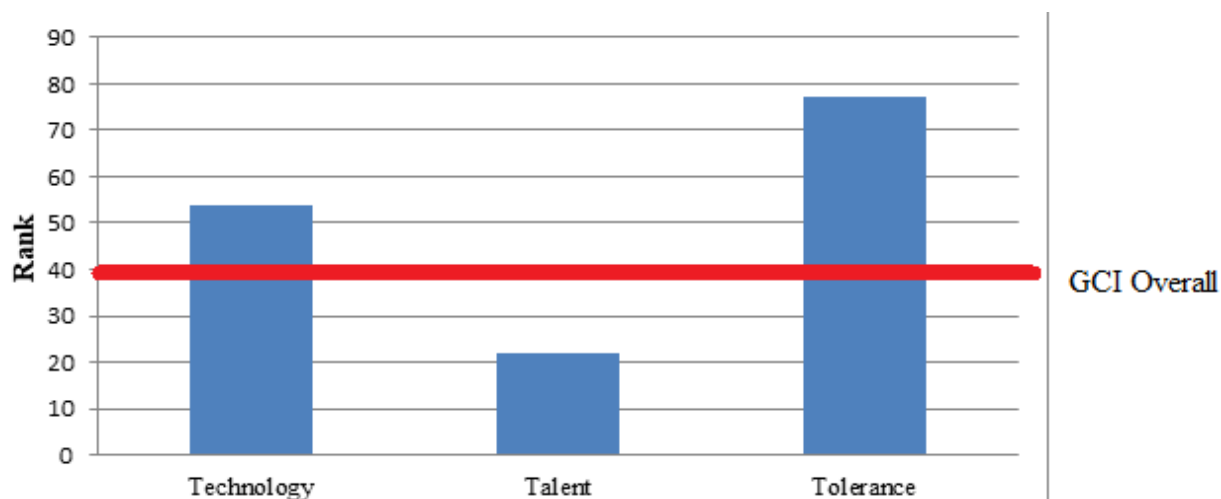
Fig. 1.2. **Deviation between Global Creativity Index and it's Components**

Source: Summarized by the author based on the Global Creativity Index 2015

10-years old data presented by Latvian University and the Ministry of Welfare of Republic of Latvia showed that creative class of Latvia is concentrated in very few major cities.
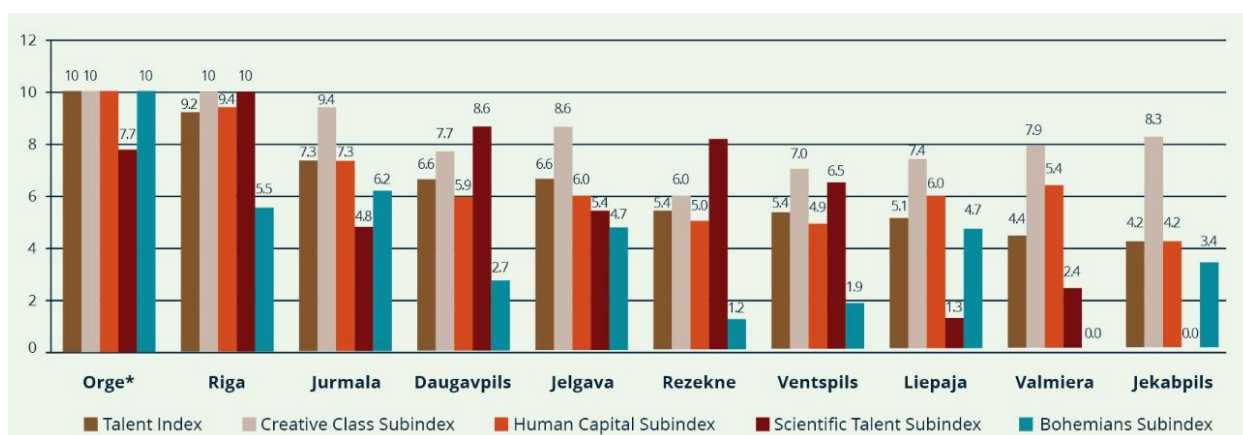
Fig. 1.3. **Creativity Indicators in Latvian Cities**

Source: Vitola, A. Creative Cities in Latvia.

Large share of creative class in Latvia shows that it has strong potential. However, it is not clear whether creative people including IT professionals are willing to stay within the country and whether IT working places are attractive for foreigners.

Table 1.3.

Long-term net migration of population in statistical regions, cities under state jurisdiction and counties

Regions	2008	2010	2013	2015	2016	2017
LATVIA	-22367	-35640	-14262	-10640	-12229	-7808
Riga region	-8457	-11712	1725	-134	2952	-1456
Pierīga region	1987	-1430	-2796	-1352	-1646	2268
Vidzeme region	-3198	-4847	-2875	-2013	-3188	-2212
Kurzeme region	-3835	-6743	-3449	-2677	-3512	-1907
Zemgale region	-2632	-5161	-3025	-1846	-3045	-1799
Latgale region	-6232	-5747	-3842	-2618	-3790	-2702
Riga city	-8457	-11712	1725	-134	2952	-1456
Daugavpils city	-2737	-1754	-1303	-94	-735	-764
Jelgava city	-485	-1146	-409	-39	-269	-372
Jēkabpils city	-319	-424	-443	-170	-252	-150
Jūrmala city	-110	-578	-528	-308	-575	511
Liepāja city	-1016	-1669	-1211	-373	-958	-48
Rēzekne city	-551	-752	-602	-410	-333	152
Valmiera city	-178	-594	-514	-180	-249	132
Ventspils city	-529	-896	-458	-206	-346	-264

Source: Central Statistical Bureau of Latvia (2019)

Provided data highlight two patterns:

1.   Net migration from Latvia is negative. It means that more Latvian citizens move out the country then foreigners moving in. Unfortunately, there is no statistical data analyzing Latvian migration by occupation but huge percent of creative class in Latvia mentioned above lets conclude that there is a significant brain-drain problem.

2.   Urbanization. Although each and every city and region in Latvia suffered negative net migration in 2017, the share of citizens leaving rural regions was smaller than those leaving urban area and capital. The only region in Latvia that shows inflow of workforce in Latvia in 2016 is Riga region. Other regions and city suffer depopulation caused by emigration.

Detailed analysis of Riga shows that its low population growth is caused by one of the highest unemployment rates in Europe: 13, 9% in 2014 (Urban Audit 2013/2014). This means that working places are not created within the city.

Latvia's main economic activity is concentrated in Riga and the surrounding areas. 52% of Latvian population live there and work in capital. One of the main reasons of work force concentration in Riga is the lowest unemployment rate across the country. The registered unemployment in Riga region in April 2019 was 4.1%, whereas in Latgale it was 14.9% (The Europen Job Mobility Portal, 2019).

There is no exact definition of the term "IT professional". Therefore, there is a need of defining this term. "IT" is a well-known abbreviation of Information Technologies confirmed by Cambridge Dictionary, and is considered to represent a set of tools, processes, and methodologies (such as coding/programming, data communications, data conversion, storage and retrieval, systems analysis and design, systems control) and associated equipment employed to collect, process, and present information. In broad terms, IT also includes office automation, multimedia, and telecommunications (Business Dictionary, 2019).

The term professional from Business Dictionary can be understood in two ways: firstly, as a person formally certified by a professional body of belonging to a specific profession by virtue of having completed a required course of studies and/or practice, and whose competence can usually be measured against an established set of standards; secondly, a person who has achieved an acclaimed level of proficiency in a calling or trade (Business Dictionary, 2019). However, the field of Information Technology nowadays can be characterized by rapid development and it is changing very fast. Therefore, the path employees follow to get into profession can be different as well. Therefore, defining IT professional term this paper requires the creation of own terminology. IT professional is a professionally qualified person, having certain knowledge and skills in the field of information technologies and employed in the position, which requires these skills

(programming, web-design, coding, software architecture etc.). This activity is the basic source of income and means of living.

Production of hardware, software, implementation of digital tools to day-to-day operations is giving a great push to development of phenomena of digital economy. Digital economy becomes more widespread and significant in contemporary society. The growth of digital sector is directly connected with the development of IT. While being sometimes compared to the term "information economy" (Castells, 2009; Porat, 1977; Kling, 1992), which is researched more, digital economy, focuses on the services of goods, which production involves and depends critically on digital resources.

There is a huge enthusiasm regarding digital economy and its growth (Kling, 2000). Despite the fact that the role of IT is discussed in various researches, the context is constantly changing (Kahin, Brynjolfsson, 2000). The significance of IT professionals in making successful business in era of knowledge-based economy is obvious. However, the key to productive partnership and business results is in how workers of various types of activity: creative, technological, managerial interact with each other (Huws, 2014).

The Information and Communication Technology (ICT) sector represents 4.8% of European economy. Productivity growth by united Europe is caused by 50% by investments in ICT. Among total business expenditure in Research and Development ICT sectors conducts 25% of them. (ICT Research and Innovation Horizon 2020, 2017). Statistical data shows that both number of active ICT enterprises and number of IT professionals sustainably grow (Rosetti, 2017).

ICT sector in EU numbered around 8.4 million people in 2017. Almost fifth part of all ICT professionals -1.6 million- were employed in UK (Eurostat, 2019).

The importance of ICT sector in European economy is growing overt time. It can be notices in increasing share of value added for the ICT sector in GDP, proportion of ICT specialists in total employment and share of ICT enterprises in total enterprises.
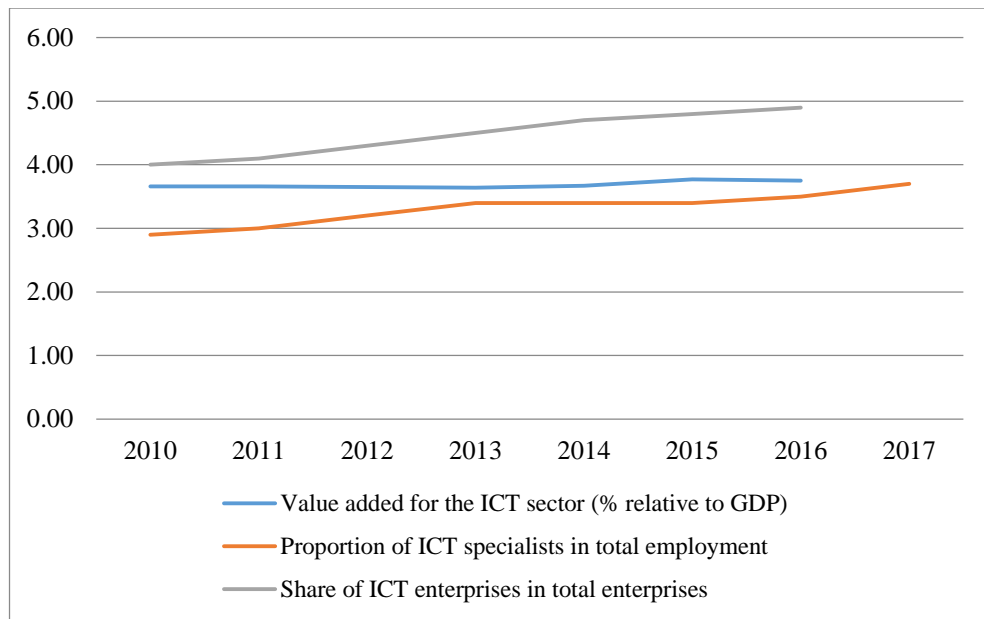
Fig. 1.4. **Indicators of ICT sector in EU in 2010-2017**

Source: Assembled and calculated by the author based on Eurostat data

Obviously European leaders in ICT enterprises are United Kingdom, Germany and France. Latvia holds less than 1% of ICT enterprises of EU. However, it is clear on the Figure 1.2. that number of births of new enterprises exceeds number of their deaths (Rosetti, 2017). This is a very positive trend reflecting the distribution of IT technologies in Latvia.
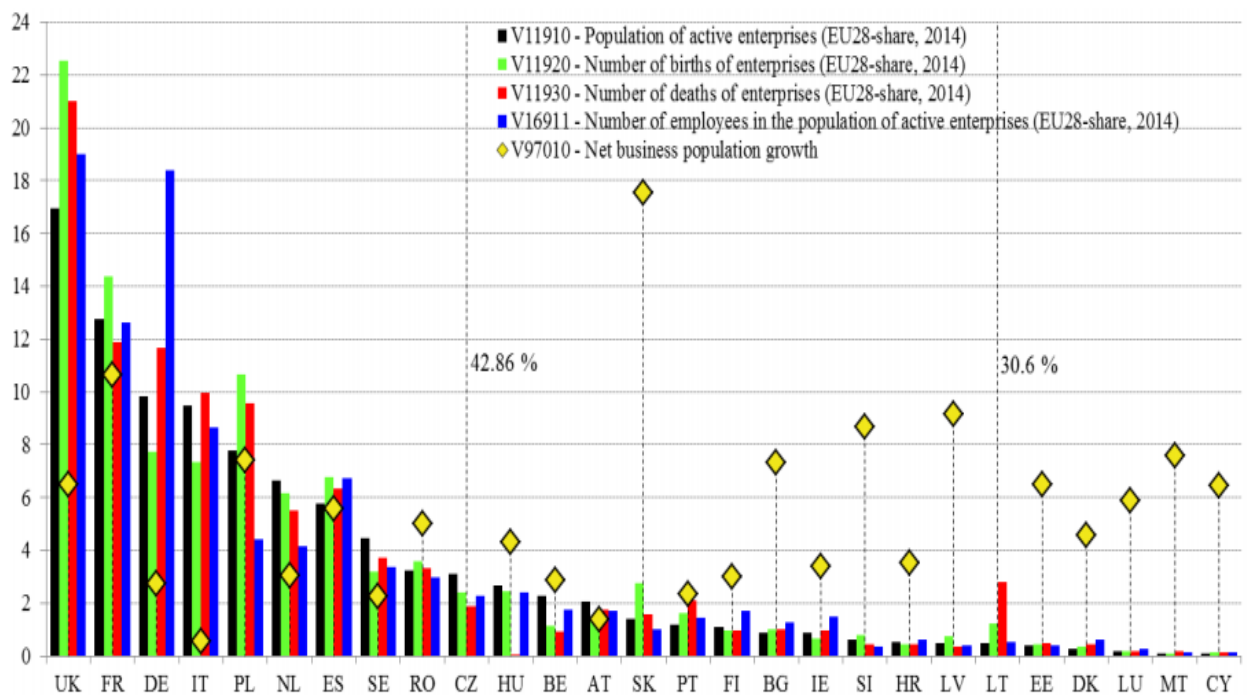
Fig. 1.5. **Member States by their shares (%) of the EU's active ICT enterprises in 2014**

Source: Rosetti, F. (2017). The Business Demography of the ICT Sector in Europe

IT sector in Latvia is highly developed in comparison with total EU-28 data. It has higher value added as a percentage of GDP and higher share of IT companies in total enterprises. However, the share of employees working in ICT sector in Latvia is lower than in Europe in general.

Most employees of ICT enterprises are located in UK, Germany, France, Italy and Spain. These countries are considered to be the most economically and technologically developed in EU. It supports the idea of Rosenau about fragmentation when IT professionals stimulate movement of both integration and fragmentation (Rosenau, 2003). On one hand, they concentrate in global IT centers that provide them better working and living environment. On another hand, diversity of such centers makes IT labor force spread out. It sets a question whether creative IT professionals are accumulated at these countries because they are thriving or prosperity of these countries is generated by creative IT professionals.

In 2018, Latvia was ranked 39 in Global Innovation Index and further development is possible through enlarging and spreading creative IT professionals through the country (The Global Innovation Index, 2018). Statistical data proves that the number of employed specialists in Information and communication sector increased on 96% in 2017 in comparison with 2010 (Central Statistical Bureau of Latvia, 2019). The fastest growth occurred since 2010 and it is continuing. Thus, growth of the number of specialists in Information and communication sector in 2016 was 9.55% compared to 2015. Latvian statistical data perfectly matches previous European research by which "the rank-size distribution of the creative class indicates a greater proportionate growth than that of the general population's" (Lorenzen, Andersen, 2009). This research also indicates that it has greater diseconomies of small cities (Lorenzen, Andersen, 2009).

The most noticeable growth took place in Computer programming, consultancy and related activities and Information service activities as there is a demand in optimization of current processes, implementation of new products and services especially in conditions when software is developing rapidly, market is expanding and ICT sector is becoming more significant for contemporary economy. Programming and broadcasting activities did not experience dramatic changes.

Table 1.4.

Occupied posts by kind of economic activity on average per year

Activities	2005		2010		2015		2018	
	Occupied posts	% of Total	Occupied posts	% of Total	Occupied posts	% of Total	Occupied posts	% of Total
Total	919 469	100,00	776 742	100,00	883 759	100,00	905 226	100,00
Information and communication	18 008	1,96	18 190	2,34	27 800	3,15	34 384	3,79
-Programming and broadcasting activities	1 398	0,15	1 516	0,20	1 616	0,18	1 553	0,17
-Computer programming, consultancy and related activities	3 654	0,40	5 498	0,71	11 924	1,35	15 270	1,68
-Information service activities	909	0,10	1 857	0,24	5 687	0,64	8 762	0,97

Source: Author's calculations based on Central Statistical Bureau of Latvia

Theoretical findings studied above showed that creative IT professionals need convenient environment and they tend to choose certain locations for living. Despite having an opportunity for remote work or distant learning, infrastructure is still significant for these employees. The analysis of Latvian statistics proves this statement. Riga region accumulates 54.89% of total positions. However, 83.84% of all posts in Information and communication sector are concentrated in Riga region.

Table 1.5.

Occupied posts by region and kind of economic activity on average per year, 2018

Activities	Riga region (Riga)		Pierīga region		Vidzeme region		Kurzeme region		Zemgale region		Latgale region		Latvia Total
	Occupied posts	% of Total Latvia	Occupied posts	% of Total Latvia	Occupied posts	% of Total Latvia	Occupied posts	% of Total Latvia	Occupied posts	% of Total Latvia	Occupied posts	% of Total Latvia	
Total	490482	54.2	139709	15.4	598	6.6	7875	8.8	6755	7.5	68	7.6	905 226
Informatin and communication	29166	84.8	2335	6.8	596	1.7	953	2.8	424	1.2	90	2.6	34 384
Programming and broadcasting	1418	91.3	14	0.9	39	2.5	19	1.2	9	0.6	55	3.5	1 553
Computer programming and consultancy	12820	84.0	1499	9.8	288	1.9	283	1.9	198	1.3	18	1.2	15270
Information service	7645	87.3	375	4.3	49	0.6	371	4.2	51	0.6	27	3.1	8762

Source: Author's calculations based on Central Statistical Bureau of Latvia

The allocation of IT professionals is shown at the Figure below. Riga planning region that includes Pierīga region and Riga itself contain 91.51% of Total IT professionals of Latvia. Concentration of IT professionals in Kurzeme and Letgale regions exceeds 2%, and Vidzeme and Zegmale regions accumulate less than 2% of Latvia's IT professionals. Concentration of creative IT professionals near Riga corresponds with European creative cities concept, where cities are viewed as post- and para-national concept (Corijn, 2009).
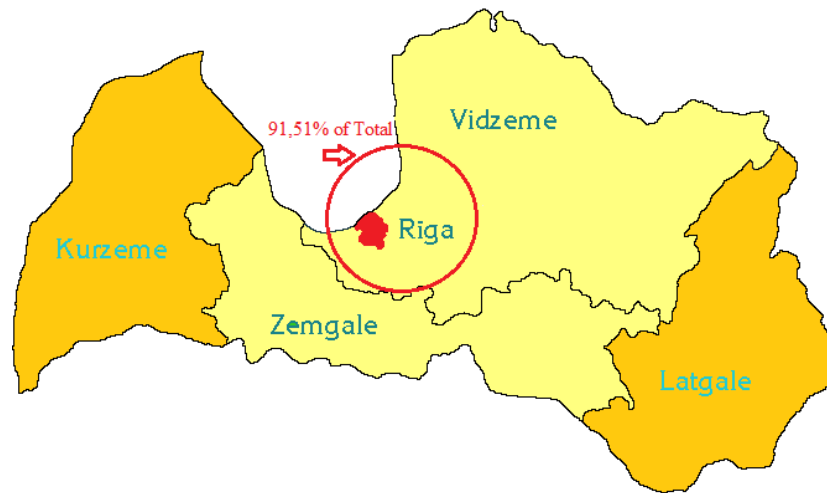
Fig.1.6. **Allocation of specialists in Information and communication sector in Latvia**

Source: Summarized by the author based on Central Statistical Bureau of Latvia

In order to define the extent of concentration Herfindahl-Hirschman index may be applied.

$$HH = \sum_{i=1}^{N} s_i^2 \quad , \quad (1)$$

S - share of IT professionals in biggest cities in Latvia

For IT professionals' concentration in Latvia:

$$HH = 0{,}8384^2 + 0{,}0767^2 + 0{,}0131^2 + 0{,}0323^2 + 0{,}0144^2 + 0{,}025^2 = 0,72 \quad (2)$$

Herfindahl-Hirschman index above 0.25 indicated high concentration. Concentration of Latvian IT professionals is extremely high.

There are various explanations of high concentration of creative IT professionals in large urban areas. The most common one: "creative begets more creative" (Lorenzen, Andersen, 2009). According to social network theory (Watts, Dodds, Newman 2002) the larger is the city and the larger is the presence of creative class in the city the more links are they possess to attract more creative people. (Uzzi, Spiro, 2005). This sets a question: what should small cities do? Within European Union in terms of open borders even Riga with it's over 640 thousands population can be considered relatively small. Lewis and Donald believe that small cities should rely at "livability" and "sustainability" in their attempts to attract creative IT professionals (Lewis, Donald, 2010). Proposes to attract creative class by "quality of life" and "authenticity" (Rich, 2013). Hereby developing regions of Latvia by attracting IT professionals seems possible.

Analysis of current situation in Latvia shows that measures for retaining and attracting IT professionals are required. Developing creative class attracting policy should be aimed on boosting innovation and creativity in Latvian society. From the research prospective, retaining and attracting creative class is a first step in developing creative society. The whole process should look as a

process with inherent attributes.

Creatiive Class
- Increasing educational level
- Creating working places for creative class
- Developing tolerance in society

Creative Industry
- Improve value added
- Focus on intangible output
- Responsible business
- Private companies ivestments on R&D

Creative Economy
- Convergent Industries
- Creative industries in focus
- Higher spendings on Education and R&D

Creative Society
- Creative environment
- Personality centered
- Institutional developement
- Creative Communities

Fig. 1.7. **Process of Forming Creative Society**

Source: Constructed by the author

It is clear that all the elements of creative society are interconnected. According to Richards and Wilson idea creativity can be developed through three directions (Richards and Wilson, 2007):

- Creative hardware – infrastructure/spaces for creative production, consumption and presumption

- Creative software – atmosphere/ambience, fashion, quality of life, perceived diversity, 'vibrancy'

- Creative orgware – sectors, industries, clusters, policies, governance.

Simultaneous improvements of all wares will help to build creative society within the country.

Creative class is the most important resource of any society for development and prosperity. IT sphere and IT professionals in other spheres create innovations and technologies, which are very crucial for a creative society. IT is a relatively new sphere, and the mechanisms of the organization of the main processes there are not studied yet well enough. Moreover, IT professionals may have a specific value system at least because they are working in a sphere, which

demands a constant professional growth. The next chapter is devoted to the systems of motivation in general and specifically – for creative IT professionals. It will be discussed whether IT professionals need a different approach to their motivation and if so, what it needs to be focused on.

1.2. Motivation theories

To effectively attract, motivate and retain creative IT professionals, companies need to develop a proper approach and motivation system. The management role in motivation is significant and contemporary research confirm that (De Jong, J., Den Hartog, D., 2010, Olafsen, Deci, Halvari, 2018, Abner, Udo, 2019, Joia, Sily de Assis, 2019).

The personnel motivation system includes both material and non-material stimulation. Motivating process is a way of influence on employee stimulation on evoking particular motives in him. Motivation can be considered as a core of personnel management. On the Figure 1.8., the elements of internal organizational environment, which determine motivation system, are demonstrated.
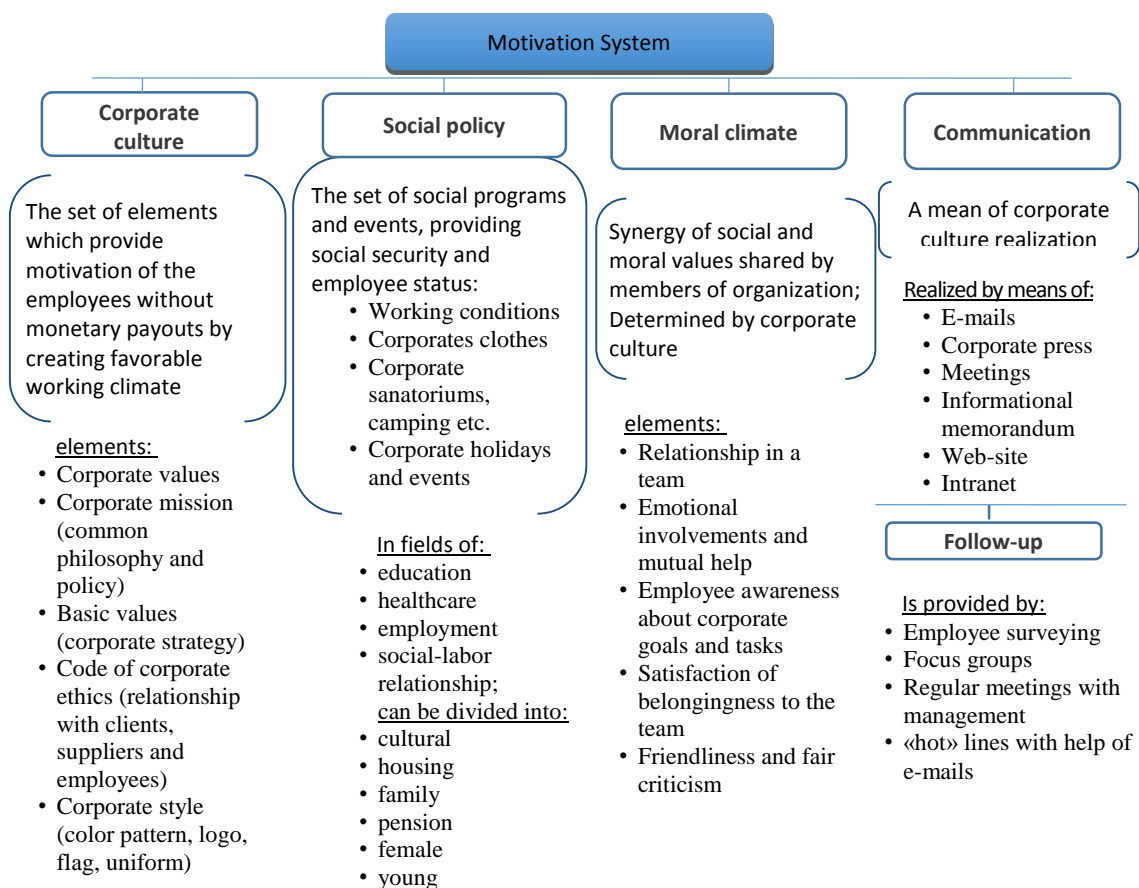
Fig. 1.8. **Elements of internal environment of the organization, through which the employee motivation can be realized**
Source: Constructed by the author

The motivation of high-performance labor allows providing, along with restoring normal workability of the employees, the improvement of the significance of working process in social value structure and as a result, it allows shaping new labor consciousness and corporate ethics. In order to reach the target, the main strategy is motivation of labor activity.

Motivation as a strategy of overcoming labor crisis can be described as a long-term influence on employee in order to change value setting and interests according to current goals as well as shaping corresponding motivational core and development of labor potential based on it.

Stimulation as tactics of problem solving is oriented towards actual structure of value setting and interests of the employee and on fuller realization of working potential.

Motivation and stimulation as methods of employee management are contradictive by their direction: motivation is driven towards changing current condition; stimulation is driven towards fixing it, but at the same time these they complement each other: it is impossible to survive crisis or high competition conditions without changing or updating motivation strategy. Motivation and stimulation processes not only can match, reinforce each other, but also contradict. For instance, monetary income growth along with absence of appropriate material coverage not only causes lack of employee motivation but also minimizes it. Any reformation of labor stimulating factors, if becoming a goal in itself, will not bring desired results when not taking into account human reaction. Stimulation needs to correspond with needs, interests and abilities of the employee (Abner, Udo, 2019). That means that stimulation mechanism needs to correspond with employee motivation mechanism. In some cases, it is material stimulation and it play significant part (Pembi, 2019), but this is not the only type to be considered. Human needs become a subjective basis, intrinsic source of motivation. Objective basis of motivation is extrinsic reality for the exact subject, any achievement human considered, as an aim has become the matter of his need.

Motivation is a process of conscious human choice of one or another type of behavior, defined by synergy of influencing extrinsic (stimuli) and intrinsic (motives) factors. Motivation makes human behavior target oriented. The goal is to remove the condition of need in anything. Reaching the goal leads to minimization or disappearance of the tension. Reaching the goal restores physical and psychological balance. Basic functions of motivation are call to action, direction of action and support of behavior. Kinds of motivation are demonstrated on Figure 1.9.

```
                        ┌─────────────────┐
                        │   Motivation    │
                        └─────────────────┘
              ┌──────────────────────────────────────┐
        ┌──────────┐                          ┌──────────┐
        │ positive │                          │ negative │
        └──────────┘                          └──────────┘
```

- Causes aspiration to do the job better because of possibility of getting material or non-financial reward
- Effective and long-term way of increasing workforce productivity

- Causes aspiration to do the job better because of fear of punishment: penalty, admonish, ejection
- It is a short-term and not very effective way of increasing workforce productivity. However negative motivation can be useful for work discipline and in other cases which require fast and tough management involvement

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              ┌──────────────────────────────────────┐
        ┌──────────┐                          ┌──────────┐
        │ extrincic│                          │ intrinsic│
        └──────────┘                          └──────────┘
```

- Appears as feedback on extrinsic stimuli (pay rise, recognition, promotion and other rewards management gives for effective work)

- Appears in the case of "challenge", when employee needs to mobilize all his abilities in order to solve uncommon, interesting and creative task
- Source of intrinsic motivation is based in work itself and is supported by strong corporate culture

Fig. 1.9. **Kinds of motivation**

Extrinsic motivation can exist in two shapes: administrative and economic. It can be determined by a means of stimulation. Administrative motivation assumes doing job by order, command meaning by direct constraint with corresponding sanctions and penalties for breaking definite norms. It is possible to add to administrative motivation such types of stimulation as requests and suggestion. Economic motivation is carried out by stimulating using economic stimuli.

Intrinsic motivation is determined by contents and importance of work, if this work is interesting for employee, if it allows to realize his natural inclines and abilities, it becomes a strong motive to action, sincere and productive work on its own. Human has innate need of functioning as organism: see, hear, feel and act by reaching a goal. These needs lead to activity not only for specific result but also for a process itself. The source of intrinsic motivation is not outside the activity but inside it. There needs to be a synergy of both types of motivation to influence employee satisfaction (Abu-Shanab, Subaih, 2019)

After examining basic differences between motivating, stimulation and motivation, it is possible to give the core definition of "motivation management" or "personnel motivation". It is a

synergy of forms, methods of cognitive influence on personality and group, directed to achievement of goals of organization, which include:

- System of stimulating;

- System of motivating;

- Methods of their coordination with need-motivating individual and group preferences;

- System of social privilege and compensations from organization;

- Organization of external environment and working places of employees;

- Corporate culture.

In general, *motivation* can be defined as a psychological process which directs and invigorates worker's activity, increases job performance (Kanfer, 1990, Amabile, 1993, Taylor, 2012, Peter, Daniel, 2016).

Job performance in this research is understood as the work related activities expected of an employee and how well those activities were executed. Many business personnel directors assess the job performance of each employee on an annual or quarterly basis in order to help them identify suggested areas for improvement (Business Dictionary). It is understood as definite quality and competitive ability of the product IT professionals create in definite timeframe. That is why they require special attention and research That is why they require special attention and research. Creating of attractive job positions, which correspond with values of the employees and are created for autonomy, self-development, personal and professional growth, is of special significance for companies, working in IT. This market is characterized by high demand for professionals, and company success depends on the willingness of these professionals to cooperate to higher extent.

Many researchers have already come to the conclusion that quantitative measurement of labor productivity for intellectuals, and especially for creative, employees is not appropriate to certain extent (Cote, Miners, 2006, Caillier, 2010, Davar, 2012, Sykes et al, 2015). There is a need for another approach. IT professionals can spend hours thinking on the solution of a certain task or problem, developing code construction in their mind, not producing anything at the very moment. Expert in the management field Peter Drucker (Drucker, 2008) wrote that knowledge economy requires that the responsibility for labor productivity needs to be in the hands of the employees. Employees of knowledge work, creative employees need to have an opportunity to manage themselves to certain extent; they need to have certain autonomy and motivation in solving the task, which company requires to be solved at their best and in a certain timeframe. Creative employees, including IT professionals, need to be involved in a process; they need to take part in determination of success. Implementation of the projects needs to work for boosting their

professional significance (Christen, Soberman, 2006). Standard approach in measuring productivity in such case does not work. Therefore,when talking about and evaluating work of creative workers it is more appropriate to speak about job performance, not labor productivity and job performance is evaluated by managers based on the type of work and type of tasks employee needs to do (Luther, 2000).

There are many interconnected factors influencing person's motivation. The algorithm of motivation was proposed in Rheinberg's schema (Vollmeyer et al, 2013).
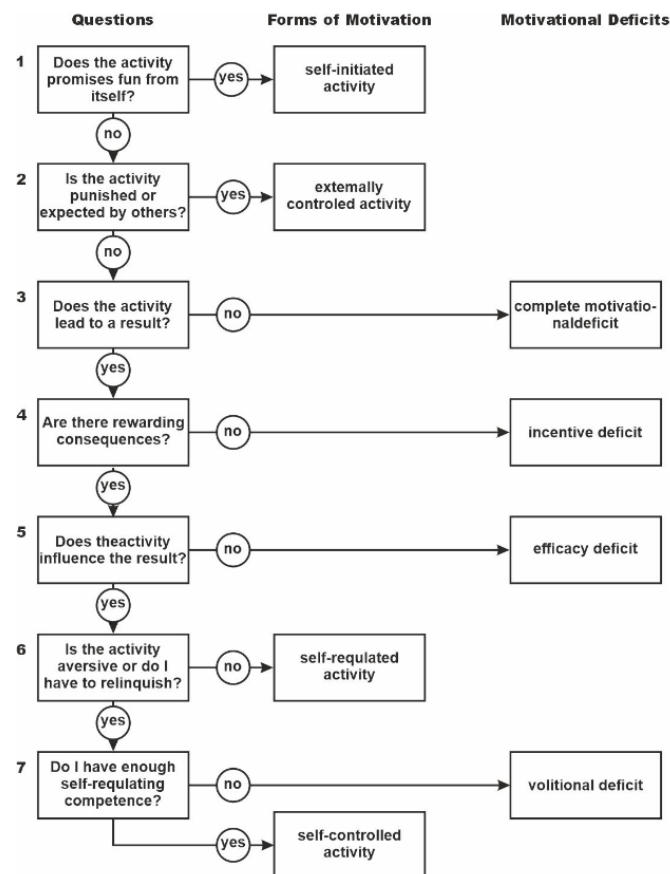
Fig. 1.10. **Question and answer sequence to define forms of motivation and motivational deficits**
Source: Vollmeyer, R., Jenderek, K., & Tozman, T. (2013). How Different Motivational Aspects Can Affect Moral Behavior. Handbook of Moral Motivation.

Basic approach to employee motivation names three main motivators: opportunity for achievement, recognition for work and challenging nature of work (Williams, 2003). However, this approach is too simplified; it does not regard such factors as employee's values, needs, generational and industrial aspects and many others.

The variety if motivation theories prove that the concept of motivation can't be researched with a single approach. Numerous studies of motivation show that motivation is a flexible

changing substance as the results of one research can rarely be replicated in different environment or even at the same environment a few years later. However, exploring motivation theories let emphasize some patterns and explain phenomena.

Motivation and needs

To a big extent, motivation is correlated with person's needs. Once an individual feels the lack of something, he or she may become motivated to get it. Maslow's hierarchy of needs shows that once previous need is satisfied the need of the next level arises (Maslow, 1954; Amabile, Schatzel, Moneta, Kramer, 2004; Fall, Roussel, 2014).
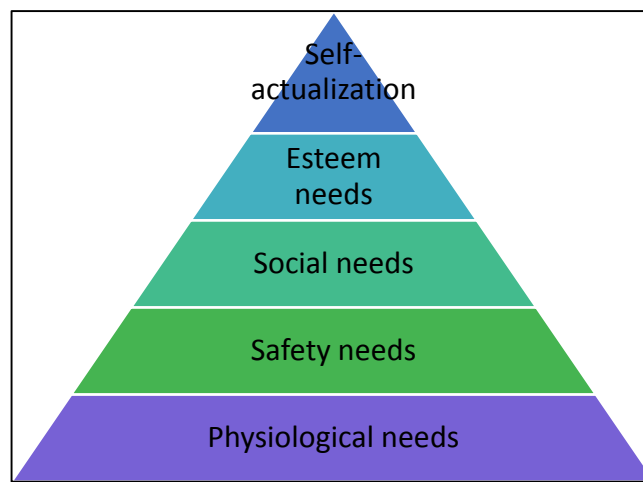
Fig. 1.11. **Maslow hierarchy of needs**
Source: Maslow A. (1954) Hierarchy of needs

In order to simplify Maslow's theory, Alderfer regrouped human needs in three categories: Existence needs, Relatedness needs, and Growth needs (Alderfer, 1972; Dewett, 2007, Deci, Ryan, 2008, 2017). McClelland names three non-hierarchical needs that are need for achievement, need for power and need for affiliation (McClelland, 1987; Koestner, Losier, 2002; Judge, Piccolo, Podsakoff, Shaw, Rich, 2010). Individual's motivation is usually dominated by one of these needs. In the process of personal and career development three needs of self-determined motivation appear: autonomy, relatedness and competence. Autonomy refers to the ability to act in accord with his or her own perceptions. Relatedness refers to the need to be accepted by others. Competence refers to the desire to see the outcomes of the work (Burton, Lydon, D'Alessandro, Koestner, 2006; Krapp, 2013; Fall, Roussel, 2014; Kuvaas, Buch, Weibel, Dysvik, Nerstad, 2017).

There have been a few researches selecting certain needs and proving their influence to employee's motivation. Wheatley highlighted the need to be involved to taking decisions (Wheatley, 2005; Yuan, Woodman, 2010; Van den Broeck, Ferris, Chang, Rosen, 2016). Brenninger connected motivation with satisfaction with supervisor's managing style (Brenninger,

2015).

The researches showing how the difference in needs affects employees' motivation bring the necessity of studying typical employee portfolio. In the case of current research, the focus should be directed at such characteristics as profession, generation and location.

Behaviorist theory of motivation

According to Lewin's behavioral formula, behavior is determined by personal characteristics and situation variables (Lewin, 1946):

$$Behavior = f \text{ (Person, Environment)} \quad (3)$$

Intrinsic-extrinsic theory presumes that individual's motivation may be viewed from the level of internal and external rewards. Internal rewards are subjective. They are based on person's perceptions, ideals and views. Internal rewards may include for example the feeling of fulfillment, self-esteem, control or satisfaction with the result (Chen et al, 2018). External rewards are traditional rewards granted by society. They may be tangible, for example prize or intangible, like praise (Vallerand, 1997; Small et al, 2004; Stock, 2015; Thibault et al, 2017). In the expanded theory of Barbuto and Scholl along with intrinsic and external sources of motivation, there are instrumental, internal self-concept and goal internalization. Instrumental motivation takes place when a person is attracted by an expected price, such as promotion or bonus. According to the internal self-concept, the individual acts the way he will achieve his own standards and values. Goal internalization means that the goal set to an individual matches his own values and perceptions and this overlap is a source of his motivation (Barbuto, Scholl, 1998).

The research held in current paper aims to distinguish motives of IT professionals into financial and non-financial. However, the same motives can be re-organized into intrinsic and extrinsic factors of motivation and studied from the different approach. Comparing the results of classification motivation factors at intrinsic-extrinsic and financial-non-financial will help to understand in what degree financial motives can be considered extrinsic and non-financial – intrinsic.

Herzberg Two Factors Theory of motivation

Classic two-factor theory of motivation assumes that all the motivation factors can be divided into two groups: those that prevent workers from becoming dissatisfied and those that build work satisfaction (Herzberg, Mausner, & Snyderman, 2010, Zhao, Lynch, Chen, 2010; Slemp, Patrick, 2018).

Despite the fact that Herzberg's theory was introduced in the middle of 20[th] century, it is still topical and different researches replicate its results. Moreover, during past few decades two-factor theory gained multidisciplinary content. It found an implementation in quality management

(Weichrich, 1994, Shin, Zhou, 2003, Podsakoff, MacKenzie, 2012), culture (Matei, Abrudan, 2016), service (Abner, Udo, 2019), medicine and pharmaceuticals (Bohm, 2012; Nakhate, 2016), financial institutions (Riley, 2005), military (Lopes et al., 2015) and many others. Herzberg's theory is applied in the study of different countries, public and private sectors (Maidani, 1991; Umeozor, 2018; Ozsoy, 2019), different types of employment (Lundberg et al, 2009).

Moreover, Herzberg's theory has a practical usage. It is still applied in British retail company Tesco, Google, American food-manufacturing company Kellog's and others.

Goal-setting theory of motivation

Goal-setting theory of motivation assumes that people are motivated by possible achievement of specific measurable goals. However, this theory does not take in account that along with goal-oriented employees there are process-oriented people, so this theory can't be considered comprehensive.

Even though goal-setting theory is useful for understanding short-term motivation we believe that being examined from long-term, strategic perspective it transforms into motivation and needs theory.

Expectancy theory

Expectancy theory developed by Vroom compares potential outcomes and efforts. Employees are motivated when they expect the reward to trump the efforts they put into achieving the outcome (Vroom, 1964). The way of applying expectancy theory is used in contemporary researches as well (Baciu, 2017). However, it needs to be taken into account that the model offered by Vroom requires well-built set of instruments adapted to specific group and in some occasions, it needs to take into account character of work and type of organization. Later Vroom's theory developed into Path-goal theory. This theory proposed to influence paths, goals and valences to improve employee's motivation (House & Mitchell, 1980; Darroux, Xixiang, 2013; Pembi, 2019).

Expectancy-value model states that people act only if their expectancies are positive. This means that incentive should lead to real change in worker's life or at least a worker should think that it will bring a change. (Eccles, Wigfield, 2002)

Expectancy-value model describes the decision of a person to take an action. However, this dissertation is rather devoted to explaining the reasons of IT professionals' actions then to decisions to act.

Any incentive refers to the attempt to influence the behavior of the individual. Buchman et al consider an incentive to be a "particular form of payment that is intended to achieve some specific change in behavior" (Buchman et al, 2000). However, incentives are not universal to all professionals. In contemporary working environment not only salary, but relationship with managing personnel, recognition, career perspectives and opportunity to improve qualification lay

significant part as well (Parshetty, 2019). According to Schein's Complex Model human needs vary during the life cycle and from individual to individual, so incentives that influence their behavior do (Schein, 1980). In this context generation aspect is very important.

Buchman et al developed a typology of incentives, dividing them into financial and non-Financial.

Table 1.6.

Typology of incentives

Financial Incentives	Non-financial Incentives
- Pay	- Holiday/vacation
- Other direct financial benefits	- Flexible working hours
- Pensions illness, health, accident, life insurance,	- Access to/support for training and education
- Clothing, accommodation allowance	
- Travel allowance	- Sabbatical, study leave
- Child care allowance C.	- Planned career breaks
- Indirect financial benefits	- Occupational health/counselling
- Subsidized meals, clothing, accommodation	- Recreational facilities
- Subsidized transport	
- Child care subsidy, crèche provision	

Source: Buchan et al, 2000

There have been few profession-based researches trying to evaluate the efficiency of financial incentives. For example, Chaix-Couturier et al. studied medical professionals (Chaix-Couturier et al, 2000). This research found out that practice is more influenced by financial motivation then by professional motivation. So, conflicts of interests may arise (Chaix-Couturier et al, 2000) as a result of practice changes in response to financial incentives result from economic factors rather than professional motivation. However, nowadays it is significant to take into account that work-life balance becomes very topical for contemporary employees (Balven et al, 2018) and recognition from the management (Abner, Udo, 2019) or opportunity to get promotion (Abu Hassan Asaari, Desa, Subramaniam, 2019).

Choosing among financial incentive management should select the right type. Health-aimed Bennett research classified payment mechanisms.

Table 1.7.

Key payment mechanisms

Payment mechanism	Key incentives for providers
Fee-for-service	Increase number of cases seen and service intensity. Provide more expensive services.
Case payment (DRG)	Increase number of cases seen, decrease service intensity. Provide less expensive services.
Daily Charge	Increase number of bed-days (through longer stays or more cases)
Flat rate (bonus payment)	Provide specific bonus service (neglect other services)
Capitation	Attract more patients to register while minimizing the number of contacts with each and service intensity.
Salary	Reduce number of patients and number of services provided.
Global budget	Reduce number of patients and number of services provided.

Source: Bennett, 1997

Classical motivation studies consider that mix of financial and non-financial incentives is more effective then financial incentives by themselves (Ittner and Larcker, 1998). However, motivation of employees is continuous and dynamic process, which needs to be updated continuously (Parshetty, 2019).

In order to achieve goals of the organization, effective interaction with employees should be considered as one of the main factors. Not only latest technologies, overall conditions make the successful business but correctly chosen and motivated personnel. Paying special attention to human resources, building up corresponding motivation system, gives a manager a guarantee of competitiveness in the market. Contemporary management is focused on finding the ways of motivating knowledge workers (Ferraro et al, 2018) or high-tech organization employees (Zhu, Gardner, Chen, 2018, Joia, Sily de Assis, 2019). Nowadays, knowledge and information have become a significant part of the business environment. IT professionals are knowledge workers as well. However, they are considered as more complicated group to manage because of the variety and complexity of the tasks they perform.

Taking above facts into consideration, the importance of having strong IT professionals in the team is crucial for every company in order to succeed in contemporary competitive environment (Joia, Sily de Asis, 2019). In order to gain maximum results, explore new opportunities for further development it is important to motivate IT professionals in a right way to

not only attract and retain them in the company but to stimulate their creative abilities and motivate them to work and manage them as well is a challenging task (Meijerink, Keegan, 2019).

Effective management of motivation needs to correspond with values and preferences of creative class, these strategies need to be oriented to the development of their professional qualities and skills and be associated with the opportunities of self-realization and personal independence. In order to create effective strategy, it is significant to take into account generational differences of the employees.

There have been few researches studying the peculiarities of motivating IT professionals. Couger and Zawacki found that IT professionals have higher demand for growth then professionals from other industries, but their need in social interaction is much lower (Couger, Zawacki, 1980, Baard, Deci, Ryan, 2004; Anderson, Carsten, Bernard, 2004; Anderson et al, 2014). More recent research conducted by Burn, Couger and Ma showed that the factors motivating IT professionals can be presented in the descending order: promotion prospects, job satisfaction, compensation package, training/career development, good management, working conditions, job security (Burn et al, 1992; Saif et. al, 2012; Tasmin, Salehuddin, 2016). The significance of promotion prospects, particularly lack of ones, can force It employee change the direction of the employment (Joia, Sily de Assis, 2019). The results proved Herzberg's theory and showed that IT professionals are aimed to grow.

Table 1.8.

Hygiene and motivation factors influencing IT professionals, in descending order

Rank	Factor	Hygiene (H) /Motivation (M)
1	Opportunity for Advancement and Growth	M
2	Pay and Benefit	H/M
3	Opportunity for Achievement	M
4	The Work itself: meaningful work	M
5	Recognition when Deserved	M
6	Increased Responsibility	M
7	Quality of Supervision	H
8	Inter-personal Relations	H
9	Company policies, rules, and administration	H
10	Job Security	H
11	Work Condition: office, parking	H

Source: Burn, J., Couger, J.D. and Ma, L. (1992). Motivating IT professionals . The Hong Kong challenge

McKnight at al divided the factors determining job satisfaction of IT professionals into job

characteristics and workplace characteristics and defined if interconnection between factors was positive or negative. (McKnight et al, 2009). Unlike Herzberg inspired approaches, this approach views job satisfaction factors as a component of turnover intention.
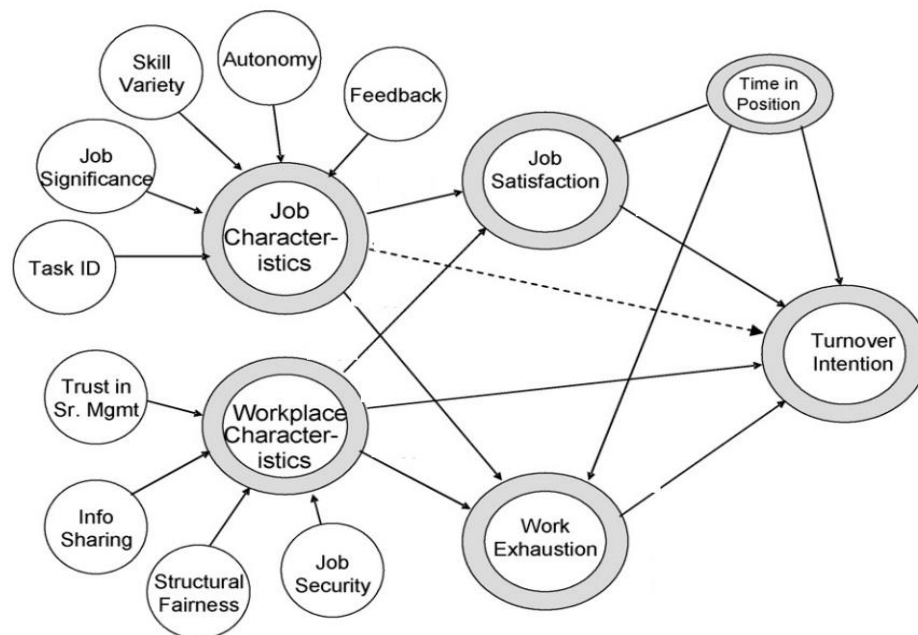
Fig. 1.12. **Factors defining job satisfaction and turnover intention**

Source: McKnight, D. H., Phillips, B., & Hardgrave, B. C. (2009). Which reduces IT turnover intention the most: Workplace characteristics or job characteristics?

The research conducted by Kowal & Roztocki showed the peculiarities in job satisfaction of IT professionals in Poland. The study of distinction between satisfaction of IT professionals in developed and transitional economies showed that IT professionals in transitional economies such as Poland feel that the compensation level of their companies is not adequate to the competencies they possess (Kowal, Roztocki, 2015).

The findings of Wynekoop and Walz and Ertürk & Vurgun researches contradict each other. Wynekoop & Walz found that IT professionals have lower demand for social interaction while their need in self-developing and education (Wynekoop, Walz, 1998). Ertürk and Vurgun research proved that IT professionals are motivated by positive social environment within the company (Ertürk, Vurgun, 2015).

It is complicated to find a universal approach to motivating creative IT professionals because of Differentiation of Inputs problem (Puchta et al.2010). Talent and originality of ideas can hardly be measured for the most creative IT professionals. And the unified system of motivation can't be provided. Another problem is disability to measure output in every time frame. Working on a big project that is not finished yet IT professionals can't provide specific results of their job and instruments of motivation can hardly be chosen for them.

Another problem is excess of approaches to motivation of IT professionals. Taking in consideration even some of them creates large volume of information that can hardly be structured Koziyakov tried to build the algorithm of organizing the process of informational support of IT-specialists motivation managing process (Koziyakov, 2014).
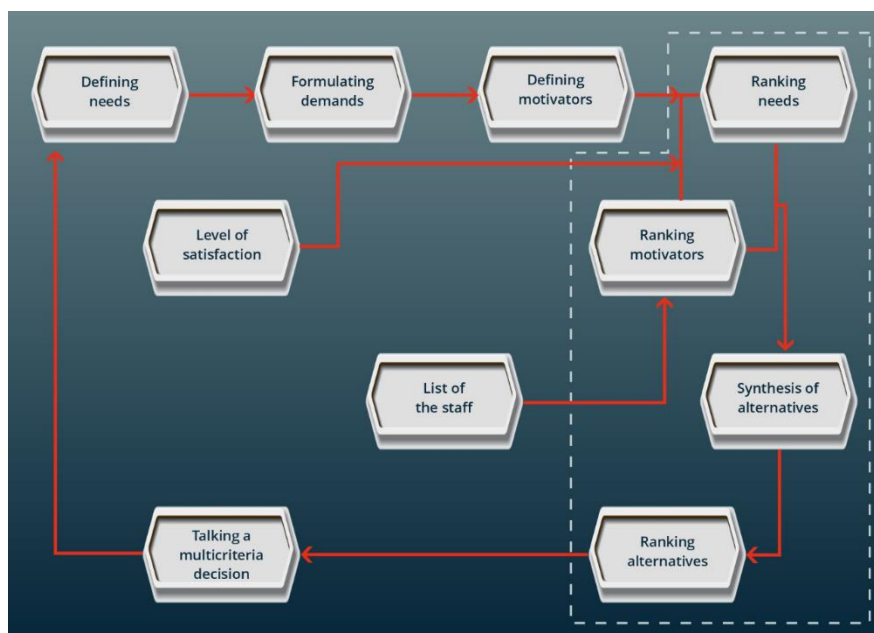
Fig.1.13. **Organizing the process of informational support of IT-specialists motivation managing process**

Source: Koziyakov, 2014

IT professionals have different needs then workers of other industries. The research of Kupriyanov showed that such factors as interesting job, self-realization, independence, working conditions are more important to IT professionals then to workers of other industries. Their need in financial rewards, power, career building is less expressed (Kupriyanov, 2006).

As a part of creative class IT professionals often suffer misbalance between creative work itself and other economic activities (Puchta et al, 2010). In this case they are influenced by two different systems of motivation.

The spread of the research results concerning IT professional's motivation proves that just profession is not a sufficient parameter to determine employee's motivation. Other factors, such as location and generation should be also considered.

Inducement prizes are type of financial incentive when financial rewards are given to motivate the attainment of goals. The interest to prizes was revitalized since the 1990s by successful global technology prizes (Kay, 2011).

The main advantage of prizes is that they combine financial and non-financial incentives. As a financial incentive prize provides cash to a person or a group that solved a technological problem, and as a non-financial incentive, it develops creativity and competition between IT

professionals, encourages them to do their best to win the prize. At the same time there are pure non-financial prizes, such as gold medal on the exhibition (Kay, 2011). Non- financial incentives include reputation, visibility, opportunity to participate in technology development, opportunity to accomplish some personal and organizational goals, opportunity to make the environment better.

Competition for prizes is aimed to achieve the goal by the shortest and most cost-efficient way. Some unexpected solutions and for solutions arising from unexpected sources may appear (Kalil, 2006). At the same time fighting for a price, competitors don't focus at quality, reliability and durability. This is why prizes are great to encourage IT professionals to innovate, not to improve quality.

The role of IT professionals in providing crucial link between technological progress and economic growth, social development and environmental well-being is stated in "Canberra Manual", published by the OECD and Eurostat in 1995 (OECD and Eurostat, 1995).

In the beginning of 21-st Century it was clear that IT and digital technology highly influenced the economy and most economists forecasted that the demand for IT skills will rise further in the future (Innovative people, 2001).

Tomlinson emphasizes the role of creative people in developing national innovation system, stating: "One of the major reasons why national systems of innovation differ is connected to people and competence building. How people are trained will determine how they interact in the development of new ideas and nationally specific labor market dynamics will put their stamp on how firms function" (Tomlinson, 1999).

In time of multitasking IT leaders should become hybrid professionals combining responsibilities of IT professionals and managers. To deal with multitasking IT professionals should possess the following competencies:

- Be focused on business capabilities;
- Understand limitations of the technology;
- Be good negotiators;
- Stay curious (Swanborg, 2011).

In addition to the competencies listed above IT professionals should understand organization specific and possess interpersonal and management competencies such as knowledge networking, interpersonal communication, and leadership (Kowal & Roztocki, 2015).

1.3. Generations Theories

Generation is a complicated interdisciplinary concept that is shaped by multiple factors. Under the classic definition of Karl Mannheim, generations "endow the individuals sharing in them with a common location in the social and historical process, and thereby limit them to a

specific range of potential experience, predisposing them for a certain characteristic mode of thought and experience, and a characteristic type of historically relevant action" (Mannheim, 1952).

According to the commonly used typology, there are four generations in Western society that are currently included into labor force (The Center for Generational Kinetics, 2018):

- Baby Boomers, who were born between 1946 and 1964;
- Generation X, born between 1965 and 1976;
- Generation Y or Millennials that were born between 1977 and 1995
- Generation Z (Centennials, iGen) – born in 1996 or later.

However, due to economic, political and social factors size and gender composition of these generations differs in different countries. Contemporary researchers already underlined the fact that the generation pattern can differ from country to country depending on main historic events and conditions which shaped generations (Bejtkovský, 2016)
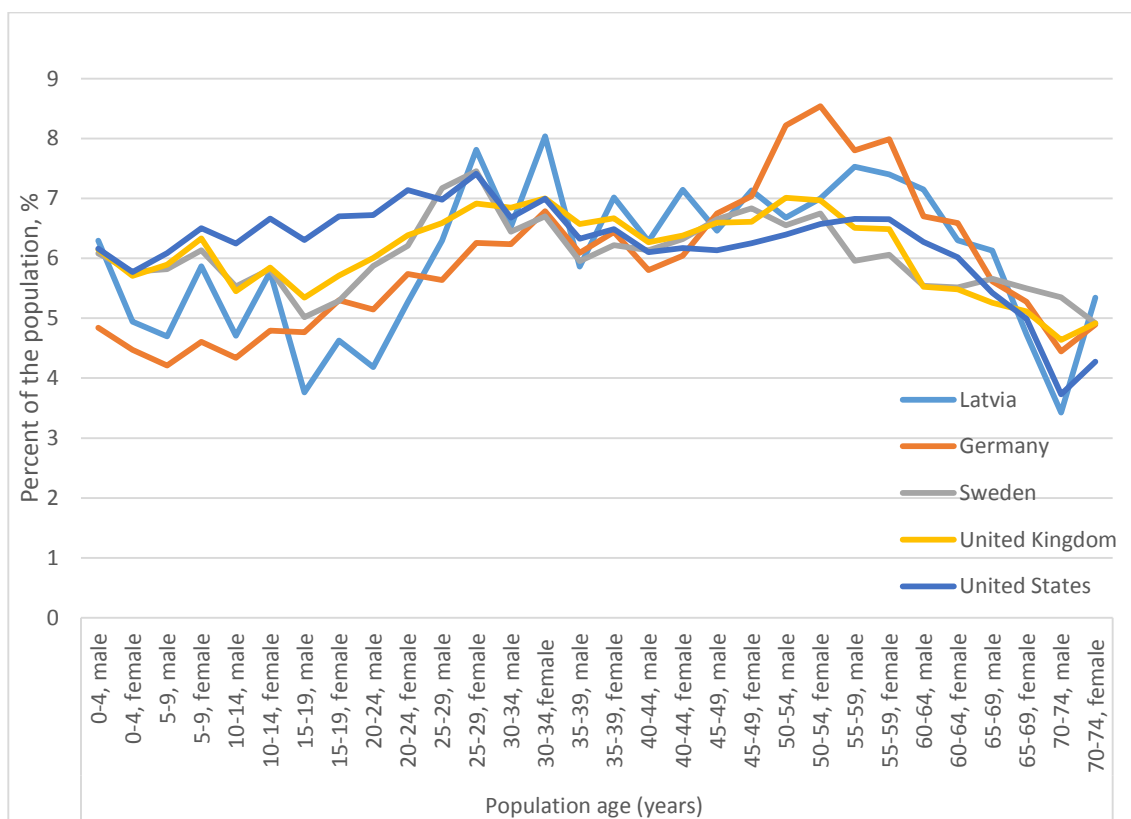
Fig.1.14. **Age and gender composition of population in UK, USA, Sweden, Germany and Latvia in 2018**

Source: Constructed by the author on the results of the World Bank statistics

The comparison of Latvia with Western countries showed that it does not follow the same patterns as they do. For example, share of people 25-40 years old that belong to Generation Y is

much higher than in other countries. On the contrary share of the Millenials is much lower. At the same time gender disparity is strongly pronounces as male prevail in every generation except Baby Boomers. This is explained by lower life expectancy of men in Latvia.

Generational aspect has been widely studied in the Western European countries and the USA. According to the generic approach most of creative IT professionals studied in current thesis belong to Generation Y as they were born between 1980 and 2000.

Studies conducted by PricewaterhouseCoopers and Karsh, B. & Templin, C showed that work attitude of Generation Y specialists differ from work attitude of previous generations. They have different values, preferences and motives.

Table 1.9.

Work characteristics of Generation Y

Assets	Liabilities	Preferences
Goal-oriented	Dislike inferior work	Flexible work hours
Positive approach	Limited ability to deal with difficult people	Opportunity to work outside the office
Superb work with technologies	Lack of experience	Work/life balance
Able to collaborate	Self-confidence not corresponding to skills	Work for dynamic organization
Multicultural awareness	Impatience	Value professional development over financial rewards

Source: Constructed by the author based on Karsh, B. & Templin, C. (2013) and PwC (2011)

Other differences of Generation Y from other Generations include their acceptance of changes (Hart, Brossard, 2002) and relying on technology (Welsh, Brazina, 2010). Generation Y is more confident, with a can-do attitude (Elam et al, 2007).

New-coming generations are always being the agents of changes that is why the modernization of cultures is so closely connected with the changes of generations.

Modernization is a process, which can be characterized by increasing potential of the society. R. Inglehart explored the link between modernization and values in details with the help of his project World Values Survey. And it confirmed the connection between economic growth and value change in different societies: the more economically developed is society the more spread are self expression values. Values are very important for every individual: they determine

behavior, lifestyle, expectations from work etc.

Classic modernization perspective oriented on the experience of developed western countries but it mostly did not take into consideration variety of experience of the countries out of the Western Europe and North America borders. Critics of modernization theories in 1960-70s led to the point that for definite amount of time modernization theories were replaced by other theories, dependency theories in particular.

Development of contemporary version of modernization research (neo-modernization analysis) is tied with the names of P. Sztompka, W. Beck, K. Müller and R. Inglehart (Müller et al, 1992; Grancelli, 1995; Sztompka, 1996; Inglehart, 1999; Beck, 2000). All these theories described general stages of the societies and modernization trends. Special focus can be placed on cultural modernization theory of R. Inglehart, describing how economic development process influences value setting pattern change of society. In addition, this change can be characterized by universal pattern. It can be assumed that the actions of IT professionals are not only purposefully rational but also value rational. One of the theories which describes how values setting system develops and changes in contemporary world is the theory of cultural modernization created by R. Inglehart and C. Welzel (Inglehart, Welzel, 2005; Merge, 2011, Groh, 2019). In their paper they discovered how economic development influences shift from traditional to secular-rational value pattern and from survival to self-expression value pattern (Inglehart, Welzel, 2005), and follows the influence of cultural dynamics to shaping democracy. In modern world, there is still a tight connection between values, objectives and expectations. Values add sense and orientation to the existence of society.

Despite some criticism towards modernization theory approach (Mücen, 2018), the reason of choosing this theory is in its complexity. R. Inglehart and C. Welzel discover and describe socio-economic development, culture change, and democratization as a part of development process of and they have strong empirical evidence –World Values Survey collected data, a worldwide research project for researching of value setting shaping of the population. Based on the data analysis from World Values Survey, R. Inglehart and C. Welzel could determine non-linear character of dependency social-cultural changes from economic development. In addition, it is needed to be underlined that the transformation of value setting and modernization progress is based on a huge empirical data gathered with the help of World Value Survey in several waves. So, it is possible to see the dynamics. In latest article the data structure is described in details (Welzel, Inglehart, 2016, McVety, 2015). Therefore, this theory links individual preferences, which are based on the personal values to economic and cultural development of society. Business organizations as market structures in this case act as a moderator as on one hand they offer their employees what society allows them to have and on the other hand they offer what is attractive to

these employees, what is corresponding with their personal values.

Shaping of postindustrial society is the result of the major change when people have to interact with other people more than they interact with machines in mechanical environment. They spend their time communicating with others, sharing knowledge, analyzing information and providing different types of service. Digitalization provided business with opportunity of allowing many routine tasks being performed with the help of computers or artificial intelligence, so employees need to use their knowledge, imagination and communicational skills in everyday life a lot more than during industrialization stage (Inglehart, Welzel, 2005).

To sum up, in postindustrial stage people are more economically secure, intellectually autonomous and socially independent so the freedom of choice becomes more important than obeying strict rules like during industrial stage. Survival values shift towards self-expression values. It is important to note that rising self-expression values do not completely replace material needs and desires. Professionals are still demanding high salaries but they are also interested in flexible working schedule, challenging and complex tasks, and opportunities to exchange and receive new knowledge and skills. Consumers still buy goods but they focus on eco-friendly, cruelty-free products, thinking of environment. People are searching unusual experience by visiting exotic restaurants and travelling to interesting places (Inglehart, Welzel, 2005).

It is worth to sum up the knowledge about the differences between generations with motivational theories: Maslow's pyramid and two-factor theory of Herzberg. By analyzing the value system of most active generations in contemporary labor market and the structure of their needs, connected with their age and approximate working experience, it is possible to create modular system of retaining and motivating representatives of different generations.

Generation Theory in combination with motivational theories help to create motivational system, which considers peculiarities of mindset and behavior of representatives of different generations. The results can be used in order to:

- Shaping effective team
- Developing system of attracting and retaining employees
- Creating motivation strategy for employees, their education and development
- Shaping strong and seamless corporate culture.

It is significant to understand that employees belonging to different generations can be managed and motivated differently. Finding an optimal way of attracting, retaining and motivating IT employees is crucial. Generation approach might be helpful for managers to build optimal strategy

Table 1.10.

Modular system of retaining and motivating representatives of different generations

	Generation X (36-54)	**Millennials (20-35)**	**Generation Z (10+)**
Values	Survival. Choice. Pragmatism. Balance between work and personal life. Looking for emotions. Globally informed. Self-confidence. Informality	Attention to brand. Changes. Impatience. Immediate rewards. Professional in tech. Flexibility. Moral.	Flexibility. Digitalization, Power of social media and influencers
Retention	Pro-western company. Computerized workplace. Flexible working schedule. Salary plus revenue share. Work in any conditions, risk.	Company brand. High-tech style working place. Flexible working schedule, Pay for result. From monotonous to extreme work	Company image among interested community, Care for environmental position of the organization. Innovative and opened to change, Dynamic work environment. Need of changing the picture
Needs	Lifelong learning. Promotion. Individualism Self-actualization	Support, high attention. Communication. Being in the center of events. Achievement, success, Development. Creativity. Eco-friendly. Work/life balance.	Business trips. Modern Gadgets Interesting Corporate events Comfortable and modern work environment. Eco-friendly
Motivation	Complex non-standard projects. Ambitious tasks. Revenue share. Insurance, corporate car, loans. Competition with colleagues Acceptance, feedback. Trainings, MBA Self-actualization. Career growth	Support, high attention. Communication Being in the center of events. Achievement, success. Development, Creativity	Itegrating new type of communication (chats, social media, apps). Support from supervisor, feedback on the performed tasks. Opportunity to create products. Not multitasking

Source: Constructed by the author

In the framework of this research the author focuses on three main generations on the labor market which exclude generation Z representatives as they just started or still choosing their professionals path. Some researchers state that the representatives of generation Z need absolutely different approach to motivation as they are not alike any other generation before (Gaidhani, Arora, Sharma, 2019). However, it is worth to mention that based on the data gathered in Deloitte Global Millennial Survey 2019, which included not only respondents belonging to Millennial generation from 42 countries but also representatives of generation Z, these two latest generations have

common traits in terms of expectation from their employers, in terms of their lifestyle and value setting patterns (Deloitte Global Millennial Survey 2019). Therefore, finding the optimal way of management of motivation of IT professionals belonging to various generations will be later useful for creating optimal management model of motivation of representatives of generation Z when they enter labor market. Herzberg's approach was used in the research of Kultalahti & Viitala to study positive and negative factors for Generation Y. Based on this research hygiene factors and motivators for the Millennials can be defined.

Table 1.11.

Positive and negative factors influencing motivation of Generation Y

Positive factors	Negative factors
New, interesting work project	Working on the same task for too long, feelings of stagnation
Nice work community	Poor atmosphere at work
Possibility of growth and development	Working at the expense of private life
Flexibility at work	Poor supervisor performance
Work-life balance	Inflexibility in the workplace
Happiness in private life	Feelings of not being respected or heard
Sufficient challenges, but a not overly demanding job	Negative impacts on private life (e.g. lack of sleep, not enough time for hobbies)
Everything is fine at home	Not getting help when needed
	Vague job

Source: Kultalahti, S., Viitala, R.L. (2014). Sufficient challenges and a weekend ahead – Generation Y describing motivation at work. Journal of Organizational Change Management

The research of young knowledge workers motivation performed by Kubátová & Kukelková showed that the main factors motivating Generation Y creative educated people are the following in descending order: Atmosphere in the workplace, Interesting scope of work, Opportunity for professional development, Opportunity for career growth, Work environment. Only after those non-financial factors extraordinary financial reward for getting the job done follows (Kubátová, Kukelková, 2014; Medryk, 2016). Barford and Hester research figures out that for Generation Y employees such factors as advancement potential and free time are much more important than for Generation X employees and Baby Boomers (Barford, Hester, 2011). Along with this Generation Y highly value a sense of accomplishment, and world peace (Murphy et al, 2010). Millennials demand feedback, 44, 5% of them wants to receive feedback as often as its

possible (Lehky, 2011).

The cross-age research in the Nordic countries showed that the age of employees and their job satisfaction can be viewed as an increasing line: the younger the employees were, the less satisfaction they felt with their work (Eskilden et al., 2004). However, the research performed by Barford and Hester showed directly contrary result. It stated that overall average job satisfaction of Millennials is higher than satisfaction of baby boomers and much higher than job satisfaction of Generation X (Barford, Hester, 2011). However, Millennials are considered "more demanding" compared to other generations' representatives (Kar, 2018). In contrary the demanding characteristic can be the result of getting information on millennial preferences different to other generations' representatives: millennials are digitalized, they value their personal space but need feedback from their supervisor or top manager, and they are device oriented and ready tp work remotely. This might be viewed as complication but with flexible approach from management's side it can become a key to innovative ideas and productive work at the working place.

The next generation – so called Generation Z is just starting to join the labor force. It is considered to be the first digital generation (Lanier, 2017). It is possible to assume that many of the representatives of the generation will choose the path of making career in ICT sphere as it is understandable and interesting for them. According to the research conducted by Seemiller & Grace their main motivators are: "not wanting to let others down, advocating for something they believe in, making a difference for someone else, having   the opportunity for advancement, and earning credit toward something" (Seemiller, Grace, 2016). At the same time Generation Z is less motivated with competition, acceptance and public recognition (Seemiller, Grace, 2016). However, research performed by Fratričová & Kirchmayer has not found many unique aspects in motivation of generation Z representatives (Fratričová, Kirchmayer, 2018). This factor also is proven by the results of the Deloitte Global Millennial Survey 2019 and other research papers, which demonstrated strong similarities in intentions and expectations between Millennial and Generation Z representatives, especially in achieving work/life balance, opportunity to travel, ecology concerns, opportunity for remote work and freedom of self-actualization (Dolot, 2018; Deloitte Global Millennial Survey 2019).

It is possible to assume that the character of work needs to be considered as well of profession and position in the company. The geographic location can also play significant part.

Therefore, in the framework of the research it is significant to understand generation breakdown in Latvia, and how its differences from traditional Western generation pattern.

However, the special traits of Latvian generations explained in the beginning of this paragraph require different approach that would include key distinguishing features of generations in Latvian.

Generation in its modern understanding is formed because of the change in economical, demographical, political, cultural or social environment. According to Wyatt, there can be six major reasons for the appearance of new generations (Wyatt, 1993):

1.   some event that changed and reformatted the society;

2.   demographical change that influenced distribution of the resources;

3.   certain phase of a long-term economic cycle;

4.   certain process or an event of sacred significance that deposited in collective memory;

5.   special leader or mentor;

6.   forms of work cooperation and specialization.

On one hand, generation is formed under the action of some forces. On the other hand, generation itself forms certain patterns of individuals' behavior. Studying generations from this point of view, it is possible to depict it as a black box with inputs and outputs.
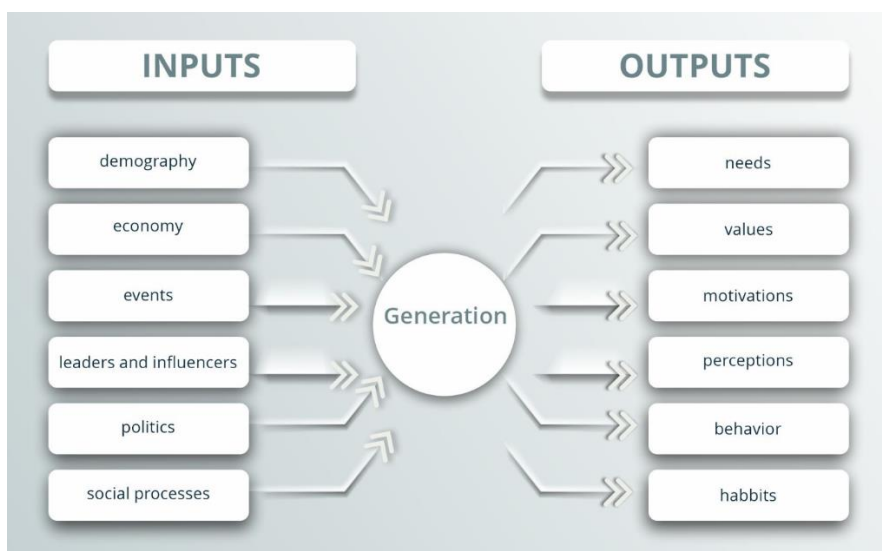
Fig. 1.15. **Generation as a black box**
Source: Constructed by the author

Modern Latvian society developed under the influence of different inputs then traditional Western society mainly because of prevailing command system during the time of Soviet regime, which was characterized by the denial of private property, centralized management and inability of economic subjects to take independent decisions. Later, after USSR ceased to exist Latvia faced new epoch, the transition period when all previous systems of administration and economic relations were lost and market economy was not established yet. This period was characterized by high volatility along with high possibilities.

Latvian citizens that were impacted by these comprehensive changes formed different

types of Generations than those formed in the countries of Western Europe and the USA. According to the research of Apsalone et al. devoted to distinguishing generations in Latvia, current Latvian labor force can be divided into the following generations: Post-War Generation, Early Generation X, Transition Generation and the Millennials (Apsalone et al., 2016). The duration of these generations corresponds with the factors that caused their appearance.

Table 1.12.

Generations in Latvia

Generations	Period of time of birth	Main events and processes that influenced the appearance of the generation
Post-War Generation	1945-1960	World War II, communist ideology, hardship and privation, fast technological development
Early Generation X	1961-1970	Khrushchev Thaw, economic stagnation and economic inefficiency, deficit, influence of Western culture
Transition Generation	1971-1984	Declaration of independence of Latvia after the collapse of the Soviet Union, open borders, transition from command to market economy, joining NATO and EU
Millennials	1985-now days	Globalization, market economy, informational technologies, total adaptation to the Western society, joining the EU

Source: Constructed by the author based on Apsalone et al, 2016

The Millennial generation is considered to be a significant part of the labor force by 2025 making 75% of work force on the labor market (Mendryk, 2016). Motivation and retention of this generation can become major concern for modern management (Munir, Nur, Shereen, Veera, Rozilah, 2018).

However, it is necessary to mention the appearance of the next generation, generation Z needs to be taken into account in contemporary conditions. It is generally considered that the generation Z representatives are people who were born starting 2000. There are several other names, which can help in understanding the direction of value setting patterns of the representatives of this generation, which is also called Post-Millennials or iGen (Dolot, 2018) or "technology sophisticated generation" (Gaidhani, Arora, Sharma, 2019). Older representatives of this generation at the time are either still in their younger ages, still getting education or in process of graduation, getting degree or choosing career path. But taking into consideration the fact that this Post-Millennial generation has common traits with its predecessor, the motivation model to improving job performance for IT professionals for representatives of Millennial generation can

be further adapted to employees belonging to generation Z with applicable changes based on practical experience and employee feedback.

However, when talking about IT professionals, there is a need to understand that representatives of all generations are significant because there is a huge variety of tasks and technical implementations. This job can be performed in older age as well. Therefore, in the current research representatives of IT employees belonging to various generations were questioned and interviewed.

Taking into account purposes of the thesis and peculiarities of IT professionals as professional group that is a part of creative class in Latvia in order to defend or reject the hypothesis:

H3. Factors that motivate IT professionals differ depending to the Generation they belong to

It makes sense to abstract from earlier generation and focus on those generations, which comprise the majority of IT professionals in Latvia.

Within this thesis, the author offers the following generational differentiation of IT professionals:

1. Early Generation X
2. Transition generation
3. Millennials

Proposed generations are not equal neither in periods nor in population. However, they are associated with the significant changes in Latvian society and economy.

As it is discussed above, generation Z can be hardly viewed as part of IT professionals group due to their current position: reperesentatives of generation Z are either getting profile education or in process of finding their career path, while current research studied already working IT professionals, employed in the field of their expertise.

Table 1.13 is constructed in order to summarise stages of forming generations, which most of IT professionals in Latvia belong to. These stages differ to some extent from general Western generation approach.

Table 1.13.

Stages of forming Early Generation X, Transition Generation and Millennials

Events and processes that influenced childhood	Events and processes that influenced teen ages	Events and processes that influenced early career ages
Early Generation X (1960-1970)		
Communist regime. Soviet pioneer association. Comradeship. Collectivism	Influence of Western culture. For younger part of Transition Generation – USSR collapse and Latvian declaration of independence. Transition from command to market economy.	USSR collapse and Latvian declaration of independence. For younger part of Generation X – joining NATO and EU.
Transition generation (1971-1985)		
Influence of Western culture. USSR collapse and Latvian declaration of independence.	Globalization. Open borders. Joining NATO and EU. Common currency within EU	Globalization. Market economy.
Millennials (1985-2000)		
Globalization. Market economy. Western standards of education.	Offline world vs offline world. Economic crisis. Identifying oneself as a citizen of Latvia and a citizen of EU.	Social networks, search engine optimization

Source: Constructed by the author

Generational approach applied in the thesis reflects basic changes that happened in Latvian society. This paper studies the management of motivation of IT professionals in Latvia and offers the motivation model to improving job performance, which suits these professionals the best. There are several theories and concepts, which help to answer the main question of the paper.

Creative Class Theory. There are two types of professionals, who create innovations: super creative core and creative professionals. The main criteria of belonging to "*super creative core*" is an ability of "producing new forms or designs which are readily transferable and widely useful … it's what they are paid to do" (Florida, 2012). Super creative core includes "scientists and engineers, university professors, poets and novelists, artists, entertainers, actors, designers and architects as well as through leadership of modern society: nonfiction writers, editors, cultural figures, think- tank researchers, analysts and other opinion makers" (Florida, 2012). However, he

points out that having a profession of any of the above-mentioned specialty does not guarantee belonging to this group. "*Creative professionals*" are employed in "a wide range of knowledge intensive industries, such as high-tech, financial services, the legal and health care professions, and business management" (Florida, 2012) and these people are engaged in problem-solving tasks, work process optimization and in finding new ways or approaches to work by using their knowledge and education (Florida, 2012).

Motivational approaches. Motivation theories are used by the author to explain, employees' motivation and choice of specific working place from their own perception (theory of hierarchy of needs), how professionals make a choice based on their value settings (Maslow, 1954; Alderfer, 1972; McClelland & Burnham, 1976) and from the point of view of organizations (two factor theory) to explain how they can use employee value settings for business benefits (Herzberg, 1987); and in order to construcnt motivation model the author reviews the tools contemporary companies use in managing motivation of their employees.

Theory of generations explains that employees have different value settings, needs and behavior depending on the generation they belong to. The paper demonstrates how generational approach can be used for creating a motivation model to improving job performance.

The empirical part is mixed method research: qualitative series of semi-structured interviews and quantitative online survey with Latvian IT professionals. They will include the questions, which will be aimed to defining:

- The professional group employee belongs to (based on character of the work)
- What generation and the stage of the life course respondent belongs to
- The values and needs of the respondent

Based on information gathered about respondents, the research will study their preferences and will offer the model, which considers the needs of business organization and needs of employee.

The model will review the following components and include them in the finalized version:
- positive and negative motivation
- extrinsic and intrinsic motivation
- pay and non-pay incentives

Table 1.14 contains the examples of different motivational factors, which can indicate certain needs of Maslow's pyramid.

Table 1.14.

Correspondence of motivation factors with needs according to Maslow

Needs according to Maslow	Material motivation factors	Nonmaterial motivation factors
Survival	• high salary	• long-term vacation • absence of overtime • medical insurance
Safety	• additional pension contributions	• long-term contract • official employments • employment guarantee • work close to home
Respect		• prestigious job • prestigious company • prestigious tasks and responsibilities • opportunities for career growth
Belonging to the group		• friendly working atmosphere and relationships with colleagues • good relationships with management • corporate holidays • additional support measures for families (concert tickets, trips, Christmas gifts for children)
Self-actualization a development	• rewarding self-development (e.g. bonus for completing specialized course on Coursera)	• opportunities for professional growth • qualification courses • supporting education • opportunity to work flexible hours

Source: Constructed by the author

Concluding the above it is possible to summarize that motivation is significant topic, which has been a focus for many academic researchers. In the framework of this research thesis several factors need to be taken into account when constructing motivation model to improving job performance for IT professionals type and character of the work they perform, generation they belong to, various motivation approaches in order to find the most suitable for specific group of employees as there are various theories regarding the factors which motivate employees to perform better and why their organization behavior has definite traits.

Therefore, following empirical chapters will focus on research design and choice of correct methodology for data collection and processing for further construction of the management model. In order to achieve the optimal result, the mixed method research design has been chosen of combination of qualitative part and quantitative part (online survey of IT professional) in order to build motivation model to improving job performance for IT professionals.

2. SHAPING OF PROFESSIONAL IDENTITY AND PROFESSIONAL CULTURE OF IT PROFESSIONALS IN MODERN LATVIA

In order to effectively manage representatives of creative class, it is necessary to understand well the professional identity and culture of this group. Identity is a system of the most common ideas about oneself and one's place in the world. It also assumes the understanding of "self" as a professional. A person does not just choose a profession, it largely predetermines the entire future lifestyle. Professional affiliation is one of the most significant characteristics of any person. Self-image as the carrier of a certain profession is an integral component of most people's ideas about themselves. The more a person appreciates the work, the more merged these ideas are. And if, for some reason, there is no opportunity for self-realization in the profession (the inability to receive adequate wages for one's work, unacceptable working conditions, etc.), it turns into a real-life tragedy for the employee. Often, an employee is ready to change the country of residence in order to preserve the professional identity. It can be assumed that for the creative class, professional identity is a particularly significant factor, since the profession in many aspects determines both belonging to a given social group and the whole lifestyle. In connection with this, one of the objectives of this study is to study the process of formation of professional culture and identity of IT professionals. This process can be viewed from different methodological positions, but in this case, the constructivist paradigm was used. This paradigm assumes that professional identity (like any other identity) is created through the mechanisms of social interaction (Berger and Lukman, 1991). In this case, the process of professional interaction, which includes obtaining vocational education, building a career, attitude to one's own professional qualifications and competence, an idea of fair remuneration for work, and effective employee motivation, is considered. The significance of fair attitude from organization, according to latest findings, can motivate employees to perform better (Sutanto, Scheller-Sampson, Mulyono, 2018). Accordingly, the systems of representation, social and material practices, biographical experience, professional culture, etc. become the subject of the analysis (Schwandt, 1998). Professionals create the legitimacy of their own position, maintain status privileges, and create a symbolic image of a group, which serves as a basis for justifying the powers and privileges of members of the profession and defining group boundaries (Yarskaya-Smirnova, 2012). Within the framework of this approach, it is possible to use the category of "professional culture" as a generic one in relation to diverse professional cultures that are emerging among professional communities and organizations. Traditionally distinguished cultural aspects of the profession are values, knowledge, meanings, symbols, and emotions.

2.1. Research Design

The research design of the current thesis is mixed-method design of a combination of qualitative and quantitative methods in one research. Despite the fact that the researchers have used either qualitative or quantitative research methods in their researches for a long time, mixed method paradigm has appeared in social sciences at the end of 1980-s (Maxwell, 2015). Nowadays, mixed methods have become the third direction in business and management research (Cresswell, Tashakkori, 2007). The combination of qualitative and quantitative approach help to get broader picture and check the data gathered for the further analysis (Molina Azorín, Cameron, 2015; Bazeley, 2015; Curado, 2018).

The main goal of the mixed method research design is that the combination of qualitative and quantitative approaches provides better interpretation and understanding of the research problem and complex phenomena than any of this approach separately (Creswell & Plano Clark, 2007). The best understanding is achieved through triangulation of one set of the results with another and, consequently, increasing the validity of conclusions made. Despite high authenticity, mixed method strategy has a number of other advantages. Among them complementarity can be named, when results gathered with the help of one method, are elaborated, double-checked and enhanced with the results of other method.

There are two ways of realization of mixed method strategy: simultaneous (when qualitative and quantitative parts are done in parallel and the comparison of the results is done afterwards) and consequential (when the qualitative part goes first and then its results are elaborated and enhanced in the quantitative part). Consequential realization of qualitative and quantitative methods allows spreading results on the full coverage.

In the research of management of motivation of IT professionals in Latvia the consequential application of mixed method strategy was used. During the qualitative part, the series of 30 semi-structures interviews was performed throughout the IT professionals belonging to three generations. After the interview part was completed the assumptions regarding the employee motivation for IT professionals and management of job performance of IT professionals were formulated. These results helped in formulating online questionnaire in appropriate way, and check the assumptions made with the results of online survey (1200 respondents) and apply the results on entire professional community.

Additionally, the usage of mixed-method strategy in the research allowed gathering information about community of IT professionals, which could not be gathered by means of exclusively qualitative or quantitative methods. In such a way, if the research was only done by means of online survey, it was not possible to determine generation differences connected with career directions. While if the research included only interviews with IT professionals, it would

not be possible to determine connections between employee motivation, value settings and motives for increasing job performance. Fig.2.1 demonstrates research design.

Fig. 2.1. **Research Design**

Source: Constructed by the author

2.2. Methodology for the study of expectations and professional attitude of IT professionals.

In modern social sciences (including modern management), the method of communication analysis is usually used to study the lifestyle and culture of specific social groups. Qualitative interviews in such case are used in order to formulate hypotheses, which can be further tested with the help of quantitative methods, and to get insights in the understanding on the expectation and professional attitude of respondents. The series of semi-structured interviews in the framework of this research were also used for creating questionnaire and perform communication analysis. The purpose of this analysis is to understand how a profession is created in a professional community and a professional hierarchy is formed. It also brings an awareness of such concepts as "prestige", "good work", "decent pay", "good governance", "and rules of the game".

66

The reconstruction of professional identity is based on the interpretation of experience by professionals. The result of the communication analysis is a description of the meaning and significance the professionals assign to different stages of their professional careers. In this study, using the analysis of interviews with IT professionals allowed reconstructing the categories, with the help of which respondents describe their professional experience; qualify their actions and the actions of other people, relations with colleagues and superiors; evaluate these relationships and actions. Herein lies the shaping of professional identity.

The subject of research in communication analysis is the story being told, which is viewed as a reflection of social and professional reality. Of course, the same events appear in a different light depending on the value priorities of the respondent. The situation is complicated by the fact that the past is always a selective reconstruction, from which the respondents seek try to exclude the experience that threatens their current identity. However, for communication analysis, establishing the historical truth of an individual explanation is not the main task, because the communication is the self-description of a person, in which what they tell about themselves is very important and fundamental for them. In other words, communications tend not to objectivity, but to the truths of experience experienced by the respondents. If they say that something is very important to them (working conditions, relations with superiors, possible reasons for resignation, etc.), then the researcher takes this at face value. In this case, the task of the researcher is to interpret the meaning of the communication from the point of view of the conditions that formed the respondent and influenced their worldview.

The search for respondents for the interview was carried out in two stages. For the first stage, the respondents who work in the field of IT technologies were selected using the snowball method, and were invited to take part in the study. During the second stage, a sample of maximum variation was selected from the prior available respondents. A sample of maximum variation is a goal-oriented sample, aimed at describing and encompassing the central aspects that cover the majority of all cases. This type of sampling for qualitative research suggests that the principle of maximum heterogeneity is observed when used.

In this case, the sample was formed in such a way that it represented different age groups, professional groups, geographical diversity, and different representations of gender. Because of the filters used, a sample of 30 people was created: 10 people of ages 20 to 30 years old, 10 people from 30 to 40 years old, and 10 people over 40 years of age. The sample included representatives of super professionals (5 individuals), creative workers (18 individuals), and technical professionals (7 individuals). There was a total of 25 males and 5 females in the sample.

The specific methods of analyzing of interviews are very numerous and varied. Therefore,

in order to make up some kind of holistic impression of communication analysis, one can conditionally arrange them according to the degree of relative "formalization." On one side of the scale, there is a quantitative content analysis, which involves the calculation of the frequency of occurrence of certain words, and on the other side, there is a qualitative analysis of the text, which is aimed at studying the relationships between concepts and the emotional connotation of statements.

The text analysis technique used in the study is an interaction categorization analysis that was developed based on a conversation analysis technique (Garfinkel, 1967; West, Zimmerman, 1982). The subject of analysis in this case is verbal constructions (categories), with the help of which respondents give meaning to their actions and their assessments. To reconstruct how the professional identity is created in text, the categorization analysis method involves the following procedures. At the first stage, the categories that respondents use when describing their professional experience (finding a job, obtaining new knowledge, an interesting project, a difficult task, an adequate salary, etc.) are highlighted. At the second stage, the actions and relationships that link these categories are identified. At the third stage, it is necessary to reconstruct the moral assessments with which these categories are endowed and the corresponding actions and relationships.

Selected categories are considered as ways of describing events and actors through identification, classification, and typing. For example, the same work can be described as routine, "a great achievement", or an "adequate work with an adequate salary" in the same text. That is, on the one hand, this work is identified in the categories of the content of labor, on the other hand, in the categories of professional achievements; it is also identified in the categories of life opportunities that this work provides. In the course of further text analysis, it was determined which qualities and actions are associated with different models of work identification.

The analysis of interaction categorization is based on the principles of constructivism, implying that speech is a cast of social reality. In this regard, the technique involves the following two rules. First, the researcher proceeds from the assumption that the category used by the respondent belongs to some more general class of categories. For example, the category "decent work" refers to the "career" class, and "adequate salary" to the category "prestigious social position." Second, the researcher proceeds from the fact that in a narrative, the narrator retains some logic of presentation and combines categories within one semantic block. The next step in analyzing the interaction categorization is to identify the actions associated with the categories. Persons and events described in the narrative and designated by certain categories are associated in the text with certain types of actions and relationships. Reconstructing these associations, we

reveal the meanings with which everyday interactions are endowed. Further, when determining whether categories and actions/relationships are connected, we identify their assessment from the respondent's point of view.

Modern analysis of text is carried out using computer packages, such as Atlas.ti, MAXQDA, NVivo, Quirkos. xSight, Qualrus, Ethnograph, and others, constituting an entire separate class of software development. The common name for this class of computer software is qualitative data analysis software (QDAS). Kelle suggested naming for the specific functionality of QDAS packages as data encoding and reconstruction functions (Kelle, 1997). Lewins and Silver presented the same package of capabilities but as a set of separate tools: content searching, linking, coding, writing and annotating, querying, mapping, and networking (Lewins, Silver 2007). The developers of these programs themselves often single out the coding as the key tool of such packages (MaxQDA 2018; Quirkos 2018). The amount of the attention to the coding tool in the packages is consistent with the opinion of sociologists who consider the coding in the package as the key of the analytical procedure for the entire analysis of qualitative data (Strauss 1987; Pierre, Jackson 2014).

In this project, the Quirkos package was used to analyze the interview, with coding and linking procedures carried out. Codes were formed based on the objectives of the study. As a result, the following codes were included in the analysis: "education", "past work", "good work", "why do you like the work", "what prevents work", "change work", "where you are in 5 years", "learn new things about the profession", "salary", "motivate to work", "effective threats." During text analysis, these codes were combined into the following categories: "Career," "Work," "Social Position," "Job Satisfaction," "Management Efficiency," and "Employee motivation well." Categories were built and analyzed separately by age groups and for the entire sample. Further, with the help of the categories "Career," "Work," and "Social Position," the concept of "Professional Identity" was reconstructed, and the categories "Job Satisfaction," "Effectiveness of Management," "Employee motivation well" allowed forming the concept of "Professional Culture."

Thus, as a result of interview analysis, the answers to the following research questions were obtained:

1.   How is the professional community of IT professionals formed in modern Latvia?
2.   How is the prestige of this profession formed?
3.   How do IT professionals in Latvia design their social position?
4.   What knowledge forms a professional culture?
5.   How is a professional hierarchy created?

6.   How to manage the effective work of IT professionals?

2.3. Career Direction of an IT Professional in Latvia. Shaping of the Professional Community

The results of the qualitative part of the study show that the trajectory of those that result in becoming IT professionals depends very much on the age group of the respondents. There are three typical scenarios for those joining this professional group. The first scenario describes the process of how a hobby turns into a profession, and this is the typical path of progression for individuals under the age of 35 years. The second scenario is associated with the arrival in the profession from another professional group. Such a scenario is generally found among those who have received higher education in the late 90s to the early 2000s, when economics, law education, logistics, and management were popular subjects. Lastly, the third scenario is typical for those over 40 years of age who received professional education related to programming over an extended period of time, sometimes even in the Soviet Union when gaining experience working with computers, though acquiring and utilizing a completely different set of skills for tasks at the time. Some of these individuals left the profession for a while, later returning to it. Others have worked in this area the entire time, consistently. However, many in this category were forced to spend significant effort in order to retrain, gain new knowledge and skills, and remain competitive in the market of IT technologies.

Consider these scenarios in more detail.

Scenario: "From hobby to profession."

For many IT professionals, as the survey results show, the path to this profession began in younger and even childhood years with hobbies involving computers, computer games, website creation, programming, etc.

"In fact, like many people in this field, it became interesting to me even at school. Oddly enough, I always had very bad grades in computer science, but this did not prevent me from being interested in the practical side of the issue: trying to create some sites and games by myself, and so on…" (Male, 24 years old)

"Initially, it was not my main activity, but a hobby. Because I, in one way or the other, have been connected with IT all my life. Roughly speaking, from the age of six, I began to tune up the systems that I had. I set up a large computer, and then I studied programming of various kinds. But at that time, it was not for commercial purposes, and not for earnings, but for me." (Male, 33 years old)

These citations from the interviews show that some individuals have been interested in computer technology since childhood, but did not plan to turn this hobby into their main profession; their regular work was associated with another sphere of interest. However, having

70

tried themselves in another specialty, they realized that being involved in IT technologies allowed them to feel more professional, gave them more pleasure from their profession, and gave bigger income.

"When I started, I realized that I wasted a lot of time for nothing. As soon as I started web development, I immediately realized that it was my ideal profession. Secondly, it is very good money; it's profitable. And thirdly, I have more freedom." (Male, 30 years old)

"Then at one moment, I thought: 'After all, you can earn the money!' And I started looking for orders, precisely for my specialization, which I chose myself." (Male, 39 years old)

This scenario is more typical for younger people, those under the age of 35 years. However, in our sample, there were representatives of the older generation who also came to the profession because of their children's computer hobbies.

"The path to IT technology began in my life at the end of the 90s, when they began to bring to our country, more or less, personal computers. At school, I studied at the WTC: work training center. The topic was interesting, and I was already interested in computers. I studied literature, which wasn't much, in libraries. And for three years, from 8th to 11th grade, I learned to work with a personal computer and to program in BASIC." (Male, 44 years old)

As the results of the research show, such a scenario is characterized by the absence of specialized higher education in the field of IT technologies, and sometimes any higher education in general.

"I analyzed the vacancies, looked at which vacancies did not require a specific higher education, which I did not have ... The only area in which this was not required was programming." (Male, 24 years old)

IT is the rare field when having a diploma is less important than professional skills. As the respondents noted during the interview, employers in this field pay more attention to experience, to what an employee can do and how he performs his test tasks, than to evidence of formal education. As a result, many people who have been interested in IT, computers and programming since childhood, do not seek higher education, but prefer various other training courses, both full-time and online. This creates a meritocratic professional environment where success is deserved and where professionalism determines the position a person takes.

It should be noted that there is another trend, which is typical for significantly younger individuals (25 years and below). This trend is that, being fascinated by IT technologies, young people immediately consciously choose a university that provides professional higher education in that field. The question arises, the answer to which will be available only after some time, which of the young IT professionals will be more competitive in this market: those who have a specialized education or the talented self-educated worker.

"I graduated from a technical university with a degree in computer-aided design systems…. Since I have a mathematical education that allows me to use mathematical methods, this puts me a little higher than a simple programmer." (Male, 26 years old)

"I have a Bachelor's and Master's degree studies. I began doing my postgraduate, when I was already working at my workplace. I have a mathematical education in the direction of 'Mathematics, Computer Science,' and I have the second education that is a Master's degree in the field of 'Applied Mathematics, Computer Science.'" (Female, 24 years old)

It can be assumed that the new generation coming to the labor market in the field of IT technologies will be more successful because, aside from their programming skills, they have knowledge in the field that is difficult to master on their own.

Scenario: "Career change."

In the mid-1990s and early 2000s, non-IT professions were very widespread. The professions of economists, lawyers, managers, etc. were especially popular. The results of our study show that the middle generation (35-45 years of age) is characterized by a scenario of abandoning the professions that were chosen earlier during these times and transitioning to the sphere of IT technologies.

"The very first institution of higher education was the St. Petersburg Institute of Foreign Economic Relations, Economics and Law-- its branch in Riga. I entered the Economics department, studied there for a year and a half ... Then I entered the Transport and Telecommunication Institute, the Faculty of Logistics. I studied for 4 years and received a diploma." (Male, 40 years old)

The desire to change professions was usually due to the fact that it was difficult to find a job with good pay for that previously chosen specialty or that the respondent was not satisfied with the content of the other job.

"I worked in many places... I made furniture. Then I finally went to work in a profession related to logistics. I worked in transport companies and in warehouse logistics several times, and I realized that something was missing for me. Around that time, I saw a solution - to learn more for an IT person." (Male, 40 years old)

"First of all, it is a pleasure to work in IT. You are surrounded more often by adequate people with a lively mind. These people are modern. I feel comfortable in this atmosphere. Now it is very good work because they pay well for it. There is very high demand for good workers." (Male, 42 years old)

The work of an IT professional in modern Latvia is prestigious and highly paid. Almost all respondents spoke about this in interviews. The labor market is wide enough, and it is not difficult to find a job for a skilled professional. As some respondents noted, employers are often looking

for employees, especially ones of a high level of professionalism and skill. Therefore, the IT market is very attractive for active people of other professions who are willing to invest their time and their material resources in order to achieve success in this particular market.

"It was 8 or 9 years ago. I worked in one company, which required just the services of IT, and we got different partners who solved these IT tasks for us. ...And then I began to study these questions. To feel more confident, I went to study at the institute. I learned enough, in my opinion, within a year and a half, and then I realized that I was ready 'to go into battle,' to work. And I got my first job in the IT-sphere."

As a rule, such people do not become super professionals, team leaders, or middle and senior managers. They work as programmers, as system administrators. They do not have a completed specialized education; they received their knowledge independently. Therefore, they cannot compete with people who, firstly, have a specialized education, and, secondly, have worked their entire professional life in this market. However, they value their work, receive satisfaction from it, and do not plan to change it.

Scenario: "Job for lifetime."

In the modern IT technology market, there is a cohort of professionals who have received professional education in this field during the Soviet era, and all of their professional activities are related to IT technologies.

"I am connected with IT technology from school. For the first time, computers came to us in 1986. So, from the 86th year, it is possible to consider me a programmer. School for two years, then college, and then work, work, work." (Male, 47 years old)

"I started working very simply. When I finished school, it was in the 79th year. I entered the Faculty of Mathematics in the Department of Applied Mathematics. In parallel I was able to get into, with the help of my parents, the computing center... Of course, it was completely different from programming in the form that we have now today." (Female, 56 years old)

Unlike the respondents who came into the profession in accordance with the two scenarios described above, these people often made this decision, not independently but, under the influence of parents or teachers.

"Honestly, I was young and didn't understand much about what to do in this life, but I had a good mentor who said: 'You need to go to this institute for this specialty,' and he was right. It was our school teacher of computer sciences." (Male, 49 years old)

"I started to work by chance. My parents sent me to college. When they gave me [the opportunity], I did not even think about what specialty or what department I should go to. They said that IT was fashionable and for me to go study there... Therefore, I believe that I got into IT accidentally." (Female, 39 years old)

During their careers, the profession of an IT professionals has changed its content several times. Professionals from this generation were forced to constantly retrain and improve themselves, making them very adaptive and receptive to new information. Many of them have overcome the difficult path from being in the lowest positions to becoming super professionals.

"I have always worked in the field of IT technologies. I had, of course, those moments when I was out of work, and then there were part-time jobs. But always, in any case, my area was connected with IT technologies. I served the server park, maintained the networks, helped people build their own systems, consulted, designed, or assisted in design – I was always connected with IT technologies. I served some systems. When there was no work, I had to take at least something. 1995- 1996 were years when I had to take on anything. After university, I had a period when I was out of work. I had to take it. And in the mid-2000s too there was a moment when I was out of work, and there were some part-time jobs. But in any case, it has always been associated with computer systems, and this was a computer, a local user computer, etc... It came to the point that I had to work as a master on-call and help people with their computers." (Male, 49 years old)

Among our respondents in this project were people who were forced to leave the profession for a time because there was a period when it was difficult to find work in this area. After the stabilization of the economic situation though, and after this profession became prestigious and well paid, they were back.

Thus, older people who have survived professionally in this field are very motivated, very professional, and much focused workers. This is what allows them to maintain their position in the labor market and compete with younger colleagues. This distinguishes the IT technology market from other markets where, as a rule, older individuals lose to young professionals.

"This is my job; I really like this job. I have interesting projects. Actually, one project is one that I'm working on right now, for example, and the second is on the way. The current project I'm working on is related to a topic called big data." (Female, 56 years old)

"I like that we ride the wave of technological opportunity. All that is written in newspapers and mentioned in various computer and online publications is all that passes through us, near us." (Male, 47 years old)

It is important to note that professionals over 45 years of age, if they have not yet taken a management position and no longer have ambitions generally become a team leader, a manager, or another similar position. They appreciate the opportunity to do what they love, they appreciate creativity involved, and they appreciate the meaningfulness of their activities and the benefits of it.

The results of the study show that the professional community of IT professionals in Latvia is not homogeneous. Differences related to age entail differences related to professional

74

experience, ambition, and motivation.

Young professionals, who came to the profession after many years of fascination with computer equipment, games, programming, etc., often do not have a professional education and do not want to waste time on getting it. They independently master the necessary skills, often work as freelancers, value freedom, and strive to create something unique.

The middle generation of professionals who came to this profession, having worked for several years in other areas, appreciate the financial opportunities and independence of actions. They do not want to work as freelancers; they value stability, they are ready to change in order to maintain their professional position, but they do not seek to lead.

The older generation of IT professionals, who began to work in the IT technology market almost from the very beginning of its formation, has experienced crises and the difficult times of the market. They value creativity, progress, and the ability to solve complex tasks in this profession. They do not seek to have an administrative career; they prefer to work where they have the best professional results and where they feel they are real professionals.

2.4. IT market in Latvia: competition and prestige

The results of the study allow us to conclude that in modern Latvia the IT market is only developing and is not very competitive. A person with almost any qualification can find a job in this market.

"If you just find a job, it's easy. I have a friend who has been constantly getting a job in an IT company for about 10 years, although he is not able to do anything. He is fired about once every 3-4 months. And this way he has been acting for 10 years. And he still boasts: "I am working in a new company now." This is just incredible! This fully characterizes the market" (male, 40 years old).

From the above citation, it is clear that often when applying for a job, the employer does not check the level of knowledge and skills of the applicant for the job very carefully, and believes a person's word, or decides on employment from the applicant's documents.

This situation is typical for the employment of low-skilled professionals, whose number has increased markedly in the IT market. This has led to an increased demand for job positions in this market segment. The increase in demand for unskilled jobs is due to the fact that work in the IT market is prestigious and well paid (compared to other areas of activity), and therefore attracts people without special education, with experience in other markets.

"There is a very interesting trend. In recent years, due to the unfavorable economic situation, a very large number of people are going to the IT sphere from very different professions. For example, it may be veterinarians, psychologists, factory workers, anyone. And therefore at the

moment there is a very large number of professionals *with a small level of experience in the market" (male, 24 years old).*

All research participants underline the prestige of the IT profession. They also note the professionalism and competitiveness of Latvian professionals.

Respondents in leadership positions note in their interviews that finding qualified employees is a difficult task for them.

"There is a tendency like this: for entry level jobs, let's say, about 30 responses per day for a programmer's job. But at the same time, if you need a mid-level professional then for one vacancy comes, for example, already 1 response per day. And if you need a high-level professional but you already have "to dig" a resume yourself, look for professionals and send them invitations yourself. That is, the difference is tenfold, depending on the level of the professionals. It is very hard for a newcomer to find work. It is almost impossible to find a job if you are not in a large city, if you are trying to get a job remotely. But if you are an experienced person, you can find work for almost a week" (male, 27 years old).

The problem of the highly qualified professionals' shortage in the market can partly be explained by the demand for Latvian programmers and IT professionals in the international market. Literally all respondents participating in the study noted that Latvian professionals can easily find work in EU countries and in the USA.

"There are very good guys, very talented. Sometimes they surprise me so much. I heard a lot about how our guys leave somewhere, or work in companies in other countries. I think we have good professionals. Let's say the level is higher than the average in Russia or Ukraine" (male, 40 years old).

The demand for professionals from Latvia in the IT markets of other countries makes us think about what attracts IT professionals to work in the European market, and what can be contrasted with work in a western company.

It is important to note that work in other countries, as the results of this study show, attracts primarily young professionals, that is, people under 30 years old. They are attracted by the opportunity to live in another country, to see the world, to communicate with people from another culture, and to feel part of a global world.

"Yes, I probably plan to work in another country because it's interesting. This is a new experience, new opportunities. In some European countries, people feel that they are citizens of the world. There is no problem or difficulty for anyone to go to another country. But our people are mostly quite conservative and tied to the place where they were born and where they live .... And unlike the overwhelming majority, it would be interesting for me first of all to get acquainted with other cultures, with other nations. And live in different countries for a certain number of years

to see the world. For me, this would be a very interesting experience" (male, 24 years old).

As can be seen from this interview, the Western market attracts young people not because of their abilities associated with high salary or interesting work, but because of their interest in diversity, potential for communicating, and gaining new experience.

Of course, in the Western market there are companies that are very attractive for young professionals because of their work direction and their achievements. But work in them is seen more as a dream, not a real life.

"I read one article that I was really interested in. That was about a developer from Russia, who works at one of the leading computer games development companies in Europe. I play their products, I like them ... Probably, if I could, if I had the opportunity, I would like to try to retrain in the development of computer games and work there" (male, 27 years old).

"I would like to work, suppose, as the head of the development team of some cool online game Ubisoft Montreal in Canada" (male, 24 years old).

The above excerpts from the interviews demonstrate the hypothetical desire of young professionals to work in large Western companies to engage in interesting creative work, but this is just a desire. They do not take any concrete actions aimed at changing their country and work.

Middle-aged and older people are far less likely to make plans associated with moving to another country. They are stopped by family, the need to pay a mortgage, and to take care of their parents. In addition, good IT professionals feel quite comfortable in Latvia. Their income allows them to solve all domestic problems, travel, make large purchases, and make savings.

"I'm constantly offered in LinkedIn. There are suggestions from Holland, Germany, England... I have a family. And I really feel very good here. All I want, I get here. I see no reason to move anywhere" (male, 41 years old).

Older and middle-aged people have already achieved certain success in their professional activities and have taken leadership positions. They value their achievements and are not ready to lower their status in order to live in another country.

"I think this is unlikely due to the fact that I am still not a narrow professional such as a programmer, but I have a lot of knowledge about everything ... It turns out that I am an IT professional manager. This suggests that finding a job abroad is problematic enough, due to the fact that there are our own professionals, there are no ordinary people in leadership positions. The level of knowledge and competence does not give me a chance me to apply for a good vacancy abroad. There was an option to immigrate to Canada, I submitted an application, and I understood that a professional of my level is not needed there" (male, 44 years old).

It should be noted that older professionals often have a sense of patriotism, which prevents them from building a career outside of Latvia.

"It never interested me, and it doesn't interest me now. I am a patriot of the country. I think that someone who works for foreign companies is not completely patriotic. Although I do not blame such people, but this is not a deal for me" (male, 45 years old).

The analysis of the interviews reveals the important value differences that exist among IT professionals from different generations. If young professionals are cosmopolitan people, oriented towards the EU and the whole world, then even middle-generation professionals identify themselves with Latvia rather than with Europe. If the younger generation seeks into the global world, then the middle and older generation seeks involvement with the local community, they value their belonging to Latvia.

In interviews, there are quite often stories about how people, who are now about 50 years old or a little over 50, tried once to leave Latvia for other countries, but at the last moment abandoned this idea. They tried to leave the country, but did not want to do it in a difficult economic situation, when it was difficult to find a job in their specialty. So, at the last moment, they did not do it. It is difficult to assume that they would now be attracted to this strategy.

"Many years ago, or more precisely 30 years ago, when we had a difficult time, our friends all started to actively go abroad. And when I began to apply, when I realized that we were one step away from leaving—then I decided for myself this question, whether I want to leave or not. If I hadn't tried, maybe I would have regretted it. And since I tried, I almost left, I realized that I want to stay here. Therefore, I don't want to go there now" (female, 56 years old).

It should be noted, that young people, despite their cosmopolitanism, also appreciate the advantages that life gives them in Latvia. These advantages, from their point of view, are associated with low competition in the market of IT, the ability to live in their own language environment, and to do more creative work.

"It seems to me that I would choose Latvia after all. Because I like to create my projects, my products. And, you can run your application anywhere. I still tend to Latvia. It seems to me that there are more opportunities in Latvia. And here are no much restrictions. Competition is smaller. Because all the cool people are trying to immediately move somewhere ... Of course, if we talk about development as an employee, going abroad may really be a good chance. But it still seems to me in Latvia better" (male, 23 years old).

Thus, the results of the study suggest that the most capable and ambitious young IT professionals have left or want to leave Latvia. It is obvious that those who have already made such a decision are difficult to convince to stay, for example, by offering them something that would force them to refuse emigration. But those who remained in Latvia see certain advantages in their decision and are not ready to give them up.

Middle-aged and older professionals have a strong attachment to the country and the place

where they live. This attachment is determined by value orientations, professional opportunities, and personal circumstances. All this creates a situation in the Latvian IT market, where local companies do not have to compete with Western companies for employees. Latvian companies only compete with each other. And in this competition, the person who better understands the motivation of IT professionals, their expectations from work and their criteria for personal success, wins.

2.5. The differences in motivations of job performance of IT professionals

An analysis of interviews with IT professionals leads to the conclusion that salary is not a sufficient motivation for work in this market. According to almost all respondents, salary should be adequate and fair, but no further demands are made of it. It is interesting to see what is meant by a good, that is, adequate, wage.

The research results show that a good salary is a salary, which allows solving all everyday tasks, leaving the opportunity to save a part of the salary.

"This is when you work, you buy everything you need, a little bit more, and you still have money. To save, to collect for bigger purchase" (male, 40 years old).

"Salary should cover all my needs. It should provide me stability for a period when I do not work. Ideally, if my salary allows me to save money, with which I can do nothing for half of a year, then this is great. If the salary does not allow to do this, if it is enough only for an apartment and for food, then this is a very bad salary. It's pointless. I do not want to exist and survive, I want to live" (male, 39 years old).

"I believe that a good salary is one that allows you to use all the necessary medical services, eat healthy foods, dress normally, and realize other basic needs. I do not think that a normal salary should necessarily allow you to buy an apartment, or a cool car, or a cool laptop. A normal salary is one that allows you to live a normal life, to fulfill all your basic human needs" (male, 24 years old).

The above quotes show that an adequate salary is, for IT professionals, the basis for a sense of freedom and confidence in life, not a symbol of prestige, or a way of social positioning. For respondents, it is important that salary allows living, and, if necessary, allows quitting job when needed.   Thus, salary is considered by IT professionals not as a motivation in order to work better, but as a basis for considering this job as having potential. This is a must.

Interviews allow us to reconstruct the values that are the top priority for IT professionals. Most of all, this involves good medical service, healthy food, quality clothing, the ability to travel. Respondents call these needs basic, although according to modernization theory, such needs are postmodern rather than traditional, that is, basic. Such values, according to Inglehart's theory, can

be attributed to the values of self-expression, and not to the values of survival. It is important to note that such an approach to basic needs is characteristic of professionals from any age group.

During the interview, respondents were asked how they motivated their employees if the task was to perform difficult, hard and responsible work. Answering this question, all respondents emphasized that motivation with the help of financial instruments (salaries, bonuses, bonus reductions, threats of dismissal) is not an effective method.

"It seems to me that finance is a weak stimulus. Because if there is only financial motivation, it will just skive, and that's it. I think that with this market situation it is ineffective. Maybe, if this is some kind of dream job, for example, on Google, or, on the contrary, such a job, that if you are fired, you will not get anywhere else, some narrow programming area of machine tools, of which there are three pieces across Europe. But now, when you can find another job without any problems, it's rather a risk for those who are scared" (man, 40 years old).

"I am not threatened with dismissal. Even if they want to fire me, I'll just go look for a new job. That is, this is not a reason to work harder" (male, 27 years old).

As it can be seen from the above interviews, the threats associated with dismissal or bonus reduction are even more ineffective than financial incentives. IT professionals appreciate freedom and independence. In addition, the situation in the IT technology market in Latvia is such that most professionals can always find another job. Only companies that have worldwide fame can afford to put some pressure on their employees. But there are practically no such companies in Latvia.

At the same time, there is a shortage of highly qualified professionals in the Latvian IT market. Such professionals are "very expensive" and employers value them.

"You see, I work in a team of very high-class professionals who were filtered out over the years. They know, they know exactly how to work, they love to work. We work with people who are very expensive. Threats with dismissal in IT are usually not practiced. I did not hear about such that some IT professional was threatened with dismissal. This is a dim-witted manager who doesn't understand what IT is at all" (male, 47 years old).

If any special material incentives that may encourage an IT professional to work in a particular company are considered, then this would be payment for qualification improvement courses and this option should act continuously, and not just from time to time. The need of constantly improving skills and gaining new knowledge is an integral part of the modern profession of an IT professional. Otherwise, he will very quickly lose his value as a professional. All respondents noted that they are very attentive to this question and are constantly learning something new. It is important to note that the improvement of their qualifications occurs regardless of whether the person is compensated for the costs of it or not. Therefore, if a company incurs such expenses, then this is perceived as the sure advantage of the company.

As a way to improve their skills, respondents note participation in conferences, listening to podcasts, and reading specialized literature in Russian and English. However, the most effective way to obtain new knowledge, according to respondents, is online courses, especially paid online courses. In free courses, according to respondents, they get little information, and they do not understand practical examples. Therefore, all prefer paid courses.

"I love listening to podcasts. There are specialized podcasts, from which I can learn all sorts of technical things. This is a major one. Then, if I am interested in something, I start reading. I read Habr. I am surrounded by cool colleagues. They always share some information. And what interests me, I try to find out everything about it, find it on the Internet, read it. Quite rarely, but I attend conferences. But this is, rather, not because of information, but in order to find some new inspiration" (male, 40 years old).

"To learn something, you first need to know about it. I find out about it— and only after that webinars, courses, training, and everything else. Suppose if I need some kind of technology that has been around for a long time, but for some reason I didn't use it, but at the moment I need it, then yes, all sorts of courses are useful here" (male, 33 years old).

IT professionals are interested in improving their skills, because their position in the company often depends on this. In addition, IT aprofessionals often learn something new in order to be able to change jobs, or the direction of work, as routine appears in any work over time.

"First you come, you look—something new. You study it, you understand, and then you work. Then it becomes that you cannot see directly. Then you understand, you need to change something" (male, 42 years old).

Companies are interested in employees, who always improve their skills, as this increases their productivity, and reduces the leakage of personnel associated with the work routine. Companies use different strategies in order to organize the process of new knowledge learning for employees. Some companies compensate for the time spent by employees for self-study.

"Our company gives all employees some time to study additional material, which is necessary to be on the necessary level" (female, 39 years old).

Other companies themselves organize refresher courses and decide which courses are useful to employees and in what volume.

"We periodically organize courses for developers in the company. But I do not have the opportunity to choose the courses myself. And they don't give me free time to attend courses" (female, 56 years old),

A third kind of company follows the path of providing employees with maximum information about existing courses, pay for these courses, and free up time for employees to take them.

"We have a huge amount of any offers on courses, with payment or with discounts. All this is possible during working hours" (male, 47 years old).

It can be assumed that such companies have the most qualified professionals. They value their employees. Therefore, in addition to the opportunity to gain new knowledge and improve their skills, companies provide a whole package of additional services for their employees that make their lives more comfortable.

"We have a few extra days to vacation, insurance, paid mobile phone at very good rates. We practically do not consider how much we spend on mobile communications. Clearly, we know that we have the telecom operator and that is all. Want to play sports - play sports. If you want to participate in volunteer actions—please, here are volunteer actions for you. You want something else ... Even there is a whole department that is considering ideas. The company is interested in any ideas of employees. If you have an idea, you can submit it, issue it. There are templates, documents. A special commission will consider this. If it is great, you can either realize it yourself, or they will give you a team of people who will help to realize it, or they will realize it themselves, if it brings profit and company benefits. You can still be appointed as the leader of your idea, which you like, which you have implemented, and you will also earn money for this. I think this is a very good motivation, the right motivation, when a company is looking for talents inside it"(male, 24 years old).

The results of the study show that the most effective strategy for motivating IT professionals is to realize the complexity of the problem being solved and their role in solving it. A challenge is a challenge for any professional. The need to cope with such a task causes a drive, stimulates efficiency, and makes them forget about the time they spent at work, that is, it increases labor efficiency.

"Motivation in the IT sphere is a complex matter. When I start doing some kind of leadership things, I start to hate all programmers. I understand that I am probably the same, very hard to motivate. They need to be captured somehow. Otherwise, it is very difficult. If you are not carried away, then even with money you will not be able to motivate them. Yes, you can say: 'You will be paid twice as much from next month.' Of course, the person will be inspired. However, he will work for a week—and then he will work, just as he worked, only for more money. Therefore, we must try to captivate" (male, 41 years old)

"It is necessary to gradually increase the level of employee involvement in the task. Show them what depends on them how these changes depending on their contribution" (male, 40 years old).

The efficiency of IT professionals at work directly depends on how well the manager was able to set the task and organize the work process. Because another very important motive for good

work, as the interviews shows, is a fair labor organization and distribution of duties. In addition, here the role of the leader and his example are very important.

"First of all, I would set an example. Yes, we have such projects when managers come and say: 'Guys, the deadlines are tight, there is a lot of work, you have to strain.' But we don't have such a thing that a person came, some leader, pointed a finger at everyone and said that everyone works at the weekend, while he went on vacation. That is, if the project is heavy, then everything works. Be it a director, a consultant, a programmer" (male, 33 years old).

It should be noted that professionals of the highest level do not need any additional motivation. They always work well and efficiently. They cannot work another way.

"I have very highly qualified employees. In addition, they practically do not need to be motivated. Sometimes they are lazy, of course, all happens. However, they know how to get together. And they know how to work" (male, 49 years old).

Thus, when speaking about the motivation and job performance of IT professionals, it is important to understand that material factors play an extremely unimportant role in this process. IT professionals simply will not work for a salary that does not fit their notions of a decent life, which seems to them inadequate or not fair. After negotiations on such a salary have been completed, and the professional has decided for himself to start working in this company, the question of the material side can be closed. As shown by the results of the analysis of the interview, IT professionals know how to find a solution without changing jobs. It can be assumed that the bonuses associated with the payment of mobile communication, the opportunity to play sports, etc. are a nice addition, but are not a key motivating factor. Free schedules and the ability to work remotely are mainly of interest to middle-aged women. The majority of respondents prefer working in the office to working at home.

The main demotivating factor for IT professionals is unvaried routine and lack of independence and creativity. Therefore, only awareness of the complexity and importance of the work, along with the importance of their role in the work as a part of the whole team and in solving a task, can motivate IT professionals to work more productively.

The interviews allow creating the model for management of effective work of IT professionals:
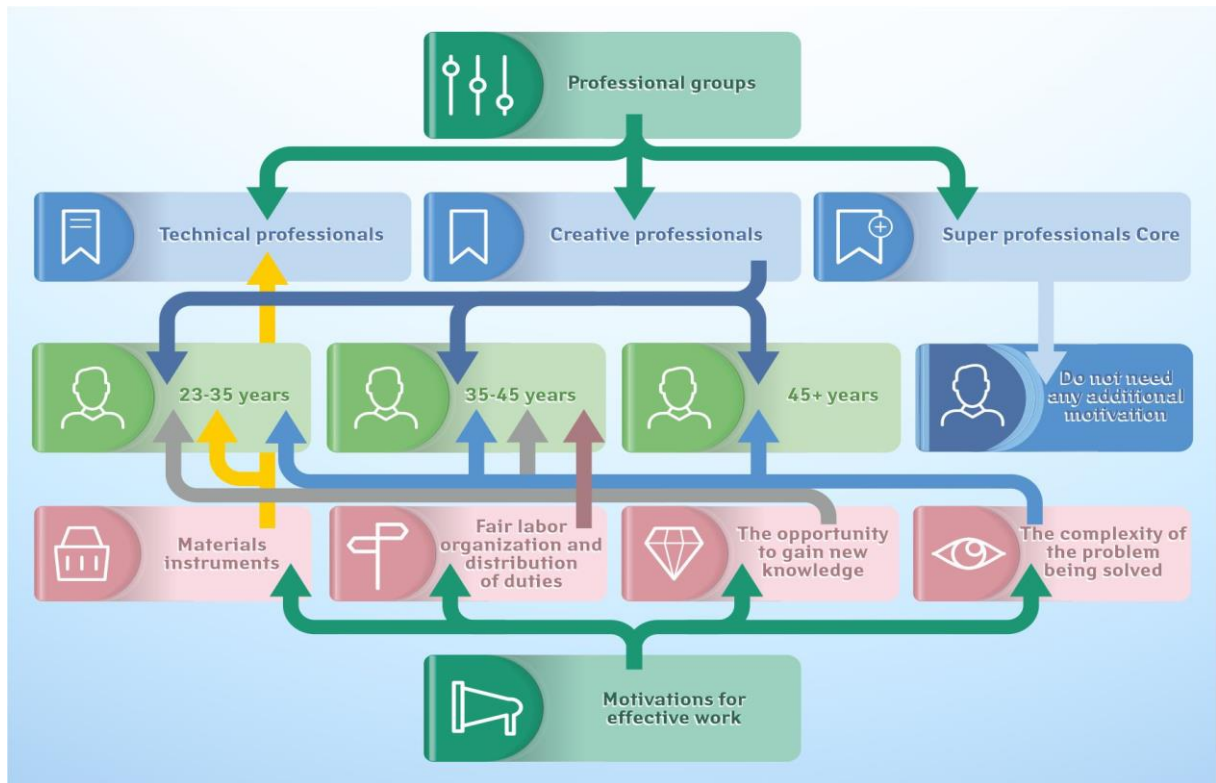
Fig. 2.2. **Summary of qualitative research. Possible motivators for improving job performance**

Source: Constructed by the author

The research results allow making a conclusion that the job performance of IT professionals depends at least on three parameters:

1. Professional position
2. Belongingness to definite age group
3. Employee motivation.

To successfully manage job performance among IT professionals it is significant to consider the professional group they belong to. If the targeted employee belongs to super professional core, the job performance depends only on the level of professionalism and employee is unable to work more effective than every day. That means that if the representative of this professional group is unable to complete the task, the reason of this situation as lack of professionalism, not lack of motivation. Therefore, for solving this task it is better to recruit or outsource more qualified professional.

It is worth to mention that such conclusion is fair for the representative of the above professional group, not depending on age or own motivation. Super professionals of any age group do not accept the permanent job offer, when in distribution of the responsibilities and tasks along with the salary, the principles of fairness are broken. Therefore, motivation in terms of additional bonuses or fair responsibility distribution cannot make them perform better.

Highly qualified IT professionals are constantly improving their qualification, often investing their own money and time (preferring doing it on their own to keep the independence). Therefore, motivation as opportunity to improve professional qualification does not work for them. They solve complicated tasks on a daily basis to the best of their abilities.

Job performance of IT professionals belonging to the group of technical professionals can be increased with the help of material stimulation. It can include bonuses, opportunity for salary raises or opportunities for promotion. This does not depend on the age group. The only exception is people aged more than 50 as career growth is less significant for them. Therefore, it is significant to understand the material needs of technical professionals group for effectively managing their job performance. The management of job performance of creative professionals is more complicated task. This group along with super professional core is representatives of creative class. In this case effective management depends on the age group, to which creative professional belongs. In such a way, job performance of younger age group can be increased with the help of material motivation and opportunity of professional growth. Therefore, they are ready to work better, longer and more effective when they see the perspective of changing their professional position or solving (at least partly) current material tasks.

Job performance of the middle age generation representatives (up to 45) depends on how fair the responsibilities during working on complicated projects are spread, and on which new knowledge and skills they can gain during this project. As mentioned above, IT professionals of this age group and qualification, as a rule, are satisfied with their income level, their material needs are mostly satisfied, and they know how and where they can get extra income if the need it in case of emergency. Therefore, motivation connected with increasing income is not suitable for them while the opportunity of professional growth is.

Speaking of people of older age group (older than 45) it is worth to mention that their job performance depends on how challenging the given task is. They are not ready to work more effective or spend more time for solving routine issues.

It is worth to mention that the complexity of the task, which needs to be done, the interest to the problem raised, is very significant motivator for representatives of any age group of creative professionals. Boredom and routine cannot increase job performance. For the representatives of the older age group, the opportunity to solve complex task, to take part in interesting ambitious project, is basically the only way of increasing job performance.

The hypothesis that IT professionals in Latvia are considered as a new professional group is confirmed and it is assumed that motivation of IT professionals is linked to their value settings. The next chapter is dedicated to value settings of IT professionals and and the testing of the hypothesis that these values differ from those of the other labor force representatives.

3. VALUES AND MOTIVATIONS FOR IT PROFESSIONALS IN LATVIA

One of the main objectives for this study was to analyze the value orientations of IT professionals. Value orientations are an important part of the human personality; they affect the assessment of most life situations and they largely determine human behavior, including economic behavior. Value orientations show a person's focus on achieving certain goals. It can be assumed that the employee motivation and the desire to work more effectively also depend on value orientations.

3.1. Methodology for the study of value orientations for IT professionals

The method of studying value orientations, which was used in this study (method of S. Schwartz), involves obtaining a large amount of quantitative data, on the basis of which, using factor analysis, value orientations are identified. At the same time, to solve the problems of this study, it is necessary to obtain such data that would allow us to identify differences in the social group of IT professionals related to age and generational identity, work in a Latvian or international company and the respondent's professional specialization (system administrator, programmer, data scientist, etc.).

Currently, the most effective tool for solving such complex tasks is an online survey, the advantages of which are obvious. These primarily include the technological access to the respondents; the broad sample coverage, which at the same time does not affect the research budget; the management of the time parameters of the survey, including information on the time of filling in the questionnaire and the number of requests to the questionnaire; as well as quality control input of answers and the coding process of survey data (questions-traps, open questions, etc.) and simplified direct control through feedback from respondents (Devyatko, 2010). However, on-line surveys have a number of methodological problems, for the solution of which consensus has not yet been found. These problems are solved individually during each research project.

To date, research projects in which data collection is carried out using the online filling of questionnaires, suggest inviting respondents from specialized online panels. This kind of project was used in this study.

There are three types of parameters that are used to select respondents from the panel:

- Well-targeted options. These include gender, age and place of residence. These indicators can form the composition of the sample with a high degree of accuracy. Taken together, these parameters give about 1–2% of selection errors.

- Medium Target Parameters. This includes all data specified in the respondent's profile (except for gender, age and place of residence). They can be changed; therefore, they allow

only preliminary selection of potential respondents. The probability of error varies from 2% to 50%.

- Non-targeted parameters, i.e. all quota restrictions that are not included in the panel member profile. This group of parameters includes consumed brands, frequency of consumption of certain products, visits to shops, etc., i.e. all that is impossible to take into account when creating a profile in the online panel.

For the survey of IT professionals, only well-targeted and medium-targeted parameters were used, which were recorded in the screening questionnaire, thereby making it possible to control the composition of the sample well.

The main methodological problem of online surveys is related to the fact that currently there are still no unified standards for the application of one technique or another, and no universal sampling bases for the calculation of representativeness have been found (Standard definitions ..., 2016; Evaluation quality of the survey ..., 2017). So far, the accuracy of information obtained in the process of a sociological online survey depends on the subject field of the research, professional experience and the person of the performer. The data quality can also be influenced by rather random circumstances that have developed during the period of active research activities and that contribute to the adoption of certain organizational and methodological decisions.

Most researchers, discussing the reliability of online survey methods, agree that it is necessary to use objective quality indicators, as well as to apply techniques that will help reduce research errors at all stages of data collection, and will not depend on external or internal data factors. In this regard, it is very important to identify ways to check and control the quality of data obtained as a result of an online survey.

In social studies, there is a common understanding of the sources of errors: measurement errors, processing errors, coverage errors, non-coverage errors, non-receipt errors and enumeration errors (Groves, Lyberg, 2010). For an overall assessment of the quality of data obtained in online surveys, it is necessary to monitor the parameters indicating the presence of certain types of errors, and try to estimate and minimize the size of each of them.

Consider how various sources of errors were controlled and corrected in this project.

1. Measurement error

Measurement error is one of the most common mistakes in social research. It is expressed in the fact that there is some deviation of the received answers from the real value of the parameter.

Measurement errors are divided into statistical and systematic errors. The statistical error is due to the fact that the survey analyzes the sample, but not the entire population. Such an error can be measured and taken into account when analyzing data. Systematic measurement error is a consequence of the fact that the sample for which the survey was conducted is not sufficiently representative. It cannot be measured; it can only be minimized by controlling the sample (Ermolaev, 2002).

In this study, 1,200 respondents were interviewed during the online survey; therefore, the maximum statistical measurement error is 2.8%, which is a very good accuracy for measuring all the analyzed parameters.

Measurement error is counted by the formula:

$$\Delta = z\sqrt{\frac{pq}{n}} \text{ , (4)}$$

p – size of evaluating proportion. In this case the size of propotion is unknown. Therefore, it is needed to be taken as 50% meaning 0,5 (Ermolaev, 2002).

q=1-p, meaning in this case, q also equals 0,5.

z – Student's constant. In this case z=1,96, exactly this constant value allows opportunity of getting 95% confidence.

n – sample size. In this case n=1200.

The systematic measurement error is minimized due to the fact that the sample included IT professionals working in all regions of Latvia, professionals working in enterprises of different sizes and industry sector and professionals of all existing specializations. All these measures allow reducing the "distortions" in the sample and reducing the measurement error.

The increased use of computerized social measurements has led to the emergence of methodological work, where, in order to identify systematic measurement errors, data such as response time, keystrokes, mouse clicks, etc. are considered in detail (Olson, Parkhurst, 2013; Yan, Olson, 2013). In these works, techniques such as analyzing differences in answers depending on the format of the question were used. When using the proportion of non-responses to questions of different form, the probability of missing an answer to a question is calculated. These recommendations were taken into account in this study when compiling the questionnaire.

A number of researchers studied the answers to the questions in a tabular form and analyzed the number of stereotypically responding respondents, identifying, for example, only the middle column in the table. They showed that this behavior is strongly correlated with the respondent's low education (Zhang, Conrad, 2014). In our sample, all respondents are highly educated people, which to some extent guarantees against such errors. However, in order to minimize such errors, questionnaires were excluded from the sample, the filling time of which differed by more than

40% from the average filling time of the questionnaires in this survey. The average time for filling in the questionnaires in this survey was 25 minutes, so all the questionnaires, which respondents took less than 15 minutes to fill out, were excluded from the analysis.

In order to eliminate systematic errors associated with a misunderstanding of the issue, online surveys actively apply visual additions to the design of the issue. Studies show that graphic or symbolic elements included along with the text in the web questionnaire helped respondents to grasp the essence of the question and not get lost in response options (Stange et al., 2016). In this study, special attention was paid to the visual design of the questionnaire.

2. Error coverage

In online surveys, coverage error is related to the general underdevelopment of the regional digital infrastructure, the lack of an Internet connection for certain categories of the population, and computer literacy problems, which generally leads to the problem of respondent selection. In this study, such a problem did not exist, since the respondents are IT professionals. That once again confirms the correctness of choosing an online survey as a tool for researching this audience.

3. Error of un-reach

The non-coverage error differs from the coverage error in that it is connected not with the lack of access of the respondent to the Internet, but with difficulties in obtaining contact information about a potential survey participant, low level of cooperation with the researcher.

The risk of a non-coverage error can be minimized and even leveled out if it is possible to control parameters such as contact performance by some criterion, when the proportions of those who responded to the questionnaire and those who did not respond to the invitation are compared. In this study, indicators were monitored by gender and age. In addition, this survey monitored the number of survey reminders. Also, if the potential respondent did not respond to the third invitation, he was no longer reminded of the survey.

Issues related to the reduction of the non-coverage error were analyzed by different researchers (Krueger, West, 2014). The approach is considered promising when, even after the field stage, researchers continue to consider the listed parameters when analyzing data. Thus, when describing the potential of auxiliary data in online research, Krueger and West showed how to implement the data re-weighting procedure, which, according to their conclusions, leads to a noticeable decrease in the non-coverage error (Krueger, West, 2014).

<u>4. Error of excess</u>

The quality of online research data, among other things, is also related to the motivation to participate, which can be symbolic, moral and / or material. Using the strategy of special incentives during recruiting increases the likelihood of errors due to the facts of multiple interviewing, the submission of incorrect data in the screening part of the questionnaire. The expectation of rewarding some respondents is the desire to manipulate their answers, repeatedly duplicate the filling out of the questionnaire and resort to other tricks to earn more money or bonuses. It does not exclude the possibility of repeated invitation when they are sent to different email addresses of the same respondent.   The value of the enumeration error is reduced by eliminating the possibility of multiple filling of the questionnaire. This was due to the automated mapping of IP addresses, the allocation of identical e-mail addresses, telephones, etc.

<u>5. Non-response error</u>

The problem of non-response is the most discussed topic when it comes to the survey methodology, whether offline or online (Olson, 2013; Sax, Gilmartin, Bryant, 2003; Heerwegh et al., 2005). Error of non-response affects the accuracy of the survey results due to failures and incomplete answers, as well as fatigue online panel (panel attrition).

To reduce the fatigue of the panel requires constant monitoring of the activity of its participants. Every six months, all panelists are asked to update information about themselves. Panel members who rarely accept invitations to participate in the study exclude and recruit new members.

As a rule, speaking about the problem of non-replies, they distinguish the error of non-observation (error unobserved) and the error of non-receipt (error of non-receipt). Non-observation error occurs when part of the population is difficult to access or refuses to participate in surveys. A non-receipt error occurs in a situation when a significant part of the questionnaires contains incomplete answers, when the respondent gives fragmentary, monosyllabic answers that do not correspond to the necessary number of choices, unfair answers, when the respondent misleads his answers, incompetent answers or socially desirable answers and when the respondent seeks to present themselvesin the best light.

In this study, the error of non-observation was corrected with the help of additional efforts aimed at interviewing respondents in leadership positions, as well as highly paid professionals. According to many studies, these groups are traditionally the most difficult to reach (Rossmann, Gummer, 2016).

To reduce the distortion of the survey results due to non-receipt error, all interrupted or incorrectly completed questionnaires were analyzed by socio-demographic parameters, in order to

weigh them back if necessary. Questionnaires with conflicting answers were excluded from the analysis.

The problem of minimizing socially desirable answers was solved at the question wording stage in the questionnaire. The questions were formulated neutrally, so that the respondents did not have a desire to choose something specific.

So, an invitation to take part in a survey of IT professionals was sent to 4225 respondents, of whom 1,627 people agreed to answer the questionnaire questions, and sent the completed questionnaires. Of these, 345 questionnaires were excluded because they did not match the parameters of the survey, and another 82 questionnaires did not pass the quality check. As a result, 1,200 respondents remained in the sample, whose questionnaires passed all the filters of control.

Current research applied quantitative paradigm of data collection and analysis. Data collection was conducted by random sample with the use of online survey. The survey was programmed with Sawtooth software by professional programmer. The invitation to the survey was sent to 4225 respondents through emails and was available in personal accounts using online survey panels. 1637 took part in the survey and 1200 questionnaires were found analyzable. The analysis was performed with the use of SPSS software. 27% of them are female and 73% are male. Age distribution of sample population is presented at Figure 3.1. Collected data shows that 35% of Latvian IT professionals belong to Millennials, 30% of Latvian IT professionals belong to Transition Generation and 30% belong to Early Generation X.
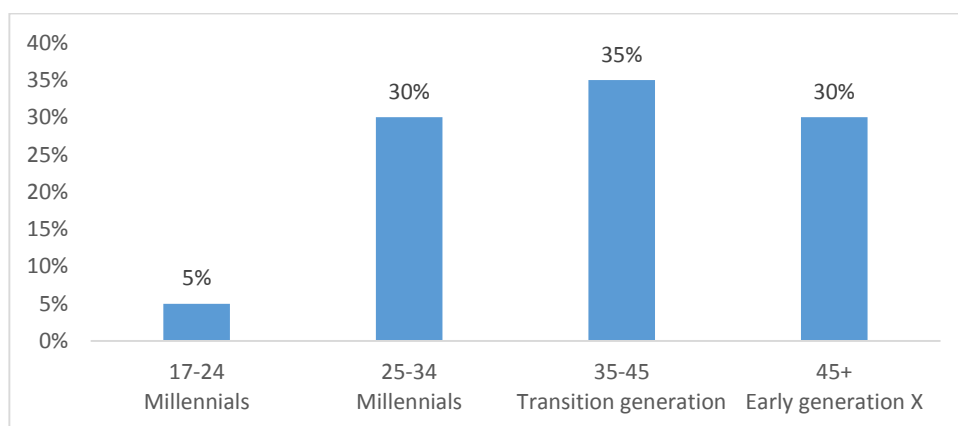
Fig.3.1. **Age distribution**

Source: Constructed by the author

The majority of IT professionals that participated in survey live in Riga (68%), 30% - in other cities of Latvia and about 2% - in rural areas.

Approximately half of respondents are employed in Latvian companies, 44% - in international companies and other 6% - in Latvian companies that have branches in other countries.

It is important to note that according to research results presented in Figure 3.2 absolute majority of surveyed professionals (over 70%) believe that profession of IT professionals is considered prestigious and well paid. Only 2% respondents consider work in IT industry to be not prestigious and around 16% treat it as any other work. Thereby IT professionals as a part of creative class in Latvia are satisfied with their job and social status.

This logical deduction is confirmed by the analysis of respondents answers to the question if they plan to change their job. 72% of IT professionals in Latvia stated that they don't plan to change their work in a short-run and only 16% considering changing work now.
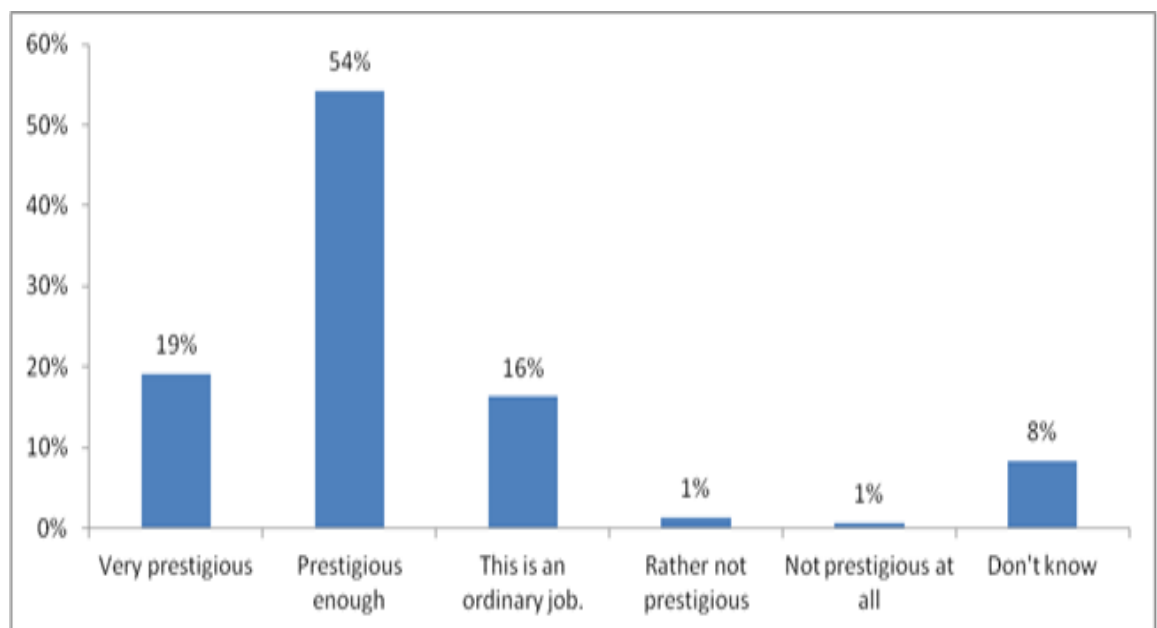
Fig. 3.2. **Attitude to IT work prestige.** *Question: "From your point of view is it prestigious to be IT professional in Latvia now?"*

Source: Constructed by the author

In this project, values are considered as a person's beliefs about how important certain phenomena are. These values are individual. However, they are, firstly, socially determined, and, secondly, relate not only to the individual, but also to the social group as a whole. In this case, the social group of IT professionals, which is a new creative class.

Value is something, to which a person is not indifferent, what is important for him, something for which he is ready to take some action (Magun, Rudnev, 2007). Value, as a rule, is actualized in two cases: when a person does not have what he needs to live, or in order to feel satisfied with life. Or in a situation where a person feels the danger of losing what is important to him.

Human values are different from actions. However, in certain conditions, values can force

92

a person to perform actions that are designed to realize their values in life. In addition, values force a person to declare them, which, as a result, encourages the actions of other people. Thus, a person's values are not just his/her individual beliefs. This is what leads to collective practical actions and creates group identity.

Researchers highlight basic values. These are the values on the basis of which the instrumental values (operational, temporary values) are formed, which are aimed at the specific actions of a person, at achieving a specific goal.

Schwartz proposed a model of the structure of values, in which it is the "ultimate goals" that serve as a criterion for grouping values into several stable value segments. These segments, in turn, are organized into a circular structure that is universal for all cultures, which is shown in Figure 3.3 (Schwartz. 1992). Based on the circular structure, Schwartz deduces two value measurements, the value axes, which represent all values in the most generalized form. This is the axis that Schwartz called "Conservation – Openness to Change" and the axis "Self-Transcendence – Self-Enhancement"
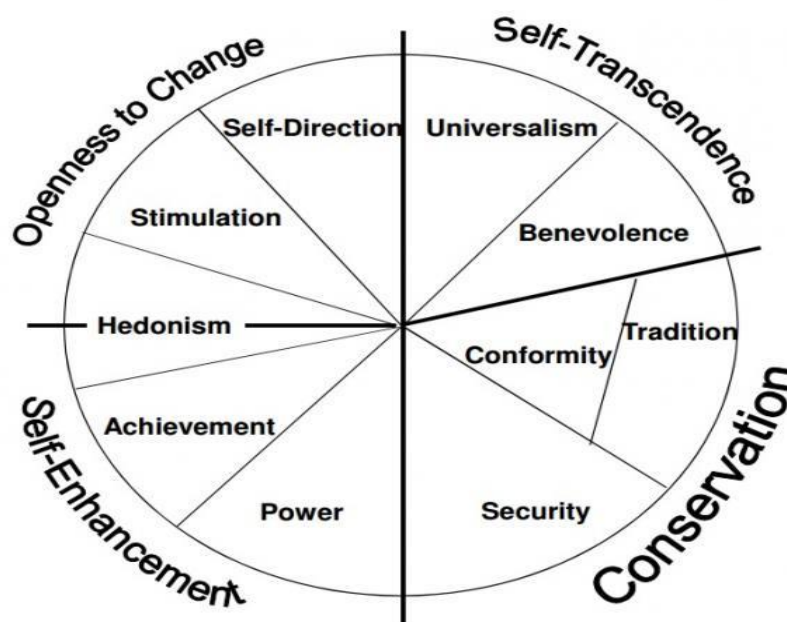
Fig. 3.3. **The Schwartz model of values**

Source: Swartz (1992)

The key characteristic ensuring the possibility of using this technique for different cultures, different countries and different social groups is the reproducibility of the circular structure of values, i.e. its versatility (Schwartz S. H., 1992). This versatility has been proven by several studies. So Fontaine and co-authors demonstrated the similarity of value structures obtained in different countries according to the results of the Schwarz Value Study (Fontaine JRJ, Poortinga

YH, Delbeke L., Schwartz SH, 2008), and Bilski et al. showed these similarities on the data of the European Social Research (Bilsky W., Janik M., Schwartz SH, 2010).

In this project, in a survey of IT professionals, an abbreviated questionnaire by S. Schwartz was used (Schwartz, Lehmann, Roccas, 1999). This questionnaire was developed based on Schwartz's value classification. This classification includes 7 value indices, which Schwartz calls "latent types of motivational values" (Schwartz, Bilsky, 1990; Schwartz, 1992, Magun, Rudnev, 2010). These motivational values largely determine the employee motivation, the desire or unwillingness to achieve various achievements, and effective incentives to increase job performance. The questionnaire for the survey of IT professionals included 22 descriptions of people characterized by various values.

1. Living in safety is very important for this person; he avoids everything that may be dangerous.
2. I am a methodical person and I love cleanliness and order. I want everything to be in its place.
3. I am not looking for thrill or adventure. I do not like to risk.
4. For this person it is important to follow the traditions and customs adopted in his family or religion.
5. For this person, it is important to always behave correctly, not to commit acts that people would not approve.
6. I am a responsible person and I believe in ethical principles. I keep my promises and work carefully and carefully.
7. For this person it is important to propose new ideas, be a creative person, to go your own way.
8. I am a stubborn person who often argues. I openly express my anger or discontent wit.
9. I know exactly what I want to achieve and work hard for it.
10. Adventure and risk are very important for this person, he is committed to a life full of exciting events.
11. I like to change my classes, to visit different places, to try, from time to time, unfamiliar exotic things. I like the novelty and variety.
12. I often act spontaneously, without thinking about the consequences of my actions and decisions.
13. For this person it is important to have a good time, indulge oneself.
14. I often put off difficult and unpleasant work and leave things unfinished. I find it difficult to get together and force myself to do what I have to.
15. I love to meet and communicate with many people. I enjoy the company of people, and the

more people the better.

16. It is important for this person to be very successful so that others know about his achievements.

17. I often feel not competent enough to do something. I do not have great achievements. I do not work very effectively.

18. For this person it is important to be rich, have a lot of money and expensive things.

19. It is important for this person to do something good for the community.

20. Care for the environment and nature is important for this person.

21. I believe that every person deserves respect. I feel sympathy for people who are less fortunate in life than me.

22. I trust people and believe that all people are honest and have good intentions.

Then each respondent had to evaluate which of the proposed descriptions corresponds to him. Compliance was proposed to evaluate on a six-point scale: "very similar to me" (6 points), "similar to me", (5 points), "quite similar to me" (4 points), "a bit like me" (3 points), "Does not look like me" (2 points), "does not look like me at all" (1 point).

After the survey, for each respondent, 22 indicators of the importance of each value were counted which were included in the questionnaire. These are initial values or, as Schwartz claimed, values of the "first level". In the further analysis, they were used both separately and for calculating value indices.

Value indices are "second level" values

Security:

- Living in safety is very important for this person, he avoids everything that may be dangerous.

- I am a methodical person and I love cleanliness and order. I want everything to be in its place.

- I am not looking for thrill or adventure. I do not like to risk.

Conformance. Tradition:

- For this person it is important to follow the traditions and customs adopted in his family or religion.

- For this person, it is important to always behave correctly, not to commit acts that people would not approve.

- I am a responsible person and I believe in ethical principles. I keep my promises and work

carefully and carefully.

Independence:

- For this person it is important to propose new ideas, be a creative person, to go your own way.
- I am a stubborn person who often argues. I openly express my anger or discontent wit.
- I know exactly what I want to achieve and work hard for it.

Risk. Novelty:

- Adventure and risk are very important for this person; he is committed to a life full of exciting events.
- I like to change my classes, to visit different places, to try, from time to time, unfamiliar exotic things. I like the novelty and variety.
- I often act spontaneously, without thinking about the consequences of my actions and decisions.

Hedonism:

- For this person it is important to have a good time, indulge oneself.
- I often put off difficult and unpleasant work and leave things unfinished. I find it difficult to get together and force myself to do what I have to.
- I love to meet and communicate with many people. I enjoy the company of people, and the more people the better.

Achievements, power, wealth:

- It is important for this person to be very successful so that others know about his achievements.
- I often feel not competent enough to do something. I do not have great achievements. I do not work very effectively.
- For this person it is important to be rich, have a lot of money and expensive things.

Universalism:

- It is important for this person to do something good for the community.
- Care for the environment and nature is important for this person.
- I believe that every person deserves respect. I feel sympathy for people who are less

fortunate in life than me.

- I trust people, believe that all people are honest, and have good intentions.

In accordance with the procedures developed by Schwarz (Schwartz, 1992), the average score of the first level initial indicators contained in it was calculated for calculating each second-level value index.

However, if we restrict ourselves to only the mean score, then the index value will strongly depend on the respondent's inclination to use any one segment of the scale (that is, to give only the highest, only the lowest, or only the average ratings). To eliminate the influence of this style of response, all indexes were subjected to the centering procedure. The centering procedure was that the average score that the respondent gave to all the initial values included in the questionnaire was deducted from the average values of the indicators that make up the index (see Schwartz S.H., Bardi A., 1997). As a result of centering, the value of any value index becomes a relative value, which indicates the priority of this value for the respondent as compared to all the others.

Individual indicators of respondents by value categories of the third level were calculated as the average scores of the corresponding value indexes of the second level.

Conservation:

- Security
- Conformity. Tradition
  Openness to Changes:
- Independence
- Risk. Novelty.
- Hedonism
  Self affirmation:
- Achievement, power, wealth
  Caring for people and nature.
- Universalism

Thus, the Preservation indicator was calculated as the average value of values of Security and Conformity – Tradition, the Openness to Changes indicator - as an average value of values Independence, Risk – Novelty and Hedonism, etc.

At the last stage, on the basis of these four categories, two value "axes" were constructed (Conservation - Openness to Changes, Self-Transcendence – Self-Enhancement).

Since the calculations use centered indicators, the values of the value indices can have negative values. A negative index value indicates that for a given respondent this index has a value

below the average of the sample. A positive index value, respectively, indicates that the respondent has an index value above average.

The Schwartz technique involves grouping values along axes using multivariate analysis. Sometimes researchers use factor analysis to group values (Magun, Rudnev, 2010). In this study, the method of multidimensional scaling was used.

The main hypothesis of this study is the assumption that modern IT professionals, as representatives of the creative class, form a new professional culture based on a special value system that is different from the value system of the average Latvian. It is these differences that determine the special role of the creative class in society. In order to test this assumption, in this study, the structure of values of IT professionals is compared with the structure of values of the entire Latvian society. To analyze the structure of values of the average resident of Latvia, the study used data from the European Social Survey (ESS).

In order to be able to compare the value structures of IT professionals and Latvian society as a whole, multidimensional scaling for two samples was carried out using the same procedures. After scaling, the indices were checked for consistency using the Alpha Cronbach coefficient.

After carrying out multidimensional scaling, the results obtained from the two samples were compared by means of correlation and cluster analysis. In the course of the correlation analysis, correlations were calculated between the average values of 7 value indices and two value "axes" according to data obtained from the survey of IT professionals and ESS survey Latvia.

The distribution of IT professionals and residents of Latvia across the four clusters described shows the differences in the value structure of the creative class of Latvia from the entire Latvian society as a whole.

3.2. Comparison of IT professionals' values with the values of the average Latvian citizens

Fig.3.4. presents the average values of second order indices for IT professionals and residents of Latvia. This graph shows that the most significant differences between IT professionals and the population of Latvia are related to the values of Security, Comfort and Hedonism. In the system of values of Latvian citizens, security occupies almost the largest place. In the value system of an average Latvian, security has one of the largest values. For IT professionals, security is what they value the least. It suggests that representatives of IT professionals in Latvia, in contrary with the entire population, as a rule, do not think that they live in a dangerous world, and do not spend time and money in making their lives more secure, predictable and orderly. The average statistical resident of Latvia loves order, does not look for thrills, and cares about his safety.

Comfort is also not a significant value for IT professionals. For them, it is not important to

follow traditions and always behave correctly. It should be noted that for the average resident of Latvia, this value also loses its meaning. The average value of this meaning is quite small (0.09), but still has a positive value. This suggests that, in general, the significance of this value is higher than the average value of all other values.
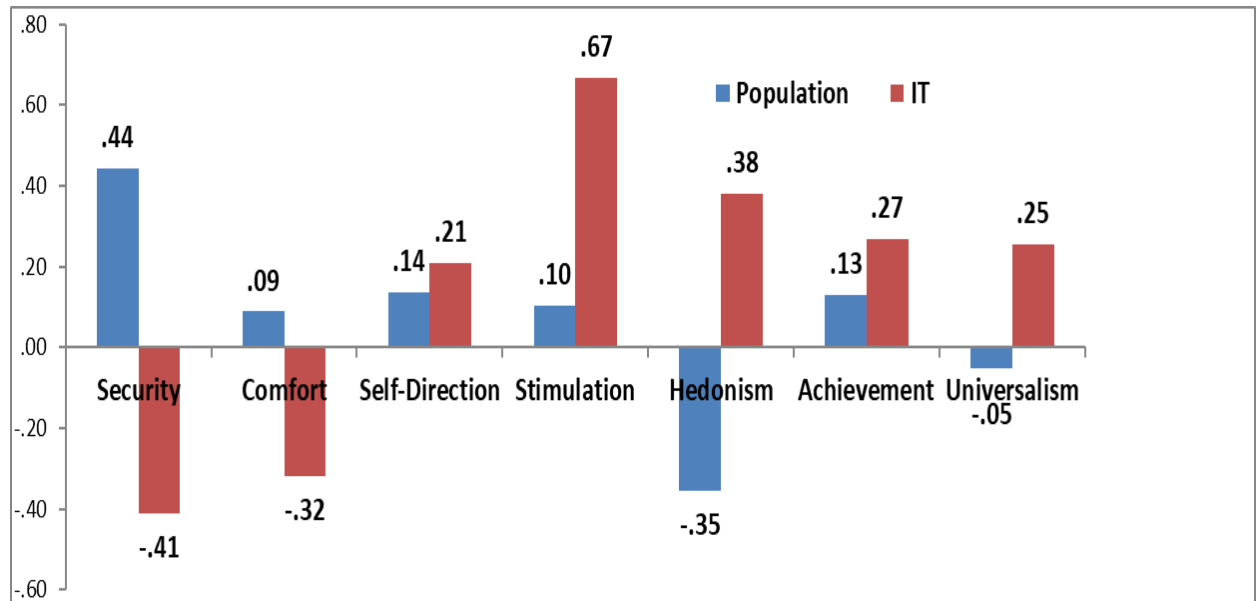
Fig. 3.4. **Second order value indices for IT professionals and the population of Latvia**
(Axes present the names and average values of second order indices for IT professionals and residents of Latvia). Source: Constructed by the author

The value of hedonism, on the contrary, is significant for IT professionals and does not matter at all for the residents of Latvia mostly. It is vital for IT professionals to be able to have a good time alone or with friends. They refuse to do unpleasant work; they value freedom. These data statistically confirm the result obtained from the analysis of interviews with IT professionals. In interviews, respondents often said that it was essential for them that their work allowed them to be able to travel, have fun, eat well, dress well, and not think about how to earn money, and they disagree to engage in work that does not give these opportunities.

For the average resident of Latvia, entertainment does not matter much compared to other values, and this index is negative for the general population. They probably cannot afford to give up work that does not give them pleasure and often have to postpone their trips. The correlation between the values of security and hedonism suggests that the inhabitants of Latvia are more concerned with economic and political stability than with entertainment and pleasure.

Indices characterizing independence and achievements do not have such big differences for Latvian residents and IT professionals. These values have a positive mean value in both groups, which means that they are essential for everyone, and often more important than all other values.

However, the average values of these values among IT professionals are higher than among the usual residents of Latvia. This is a fantastic result, because the values associated with the promotion of competition, and the desire for wealth, are not characteristic of post-communist societies, and are not characteristic of modernized societies. Thus, Latvia occupies a specific intermediate position on this issue, and IT professionals support this culture. They, as a rule, know what they want to achieve as success and competence are vital for them.

Another important difference in the value orientations for IT professionals and residents of Latvia, in general, is the importance of universalism values, that is, altruistic values, for IT professionals. They are willing to take care of the environment, do something good for strangers, trust people and also respect them. For residents of Latvia as a whole, this index has a negative average value, i.e., people are rather not committed to the values of care and trust.

The value of the index characterizing the attitude to risk and novelty (stimulation) has the highest index among all values of IT professionals. This suggests that they love adventure; they often act spontaneously, willing to change their work as well as their hobbies. These values are also peculiar to the usual residents of Latvia; the average value of the stimulation index in this sample is positive. However, it is minimal (0.1).

Thus, it is common for the Latvian society to downplay the values of care, equality, tolerance and the excess of personal success, power and wealth competitive values. Competitive values are even more important to IT professionals from Latvia than the average resident of Latvia, but altruistic values are also important (even more important than competitive values) for them. This is a slightly contradictory result, since, as a rule, these values are divided: people are committed to either competition or altruism, but in this case, it is not.

Fig.3.5. shows third-order value indexes that provide a generalized view for IT professionals values compared to another resident of Latvia. These indices are integral indicators of value axes: Ability to change - Conservation and Care for people and nature - and Self-affirmation. This comparison generally confirms the conclusions obtained from the comparison of second-order values.
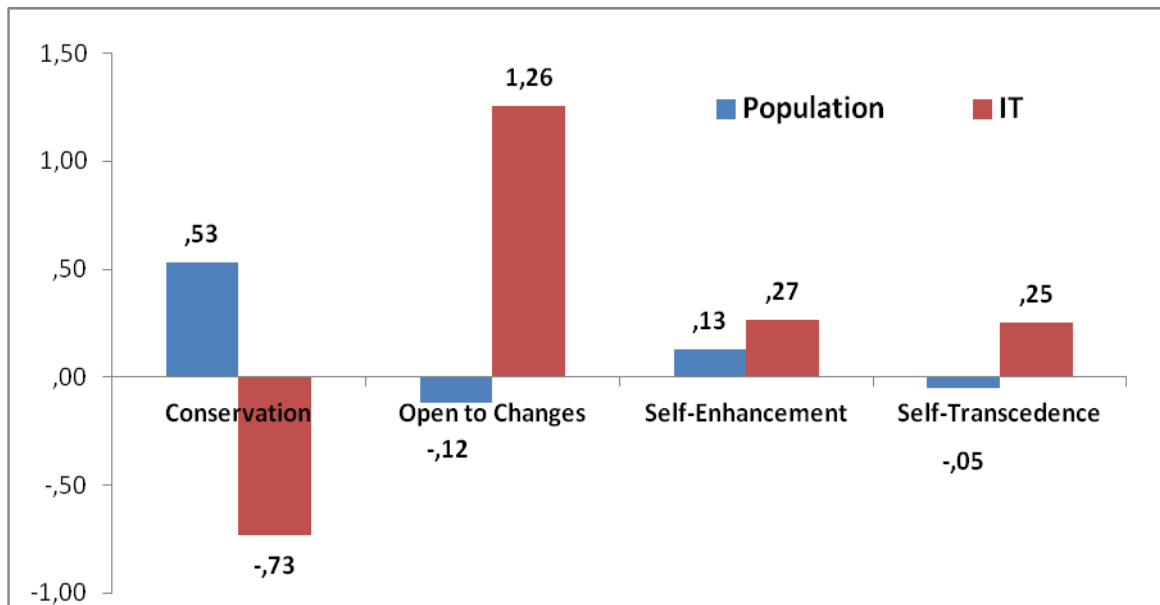
Fig.3.5. **Third-order value indices for IT professionals and residents of Latvia**

(Axes present the names and average values of third order indices for IT professionals and residents of Latvia). Source: Constructed by the author

Residents of Latvia have high rates in the Conservation axis and low rates in the Open to Changes axis. Along the axis Self-Enhancement - Self-Transcendence - the inhabitants of Latvia have low altruistic indicators and common indicators for the Self-affirmation parameter.

IT professionals from Latvia have low Conservation scores, very high on the Open to Changes scale and equally high on the Care and Self-affirmation scale.

Thus, IT professionals are significantly differing from the average Latvian in the direction of greater modernization. These differences can cause certain contradictions in our everyday life. At the very least, they impose specific requirements on the organization of work and day-to-day interaction at work. Otherwise, the brightest and most talented representatives of this community can leave the country.

3.3. Determination of factors affecting the value orientation of IT professionals in Latvia

An important task of this study is to understand what the value orientations of the new creative class of which Latvia depend on. What are the differences in the value structure? Why IT professionals and people belonging to the same social and professional group have different indicators related to the values of openness, conservation, care, and self-affirmation.

There is a whole pool of studies that are devoted to the study of factors that influence the formation of value orientations in an individual (Braithwaite V., Law HG, 1985, Davidov E., Schmidt P., Schwartz SH, 2008, Schwartz SH, 2008, Magun V.S., Rudnev MG, 2010). These

studies revealed that factors such as gender, age, education, and country characteristics (GDP per capita, human development index, etc.) affect the level of value orientations.

In this study, we are unable to identify the influence of country characteristics on the formation of values, since we analyze respondents from only one country, Latvia. However, we formulated hypotheses that test the impact of the individual characteristics for the individual on his values. Testing of these hypotheses was carried out using multiple linear regression analysis.

It is this method that allows controlling the simultaneous influence of several independent variables on one dependent variable.

The multiple regression equation allows predicting the value of the dependent variable, i.e., it will enable you to create data. There are several important assumptions for this model. The first assumption is that there must be a linear relationship between the dependent variable and the independent variables. The second is that the effect of the influence of several independent variables is summed, i.e., it is additive. The third assumption is that independent variables should not correlate with each other.

Each independent variable enters the model with its regression coefficient which makes it possible to predict the value of the dependent variable with a minimal error since it is calculated using the method of least squares (error squares). The partial regression coefficients in the multiple regression model show what will be the magnitude of the impact of the corresponding independent variable on the dependent variable while controlling the influence of other independent variables. Regression coefficients have a dimension. They show how many units the dependent variable will change if the independent variable is increased by one unit of measurement (while all other variables are monitored).

Table 3.1. and table 3.2. present the coefficients of the regression equations for the dependent variables' conservation-open to changes and self-enhancement - self-transcendence - and self-transcendence.

It is taken into consideration as independent variables in the models: gender (male = 1), age and professional status (technical professional, creative professional, super professional). Also, independent variables in models will be trust in people (a ten-point variable characterizing agreement with the fact that people can be trusted), responsibility for their actions (agency) (a ten-point variable showing how much a person is sure that he controls his life) and financial satisfaction. Partner variables, children, and emigration status were used as control variables.

One of the objectives of this study is to study the generational differences in the system of values and the operation of IT professionals' motivations. Thus, the research is comparing a generation that is less than 25 years old, a generation that is now between 25 and 40 years old, and a generation that is now over 40 years old. A generation that is over 40 is taken as a reference

variable in models.

Since age and generational identity strongly correlate with each other and the water model cannot be used, different regression models were built separately to analyze the effect of age on value orientations, and to analyze the effect on generational orientation on value orientations.

Table 3.1.

Factors affecting value orientation. Regression models (1)

Dependent variable is index "Conservation-Open to changes"

Independent Variables	"Conservation-Open to changes"			
	B	p-value	B	p-value
Constant	-0,13	0,13	-0,25*** (0,08)	0,00
Sex (male=1)	0,57*** (0,03)	0,05	0,52 (0,03)	0,1
Age	-0,03*** (0,001)	0,05		
Generation 1995+			0,03 (0,04)	0,25
Generation 1980-1995			0,08 (0,04)	0,147
Having a partner	0,07 (0,04)	0,03	0,09*** (0,04)	0,04
Having children	0,94 (0,032)	0,002	0,085*** (0,03)	0,00
Born in Latvia	0,011 (0,030)	0,58	0,01 (0,03)	0,49
Trusting the people	0,01 (0,01)	0,86	0,005 (0,01)	0,88
Agency	0,02 (0,01)	0,13	0,01 (0,01)	0,09
Satisfaction with financial position	0,00 (0,01)	0,35	0,01 (0,01)	0,29
R square	19%		17%	

*** means p-value <0,05

Source: Constructed by the author

The table 3.1. shows that the first model, which links the Conservation-Open to Changes index with the characteristics of the respondents, shows us the dependence of this index on the gender, age, marital status of the respondent and the presence of children.

The results of the study suggest that openness to change is more characteristic of men than women; Women are more focused on order and stability. In addition to gender, age is a significant variable in the model. The older a person is, the less openness to change in characteristics of him, Young people are more prone to risk and novelty.

It is important to note that belonging to a generation does not affect the value of this index. This suggests that the values associated with the openness to change are not formed among people in the process of socialization. They are formed under the influence of life experience. This may explain the fact that this index has a rather low value among the population of Latvia as a whole.

Most people in Latvia grew up in a completely different culture, with different values. They could not convey the values associated with the desire to change their children in the process of socialization, and they almost did not change their attitude to such concepts as stability, reliability, and immutability. Values of openness and the desire to improve have not yet taken root in Latvian society. They are peculiar only to specific social groups, particularly the new creative class.

Having a partner and children has a positive effect on the formation of values of openness to change. The creative class wants their children to live in a different society. In a society where people do not think about how to preserve the existing order, but in a society where there is a place for new ideas, risk, spontaneity, and where people are ready for a change. Therefore, it can be assumed that the values of openness and novelty will be distributed in Latvia in the future,

Emigration status, trusts in people, and satisfaction with the financial situation does not affect the level of values associated with the openness to change. This explains the fact that most IT professionals have fairly high levels of trust in people and, as a rule, are satisfied with their financial situation. As interviews with IT professionals showed, the IT services market in Latvia is quite broad; good professionals can always find a decent job, so IT professionals refuse positions that offer a salary below their requirements. IT professionals are a homogeneous group according to these indicators, so they do not affect the level of values.

The most influential variable that affects the value of values on the "Conservation-Open to changes" axis is the presence of children. Moreover, this effect is positive. Thus, the birth of children from representatives of the creative class leads not to the conservation of status and the desire to maintain their position, but to the desire to look for new ideas, new work, and to understand what they want to achieve in life, i.e., to change.

The survey results show that the majority of the respondents we surveyed feel more like citizens of the world or just Europeans. Therefore, the emigration status does not matter for their attitude and their value system.

R square, coefficient of determination, of the first model is 19%. Relatively not high value of R square does not tell that the model is weak and not workable. Among the research tasks there is a need pf checking the connections between independent and dependent variables. The regression coefficients (coefficient B) and its significance (p-value) testify the existence and power of these connections. The meaning of the R square is of no interest for this research, therefore it is not problematized.

Additionally, in selective research it is significant to avoid the problem of overfitting, which is usually occurred when R square value is high. The task is to create universal management model, which corresponds not only to the sample of the research, but all general totality. These models, as a rule, do not have high determination coefficients (Field A., 2013). This corresponds

to all regression models, demonstrated in the framework of this research.

Factors affecting value orientation, Regression models (2)

Dependent variable is index «Self-Enhancement –Self-Transcendence»

Independent Variables	«Self-Enhancement –Self-Transcendence»			
	B	p-value	B	p-value
Constant	0,76*** (0,166)	0,00	0,7*** (0,14)	0,00
Sex (male=1)	-0,50*** (0,05)	0,04	-0,6*** (0,0)	0,04
Age	-0,00 (0,00)	0,57		
Generation 1995+			0,076 (0,06)	0,91
Generation 1980-1995			-0,104 (0,07)	0,47
Having a partner	-0,14*** (0,06)	0,02	-0,14*** (0,06)	0,02
Having children	-0,07 (0,05)	0,16	-0,06 (0,05)	0,16
Born in Latvia	-0,03 (0,05)	0,51	-0,03 (0,05)	0,47
Trusting the people	0,008 (0,01)	0,30	0,005 (0,01)	0,32
Agency	0,00 (0,012)	0,47	0,01 (0,01)	0,38
Satisfaction with financial position	-0,00 (0,01)	0,95	-0,00 (0,01)	0,76
R square	15%		18%	

*** means p-value <0,05

Source: Constructed by the author

The second model (table 3.2.) analyzes the formation of values along the axis of "Self-Enhancement –Self-Transcendence," where altruistic values are on one end, and competing values oriented toward power and achievement are on the other.

In this model, gender is also a significant variable, but unlike the first model, the effect of gender is the opposite. If in the first model, men had higher rates along the axis of openness to change, then in the case of altruistic values, there are higher rates for women. For women, it is more important than for men to take care of nature, to help other people, and to experience trust and tolerance. For men, it is more important to be successful, rich and competent.

Neither age nor generational affiliation has any influence on altruistic values. These values are equally likely to occur in people of different ages and different generations.

It is important to note that in this model, having a partner and having children reduces the level of altruistic values and increases the level of achievement. It is obvious that family people

with children are more focused on their career, and taking care of their family than on caring for outsiders. This result suggests that altruistic values are not frequent enough yet in this social group. This fact can be explained by economic factors, for example, the economic situation in Latvian society. At the same time, it is impossible not to consider cultural factors. In Latvia, where the market economy exists relatively recently, following personal interest and participation in competition has become a socially approved norm.

However, if it is possible to consider that altruistic values are not typical for the whole of Latvian society, the tolerance and altruism of the creative class look very encouraging. It can be assumed that in the coming years, IT professionals, as representatives of the creative class, will have greater adherence to these values, like their colleagues from other European countries, where altruistic values fully coexist with a market economy.

From the study, it can be concluded that, according to its system of value orientations, IT professionals in Latvia differ significantly from the average Latvian resident. These differences are primarily because, residents of Latvia value security very much, and for IT professionals, security is not of great value. They perceive safety as a given, do not problematize it, and therefore do not pay particular attention to it. This quality unites them with representatives of the creative class from other developed countries.

IT professionals in Latvia are not ready to follow traditions, behave correctly, and obey and listen to the opinions of others. This quality also significantly distinguishes them from the majority of Latvian residents. These data suggest that IT professionals, as well as the entire creative class, cannot be subject to traditional penalties and incentives. For them, another system of motivation is not acceptable.

According to the value axis of Self-Enhancement –Self-Transcendence IT professionals are not so significantly different from the average Latvian citizen. The competing values associated with achieving wealth and success is higher among IT professionals than among residents of Latvia as a whole. In this matter, IT professionals are not much different from the average resident of the country. If we consider that the financial satisfaction of IT professionals is quite high, then we can assume that declaring commitment to achievement values is merely a socially approved norm.

Along with the desire to achieve, IT professionals are also peculiar to altruistic values, and in this, they are significantly different from society as a whole. This feature of the creative class should also be considered when building a system of employee motivation. For the creative class, justice, respectful attitude, competence and the solution of complex problems are very important. It is on this and should be based on the reward system.

Analysis of the system of value orientations of IT professionals allows us to consider them as a social group with modernizing ahead of the whole society. Therefore, solving the problem of

effectively using the potential of this social group requires a proper understanding of both their needs and their incentives.
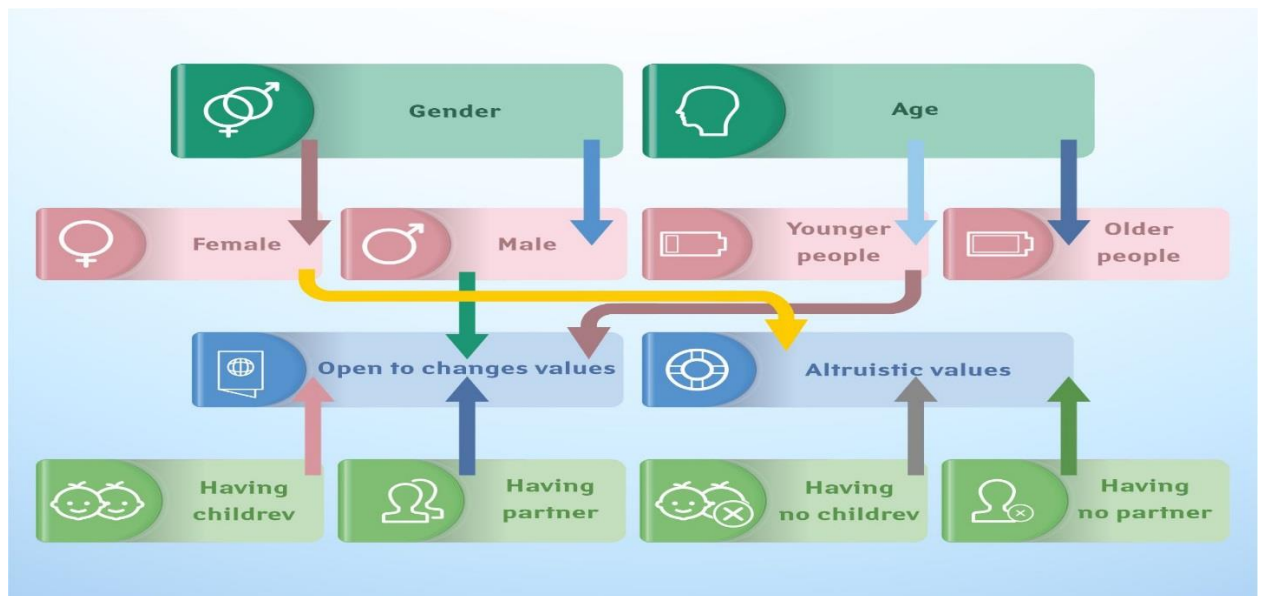
Fig. 3.6. **Model for explanation the differences in value orientations of IT professionals**

Source: Constructed by the author

The model, demonstrated on the Figure 3.6., shows that basic differences in values settings of IT professionals are connected with age and gender in the first place. The differences, connected with marital status and children, can be viewed as proxy effect of age and gender.

Understanding of the differences in value settings can be significant in creating effective motivation model to improving job performance for IT professionals as value settings determine employee motivation and choice itself.

The research results demonstrate that altruistic values are not dependent on age and are inherent to mostly female employees, who do not have permanent partner and children. This means that such employees will be more attracted with the job, connected with environmental saving aspects, human rights, non-governmental sector activities etc. Such projects as educational startups, urbanization, humanization or inclusive initiatives can become an additional motivator for these professionals.

It is possible to assume that in the projects, where direction corresponds with the value settings of the employees, have cumulative effect. Employees are ready to work without additional control and management efforts and are ready to accept less financially profitable job.

Young males, especially ones having family and children, mostly share values connected with changes in their lives and achievements. They are striving for independence, novelty, risk, financial stability and professional achievements. This worth using in management system. Employees with such value setting work effectively when they feel trust from the management, when they feel that their job allows increasing their professionalism and satisfy their professional

ambitions, when work requires usage of new technologies and equipment. Such type of work will be performed on the best level possible for this employee without any additional stimulation.

The research results demonstrate that among Latvian IT professionals there are employees, who share altruistic values and they make about 30% of the total. Employees with values settings connected with changes make more than 40%. Both these types create significant part of this professional group. That is why building up motivation system, based on values setting of employees, has become significant part of management system in general.

Results show that IT professionals in Latvia are shaping their own professional culture, labor ethics and lifestyle. The basic value settings of this group differ from basic value settings of average Latvian citizen and as a result, motivation model needs to be based on various unusual for average citizen of Latvia motives.

In order to create more detailed motivation model to improving job performance it is worth to examine motivation belonging of IT professionals, which can be divided into substantial and processual.

Substantial motivation theories contain, as a basis, identification of intrinsic needs, which make people act in a certain way. Theories of Maslow, McClelland and Herzberg are among them. Processual theories have character that are more contemporary and are based mostly on how people behave relying on their attitude. It is worth to mention that such theories focus on understanding the process of motivating people to certain actions or behaver and on its fixation. Basic theories are theory of expectation and Porter-Lawler model

The research proves that creative IT professionals in Latvia need specially made motivation approach. Material motives are not enough to motivate this group to perform better as a question of fair payout is not problematic in this professional group. From the point of view of motivation model, the needs of the second level (security and confidence in future) are priority for employees in the beginning of their career, they become the motivator when this job is being chosen and becomes satisfied by making this choice. This can be explained with the competitiveness of salary for IT professionals comparing to other jibs on the market. However, based on the results, stability is not a priority for employees, who prefer self-realization. Therefore, motivation system for IT professionals has familiar traits to Maslow's pyramid three last levels: need in socialization, respect and self-realization.

This chapter confirmed the hypothesis that values of IT professionals in Latvia differ from the values, which are dominant among other Latvian labor force representatives. Moreover, the research determined factors, which motivate IT professionals to work better. It is significant to understand the way of managing IT professionals for them to perform better and to get the job quality, which corresponds with goals of business organization.

4. MODELING OF EMPLOYEE MOTIVATION SYSTEM TO INCREASE JOB PERFORMANCE OF IT PROFESSIONALS

In previous chapters, it has been shown that IT professionals form their own professional culture, work ethic, and lifestyle in modern Latvia. Their system of fundamental values is different from the basic values of the average Latvian citizen. Therefore, IT professionals in Latvia can be considered as part of a new creative class not only from the professional position, nature of work, income, and education, but also from lifestyle, value system, and motivational system. All studies of the creative class show that the effective management of the creative class representatives requires a unique system of motivation. Material incentives do not motivate representatives of the creative class to work in more productive way since the issue of adequate and fair wages is no longer problematic in this professional community.

Interviews conducted with IT professionals within the framework of this thesis also demonstrate that real incentives are not effective in a situation when it is necessary to create a new innovative product, find a solution to a complex task, and understand why the program created does not work. Material incentives are useful in the situation of routine work, which is also present in the work of IT professionals. The main goal of this project is to create a model that would link employee motivation, job performance, value orientations and attitudes, as well as take into account the individual characteristics of professionals (professional position, generational identity, gender, etc.).

4.1. Management of the employee motivation and job performance of IT professionals.

The employee motivation and job performance in this study is considered as a latent variable. The search for latent variables is one of the most common tasks in modern social sciences. The method most often used to solve this problem is factor analysis.

The reason why employee motivation and job performance can be analyzed as a latent variable is following: in the literature, it is possible to find different definitions of the concept of "latent variable." A latent variable is often interpreted as a "hypothetical," "perceived" variable, as a construct that theoretical constructs exist in scientists (Nunnally, 1978). However, according to the theories used in this study, labor motivation is a real-life phenomenon, which largely determines the economic behavior of a person.

There is a slightly different interpretation of the concept of "latent variable." "The latent variable ... cannot be measured directly" (Nunnally, 1978) - From this point of view, a latent variable is a feature whose existence is assumed by the researcher and which cannot be measured

using a direct question. The potential variable factor is the resultant of several observed variables, i.e., the result of several questions.

In this study, to study the employee motivation during the survey of IT professionals in the questionnaire there were included some judgments, with which respondents were asked to agree or disagree. The respondents on a ten-point scale evaluated the degree of agreement or disagreement where one, means disagree, and ten means agree.

The judgments offered to the respondents described some characteristics of the work that could potentially make this work attractive for the respondent. These characteristics are from Rheinberg's schema (Vollmeyer et al., 2013). They deliberately do not include material employee motivation, since the task of the study was to understand what the motivating factors in a situation where wages are adequate and fair.

As a result, the following considerations were included in the questionnaire:

Have a difficult job, the performance of which gives them a feeling of pleasure from their achievements.

To have the opportunity to improve their skills and acquire new skills.

Have good working conditions (proper ventilation, lighting, and workspace).

Have considerable freedom in how to do your job.

Have the opportunity to implement your skills in the work entirely.

Have a job that leaves enough free time for personal or family life.

Further, latent variables (possible motives to work) were distinguished and measured using factor analysis.

Factor analysis is a statistical data analysis method aimed at solving several types of problems. The primary purpose of factor analysis is to search for latent variables, reducing the number of variables needed to describe the data. Researchers identify an independent task that is solved using factor analysis. This task is called the task of grouping parameters; it allows you to briefly describe at a qualitative level the relationship between parameters"(Kim, Muller, 1989). This task is often called "objective classification."

The underlying assumption of factor analysis can be formulated as follows: "phenomena in a particular area of research, despite their heterogeneity and variability, can be described by a relatively small number of functional units, parameters, or factors" (Tolstova, 2009). It should be noted that factor analysis alone cannot prove or disprove the presence or absence of hidden factors (Kim and Muller, 1989). The existence of factors is proven by the theories used.

Factor analysis is a statistical data analysis method; this is a list of variables for reducing the number of variables; researchers identify the problem. This task is called the group of parameters; it allows briefly describing the relationship between the parameters"(Kim, Muller,

1989). This task is often called "objective classification".

It can be formulated as follows: "In small units, parameters, or factors" (Tolstova, 2009). It should be noted that the factor of analysis was not the case (Kim and Muller, 1989). The existence of factors is proven by the theories used.

The method of principal components is used if the purpose of the analysis is to identify such latent variables (factors) that maximally explain the diversity of answers to the judgments offered to respondents. Thus, the primary component method is ideal when it is necessary to obtain a small number of latent variables (in this case, they are called principal components) from the available data. At the same time, the components must contain a maximum of information that is embedded in the original data.

The model of factor analysis performed by the main component method is quite simple:

$$z_j = a_{j1}F_1 + a_{j2}F_2 + \ldots + a_{jn}F_n, \ (j = 1, 2,\ldots, n) \quad (5)$$

z - the observed parameter

In this case, this is the degree of agreement with those judgments that were offered to respondents in the questionnaire,

$F_1, F_2\ldots, F_n$ - factors, latent variables. In this study, this is the employee motivation. It is these motivations that determine the attitude of the respondents to the formulated judgments.

A_{j1} - load of a specific factor. It is an indicator of how a particular employee motivation affects the degree of agreement with each of the judgments that characterize the work.

Each of the observed variables (agreement on a ten-point scale with the characteristics of work) linearly depends on n uncorrelated new components (factors, motivations to work) $F_1, F_2\ldots, F_n$.

This method consists of the fact that factors (in this case, motivations) describing the dispersion maximum, are most informative. The first motivation will explain the peak of the available variance (diversity of answers to the questions), the next - the maximum of the remaining variance, etc. It is assumed that the components do not correlate with each other; that is, in the graphic image, they are perpendicular to each other.

The basis of the factor analysis is the correlation matrix. It is with the calculation of the correlations between the observed signs that the traditional factor analysis procedure begins.

Factor analysis includes a test for the significance of the differences in zero of the correlation coefficients between the variables used (Bartlett's test) and the test, which shows that the relationship between the observed variables is explained by the presence of a latent variable (Kaiser-Meier test). Below are the results of these tests for the study.

Table 4.1.

Kaiser-Meyer and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0,676
Bartlett's Test of Sphericity	Approx, Chi-Square	431,28
	df	21
	Sig.	0,00

Source: Constructed by the author

After calculating the correlations, the factor analysis involves selecting factors. To do this, it is firstly needed to answer the question, how many factors will be used in the study. There are two ways to respond to it:

- Table of eigenvalues of factors
- Schedule "stony scree," (Scree Plot)

Based on the table of the explained variance, it is possible to review information about the eigenvalues of the factors.

Table 4.2.

Total Variance Explained

Component	Initial Eigenvalues	Extraction Sums of Squared Loadings				
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1,819	25,990	25,990	1,819	25,990	25,990
2	1,112	15,887	41,877	1,112	15,887	41,877
3	0,933	13,331	55,208			
4	0,885	12,644	67,852			
5	0,804	11,489	79,342			
6	0,783	11,181	90,522			
7	0,663	9,478	100,000			

Source: Constructed by the author

It can be seen from the table that only two of the seven factors identified have eigenvalues more significant than one, i.e., they should use analysis of labor motivation. The first factor accounts for 25% of the total variance, and the second - almost 16%. However, there is a third factor, which eigenvalue is very close to one, and it explains the 13% variance remaining after two factors. Thus, the three factors together explain 55%, and two - only 42%. It is better to build a model that explains more than 50% of the variance.

Looking at the Scree Plot Graph, it is possible to see that using three factors instead of two for this study is more reasonable. It is after the third factor that the scree begins.
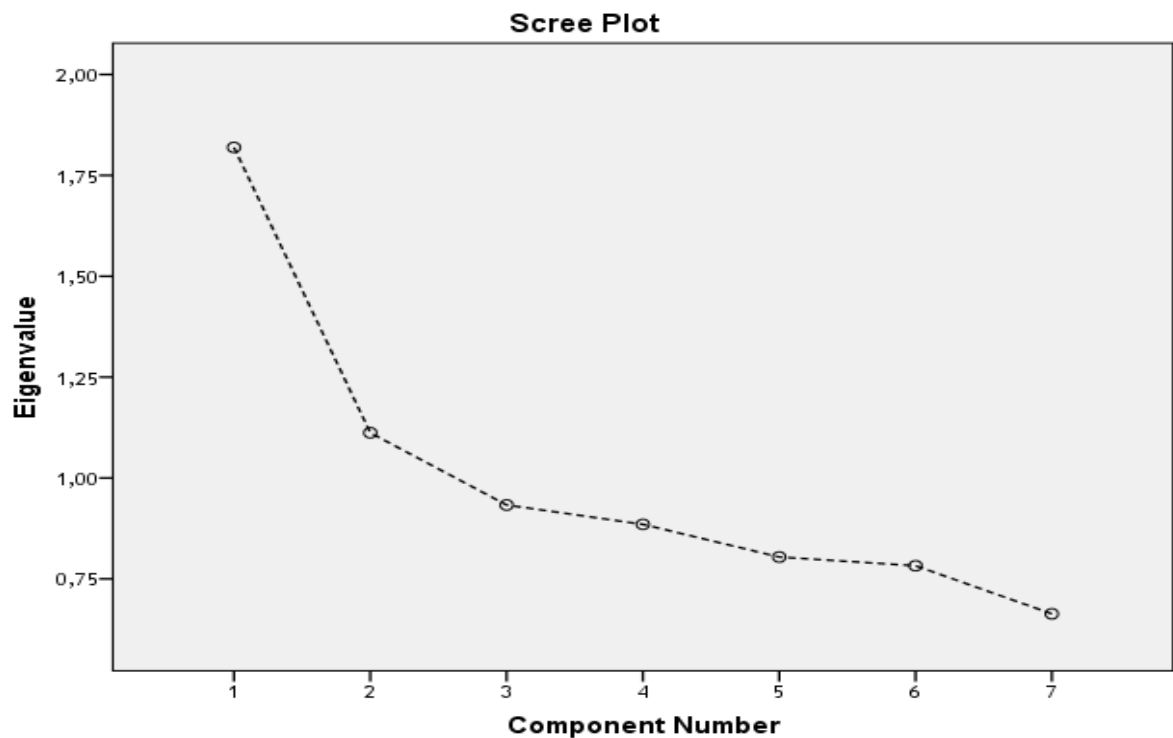
Fig. 4.1. **Scree Plot**
Source: Constructed by the author

After selecting the factors, it is necessary to carry out the rotation procedure, which allows obtaining a more straightforward structure, when each variable has a tremendous load value for one factor and small load values for all other factors. The load reflects the relationship between the variable and the factor and is analogous to the correlation coefficient.

In this study, the Varimax rotation method is used, and with this rotation method, the factors (principal components) remain orthogonal, i.e., independent. Below is a table in which factor loads are presented for each variable with each of the factors after the rotation procedure.

Table 4.3.

Rotated Component Matrix

Variables	Component		
	1	2	3
To have a difficult job, the performance of which gives them a feeling of pleasure from their achievements	0,04	-0,11	0,77
To have the opportunity to improve their skills and acquire new skills	0,72	-0,19	0,20
To have good working conditions (proper ventilation, lighting, workspace)	0,73	0,23	-0,14
To have considerable freedom in how to do your job,	0,09	0,67	0,21
To have the opportunity to implement your skills in work entirely	0,07	0,20	0,63
To have a job that leaves enough free time for personal or family life,	0,02	0,77	-0,09

Source: Constructed by the author

The table shows that the first factor includes statements:

• Have the opportunity to improve their skills and acquire new skills

• Have good working conditions (proper ventilation, lighting, workspace)

This motivation can be called "Survival" when work is valued for providing knowledge and skills that can change it in the future, as well as working conditions that create minimal comfort and a sense of security.

The second factor includes such variables as:

• Have considerable freedom in how to do your job.

• Have a job that leaves enough free time for personal or family life.

This factor can be called "Freedom and independence," Such motivation implies that the employee distributes his working time and determines how he should perform the work. Minimizing external control and the ability to manage time are essential qualities of life for the creative class.

The third factor consists of statements:

• Have a difficult job, the performance of which gives you a feeling of pleasure from

achievements.

• Have the opportunity to fully implement skills at work

This motivation is associated primarily with the satisfaction of professional ambitions and "Professional self-realization". In the field of IT technology, high professionalism is closely connected with a successful career, and a career implies prestigious and well-paid work.

Thus, during the factor analysis, first, the original number of variables (six) was reduced to three. Secondly, the employee motivation, which are characteristic of modern IT professionals in Latvia, has been identified and described. Thirdly, the value of each factor is calculated for each respondent, i.e., the information was received to what extent a particular employee motivation is typical for a specific respondent.

Since stimuli that lead to the increase in job performance of IT professionals are also latent variables, their detection and estimation were also based on factor analysis conducted by the method of principal components.

For this purpose, the question "Were their situations, when you worked, particularly well and fast? What factors made you work more effectively than usual?" was included in the questionnaire. This question suggested a choice of the following factors:

- Great financial rewards
- Interesting, and complicated creative task
- A chance for career growth
- Clarity and transparency of goals and desired result
- High importance and prestige of the task
- The respect of the team
- Approval of managers
- Crisis and understanding of responsibility
- Fear to be fired or lose the award
- Fear of disapproval by team and management

Factor analysis allowed selecting five factors that describe stimuli that make IT professionals work more effectively,

The first factor is "Material Incentives," It includes such indicators as:

- Great financial rewards
- A chance for career growth

Thereby, stimuli can be viewed either as a lump sum reward or as a career growth opportunity that also leads to the increase of financial prosperity.

The second factor consists of statements related to employees responsible for the results of their work. This motivator can be named as "Personal Responsibility," It includes the following

characteristics:

- Clarity and transparency of goals and desired result
- Crisis and understanding of responsibility

Thus, it is possible to conclude that beside career growth and monetary stimulus, productive work may result from a crisis when an employee understands how to solve it and he is the only one who can solve it.

The third factor describes motivators for creative people. It includes the respect of the team and career perspectives. Doing something better than others, doing something that cannot be done by other team members is a significant motivator for those, who try to realize themselves professionally. This motivator can be named "Career prospects".

The fourth factor is "Opportunity for self-realization". It includes such indicators as:

- Interesting, and complicated creative task
- High importance and prestige of the task

This motivator has no direct influence on a career, does not provide any material advantages, but it does affect the professional ambition of IT professionals. That is why this motivator is very effective in increasing the job performance of creative professionals.

Another motivator for higher job performance is fear to be fired or lose the award and fear of disapproval by team and management. Even though this motivator is based on negative emotions, it explains only 10% of the variance of factors that influence the growth in work efficiency.

4.2. The methodology of using Age-Period-Cohort analysis to identify generational differences in the motivation of IT professionals

In social studies, quite often, the question arises of how individual attitudes, values, and motivations change throughout life. The answer to this question requires researchers to simultaneously consider the impact of three different indicators that measure time: age (how old people are at the time of the survey), period (the year in which the survey took place), and generation (or cohort) (time at which a person was born and in which he socialized). Moreover, individual biographies and individual characteristics are formed in a society where features such as gender, race, socioeconomic status, have a different impact depending on age, generation, and historical period. Therefore, studying the influence of these characteristics allows you to understand social processes better and build more effective management models.

To determine the independent effects of age, cohort and period, Mason and his colleagues proposed an Age-Period-Cohort Analysis (APC) model (Mason et al., 1973). Unfortunately, this

model has one major drawback. The variables that it uses are interconnected linearly (for example, cohort = period-age), i.e., all variables are correlated with each other. Thus, the APC model has certain limitations, and to identify the effect of each variable separately, additional conditions must be introduced into the APC model.

In this study, to overcome the limitations of the APC model, a technique was used that allowed us to separate the independent effect of age. This technique is to create a variable that measures the age position of the individual within the generation. For example, for an 18-year-old who belongs to the 18-35 generation, the age variable is 1, and for a 35-year-old from the same generation, the age variable is 18. This method was suggested by Rose and Mishler (Rose, Mishler, 2007). The technique simultaneously solves the problem of collinearity of variables and makes it possible to maximize the potential influence of a generation and minimize the potential influence of age. This technique will allow testing the hypothesis about the impact of the socialization process on the formation of employee motivation. Without an understanding of this process, we will not be able to understand how a new social class has emerged in Latvia with a new system of labor motivation and a new professional culture.

For the correct interpretation of the results of the APC analysis, theoretical assumptions explaining the influence of age and generational identity are fundamental. In the social sciences, there are two kinds of theories that answer the question of how people internalize values and behavioral norms that are not characteristic of the society in which they were born, brought up and lived. These are cultural theories (culture theories) and institutional theories (Institution theories) (Mishler, William, Richard Rose, 2007). Cultural theories emphasize the importance of early socialization in the formation of values. Foloowing the logic of these theories, then you need to recognize that people from birth assimilate the dominant values, attitudes, and norms of behavior in society (Almond, Verba, 1963; Eckstein, 1966). Young people often indirectly and unconsciously learn absolute values that take root in consciousness and change very slowly over a long period, usually from one generation to another (Hahn, 1991; Kelly, 2005). When these changes occur, the process begins, which Mannheim described as an "intergenerational discontinuity" (Mannheim, 1952).

As well known, socialization is not the same in different social groups. There are significant differences in the process of socialization related to gender, ethnicity, social status of the family and other social factors (Dalton 1977, 1994; Finifter, Mickiewicz 1992). However, it is generational differences that are often considered in cultural theories as to the most important differences (Abramson, Inglehart 1992; Jennings, Niemi 1974).

Institutional theories, on the contrary, state that the values and behavioral norms of an adult person are formed based on a critical assessment of the value systems existing in the society

(March 1988; North 1990). The institutional theory believes that the attitudes and behavior of people merely change and adapt throughout life. According to this theory, the experience of adult life plays a more critical role in the formation of values than primary socialization. Moreover, generational differences in the original values can be eliminated if people of different generations get the same experience at the current moment (Demartini, 1985).

Cultural theories emphasize the particular importance of a generation as a unit of socialization. There are two reasons for this. The first reason is historical. Each generation, despite the general cultural context in the broad sense of the word, has its cultural aspects related to the historical period. As a result, generations are socialized differently, even though it happens in the same country. The second reason is associated with social and historical changes. Modernization of society means that each subsequent generation is brought up literally in another world. Generations have different standards of living, different sources of information, and different possibilities.

Institutional theories proceed from the fact that historical events equally affect all generations. For example, the Second World War influenced the experience of all generations and not just the generation that was formed during or immediately after the war. The sexual revolution of 1968 in the Western world changed the norms and values not only of the post-war generation, but also of all the generations that lived at that time as well as perestroika and democratic reforms affected all generations, and not just the generation that was born in the field of 1980.

Thus, from cultural theory, the employee motivation should differ depending on the generation, and the influence of age should be insignificant. Institutional theories, on the contrary, predict small differences between generations in the employee motivation. From institutional theory, more significant differences should be expected not between generations, but between people in one generation.

After the collapse of the Soviet Union, supporters of cultural theory assumed that it would take decades for the citizens of the newly independent countries (including Latvia) to adopt new norms and values, to form a new professional culture and m employee motivation. Adherents of institutional theory believed that citizens of new states would quickly accept the social norms of new institutions (Mishler, Rose, 2001). This study aims to verify the correctness of a particular theory by examining the generational differences in the system of employee motivation. The study will make it possible to understand whether belonging to a generation or the experience of growing up has a stronger effect on the change in the employee motivation.

A crucial issue for building an APC model is the issue of singling out generations. There are several approaches to the definition of the concept of generation (Arber, 2000). In this study, we use an approach that distinguishes generations based on collective historical experience in

which socialization took place. Thus, we have identified three generations for research.

Early Generation X: Generation 1961-1970 year of birth. In Latvia, as in most post-communist countries and representatives of this generation were socialized during the Soviet expansion. They witnessed the development of Soviet influence in Eastern Europe and the increasing world influence of the USSR. According to Brown (1994), this period was the most cynical in the history of communist countries. As a result, although the mechanism of state socialization emphasized positive support for the regime, informal socialization often underlined the importance of being able to defend oneself from the regime or exploit the system for one's advantages (Marwick, 1998).

Transition generation: Generation 1971-1984 years of birth. In the countries of Eastern and Central Europe, the members of this generation belong to the so-called transitional generation. The older members of this generation grew up during the transition to democracy and market reforms. They witnessed the collapse of communist regimes and rapid transformations. In Western literature, representatives of this generation are often referred to as generation X (Erickson, 2010).

Generation Y or millennials: Generation after 1985 birth. The members of this generation hardly remember the communist regime; the new regime has become the norm for them. It is customary to treat this generation with a slight contempt: they are supposedly selfish, not serious, do not break away from smart phones and do not know how to concentrate. They are not in a hurry to grow up. Sociologist Kathleen Shaputis called them "the generation of Peter Pan." Their financial situation is less stable than that of the previous generation since their maturation occurred during the period of economic recession (Furlong, 2013).

4.3. Building regression models for connection values, emloyee motivation and stimuls for job performance of IT professionals

An essential task of this study is to understand what the employee motivation on the new creative class of Latvia depends and what the differences in the motivation are. Why IT professionals and people belonging to the same social and professional group have different indicators related to the employee motivations and stimuli of job performance. To solve this problem in this study uses the method of multiple regressions. It is this method that allows controlling the simultaneous influence of several independent variables on one dependent variable.

The multiple regression equation allows predicting the value of the dependent variable, i.e., it will enable you to create data. There are several vital assumptions for this model. The first assumption is that there must be a linear relationship between the dependent variable and the independent variables. The second is that the effect of the influence of several independent variables is summed, i.e., is additive. The third assumption is that independent variables should not correlate with each other.

Each independent variable enters the model with its regression coefficient, which makes it possible to predict the value of the dependent variable with minimal error since it is calculated using the method of least squares (error squares). The partial regression coefficients in the multiple regression models show what will be the magnitude of the impact of the corresponding independent variable on the dependent variable while controlling the influence of other independent variables. Regression coefficients have a dimension. They show how many units the dependent variable will change to if the independent variable is increased by one unit of measurement (while all other variables are monitored).

For this research to determine the similar effect of the independent variables in the multiple regression equation, it is necessary to go to variables that do not have size. For this, a standardization procedure is used in the regression analysis, to which all independent variables are subjected. The standardization procedure consists of subtracting the average value obtained from the sample from each variable value, and this difference is divided by the standard deviation. Standardized multiple regression coefficients vary from -1.0 to $+1.0$. They retain their value when the scale changes (for example, if age will be measured not in years, but months).

Standardized coefficients allow estimating how each independent variable affects the prediction of the value of the dependent variable. To determine the expected values of the dependent variable for individuals, it suffices to substitute the corresponding values of the independent variables into the multiple regression equation and calculate the regression coefficients.

Multiple regressions can also be used to predict average group values, for example, the average values of Openness values for men of IT professionals in a particular age group. The only difference, in this case, is the use of averages of the independent variables to substitute the multiple regression equation. It is important to note that dichotomous variables with values 0 and 1 (for example, gender) can be used as an independent variable for multiple regression. To include a nominal variable in the equation, you need to create an appropriate number of new, "dummy" variables, each of which will be encoded as 0 or 1 depending on the presence or absence of the coded feature.

When interpreting the results of multiple regressions, standardized coefficients are used as indicators of the influence of the corresponding variables. This interpretation is correct only within specified limits. If some conditions are violated, the comparison of the absolute values of standardized coefficients can lead to incorrect conclusions. The problem is that random measurement errors influence the regression coefficients. The research is using unreliable indicators which "shift" the regression coefficients to zero. In other words, more reliable indicators give higher estimates of coefficients. To this end, in this study, mainly objective indicators, both

social and demographic, will be used as independent variables.

Another problem that arises when interpreting regression coefficients is that the multiple regression models do not involve the study of cause-and-effect relationships between independent variables. The regression model does not distinguish between independent variables (constructed based on hypotheses) and control variables, i.e., variables that are included in the model for clarification. Therefore, in cases where the hypothesis tested in the course of the study admits either the existence of relationships between independent variables or the presence of indirect influences or the use of several indicators to calculate underlying factors, it is necessary to use other statistical methods.

The goal of the motivation management model is to link together the values of IT professionals, incentives for productive work, demographic characteristics (gender, age, generation, and partner) with employee motivation. Building a motivational model will help to understand how the values of professionals' influence each of the identified incentives to work effectively, and how each of the analyzed incentives affects people with different employee motivation.

In order to solve this problem, seven regression models were built: 4 models for incentives for productive work and three models for labor motivation. Thus, the dependent variables are the values of the following factors obtained after the factor analysis.

Incentives for job performance:
- Opportunity for self-realization
- Career prospects
- Material incentives
- Personal responsibility

Employee motivation:
- Acquisition of freedom and independence
- Professional implementation
- Survival

The independent variables for building models, where the dependent variables are incentives to more efficient work, are the seven fundamental values calculated for each respondent according to the Schwartz method, and demographic characteristics (gender, age, and generation).

 Independent variables for models with dependent variables in the form of motivations to work have become incentives for more efficient work and the same demographic characteristics,

Demographic variables are customizable as follows:

Belonging to generation - 3 dummy variables
- Early generation X, 1 - belongs to the generation, (Reference variable)

121

- Traditional generation, 1 - belongs to the generation
- Millennial generation, 1 - Belongs to the generation

Age is a variable that indicates the position of the respondent within the generation to which he belongs.

Gender (dummy variable)

Male (1 - male respondent)

The presence of a partner (dummy variable)

Partner (1 - the respondent has a partner)

The table 4.4 and table 4.5. present the results of the regression analysis for incentives to work effectively

Table 4.4.

Regression models for connection employee motivation and values of IT professionals (1)

Dependent variables: Opportunity for self-realization and Career prospects

	Opportunity for self-realization		Career prospects	
	B	p-value	B	p-value
Constant	-0,025 (0,37)	0,71	-0,25 (0,14)	0,08
Security	-0,075 (0,092)	0,30	0,34*** (0,09)	0,00
Comfort	-0,16*** (0,06)	0,00	0,14*** (0,06)	0,02
Independence	-0,16 (0,88)	0,21	0,03*** (0,09)	0,01
Risk, Novelty	-0,06 (0,091)	0,35	0,13 (0,09)	0,21
Hedonism	-0,36*** (0,09)	0,00	0,02*** (0,09)	0,05
Progress, Power and money	-0,11 (0,95)	0,74	0,28*** (0,1)	0,00
Universalism, Benevolence	-0,14 (0,11)	0,17	0,19 (0,12)	0,11
Transition generation	-0,07 (0,08)	0,25	0,046 (0,08)	0,54
Millennial generation	-0,07 (0,09)	0,53	0,26*** (0,09)	0,00
Age	0,00 (0,01)	0,89	-0,01 (0,01)	0,45
Male	-0,02 (0,07)	0,89	0,01 (0,07)	0,92
Partner	0,06 (0,08)	0,83	-0,06 (0,08)	0,40
R2	22%		29%	

*** means p-value <0,05

Source: Constructed by the author

From the data presented in the table 4.4., it is clear that the incentive to work effectively in

the form of the possibility of self-realization (solving complex and exciting tasks, prestigious work that will increase authority in the team) does not work at all for people whose fundamental values are connected with hedonism and comfortability. People who value traditions and are not inclined to change, like to get pleasure, will not work effectively to solve a new, complex, and prestigious task.

Other values do not affect this motivator. It means that people focused on achieving and ensuring their security, people who aspire to independence and newness, are equally affected by this motivator. It is evident that in this case, the result depends on how exciting the task is for them.

Demographic characteristics in this model are also insignificant variables, which mean that people of all three generations, regardless of their age and marital status, are equally likely to meet people who are ready to work better and longer to solve complex problems, and those who are not ready for it.

The results of the factor analysis show that the incentive associated with the possibility of self-realization is the most common among IT professionals in Latvia. Indirectly, this is confirmed by the results of interviews conducted with IT professionals.

The results of the regression analysis also show the universality of this motivator for the effective work of the new creative class in Latvia. To a varying degree, this stimulus acts on everyone except people who are afraid of change and hedonistic. Especially on hedonistic, since the regression coefficient for this variable is much greater than for the variable "comfort".

The second model shows what determines the efficiency of using the incentive to work, which is associated with career opportunities, i.e., with the approval of leadership and the fear of criticism. The results of the regression analysis show that this motivator is especially useful for people with high levels of safety values, comfort, autonomy, achievements and hedonism. People who are prone to novelty and risk associated with it, people who want to take care of the environment and other people are not ready to work better to please the authorities. Exceptionally secure is the connection of this motivator with values that are focused on achieving power and well-being and values of security.

Oddly enough, according to the study, such people are more common among the youngest generation. In the interviews, respondents noted that in Latvia, it is quite challenging to find a job for people without experience and excellent professional skills. This primarily refers to young people who have not yet had time to acquire relevant professional experience. They value their work, so safety values, i.e., stability and values associated with achieving well-being are more characteristic of them than for professionals of older generations. That is why the desire to enjoy the authorities and fear before the criticism of the authorities is a compelling incentive for them.

According to the data obtained in the interview, professionals with extensive experience

and high qualifications are in great demand in the Latvian market of IT professionals. Therefore, they cannot be made to work more efficiently, frightening by anger on the part of the authorities and possible criticism.

Regression models for connection employee motivation and values of IT professionals (2)

Dependent variables: Material incentives and Personal responsibility

	Material incentives		Personal responsibility	
	B	p-value	B	p-value
Constant	0,13 (0,14)	0,35	-0,06 (0,14)	0,67
Security	-0,21*** (0,09)	0,03	0,1*** (0,01)	0,01
Comfort	-0,06 (0,06)	0,29	0,15 (0,1)	0,30
Independence	-0,37*** (0,09)	0,00	0,16 (0,06)	0,08
Risk, Novelty	-0,13 (0,09)	0,06	0,19*** (0,09)	0,04
Hedonism	-0,22*** (0,09)	0,02	0,19 (0,08)	0,42
Progress, Power and money	-0,28*** (0,1)	0,00	0,15 (0,04)	0,11
Universalism, Benevolence	-0,25*** (0,12)	0,02	0,26 (0,12)	0,49
Transition generation	0,18 (0,08)	0,03	-0,07*** (0,01)	0,03
Millennial generation	0 ,3*** (0,09)	0,00	0,07*** (0,017)	0,05
Age	-0,03*** (0,00)	0,00	-0,018 (0,01)	0,36
Male	-0,13 (0,07)	0,06	-0,02 (0,07)	0,81
Partner	0,22*** (0,08)	0,01	0,08 (0,083)	0,35
R2	27%		31%	

*** means p-value <0,05

Source: Constructed by the author

The third model (table 4.5.) analyzes the possibility of using material incentives to improve the efficiency of IT professionals. The table shows that this incentive has a strong negative relationship with almost all the intrinsic values. Neither people who enjoy pleasure, nor people oriented toward achievement of power nor well-being, nor people seeking care for the world around them, nor people who value independence, are willing to work more effectively for the promise of material reward or for the promise of career advancement, which is also associated with real incentives.

It is important to note that this conclusion applies to professionals of any age belonging to any generation, regardless of gender and marital status. Regression analysis confirms the information that was obtained during the interview, that material incentives are the most ineffective

for IT professionals.

It does not mean that IT professionals in Latvia do not need money. It only says that IT professionals are generally satisfied with their income, which they have often said in interviews. For them, it is not so much the amount of salary that is important, like the fact that the salary allows them to fulfill their needs and it is fair. Otherwise, IT professionals do not agree to work. If they have any temporary needs, they, as a rule, have the possibility of additional earnings. If these needs are permanent, then IT professionals change jobs. There is an opportunity for this in Latvia. Therefore, offering IT professionals to work overtime for extra money is usually unwise and inefficient.

The latter model analyzes the incentive to work effectively, which is based on the appeal to the responsibility of professionals and on the fear of dismissal, which can be regarded as an appeal to the obligation to the family. This incentive works well in a situation of managing people who have well developed fundamental values related to safety.

This model also shows that the appeal to responsibility and the fear of dismissal work very poorly with the middle generation (1971–1984), and the older the person in this generation, the lower the effectiveness of this stimulus. It works relatively well with representatives of the younger generation, but with age, the efficacy of this stimulus decreases even in this generation.

Having a partner, on the contrary, makes the incentive associated with responsibility more effective. The presence of a partner imposes additional obligations that are difficult to refuse.
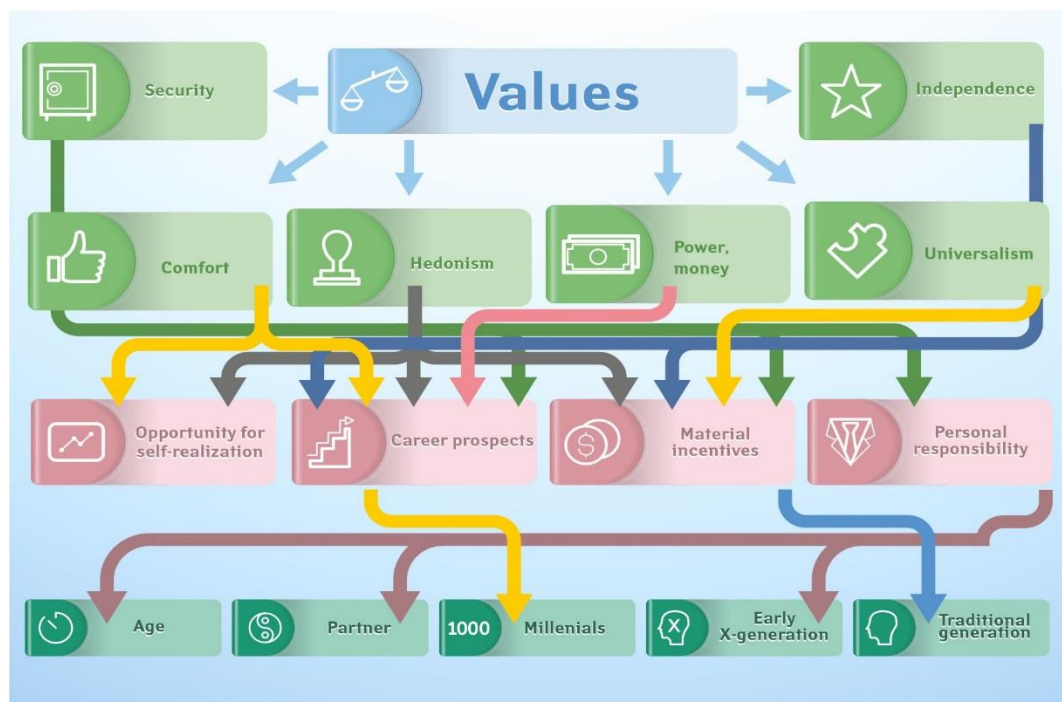
Fig. 4.2. **Model linking value settings and employee motivation of IT professionals**

Source: Constructed by the author

The model linking value settings and employee motivation of IT professionals demonstrates the existing generational differences in terms of which factors stimulate people work better. For the representatives of traditional generation (born 1964-1971) material stimuli are significant. At the same time material motives are negatively connected with such values as safety, independence, hedonism and universalism. Consequently, material motives are not common for not only people sharing post materialistic values, but they also have no influence on people belonging to generation Y and early generation X.

Personal responsibility has more influence on the representatives of the generation born in 1964-1971 (early generation X). This might be explained by the socialization in the soviet period. This motive is shaped among people with high level of safety values. It is possible to assume that people of the older generation feel themselves more nettled in the contemporary labor market comparing to the representatives of younger ones. Therefore, the values of safety are dominant for them, and the motive connected with responsibility can influence effectively.

Younger generation (generation Y) is ready to work more productively for career development and perspective. This motive is almost universal for people sharing various values except people with altruistic values.

It is significant to notice that the difference in motives to productive work is connected with belonging to definite generation in the first place, not with the age itself. The only common for the people of older age factor is responsibility. This fact demonstrates that value orientations are being formed in the process of socialization and not much transformed during lifetime. That is why motives for effective work are stable and change very slowly. Therefore, for every generation of IT professional in Latvia, there needs to be created its own management system of motivation for increasing job performance. This system or strategy needs to consider value orientations of the specialist and his belongingness to definite generation in the first place. It is significant to underline that the generation, not the age matters.

The table 4.6. presents the results of the regression analysis, where the dependent variables are the employee motivation.

The first model (table 4.6.) demonstrates that the possibility of self-realization is the only strong incentive for IT professionals, who choose work that provides the freedom to make decisions and leaves time for personal life. This motivation is typical for employees, who do not have regular partners, since having a partner significantly reduces the significance of this motivation.

Table 4.6.

Regression models for management of employee motivation (1)

Dependent variable: Freedom and independence

Variables	Freedom and independence	
	B	P-value
Constant	0,27*** (0,01)	0,00
The possibility for self-realization	0,16*** (0,03)	0,00
Job performance stimulus		
Career prospects	-0,02 (0,03)	0,64
Financial incentives	0,05 (0,03)	0,12
Personal responsibility	0,05 (0,03)	0,06
Demographic characteristics		
Transition generation	-0,09 (0,08)	0,28
Millennial generation	-0,03 (0,78)	0,78
Age	-0,02 (0,09)	0,06
Male	0,06 (0,07)	0,56
Partner	-0,22*** (0,08)	0,01
R2	39%	

*** means p-value <0,05

Source: Constructed by the author

The lack of connection of this motivation with belonging to a generation, age, and gender, suggests that at any age and in any generation, there are about the same number of people, and women are about the same tendencies to freedom and independence as men.

The absence of gender differences in all models is an important and interesting result; it confirms that among IT professionals, there are no gender differences associated with labor motivation and labor efficiency incentives. An analysis of the interviews revealed the fact that the hierarchy among IT professionals is based on their level of professionalism. Respondents said that they could even get a job without special education, if the applicant demonstrates good professional skills. All this creates a meritocratic environment in which there is a place for gender equality.

The second model (table 4.7.) shows, which incentives affect, people, for whom the ability to realize their abilities is important in their work and the need to enjoy work. As can be seen from the table, this motivation has a positive relationship with three motivators. Thus, ambitious people are well influenced by the challenges associated with solving interesting problems, and the

approval of the authorities, and material rewards. Only the fear of dismissal cannot motivate people with ambitions.

Regression models for management of employee motivation (2)

Dependent variables: Professional realization and Survival

	Professional realization		Survival	
	B	P-value	B	P-value
Constant	-0,03 (0,97)	0,97	0-,07 (0,11)	0,74
Job performance stimulus				
The possibility for self-realization	0,03*** (0,01)	0,00	0,11*** 0,03)	0,01
Career prospects	0,03*** (0,003	0,03	0,07*** (0,00)	0,02
Financial incentives	0,03*** (0,00)	0,05	,02 (0,03)	0,5
Personal responsibility	0,03 (0,02)	0,51	0,04 (0,03)	0,14
Demographic characteristics				
Transition generation	-0,12 (0,08)	0,08	0,16*** (0,01)	0,04
Millennial generation	-0,19*** (0,05)	0,05	0,37*** (0,09)	0,00
Age	0,01 (0,01)	0,14	-0,01 (0,09)	0,10
Male	0,00 (0,07)	0,58	0,02 (0,01)	0,86
Partner	0,03 (0,08)	0,34	-0,10 (0,08)	0,25
R2	42%		45%	

*** means p-value <0,05

Source: Constructed by the author

The results of the study show that such a employee motivation is least characteristic of the youngest generation, no matter how old people of this generation are. It is possible that many young, ambitious IT professionals have left Latvia for other countries or are engaged in another profession.

The employee motivation, which can be called "Survival", is because people choose jobs that provide good physical working conditions and allow them to acquire new skills. Such work attracts not the most qualified people, which is why we called this motivation "Survival".

As model 4 shows, such people are effectively influenced by the stimulus associated with the opportunity to participate in solving complex problems, as it gives a chance to learn something new, establish professional contacts, increase their authority, and a stimulus for fear of superiors.

Such motivation is more typical for people of the younger and middle generation. People from the older generation, even if they are not professional enough, are not likely to make great

efforts to change.

A significant result of these models is that the incentive for efficiency to work, which is associated with solving interesting and prestigious tasks, is universal for IT professionals with any employee motivation, regardless of any demographic characteristics. At the same time, material incentive motivates only ambitious people, and the fear of dismissal and calls for responsibility generally does not motivate anyone.

All these results, once again, show that IT professionals in Latvia are a special professional group and cannot be administrated using traditional management methods.
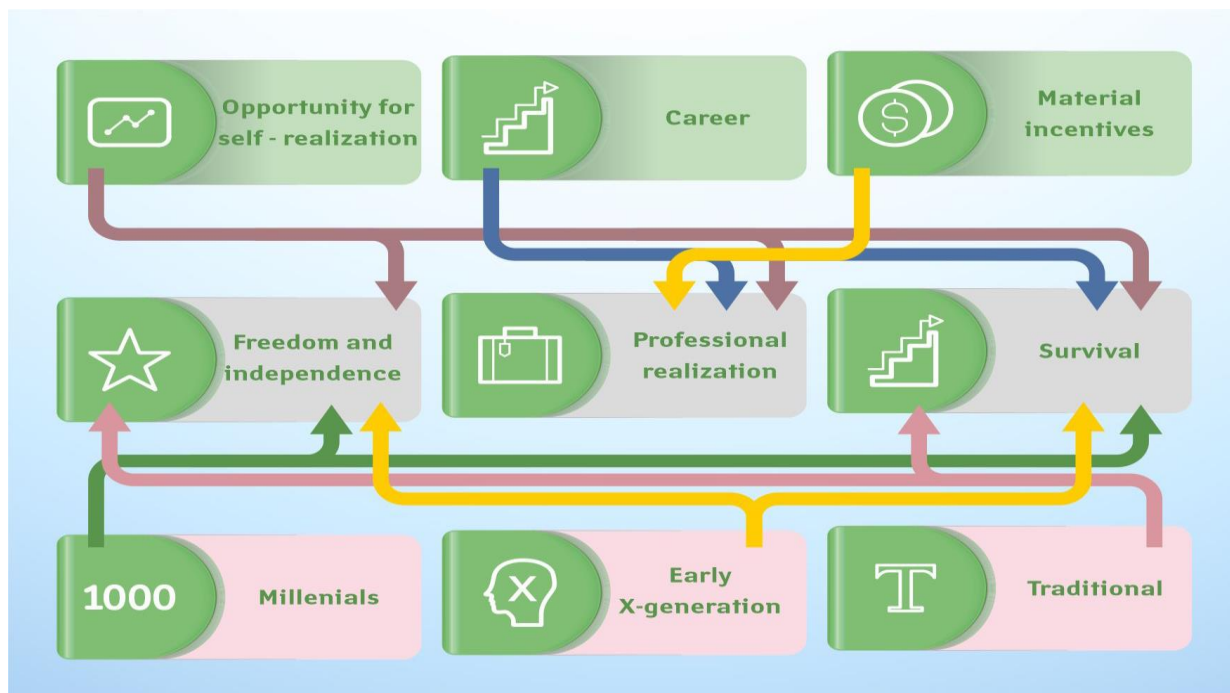
Fig. 4.3 **The employee motivation model for improving job performance for IT professionals**

Source: Constructed by the author

The Figure 4.3. demonstrates the model, which explains how motives for increasing job performance influence employee motivation for IT professionals belonging to different generations. This model demonstrates that there is one universal motive for increasing job performance among representatives of all generations of IT professionals in Latvia. These professionals, belonging to different generations, work particularly in order to have freedom and independence. On top of that, for all the generations, opportunity for self-realization is significant as well.

However, for the youngest and oldest generations motivation that is more significant is survival. Obviously, this motivation has different nature for both of these generations. For young generation this motivation is connected with the fact that they do not feel themselves much confident as professionals yet and have many outstanding material needs.

129

For the older generation the motivation connected with survival can be mostly explained by the fact that representatives of this generation more and more often become behind in competitive race with representatives of the younger generations.

It is worth to mention that not material payout but career opportunities have become more significant motivation option. This underlines once again that IT professionals are mostly satisfied with their salary. Vulnerability is more connected with position on the labor market, with existing competition not with the lack of material bonuses.

For the representatives of the middle generation professional realization is significant motivation, it is tightly connected with freedom and independence. At the same time, material payouts in this case become significant motive as well as a certain marker of professionalism.

In such a way, it is significant to consider the following point for successful management of IT professionals:

All IT professionals work to any extent to have freedom and independence in their lives. This is absolute value for this professional community.

The youngest and the oldest representatives of IT professionals have additional motivation connected with survival, meaning more stable position in the labor market.

Middle generation is not afraid to lose job of have not means of subsistence. Representatives of this generation are more interested in professional growth than in career growth, as they understand that success of their career depends on the level of their professionalism.

Any system of increasing of job performance has to include the opportunity for self-realization and such motive works for IT professionals with any motivation.

Young people and people of middle age will work better if they are informed about perspectives of further development.

Representatives of the middle generation of Latvian IT professionals will work better if they are motivated not only with promotion but with salary growth as it is a proof of professional success in this case.

People with high level of altruistic values are effectively motivated with the help of thematic projects they work on. While people with values connected with changes are better motivated with ambitious, technically complicated tasks, which require outstanding solutions.

Managers have to consider professional position of IT professionals they recruited or plan to recruit when creating the motivation strategy for them. Highly professional and highly qualified IT professionals do not need additional stimulation. They work as effectively as they can on regular basis.

Technical professionals will perform better, faster and longer if the will take their material profit as a reward for more productive work.

Creative specialists (biggest part of creative class) requires more complex management system and motivation model. This model needs to consider belongingness to certain generation (not age of professional), value orientations and employee motivation. For middle generation professional realization is necessary, for younger and older one's stability on the labor market is significant while for all of the representative's freedom and independence are significant factors as well.

In any situation, very significant motive to increase job performance is opportunity to gain new knowledge and skills, self-realization and pleasure and satisfaction from work and its results.

The results of the research demonstrate that it is hard to manage creative class, it is a challenge, but an interesting and perspective challenge which might bring positive effect to business.

It is worth to mention that the results of factor analysis show that self-realization motive is the most widespread among Latvian IT professionals.

The results of regression analysis also demonstrate universality of this motive for productive work of creative IT professionals in Latvia. This motive influences all groups to a certain extent except hedonists and people, who are afraid of changes.

Semi-structured interviews with IT professionals in the framework if this research also show that material motivation is not effective in the situation when there is a need in creating new innovative product, finding solution of complicates task and solving program issues. Material motivation works only in the case of routine work, which can have place in the job of IT professional.

According to the results of the research, usage of material stimulation had negative influence on job performance of IT professionals. This can be explained with the fact that the targeted group of the research is interested in the satisfaction of three upper need groups according to Maslow more, than in material aspect, as salary in this group is high enough "by default". This above can be applied to professionals of any age group and generation, any gender and marital status. In such a way, material stimulation is the most ineffective for IT professionals because of their "oversaturation".

The research done proves that self-realization has become only effective motive for employees, choosing job, which allows independence in decision-making and allows time for personal life. It is worth to mention, that this type of motivation is common for single people, as existence of permanent partner lowers the significance of this motive. It does not have any link with gender, age or generation and underlines that in any age and in any generation, there is a certain amount of such employees and females share same need for freedom and independence as males.

The motive of opportunity of self-realization (solving complex and interesting tasks, prestigious job which increases authority in the team) does not work for employees, whose values are have hedonistic character. Employees, who value traditions are not into changes, they like getting satisfaction from their current position and perks and will not take the challenge of new complex task.

The above concludes that Maslow's pyramid can be used only partly for certain groups as a motivation model.

Based on the McClelland theory people are common with three types of needs: power, success and involvement. The need of power comes to influence on other people, the need of success is satisfied through the process of successfully finishing the task. These two needs correspond with the self-realization needs in Maslow's theory.

In the research the motivation element "Survival" has been determined. It is explained with the choice of position, which offers decent labor conditions and allows gaining new skills. This type attracts "new comers", not experience IT professionals. These people are influenced by the opportunity to take part in complex problem-solving process, as this gives an opportunity to gain new knowledge and skills, establish new professional contacts. This corresponds directly to satisfaction of self-expression according to Maslow and need for success according to McClelland. This is common for employees belonging to younger and middle generation than the older ones, as they are not into putting much effort to change.

Motivation based on the need of involvement by McClelland corresponds with the motivation based on need of socialization by Maslow. These people are interested in good friendly working team, positive relationship and friendly atmosphere. Such employees are attracted to job, which offers good socialization opportunities. This is common to older generation representatives, who are proud that they were ones of the first IT professionals and took part in every IT development stage.

Therefore, theory of needs by McClelland can be used for building up motivation model for those IT professionals from the point of view of satisfaction of all the three groups of needs. At the same time the need for power will be more common for younger group, need for success for all the groups and need for involvement for older generation. This motive is tightly connected with career opportunities, with the acceptance of management and fear of disapproval. Resulta of the research demonstrate that this motive is effective for employees with high levels of safety, comfort, independence and hedonism.

According to Two-factor theory by Herzberg, the needs are split into two groups: "hygiene" and "motivator" factors. Hygiene factors are linked with environment, where job is done, and motivation with the type and essence of the job. According to Herzberg at the absence or lack of

existing hygiene factors, employee is dissatisfied with the work. However, if the hygiene factors are present to definite extent, they do not cause satisfaction by default and cannot motivate employee to anything. In difference, not adequate motivation or lack of it do not lead to work dissatisfaction. But their presence causes the employee satisfaction to the full scale and motivates for productive work

Therefore, Herzberg theory can be used for building up motivation model as a factor absorbing or increasing level of motivation. It is worth to mention that despite making a huge contribution in the managerial understanding of the motivation process, his theory does not consider many variables, defining cases, as results receive by Herzberg were, to some extent, the results of how he formulated the questions. Later it became obvious for the researchers that in order to explain motivation mechanisms it is necessary to consider more aspects which lead to creation of processual motivation theories, which analyze how the person makes efforts for achieving goals and choses definite way of behavior.

There are three basic processual theories of motivation: expectancy theory by Vroom, theory of justice by Adams and Porter-Lawler model.

The expectancy theory is based on the statement that the existence of the certain active need is not the only needed condition of motivation for reaching one's goal. There has to be the thought that certain actions will lead towards its achievement. The person can consider expectations as evaluation of the possibility of certain event. When analyzing motivation, the theory of expectations underlines the significance of three connections: labor inputs-results; results-reward and valence. Expectations in labor inputs – results are correlation between inputs and results. If employees understand that there is no direct connection between inputs and results, motivation will be weakened. The third factor, valence, means value of reward. It is assumed level of satisfaction or dissatisfaction, which appears after receiving certain reward. AS various employees have various needs and requirements for desired rewards, certain one might not have any value at all. If any of three factors have lower value, the motivation wll be weak and results will be unsatisfactory.

Theory of Justice is very significant for the research as it explains how employees spread and direct their efforts towards achievement of certain goals. According to this theory, employees subjectively determine relation of received reward to efforts they made and then compare it with the rewards of others doing the same job. If the results demonstrate negative results comparing to other employee, the targeted professional need to be motivated additionally and the misbalance needs to be fixed. Main conclusion of theory of justice for practical use if that until employees have no decent level of rewards, they will be trying to lower the intensity of working process. While evaluating justice is comparative, not absolute. But it needs to be taken into account that IT

professionals, being able to get more information using digital sources, are able to compare, follow and react on rewards and packages of motivation tools offered on the labor market. This theory can be used for focusing on personalized targeted approach when needed.

According to Porter-Lawler model the achieved results depend on efforts employee undertakes, abilities and special traits as well as acknowledgement of the employee's own position. The extent of the effort will be determined with the value of reward and level of confidence that these efforts will bring the reward. Moreover, Porter-Lawler theory sets the correlation between reward and result, meaning that the employee satisfies the needs by means of rewards for achieved results.

One of the most significant conclusions Porter and Lawler made is that resultative job leads to satisfaction. According of the research done in the framework of the thesis Porter-Lawler model can be used for building up motivation model for IT professionals as it correlates with onle f the basic motivation elements, created in this research – the need of achievement

Based on the above, it is possible to make conclusion that it is impossible to use one of the universal existing models while managing IT professionals in Latvia. This model needs to be a combination of all the models and be notable for universality while certain elements should differ as the research demonstrated that there are several groups, which differ in professional position, gender, generation etc. This model needs to link employee motivation, job performance and attitude.

The individual approach is a key to success in management of motivation of IT professionals and the constructed model can help in finding optimal combination of motivators for specific IT professional or professionals' group, using their characteristics, type of the tasks they are performing, needs of the company and possibilities company can offer. The following chapter is dedicated to model validation which was done with the help of series of semi structured interviews with managers, who work with IT professionals and IT professionals themselves.

The following chapter is dedicated to model validation which was done with the help of series of semi structured interviews with managers, who work with IT professionals and IT professionals themselves.

5. VALIDATION OF THE EMPLOYEE MOTIVATION MODEL FOR IMPROVING JOB PERFORMANCE FOR IT PROFESSIONALS IN LATVIA

Valid research is a researched planned in the way to avoid alternative explanation of the results. There are several conditions, which set cause-consequence link between phenomenon and provide validity of the results. They are chronological validity, internal validity, external validity and validity of statistical inference (D. Campbell). Chronological validity is based on the fact that the phenomenon reviewed as a reason is happening before the phenomenon of consequence. Construct validity is provided by the theory, explaining connection between causes. Internal validity is based on the absence of alternative explanation of the determined dependences. Validity of statistical inference is tied with the proof of the statistical dependency between variables. External validity is an opportunity to summarize results.

In this research construct validity presence is provided by the use of motivation theories, which explain which factors can motivate to work, which factors actually motivate to work and which factors have to motivate to work as well as how all these factors are connected with demographic characteristics and professionals' position. Chronological and internal validity on this case are obvious. External validity meaning an opportunity to spread the results is provided by the representative sample and statistical significance of the regression coefficients in the model. In such a way, in order to validate the model, it is necessary to prove validity of statistical inference as the rest types of validity are provided with research design. Validity of statistical inference was gained with the help of two approaches. Firstly, one more representative online survey was made among IT professionals, recruiting respondents using the same methodology as initial research. Secondly, the series of expert interviews with top management of the organizations, where IT professionals are employees, where managers evaluated relevance of created model.

5.1. Validation of the employee motivation model for improving job performance for IT professionals by means of online survey of IT professionals

The goal of one more online survey in this research is to confirm and validate the structure of employee motivation and motivators to increasing job performance, and statistically check links between types of employee motivation and motivator for productive work. Statistical proximity of the results gained during paired sampling provides their statistical validity.

In order to perform the online survey for validation of the research acquired model there were sent 1215 survey invitations targeting IT professionals, 375 IT professionals clicked on the survey invitation, 25 were removed as "straight liners", rushing through the survey and filling in all questions at one pattern, 350 valid questionnaires were gathered. The online survey panel was

used for these purposes. Respondents were rewarded for their time after quality check was performed. The data collection took place in August 2019. Measurement error for such sample size is 5%. Male sample is 77%, and female — 23%. Considering measurement error this result matches gender breakdown in initial survey. Age spread can be seen on the Figure 5.1. The results demonstrate that age distribution also statistically match the results of initial survey, as the difference is not higher than measurement error. In such a way, the results of the survey confirm that the sampling is representative in both cases.
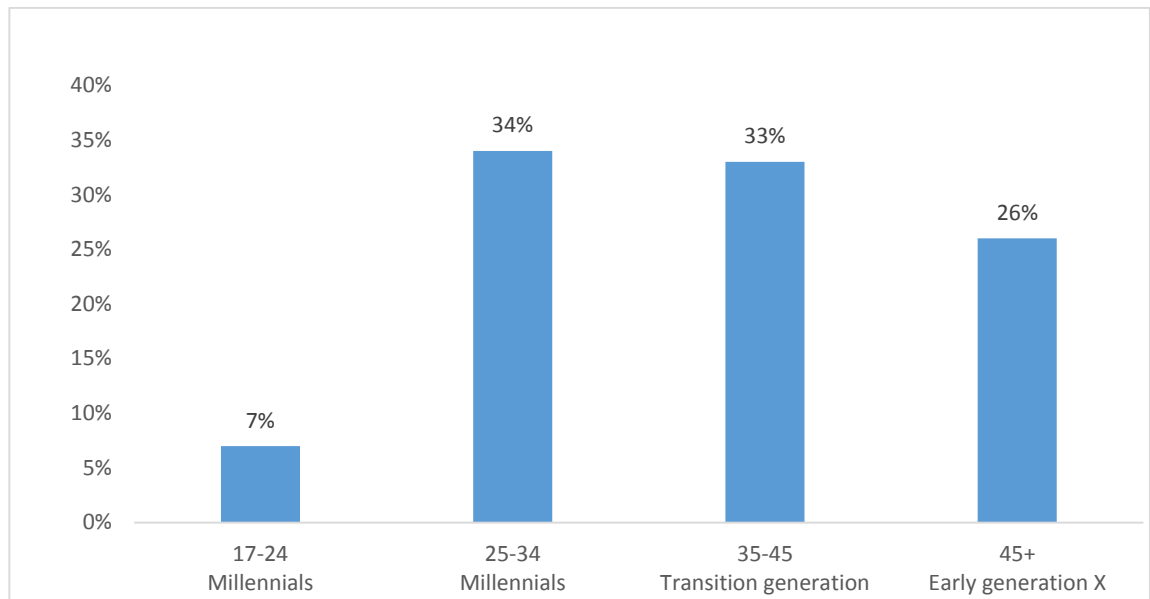
Fig. 5.1. **Age distribution in resampling,**

Source: Constructed by the author

Factor analysis was used to determine the structure of employee motivation and motivators for increasing job performance. To validate the results with the same goal the method of multidimensional scaling was used. This method as well as factor analysis allows determining and measuring latent variables.

In order to study the motivation structure with the help of method of multidimensional scaling, the following statements were included in the questionnaire:

1. It is significant for me that my job allows me improving my qualification and gaining new skills.
2. I will never work at the place, where I am unable to decide myself of how to perform my job.
3. I value my job a lot and I am afraid to lose it.
4. I consciously was looking for the job, which gives career perspectives.
5. I am not very satisfied with my salary, but this job offers good career perspectives.
6. I have a good job, but if I am offered better salary, I will accept this offer.

136

7. I am ready to lose a bit of my income for the sake of having an opportunity to determine my working schedule.

8. I am not very satisfied with my salary, but this job gives me useful experience, knowledge and skills.

The respondents had to evaluate to which extent they agree to the statement using the scale:

1. Completely not true

2. In most cases not true

3. More not true than true

4. Neutral attitude

5. More true than not true

6. Mostly true

7. Completely true

In order to study motivators for increasing job performance the following statements were offered:

1. When I take part in interesting project, I forget working time schedule and I am ready to work as much as needed.

2. I am ready to work overtime and without days off when I am paid well.

3. Real professional will never let the team down and will do the job well and in time. Even if it takes extra personal time.

4. It is significant for IT professional to have unique skills. In order to gain good experience, take part in an interesting project, solve complex tasks he is ready to work overtime without any additional material reward.

5. Opportunity for career growth is a significant motivator for IT professionals in order to work more intensively and with better quality.

6. In order to motivate IT professional to perform better it is enough to explain the goals, tasks and the significance of the job.

7. IT professionals do not need additional motivation, all IT professionals work in stable way as good as they can.

8. The most effective way to increase job performance of IT professionals is to offer a material bonus for faster and qualitative job.

Multidimensional scaling is an alternative to factor analysis because it allows minimizing number of variables and analyses the structure of data. With the help of multidimensional scaling, it is possible to build up indexes, which describe and measure latent variables based on closeness of respondents' opinions to the definite statement. The multidimensional scaling performed in the

137

framework of this research allowed to determine closeness of following statements to employee motivation:

1. I have a good job but if I am offered higher salary, I will accept this offer.

2. I value my job and I am afraid to lose it.

These statements characterize employee motivation which can be names as "Survival".

The second index can be characterized by the following statements:

1. I am ready to lose a bit of my income for the sake of having an opportunity to determine my working schedule.

2. I will never work at the place, where I am unable to decide myself of how to perform my job.

These statements determine employee motivation, which is close to motivation "Freedom and independence".

The third index united statements:

1. It is significant for me that my job allows me improving my qualification and gaining new skills.

2. I am not very satisfied with my salary, but this job gives me useful experience, knowledge and skills.

These statements can be characterized as employee motivation called "Professional realization".

In such a way, during validation survey the author used another method and indicators for studying employee motivation. However, the results are the same as initial research gave.

The method of multidimensional scaling in terms of increasing job performance allowed to structure gained data in the following order. The first index united following statements:

1. The best way to increase job performance of IT professional is to offer material reward for better and qualitative done job.

2. I am ready to work overtime and without any day off if I am paid well for that.

These statements demonstrate that part f IT professionals can be motivated to more productive work with the help of "Material motivators".

The second group of familiar values is following:

1. When I take part in interesting project, I forget working time schedule and I am ready to work as much as needed.

2. It is significant for IT professional to have unique skills. In order to gain good experience, take part in an interesting project; solve complex tasks he is ready to work overtime without any additional material reward.

3. IT professionals do not need additional motivation, all IT professionals work in stable

138

way as good as they can.

This index can be called "Opportunity for self-realization".

The third index, which describes possible motivators for more productive work can be called "Responsibility" and it includes following statements:

1. Real professional will never let the team down and will do the job well and in time. Even if it takes extra personal time.

2. In order to motivate IT professional to perform better it is enough to explain the goals, tasks and the significance of the job.

And the fourth index, describing motivator for increasing job performance, is connected with "Career ambitions" and includes statements:

1. Opportunity for career growth is a significant motivator for IT professionals in order to work more intensively and with better quality.

2. I am not very satisfied with my salary, but this job offers good career perspectives.

In such a way, with the help of multidimensional scaling during the validation survey following indexes, which demonstrate motivators for increasing job performance, were created and counted: Material motivators, Opportunity for self-realization, Responsibility and Career perspectives.

These motivators correspond with the motivations from initial research. As a result, the usage of alternative method for measuring employee motivation and motivators for increasing job performance allowed to validate structure gained from the initial research.

The next step in the validation was the check of the differences between mean values of indexes, which were gathered with the help of factor analysis in the research, and the mean values of indexes, which were gathered during the validation survey with the help of multidimensional scaling. For solving this task, the t-test of paired sample was chosen. Table 5.1.demonstrates the test results for every pair of indexes, characterizing employee motivation and motivators for increasing job performance.

139

Table 5.1.

Paired T-test

Index pairs	Mean Value	Standard error	t	Significance
Motivations to work				
Survival (research) — Survival (validation)	0,002	0,04	0,0015	0,67
Freedom and independence (research) — Freedom and independence (validation)	0,004	0,01	0,0000	0,59
Professional realization (research) — Professional realization (validation)	0,002	0,02	0,0020	0,78
Labor efficiency stimulus				
Financial incentives (research) — Financial incentives (validation)	0,000	0,04	0,0008	0,63
The possibility for self-realization (research) — The possibility for self-realization (validation)	0,002	0,05	0,0023	0,89
Personal responsibility (research) — Personal responsibility (validation)	0,001	0,02	0,0009	0,85
Career prospects (research) — Career prospects (validation)	0,003	0,06	0,0017	0,74

Source: Constructed by the author

Paired T-test results demonstrate that the differences between mean value of indexes, created in the research, and mean values of indexes, created in the validation survey, are not significant. In such a way, the results of the validation survey confirm not only the sense of indexes, created for the study of employee motivation and motivators for increasing job performance, but numeric values of these indexes.

To reach the complete validation of the employee motivation model for improving job performance for IT professionals the only left to validate is the links between variables included in the model. If the tested model is correct, the model built on the results from the validation sampling will demonstrate the significance of links between same variables as the research-based model. The multiple regression analysis was done for solving this task. Results can be seen in the Table 5.2.

Table 5.2.

Regression models for management of employee motivation for resampling

Variables	Freedom and independence		Professional realization		Survival	
	B	P-value	B	P-value	B	P-value
Constant	0,00 (0,04)	0,06	-0,03 (0,87)	0,89	-0,06 (0,11)	0,87
Job performance stimulus						
The possibility for self-realization	0,17*** (0,02)	0,00	0,03***(0,01)	0,00	0,12***(0,0)	0,02
Career prospects	-0,01 (0,04)	0,66	0,03***(0,00)	0,04	0,08***(0,0)	0,02
Financial incentives	0,04 (0,03)	0,12	0,03***(0,00)	0,05	0,02(0,06)	0,51
Personal responsibility	0,05(0,03)	0,07	0,03(0,03)	0,52	0,04(0,01)	0,15
Demographic characteristics						
Transition generation	-0,04 (0,09)	0,35	-0,12 (0,08)	0,08	0,17*** 0,01)	0,04
Millennial generation	-0,03(0,88)	0,77	-0,19*** (0,06)	0,05	0,39***(0,01)	0,00
Age	-0,01 (0,09)	0,07	0,01(0,01)	0,15	-0,01(0,09)	0,12
Male	0,06 (0,08)	0,58	0,01 (0,07)	0,61	0,02 (0,04)	0,88
Partner	-0,26*** (0,07)	0,01	0,03 (0,09)	0,44	-0,13 (0,12)	0,31
R2	25%		31%		30%	

*** means p-value <0, 05
Source: Constructed by the author

The results of regression analysis demonstrate that the latest validation sample shows same links as initial sample created for the research. Coefficients of determination in this case are lower than in the tested model, which can be explained by smaller sample size. In such a way, the model, demonstrated in the table 5.2. and visualized on the Figure 5.1. is completely valid from point of

view of validity of statistical conclusion.

One of the research limitations is the fact that the conclusions are done based on the empirical data gathered from the IT professionals. For the triangulation of the results the series of expert interviews with managers, working in organizations, connected with IT, managing IT professionals, in order to observe motivation issue of IT professionals from another point of view.

5.2. Validation of the employee motivation model for improving job performance for IT professionals by means of expert interviews

Middle and top-level managers from the organizations, which employ IT professionals, were attracted as an expert in series of semi-structured expert interviews. In total 12 expert interviews were made.

During the interview experts shared their opinion on the following topics:

- What can be foreseen as motivation to for IT professionals from their point of view.
- Significance of material motivators for increasing job performance among IT professionals.
- Which motivators for increasing job performance are the most effective in managing IT professionals from the expert point of view.
- How demographic characteristics influence management of IT professionals.
- Which links exist between employee motivation, motivators for increasing job performance and demographic characteristics of the employees.

Validation of motivation structure of IT professionals.

As the first significant result of the expert interview it is worth to mention common expert opinion that in Latvia IT professionals find themselves in a privileged position, because they have good opportunities not only to find the job on their specialization but also a job, which corresponds with their expectations, satisfies their need and develops their skills.

«Demand on IT professionals is much higher than the number of existing professionals. Therefore, they always have an opportunity to find the job, even better paid than their skills cost for today».

«IT professionals nowadays are demanded to greatest extent. It is not enough resources to retain them at the working place».

The above citations demonstrate that the demand on IT professionals is much higher on the labor market than the supply. Professionals in this field can require the salary, which is higher that their skills can offer. Therefore, attracting IT professionals and their retention is not a simple task to perform for the managers. During the interview, the managers underlined that sometimes

freelancers can earn more that the professionals working full-time, and this fact requires organizations pay more for hiring good professionals than they expected.

On top of that, organizations often become dependent on IT professional, because it is hard to employ a new one, who can manage the developed programs and solutions, if the old one is fired.

«Some organizations ... find themselves in some kind of a trap, dependence on the IT professional. Moreover, if this professional is fired, digital solution can become out of service. Finding another professional, who can understand this coding, is much more complicated».

In such a way, managing IT professionals is complicated task for the company management. As a rule, managers understand: in order to make IT professionals agree on a job in their company, to make him not looking for a new job, they need to offer and create definite comfort conditions for IT professionals. Success in solving this task is in the adequate understanding of specificity of IT professionals' work.

«They are people, who need exactly set goals. Meaning concrete goal setting and task setting. If it is something blurred, he completely does not understand what he has to do. This is one of the peculiarities».

«IT direction is attitude to life. Exact completion of tasks, exact evaluation of results. Here we talk exact task – exact result. It is either gained or not. Accordingly, IT professionals themselves either get the results or leave the business and never come back».

«You have to manage interpersonal relationships and motivational tasks. Create conditions for retaining professional at his working place. Because the main difference here is that if the employee develops his skills, at some point his job can become not interesting or the salary can stop motivating him enough to soften his psychological compromise between the reward he gets and job he gets sick of».

It is visible that significant motivator for IT professionals is interest in the job and satisfaction form the results. Many experts during the interview mentioned that it is necessary to maintain interests to the tasks to be solved, that it is necessary to monitor that the job does not turn into routine for IT professionals. In addition, of course salary is important. This is not negotiable, as a rule.

On top of that experts underlined that good interpersonal relationship in a team, opportunity to gain new skills are significant for IT professionals, that they are not ready to bear any discomfort.

«In most cases IT professionals are people with critical thinking. They need to expose their creative engineer thinking. ... There is an opinion, that IT professionals do not like people or they are self-contained. In most cases, it is not true. They are self-contained but only when they are

143

dissatisfied with their interpersonal relationships».

«IT professionals always need to study something new. Everything changes so fast. They need new tasks».

Talking about peculiarities of labor organization for IT professionals, experts outlined flexible working schedule as one of the must conditions.

«We allow them to work any time which is highest productive for them. Someone works at night, someone during the day or in the morning. It is not important to the story when talking about their schedule. Even their working place is not significant. If it is comfortable for them to work on a beach, so let it be. The main thing is that the job has to be done in a timely manner and in a good quality».

It is significant to mention, that freedom of IT professionals creates additional complications in management work, but they are ready to face these difficulties in order to motivate IT professionals they work with.

«Sometimes because if different time schedules it is pretty sensitive. Sometimes because of flexible working schedule, they can leave when I need them. And nothing can be done here. I have to solve it somehow myself».

It is visible from the interviews that despite the fact that managers take higher position in the hierarchy of the organization, they correct their schedule in order to create better conditions for IT professionals. This one more time proves that IT professionals take prestigious well-demanded position.

In such a way, expects determined three basic motivations to work for IR professionals:

- Opportunity to solve complex interesting tasks. This motivation by its content corresponds with professionals' self-realization, which was determined during the initial research.
- Opportunity to determine own working schedule and place from where to work. This motivation corresponds with motivation determined in the initial research as "Freedom and Independence".
- Material rewards, psychological comfort and stability. This motivation can be called "Survival" which was also determined in the initial research.

Results of the expert interviews confirmed and validated the structure of motivation of IT professionals. The next task of the expert interviews was study of motivators for increasing job performance for IT professionals.

Validation of the system of motivators for increasing job performance for managing IT professionals.

During the series of expert interviews, the research of this topic was divided into two parts.

144

In the first part, experts were asked how they personally solve the task of increasing job performance among IT professionals and how they evaluate motivators which were determined during the work on the thesis, working with IT professionals.

Answering the direct question of what they do in the situation when they need IT professional to work more productively, the following statements were received:

«I promise double pay».

«All the available methods in my company for me – rewards as a bonus, hours or days off for participation of the employee in additional work on top of his usual tasks».

«.. there is a need to find out one's personal needs. What does one work for? For money or for upgrading own skills, become more professional? Or maybe it is more important for one to work on some interesting project, or some other reasons? We need to communicate all the time and find out what one needs and fulfil these needs accordingly».

«I made a progressive scale of payout for the employees. It means, the more hours one works, the higher percent of payout for the hour he gets. Let's assume, there are people who are good with 70 hours a month, but some are ready to take 200».

Above citations demonstrate that the experts determine only two motivators: material motivator and opportunity for self-realization. What is more, material motivators are connected with both direct payment (bonus, double salary) and indirect payments (progressive payment, additional leave). According to the results of the expert survey, material motivators are used in the situations where, firstly, a company can afford it, and secondly, when it is necessary to motivate a young and not the highest paid employee.

Appeals to the professional ambition of employees, attempts to interest them with a difficult task and ability to show all their professional abilities and ambitions are used by managers when it comes to a status employee who has more than a decent salary. It is also used in a situation when the company is not able to make additional payments.

«All the same we can't pay more than according to the staff list, no matter how a person works».

«Our employees have very decent salaries. Of course, they are constantly growing in the market. 1,500 euros was a good salary once, now it's not a very good one. But they get 2000 euros now».

Thus, the expert survey confirmed the presence of two of the four motivators that were identified in the thesis research.

As for such motivators as career opportunities and appeal to personal responsibility, here the opinion of experts has been divided. On the one hand, a peculiarity of the career of IT

professionals is that there is no clear vertical hierarchy; there are no stairs you can move up. On the other hand, IT specialists are a special psych type that avoids publicity.

«Here it all depends on the inner goals and ambitions of a specialist. Not everyone is eager to be a manager, team leader, CTO, and so on. For someone, what is really important is craft, that he creates some code».

«We do not have such a high hierarchy. How is it accepted in typical offices? There are managers, there is a director, and there is a deputy director. There is a high staircase you can go up for a long time. For IT developers, the structure is flat rather than pyramid-shaped».

On the other hand, an organization does not always have an opportunity to promise an employee career growth for a good job.

«This motivator works when an organization has an opportunity to provide with such growth, the staff list allows to do it».

So, career opportunities, on the one hand, are admitted by experts as an effective motivator of job performance increase, but, on the other hand, this motivator has certain limitations. These limitations are connected with psychological characteristics of employees, with features of the professional hierarchy, and with peculiarities of salary of IT professionals, which is not always connected with a career position.

A number of experts noticed that this motivator has also age limits. Young employees who need professional experience, new knowledge and confidence in their abilities may be interested in career growth; they want to be managers of the group, understanding that a lot is needed to be done for it. And, if they don't see opportunities for career growth in this company, they can just leave to work in another company.

Middle-aged people, especially those who have a family, are interested in a balance between family and work, and do not really want additional obligations related to management. Particularly if you consider that the profession of an IT specialist allows earning extra money without moving up the career ladder. However, sometimes they need the stability of their position in the company; they cannot afford to lose their job even for a while, so they can be attracted by the promise of a stable career position.

Older people have very great professional experience, they are valued, they know their own worth, and a career position can be one of the confirmations of this assessment. In addition to this, experts note that there is some contradiction when a very young person occupies a leading position, and his subordinate is a person of age. Therefore, for older employees, an opportunity to become a team leader may be a better motivator than for middle-aged employees. The thesis research showed approximately the same result.

An appeal to personal responsibility is a more complex motivator than an opportunity for

career growth. On the one hand, experts say that the organization of the work of IT specialists itself implies responsibility of everyone and this responsibility does not need to be motivated additionally.

«We do not practice this. Specifics of developing a distributed product are that even here everybody depends on each other. If someone is not pulling something somewhere, then the whole project stays and does not move on. They do not need additional motivation. Here it's clear».

Moreover, experts note that many IT specialists try to avoid personal responsibility in their work; it is psychologically uncomfortable for them when they are responsible not only for themselves, but also for other people. They may refuse to participate in such a project.

«Programmers, especially those over 40, do not want personal responsibility. If they are put with something personal on, they feel immediately uncomfortable, they feel bad, they try to get rid of it».

However, there are managers who, on the contrary, seek to involve employees in a situation of personal responsibility for working in a team, highlighting and emphasizing strong sides of each employee, making it clear that the team will not cope without their active participation.

«I think it works. There are people who need to be scolded to work better. But it seems to me that most people work better when they are praised. I rely on strong sides of a specialist. And when a person comes to work and feels at ease, he feels that he is a good fellow here, he copes with everything, and they won't be able to do without him, I think he will want to participate in this work».

It's worth mentioning that older experts agreed with the importance of personal responsibility as a motivator to increase job performance, and they emphasized that this motivator does not work well for young employees who have high individualistic values who are ready to be responsible only for themselves, and not for the whole team and the whole project. That is there is a certain generational gap in this issue, both in the application of this motivator and in its effectiveness.

Thus, during the expert survey, all motivators for increasing job performance were validated, and the limitations of their application were confirmed.

Validation of the influence of demographic characteristics on the management process of IT professionals.

The results of the thesis research showed that the greatest generational differences exist between generation Y, i.e. people fewer than 30 years old and 40+ generations. Experts note that these differences really exist and have a very large impact on management models. Managing professionals of over 40 years old, in experts' opinion, is a very difficult task, as they have different professional experience, which they value and do not want to reject.

«It's rather difficult to work with them, because they are quite clumsy. They are such retrogrades. Don't want to change, because there is classic. Javists often say: "Why should we do cluster architecture, if there is monolith, there is classic? »

A distinctive feature of the older generation is also a reduced level of ambitions, which limits the possibility of employee motivation due to the possibility of professional self-realization.

«Young, under 30, - they are ambitious, they still know little, that's why they are ready to take on everything, solves complex interesting tasks. They are ready to change the world, and get high, and sit at night, and so on. But over 40 years, they come, do the task and leave. Here's me, I did my job, that I should do, and I went home »

At the same time, as experts say, the older generation has its own advantages connected with the fact that they are better able to maintain interpersonal relationships, do not create conflicts, do not build intrigues. They just work, create a product, take responsibility for their result.

«They are professional people. They have already gone through their depression, in terms of the human, in comparison with middle aged. You can contact them. They are good fellows, do their job well».

«And they understand that work is work; there are interesting moments in it and not really ones. But you should do both».

It is important to notice that some experts insisted that there're no age differences in the process of managing IT specialists, because, from their point of view, programmers are a certain human type, and the differences are not connected with age, but professionalism.

«Here I can say, there are no differences at all. If a person knows, it doesn't matter if he is 70, or 20, no difference at all. I will give you just one example. We've recently participated in a tournament. This is a two-day, programmer tournament. There, the winner was a man from St. Petersburg, who is 72 years old. 72-year-old IT specialist defeated all, both 20-year-olds, and students, and so on. This is one of the few activities where age does not play any role. The main thing is that the brains work».

«In my team a young employee who is 20 years old works as well as employees who are 40 and 40 plus. Absolutely no difference. I have a feeling that an I.T. guy is a certain personality on which age does not affect at all. This is his own mentality, his own mindset. Here age does not play any role, I think».

Above citations show that in this case, the experts are more likely to say that there are no differences in professional abilities of programmers from different generations, but there are differences in the management of people from different generations.

During the interviews held as part of the thesis research, IT professionals of older generation said that it was more difficult for them to find work than for young men. In this regard,

they value their workplace and sometimes agree to a lower salary. But experts claimed that the older generation is no less in demand on the market than young people, so there is no reason to say that they feel less confident and are ready to lose in salary to the young. However, there are differences in wages, which, according to experts, are connected with smaller requests from the older generation of programmers and their unwillingness to change a job.

«This is not a matter of confidence, but of internal anchors, which an age employee set for himself in the form of mental blocks. The less obligations and limiting factors, the faster the age professional finds a job that satisfies his needs. Therefore, this is a moot point. If people have something to go with, they respond very slowly to the market and can agree to a lower salary».

The results of the interview with IT professionals show that older specialists underestimate themselves and their opportunities in the labor market, and therefore reduce their demands. The expert survey indicates that managers and people who make decisions on the organization of business processes, despite the fact that they value these specialists quite high, perceive their understated requirements as modesty, lack of ambition and unwillingness to change. There is a certain contradiction.

This contradiction puts specialists of older generation in not better terms. On the one hand, companies need them, and, as our experts say, managers have a joke that "10 juniors are equal to 1 sir," and it's better to hire an experienced employee. But, on the other hand, the employer understands that an employee who is about 50 years old, as a rule, has a family, children, an apartment, and most probably will not leave anywhere (especially from a small town). The employer has an opportunity for manipulation and lowering salary.

Professionals between the ages of 30 and 40 are in the best position. They already have experience, they know their worth, they have ambitions and desire to work, and they already have career. At the same time, they are quite mobile and ready for changes. That's why; employers immediately offer them more profitable conditions.

«As a person has certain working experience, he knows his own worth; correspondingly, he plans to sell his working hands at a higher price. We understand that, and when we take such specialists, we usually offer them more interesting conditions».

In addition to profitable material conditions, the generation of 30-40 years old gets, as a rule, the most interesting job, because, firstly, they can afford not to agree to boring work, and, secondly, the opportunity to prove themselves through interesting work, and the opportunity to gain additional professional experience is almost the only good working motivator for this generation.

Material motivators have limitations in this case connected with the fact that the company cannot unlimitedly increase salaries and award bonuses, this generation is of little interest to career

opportunities, they have already achieved enough in their life, the appeal to responsibility works badly because this generation has no collective values.

«If we consider the audience of IT guys of 30–40 years old, they most likely have good material base. They understand their value in the market. And for them, the work itself is already important. That is, they are interested in doing some really exciting projects. And you can't sign them for boring work. Unlike novice programmers. They are ready to do anything if only they are paid well».

So, the expert survey confirmed that there are generational differences in the management model of IT professionals. Young specialists are ambitious, strive to get material wealth, that is why material motivators (if the work is boring and uninteresting) and an opportunity to get new professional knowledge (if the work is complex and prospective) have good impact on them. The young generation is of little interest in career opportunities, as they are sure that it is all ahead for them, but they have almost no sense of responsibility for the work of the whole team and for the project implementation due to high level of individualistic values.

Middle-aged generation has good material base, which limits the influence of material motivators, and high professional and career positions. Therefore, this generation can only be motivated by the challenges connected with professional realization and their own ambition.

The older generation, on the one hand, experiences the influence of ageism, when they are not very willing to be hired and are possible paid less, but on the other hand, it creates problems for the management. They are conservative, not ambitious; do not set themselves the goal to make a career, and their material problems have been already resolved. The only effective motivator in this case for more productive labor is an appeal to their responsibility for the project implementation, for the fact that the team completes the work and everyone will receive a reward.

Thus, despite the fact that experts did not always admit the differences in the management system of specialists from different generations, the survey results confirmed that such differences do exist, that they must be taken into account.

Validation of the links between job performance motivators, characteristics of professionals and employee motivation.

The motivational scheme created in the thesis shows that material motivators most effectively influence on people whose employee motivation is connected with survival. This mainly refers to younger generation. Opportunities for professional growth are a good motivator for all generations and for people with any employee motivation. However, this motivator influences those who are looking for work connected with self-realization best of all. Career prospects are most effective for people aged from 30 to 35 years old, with employee motivation connected with striving for independence. An appeal to responsibility stimulates people of older

generation with employee motivation, which is more likely to be connected with survival.

Experts, despite the fact that they are not guided by some schemes in their work, and sometimes suggest that material motivators can solve any problem, they admit that there are people who refuse favorable material conditions for some other benefits.

«I regularly face the fact that people, getting good money, refuse it and say: "I can't do it any more, I don't want. I'm tired of doing the same thing. I want variety. I want to develop, upgrade, but doing different projects. „There are completely different variants».

«In my staff there was a 1C programmer, we took him with a good salary. And a year later he refused, because the work seemed boring, monotonous to him. He did not like to communicate with people. And development in this field seemed uninteresting to him».

«About two months ago, our employee said that he got bored, that he wanted something new. What's more, this was not an ordinary employee, he had a fairly good position, with a good salary. And he left».

The results of the expert survey reject the universality of material motivators, which validate the results of the conducted study and confirm the relevance of the collected data.

The importance of professional realization for all IT professionals was confirmed by all experts. Moreover, the experts believe that participation in complex projects is important for professional realization, and not professional development at the expense of the company. You can get new knowledge on your own, but it is quite difficult to get unique practical experience on your own.

Highly professional specialists, in experts' opinion, as a rule, do not need additional motivators. However, they need control, since they do not see the whole process, and correct problem statement not to deviate from the technical specification.

This very result was received during the interviews with IT professionals, and in the course of their online survey.

As can be seen from above, expert interviews validate almost all the dependences and links of management system of motivation of IT professionals, proved the topicality of the model built during the research and its demand in business administration.

CONCLUSION AND RECOMMENDATIONS

The results of the study, the new knowledge and the theoretical insights make it possible to draw significant conclusions for improving the management of creative employees in Latvia (case of IT professionals).

1. According to Central Statistical Bureau, in 2018 99.8% of Latvian companies are computerized, 99.6% have Internet Connection and 63% have a website (Central Statistical Bureau, 2019).

2. IT professionals are more flexible in: terms of looking for a job on the labor market all over the world; opportunities of remote job allow they benefit on proposals from abroad, as there is a huge need for qualified IT employees in contemporary business environment. For business organizations it is significant to employ well qualified, flexible and creative IT professionals in order to optimize their processes develop and remain competitive.

3. In 2017, 17.7 thousand people left Latvia. A large number (14.7 thousand or 83 % of emigrants) of population of Latvia in working age (15-62 years) went abroad. 9.5 thousand of them or 64 % were 20-39 years old. Of the total number of emigrants, 80 % were of working age. Also 62 % of migrants of working age were 20-39 years old (Central Statistical Bureau of Latvia, 2019). All the above factors highlight the necessity of retaining professionals, especially in ICT sector.

4. Innovational economy demands creative class as much, as creative class seeks innovational economy. Latvia also keeps paying attention to developing creativity and innovations within the economic system. The turnover of innovation-active enterprises as per cent of the total enterprise turnover totaled 67.9% that is 5.1% higher than in previous period and number of employees in innovation-active enterprises as per cent of the total number of employees was 54.6%. In 2018, Latvia was ranked 34th by the Global Innovation Index.

5. In 2018, Latvia was ranked 34th in Global Innovation Index and further development is possible through enlarging and spreading creative IT professionals through the country. Statistical data proves that the number of employed specialists in Information and communication sector increased on 96% in 2017 in comparison with 2010.

6. The latest Global Creativity Index 2015, which is currently the lasts counted, initiated by R. Florida ranked Latvia on 40-th position, between South Africa and Cuba.

7. Latvia's main economic activity is concentrated in Riga and the surrounding areas. 52% of Latvian population live there and work in capital. One of the main reasons of work force concentration in Riga is the lowest unemployment rate across the country. The registered unemployment in Riga region in April 2019 was 4.1%, whereas in Latgale it was 14.9%.

8. Latvia holds less than 1% of ICT enterprises of EU. However, the number of births of new enterprises exceeds number of their deaths. This is a very positive trend reflecting the distribution of IT technologies in Latvia.

9. IT sector in Latvia is highly developed in comparison with total EU-28 data. It has higher value added as a percentage of GDP and higher share of IT companies in total enterprises. However, the share of employees working in ICT sector in Latvia is lower than in Europe in general.

10. Theoretical findings showed that creative IT professionals need convenient environment and they tend to congregate in certain areas. The analysis of Latvian statistics proves this statement. Riga region accumulates only 54.89% of total posts. However, 83.84% of all posts in Information and communication sector are concentrated in Riga region.

11. Analysis of current situation in Latvia shows that measures for retaining and attracting IT professionals are required. Developing creative class attracting policy should be aimed on boosting innovation and creativity in Latvian society.

- According to the commonly used typology, there are four generations in Western society that are currently included into labor force: Baby Boomers, who were born between 1946 and 1964; Generation X, born between 1965 and 1976; Generation Y or Millennials that were born between 1977 and 1995 and Generation Z (Centennials, iGen) – born in 1996 or later. The comparison of Latvia with Western countries showed that it does not follow the same patterns as they do. For example, share of people 25-40 years old that belong to Generation Y is much higher than in other countries. On the contrary share of the Millennials is much lower. At the same time gender disparity is strongly pronounces as male prevail in every generation except Baby Boomers. This is explained by lower life expectancy of men in Latvia.

12. Generation Z is just starting to join the labor force. It is considered to be the first digital generation. It is possible to assume that many of the representatives of the generation will choose the path of making career in ICT sphere as it is understandable and interesting for them.

13. Latvian citizens that were impacted by these comprehensive changes formed different types of Generations than those formed in the countries of Western Europe and the USA. According to the research of Apsalone et al. devoted to distinguishing generations in Latvia, current Latvian labor force can be divided into the following generations: Post-War Generation, Early Generation X, Transition Generation and the Millennials.

14. The Millennial generation is considered to be a significant part of the labor force by 2025 making 75% of work force on the labor market. Motivation and retention of this generation can become major concern for modern management.

15. It is possible to summarize that motivation is significant topic, which has been a focus for many academic researchers. According to theoretical framework, several factors need to be taken into account when constructing the employee motivation model for improving job performance for IT professionals: type and character of the work they perform, generation they belong to, various motivation approaches in order to find the most suitable for specific group of employees as there are various theories regarding the factors which motivate employees to perform better and why their organization behavior has definite traits.

16. IT professionals are not a homogenous professional group. Every professional works on his own project or set of tasks and has his own professional direction. Managers cannot apply standard methods of evaluation of their productivity. However, managers can motivate them to increase job performance for the tasks to be accomplished in time.

17. IT professionals differ from other professionals having higher education from other industries mostly by being highly demanded on the labor market. They have a very wide choice. They also differ by their lifestyle and value-setting pattern as it was discovered during the research. It is possible to sum up that IT professionals are very modern people, oriented towards western values and western way of life. Silicone Valley is their referent ideal way of living and work. Based on these criteria IT professionals have become a very different professional group, which differs from average Latvian citizen.

18. Differences related to age entail differences related to professional experience, ambition, and motivation. Young professionals independently master the necessary skills, often work as freelancers, value freedom, and strive to create something unique. The middle generation of professionals does not want to work as freelancers; they value stability, they are ready to change in order to maintain their professional position, but they do not seek to lead. The older generation of IT professionals value creativity, progress, and the ability to solve complex tasks in this profession.

19. The main demotivating factor for IT professionals is unvaried routine and lack of independence and creativity. Therefore, only awareness of the complexity and importance of the work, along with the importance of their role in the work as a part of the whole team and in solving a task, can motivate IT professionals to work more productively.

20. The hypothesis that IT professionals in Latvia are considered as a new professional group is confirmed and it is assumed that motivation of IT professionals is linked to their value settings.

21. From the study, it can be concluded that, according to its system of value orientations, IT professionals in Latvia differ significantly from the average Latvian resident. These differences are primarily because, residents of Latvia value security very much, and for IT professionals, security is not of great value. They perceive safety as a given, do not problematize it, and therefore do not pay particular attention to it. IT professionals in Latvia are not ready to follow traditions, behave correctly, and obey and listen to the opinions of others. This quality also significantly distinguishes them from the majority of Latvian residents.

22. The basic differences in values settings of IT professionals are connected with age and gender in the first place. The differences, connected with marital status and children, can be viewed as proxy effect of age and gender. Results show that IT professionals in Latvia are shaping their own professional culture, labor ethics and lifestyle. The research confirmed the hypothesis that values of IT professionals in Latvia differ from the values, which are dominant among other Latvian labor force representatives.

23. The results of research demonstrate that IT rpofessionals will perform better when they have goals clearly set by the mamangement and when they understand general directions of the project.

24. IT professionals will put extra effort for increasing their output when they have an understanding that the project they are working on can become helpful for users and even for society in general.

25. The employee motivation model for improving job performance for IT professionals demonstrates the existing generational differences in terms of which factors stimulate people work better. For the representatives of traditional generation (born 1964-1971) material stimuli are significant. At the same time material motives are negatively connected with such values as safety, independence, hedonism and universalism.

26. Personal responsibility has more influence on the representatives of the generation born in 1964-1971 (early generation X). This might be explained by the socialization in the soviet period. This motive is shaped among people with high level of safety values.

27. Younger generation (generation Y) is ready to work more productively for career development and perspective. This motive is almost universal for people sharing various values except people with altruistic values.

28. It is significant to notice that the difference in motives to job performance is connected with belonging to definite generation in the first place, not with the age itself. This fact demonstrates that value orientations are being formed in the process of socialization and not much transformed during lifetime. That is why motives for effective work are stable and change very slowly.

29. The model, which explains how motives for increasing job performance influence employee motivation for IT professionals belonging to different generations, demonstrates that there is one universal motive for increasing job performance among representatives of all generations of IT professionals in Latvia.

30. These professionals, belonging to different generations, work particularly in order to have freedom and independence. On top of that, for all the generations, opportunity for self-realization is significant as well.

31. For the youngest and oldest generations motivation that is more significant is survival. For young generation this motivation is connected with the fact that they do not feel themselves much confident as professionals yet and have many outstanding material needs.

32. For the older generation the motivation connected with survival can be mostly explained by the fact that representatives of this generation more and more often become behind in competitive race with representatives of the younger generations.

33. For the representatives of the middle generation professional realization is significant motivation, it is tightly connected with freedom and independence. At the same time, material payouts in this case become significant motive as well as a certain marker of professionalism.

34. All IT professionals work to any extent to have freedom and independence in their lives. It is an absolute value for this professional community.

35. People with high level of altruistic values are effectively motivated with the help of thematic projects they work on. While people with values connected with changes are better motivated with ambitious, technically complicated tasks, which require outstanding solutions.

36. Highly professional and highly qualified IT professionals do not need additional stimulation. They work as effectively as they can on regular basis.

37. Technical professionals will perform better, faster and longer if they get material profit as a reward for more productive work.

38. Creative specialists (biggest part of creative class) requires more complex management system and motivation model. This model needs to consider belongingness to certain generation (not age of professional), value orientations and employee motivation.

39. For middle generation professional realization is necessary, for younger and older one's stability on the labor market is significant while for all of the representative's freedom and independence are significant factors as well.

40. In any situation, very significant motive to increase job performance is opportunity to gain new knowledge and skills, self-realization and pleasure and satisfaction from work and its results.

41. The type of company plays also very significant part. It has to be a modern company with modern management: no dress code, minimum bureaucracy, modern office, minimum control, various opportunities for activity and rest during working day (sport and yoga activities, kids' room etc.). Mostly, they require everything that Western companies have to offer. IT professionals communicate with colleagues via specialized platforms, conventions, and social media. Therefore, they know pretty well working conditions in international companies, in companies of Silicone Valley, and it becomes certain ideal for them.

42. The results of the research demonstrate that it is hard to manage creative class; it is a challenge, but an interesting and perspective challenge, which might bring positive effect to business.

43. Modern management approach is highly appreciated (minimum bureaucracy, fair task distribution, moderate control).

44. It is possible to make conclusion that it is impossible to use one of the universal existing models while managing IT professionals in Latvia. This model needs to be a combination of all the models and be notable for universality while certain elements should differ as the research demonstrated that there are several groups, which differ in professional position, gender, generation etc. This model needs to link employee motivation, job performance and attitude.

45. The conducted research, on the one hand, realized all the tasks that had been set, and, secondly, confirmed the hypotheses that had been formulated based on the theories used.

RECOMMENDATIONS.

Based on the obtained results, several recommendations can be made that will allow to manage IT professionals effectively.

1. Business processes in companies that use work of IT professionals should be organized in such a way that minimize control over work of IT professionals. They should be based on principles of trust and justice.

2. Heads and project managers supposing to solve complex tasks should not choose people

with hedonistic values for such work, as they are not ready to sacrifice their free time and independence for the sake of job. People with values of newness and openness to changes are more suitable for this type of job. They are more likely to be middle-aged people. Therefore, HR managers should not focus only on young professionals when entering employment.

3. Heads and managers of socially-oriented projects should be recommended to look for performers among people with altruistic values. Participation in such projects is an additional bonus for them, they are ready to lose a little in salary for the sake of it. And also accept the fact that such work is not always connected with career prospects. It is more likely that these performers will be young people, especially women. Companies should not give preference only to men when entering employment.

4. Companies that hire people over 45-50 years old should understand that these people have their own advantages, and it is important to use them correctly. People of this age do not have career ambitions, so this motivator does not work well for them. They are not ready to work overtime for a little additional income. But they are responsible, they can do routine work, they are willing to take a long time to make sense of the tasks they need to solve, and they are more devoted to the company than their young colleagues.

5. All companies that use work of IT professionals should provide them with an opportunity to improve their skills. It is the most attractive for IT professionals to choose training courses paid by the company than on their own.

6. When organizing business processes, it is useful to remember that needs of IT professionals include free time, access to good medicine, and opportunity to lead a healthy lifestyle. Therefore, free working schedule, insurance at the expense of the company, payment for fitness and organization of healthy food not only increase attractiveness of the company, but also reduce material requirements of employees. For a company, this may be more effective than salary increase.

7. In order to hire well-qualified IT professional and effectively manage his work the complex approach is needed. This approach needs to include adequate salary (which corresponds the salary in the market for the required qualification of professional); professional challenge (complex tasks, significant project); comfort working conditions (in this case individual approach is very significant as some employees require remote work, some want access to the office 24/7, some need flexible working schedule; opportunities for development (courses, conventions, competitions). These are universal obligatory requirements and they need to be supplied as a package (this is very significant and this is what differs IT professionals from other professional groups).

The recommendations and model for improving job performance for IT professionals were applied

in the organization "Survey Everyone G" in order to solve the problem, connected with company loyalty and productive fulfilment of the projects. In this company, young employees quit their job after getting little experience. Middle generation employees spent on project fulfilment more time than management assumed to be adequate. As a result, company was losing its competitive advantage. By using the motivation model for improving job performance for IT professionals for every employee taking into consideration his or hers position, socio-demographic characteristics and duties, it was possible to solve management issues and improve job performance. The application as well as department description are available in the Appendix 8.

Suggestion for further research in the field of Business Administration.

The research performed by the author has determined and underlined the significance of IT professionals in contemporary labor market in Latvia. However, this tendency can also be observed on the world's labor market as well. IT professionals and their intellectual capital can become a great investment and a key to competitiveness and innovation not just for business organizations. Therefore, there are various **proposals for further research**.

1. Based on the modernization theory the value setting of employees depend on the society they belong to and on the geographical location as well. Therefore, it is possible to make a multi-country research comparing the value setting of IT professionals, their needs and expectation from work, their attitude to motivation tools they have on their working places. Quantitative survey using online survey panels allows getting access to respondents from different countries around the world, which can help to make well-balanced sampling and get access to data from across the world. Qualitative part can be also done remotely using contemporary interviewing methods via various messengers. Based on the current research it is possible to assume that IT professionals are a group, which is familiar with latest technologies and encourage modern approach to interviewing.

2. One of the current research limitation was in-depth study of IT professionals' point of view of motivation strategy the companies they employed in use. Only in the validation part, the opinion of managers and CEOs was studied. It demonstrated that the managers are also concerned by finding an optimal way of motivation their IT employees. Further research could focus on in-depth study of managerial approaches to motivation IT professionals, comparison of how official motivation package company offers is used by the employees, which elements are more demanded. It can be also researched which limitations managers face and which tools they lack in motivation IT professionals to perform better and retaining them as work.

3. The research was focused on IT professionals, meaning people, who are already employed in the IT field. That is why the latest generation observed was Millennial generation. However, the next generation to follow is generation Z, which despite having a lot in common with

159

Millennial generation might share different value setting pattern or attitude to work. Therefore, it would be interesting to explore the representatives of this generation as future IT professionals for the management to be ready to meet their needs and expectations.

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APPENDICES

Appendix 1. Guide for Interview with IT professionals

Гайд интервью с IT профессионалами.

Введение: Спасибо большое, что согласились на интервью. Наше исследование связано с изучением профессионального сообщества специалистов, работающих в сфере IT технологий. Нас интересует, в чем особенности этой работы, в чем ее преимущества, достоинства и недостатки, как формируется профессиональная этика, профессиональная культура, какие ценности существуют в этой среде и т.д. Большинство вопросов связано с Вашим личным опытом и Вашей профессиональной биографией. Поэтому я прошу Вас не волноваться и отвечать подробно и откровенно. На вопросы, которые я буду задавать, нет правильных или неправильных ответов. Есть только Ваше мнение и Ваш опыт, который нас и интересует.

Биографический блок.

1. Ваша работа связана с IT технологиями. Расскажите, пожалуйста, о том, как Вы начали работать в той сфере? Какое у вас образование? Связано ли оно с той специализацией, которой вы сейчас занимаетесь? Насколько самостоятельным было ваше решение получить такое образование?

2. Вы всегда работали в области IT технологий или у вас были периоды, когда Вы работали в другой сфере? Если да, то в какой? И почему сейчас Вы все-таки работаете в области IT технологий?

3. Расскажите, пожалуйста, о Вашей нынешней работе. Как давно вы работаете в этой компании? В эту компанию было трудно устроиться на работу? Как проходил процесс трудоустройства: вы целенаправленно искали такую работу, вам кто-то рекомендовал эту компанию, вас пригласили сюда на работу? В чем заключаются Ваши основные обязанности?

4. Вам нравится Ваша работа? Что вам в ней особенно нравится, а что, может быть не очень нравится?

5. Вы планируете в обозримом будущем сменить компанию, в которой работаете?

a. ЕСЛИ ДА. Как вы планируете искать новую работу? На что Вы будете обращать внимание при поиске и выборе компании? Что Вы в первую очередь хотите получить от новой работы, из того, что Вам не дает сегодняшняя работа?

b. ЕСЛИ НЕТ. У Вас есть возможность для карьерного роста в этой компании или Вы можете занимать только ту должность, которую сейчас занимаете? Для Вас важен карьерный рост? Что может Вас заставить задуматься о смене места работы?

6. У вас есть планы по поводу собственной карьеры? Как Вы вообще планируете свою профессиональную жизнь? Например, кем бы Вы хотели быть через 5 лет? А через 10?

Профессиональный блок.

1. IT сфера очень быстро развивается, в ней все очень быстро меняется, Как вы узнаете о том новом, что появляется в вашей профессии?

2. Скажите, пожалуйста, Ваше положение в этой компании как-то зависит от того, повышаете Вы свой профессиональный уровень или нет? Если да, то как? Вам больше платят, у вас есть возможность занять более высокую должность, вы можете изменить условия своей работы или что-то еще?

3. В современном мире человеку обычно не хватает знаний, полученных во время учебы в университете. Как вы получаете новые знания? Руководство вашей компании что-то делает для того, чтобы сотрудники получали новые знания и умения?

4. Как Вы могли бы оценить рынок IT технологий в Латвии? Легко ли сегодня в Латвии найти хорошую работу в этой сфере? Чувствуете ли Вы конкуренцию на своем рабочем месте? Это престижная работа? Это высокооплачиваемая работа?

5. Вы считаете латвийских IT специалистов конкурентно способными на международном рынке? Почему Вы так думаете? Как Вам кажется, Вы могли бы сейчас найти работу в другой стране Европы или в Америке? А Вы пробовали?

a. ЕСЛИ ДА. У вас не получилось? В чем были основные проблемы? Почему Вы все еще работаете в Латвии? Вы будете еще пытаться найти работу в другой стране?

b. ЕСЛИ НЕТ. Вы не пробовали, потому что считаете, что ничего не получится или просто не хотите уезжать из Латвии? Можете объяснить подробнее свою позицию?

6. Скажите, пожалуйста, если бы вы могли свободно выбирать, то где бы и кем Вы хотели бы работать?

Мотивационный блок.

Давайте немного поговорим о том, что такое для Вас хорошая работа.

1. Например, скажите, пожалуйста, что такое для вас хорошая зарплата? Как Вы определяете для себя ее размер?

2. Это связано с Вашими потребностями или с Вашими представлениями о справедливости? Я имею в виду, что меньшая сумма просто не покрывает ваши повседневные расходы или Вам кажется, что, учитывая Ваш уровень квалификации, Вы достойны такой либо большей зарплаты?

3. Вы обычно сравниваете свою зарплату с зарплатой коллег? Для Вас важно, получать больше, чем другие коллеги, по крайней мере, чем большинство коллег?

4.   Скажите, пожалуйста, если Вам не хватает денег на какие-то текущие расходы (например, вам надо сделать ремонт, куда-то поехать, что-то купить и т.д.) Вы начинаете экономить, ищете дополнительный доход или думаете о том, чтобы сменить работу?

5.   А что вы станете делать, если нехватка денег станет хронической, т.е. Вы поймете, что вы постоянно отказываетесь от чего важного или нужного для Вас?

6.   Вы считаете свою нынешнюю работу творческой, интересной или достаточно рутинной?

a.   ЕСЛИ РУТИННОЙ. Рутина не вызывает у вас дискомфорт? Это для Вас не повод, чтобы поменять работу? Если повод, то почему Вы этого не делаете?

b.   ЕСЛИ ИНТЕРЕСНОЙ. Что Вам кажется интересным в Вашей работе? Если бы Вам пришлось искать новую работу, Вы искали примерно такую же работу?

7.   Скажите, пожалуйста, хорошая работа в вашем понимании, должна предполагать свободный график работы, возможность удаленной работы или это не принципиально для Вас? Объясните, пожалуйста, почему?

8.   Вы готовы ради свободы самому определять свой рабочий день или возможности работать удаленно, немного сократить свою зарплату?

9.   Расскажите, пожалуйста, немного о том, как организована ваша работа. Вы получаете от кого-то задание, что вам нужно сделать? Если да, то кто этот человек? Вы получаете это задание ежедневно? Или перед Вами ставят задачу, а Вы сами определяете, как ее решать и сколько Вам для этого надо времени? Или Вы полностью самостоятельны в том, что и когда Вам следует делать?

10.   Вас устраивает тот уровень независимости (или зависимости), который есть в вашей работе? Вы хотели бы что-то изменить? Что?

11.   Ваша работа оставляет вам время и возможность для личной жизни, для ваших хобби, для общения с семьей и друзьями? Вам хотелось бы, чтобы такого времени было больше? Свободное время - это вообще важно или работа для Вас интереснее, чем свободное времяпрепровождение?

12.   И в качестве последнего вопроса. Давайте представим себе ситуацию, что Вы – руководитель какого-то крупного проекта, и вам надо мотивировать людей работать более интенсивно, чем обычно. Т.е. есть задача, которую надо выполнить, и надо, чтобы ваши сотрудники работали напряженно, и, возможно, больше обычного. Чтобы Вы для этого сделали?

13.   Насколько эффективны в такой ситуации угрозы, связанные с увольнением, лишением премии и т.д.? Почему Вы так думаете?

14.   Вам самому когда-нибудь приходилось выполнять сложную работу? Что

заставляло вас работать хорошо?

Большое спасибо за интервью. Было очень интересно с вами пообщаться.

Appendix 2. Questionnaires

АНКЕТА

Уважаемые профессионалы IT-индустрии!

Мы проводим опрос, который поможет работодателям усовершенствовать систему мотивации IT-специалистов, учесть потребности и желания сотрудников.

В анкете 4 блока вопросов. Заполнение анкеты займет не более 10 минут.

Мы будем благодарны Вам за участие и за ответ на все вопросы!

ФИЛЬТР

1. Каков статус Вашей занятости?
1. Полная занятость с официальным трудоустройством.
2. Частичная занятость с официальным трудоустройством.
3. Совмещаю обучением в ВУЗе с работой, которая связана с будущей специальностью.
4. Совмещаю обучение в ВУЗе с работой, которая не связана с будущей специальностью.
5. Студент, не работаю
6. Самозанятый/Фрилансер
7. Нахожусь в декретном отпуске
8. Безработный
9. Пенсионер
2. Какую должность Вы занимаете?
1. Работник или руководитель в сфере IT
2. Работник сферы обслуживания
3. Врач/медсестра
4. Бухгалтер
5. Предприниматель
6. Собственник
7. Преподаватель
8. Директор
9. Другое
3. В какой отрасли Вы работаете?
1. Сельское хозяйство
2. Информационные технологии
3. Здравоохранение
4. Финансы
5. Строительство
6. Оптовая торговля
7. Розничная торговля
8. Образование
9. Искусство
10. Недвижимость
11. Другое

Блок 1.

Первый блок содержит общие вопросы о Вас

1. Ваш пол:
1. Мужской
2. Женский
2. Сколько Вам полных лет? _____
3. Какой у Вас уровень образования?
1. Общее среднее (закончил среднюю школу)
2. Среднее профессиональное (техникум, колледж, профессиональные курсы)
3. Высшее неоконченное (еще учитесь/прервали обучение)
4. Высшее
4. Ваше образование связано с IT-технологиями?
1. Да
2. Нет. А какое у вас образование _____
3. Затрудняюсь ответить
5. Как Вы считаете, сегодня в Латвии престижно быть IT-специалистом?
1. Очень престижно
2. Достаточно престижно
3. Это обычная профессия
4. Скорее не престижно

5. Совсем не престижно

6. Затрудняюсь ответить

6. Какой у Вас стаж работы IT специалистом в целом (имеется в виду официальное трудоустройство на срок не менее 3 месяцев)? _____

7. Как долго Вы работаете в нынешней компании? _____

8. Где вы сейчас живете:

1. В Риге

2. В другом городе _____

3. В сельской местности _____

9. Вы работаете в том же месте, где живете?

1. Да

2. Нет, в другом _____

10. Собираетесь ли Вы менять место работы в ближайший год?

1. Да

2. Нет. ПЕРЕХОД К ВОПРОСУ 12.

3. Не знаю

11. Выберите причины, из-за которых вы хотите или хотели бы поменять свою работу

1. Низкий уровень заработной платы.

2. Отсутствие перспектив профессионального роста.

3. Нет возможности для самостоятельной, творческой работы.

4. Плохие взаимоотношения с руководством компании или членами коллектива.

5. Отсутствие социальных гарантий (соцпакет отплачиваемый отпуск и т.д.)

6. Работа занимает слишком много времени.

7. Очень долго ехать до места работы.

8. Постоянные переработки.

9. Компания слишком маленькая, не известная, не престижная.

10. В компании несправедливо распределяются вознаграждения.

Блок 2.

Данный блок вопросов посвящен Вашему нынешнему месту работы

12. Сколько сотрудников работает в Вашей компании? (включая филиалы за рубежом, если такие есть)

1. Работаю на себя

2. 1-49

3. 50-199

4. 200 и более

13. Ваша компания является …

1. Латвийской компанией

2. Латвийской компанией с филиалами за рубежом

3. Международной/зарубежной компании

4. Другое (записать) _____

14. Выберите основные задачи, которые Вы решаете на текущем месте работы: НЕСКОЛЬКО ОТВЕТОВ

1. Выполнение работы связанной с обслуживанием оборудования (например, установка, ремонт, отладка оборудования)

2. Проверка работы программ/кодов/приложений/оборудования

3. Поиск и устранение ошибок

4. Создание нового продукта (кода, программы) или дизайна

5. Решение проблем, связанных с созданием новых алгоритмов, программ.

6. Оптимизация процессов

7. Поиск новых способов или подходов к выполнению задач

15. Сколько новых идей, подходов, решений, разработок Вы предложили/осуществили за последние полгода?

1. Моя работа с этим не связана

2. Меньше 10

3. Больше 10

Блок 3.

Идеальная ситуация (чего хотелось бы)

Какие факторы наиболее важны для Вас, чтобы работа вам нравилась, была близка к вашему идеалу (независимо от того, какую работу вы сейчас имеете). Вот список из шести факторов.

16. Выберите один фактор, который наиболее важен для вас, чтобы работа вам нравилась, если говорить об идеальной работе.

1. Иметь сложную работу, выполнение которой доставляет вам чувство удовольствие от ваших достижений

2. Иметь возможность повышать свою квалификацию и приобретать новые навыки.

3. Иметь хорошие условия труда (хорошую вентиляцию, освещение, рабочее пространство).

4. Иметь значительную свободу в том, как выполнять свою работу.

5. Иметь возможность наиболее полно реализовывать в работе свои навыки и умения.

6. Иметь работу, которая оставляет достаточно свободного времени для личной или семейной жизни.

17. Выберите второй по важности фактор.

1. Иметь сложную работу, выполнение которой доставляет вам чувство удовольствие от ваших достижений .

2. Иметь возможность повышать свою квалификацию и приобретать новые навыки.

3. Иметь хорошие условия труда (хорошую вентиляцию, освещение, рабочее пространство).

4. Иметь значительную свободу в том, как выполнять свою работу.

5. Иметь возможность наиболее полно реализовывать в работе свои навыки и умения.

6. Иметь работу, которая оставляет достаточно свободного времени для личной или семейной жизни.

18. Выберите третий по важности фактор.

1. Иметь сложную работу, выполнение которой доставляет вам чувство удовольствие от ваших достижений.

2. Иметь возможность повышать свою квалификацию и приобретать новые навыки.

3. Иметь хорошие условия труда (хорошую вентиляцию, освещение, рабочее пространство).

4. Иметь значительную свободу в том, как выполнять свою работу.

5. Иметь возможность наиболее полно реализовывать в работе свои навыки и умения.

6. Иметь работу, которая оставляет достаточно свободного времени для личной или семейной жизни.

19. Выберите фактор, который вам наименее важен.

1. Иметь сложную работу, выполнение которой доставляет вам чувство удовольствие от ваших достижений .

2. Иметь возможность повышать свою квалификацию и приобретать новые навыки.

3. Иметь хорошие условия труда (хорошую вентиляцию, освещение, рабочее пространство).

4. Иметь значительную свободу в том, как выполнять свою работу.

5. Иметь возможность наиболее полно реализовывать в работе свои навыки и умения.

6. Иметь работу, которая оставляет достаточно свободного времени для личной или семейной жизни.

20. Какие факторы характеризуют вашу сегодняшнюю работу.

1. Иметь сложную работу, выполнение которой доставляет вам чувство удовольствие от ваших.

2. Иметь возможность повышать свою квалификацию и приобретать новые навыки.

3. Иметь хорошие условия труда (хорошую вентиляцию, освещение, рабочее пространство).

4. Иметь значительную свободу в том, как выполнять свою работу.

5. Иметь возможность наиболее полно реализовывать в работе свои навыки и умения.

6. Иметь работу, которая оставляет достаточно свободного времени для личной или семейной жизни.

7. Ни один из перечисленных

21. Для вас важно иметь постоянную работу с официальным трудоустройством или вы готовы для начала, чтобы получить опыт, на работу по временному контракту?

1. Мне нужна только постоянная работа

2. Готов согласиться на временную работу, если она будет мне интересна и дает возможность получать новые знания и навыки.

3. Готов согласиться на временную работу, если не смогу найти постоянную работу.

4. Не знаю.

22. Представьте, что Вам предложили работу по временному контакту, но с возможностью работать удаленно и постоянную работу в офисе с обязательным ежедневным посещением. Зарплата одинаковая. Какое предложение Вы бы выбрали?

1. Выбрал бы постоянную работу

2. Согласился бы на временный контракт

3. Не знаю.

23. А если за возможность работать удаленно Вам снизили зарплату на 10%, Вы бы согласились с таким предложением?

1. Обязательно бы согласился.

2. Скорее всего согласился.

3. Скорее всего не согласился бы.

4. Точно бы не согласился.

5. Затрудняюсь ответить.

24. Что из перечисленного Вы бы хотели получать в качестве годовой премии за успешную работу (выберите один бонус):

1. Дополнительное денежное вознаграждение

2. Дополнительные дни к отпуску

3. Корпоративный выезд за рубеж

4. Оплачиваемую зарубежную стажировку на Ваш выбор

5. Последнюю версию айфона или другого модного гаджета на Ваш выбор

6. Другое (укажите что)_____

25. Если бы работодатель вводил систему депремирования, выберите, три варианта, которые были бы для вас наименее желательными:

1. Система штрафов за конкретные нарушения
2. Работа в выходные или праздники за серьезные нарушения
3. Понижение в должности за серьезные нарушения
4. Урезание социального пакета за серьезные нарушения
5. Выговор перед всеми коллегами
6. Урезание командировок и возможностей обучения

Блок 4.

Ценности и установки.

Прочитайте, пожалуйста, следующие высказывания, и отметьте то, что можно отнести к вам.

26. Я часто нервничаю, волнуюсь и переживаю. Я боюсь, что что-то может пойти не так.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

27. Я люблю людей. Я дружелюбно и открыто разговариваю с теми, кого я встречаю первый раз.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее не верно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем не верно.
6. В основном, верно.
7. Совершенно верно.

28. У меня живое воображение. Я люблю фантазировать и позволяю себе свободно думать обо всем.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее не верно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем не верно.
6. В основном, верно.
7. Совершенно верно

29. Я доверяю людям и верю, что все люди честные и имеют добрые намерения.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно

30. Я скорее серьезный, чем веселый человек. Меня редко переполняет радость.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно

31. У меня вполне традиционные ценности. Меня считают человеком, который не вполне готов принять ценности других культур и других групп людей.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно

32. Я часто действую спонтанно, не думая о последствиях моих действий и решений.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.

4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем не верно.
6. В основном, верно.
7. Совершенно верно

33. Я люблю встречаться и общаться со многими людьми. Я получаю удовольствие от компаний, причем, чем больше людей, тем лучше.

1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно

34. Я глубоко ценю красоту и искусство. Мне очень нравятся и интересны музыка, поэзия и искусство.

1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно

35. Я методичный человек и люблю чистоту и порядок. Я хочу, чтобы все было на своих местах.

1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно

36. Я не ищу острых ощущений или приключений. Я не люблю рисковать.

1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

37. Мне не интересны абстрактные, теоретические идеи. С моей точки зрения, идеи без возможности их воплощения – это пустая трата времени.

1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

38. Я часто откладываю трудную и неприятную работу и оставляю дела незаконченными. Мне трудно собраться и заставить себя делать то, что я должен.

1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

39. Я ответственный человек и верю в этические принципы. Я держу свои обещания и работаю аккуратно и тщательно.

1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.

6. В основном, верно.
7. Совершенно верно.

40. Я чувствую себя комфортно среди других людей. Как правило, меня не беспокоит, когда меня дразнят или когда я попадаю в неловкое положение.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

41. Я упрямый человек, который часто спорит. Я открыто выражаю свой гнев или недовольство кем-то.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

42. Я активный человек, мне нравится быть постоянно чем-то занятым. Я часто чувствую себя полным энергии.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

43. Мне нравится менять свои занятия, посещать разные места, пробовать, время от времени, незнакомые экзотические вещи. Мне нравится новизна и разнообразие.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

44. Я точно знаю, чего я хочу достичь и усердно работаю для этого.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

45. Я редко чувствую безнадежность. Я не склонен винить себя без основания. В основном, я вполне доволен собой и своей жизнью.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

46. Я предпочитаю оставаться в тени. Я часто позволяю людям говорить и решать за меня.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

47. Мои чувства не важны для меня; большую часть времени я не обращаю на них внимание.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

48. Я не хочу иметь дело с проблемами других людей. Меня считают эгоистичным человеком.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

49. Мне очень трудно удержаться от соблазна и контролировать свои чувства и желания. Я делаю вещи, о которых жалею потом.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

50. Я не люблю быть в центре внимания. Я не люблю говорить о себе и своих достижениях.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

51. Я очень спокойный человек. Меня очень трудно расстроить или вывести из себя.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

52. Я считаю, что честностью ничего не добьешься в жизни. При необходимости, я стараюсь использовать других людей.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

53. Я часто чувствую себя беспомощным и нерешительным, особенно в сложной ситуации. Я быстро начинаю нервничать, когда чувствую, что не могу с чем-то справиться.
1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

54. Я верю, что каждый человек достоин уважения. Я испытываю сочувствие к людям, которые менее удачливы в жизни, чем я.
1. Совершенно неверно.

2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

55. Я часто чувствую себя не достаточно компетентным, чтобы что-то сделать. У меня нет больших достижений. Я работаю не очень эффективно.

1. Совершенно неверно.
2. В основном, неверно.
3. Скорее неверно, чем верно.
4. Нейтрально, и ни верно, ни неверно.
5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

Ниже представлены описания несколько людей. Покажите, пожалуйста, на этой карточке, насколько каждое из описаний похоже, или не похоже на вас? (Отметьте один ответ для каждого описания):

Очень похожена меня   Похоже на меня Чем-то похоже на меня   Немного похоже на меняНе похоже на меня Совсем не похоже на меня

56. Для этого человека важно предлагать новые идеи, быть творческой личностью, идти своим путем.
57. Для этого человека важно быть богатым, иметь много денег и дорогих вещей.
58. Жить в безопасности очень важно для этого человека, он избегает всего, что может сулить опасность
59. Для этого человека важно хорошо проводить время, баловать себя.
60. Для этого человека важно делать что-то хорошее для общества.
61. Для этого человека важно быть очень успешным, чтобы окружающие знали о его достижениях.
62. Приключения и риск очень важны для этого человека, он стремится к жизни, полной захватывающих событий.
63. Для этого человека важно всегда вести себя правильно, не совершать поступков, которые люди не одобрили бы.
64. Для этого человека важна забота об окружающей среде и природе.
65. Для этого человека важно следовать традициям и обычаям, принятым в его семье или религии.
66. Вот два мнения об экологии и экономическом росте. Какое из них ближе к вашей точке зрения? (Прочитайте и отметьте один ответ):

1 Приоритетом должна быть защита окружающей среды, даже если это несколько задержит экономический рост и приведет к сокращению рабочих мест
2 Приоритетом должны быть экономический рост и новые рабочие места, даже если это причиняет какой-то вред окружающей среде.
3 Другое. _____.

В течение последнего года Вы:
67. Жертвовали деньги на благотворительность?
1. Да.
2. Нет.
68. Работали волонтером в какой-либо организации?
1. Да.
2. Нет.
69. Помогали незнакомым людям, если им нужна была помощь?
1. Да.
2. Нет.

70. Некоторые считают, что у них есть полная свобода выбора, и они сами контролируют свою жизнь, а другие – напротив, думают, что не могут в реальности влиять, на то, что с ними происходит. Пожалуйста, используйте шкалу, на которой 1 значит «совсем нет выбора», а 10 «полный выбор и контроль», чтобы ответить, насколько Вы можете контролировать свою жизнь.
Запишите цифру _____

71. Как Вы думаете? Если представиться возможность, большинство людей попытались бы использовать вас в своих интересах, или вели бы себя порядочно и честно? Используйте для ответа карточку, 1 означает «люди обязательно попытаются вас использовать», а 10 «люди поведут себя порядочно».
Запишите цифру_____

72. Насколько Вас удовлетворяет финансовое положение Вашей семьи? Пожалуйста, используйте шкалу где 1 – означает «Полностью удовлетворен», а 10 _ «Абсолютно не удовлетворен». Запишите цифру _____

Ниже перечислен ряд высказываний, скажите, насколько вы с каждым из них согласны или не согласны.

1 означает, что вы "абсолютно не согласны" а 10 – что вы "абсолютно согласны". (Отметьте один пункт для каждого высказывания):

73. Наука и технология делают нашу жизнь здоровее, легче, комфортнее.

Абсолютно не согласен   Абсолютно согласен

1   2   3   4   5   6   7   8   9   10

74. Благодаря науке и технологии у нового поколения будет больше возможностей.

Абсолютно не согласен   Абсолютно согласен

1   2   3   4   5   6   7   8   9   10

75. Мы чрезмерно полагаемся на науку и недостаточно на веру.

Абсолютно не согласен   Абсолютно согласен

1   2   3   4   5   6   7   8   9   10

76. Наука вредна тем, что из-за нее люди перестают различать добро и зло.

Абсолютно не согласен   Абсолютно согласен

1   2   3   4   5   6   7   8   9   10

77. Для моей повседневной жизни научные знания не нужны.

Абсолютно не согласен   Абсолютно согласен

1   2   3   4   5   6   7   8   9   10

78. В целом, как Вы считаете, наука и технология делают мир лучше или хуже? Какой пункт шкалы Вы выберите, если 1 значит «делают мир значительно хуже», а 10 «делают мир значительно лучше».

Гораздо хуже   Гораздо лучше

1   2   3   4   5   6   7   8   9   10

Сейчас вы увидите различные высказывания. Для каждого из них скажите, насколько, по Вашему мнению, то, о чем говорится, заслуживает оправдания? Для оценки используйте 10-ти балльную шкалу, где 1 означает "это никогда не заслуживает оправдания", а 10 - "это всегда заслуживает оправдания". (Прочитайте и отметьте один ответ для каждого утверждения):

           Никогда не оправданы   Всегда оправданы

79.   Получение государственных пособий, на которые у человека нет права

1   2   3   4   5   6   7   8   9   10

80.   Проезд без оплаты в общественном транспорте

1   2   3   4   5   6   7   8   9   10

81.   Кража чужой собственности

1   2   3   4   5   6   7   8   9   10

82.   Неуплата налогов, если есть такая возможность

    1   2   3   4   5   6   7   8   9   10

83.   Получение взятки, используя служебное положение

1   2   3   4   5   6   7   8   9   10

84.   Гомосексуализм

1   2   3   4   5   6   7   8   9   10

85.   Аборт

    1   2   3   4   5   6   7   8   9   10

86.   Проституция

1   2   3   4   5   6   7   8   9   10

87.   Развод

1   2   3   4   5   6   7   8   9   10

88.   Сексуальные отношения до брака

    1   2   3   4   5   6   7   8   9   10

89.   Самоубийство

1   2   3   4   5   6   7   8   9   10

90.   Если муж бьет жену

    1   2   3   4   5   6   7   8   9   10

91.   Если родители бьют детей

1   2   3   4   5   6   7   8   9   10

92.   Насилие против других людей

1   2   3   4   5   6   7   8   9   10

94.   Насколько Вы гордитесь тем, что Вы – гражданин Латвии?

1   Очень горжусь

2   Скорее, горжусь

3   Не очень горжусь

4   Абсолютно не горжусь

5   Я не гражданин Латвии.

Люди по-разному думают о себе и своем отношении к стране и миру. Насколько вы согласны или не согласны

со следующими утверждениями о Вас?
 (Прочитайте и отметьте один ответ для каждого утверждения):

| Совершенно согласен | Скорее, согласен | Скорее, не согласен | Абсолютно не согласен |

95. Я считаю себя гражданином мира.   1   2   3   4
96. Я считают себя жителем своего города   1   2   3   4
97. Я считаю себя латышом.   1   2   3   4
98. Я считаю себя гражданином Евросоюза   1   2   3   4
99. Я считают себя автономным индивидом.   1   2   3   4

Вы обычно голосуете на выборах или нет? Насколько часто?
 (Отметьте один ответ в каждой строке):   Всегда Обычно Никогда
100. Выборы в местные органы власти   1   2   4
101. Выборы в Парламент или президентские выборы   1   2   4

102. Представьте шкалу доходов, где 1 означает группу с самым низким уровнем доходов, а 10 – группа с самым высоким уровнем доходов в вашей стране. К какой группе доходов относится ваша семья. Пожалуйста, учтите все заработки, пенсии и другие доходы и отметьте нужный пункт. (Отметьте один ответ):
Запишите цифру по 10-ти балльной шкале.

103. Как Вы считаете, что следует делать компании в Латвии для привлечения профессионалов в сфере IT технологий? (Выберите не больше 3 ответов)
1. Предоставлять свободный график работы
2. Предоставлять возможность для удаленной работы из любого места
3. Создавать возможность для карьерного роста
4. Давать возможность самостоятельно принимать решения о том, как выполнять свою работу.
5. Повышать профессиональную квалификацию.
6. Предоставлять дополнительный отпуск сотрудникам, которые имеют маленьких детей.
7. Ничего из перечисленного
Вариант вопроса [Мугтабаровна, 2016]

104. Были ли случаи, когда Вы работали особенно быстро и качественно? Какие факторы заставили Вас работать намного эффективнее, чем обычно?
1. Высокий размер материального вознаграждения
2. Интересная, сложная, творческая задача
3. Шанс продвинуться по карьерной лестнице
4. Ясность, четкость целей и желаемого результата
5. Большая значимость, престижность решаемой задачи
6. Уважение коллектива
7. Одобрение руководства
8. Кризисная ситуация, осознание ответственности
9. Страх быть уволенным или лишиться премии
10. Страх порицания со стороны коллектива и руководства
Блок 5.
Заключительный блок вопросов – о Вас и Вашей семье
1. Вы родились в Латвии?
1. Да
2. В другой стране ЕС
3. В другой стране (не в ЕС)
2. Ваши родители родились в Латвии?
1. Да, оба
2. Только один
3. Оба родителя родились не в Латвии
3. У ваших родителей есть высшее образование?
1. Да, у обоих
2. Только у одного
3. У обоих родителей нет высшего образования
4. Ваше семейное положение?
1. В браке
2. Проживаю совместно с партнером
3. Состою в отношениях, но мы не живем вместе
4. Разведен (а)
5. Не состою в отношениях
5. У вас есть дети?
1. Да
2. Нет

6. В настоящее время Вы живете:
1. В собственной квартире (комнате)
2. Снимаете квартиру (комнату)
3. В общежитии
4. С родителями
5. Другое_____

Перечислите источники Вашего дохода в настоящее время? (МОЖНО ВЫБРАТЬ НЕСКОЛЬКО ОТВЕТОВ).
1. Ваша зарплата
2. Зарплата супруга/супруги или партнера/партнерши
3. Помощь от родителей
4. Ваша стипендия или льготы
5. Другое _____

Большое спасибо!

ANKETA

Cienījamie IT industrijas profesionāļi!
Mēs veicam aptauju, kas palīdzēs darba devējiem uzlabot IT speciālistu motivācijas sistēmu, ņemt vērā darbinieku vajadzības un vēlmes.

Anketa sastāv no 4 jautājumu bloka. Anketas aizpildīšana aizņems ne vairāk kā 10 minūtes.

Mēs būsim pateicīgi par piedalīšanos un par atbildi uz visiem jautājumiem!

FILTRS

1. Kāds ir Jūsu nodarbinātības statuss?
1. Pilna nodarbinātība ar oficiālu darba vietu.
2. Daļēja nodarbinātība ar oficiālu darba vietu.
3. Apvienoju mācības augstskolā ar darbu topošajā specialitātē.
4. Apvienoju mācības augstskolā ar darbu, kas nav saistīts ar topošo specialitāti.
5. Studēju, nestrādāju.
6. Pašnodarbinātais/Freilansers
7. Atrodos dekrēta atvaļinājumā
8. Bezdarbnieks
9. Pensionārs
2. Kādu amatu Jūs ieņemat?
1. IT jomas darbinieks vai vadītājs
2. Nodarbinātais pakalpojumu sfērā
3. Ārsts/medmāsa
4. Grāmatvedis
5. Uzņēmējs
6. Īpašnieks
7. Pasniedzējs
8. Direktors
9. Cits
3. Kādā nozarē Jūs strādājat?
1. Lauksaimniecība
2. Informācijas tehnoloģijas
3. Veselības aprūpe
4. Finanses
5. Celtniecība
6. Vairumtirdzniecība
7. Mazumtirdzniecība
8. Izglītība
9. Māksla
10. Nekustamie īpašumi
11. Cits
1.Bloks.

Pirmajā blokā ir vispārēji jautājumi par Jums

11

1. Jūsu dzimums:
1. Vīriešu
2. Sieviešu
2. Cik Jums ir pilnu gadu? _____
3. Jūsu izglītības līmenis?
1. Vispārējais vidējais (absolvēta vidusskola)
2. Vidējais profesionālais (tehnikums, koledža, profesionālās sagatavošanas kursi)
3. Nepabeigts augstākais (vēl mācāties/pārtraukta apmācība)
4. Augstākais
4. Jūsu izglītība ir saistīta ar IT tehnoloģijām?
1. Jā
2. Nē. Kāda ir Jūsu izglītība _____
3. Grūti atbildēt
5. Kā Jūs domājat, šodien Latvijā būt IT speciālistam ir prestiži ?
1. Ļoti prestiži
2. Pietiekami prestiži
3. Tā ir parasta profesija
4. Drīzāk, nav prestiža
5. Pavisam nav prestiža
6. Grūti atbildēt
6. Kāds ir Jūsu darba stāžs, kā IT speciālistam, kopumā (domāta oficiāla darba vieta , uz laiku ne mazāku par 3 mēnešiem)? _____
7. Cik ilgi Jūs strādājat šajā uzņēmumā? _____
8. Kur Jūs šobrīd dzīvojat:
1. Rīgā
2. Citā pilsētā _____
3. Lauku apvidū _____
9. Jūs strādājat tajā pašā vietā, kur dzīvojat?
1. Jā
2. Nē, citā vietā _____
10. Vai Jūs grasāties mainīt darba vietu tuvākā gada laikā?
1. Jā
2. Nē. PĀREJA PIE 12.JAUTĀJUMA.
3. Nezinu
11. Atlasiet iemeslus, kuru dēļ Jūs gribat vai gribētu mainīt savu darbu?
1. Zems darba algas līmenis.
2. Ierobežotas profesionālās izaugsmes iespējas.
3. Nav iespēju patstāvīgam, radošam darbam.
4. Sliktas attiecības ar uzņēmuma vadību vai kolēģiem.
5. Sociālo garantiju trūkums (veselības apdrošināšana, apmaksājams atvaļinājums u.c.)
6. Darbs aizņem pārāk gaudz laika.
7. Ļoti ilgi jābrauc līdz darba vieteai.
8. Pastāvīgas virsstundas.
9. Uzņēmums ir pārāk mazs, nezināms, neperspektīvs.
10. Uzņēmumā atlīdzības tiek dalītas netaisnīgi.

2.Bloks.
Šis jautājumu bloks veltīts Jūsu pašreizējai darba vieta

12. Cik darbinieku strādā Jūsu uzņēmumā (ieskaitot filiāles ārvalstīs, ja tādas ir)?
1. Esmu pašnodarbinātais
2. 1-49
3. 50-199
4. 200 un vairāk
13. Jūsu uzņēmums ir …
1. Latvijas uzņēmums
2. Latvijas uzņēmums ar filiālēm ārvalstīs
3. Starptautisks/ārvalstu uzņēmums
4. Cits (norādīt) _____
14. Atlasiet pamatuzdevumus, ko veicat pašreizējā darba vietā: VAIRĀKAS ATBILDES
1. Ar iekārtu apkalpošanu sasitītas darbības (piemēram, iekārtu uzstādīšana, remonts, iestatīšana)
2. Programmu/kodu/lietojumprogrammu/aprīkojuma pārbaude.
3. Kļūdu meklēšana un novēršana
4. Jauna produkta (koda, programmas) vai dizaina izveide
5. Problēmu risināšana, kas saistīta ar jaunu algoritmu izveidi, programmām.
6. Procesu optimizācija
7. Jaunu pieeju un veidu mekēšana uzdevyumu izpildei
15. Cik jaunas idejas, pieejas, risinājumus, izstrādes Jūs piedāvājāt/īstenojāt pēdējā pusgada laikā?
1. Mans darbs nav ar to saistīts
2. Mazāk par 10
3. Vairāk par 10
3.Bloks.
Ideāla situācija (vēlmes)

Kādi faktori Jums ir vissvarīgākie, lai darbs jums patiktu un būtu tuvu jūsu ideālam (neatkarīgi no tā, kādu darbu jūs šobrīd darāt). Lūk, seši faktori.
16.   Atlasiet vienu faktoru, kas jums ir vissvarīgākais, lai darbs jums patiktu, ja runājam par ideālu darbu.
 1. Sarežģīts darbs, kura veikšana un sasniegumi tajā Jūs apmierina

 2. Iespēja paaugstināt savu kvalifikāciju un iegūt jaunas prasmes.

 3. Labi darba apstākļi (laba ventilācija, apgaismojums, plašas darba telpas).

4. Ievērojama brīvība sava darba veikšanai.

5. Iespēja pilnībā realizēt darba savas prasmes un iemaņas.

 6. Darbs, kas atstāj pietiekami daudz brīvā laika personīgajai vai ģimenes dzīvei.

17. Atlasiet otro svarīgāko faktoru.
1. Sarežģīts darbs, kura veikšana un sasniegumi tajā Jūs apmierina
2. Iespēja paaugstināt savu kvalifikāciju un iegūt jaunas prasmes.
3. Labi darba apstākļi (laba ventilācija, apgaismojums, plašas darba telpas).
4. Ievērojama brīvība sava darba veikšanai.
5. Iespēja pilnībā realizēt darba savas prasmes un iemaņas.
6. Darbs, kas atstāj pietiekami daudz brīvā laika personīgajai vai ģimenes dzīvei.
18. Atlasiet trešo svarīgāko faktoru.
1. Sarežģīts darbs, kura veikšana un sasniegumi tajā Jūs apmierina.
2. Iespēja paaugstināt savu kvalifikāciju un iegūt jaunas prasmes.
3. Labi darba apstākļi (laba ventilācija, apgaismojums, plašas darba telpas).
4. Ievērojama brīvība sava darba veikšanai.
5. Iespēja pilnībā realizēt darba savas prasmes un iemaņas
6. Darbs, kas atstāj pietiekami daudz brīvā laika personīgajai vai ģimenes dzīvei.
19. Atlasiet faktoru, kas Jums ir mazāk svarīgs.
1. Sarežģīts darbs, kura veikšana un sasniegumi tajā Jūs apmierina.
2. Iespēja paaugstināt savu kvalifikāciju un iegūt jaunas prasmes.
3. Labi darba apstākļi (laba ventilācija, apgaismojums, plašas darba telpas).
4. Ievērojama brīvība sava darba veikšanai.
5. Iespēja pilnībā realizēt darba savas prasmes un iemaņas

6. Darbs, kas atstāj pietiekami daudz brīvā laika personīgajai vai ģimenes dzīvei.
20. Kādi faktori raksturo Jūsu pašreizējo darbu.
1. Sarežģīts darbs, kura veikšana un sasniegumi tajā Jūs apmierina.
2. Iespēja paaugstināt savu kvalifikāciju un iegūt jaunas prasmes.
3. Labi darba apstākļi (laba ventilācija, apgaismojums, plašas darba telpas).
4. Ievērojama brīvība sava darba veikšanai.
5. Iespēja pilnībā realizēt darba savas prasmes un iemaņas.
6. Darbs, kas atstāj pietiekami daudz brīvā laika personīgajai vai ģimenes dzīvei.
7. Ne viens no uzskaitītajiem.
21. Jums ir svarīgi veikt pastāvīgu, oficiāli noformētu darbu, vai arī, sākumā, lai iegūtu pieredzi, esat ar mieru strādāt darbu uz noteiktu laiku?
1. Man ir vajadzīgs tikai pastāvīgs darbs
2. Piekrītu strādāt pagaidu darbu, ja tas būs interesants un ļaus man iegūt jaunas zināšanas un iemaņas.
3. Ja nevarēšu atrast pastāvīgu darbu, piekrītu strādāt pagaidu darbu.,
4. Nezinu.
22. Iedomājieties, ka Jums tiek piedāvāts darbs uz noteiktu laiku, ar iespēju strādāt attālināti un pastāvīgs ikdienas darbs birojā. Atalgojums vienāds. Kādu piedāvājumu Jūs izvēlējāties?
1. Izvēlējos pastāvīgu darbu
2. Piekritu darbam uz noteiktu laiku
3. Nezinu.
23. Ja par iespēju strādāt attālināti, Jums tiktu samazināta darba alga par 10%, Jūs piekristu šādam piedāvājumam?
1. Noteikti piekristu.
2. Visdrīzāk piekristu.
3. Visdrīzāk nepiekristu.
4. Pavisam noteikti nepiekristu.
5. Grūti atbildēt.
24. Ko no uzskaitītā Jūs vēlētos saņemt kā gada prēmiju par labu darbu (izvēlaties vienu bonusu):
1. Papildus naudas atlīdzība
2. Papilddienas pie atvaļinājuma
3. Korporatīvā izbraukšana uz ārzemēm
4. Apmaksāta prakse ārzemēs, pēc Jūsu izvēles
5. Jaunākā iPhone vai cita sīkrīka vesija pēc Jūsu izvēles
6. Cits (noradīt, ko)_____
25. Ja darba devējs ieviestu deprēmēšanas sistēmu, atlasiet trīs variantus, kas jums būtu vismazāk vēlamākie:
1. Sodu sistēma par konkrētiem pārkāpumiem
2. Darbs brīvdienās vai svētkos par nopietniem pārkāpumiem
3. Pazemināšana amatā par nopietniem pārkāpumiem
4. Sociālo garantiju atcelšana par nopietniem pārkāpumiem
5. Rājiens visu kolēģu klātbūtnē
6. Komandējumu un apmācību iespēju atcelšana
4.Bloks.
Vērtības un uzstādījumi.
Lūdzu, izlasiet izteikumus, un atzīmējiet, ko varētu attiecināt uz Jums.
26. Es bieži nervozēju, uztraucos un pārdzīvoju. Es baidos, ka kaut kas var notikt
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.
27. Es mīlu cilvēkus. Es draudzīgi un atklāti runāju ar cilvēkiem, kurus satieku pirmo reizi
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.
28. Man ir dzīva iztēle. Man patīk fantazēt un es atļaujos brīvi domāt par visu
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.

   3. Tas drīzāk ir nepareizi.
   4. Neitrāli, ne pareizi, ne nepareizi.
   5. Drīzāk pareizi.
   6. Pamatā, pareizi.
   7. Pilnīgi pareizi.

29. Es uzticos cilvēkiem un ticu, ka visi cilvēki ir godīgi un ar labiem nodomiem.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.

30. Es drīzāk esmu nopietns, nekā jautrs cilvēks. Es reti esmu priecīgs.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.

31. Man ir ļoti tradicionālas vērtības. Mani uzskata par cilvēku, kurš nav pilnībā gatavs pieņemt citu kultūru un citu cilvēku grupu vērtības.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.

32. Mana rīcība bieži ir spontāna, nedomājot par manu darbību un lēmumu sekām.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi

33. Man patīk satikties un kontaktērties ar cilvēkiem. Man patīk lielas cilvēku kompānijas, jo vairāk cilvēku, jo labāk.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi

34. Es dziļi novērtēju skaistumu un mākslu. Man ļoti patīk un interesē mūzika, dzeja un māksla.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi

35. Es esmu metodisks cilvēks un mīlu tīrību un kārtību. Es gribu, lai viss būtu savās vietās.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.

7. Pilnīgi pareizi.

36. Es nemeklēju asas izjūtas un piedzīvojumus. Man nepatīk riskēt.

1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.

37. Es neinteresējos par apstraktām, teorētiskām idejām. Mans viedoklis – idejas, bez iespējām tās īstenot – lieka laika tērēšana.

1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.

38. Es bieži atlieku grūtu un nepatīkamu darbu, un atstāju nepabeigtas lietas. Man ir grūti savākties un piespiest sevi darīt to, kas jādara.

1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.

39. Esmu atbildīgs cilvēks un ticu ētiskiem principiem. Es pildu savus solījumus un strādāju kārtīgi un rūpīgi .

1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.

40. Es Jūtos konfortabli starp citiem cilvēkiem. Parasti mani neuztrauc, kas mani ķircina, vai kad es nokļustu neveiklā situācijā.

1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.

41. Es esmu stūrgalvīgs cilvēks, kurš bieži strīdas. Es atklāti paužu dusmas vai neapmierinātību ar kādu.

1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.

42. Es esmu aktīvs cilvēks, man patīk būt pastāvīgi aizņemtam ar kaut ko. Bieži jūtu sevi enerģijas pārpilnu.

1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.

43. Man patīk mainīt savu nodarbošanos, apmeklēt dažādas vietas, laiku pa laikam, izmēģināt nezināmas, eksotiksas

lietas. Man patīk daudzveidība un viss jaunais.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.
44. Es skaidri zinu, ko vēlos sasniegt un cītīgi strādāju tā labā.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.
45. Es reti izjūtu bezcerību. Es negrasos vainot sevi bez pamata. Lielākoties esmu apmierināts ar sevi un savu dzīvi.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.
46. Man patīk palikt ēnā. Es bieži ļauju cilvēkiem runāt un izlemt manā vietā.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.
47. Manas jūtas man nav svarīgas; pārsvarā es tām nepievēršu uzmanību.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.
48. Es negribu nodarboties ar citu cilvēku problēmām. Mani uzskata par egoistisku cilvēku.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.
49. Man ir ļoti grūti atturēties no kārdinājuma un kontrolēt savas jūtas un vēlmes. Es bieži daru lietas, par kurām pēc tam nožēloju.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.
50. Man nepatīk būt uzmanības centrā. Man nepatīk runāt par sevi un saviem sasniegumiem.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.

5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.

51. Esmu ļoti mierīgs cilvēks. Mani grūti sarūgtināt vai izvest no pacietības.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.

52. Es uzskatu, ka ar godīgu rīcību dzīvē neko nevar panākt. Ja ir nepieciešamība, cenšos izmantot citus cilvēkus.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.

53. It īpaši sarežģītā situācijā, bieži jūtos bezpalīdzīgs un neizlēmīgs. Kad jūtu, ka ar kaut ko netieku galā, ātri sāku nervozēt.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.

54. Uzskatu, ka katrs cilvēks ir cienījams. Es jūtu līdzi cilvēkiem, kuri ir mažk veiksmīgi par mani.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareizi.

55. Es bieži jūtos nepietiekami kompetents, lai kaut ko darītu. Man nav lielu sasniegumu. Es strādāju neefektīvi.
1. Pilnīgi nepareizi.
2. Pamatā, nepareizi.
3. Tas drīzāk ir nepareizi.
4. Neitrāli, ne pareizi, ne nepareizi.
5. Drīzāk pareizi.
6. Pamatā, pareizi.
7. Pilnīgi pareiz.

Tālāk ir noraksturoti dažādi cilcēki. Parādiet, lūdzu, šajā kartiņā, cik lielā mērā , katrs no raksturojumiem līdzinās vai nelīdzinās Jums. (Atzīmējiet katra raksturojuma vienu atbildes variantu):

	Ļoti līdzīgs man	Līdzīgs man	Ar kaut ko līdzīgs man	Drusku līdzīgs man	Nav līdzīgs man	Pavisam nav līdzīgs man
8. Šim cilvēkam ir svarīgi piedāvāt jaunas idejas – būt radošam, iret savu ceļu.	1	2	3	4	5	6
9. Šim cilvēkam ir svarīga bagātība, daudz naudas un dārgas lietas.	1	2	3	4	5	6
10. Dzīvot drošībā ir svarīgi šim cilvēkam, viņš izvairās no visa, kas var apdraudēt tā drošību.	1	2	3	4	5	6
11. Šim cilvēkam ir svarīgi labi pavadīt laiku, lutināt sevi.	1	2	3	4	5	6
12. Šim cilvēkam ir svarīgi kaut ko darīt sabiedrības labā.	1	2	3	4	5	6
13. Šim cilvēkam ir ļoti svarīgi būt veiksmīgam, lai apkārtējie zinātu par viņa	1	2	3	4	5	6

sasniegumiem.

14. Piedzīvojumi un risks ir ļoti svarīgi šim cilvēkam, viņš tiecas uz dzīvi, kas pilna aizraujošiem notikumiem. 1 2 3 4 5 6

15. Šim cilvēkam ir ļoti svarīgi vienmēr uzvesties pareizi, nedarīt neko tādu, kas citiem cilvēkiem būtu nepieņemami 1 2 3 4 5 6

16. Šim cilvēkam ir svarīgas rūpes par apkārtējo vidi un dabu. 1 2 3 4 5 6

17. Šim cilvēkam ir svarīgas tradīcijas un paražas, kas pieņemtas viņa ģimenē vai saskaņā ar viņa reliģiju. 1 2 3 4 5 6

18. Lūk divi viedokļi par ekoloģiju un ekonomisko izaugsmi. Kurš no tiem ir tuvāks Jūsu redzējumam? (Izlasiet un atzīmējiet vienu atbildi):

1 Vides aizsardzībai ir jābūt prioritātei, pat ja tā nedzāudz aiskavēs ekonomisko izaugsmi un izraisīs darba vietu samazināšanos

2 Prioritārai jābūt ekonomiskai izaugsmei un jaunām darba vietām, pat ja tas rada kaut kādu kaitējumu apkārtējai videi

3 Cits. _____.

Pēdējā gada laikā Jūs:

19. Ziedojāt naudu labdarībai?
1. Jā.
2. Nē.
20. Brīvprātīgi strādājāt kādā labdarības organizācijā?
1. Jā.
2. Nē.
21. Palīdzējāt nepazīstamiem cilvēkiem, jo viņiem bija nepieciešama palīdzība?
1. Jā.
2. Nē.

70. Daži uzskata, ka viņiem ir pilna izvēles brīvība, un viņi paši kontrolē savu dzīvi, bet citi – domā, ka nespēj reāli ietekmēt to, kas ar viņiem notiek. Lūdzu, izmantojiet skalu, kurā 1 nozīmē "pavisam nav izvēles", bet 10 "pilnīga izvēle un kontrole", lai atbildētu, kā Jūs varat kontrolēt savu dzīvi.
Pierakstiet skaitli _____

71. Kā Jūs domājat, ja būs tāda iespēja, vairums cilvēku mēģinās Jūs izmantot savās interesēs vai uzvedīdies godprātīgi un atklāti? Atbildei izmantojiet kartiņu, 1 nozīmē "cilvēki noteikti mēģinās Jūs izmantot", 10 – "cilvēki uzvedīsies godprātīgi".
Pierakstiet skaitli_____

72. Kā Jūs apmierina Jūsu ģimenes finanšu stāvoklis? Lūdzu izmantojiet skalu, kur 1 – nozīmē "pilnībā apmierina", 10 – "absolūti neapmierina".
Pierakstiet skaitli _____

Tālāk uzskaitīti daži izteikumi, sakiet, cik lielā mērā katram no tiem jūs piekrītat, vai nepiekrītat.
1 nozīmē, ka Jūs "pilnībā nepiekrītat", 10 – ka Jūs "pilnībā piekrītat".
(*Atzīmējat vienu punktu katram izteikumam*):

73. Zinātne un tehnoloģijas padara mūsu dzīvi veselīgāku, vieglāku, konfortāku.
　Absolūti nepiekrītu　　　　　　　　　　　Absolūti piekrītu
　1　2　3　4　5　6　7　8　9　10

74. Pateicoties zinātnei un tehnoloģijām, jaunajai papaudzei būs vairāk iespēju.
　Absolūti nepiekrītu　　　　　　　　　　　Absolūti piekrītu
　1　2　3　4　5　6　7　8　9　10

75. Mēs pārāk paļaujamies zinātnei un nepietiekami ticībai.
　Absolūti nepiekrītu　　　　　　　　　　　Absolūti piekrītu
　1　2　3　4　5　6　7　8　9　10

76. Zinātne ir kaitīga, jo cilvēki pārstāj atšķirt, labo no ļaunā.
　Absolūti nepiekrītu　　　　　　　　　　　Absolūti piekrītu
　1　2　3　4　5　6　7　8　9　10

77. Manā ikdienas dzīvē zinātniskas zināšanas nav nepieciešamas.
　Absolūti nepiekrītu　　　　　　　　　　　Absolūti piekrītu
　　1　2　3　4　5　6　7　8　9　10

78. Kā jūs domājat, zinātne un tehnoloģijas padara pasauli labāku vai sliktāku? Kādu skalas punktu jūs

19

izvēlējāties, ja 1 nozīmē "padara pasauli ievērojami sliktāku", bet 10 "padara pasauli ievērojami labāku".

Ievērojami sliktāku   Ievērojami labāku

1   2   3   4   5   6   7   8   9   10

Tagad jūs redzēsiet dažādus izteikumus. Katram no tiem pasakiet, cik, jūsuprāt, tas, par ko teikts, ir attaisnojams? Vērtēšanai izmantojiet 10 balles skalu, kur 1 nozīmē "tas nekad nav attaisnojams", bet 10 - "tas vienmēr ir attaisnojams". (Ierakstiet un atzīmējiet vienu atbildi katram izteikumam):

		Nekad nav attaisnojams							Vienmēr ir attaisnojams		
79.	Valsts pabalstu saņemšana, kur kuriem cilvēkam nav tiesību	1	2	3	4	5	6	7	8	9	10
80.	Braukšana bez maksas sabiedriskajā transportā	1	2	3	4	5	6	7	8	9	10
81.	Sveša īpašuma zādzība	1	2	3	4	5	6	7	8	9	10
82.	Nodokļu nemaksāšana, ja ir tāda iespēja	1	2	3	4	5	6	7	8	9	10
83.	Kukuļu ņemšana, izmantojot dienesta stāvokli	1	2	3	4	5	6	7	8	9	10
84.	Homoseksuālisms	1	2	3	4	5	6	7	8	9	10
85.	Aborts	1	2	3	4	5	6	7	8	9	10
86.	Prostitūcija	1	2	3	4	5	6	7	8	9	10
87.	Šķiršanās	1	2	3	4	5	6	7	8	9	10
88.	Seksuālas attiecības pirms laulībām	1	2	3	4	5	6	7	8	9	10
89.	Pašnāvība	1	2	3	4	5	6	7	8	9	10
90.	Ja vīrs sit sievu	1	2	3	4	5	6	7	8	9	10
91.	Ja vecāki sit bērnus	1	2	3	4	5	6	7	8	9	10
92.	Vardarbība pret citiem cilvēkiem	1	2	3	4	5	6	7	8	9	10

94.   Cik lepns Jūs esat par to, ka esat Latvijas pilsonis?
a.   Ļoti lepojos
b.   Drīzāk lepojos
c.   Īpaši nelepojos
d.   Absolūti nelepojos
e.   Neesmu Latvijas pilsonis.

Cilvēki dažādi domā par sevi un savu attieksmi pret valsti un pasauli. Vai jūs piekrītat vai nepiekrītat šādiem apgalvojumiem par jums?
(*Izlasiet un atzīmējiet vienu atbildi katram apstiprinājumam):*

		Pilnībā piekrītu	Piekrītu	Drīzāk nepiekrītu	Absolūti nepiekrītu
95.	Es uzskatu sevi par pasaules pilsoni	1	2	3	4
96.	Es uzsklatu sevi par savas pilsētas iedzīvotāju	1	2	3	4
97.	Es uzskatu sevi par latvieti.	1	2	3	4
98.	Uzskatu sevi par Eirosavienības pilsoni	1	2	3	4
99.	Uzskatu sevi par autonomu indivīdu.	1	2	3	4

Jūs parasti balsojat vēlēšanās vai nē? Cik bieži? (*Atzīmējiet vienu atbildi katrā rindā):*		Vienmēt	Parasti	Nekad
100.	Vēlēšanas vietējās varas iestādēs	1	2	4
101.	Parlamenta vai prezidenta vēlēšanas	1	2	4

102. *Iedomājieties ienākumu skalu*, kur 1 nozīmē grupu ar viszemāko ienākumu līmeni, bet 10 – grupa ar visaugstāko ienākumu līmeni jūsu valstī. Kādai ienākumu grupai atbilst jūsu ģimene. Lūdzu, ņemiet vērā visus ienākumus: algas, pensijas un citus ienākumus, un atzīmējiet vajadzīgo punktu. (*Atzīmējiet vienu atbildi*):
Ierakstiet skaitli pēc 10 punktu skalas.

103. Kā jūs domājat, kas jādara uzņēmumiem Latvijā, lai piesaistītu profesionāļus IT tehnoloģiju jomā? (Izvēlieties

ne vairāk kā 3 atbildes)
1. Jāpiešķirt brīvs darba grafiks

2. Jāpiešķir iespēja strādāt attālināti no jebkuras vietas

3.Nodrošināt karjeras izaugsmi

3. Dot iespēju patstāvīgi pieņemt lēmumus, par to kā veit savu darbu.
4. Paaugstināt profesionālo kvalifikāciju.
5. Piešķirt papildatvaļinājumu darbiniekiem ar maziem bērniem
6. Neko no uzskaitītā

Jautājuma variants [Mugtabarovna, 2016]
104.   Vai ir bijuši gadījumi, kad jūs strādājāt īpaši ātri un kvalitatīvi? Kādi faktori jums lika strādāt daudz efektīvāk nekā parasti?
1. Augsts materiālās atlīdzības apmērs
2. Interesants, sarežģīts, radošs uzdevums.
3. Iespēja virzīties pa karjeras kāpnēm.
4. Saprotami un skaidri mērķi,vēlamais rezultāts.
5. Risināmā uzdevuma prestižs, vērtība.
6. Cieņa kolektīvā.
7. Vadības atbalsts.
8. Krīzes situācija, atbildības aptveršana.
9. Bailes tikt atlaistam vai nesaņemt prēmiju.
10. Bailes saņemt neuzticību no kolektīva un vadības

5.Bloks.

Noslēdzošo jautājumu bloks – par Jums un Jūsu ģimeni

1. Esat dzimis Latvijā?
1. Jāa
2. Citā ES valstī
3. Citā valstī (nevis ES)
2. Jūsu vecāki dzimuši Latvijā?
1. Jā, abi
2. Tikai viens
3. Abi vecāki nav dzimuši Latvijā
3. Jūsu vecākiem ir augstākā izglītība?
1. Jā, abiem
2. Tikai vienam
3. Abiem vecākiem nav augstākās izglītības
4. Jūsu ģimenes stāvoklis?
1. Precējies
2. Dzīvoju kopā ar partneri
3. Esmu attiecībās, bet mēs nedzīvojam kopā
4. Šķīries (-usies)
5. Nav attiecību
5. Jums ir bērni?
1. Jā
2. Nē
6. Dotajā brīdī Jūs dzīvojat:
1. Savā dzīvoklī (istabā)
2. Īrēju dzīvokli (istabu)
3. Kopmītnē
4. Ar vecākiem
5. Cits_____
7. Uzskaitīsiet Jūsu ienākumu avotus uz doto brīdi? (VAR IZVĒLĒTIES VAIRĀKAS ATBILDES.).
1. Jūsu darba alga
2. Vīra/sievas vai partnera/partneres darba alga
3. Vecāku palīdzība
4. Jūsu stipendija vai atvieglojumi

5. Cits _____
Liels paldies!

Appendix 3. Transcript Example

Man, 36

Спасибо больше за то, что согласились принять участие в интервью. Наше исследование связано с изучением профессионального сообщества специалистов, работающих в сфере IT-технологий. Большинство вопросов связано с вашим личным опытом и вашей профессиональной биографией, поэтому я прошу вас не волноваться, отвечать подробно и откровенно. На вопросы, которые я буду задавать, нет правильных или неправильных ответов. Есть только ваше мнение и ваш опыт, который нас и интересует.

Ваша работа связана с IT-технологиями. Расскажите, пожалуйста, о том, как вы начали работать в этой сфере.

Всё началось с моих увлечений в детском возрасте, когда отец мне купил компьютер. Оттуда всё и пошло. Экспериментировать с программированием я начал с класса 5-6. Дальше – больше: курсы, углублённое изучение в школе. У нас была 3 года информатика. Мой класс был связан с математикой-информатикой. Далее – университет по специальности «автоматизация». Я заканчивал Брестский государственный технический университет. Нужно сделать ремарку о том, что я из Белоруссии. Но проживаю в Риге. По какой причине, расскажу позже.

После университета начал работать по специальности в министерстве финансов, точнее, в их отделении, казначейство, так оно называлось на тот момент. Это было недолго. Потому что эта финансовая система с их правилами мне не очень понравилась. Мне хотелось что-то с молодёжной средой. А сами понимаете, туда уже надо идти взрослым человеком, у которого семья и дети.

Далее я устроился на молочный концерн «Савушкин продукт». Это крупнейший в Белоруссии молочный концерн, с филиалами по всей Белоруссии. Главное предприятие у них находится в городе Бресте. Там я проработал около 5 лет, тоже по специальности. Занимался разного рода деятельностью. Аппаратной частью, программированием аппаратной части. В том числе и программированием визуальной… Вообще разного рода были работы. Там было вдоволь времени для всяких экспериментов, попробовать себя в разных сферах.

А потом меня пригласили в Ригу. Один мой знакомый занялся стартапом. И уже более 5 лет, как я попал сюда.

И как вам здесь, нравится?

Мне здесь однозначно нравится. Климат здесь примерно такой же, как в Белоруссии. Чуть-чуть холоднее, но это не сильно мешает. Я к этому уже привык. Морской воздух даже больше нравится, чем местный болотистый. Потому что Брест находится на болотистой местности, влияние болот оказывает на климат сильное воздействие. Здесь IT-сфера развита неплохо. Много фирм, крупных компаний, которые занимаются оказанием IT-услуг. Есть хороший рынок работы. И я считаю, что если Рига дальше бы его развивала (а ей стоит развивать этот рынок далее), она бы могла привлекать высокоинтеллектуальных специалистов из соседних стран с хорошим образованием и навыками.

Вы сейчас всё ещё работаете в той компании, куда вас пригласили на стартап, или уже сменили?

Нет. Со стартапом не так всё получилось гладко, как хотелось бы. Я сменил место работы. Ушёл в Discover Car Hire. Это компания, которая занимается оказанием агрегаторских услуг по аренде машин. На позицию веб-девелопера. Так как, в принципе, я занимался больше программированием бэкенд части, фронтенд для меня был не очень близок, я тут погрузился в серверную разработку. Но немножко другой профиль. Пришлось переучиться чуть-чуть. Но это заняло буквально три месяца, и я уже вошёл в струю хорошо.

Как давно вы работаете в этой компании?

Год.

Скажите, пожалуйста, а смена работы, плюс ещё смена страны, – какие-то

бюрократические проблемы были, или всё прошло гладко с эмиграцией?

С эмиграцией прошло всё гладко. Благодаря тому, что начальство предыдущей работы сделало полностью визовую поддержку, и в целом помогали мне с эмиграцией, за что им спасибо. Так как, понятное дело, как гражданин другой страны я не знал всех этих нюансов, поэтому юридическая поддержка с их стороны была… Юрист, который все вопросы с миграционкой решал.

Насколько самостоятельным было ваше решение получить именно такое образование?

Я хотел это однозначно. Я родителей поставил перед фактом, что это моё, и давайте будем выбирать специальность именно по моим интересам. Я закончил 10 классов, тогда на тот момент было 10-летнее образование в Белоруссии. Сейчас 11-летнее. Мне было 17 лет, я был ещё несовершеннолетним. Естественно, родители имели опеку надо мной. Поэтому решение полностью согласовывалось с ними в этом плане.

Вы всегда работали в области IT-технологий, или у вас были периоды, когда вы работали в другой сфере?

Я даже не могу назвать этого. Хотя, во время учёбы в университете я немножко подрабатывал продавцом компьютерной техники. Зато был опыт в продажах. Это тоже интересно, общение с клиентами.

Когда вы сменили работу, после того, как не получилось со стартапом, как вы попали в эту компанию, где сейчас работаете?

HR-агентство мне помогло с этим.

То есть, вы просто обратились в агентство, чтобы они были посредниками между вами и рекрутирующей компанией?

Так как я знал Александру, знал ещё… Плюс мне рекомендовали. Я обратился в it-camp. И они всю процедуру сделали за меня. Подобрали должность. Я практически перешёл вообще без задержек. Мне нужно было доработать какое-то определённое время в предыдущей компании, и я сразу же перешёл на другую работу. Даже не было времени, когда я сидел без работы, искал её.

Как компания проверяла, насколько вы им подходите? У вас было устное собеседование, или вам ещё давали какое-то задание?

У нас было два интервью, именно физических. Я приходил к ним в офис, общался. И в ходе диалога, наверное, стала ясна моя компетенция. Их всё устраивало.

Как у вас обстоят дела с языком? Вы в коллективе общаетесь на русском, или всё-таки вам необходимо знание латышского, и нужно заканчивать курсы?

У нас интернешнл-компания. Потому что мы сделали акцент на мировой рынок. В нашей компании очень много иностранцев. И, соответственно, формальный язык нашей компании – это английский. Поэтому требование было – знание английского. Понятно, что с иностранцами не будут говорить на латышском языке, и на русском. Поэтому вся деловая переписка, деловое общение, и общение с саппортом, с нашими коллегами, проходит на английском. В замкнутых кругах… Допустим, разработчики у нас преимущественно русские, мы, естественно, общаемся на русском. Внутри департамента. А далее идёт на английском.

Вам нравится ваша работа?

Да, нравится.

Что вам в ней особенно нравится?

Нравятся серьёзные задачи, которые требуют нестандартных решений, которые заставляют подумать. Допустим, просто идёшь после работы домой, и обдумываешь, как бы ты это сделал. Задачи, которые вовлекают тебя и заставляют твой мозг работать, а не просто какая-то рутина. Придумывать какие-то интересные алгоритмы, реализовывать интересные решение, чтобы это всё было оптимизировано. Я вообще сторонник, любитель автоматизации. Это моё.

А что вам в вашей работе, может, не очень нравится?

Сложно сказать. Наше начальство, учредители, general manager в том числе, организовали работу хорошо, в этом их большая заслуга. И спасибо за это. Работником в компании очень комфортно. И все вопросы негативного характера они стараются устранять. То есть, ты не чувствуешь какого-то дискомфорта. У нас проводятся опросы, 360degree, анонимные опросники, general manager собирает о коллегах информацию: «что бы вы хотели пожелать». Они работают над этим. И когда проводили последний раз оценку по компании, в плане, довольны ли вы работой и условиями, компания набрала в районе 8 с копейками баллов, по 10-балльной шкале.

Это высокая оценка. Даже сложно представить выше.

Да. Большинство моих коллег довольны. Всё хорошо, устраивает. Корпоративы нравятся, проведение мероприятий. Всё хорошо сделано.

А когда компания настолько хорошая, появляется ли какая-то избалованность? Например, мы хотим ещё кофе прожарки Blonde.

Конечно, есть. Но мой запрос на коричневый сахар не удовлетворили. (Смех.) У нас на кухне есть разные орехи, фрукты иногда привозят. Даже морковь в последнее время, витамины. Компания следит за здоровьем и за хорошим настроением у коллег. Плюс всякие интересные ивенты. Например, Tasty Wednesday у нас проводится. Когда кто-то из коллег приносит что-то вкусненькое и делится с другими. Дальше по очереди.

Главное, чтобы вы все вместе не принесли.

Нет, это организовано. Назначается человек, который… Это, конечно, не в принудительном порядке, а абсолютно добровольно. Он соглашается, приносит, угощает других. Коллеги делятся своими впечатлениями. Последнее время пошло уже какое-то соревнование, кто лучше сделает.

Вы планируете в обозримом будущем сменить компанию, в которой работаете?

Да.

Как планируете искать новую работу?

Компания мне нравится. Но есть нюансы. Мне предстоит смена страны, соответственно, я буду искать работу в другой стране.

Вы всё-таки думаете о том, чтобы поехать куда-то дальше?

Моя вторая половинка сейчас работает в Норвегии. И вопросы личного характера, когда я хотел бы находиться с ней в одной стране, уже ставятся на более высокий уровень. И я решил, что я буду менять работу. Мне в любом случае проще найти работу. Сами понимаете, IT в любой стране востребовано.

Естественно. Но климат там суровее.

Смотря где. Если рассматривать Берген и окрестности, то там так же, как в Латвии. Я уже был там, на себе почувствовал. Я знаю, как там, есть с чем сравнить.

То есть, вы выбираете город и область, где работает ваша половинка, чтобы вы смогли вместе жить?

Да, конечно.

Вы будете искать примерно такую же компанию, с таким же подходом к работникам? Или вы всё-таки хотите чего-то другого?

Мне кажется, многие сейчас идут по этому пути. Это, наверное, пошло от Google и Apple, в плане организации рабочего процесса в IT-сферах. Конечно, буду ориентироваться на это. Если созданы комфортные условия труда, то и производительность на уровне.

Вы планируете искать самостоятельно, или так же обратиться в кадровое агентство?

Я ещё конкретно не решил. Начну, наверное, с мониторинга, что, как. Это будет в обозримом будущем, не прямо сейчас. Но я уже настраиваюсь.

У вас есть планы по поводу собственной карьеры?

Конечно, есть. Во-первых, я хочу переквалифицироваться на профиль по нейронным сетям, по искусственному интеллекту. В университете у меня была кафедра информации и искусственного интеллекта. И диплом был по этой тематике. Мне это интересно, мне нравилось. Но по работе не сложилось применить. И хотел бы уже к этому вернуться, так

как сейчас это в тренде. Думаю, можно найти компанию. И это очень высокооплачиваемая сейчас работа.

Кем бы вы хотели быть через 5 лет?

У меня уже был опыт работы тимлидером. В принципе, меня позиция эта устраивает. Сейчас я не работаю тимлидом, так как меня взяли как разработчика, и меня это устраивало. Но просто устал … Надо немножко отдохнуть. А в будущем – почему нет? Есть опыт, есть навыки. Можно продолжить.

А через 10 лет?

Обычно я не строю планы так далеко.

IT-сфера очень быстро развивается, всё очень быстро меняется. Как вы узнаёте о том новом, что появляется в вашей профессии?

Интернет, конечно. Это главный источник айтишников.

Ваше положение в этой компании как-то зависит о того, повышаете вы свой профессиональный уровень или нет?

Я проработал всего год, мне сложно ответить на этот вопрос. Но не замечал, чтобы у моих коллег что-то резко менялось. Просто у нас в основном работают сеньоры и мидлы, джуниоров мы не берём. Уже все, в принципе, выросли, и расти дальше особо некуда.

Руководство вашей компании что-то делает для того, чтобы сотрудники получали новые знания и умения?

В целом по компании – да, проводятся мероприятия по обучению. Для девелоперов только посещение разных семинаров, конференций, и так далее. А конкретно курсы – нет. Потому что больше сотрудники самообучаются, по своей специальности. Например, нужно применить какие-то новые технологии. В нашей сфере всё развивается, что-то появляется. Изучаешь, применяешь, внедряешь.

Вы часто посещаете какие-то курсы, вебинары, или вы всё-таки в основном что-то читаете?

Нет, я не посещаю курсы. У меня больше самообучение. Только посещаю курсы латышского языка.

Это в свободное время, или работодатель организовывает?

Это моя личная заинтересованность. Работодателем не было выставлено такого требования. Мой английский их устраивал, и его они тоже не требовали поднимать.

Как бы вы могли оценить рынок IT-технологий в Латвии?

Я бы хотел, чтобы рынок IT-технологий в стране, и конкретно в Риге, развивался дальше и рос. Так как я вижу, что есть потенциал для этого. Но я думаю, есть ограничения на каком-то юридическо-законодательном уровне, допустим, в плане миграционной политики. Потому что не так всё легко и прозрачно делается. Я знаю, есть в Вильнюсе парк технологий, которые построили буквально пару лет назад. И они идут в этом направлении. Вплоть до снижения налоговых сборов. А сейчас в Риге зарплата айтишников высокая, и очень высокие налоги. Чуть ли до 80-90% отдаётся. Понятное дело, что-то компаниям не очень это нравится. Если бы вы создали такие инкубаторы, как сделали, например, в Вильнюсе, я думаю, это бы увеличило приток специалистов в Ригу.

Легко ли сегодня найти хорошую работу в этой сфере?

Было бы желание. Всё зависит от того, кто ищет, от претендента.

Чувствуете ли вы конкуренцию на своём рабочем месте?

Нет.

Это престижная работа?

Я считаю, что да.

Это высокооплачиваемая работа?

Да.

Вы считаете латвийских IT-специалистов конкурентоспособными на международном рынке?

Да. Много наших компаний фигурируют на европейском рынке, на международном

рынке. И их продукты успели где-то засветиться. Также разные стартапы… SEO с предыдущей работы, понятное дело, уже стал заниматься другими стартапами, пошёл в финтех. И сейчас его стартап набирает хорошие обороты, получил финансирование от банка. И они засветились на конференциях мирового уровня. Это показывает, что наши местные компании тоже выходят на рынок. Не просто делают программки для внутреннего рынка, а очень многое идёт на внешний рынок.

Если бы вы могли свободно выбирать, где и кем вы бы хотели работать?

Где бы хотел работать? В OpenAI, компании Илона Маска. Там интересно.

Многие мечтают туда попасть.

Они как раз занимаются нужной мне сферой. Или Tesla. Но желательно OpenAI.

Давайте поговорим о том, что такое для вас хорошая работа. Например, что такое для вас хорошая зарплата? Как вы определяете для себя её размер?

Если оценивать с точки зрения разделения бюджета, 25% от зарплаты должны свободно, без ущерба для месячного бюджета, переходить на сберегательный счёт, на котором ты на что-то копишь. 25% могут уходить на оплату квартиры, коммунальных, кредитов, что касается жилья. 25% можно тратить на еду, рестораны, покупку продуктов, на всё то, что нужно для выживания, как говорится. И на оставшееся баловать себя: на одежду, развлечения, и прочие вещи.

А это связано только с вашими потребностями или ещё с вашим представлением о справедливости? Я имею в виду, что меньшая сумма просто не покрывает ваши расходы, или вам кажется, что, учитывая ваш уровень квалификации, вы достойны большей зарплаты?

По-любому, чем выше квалификация, тем должна быть выше зарплата. Я считаю это нормальным.

Вы обычно сравниваете свою зарплату с зарплатой коллег?

Во-первых, я не знаю зарплату моих коллег. Потому что в нашей фирме есть правило о неразглашении. Я не знаю их, они не знают мою. Мы просто эту тему не обсуждаем.

Для вас важно получать больше, чем другие коллеги, по крайней мере, чем большинство из них?

Я не знаю, сколько они получают. Я могу только сравнить, что партнёрский департамент получает меньше, это очевидно. Не знаю… Ощущение какое-то внутреннее, наверное…

Или зарплаты по рынку. Общаясь с коллегами, которые работают в других компаниях, примерно представляя, важно всё-таки зарабатывать больше?

Важно. Деньги, по сути, открывают для тебя свободу. Ты можешь путешествовать, летать в разные страны. Покупать себе что-то интересное, куда-то ходить. Ты не ограничиваешь себя хотя бы в таких вещах. А жить от зарплаты до зарплаты не очень интересно.

Вам удаётся всё это делать с вашей текущей зарплатой: и откладывать, и оплачивать…

Да. Я в прошлом году посетил 6 стран. Руководство очень лояльно относится к отпускам, позволяет брать 2-3 дня, зацепить выходные, чтобы ты мог успеть слетать за это время в Испанию, к примеру. Что тоже можно отнести к плюсам, потому что не все разрешает дробить отпуск. В итоге я брал отпуск 5-6 раз за год.

Удавалось ли в отпуске полностью отключиться от работы, или надо периодически подключаться и что-то делать?

Получалось. Хотя всё равно умудрялись дёргать, писать. Но если улетаешь далеко, куда-нибудь на Филиппины, там часовая разница большая, и там связь не очень хорошая.

В принципе, если вы ищете место для отпуска, вы можете искать место с плохой связью?

Да. Нет такого, что от меня очень многое зависит. Есть, конечно, список обязанностей. Но мои коллеги могут прикрыть меня, если я недоступен, выполнить какие-

то обязанности за меня.

Но вы всё равно всегда с собой берёте какой-нибудь ноутбук?

Да, конечно. Ноутбук – это неотъемлемая часть для путешествий.

С ручной кладью уже не поездишь.

Как раз поездишь. В ручную кладь он легко помещается. Допустим, если взять ноутбук 14 дюймов, он легко помещается в сумочку, или в рюкзак. Я летаю с одним рюкзаком. Вы же знаете политику Wizz Air сейчас?

Вы считаете свою нынешнюю работу творческой, интересной, или достаточно рутинной?

50 на 50. Есть рутинная часть, и с этим нужно… Съесть эту лягушку, как говорится у Глеба Архангельского в его известной книжке по тайм-менеджменту «Слоны и лягушки». Там был вопрос про рутину. Нужно найти время, чтобы не откладывать этих лягушек на следующий день.

Рутина не вызывает у вас дискомфорт?

Рутина вообще в целом мне не нравится. Если бы я делал полностью рутинную работ, это бы меня свело с ума. Помогает переключение между задачами. У меня обычно около 5-6 тасков в неделю. Просто переключаюсь между ними. И чувствую себя лучше. Потому что если работа чисто по одним таскам, это удручает.

От кого вы получаете эти задачи?

У нас компания небольшая, 50 человек. И выше меня находится глава департамента, он же и является board member. От него я и получаю задачу.

Вы сами определяете, как эти задачи выполнять и сколько вам нужно времени на выполнение?

Да, конечно. Я считаю, что специалисты моего уровня должны сами распределять время, ставить приоритеты и планировать. Так как я ещё был тимлидом, я хорошо знаком технологиями Kanban Agile.

Бывают такие моменты, когда вы ставите срок, а этот срок не устраивает вашего начальника?

Если оцениваемые сроки высоки, можно пересмотреть приоритет задачи.

В принципе, вы довольно гибко можете подойти?

Да, обсуждается. Можно что-то распараллелить, к примеру. Всё зависит от того, насколько это востребовано.

Хорошая работа в вашем понимании должна предполагать свободный график работы, возможность удалённой работы, или это не принципиально для вас?

Для меня принципиально. У меня так и есть. У нас свободный график. Можно приходить когда хочешь. В рамках разумного, понятно дело. Я, например, прихожу на работу к 10. Бывает, прихожу в полдесятого, пол-одиннадцатого. Ухожу около 7, после 7. Если мне что-то нужно, я могу отлучиться. Просто это время я дополнительно отрабатываю. Нет такого, что я должен сидеть на работе ровно 8 часов. Если мне нужно куда-то, я могу отлучиться. Просто согласовываю. Также удалённо, из дома, можно иногда поработать, если есть обстоятельства, которые этому способствуют.

А если вам иногда нужно отработать это время на выходных, то вы можете прийти в офис свободно?

Нет, я обычно делаю это из дома.

То есть, можете доработать удалённо?

Да.

При поиске своего дальнейшего места работы вы тоже будете рассматривать возможность работать удалённо и свободный график как довольно важный фактор?

Да. Свободный график – очень важный фактор. Поверьте, я проработал 5 лет на молочном комбинате, где есть электронная проходная. Где опоздание на одну минуту уже считается нарушением. Мне этого хватило.

Но всегда кого-то можно попросить себя пробить.

Там ещё камеры висят. У нас было очень жёстко с этим. Хотя для IT всегда делались поблажки.

А если вам дадут выбор: фиксированный график или возможность свободного графика, вы согласны немного уступить в заработной плате ради возможности самому определять свой рабочий день или возможности работать удалённо?

Нет, это не настолько критично. Я могу ходить, если нужно, лишь бы это не было очень рано. (Смех.)

То есть, можем зафиксировать 8 часов, но не с 7 и не с 8?

Да. С 9 часов, как во многих странах работают, – это вполне комфортное время.

Ваша работа оставляет вам время и возможность для личной жизни, для хобби, для общения с семьёй, друзьями?

Да. Нет такого, что у нас были авралы и 12 часов подряд надо работать. Я считаю, что у нас в нормальном темпе всё идёт. И мы укладываемся в обычную 40-часовую неделю.

Вам хотелось бы, чтобы свободного времени было больше?

Я думаю, этого всем хотелось бы.

Свободное время – это вообще важно, или работа для вас интересней, чем свободное времяпрепровождение?

Я замечаю, что когда долго нахожусь в отпуске, уже начинаю немного скучать. Потому что когда занимаешься любимым делом, всё равно есть к этому интерес.

Чаще проверяешь емейл, смотришь на телефон, почему никто не пишет, меня все забыли…

Да. Хочется уже попрограммировать.

Вы были тимлидом, поэтому вам, наверное, это будет не очень сложно представить. Давайте представим себе ситуацию, что вы – руководитель какого-то крупного проекта, и вам нужно мотивировать людей работать более интенсивно, чем обычно. То есть, нужно сделать всё быстро, сроки горят, нужно работать напряжённо, и, возможно, больше обычного. Что бы вы для этого сделали?

Большую часть сил можно было бы потратить на мотивационную речь. Объяснить коллегам, для чего это нужно. Когда люди знают цель, что это даст, какая польза от этого будет, у них будет внутренняя мотивация что-то делать, даже если сверхурочно. Также я считаю, что сверхурочные часы должны оплачиваться. Чтобы не было у коллег такого понятия «я тут бесплатно работаю». Тогда, соответственно, ответственность снижается. И качество сделанной работы тоже может снижаться. А это повлечёт к багам, проблемам.

Насколько эффективен в такой ситуации метод кнута, угрозы, связанные с увольнением, депремированием, и так далее?

Неэффективен. Но это ещё зависит от менталитета. В Белоруссии кнут был эффективен. Потому что люди привыкли к такому режиму с советского времени. Но для молодого поколения айтишников всё меняется, они перестраиваются. А старая школа по кнуту очень хорошо работает. Мне это было видно на заводе.

Когда вам приходилось выполнять сложную работу, что заставляло вас работать хорошо?

Внутренняя ответственность. Я считаю, что я ответственный человек. И самомотивация способствует этому. Если даже очень сильно не хочется, лучше сделать паузу, передохнуть, погулять, а потом всё-таки сесть и со свежей головой сделать. А выжимать из себя и просто тратить время впустую нет смысла. Нужен настрой, нужна мотивация.

В принципе, важно самому сделать работу хорошо? То есть, для вас это очень важно, вы самомотивированы?

Конечно. Я хочу, чтобы моя работа была сделана качественно. И другие это, естественно, заметили и оценили. Потому что я, как и многие, люблю, чтобы делали положительную оценку о качестве моей работы. Меня мотивирует, когда другие замечают, что я делаю.

Похвала – это важно?

Да. Есть люди, которые не требуют похвалы, а есть, которые требуют. К людям надо искать индивидуальный подход. Поэтому в небольших командах нужно делать индивидуальную мотивацию каждому члену.

Когда вы работали тимлидом, у вас получалось балансировать всю команду? Что для вас было сложным?

С командой у меня коммуникация была хорошая. Проблема была только с прожект-менеджером. У нас всегда были конфликты. Так как у него свои критерии, а у меня свои интересы.

То есть, скорее, всегда проблема больше в работе с административной властью, чем с командой? С командой удавалось найти общий язык, и каждого мотивировать индивидуально?

Да.

Хорошо, Николай. Спасибо вам большое за интервью, за время, которое вы уделили. Было очень интересно.

Man, 24

Хочу вас поблагодарить за то, что согласились на интервью. Наше исследование связано с изучением профессионального сообщества специалистов, работающих в сфере IT-технологий. Нас интересует, в чём особенность этой работы, в чём её преимущества, достоинства и недостатки. Как формируется профессиональная этика, профессиональная культура, какие ценности существуют в этой среде, и так далее. Большинство вопросов связано с вашим личным опытом и вашей профессиональной биографией, поэтому я прошу вас не волноваться и отвечать подробно и откровенно. На вопросы, которые я буду задавать, нет правильных или неправильных ответов. Есть только ваше мнение и ваш опыт, который нас и интересует.

Ваша работа связана с IT-технологиями. Расскажите, пожалуйста, о том, как вы начали работать в этой сфере.

Понятие «IT-технологии» достаточно широкое. Конкретно сейчас я занимаюсь разработкой. До этого я успел позаниматься смежными сферами. Это техническая интеграция. Это когда один IT-сервис интегрируют в другой сервис. То есть, налаживают их взаимодействие. Ещё до этого я успел поработать в технической поддержке. IT-сфера мне всегда была интересна. Но у меня образование инженер-землеустроитель. То есть, это не моя специальность. Мне всегда была интересна творческая составляющая этой сферы, потому что IT позволяет очень хорошо себя реализовать независимо от того, в каком городе ты находишься, в какой стране, и независимо от твоего материального положения или достатка.

Почему вы выбрали всё-таки IT? Это случилось ещё в школьное время?

На самом деле, как и многим людям в этой сфере, мне это стало интересно ещё в школе. Как ни странно, у меня всегда были очень плохие оценки по информатике. Но это не мешало мне интересоваться практической стороной вопроса, пытаться создавать самому какие-то сайты, игры, и так далее. И когда я закончил образование, я понял, что не могу найти работу по своей специальности в родном городе. Я жил в Цесисе. Сейчас я живу в Риге. И помыкавшись некоторое время, я в итоге понял, что единственный шанс найти работу – это работать какое-то время бесплатно, а потом за очень маленькую плату. Потому что выпускников выпускается много, а компаний, которые занимаются межеванием, землеустройством, мало, и им нужны опытные специалисты, а не новички. В IT-сфере такая же ситуация. Но в IT-сферу было намного реальнее войти без специфического высшего образования и без навыков или связей. Поэтому я выбрал IT-профессию, которая мне была интересна ещё со школы. В итоге я сосредоточился на разработке, на программировании. Решил развиваться в этом направлении, и ни разу не пожалел.

Вы всегда работали в области IT-технологий, или у вас были периоды, когда вы

работали в другой сфере?

Выходит, я всегда работал в области IT-технологий. На первых порах я занимался, можно сказать, всем подряд. Я занимался копирайтингом, это написание статей. Я занимался созданием сайтов, их поддержкой, наполнением контентом. Мне также был интересен маркетинг, SEO-продвижение. У меня был очень широкий круг интересов. Но в один момент я решил, что мне нужно понять, в каком направлении двигаться. И я сделал достаточно просто. Я проанализировал вакансии, посмотрел, в каких вакансиях не требуется специфическое высшее образование, которого у меня не было. То есть, если ты хочешь дойти до какого-то определённого уровня в маркетинге, у тебя попросят специфическое образование. В копирайтинге тебе тоже нужно будет образование филолога или журналиста. Единственная сфера, в которой этого не требовалось, – это программирование.

Так что я начал из других областей, но всегда работал в IT. Потому что мне всегда это было интересно. И была возможность это делать удалённо, не привязываясь к конкретному заводу, допустим, или конкретной организации.

А существует ли вообще какой-то порог, какой-то уровень, до которого можно дойти в программировании, и после этого всё-таки понадобится высшее образование? Или там оно, в принципе, вообще не нужно?

Это очень сильно зависит от того, в каком направлении человек работает. Особенно если брать программирование. Если человек идёт работать в сферу, связанную с космосом, конечно, там будут требоваться очень высокие алгоритмические, математические знания, то есть, высшая математика, и так далее. И, конечно, на определённом этапе потребуется обязательное образование, даже скорей всего образование не бакалавра, а магистра. Но если человек занимается, допустим, созданием сайтов, или чем-то более простым, то большая часть его работы будет связана с созданием визуальной части, интерфейса. Например, ВКонтакте, Одноклассники, – там можно слушать музыку, смотреть видео, отправлять сообщения. Но по сути алгоритмические серьёзные задачи – это не такая большая часть работы. Существенная часть подобных приложений – это просто программирование визуальной части. И там можно достичь больших высот, не имея высшего образования.

Наверное, это очень сильно также зависит и от компании. Многие компании могут тебя не взять, если у тебя нет специального образования. А во многих компаниях, напротив, можно спокойно дорасти до руководящих должностей. Я сам неоднократно слышал такие истории. Есть люди, которые работают в Гугле, а у них только среднее образование. Ни им это не мешает развиваться.

Расскажите, пожалуйста, о вашей нынешней работе. Как давно вы работаете в этой компании?

В текущей компании я работаю примерно год. Это топовое диджитал-агентство. И одно из самых лучших диджитал-агентств по многочисленным рейтингам. Оно входит в международную группу компаний. И основная моя задача – разрабатывать продукты для лидеров рынка в разных сферах. И этим я и занимаюсь на текущем месте примерно год. До этого я два года успел поработать в других организациях.

А как проходил процесс трудоустройства?

На момент трудоустройства я уже работал в другой компании. Но я столкнулся с проблемой, которая широко встречается в IT-сфере, и в частности, в области программирования. Что люди с разным опытом получают очень сильно различающуюся зарплату. Но при этом этот опыт может быстро увеличиться, если человек активно развивается. Очень важно, чтобы человек развивался дома, делал свои проекты, самостоятельно подтягивал слабые места. И поэтому я вырос как специалист достаточно быстро, но при этом руководители этой компании считали, что если человека взяли на определённую зарплату, то нет смысла ему её повышать. Я не планировал никуда уходить. Я общался в чатах. Это очень важная сторона IT-профессии, что очень легко найти сообщество. Ты можешь найти сообщество в своём городе, в своей стране, или в целом на

земном шаре. Ты можешь общаться с другими людьми удалённо. Есть даже полноценные онлайн-конференции, где участвуют люди с разных концов света. И я так познакомился со своим текущим руководителем. Мы пообщались какое-то время, и он сказал: «Приходи ко мне на работу». Я пришёл, пообщался полчаса, и мне сказали: «Окей, мы тебя принимаем». И через две недели я уже работал у них.

В чём заключаются ваши основные обязанности?

На текущий момент моя ключевая обязанность – это разработка сайтов. Прежде всего это какие-то рекламные сайты для промоакций, сайты для крупных компаний, которые, например, хотят в честь запуска нового продукта, новой услуги произвести широкую рекламную кампанию обычно на территории всей страны. Для этого им требуется какой-то яркий ресурс, который будет отличаться красивыми анимациями, интерактивностью. Например, играми, викторинами, тестами, чем угодно, что будет привлекать внимание. Моя задача – разрабатывать нестандартные и не шаблонные сайты, используя передовые технологии в этой области.

Вам нравится ваша работа?

Да, нравится. Прежде всего потому, что я давно к этому стремился. Это был мой сознательный выбор. Для того, чтобы достичь результата, я очень много занимался самостоятельно. Я проходил курсы, делал множество проектов. И когда я прихожу на работу, для меня это ощущение достигнутой цели, ощущение выполненного результата. И, конечно, мне очень нравится, что я очень долго к этому шёл и наконец могу гордиться тем, чем я занимаюсь.

Что вам в работе особенно нравится?

Если брать программирование и веб-разработку в целом, то больше всего мне симпатична творческая сторона. Потому что ты можешь решать задачу разными способами. У тебя нет какого-то шаблонного решения или шаблонного варианта. И нет того, что тебе может наскучить. Если ты развиваешься, ты постоянно можешь находить новые, более интересные, нетривиальные пути решения своих повседневных задач. Это с одной стороны. С другой стороны, на тебя ложится ответственность. Потому что ты являешься человеком, который должен быть экспертом в своей области. Если в твою компанию приходит клиент и он будет интересоваться, как долго, какими способами, какими путями можно реализовать ту или иную задумку, ты являешься экспертом в этой сфере и ни один твой руководитель не сможет дать объективную оценку. Это, конечно, приятное чувство ответственности за то, что ты можешь быть специалистом, который будет в своей компании помогать принимать какие-то ключевые решения в рамках сотрудничества с достаточно крупными организациями на российском рынке. Это творчество и ответственность.

А что вам не очень нравится?

Важная часть в IT-сфере в целом, которая многим людям незнакома, – это необходимость постоянно развиваться. С одной стороны, это очень приятно, это даёт тебе возможность не сидеть на месте в профессиональном плане. Но с другой стороны это так же, как езда на велосипеде. Ты либо постоянно учишься, развиваешься в свободное время, либо ты падаешь. Ты не можешь остановиться. У тебя нет возможности прерваться, что я устал, хочу годик отдохнуть, просто работать, ничем не заниматься, кроме своей работы, как это возможно во многих других сферах. Потому что ты через год банально устареешь. Технологии развиваются очень стремительно. Если посмотреть на те же телефоны, ещё 10 лет назад это были кнопочные телефоны, потом смартфоны, и сейчас уже появляется виртуальная реальность. Можно заметить, какими невероятными темпами развиваются технологии. И человек, который разрабатывал кнопочные телефоны, сейчас как специалист уже никому не нужен. Поэтому необходимость постоянно, бесконечно, беспрерывно развиваться в IT-сфере – это, с одной стороны, плюс. Но, с другой стороны, минус, который отчасти лишает тебя личной жизни.

Вы планируете в обозримом будущем сменить компанию, в которой работаете?

Я активно изучаю иностранные языки. Я учу английский, также планирую учить

немецкий и французский. И в целом если вдруг появится возможность куда-нибудь переехать, то это было бы весомой мотивацией что-то изменить в жизни. Мотивация, которую бы все поняли. Но если брать конкретно сейчас, не заглядывая далеко вперёд, то меня всё устраивает. И, наверное, я бы не стал менять, если бы у меня не появилось в жизни чего-то кардинально другого, возможности что-то кардинально изменить.

На текущем месте работы у вас есть возможность для карьерного роста?

Поскольку я работаю в этой компании только год… Хотя это достаточно много для IT-сферы. У меня ещё не было ситуации, когда у меня возникла бы такая необходимость или возможность. В IT-сфере обычно происходит так, что благодаря быстрому профессиональному росту люди регулярно меняют место работы. Обычно если твой руководитель уходит, то среди подчинённых выбирают кого-то, кто способен занять его место. Я думаю, если возникнет какая-то необходимость у моей компании, то я вполне мог бы иметь возможность для карьерного роста. Но пока я не вижу такой необходимости, потому что у нас хорошо отлаженные процессы, всех всё устраивают. И из компании никто никуда не собирается уходить, включая руководящие должности.

У вас есть планы по поводу собственной карьеры?

Мои планы прежде всего профессионального характера, профессионального развития. Особенно в программировании специалисты делятся на определённые ранги. Есть джуниор-специалисты, мидл-специалисты, и сеньор-специалисты. Ты можешь развиваться профессионально, стать экспертом в каком-то одном направлении, либо ты можешь развиваться в карьерном плане. Конечно, меня очень интересует собственное профессиональное развитие. Даже в этот момент я до сих пор прохожу какие-то курсы. Прямо сейчас я записан на курсы. Я выполняю домашние задания. Я делаю проекты. Потому что я очень хотел бы развиваться, как в рамках текущей компании, текущей должности, так и вообще. И перейти на новую планку со среднего, мидл-специалиста, до старшего, сеньор-специалиста.

Кем бы вы хотели быть через 5 лет?

Я читал одну статью, которая меня очень заинтересовала. Как разработчик из России работает в одной ведущей компании в Европе по разработке компьютерных игр. Я играю в их продукты, они мне нравятся. И человек реализовал себя в этой сфере, придя из другого направления. Это у него хобби. Он создаёт продукт, он играет. Разработка игр – это, наверное, мечта очень большого количества мужчин, которая всё равно со взрослением никуда не изучает. Солдатики, машинки, и те же самые игры. Наверное, если бы я мог, если бы у меня появилась возможность, я бы хотел в свободное время, через 5 лет или через сколько-то, попробовать переквалифицироваться в разработку компьютерных игр.

А через 10 лет?

Наверное, хотел бы быть старшим разработчиком компьютерных игр. Или руководителем группы разработки компьютерных игр.

Вы уже говорили о том, что IT-сфера очень быстро развивается, всё очень быстро меняется. А как вы узнаёте о том новом, что появляется в вашей профессии?

В современном мире это, можно сказать, обязанность каждого IT-специалиста. Существуют тематические ресурсы, аудио-подкасты, когда люди записывают своё интервью или общение с ключевыми представителями отрасли. Существуют онлайн вебинары, и, конечно же, конференции. Очень важно во всём этом участвовать, не пропускать. Даже если ты не можешь пойти на какую-нибудь ведущую конференцию, ты всё равно должен обязательно посмотреть её. Особенно если она узкотематическая, по твоей сфере. Для этого, возможно, придётся изучить английский язык. Английский язык – это на самом деле очень важно. Это ключевой навык, который нужен для самообразования. Смотреть вебинары, подкасты, читать книги и статьи на русском языке – этого очень мало. Потому что самое свежее всегда на английском языке. В других сферах нет такой резкой перемены. Если, условно говоря, вышел новый трактор, пока его завезут в Россию, к этому времени и инструкцию для него переведут. А в IT-сфере вышла новая технология, вышел новый тренд

– и никто не будет моментально переводить на русский язык, как это работает. Да, прежде всего это чтение и просмотр информации на русском языке, но очень важно читать и англоязычные тематические ресурсы, можно сказать, местные IT-газеты, в онлайн-формате.

Ваше положение в этой компании как-то зависит о того, повышаете вы свой профессиональный уровень или нет?

Я думаю, как и в большинстве компаний, зависит. Потому что это влияет на то, какие задачи ты способен решать. Каждый человек в компании, нравится это кому-то или нет, – это всего лишь инструмент, это рычаг, который позволяет решать проблемы компании. Его задача – работать на общее благо. И если ты профессионально развиваешься в нужном для компании направлении, то ты можешь создать какую-то новую концепцию, новую идею. Предположим, у компании есть клиент, у клиента есть сайт. И ты предполагаешь, что ты мог бы для этого клиента создать ещё и мобильное приложение. Например, менеджер делает запрос клиенту, нужно ли ему это. Если да, то ты профессионально делаешь рывок, готовишься месяц-другой, и потом компания заключает с клиентом договор, создаёт техническое задание. И ты реализуешь свой новый полученный навык, своё профессиональное развитие, можно сказать, во благо общества. И это существенно повышает лояльность компании к тебе, и появляются перспективы твоего развития в этой компании. Я думаю, это характерно для всех IT-компаний, в том числе для той, на которой я работаю в данный момент.

Как вы получаете новые знания? Вы упоминали о том, что сейчас проходите обучение.

Я регулярно покупаю книги, как на русском, так и на английском языках. Я слежу за лидерами мнений в этой сфере. Я наблюдаю за тем, как люди у себя в ВКонтакте, в Твиттере, в Фейсбуке делятся новостями. В фоновом режиме, допустим, когда на работу. И так можно увидеть ключевые тренды. Я читаю статьи на английском языке. И после этого всего я прихожу домой, сажусь и начинаю делать проекты, практиковаться. Иногда бывают ситуации, когда нового выходит слишком много, а разобраться со всем этим вовремя не успеваешь. Очень важно получить концентрированную информацию, которая позволит за короткий срок сделать большой прогресс. Тогда целесообразно заплатить деньги за какой-нибудь курс, на котором ты сможешь очень быстро выяснить всё, что тебе нужно.

Руководство вашей компании что-то делает для того, чтобы сотрудники получали новые знания и умения?

Я думаю, в рамках задач моей компании на данный момент это нецелесообразно. Потому что по тем проектам, которые у нас есть, сотрудники сами готовы получать новые знания и умения без какой-то поддержки со стороны компании.

Как вы могли бы оценить рынок IT-технологий в стране? Легко ли сегодня найти хорошую работу в этой сфере?

Тут существует очень интересная тенденция. В последние годы в связи с неблагоприятной экономической ситуацией очень большое количество людей направляется в сферу IT из совсем других профессий. Например, это могут быть ветеринары, психологи, работники заводов, – кто угодно. И поэтому на сегодняшний момент на рынке находится очень большое количество специалистов с маленьким уровнем опыта. И если ты специалист с маленьким уровнем опыта, скорей всего, тебе будет достаточно тяжело найти работу. Но если у тебя уже есть хороший уровень опыта, то тебе найти работу будет просто. Существует примерно такая тенденция: на вакансии начального уровня, допустим, на одну вакансию программиста в день приходит примерно 30 откликов. Но при этом если тебе нужен специалист среднего уровня, то на одну вакансию приходит, например, уже 1 отклик в день. А если тебе нужен специалист высокого уровня, но ты уже должен сам копать резюме, искать специалистов и сам им отправлять приглашения. То есть, разница десятикратная, в зависимости от уровня специалиста. Соответственно, новичку очень тяжело найти работу. Практически нереально найти работу, если ты не в крупном городе, если ты пытаешься устроиться удалённо. Но если ты человек опытный, ты можешь найти

работу практически за неделю.

Как вам кажется, могли бы вы сейчас найти работу в другой стране Европы или в Америке?

На данный момент у меня проблема в отсутствии у меня специализированного высшего образования. Я уже начал работать над этим. Я поступил на заочное обучение. Так что сейчас нет. Можно сказать, по юридическим причинам. Но после того, как я получу высшее образование, я думаю, для меня не составит никакой сложности найти работу в любой точке земного шара.

А вы всё-таки планируете искать работу другой точке земного шара, или остаться?

Да, наверное, планирую. Потому что это интересно. Это новый опыт, новые возможности. В некоторых европейских странах люди ощущают себя гражданами мира. Ни для кого не составляет проблемы или сложности поехать в другую страну на конференцию, участвовать, общаться с людьми. Но у нас в основном люди достаточно консервативны и привязаны к тому месту, где они родились и где они живут. И они ощущают себя прежде всего гражданами своего города, своей страны, своей культуры. И в отличие от подавляющего большинства мне было бы интересно прежде всего ознакомиться с другими культурами, с другими народами. И пожить в разных странах какое-то количество лет, чтобы увидеть мир. Для меня это было бы очень интересным опытом.

Если бы вы могли свободно выбирать, где и кем вы бы хотели работать?

Хотел бы работать, предположим, руководителем группы разработки какой-нибудь классной онлайн-игры Ubisoft Montreal в Канаде.

Давайте поговорим о том, что такое для вас хорошая работа. Вы уже немного сказали о работе своей мечты, о своих планах. А что такое для вас хорошая зарплата? Как вы определяете для себя её размер?

Я считаю, что хорошая зарплата – это та, которая позволяет тебе пользоваться всеми необходимыми медицинскими услугами, питаться здоровой пищей, нормально одеваться, и реализовывать другие базовые потребности. Я не считаю, что нормальная зарплата обязательно должна позволить тебе купить квартиру, или классную машину, или крутой ноутбук. Нормальная зарплата – это та, которая позволяет тебе нормально жить, реализовывать все свои базовые человеческие потребности. И она очень сильно разнится от города, страны. Но я могу сделать вывод, что в Латвии лишь небольшое количество людей получают нормальную зарплату. Очень большое количество людей не могут себе позволить, допустим, при какой-то болезни оперативно её вылечить. Допустим, полис не покрывает, а средств для лечения в частных клиниках у них нет.

Вы сравниваете свою зарплату с зарплатой коллег?

Нет, не сравниваю. В этом плане я, можно сказать, живу по принципу «от каждого по возможностям, каждому по потребностям».

Для вас важно получать больше, чем другие коллеги, по крайней мере, чем большинство из них?

Нет, абсолютно неважно. Я уверен, что каждый получает столько, сколько он заслуживает.

Если вам не хватает денег на какие-то текущие расходы, например, вам надо сделать ремонт, куда-то поехать, что-то купить, вы начинаете экономить, ищете дополнительный доход, или думаете о том, чтобы сменить работу?

Это зависит от цели. Допустим, если купить новый компьютер, то, конечно, лучше подкопить денег. Это не та цель, ради которой стоит занимать и так далее. Но если у меня есть необходимость , допустим, пройти курс, который мне очень поможет на текущем месте, и он продаётся с очень большой скидкой. На данный момент у меня денег нет, но они у меня появятся через неделю. В такой ситуации я просто куплю его с кредитной карты и через неделю пополню обратно свой счёт. По сути, либо накопление, либо, если это совсем что-то срочное, важное, лечение и так далее, у меня в таком случае есть кредитная карта.

Что вы станете делать, если нехватка денег станет хронической? То есть, вы поймёте,

что вы постоянно отказываетесь от чего-то важного или нужного для вас.

В такой ситуации, наверное, нужно менять работу.

Вы считаете свою нынешнюю работу творческой, интересной, или достаточно рутинной?

Как ни странно, несмотря на то, что я занимаюсь программированием, я полный гуманитарий, и я люблю свою работу, потому что считаю её очень творческой и разнообразной. Каждый день на своей работе я делаю, можно сказать, удивительные открытия и нахожу разные варианты, как решать задачу более красивыми способами. Создавать продукт – это всё равно что рисовать картину. Это очень творческое занятие. Я думаю, это характерно и для других IT-сфер, например, маркетинга, и так далее. Каждая IT-сфера – это радость творчества.

Что особо интересно в вашей работе?

Особо интересно, когда у меня есть возможность принимать ключевые решение в создании продукта. Допустим, выбор технологии для его реализации, выбор методологии, и так далее. Мне кажется интересным процесс обдумывания, проектирования решений для их последующей реализации. Мне кажется, возможность проектировать творческий продукт – это удивительное сочетание, и мне это очень нравится.

А если бы пришлось искать новую работу, вы бы искали примерно такую же?

Да. Я искал бы максимально похожее на то, чем я сейчас занимаюсь. Потому что мне это очень нравится.

Хорошая работа в вашем понимании должна предполагать свободный график работы, возможность удалённой работы, или это не принципиально для вас?

Хорошая работа должна предполагать хорошее отношение людей. Есть большое количество компаний, которые, на мой взгляд, можно назвать устаревшими, где людям принципиально важно, чтобы ты приходил к 7-8 утра. Если ты опоздал на 15 минут, это штраф. И если у тебя заболел ребёнок, тебя никто домой не отпустит. На мой взгляд, хорошая работа – это та, где к тебе относятся по-человечески. Если тебе срочно нужно уйти, или прийти попозже, или поработать из дома, в IT-сфере в подавляющем большинстве ситуаций нет причин, чтобы человеку не позволить этого. А в остальном, я считаю, это не принципиально. Работать удалённо со свободным графиком, или придерживаться какой-то дисциплины – это дело каждого человека и его менталитета. Самое главное – это адекватное отношение руководства к каким-то нестандартным ситуациям.

Вы готовы ради свободы самому определять свой рабочий день или возможности работать удалённо немного сократить свою зарплату?

Да. Это целесообразно, потому что ты сократишь траты на проезд, сократишь траты на питание, и так далее. Поэтому баш на баш.

Расскажите немного о том, как организована ваша работа. Вы получаете от кого-то задание, что вам нужно сделать?

На своём текущем месте работы я либо получаю задание, либо у меня появляются идеи и я кому-то доношу свои мысли, и они трансформируются в задание. Либо я кому-то сам ставлю задание. То есть, моя компания не имеет чёткой иерархии. У нас очень быстрый режим работы и выпуска проекта, поэтому нормально, что я могу ставить задание дизайнеру, дизайнер может ставить задание мне. Мне может поставить задание руководство, и даже я могу поставить задание руководству, если я считаю, что в нашем проекте что-то реализуется не так, как оно должно работать. Я просто человек, который находится на своём месте, как рыба плаваю и делаю то, что приходится.

Вас устраивает тот уровень независимости или зависимости, который есть в вашей работе?

Я считаю, что моя работа достаточно независима. Я принимаю какие-то решения, и к моему мнению прислушиваются, когда это актуально и соответствует потребностям компании. Поэтому я считаю, что я имею достаточную независимость на своей работе.

Ваша работа оставляет вам время и возможность для личной жизни, для хобби, для

общения с семьёй, друзьями?

Оставляет достаточно мало времени. В том числе по причинам, которые я называл, связанные с необходимостью постоянного саморазвития и самообучения. Я думаю, у меня свободного времени на личную жизнь меньше, чем у специалистов других направлений и сфер.

Вам хотелось бы, чтобы такого времени было больше?

Да, я думаю, всем хотелось бы, чтобы такого времени было больше.

Свободное время – это вообще важно, или работа для вас интересней, чем свободное времяпрепровождение?

Я считаю, что свободное время – это очень важно для всех. Потому что это влияет на твоё психологическое состояние. И как ни странно, на эффективность твоего труда. Когда ты много отдыхаешь и хорошо спишь, то ты эффективно выполняешь рабочие задачи.

Как обычно вы любите проводить свободное время?

Мне нравится гулять, выезжать на природу. И когда отпуск или праздники, выезжать в близлежащие страны. Рядом с Латвией находится Финляндия, Эстония, Швеция. Это классно – иметь возможность выехать на выходные, например, в Финляндию.

Во время отпуска удаётся отдохнуть, или нужно периодически подключаться, что-то проверять?

В этом плане про IT-сферу ходит такой анекдот. Что человек пытается сбежать от работы, приплывает на необитаемый остров, вокруг океан, никого. Он кидает в море свой телефон и наконец-то старается отдохнуть. Вдруг к берегу прибивает бутылку. Он разбивает её, достаёт записку: «Иван, срочно, есть правки от клиента, быстрее приступай!». То есть, если ты не отключишь все каналы связи, с высокой долей вероятности ты не сможешь нормально отдохнуть. Потому что ты всегда всем нужен и важен.

Вам приходится отключать телефон, или это состояние нужности – оно вам тоже нравится?

В отпуске я предпочитаю отключать телефон.

И в качестве последнего вопроса, давайте представим себе ситуацию, что вы – руководитель какого-то крупного проекта. Вам надо мотивировать людей работать более интенсивно, чем обычно. То есть, есть задача, которую надо выполнить. И надо, чтобы сотрудники работали напряжённо, и, возможно, больше обычного. Что бы вы для этого сделали?

Прежде всего это нормальный человеческий разговор. Поскольку люди работают над одним проектом, нужно донести человеку его практическую необходимость. Что это не является прихотью или чьим-то желанием. Это практическая, производственная необходимость, чтобы мы все вместе могли завершить этот проект. Соответственно, очень важно, чтобы и люди, которые принимают решение и несут ответственность, также работали вместе с исполнителем. И крайне желательно человеку компенсировать его дополнительное рабочее время, хотя бы в рамках усреднённой почасовой ставки. Тогда, я думаю, все будут готовы пойти навстречу.

Насколько эффективны в такой ситуации угрозы, связанные с увольнением, депремированием, и так далее?

Я считаю, что в IT-сфере, в отличие от других направлений, угрозы абсолютно неэффективны. Поскольку в такой ситуации человек, скорее, сам уйдёт. А для любого опытного специалиста в России нет проблемы найти хорошую высокооплачиваемую работу. Потому что человек может работать даже удалённо, если захочет. И любые угрозы приведут к быстрому уходу сотрудника и не принесут никакого эффекта.

Вам самому приходилось выполнять сложную работу? Что заставляло вас работать хорошо?

Да, приходилось. И до сих пор регулярно приходится. Наверное, осознание уважения, которое ко мне проявляют люди. Если они также вместе со мной участвую в этой сложной работе. Если они совместно решают задачу. Если работа не перекладывается на

одного человека. Ведь работа может быть сложной, потому что она требует большого напряжения, или потому что на человека возложили непомерный груз задач. Это зависит от отношения к человеку. Адекватная сложная работа требует адекватной помощи, поддержки, участия других коллег, и совместного решения задач. Взаимопомощь, взаимовыручка – это ключ к успешному решению любой сложной задачи и сложной работы.

Помимо заработной платы, какие ещё инструменты использует ваша компания для мотивации работников?

Например, последнее время начали приносить зефирки на ресепшен, и мне это очень приятно. Я люблю зефирки. Это достаточно важные мелочи мотивации сотрудника по утрам, когда он приходит на работу.

А есть какие-то другие плюсы, например, медицинское страхование, или оплаченный спортзал, корпоративы?

Для IT-сферы характерен какой-то базовый пакет. Да, моя компания обеспечивает меня страховкой. Но нет некоторых мелочей, которые есть в других компаниях. Например, возможности на работе играть в Xbox или PlayStation. Всё-таки у нас достаточно напряжённая сфера, диджитал, и у нас некогда этим заниматься. А в остальном, какой-то базовый пакет вроде страховки, – да, присутствует.

Как вас на работе разгружают? Где-то ставят стол для настольного тенниса, где-то пытаются прививать занятия йогой.

Я думаю, в этом смысле никак. Очень напряжённая сфера. Некогда играть в теннис. Человек приходит на работу.

Возможно, в этом есть смысл.

Егор, спасибо большое за интервью. Было очень интересно!

Man,41

Вы говорили, что ваша работа связана с IT-технологиями. Расскажите, пожалуйста, о том, как вы начали работать в этой сфере.

Я всю жизнь проработал в этой сфере. У меня это, можно сказать, потомственное. Моя мама работала в близкой сфере. И я тоже. Начал, в принципе, ещё в школе работать.

Заинтересованность пришла именно в школе, или за счёт среды общения?

Я видел, что мама что-то делает, мне было интересно. И так и пошло-поехало.

Какое у вас образование?

Бакалавр.

Тоже связано с IT-технологиями?

Да. Кафедра IT.

Насколько самостоятельным было ваше решение получить именно такое образование?

Полностью самостоятельным. Оно было отчасти связано… Нет, не было связано. Но я не колебался, потому что я ещё хотел уехать в Ригу. То есть, не хотел жить с родителями.

И с тех пор вы работаете с IT-технологиями?

Да.

Были периоды, когда вы работали в другой сфере?

Нет.

Расскажите, пожалуйста, о вашей нынешней работе. Чем вы занимаетесь на работе?

Я разработчик плюс системный архитектор. Когда приходят какие-то запросы по функционалу, надо придумать, как это сделать. В том числе сам реализую, плюс ещё распределяю задачи. Не могу сказать, что я тимлид, но какая-то смесь. У нас довольно гибкая структура в коллективе. Каждый человек отвечает за свой кусок, какое-то направление, и если ему нужна помощь от других, он их привлекает и делегирует какие-то задачи.

Чем занимается компания?

Можно сказать, я работаю на двух работах. Основная связана с платёжным бизнесом.

Это процессинг кредитных карточек, и просто интернет-платежи, интернет-банкинг, и прочие вещи. А вторая работа – это компания, которая занимается перевозкой грузов. Я в своё время, ещё очень давно, сделал программу, и до сих пор её поддерживаю. На второй на данный момент больше пассивный доход.

Как давно вы работаете в этой компании?

Сложно сказать, потому что здесь немножко переплетено. Именно в этой компании лет 5, может быть, 4. Но я работаю практически с теми же людьми, с которыми я работал и в предыдущем месте. Костяк остался.

А как вообще к вам пришла мысль мигрировать костяком сюда 5 лет назад?

На тот момент это было вынужденное решение. Там менялось руководство, менялась политика партии. И команду тогда расформировали, мы перешли в другое место.

Легко было это место найти? Как вы искали, куда перейти?

Это стартап.

Вас кто-то пригласил, раз это стартап?

Да. Не совсем. Один из людей, который с нами работал, из топ-менеджмента, – он организовал компанию. Там появились инвесторы. И он нас всех перетащил к себе.

Вам нравится ваша работа?

По большому счёту, да.

Что вам в ней особенно нравится?

Наверное, в определённой степени это творческая работа. Приятно что-то создавать.

А что не очень нравится?

Специфика бизнеса такова, что большую часть времени всё-таки приходится заниматься довольно рутинными задачами. Творить редко когда получается.

А как удаётся реализовывать желание творить? Может, в работе, или в каком-то хобби. Получается реализовать это желание?

В принципе, получается. Но всё равно реалии бизнеса таковы, что часто больше нужен результат, и лучше сегодня, чем завтра. Очень часто сталкиваешься с людьми, которым надо сегодня. Им довольно сложно объяснить, что можно сделать хорошо за полгода, или за месяц, но так себе.

Вы планируете в обозримом будущем сменить компанию, в которой работаете?

Даже не знаю. Таких планов нет. Но обычно это всё происходит спонтанно. Я ни разу не менял работу запланировано.

Значит, вы довольно лёгкий на подъём? То есть, есть хорошее предложение – и…

Я не могу, так сказать. Потому что вообще рынок IT в Латвии довольно маленький. И по большому счёту больших компаний, куда можно пойти работать, – их раз, два, три, пять. Они все известны, везде работают друзья, знакомые. И такая ситуация, что новая компания пригласит, – это довольно редкий случай.

А вообще планируете свою профессиональную жизнь наперёд на сколько-то лет?

Опять-таки, это тоже специфика IT, что карьерный рост – он присутствует, но он немножко смазанный. Например, та же профессия «разработчик», на мой взгляд, идёт немножко параллельно всему. Если мы говорим о каких-то амбициях, что, например, человек хочет быть начальником, директором, то да. А если карьерный рост связывать с размером зарплаты, то простой разработчик может получать больше, чем начальник департамента. Это абсолютно нормальная практика. И мне это нравится. Я не очень представляю себя начальником, мне не нравится вся эта кухня. Я вполне могу руководить какими-то командами, составлять задачи. Но заниматься этим постоянно мне не очень хотелось бы.

Это самое важное. Потому что иногда бывает такое, что у тех, кто занимается разработкой, есть план, что через какое-то время хотят примерить ещё и менеджерский пиджак. То есть, «я хочу не только разрабатывать, но и быть начальником отдела».

Скажем так, хорошие разработчики, по-настоящему хорошие, – они очень редко уходят куда-то в топ-менеджмент.

Вам больше нравится в поле работать, быть постоянно в процессе?

Да.

IT-сфера очень быстро развивается, всё очень быстро меняется. А как вы узнаёте о том новом, что появляется в вашей профессии?

Естественно, стандартные источники: читаешь новости, слушаешь подкасты специфические. И плюс когда начинается какой-то новый проект или появляются новые задачи, обычно происходит «ресёрч» перед этим. Смотришь, что лучше применить, какие технологии. И друг от друга узнаём. А так, в принципе, стандартные новостные и специализированные средства: сайты новостные по IT, есть хорошие подкасты.

В каких-то IT-сообществах состоите?

Нет.

Ваше положение в этой компании как-то зависит о того, повышаете вы свой профессиональный уровень или нет? Например, размер зарплат.

Смотря что понимать под повышением профессионального уровня. Если какая-то сертификация, то часто да, это связано. Но это больше у людей, которые занимаются администрированием. У них сертификация более важна, и часто даже необходима. Что касается разработчиков, то тут, наверное, немножко меньше вариантов какой-то сертификации. Конечно, человек с опытом ценится дороже.

Как вы получаете новые знания? Понятно, что новости, подкасты. Ещё, возможно, посещение конференций, семинаров, вебинаров.

Иногда да. Я ходил пару раз на Java бэйс, которые проходят Риге. Но не часто. Больше из интернета. На том же YouTube можно посмотреть презентации, доклады по вещам, которые интересны.

Легко ли сегодня в Латвии найти хорошую работу в этой сфере?

Я считаю, что да. Если человек с опытом, то проблем с работой нет.

Ощущаете ли вы конкуренцию на своём рабочем месте?

Не сказал бы, что сильную. Конечно, какая-то конкуренция есть. Но я считаю, что в Латвии в этой сфере гораздо сложнее найти человека, чем человеку найти, куда пойти.

Это престижная работа?

Думаю, да.

Это высокооплачиваемая работа?

Да.

Вы считаете латвийских IT-специалистов конкурентоспособными на международном рынке?

Вполне. У меня много знакомых, которые уехали и работают, в том числе и в Google, и в Фейсбук.

Как вам кажется, могли бы вы сейчас найти работу в другой стране Европы или в Америке?

Думаю, да. Мне, если честно, на LinkedIn постоянно спамят. Я получал приглашения съездить на интервью. Мне предлагали оплатить дорогу, «приедьте, поговорим». Предложения достаточно реальные, это не просто спам-письмо. Люди изучали.

Было желание попробовать? Или, может, уже пробовали?

Я пока не сильно об этом задумывался. Потому что, в принципе, пока и здесь хорошо. С переездом сейчас связано много сложностей. Уже возраст такой, что обросли: дети, школа, и всё такое. В 20 лет, конечно, было просто сесть на самолёт и улететь. А сейчас с этим немного сложнее. Пока мне, вроде, и тут хорошо.

Если бы вы могли свободно выбирать, где бы вы хотели работать?

Мне и здесь вполне неплохо. Мне здесь нравится. У меня тут друзья, дом, родственники. В принципе, всё хорошо. Я не то что никогда ни за что отсюда не переехал бы. Но, скорее, мой переезд отсюда был бы связан больше с тем, что здесь стало бы плохо. То есть, плохо с работой, плохо с зарплатой, и так далее. Но если здесь всё хорошо, то зачем что-то менять? Потому что там с первого взгляда всё хорошо, но со своей спецификой. Мой

друг работает в Фейсбук, WhatsApp. Недавно приезжал, мы общались. Конечно, там у него зарплата просто несоизмеримо больше. Но при этом у него только оплата жилья 5-6 тысяч долларов в месяц. И если мы это всё вычтем, то получится, что не настолько больше они зарабатывают.

По-хорошему, хорошо я умею делать только одно. И поэтому, наверное, смена профессии… Я ещё думал, что если бы я не был программистом, то, возможно, был бы поваром. Но это так. Может, в старости свой ресторанчик…

Уйти на пенсию и открыть свой ресторан…

На пенсию не надо. (Смех.)Я имею в виду, на пенсию особо никто не рассчитывает.

Что такое для вас хорошая зарплата? Как вы определяете для себя её размер?

Это достаточное количество денег, чтобы нормально питаться, ездить на нормальной машине, жить в нормальной квартире, или доме. Иногда путешествовать. Нормально одеваться. Но то, чтобы не считать деньги, но чтобы по крайней мере не экономить на каком-то бытовом комфорте.

А это связано только с потребностями, или она должна учитывать уровень квалификации?

Мне кажется, если тебе хватает этих денег, то какая разница, сколько ты получаешь?

Вы обычно сравниваете свою зарплату с зарплатой коллег?

В какой-то мере. Зарплаты плюс-минус известны.

Вам важно получать больше, чем другие коллеги?

Я к этому объективно отношусь. Если я знаю, что какой-то коллега, который, по моему мнению, менее квалифицирован, чем я, меньше приносит пользы, но при этом получает больше, это, конечно, задевает. Но если ты видишь, что человек свои деньги отрабатывает, меня это не будет никак задевать.

То есть, хочется, чтобы было справедливо?

Хочется всегда больше. И справедливо, да. Конечно, никому не нравится, когда его как-то принижают.

Если вам не хватает денег на какие-то текущие расходы, например, вам надо сделать ремонт, куда-то поехать, что-то купить, вы начинаете экономить, ищете дополнительный доход, или думаете о том, чтобы сменить работу?

Здесь сложно сказать. В зависимости от обстоятельств. Если я потенциально вижу, что на моей текущей работе мне не хватает и в обозримом будущем изменений не предвидится, то, наверное, буду искать новую работу.

А если всё идёт как идёт, но вдруг задумались делать ремонт, или жена говорит «поедем куда-нибудь», тогда дополнительный доход, или экономить, или искать новую работу?

Если надо, я могу и подхалтурить. С этим сильной проблемы нет. А искать новую работу… Я не думаю, что в этом будут большие изменения. Смена работы в моём понимании может быть связана с тем, что мне просто предложат более интересную работу. Или же на моём текущем месте мне станет не нравиться, чем я занимаюсь. Или пойдут финансовые проблемы, и доходы уменьшатся. Потому что в среднем зарплаты в IT-компаниях плюс-минус одинаковые. В зависимости от квалификации. Нет такого, что в одном месте кто-то получает 500 евро, а в другом 5000.

Вы уже говорили, что ваша работа и творческая, и рутинная. А рутина не вызывает дискомфорт?

Думаю, у всех вызывает. Но приходится, а что делать?

Что вам кажется интересным в вашей работе?

Интересно что-то создавать, особенно создавать с нуля. Когда есть возможность что-то придумать, что-то реализовать. Рутина – она, как правило, связана с тем, что есть какой-то продукт, иногда он бывает очень старый, кривой. Но исторически он есть, и приносит доход. Он нужен, и никто не будет говорить, что «давайте мы всё перепишем, переделаем». И приходится его поддерживать. Иногда это неинтересно.

Хорошая работа в вашем понимании должна предполагать свободный график работы или возможность удалённой работы?

Я думаю, это зависит от человека, как он комфортно в этом себя чувствует. В принципе, я плохо себе представляю график с 8 до 5, что ты должен по часам прийти, по часам уйти. У меня такого очень давно не было. Только когда в банке работал. Это очень выбешивает. Понятно, что есть сферы, где это необходимо. В том же банке, где работа с клиентами, нужно, чтобы люди находились там. Но если это разработка, если тебе не нужно с командой работать в одном помещении, у тебя отдельные задачи, то, я считаю, довольно глупо привязывать человека к какому-то времени. Тут главное – результат. Если он умеет планировать своё время, то пожалуйста, пусть делает где угодно. У нас некоторые люди работают удалённо. Я тоже могу удалённо работать. Могу физически, но не могу сам. Это надо очень сильно организовывать свой быт дома. Я всё равно еду в офис, в свой кабинет, и там спокойно работаю. Потому что дома я найду 20 причин, а потом ещё что-то… Это, наверное, мой склад характера. А может, просто привыкнуть надо. Мне лучше работать в офисе. Но по свободному графику. Если мне надо куда-то отъехать, у меня обычно с этим нет проблем. Иногда бывает, что надо что-то срочное и не могу отлучиться. Но обычно я могу приехать когда хочу и уехать когда хочу.

Но бывали такие случаи, когда вы подключались и делали что-то удалённо?

Это постоянно. У меня работа такая плюс-минус ненормированная.

А как с отпуском обстоят дела?

Я и в отпуск беру с собой лэптоп. Конечно, там стараются не дёргать, но бывает, что приходится с пляжа топать к вайфаю.

То есть, вы всё-таки не можете поехать в такое место, где интернет очень плохой?

Наверное, могу. Естественно, никто не умрёт от этого. Но часто бывает, что сложно. Иногда от этого устаёшь, и думаешь: «Хорошие были времена, когда приходил в банк в 9 утра, в час шёл на обед, и в 5 уходил, и меня ничего больше не волновало». Но если я попаду опять в такие условия, наверное, это пройдёт быстро.

А бывает такое ощущение, когда, например, куда-то уезжаете, и у вас происходит своеобразный детокс от работы, что мысли приходят, что что-то надо поделать, надо поработать, вокруг как-то странно, тихо?

Бывает, конечно. Но не скажу, что это явно выражено. Я с удовольствием не работаю.

А есть возможность уйти в отпуск на две недели, на две недели выключиться из процесса?

Думаю, да. Но довольно сложно представить, что за две недели мне никто не позвонит. Это надо планировать как-то, это не в любое время можно сделать. Но на месяц вряд ли.

Вы уже говорили о том, что приходят разные задачи, задания. А обычно от кого они приходят?

У нас клиентоориентированные продукты, и поэтому наверняка они приходят от клиента.

Но между клиентом и вами есть какой-то буфер?

Да, есть люди, которые общаются с клиентом, собирают задачи, которые ему нужны. А мы уже думаем, как это дело в жизнь реализовать.

Но мы не можем сказать, что задачи вы получаете каждый день? Скорее, это более основательные вещи.

Если мы говорим об основной работе, то да. Если говорим о моей второй подработке, то там я общаюсь напрямую с людьми, которые используют мою программу, и от них же приходят какие-то задачи.

Там сразу именно от пользователей?

Да.

Вы сами определяете, сколько вам нужно времени на то, чтобы что-то сделать, улучшить, выполнить это задание?

Да. Когда какая-то задача стоит, делаются какие-то оценки сроков её выполнения.

Вас устраивает тот уровень независимости или зависимости, который есть в вашей работе?

Думаю, да.

Ваша работа оставляет вам время и возможность для личной жизни, для хобби, для общения с семьёй?

Да, вполне.

Вам хотелось бы, чтобы этого времени было больше?

Хотелось бы вообще не работать, или работать, когда тебе захочется.

То есть, свободное время – это важно?

Конечно.

А бывает такое, что процесс вас настолько увлекает, что вы забываете о течении времени, где вы находитесь?

Да. У меня часто такое бывает: «Что, сегодня уже пятница? Чёрт, была бы ещё только среда!» Не могу сказать, что долго, это истощает, но я люблю работать в стрессовой ситуации. Когда что-то подгорает, не успеваешь. Это стимулирует. Работа в авральном режиме. Если это здоровая атмосфера. А не то, что кто-то орёт. Если это здоровая спешка, то она очень часто бывает интересной.

Вы часто выполняете что-то просто самостоятельно, или вам всё-таки в процессе нужно постоянно подключать своих коллег, работать в команде?

Да, работаем в команде. Не скажу, что постоянно в контакте. Но продукт большой и всё взаимосвязано. Совсем отдельные блоки, которые ни с кем не связаны, редко бывают.

А они к авралу тоже нормально относятся? Так же подключаются интенсивно?

В большинстве своём – да.

Наверное, учитывая, что вы уже вместе не на первом месте работы, можно сказать, что у вас слаженный коллектив?

Да. Это люди, которых ты уже давно знаешь, и знаешь, чего от них ожидать. Какие-то сюрпризы редко бывают.

Вы сказали, что не хотите быть руководителем. Но надо представить, что вы руководитель проекта, и вам нужно мотивировать людей работать более интенсивно, чем обычно. То есть, есть авральная задача, которую надо выполнить быстро. Что бы вы сделали для того, чтобы этих людей смотивировать или заставить работать быстрее, лучше, эффективнее?

Мотивация в IT-сфере – это сложное дело. Когда я начинаю заниматься какими-то руководящими вещами, я начинаю ненавидеть всех программистов. Я понимаю, что я, наверное, такой же, но… Потому что очень тяжело мотивировать. Наверное, их надо как-то увлечь. Иначе очень сложно. Если не увлёк, то даже деньгами ты не всегда сможешь их мотивировать. Да, ты можешь сказать: «Будешь получать со следующего месяца в два раза больше». Конечно, человек воодушевится. Но он недельку поработает – и затем будет работать, как и работал, только за бо́льшие деньги. Поэтому здесь надо постараться увлечь.

А насколько метод кнута эффективен?

В какой-то степени эффективен. Но, скажем так, штрафами и наказаниями очень сложно чего-то добиться в IT-сфере. Это очень специфическая сфера. Потому что если это хороший специалист, и его кнутом постоянно лупить, то, я думаю, он просто уйдёт. И у него не будет никаких проблем уйти. Опять-таки, кнут для чего нужен? Для того, чтобы загнать лошадь, или расшевелить, потому что она ленится? Чтоб расшевелить – да, можно прикрикнуть, и послать куда-нибудь. Но если кнут – это обычная атмосфера, думаю, ничего хорошего из этого не получится.

В вашем опыте было, что менеджер кричит, или какое-то депремирование применяет? Как обычно коллеги на это реагировали?

Я до этого работал в одной довольно большой компании. У нас была группа разработчиков, скажем, 10 человек. У нас был тимлид, который нами руководил. И дальше

уже начальники проекта и самые топы. Там был один топ-менеджер, довольно деспотичный, который постоянно орал. Он никогда, естественно, не орал на разработчиков. Если мы что-то не сделали, получал тимлид. Он с каждого собрания приходил бледный. И, наверное, отчасти, наблюдая это, мне никогда не хотелось быть на руководящей должности, потому что если где-то накосячили мы, получал всегда он. Вот это было. А так, чтобы на меня кто-то…

Он на вас это не нёс, на себе замыкал?

Не нёс. Он говорил: «Ребята, давайте поднажмём, а то мне опять будет…» Он был очень адекватный человек.

Но для вас он был пример того, какие последствия могут нести ваши действия, или ваше бездействие…

И зарплата у него была меньше, чем у большинства из нас.

Его, наверное, как-то депремировали за все эти вещи.

Константин, спасибо большое за интервью

Appendix 4. Descriptive Statistics Online Survey

Table. 1.

Frequencies Analysis of Online Survey

Variable name	% answered
Please mention your gender	
Male	**71,8**
Female	**28,2**
What is your level of education?	
Complete secondary (secondary school completed)	**1,0**
College (technical college, college)	**9,7**
Incomplete higher education (still in process/dropped the studies)	**8,5**
Higher	**80,8**
Is your education connected with IT?	
Yes	**74,9**
No	**25,1**
Is it prestigious job in Latvia?	
Prestigious	
Very prestigious	**19,5**
Prestigious enough	**53,7**
It is regular job	**16,5**
More not prestigious	**1,3**
Not prestigious at all	**,7**
Hard to tell	**8,4**
Where do you reside now?	
Riga	**68,1**
Other city. Please specify	**29,9**
Rural area. Please specify	**2,1**
Choose the reasons, for which you wanted or want to change the job?	
Low salary	**53,8**
No perspective for professional growth	**51,8**
No opportunity for individual creative job	**17,8**
Bad relationship with management or team members	**8,0**
No social guarantees (social package, medical insurance etc.)	**15,1**

Job takes too much time to do	**19,8**
It is hard to get to the office	**18,3**
Constant work overtime	**19,2**
The organization is too small, not prestigious, not famous	**9,2**
The rewards are not fairly distributed	**21,9**
Other reason	**4,7**
Your company is…	
Latvian company	**47,7**
Latvian company with branches abroad	**6,2**
International company	**44,6**
Choose main tasks, which you solve at your current work	
Job, connected with hardware administration	**48,4**
Checking programs/codes/applications/software	**43,0**
Creating new product (code, program) or design	**43,4**
Solving problems, connected with creation of new algorithms, programs	**21,9**
Optimization of processes	**45,3**
Search of new ways or approaches for solving tasks	**31,8**
Other	**4,5**
How many new ideas, approaches, solutions, products have you offered/implemented during last half a year?	
My job is not connected with that	**28,8**
Less than 10	**44,6**
More than 10	**23,4**
Hard to tell	**3,2**
Imagine that you were offered temporary contract job but with opportunity of working remotely or permanent contract job in the office with obligatory working week in the office. Salary is the same. Which offer would you prefer?	
Would choose permanent job	**54,5**
Would agree on temporary contract	**43,4**
Do not know	**2,1**
If for the opportunity for working remotely, your salary would be reduced by 10, would you agree on such offer?	
Definitely agree	**6,4**
Likely agree	**48,3**
Likely, disagree	**33,1**
Definitely, will not agree	**10,4**

Hard to tell	**1,8**
What from below would you like to get as an annual bonus for successful work (please choose one):	
Additional monetary incentive	**74,2**
Additional vacation days	**4,9**
Corporate trip abroad	**3,7**
Paid training abroad of your choice	**16,5**
Latest model of Iphone or any fashionable gadget of your choice	**,5**
Other (please mention)	**,2**
If employer implement system of bonus reduction, please choose three less desirable options	
System of fines	**64,3**
Work on weekends and holidays for serious violations	**59,3**
Reduction in position for serious violations	**60,1**
Social package cut-off for serious violations	**51,0**
Admonish in front of all the colleagues	**35,5**
Cut-off of business trips and study opportunities	**29,8**
What from the below is closer to your point of view?	
Environmental protection must be in priority even if slows down economy growth and leads to minimization of working places	**60,8**
Economy growth and new working places must be in priority even if it harms environment to some extent	**35,4**
Other	**3,8**
During the last year You: Gave money to charity?	
Yes	**53,9**
No	**46,1**
During the last year You: Helped people you did not know before if they needed help?	
Yes	**83,5**
No	**16,5**
To which extent are you proud of being Latvia citizen?	
Very proud	**16,5**
More likely, proud	**69,2**
Not very proud	**5,7**
Absolutely not proud	**2,1**
I am not Latvian citizen	**6,5**
To which extent do you agree or disagree with the following statement regarding	

yourself?	
I consider myself citizen of the world	
Completely agree	**23,5**
Likely, agree	**40,5**
Likely, disagree	**23,8**
Completely disagree	**12,2**
To which extent do you agree or disagree with the following statement regarding yourself? I consider myself citizen of my city	
Completely agree	**51,1**
Likely, agree	**41,8**
Likely, disagree	**4,9**
Completely disagree	**2,2**
To which extent do you agree or disagree with the following statement regarding yourself? I consider myself Latvian	
Completely agree	**21,1**
Likely, agree	**61,3**
Likely, disagree	**14,1**
Completely disagree	**3,4**
To which extent do you agree or disagree with the following statement regarding yourself? I consider myself citizen of European Union.	
Completely agree	**18,9**
Likely, agree	**38,8**
Likely, disagree	**26,0**
Completely disagree	**16,3**
I consider myself autonomous individual	
Completely agree	**15,7**
Likely, agree	**48,0**
Likely, disagree	**24,1**
Completely disagree	**12,2**
Do you usually take part in the elections? In your municipality, How often?	
Always	**37,6**
Usually	**43,7**
Never	**18,7**
Do you usually take part in the elections? Parliament, Saiema, How often?	
Always	**46,4**
Usually	**38,0**

Never	**15,6**
In your opinion, what do Latvian companies need to do in order to attract IT professionals?	
Provide flexible working schedule	**31,6**
Allow opportunity to work remotely from any location	**55,0**
Give career prospective	**50,5**
Give opportunity to determine how the job should be done on my own	**31,4**
Improve professional qualification	**49,3**
Provide additional vacation days for employees with little children	**15,9**
Nothing from above	**5,5**
Which factors made you work more productive than usual?	
High material reward	**56,4**
Interesting complex creative task	**48,4**
Chance to move up the career ladder	**26,7**
Clarity, precision of goals and aimed	**45,2**
High significance and prestige of task to be solved	**36,7**
Respect from colleagues	**22,9**
Management approval	**21,1**
Fear of being fired or not getting bonus	**7,8**
Fear of being blamed by the colleagues or management	**5,4**
Hard to tell	**1,7**
Were you born in Latvia?	
Yes	**77,2**
Other EU country	**9,6**
Other country (outside EU)	**13,1**
Were your parents born in Latvia?	
Yes, both	**53,8**
Only one	**27,0**
Both parents were born outside of Latvia	**19,2**
Do your both parents have higher education?	
Yes, both have	**45,8**
Only one	**27,5**
Both parents do not have higher education	**26,7**
Please specify your marital status	
Married	**65,9**

Living with a partner	**12,3**
In a relationship, but do not live together	**4,5**
Divorced	**6,4**
Single	**10,9**
Do you have children?	
Yes	**71,9**
No	**28,1**
Currently you are living:	
In my own property	**79,4**
Rented property	**11,3**
In a dormitory	**,6**
With parents	**6,9**
Other	**1,8**

Table. 2.

Distribution of Values Questions

	Complet ely not true	Mostl y not true	More not true than true	Neutr al. Neith er true, nor not true	More true than not true	Mostl y true	Comp letely true
I often feel nervous, anxious or emotional. I am afraid something can go wrong.	**9,4**	**4,9**	**8,9**	**9,6**	**0,9**	**1,6**	**,7**
I like people. I speak friendly and openly with people I meet for the first time.	**5,6**	**,2**	**5,0**	**2,7**	**5,8**	**6,7**	**,1**
I have lively imaginations. I like fantasizing and allow myself thinking freely about everything.	**1,2**	**,6**	**,7**	**4,5**	**7,3**	**9,3**	**9,3**
I trust people, believe that they are all honest, and have good omens.	**8,1**	**2,0**	**3,1**	**2,2**	**9,5**	**7,6**	**,6**
I am more serious than funny. I am rarely filled with joy.	**4,9**	**8,4**	**0,6**	**0,0**	**2,6**	**,6**	**,8**
I have traditional values. I am considered a man who cannot accept values of other cultures and people.	**8,1**	**2,0**	**3,1**	**2,2**	**9,5**	**7,6**	**,6**
I often act spontaneously and do not think about consequences of my actions and decisions.	**16,6**	**1,9**	**2,0**	**7,8**	**2,8**	**,0**	**,8**
I deeply value beauty and arts. I enjoy and I am interested in music, poetry and art.	**19,6**	**6,1**	**5,0**	**4,0**	**,6**	**,7**	
I am methodical person and I like accuracy and order. I want everything to belong to its own place.	**1,3**	**,9**	**,7**	**3,1**	**5,6**	**8,3**	**2,9**

Statement							
I am not looking for extreme or adventure. I do not like to take risk.	**7,0**	**6,0**	**2,1**	**7,9**	**0,6**	**,4**	
I am not interested in abstract, theoretical ideas. In my point of view, ideas without ways of bringing them to life are waste of time.	**6,9**	**4,3**	**1,9**	**8,5**	**1,7**	**,7**	
I often postpone hard and unpleasant work and leave business unfinished. For me it is hard to summon up and make myself do what I have to.	**27,0**	**8,6**	**1,8**	**,7**	**,9**	**,0**	
I feel myself comfortable among other people. As a rule, I am not bothered when people tease me or I am in awkward position.	**7,2**	**9,3**	**2,9**	**7,9**	**,8**	**,8**	
I am a stubborn person, who argues often. I openly demonstrate my rage or my dissatisfaction with someone.	**8,3**	**3,5**	**8,0**	**0,4**	**2,2**	**2,4**	**,2**
I am an active person. I like to be occupied. I often feel being full of energy.	**14,9**	**7,1**	**6,2**	**5,9**	**,1**	**9**	
I like changing my occupations, visit different places, try unknown exotic thing from time to time. I like novelty and variety.	**2,7**	**,2**	**1,0**	**7,0**	**8,2**	**2,2**	**3,8**
I definitely know what I want to achieve and work hardly for that.	**17,9**	**8,8**	**8,8**	**0,2**	**,6**	**,7**	
I rarely feel desperation. I do not blame myself without any reason. Basically I am proud with myself and my life	**7,9**	**5,3**	**7,8**	**8,8**	**,2**	**,0**	
My feelings are not significant for me; most part of the time I do not pay attention to them.	**15,4**	**0,8**	**4,7**	**0,3**	**1,4**	**,1**	**,4**
I do not want to deal with problems of other people. People think I am selfish.	**13,8**	**6,9**	**9,3**	**4,4**	**5,0**	**,6**	**,0**
It is hard to resist temptation for me and to control my own feelings and wills. I do things, about which I regret.	**11,6**	**2,9**	**1,3**	**1,5**	**4,0**	**,1**	**,7**
I do not like to be the center of attention. I do not like to talk about my achievement or myself.	**5,2**	**0,3**	**4,4**	**1,3**	**1,9**	**9,1**	**,7**
I am very calm person. It is hard to annoy me or upset me.	**2,7**	**,1**	**2,1**	**8,6**	**5,4**	**4,7**	**0,5**
I think that it is impossible to succeed in life acting honestly. When needed I am trying making maximum use of people.	**23,4**	**3,0**	**8,1**	**8,6**	**1,2**	**,9**	**,7**
I often feel helpless and indecisive, especially in complicated situation. I start feeling nervous fast, when I feel that I cannot cope with something	**18,7**	**2,8**	**1,9**	**6,5**	**3,5**	**,2**	**,4**
I believe every person worth respect. I feel compassion to people, which are less lucky than I am.	**1,9**	**,8**	**,4**	**6,4**	**7,8**	**8,8**	**8,0**
I often feel not enough competence for doing something. I do not have big achievements. I am not productive worker	**23,0**	**4,2**	**2,8**	**5,8**	**,6**	**,5**	**,1**

Frequencies Analysis of Schwarz' Values

	Very alike me	Alike me	Something alike me	A bit alike me	Not alike me	Completely not alike me
For this person it is significant to propose new ideas, be creative and follow his own path	15,1	27,9	26,4	19,6	9,6	1,3
For this person it is significant to be rich, have much money and expensive items	8,1	16,4	24,4	24,3	22,9	3,8
Living in safe environment is significant for this person, he avoids anything which can cause danger	11,6	25,9	26,6	21,9	11,8	2,2
For this person it is significant to spend good time and to spoil himself	10,1	26,1	25,7	22,0	14,0	2,1
For this person it is significant to do good for society	13,5	32,1	27,2	19,2	6,6	1,5
For this person it is significant to be successful and for people to know about his achievement	10,1	21,4	25,4	22,9	16,1	4,1
Adventures and risk are very significant for this person, he is longing for life full of spectacular events	7,8	12,6	21,6	23,6	26,8	7,6
For this person it is significant to behave properly, do not make actions, which people do not approve	10,0	27,3	25,1	22,0	12,3	3,3
For this person it is significant to take care of environment and nature	12,6	23,4	26,6	22,1	11,4	3,9
For this person it is significant to follow the traditions and customs, established in his family or religion	9,8	25,8	22,8	21,8	15,0	4,9

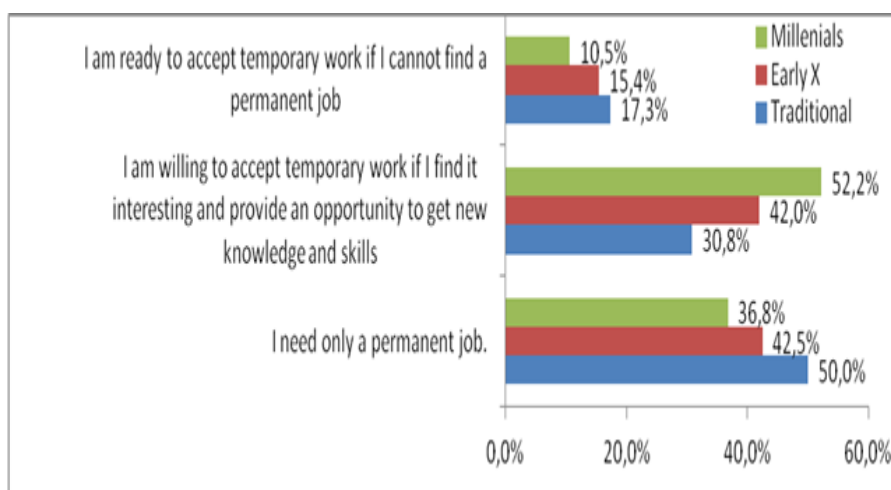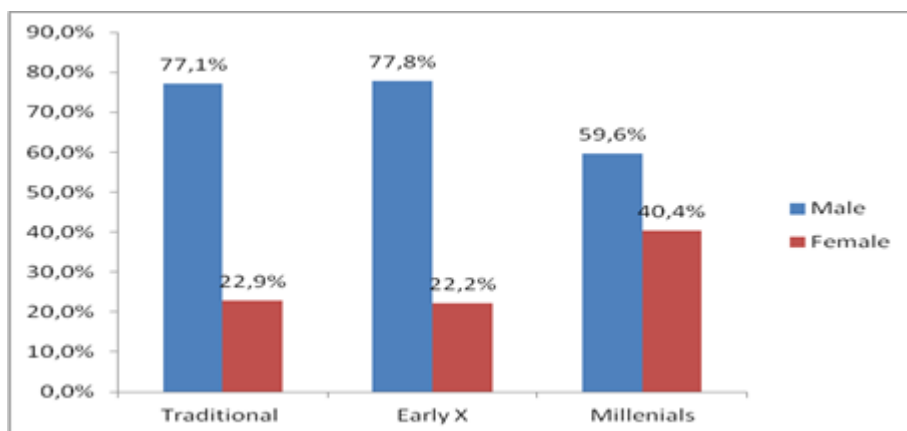**Appendix 5. Generation Differences in Online Survey**

Fig. 2. **Question: "Is it important for you to have a permanent job with a formal employment, or are you ready to start, to get experience, to work on a temporary contract?"**
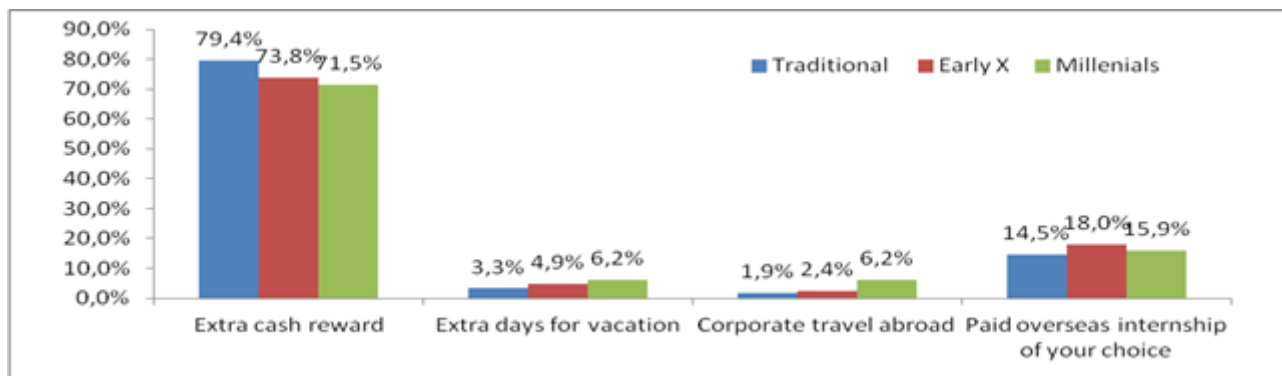

Fig. 3. **Question: "Which of the following would you like to receive as an annual award for**

successful work?"

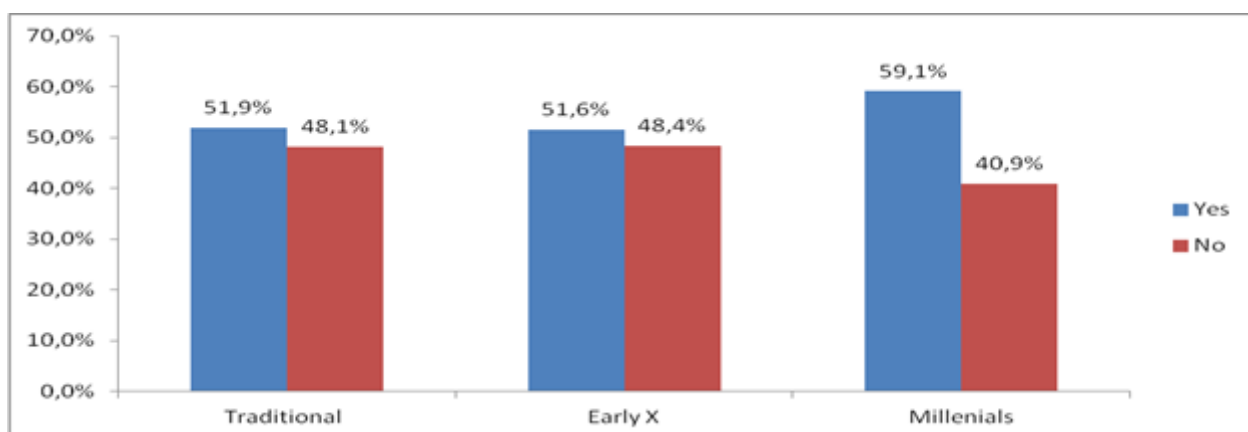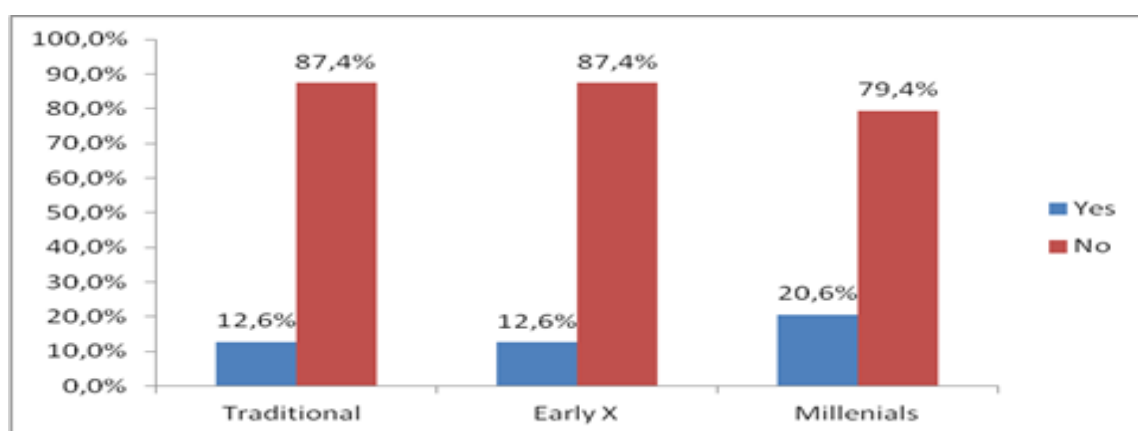*Fig. 4*. **Question: "During the last year, you: Donated money to charity?"**

Fig. 4. **Question: "During the last year, you: Donated money to charity?"**

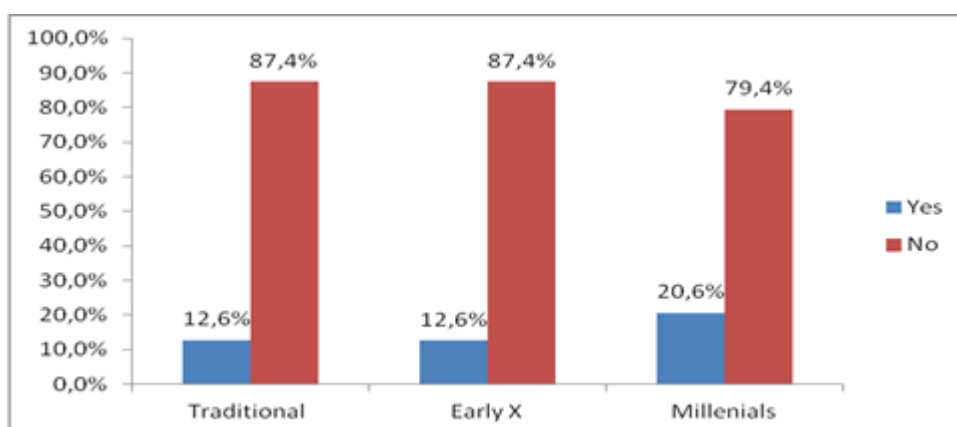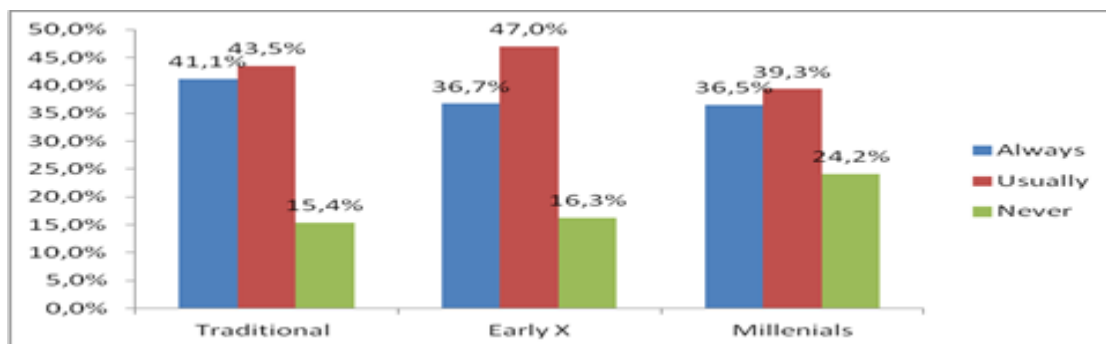*Fig. 5*. **Question: "During the last year, you: Have you been a volunteer in any organization?"**

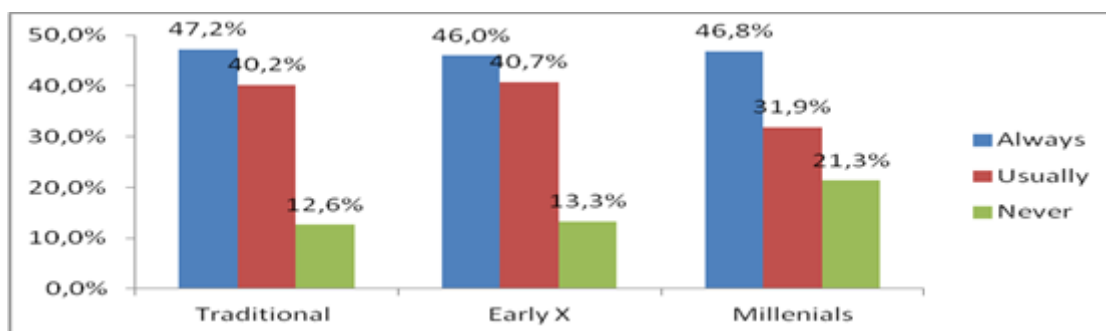*Fig. 6.* **Question: "Do you usually vote on local elections?"**

Fig. 7. **Question: "Do you usually vote on parliamentary or presidential elections.?"**

Appendix 6. Validation Questionnaire

Уважаемые IT профессионалы!

Мы проводим опрос, который поможет работодателям усовершенствовать систему мотивации IT-специалистов, учесть потребности и желания сотрудников.
Заполнение анкеты займет не более 10 минут.
Мы будем благодарны Вам за участие и за ответ на все вопросы!

ФИЛЬТР

4. Каков статус Вашей занятости?
    10. Полная занятость с официальным трудоустройством.
    11. Частичная занятость с официальным трудоустройством.
    12. Совмещаю обучением в ВУЗе с работой, которая связана с будущей специальностью.
    13. Совмещаю обучение в ВУЗе с работой, которая не связана с будущей специальностью.
    14. Студент, не работаю
    15. Самозанятый/Фрилансер
    16. Нахожусь в декретном отпуске
    17. Безработный
    18. Пенсионер

5. Какую должность Вы занимаете?
    10. Работник или руководитель в сфере IT
    11. Работник сферы обслуживания
    12. Врач/медсестра
    13. Бухгалтер
    14. Предприниматель
    15. Собственник
    16. Преподаватель
    17. Директор
    18. Другое

6. В какой отрасли Вы работаете?
    12. Сельское хозяйство
    13. Информационные технологии
    14. Здравоохранение
    15. Финансы
    16. Строительство
    17. Оптовая торговля
    18. Розничная торговля
    19. Образование
    20. Искусство
    21. Недвижимость
    22. Другое

Сначала, несколько вопросов о Вас.

17. Ваш пол:
    1. Мужской
    2. Женский

18. Сколько Вам полных лет? _____

19. Какой у Вас уровень образования?
    5. Общее среднее (закончил среднюю школу)
    6. Среднее профессиональное (техникум, колледж, профессиональные курсы)
    7. Высшее неоконченное (еще учитесь/прервали обучение)
    8. Высшее

20. Ваше образование связано с IT-технологиями?
    4. Да
    5. Нет. А какое у вас образование _____
    6. Затрудняюсь ответить

21. Какие задачи Вы выполняете на своем рабочем месте? Можно выбрать несколько ответов.
    1. Занимаетесь обслуживанием оборудования (например, установка, ремонт, отладка оборудования)
    2. Тестируете работу программ/кодов/приложений/оборудования
    3. Ищете и устраняете ошибки в программах/колах/приложениях.
    4. Пишите новые программы (колы, приложения).
    5. Создание дизайн.
    6. Занимаетесь анализом данных (Data Science, Machine Learning т.д.)
    7. Создаете новые алгоритмы.
    8. Оптимизируете существующие процессы.
    9. Ищете новые способы или подходы к выполнению задач.
    10. Руководите работой коллектива.
    11. Другое _____

22. Ваша текущая работа является творческой или рутинной?
    1. Работа абсолютно рутинная.
    2. Работа в основном рутинной, но есть место и для творчества.
    3. Работа скорее творческая, хотя рутины тоже хватает.
    4. Работа в основном творческая, рутина практически отсутствует.
    5. Работа творческая, рутины нет совсем.
    6. Затрудняюсь ответить.

23. У вас есть подчиненные?
    1. Да. Сколько человек?_____
    2. Нет.

24. Сколько человек работает в Вашей компании?
    1. Менее 10 человек.
    2. От 10 до 30 человек.
    3. От 30 до 100 человек.
    4. От 100 до 200 человек.

5. Более 200 человек.

25. А сколько человек работает непосредственно с Вами (в одном подразделении, группе, отделе и т.д.)? _____

Теперь прочитайте, пожалуйста, следующие высказывания, и отметьте то, что можно отнести к вам.

26. Для меня очень важно, что моя работа позволяет мне повышать мою квалификацию и приобретать новые навыки.
    1. Совершенно неверно.
    2. В основном, неверно.
    3. Скорее неверно, чем верно.
    4. Нейтрально, и ни верно, ни неверно.
    5. Скорее верно, чем неверно.
    6. В основном, верно.
    7. Совершенно верно.

27. Я никогда не буду работать там, где не смогу сам определять, как мне выполнять свою работу.
    1. Совершенно неверно.
    2. В основном, неверно.
    3. Скорее неверно, чем верно.
    4. Нейтрально, и ни верно, ни неверно.
    5. Скорее верно, чем неверно.
    6. В основном, верно.
    7. Совершенно верно.

28. У меня хорошая работа, но, если мне предложат более высокую зарплату, я обязательно соглашусь.
    1. Совершенно неверно.
    2. В основном, неверно.
    3. Скорее неверно, чем верно.
    4. Нейтрально, и ни верно, ни неверно.
    5. Скорее верно, чем неверно.
    6. В основном, верно.
    7. Совершенно верно.

29. Я готов работать сверхурочно и без выходных, если мне за это хорошо заплатят.
    1. Совершенно неверно.
    2. В основном, неверно.
    3. Скорее неверно, чем верно.
    4. Нейтрально, и ни верно, ни неверно.
    5. Скорее верно, чем неверно.
    6. В основном, верно.
    7. Совершенно верно.

30. Я всегда выполняю свою работу одинаково качественно, независимо от того, сколько мне за нее платят.
    1. Совершенно неверно.
    2. В основном, неверно.
    3. Скорее неверно, чем верно.
    4. Нейтрально, и ни верно, ни неверно.

5. Скорее верно, чем неверно.
6. В основном, верно.
7. Совершенно верно.

31. Я готов потерять немного в доходах ради того, чтобы иметь возможность самому определять, когда у меня начинается и заканчивается рабочий день.
    1. Совершенно неверно.
    2. В основном, неверно.
    3. Скорее неверно, чем верно.
    4. Нейтрально, и ни верно, ни неверно.
    5. Скорее верно, чем неверно.
    6. В основном, верно.
    7. Совершенно верно.

32. Я не боюсь потерять работу, так как уверен, что всегда найду новую работу, которая обеспечит мои потребности.
    1. Совершенно неверно.
    2. В основном, неверно.
    3. Скорее неверно, чем верно.
    4. Нейтрально, и ни верно, ни неверно.
    5. Скорее верно, чем неверно.
    6. В основном, верно.
    7. Совершенно верно.

33. Когда я участвую в интересном проекте, я забываю про рабочее время, готов работать столько, сколько нужно.
    1. Совершенно неверно.
    2. В основном, неверно.
    3. Скорее неверно, чем верно.
    4. Нейтрально, и ни верно, ни неверно.
    5. Скорее верно, чем неверно.
    6. В основном, верно.
    7. Совершенно верно.

34. Я сознательно искал работу, на которой у меня есть перспектива карьерного роста.
    1. Совершенно неверно.
    2. В основном, неверно.
    3. Скорее неверно, чем верно.
    4. Нейтрально, и ни верно, ни неверно.
    5. Скорее верно, чем неверно.
    6. В основном, верно.
    7. Совершенно верно.

35. Я очень дорожу своей работой, боюсь ее потерять.
    1. Совершенно неверно.
    2. В основном, неверно.
    3. Скорее неверно, чем верно.
    4. Нейтрально, и ни верно, ни неверно.
    5. Скорее верно, чем неверно.
    6. В основном, верно.
    7. Совершенно верно.

36. Меня не очень устраивает моя зарплата, но на этой работе у меня есть перспективы карьерного роста.
    1. Совершенно неверно.
    2. В основном, неверно.
    3. Скорее неверно, чем верно.
    4. Нейтрально, и ни верно, ни неверно.
    5. Скорее верно, чем неверно.
    6. В основном, верно.
    7. Совершенно верно.

37. Меня не очень устраивает моя зарплата, но эта работа дает мне полезный опыт, знания и навыки.
    1. Совершенно неверно.
    2. В основном, неверно.
    3. Скорее неверно, чем верно.
    4. Нейтрально, и ни верно, ни неверно.
    5. Скорее верно, чем неверно.
    6. В основном, верно.
    7. Совершенно верно.

Сейчас Вы увидите несколько высказываний, пожалуйста, выразите свое согласие с ними по десятибалльной шкале, где 1 означает «Совершенно не согласен», а 10 – «Полностью согласен».

38. Самый эффективный способ повысить производительность труда IT профессионала – предложить ему премию за быстрое и качественное выполнение работы.

    1   2   3   4   5   6   7   8   9   10

39. Настоящий профессионал никогда не подведет коллектив и выполнит свою работу хорошо и в срок. Даже, за счет своего личного времени.

    1   2   3   4   5   6   7   8   9   10

40. Для профессионала в области IT очень важно иметь уникальные навыки. Для того, чтобы получить хороший опыт, участвовать в интересном проекте, решать сложные задачи, он готов работать сверхурочно без дополнительной оплаты.

    1   2   3   4   5   6   7   8   9   10

41. Возможность карьерного роста для IT специалистов является важным стимулом для того, чтобы работать более интенсивно и качественно.

    1   2   3   4   5   6   7   8   9   10

42. Для того, чтобы мотивировать IT специалиста работать более эффективно, ему достаточно хорошо объяснить цели, задачи и то, насколько важна эта работа.

    1   2   3   4   5   6   7   8   9   10

43. IT- специалистов не надо дополнительно мотивировать, все профессионалы работают стабильно, так, как умеют.

В заключение несколько вопросов о Вас и Вашей семье.

44. Вы родились в Латвии?
    4. Да
    5. В другой стране ЕС
    6. В другой стране (не в ЕС)

45. Ваше семейное положение?
    6. В браке
    7. Проживаю совместно с партнером
    8. Состою в отношениях, но мы не живем вместе
    9. Разведен (а)
    10. Не состою в отношениях

46. У вас есть дети?
    3. Да
    4. Нет

47. Кроме зарплаты на основном месте работы, Вы имеете дополнительный доход?
    1. Да.
    2. Нет.

Большое спасибо!

Appendix 7. Validation Interview Guide

Гайд экспертного интервью для валидации модели управления мотивацией к труду IT профессионалов.

В течение 2019 года мы проводили исследование о том, как наиболее эффективно управлять современными IT специалистами. В рамках данного проекта мы брали интервью и проводили опросы среди самих IT профессионалов. Результатом нашего исследования является модель, которая позволяет более эффективно управлять людьми, которые работают в сфере IT технологий. Вы профессиональный менеджер, и имеете дело с управлением IT профессионалами на практике. Нам важно проверить нашу модель, поэтому мы выбрали вас в качестве эксперта и хотим поговорить с вами о вашем опыте работы с IT профессионалами. Я задам вам несколько вопросов, которые позволят мне понять, насколько наша модель соответствует реальной ситуации управления. Часть вопросов будет относиться к вашему личному опыту работы, а другая часть вопросов будет касаться вашего мнения о тех результатах, которые показало наше исследование.

Часть 1. Валидация стимулов для повышения производительности труда.

1. Скажите, пожалуйста, можете ли назвать какие-то особенности IT профессионалов, которые можно объяснить характером и содержанием работы, которую они выполняют? Я имею в виду их отношение к работе, к профессии, их отношение к жизни вообще.

2. Можете ли вы сказать, что люди, работающие в сфере IT технологий, имеют больше возможностей найти работу, соответствующую их ожиданиям и требованиям?

3. Следует ли из этого, что управление их работой отличается от управления сотрудниками других специальностей? Можете ли вы сказать, что управление IT профессионалами – это более сложная задача? Если да, то поясните, пожалуйста, в чем основные отличия и в чем сложность.

4. Скажите, пожалуйста, если вам необходимо, чтобы ваш сотрудник работал более интенсивно, более эффективно, чем он это делает обычно, как вы можете повлиять на его работу?

5. Я вам сейчас приведу несколько вариантов того, как с моей точки зрения, можно было бы мотивировать IT профессионалов работать более продуктивно, а вы скажите, насколько они с вашей точки зрения могут действительно достигнуть цели и пользовались ли вы этими стимулами в своей практике.

а). Дополнительное материальное вознаграждение. Это означает, что вы говорите сотруднику, что он получит премию, если сделает необходимую работу быстрее и более качественно. Насколько эффективен такой аргумент? Для кого и в каких ситуациях он более эффективен, а в каких – менее? Насколько должно быть большим вознаграждение, чтобы действительно работа была сделана быстрее и лучше? А лишение премии – это стимул или наоборот – повод для отказа работать?

б). Обещание карьерного роста. Вы обещаете сотруднику, что, если он выполнит необходимую вам работу быстрее и качественнее, то он может рассчитывать на повышение в должности, Как вы считаете, это работает? Для всех? Почему?

в), Возможность для самореализации. Эта мотивация состоит в том, что когда перед IT профессионалом ставится сложная задача, амбициозная задача, которую, возможно, он раньше не выполнял, то он начинает работать более эффективно, так как ему самому важно ее выполнить, В этой ситуации дополнительных стимулов, как правило, не требуется. Вы сталкивались с такими ситуациями? Это действительно работает?

г). Апелляция к личной ответственности. Я имею в виду, что, если профессионал понимает, что от того, насколько хорошо он выполнит свою работу, зависит успех всего коллектива, он автоматически начинает работать более ответственно и эффективно. Задача менеджера состоит только в том, чтобы объяснить профессионалу его ответственность, Вы согласны с этим?

6. А вы сами, какие стимулы используете, когда вам нужно мотивировать сотрудников к более эффективной работе?

Часть 2. Валидация влияния демографических характеристик.

7. Среди IT профессионалов есть люди разного возраста, разных поколений. Я бы хотела обсудить с вами вопрос о том, есть ли различия в работе IT профессионалов разных поколений, и можно ли сказать, что каждое поколение требует своего подхода в управлении. Как вы считаете, чем отличают айтишники молодого поколения (до 30 лет) от тех, кому сейчас примерно 40-45 и старше?

8. Согласны ли вы с тем, что молодое поколение больше стремится к независимости, поэтому на материальные стимулы действуют на них сильнее, чем на среднее и старшее поколение?

9. Согласны ли вы с тем, что старшее поколение IT профессионалов чувствуют себя менее уверенно и соглашаются на менее оплачиваемую работу?

10. Можете ли вы сказать, что наличие детей и семьи вынуждает IT профессионалов всех возрастов искать более стабильную работу, более серьезно относится к своей карьере, поэтому стимул в виде карьерных перспектив начинает работать более эффективно?

11. Наше исследование показывает, что большинство IT профессионалов, независимо от поколения, стремятся к профессиональной самореализации. Поэтому, необходимость выполнения сложных задач всегда заставляет их работать эффективнее, и поколенческих различий здесь нет. Как вы думаете, это действительно так?

12. Согласны ли с тем, что людьми в возрасте от 30 до 40 лет сложнее управлять, чем совсем молодыми людьми, а также людьми из более старшего поколения? Если согласны, то, как вы думаете, почему? А если не согласны, то скажите тогда, есть ли какие-то сложности в управлении IT профессионалами разных поколений? Какое поколение самое сложное?

Часть 3, Валидация связей между стимулами производительности труда, характеристиками профессионалов и мотивацией к труду,

13. Вы когда-нибудь встречали людей, которые отказывались от хорошей с материальной точки зрения работы потому, что их не устраивало содержание этой работы? Работа казалась им скучной, рутинной, они не получали новых навыков и т.д.?

14. Как вы думаете, это распространенная ситуация в среде IT профессионалов?

15. Вы согласны с тем, что специалистами высокой квалификации практически не надо управлять, так как они всегда работают настолько качественно, насколько им позволяет их квалификация, Если такой специалист не может выполнить ту работу, которая необходима заказчику, то надо не его стимулировать работать лучше, а искать другого специалиста, который может ее сделать?

16. Мне кажется, что хорошие специалисты не соглашаются работать за невысокую зарплату, так как это кажется им несправедливым? Я права?

17. Как вы думаете, в среде IT профессионалов высокая зарплата – это показатель профессионализма? Или IT профессионалов зарплата интересует только до определенного уровня?

18. Как вы считаете, молодого специалиста, который не очень уверен в своих профессиональных навыках, можно привлечь работой, которая позволит ему эти навыки повысить? Можно ли сказать, что в этой ситуации зарплата его не очень интересует, так как он понимает, что у него появляются перспективы найти хорошую работу?

19. Если вы имеете дело с представителем старшего поколения (55+), который работает не для того, чтобы повышать свой профессионализм, а потому, что нужны деньги на жизнь, то заставить его работать более эффективно лучше всего за счет материальных стимулов. Это так?

20. И последний вопрос, каких специалистов сейчас труднее всего найти на рынке труда в Латвии? Как вы думаете, почему?

Большое спасибо!

Appendix 8. Transcript Expert Interview. Example.

Anna, 39 years is old.

Анна, большое спасибо за то, что согласились с нами поговорить. В течение 2019 года мы проводили исследование о том, как наиболее эффективно управлять современными IT-специалистами. В рамках данного проекта мы брали интервью и проводили опросы среди самих IT-профессионалов. Результатом нашего исследования является модель, которая позволяет более эффективно управлять людьми, которые работают в сфере IT-технологий. Нам важно проверить нашу модель, поэтому мы выбрали вас в качестве эксперта и хотим поговорить с вами о вашем опыте работы с IT-профессионалами. Я задам вам несколько вопросов, которые позволят мне понять, насколько наша модель соответствует реальной ситуации управления. Часть вопросов будет относиться к вашему личному опыту работы, а другая часть вопросов будет касаться вашего мнения о тех результатах, которые показало наше исследование.

Часть 1. Валидация стимулов для повышения производительности труда.

1. Скажите, пожалуйста, можете ли назвать какие-то особенности IT-профессионалов, которые можно объяснить характером и содержанием работы, которую они выполняют?
Особенности… В основном это трудоспособность и усидчивость. Потому что их работа требует очень большой внимательности и кропотливости. Я несколько раз наблюдала за новенькими. Неправильно поставленная точка с запятой могут привести к очень негативным последствиям. То есть, люди должны быть внимательны и не отвлекаться по пустякам.
2. Можете ли вы сказать, что люди, работающие в сфере IT-технологий, имеют больше возможностей найти работу, соответствующую их ожиданиям и требованиям? В текущий момент.
Мне кажется, да. Сейчас очень много возможностей, в частности, даже в нашей компании сейчас открыт набор на 40 разработчиков.
3. Следует ли из этого, что управление их работой отличается от управления сотрудниками других специальностей?
Да, конечно. Для айтишников у нас всё-таки более гибкие условия работы. Мы разрешаем им работать в то время, когда у них наиболее высокая трудоспособность. Кто-то работает ночью, кто-то вечером, кто-то утром. Нам не принципиально их время работы. И даже не принципиально их место работы. Если им на пляже удобно работать, то ради бога. Главное, чтобы работа была выполнена качественно и в срок.
Есть ли какая-то сложность в управлении IT-профессионалами, на вашем опыте?
Иногда в связи с тем, что они работают все в разных местах, у нас, во-первых, несовпадение часовых полюсов сказывается. И в связи со свободным графиком работы люди могут отлучиться в тот момент, когда они мне нужны. Но тут ничего не поделаешь. Приходится самой как-то это решать, а уже потом с ними состыковываться.
4. Скажите, пожалуйста, если вам необходимо, чтобы ваш сотрудник работал более интенсивно, более эффективно, чем он это делает обычно, как вы можете повлиять на его работу?
Пообещать двойную оплату.
То есть, материально мотивировать?
Да.
5. Я вам сейчас приведу несколько вариантов того, как, с моей точки зрения, можно было бы мотивировать IT-профессионалов работать более продуктивно, а вы

скажите, насколько они с вашей точки зрения могут действительно достигнуть цели и пользовались ли вы этими стимулами в своей практике.

А) Дополнительное материальное вознаграждение. Это означает, что вы говорите сотруднику, что он получит премию, если сделает необходимую работу быстрее и более качественно. Это работает?

Да. Люди на это очень хорошо идут.

А лишение премии – это стимул или, наоборот, повод для отказа работать?

У нас нет фиксированных премий. Нет у нас такого понятия. У нас есть оклад. И есть премирование за какую-то ненормированную работу, за работу в ускоренные сроки. Если человек хочет заработать, он должен постараться. Либо он будет сидеть на своём окладе.

Б) Обещание карьерного роста. Вы обещаете сотруднику, что, если он выполнит необходимую вам работу быстрее и качественнее, то он может рассчитывать на повышение в должности. Как вы считаете, это работает? Если да, то для кого?

Я не заметила, чтобы айтишники сильно стремились куда-то расти. Запись в трудовой людей, я смотрю, не сильно интересует. По-моему, им без разницы, как называться, лишь бы платили ту сумму, которую они хотят.

В) Возможность для самореализации. Эта мотивация состоит в том, что когда перед IT-профессионалом ставится сложная задача, амбициозная задача, которую, возможно, он раньше не выполнял, то он начинает работать более эффективно, так как ему самому важно её выполнить. В этой ситуации дополнительных стимулов, как правило, не требуется. Вы сталкивались с такими ситуациями?

Да. У нас как раз в марте завершился один проект. И сейчас у нас все люди перешли на другие проекты. И перешли они на ту сферу деятельности, с которой они раньше не сталкивались. У них действительно энтузиазм. И люди работают, стараются всё выяснить, изучить, во всё вникнуть. Даже в те вопросы, которые, например, к бухгалтерии относятся.

Г) Апелляция к личной ответственности. Я имею в виду, что, если профессионал понимает, что от того, насколько хорошо он выполнит свою работу, зависит успех всего коллектива, он автоматически начинает работать более ответственно и эффективно. Задача управленца состоит только в том, чтобы объяснить профессионалу его ответственность. Случалось ли такое? Это работает?

Нет. Честно говоря, у нас такого, чтобы кому-то на это указать, не было. Наверное, энтузиасты все.

Обещание профессионального роста. Курсы повышения квалификации, когда компания оплачивает обучение, и так далее.

Да, сейчас у нас проводится обучение. В том числе мы приглашаем студентов, которые после обучения и тестирования могут быть приняты к нам на работу, не имея никакого стажа. Мы обучаем, и бесплатно обучаем, как своих, так и всех желающих.

Насколько позитивно встречается такая инициатива? Работники довольны, нравятся им такие возможности?

Людям нравится. У нас проекты меняются, один заканчивается, другой начинается, требуются разные языки программирования. И люди чувствуют, что им это нужно, им это пригодится.

Часть 2. Валидация влияния демографических характеристик

7. Среди IT-профессионалов есть люди разного возраста, разных поколений. Я бы хотела обсудить с вами вопрос о том, есть ли различия в работе IT-профессионалов разных поколений, и можно ли сказать, что каждое поколение требует своего подхода в управлении. Как вы считаете, чем отличаются айтишники молодого поколения, до 30 лет, от тех, кому сейчас 30-40 и 40 и старше? Есть ли какие-то нюансы, сложности?

В моей команде работает как молодой сотрудник, которому 20 лет, и сотрудники, которым 40 и 40 плюс. Совершенно никакой разницы. У меня такое ощущение, что айтишник – это определённая личность, на которую возраст никак не влияет. Это свой менталитет, свой

склад ума. Тут возраст не играет никакой роли, мне кажется.

8. Согласны ли вы с тем, что молодое поколение больше стремится к независимости, поэтому материальные стимулы действуют на них сильнее, чем на среднее и старшее поколение, которое уже имеет определённый уровень дохода?

Да, согласна. Потому что у молодёжи ещё много желаний, которые они не успели осуществить, в отличие от более взрослого нашего поколения.

9. Согласны ли вы с тем, что старшее поколение IT-профессионалов чувствуют себя менее уверенно и соглашаются на менее оплачиваемую работу ради стабильности?

Нет, я бы так не сказала.

10. Можете ли вы сказать, что наличие детей и семьи вынуждает IT-профессионалов всех возрастов искать более стабильную работу, более серьёзно относится к своей карьере, поэтому стимул в виде карьерных перспектив начинает работать более эффективно?

Это, наверное, больше зависит от конкретного человека. Потому что и молодёжь хочет стабильности. Я смотрю на своих людей, и знаю, что многим предлагают сменить место работы. Но всё-таки комфортные условия людей больше прельщают, чем, например, обещания более высокой зарплаты, но работать по графику, с 6 до 9, со строгими временными рамками, в офисных зданиях, в офисной одежде.

Больше хочется свободы, независимости?

Да, мне кажется, людям больше хочется свободы.

11. Наше исследование показывает, что большинство IT-профессионалов, независимо от поколения, стремятся к профессиональной самореализации. Поэтому необходимость выполнения сложных задач всегда заставляет их работать эффективнее, и поколенческих различий здесь нет. Как вы думаете, это действительно так?

Да, это действительно так.

12. Согласны ли с тем, что людьми в возрасте от 30 до 40 лет сложнее управлять, чем совсем молодыми людьми, а также людьми из более старшего поколения? Потому что они находятся в достаточно устойчивой позиции, потому что они уже знают себе цену. У них есть определённая квалификация. И они ещё довольно много чего хотят от жизни.

И востребованы, так скажем, на рынке труда. Да, есть такое.

Как таких людей сильнее привлечь, мотивировать, стимулировать?

Если человек не заинтересован, мы не будем никого уговаривать. Всегда можно найти и обучить. Если человек не хочет, это, мне кажется, только терять время.

Часть 3. Валидация связей между стимулами производительности труда, характеристиками профессионалов и мотивацией к труду.

13. Вы когда-нибудь встречали людей, которые отказывались от хорошей с материальной точки зрения работы потому, что их не устраивало содержание этой работы? Работа казалась им скучной, рутинной, они не получали новых навыков.

Да. Месяца два назад у нас один сотрудник сказал, что ему стало скучно, что он хочет чего-то нового. Причём это был не рядовой сотрудник, а на достаточно хорошей должности, с хорошей зарплатой. И он ушёл.

14. Как вы думаете, это распространённая ситуация в среде IT-профессионалов?

Даже не знаю. На моей практике это был первый случай.

15. Вы согласны с тем, что специалистами высокой квалификации практически не надо управлять, так как они всегда работают настолько качественно, насколько им позволяет их квалификация?

Да, согласна. Тут даже больше от них идёт ответная реакция. В случае возникновения

каких-то вопросов, простоев, или ещё чего-то, они не будут сидеть молчать, а будут добиваться того, чтобы получить ответ на свой вопрос. Их можно спокойно оставить и не дёргать. Пусть человек работает, если у него будут проблемы, он скажет об этом.

Если такой специалист не может выполнить ту работу, которая необходима заказчику, то надо не его стимулировать работать лучше, а искать другого специалиста, который может её сделать?

У меня принято ежедневно проводить совещания со своей командой, где каждый отчитывается о своей проделанной работе за прошедший день, рассказывает свои планы на текущий день. Соответственно, я мониторю, насколько мы успеваем с нашими заказчиками выйти в сроки, либо не успеваем. И если я вижу, что сроки становятся критичными, то я просто даю этому человеку помощника, более сильного специалиста, который сможет подхватить и направить его.

16. Складывается такое впечатление, что хорошие специалисты не соглашаются работать за невысокую зарплату, так как это кажется им несправедливым относительно их квалификации. Действительно ли это так?

Да, конечно.

17. Как вы думаете, в среде IT-профессионалов высокая зарплата – это показатель профессионализма?

Думаю, что да.

Можно ли сказать, что IT-профессионалов зарплата интересует только до определённого уровня, достигнув которого, они уже ищут другие вещи в работе, другие качества?

Да. Они уже начинают искать, где им просто интересно.

18. Как вы считаете, молодого специалиста, который не очень уверен в своих профессиональных навыках, можно привлечь работой, которая позволит ему эти навыки повысить?

Да. Но если потом этому специалисту не повысят зарплату, он просто уйдёт. И это будет зря потерянное время.

19. Если вы имеете дело с представителем старшего поколения (55+), который работает не для того, чтобы повышать свой профессионализм, а потому, что нужны деньги на жизнь, то заставить его работать более эффективно лучше всего за счёт материальных стимулов?

Тут сложно сказать. Потому что у меня в команде таких сотрудников нет.

20. И последний вопрос: каких специалистов сейчас труднее всего найти на рынке труда в сфере IT?

Мне кажется, у нас в сфере IT очень большой выбор сотрудников. У нас сейчас буквально вся сфера охвачена. Как брокерская, банковская, страховая деятельность. У нас очень много специалистов.

То есть, если искать, если задаться такой целью, то можно найти любого специалиста, который нужен?

Да.

Анна, спасибо вам большое за интервью!

Appendix 9.
Staffing structure and motivation package of employees of Survey Everyone G.

Survey Everyone G IT Employees

Job Title	Gender	Generation	Marital Status	Duties	Type
Developer front-end	M	Millennial	Single	Developing and coding all the front-end of websites, control panels, implementing amendments and visual changes.	Creative
Developer back-end	M	Transition	Single	Developing and coding all back-end functionality of websites, control panels, mailing system setting, optimization of mailing process, technically setting up advertiser recruitment campaigns	Super Creative
Cyber-Security Manager	M	Millennial	Married	GDPR Compliance, California Law, Russian Data Protection Law compliance of data storage and processing, Attack detecting, preventing and monitoring, Detecting pixel manipulations, unauthorized activities, preventing potential threats.	Super Creative
Survey Programmer I	F	Transition	Married	Programming surveys using questionnaires from clients, using survey software; arranging survey hosting. Testing surveys, working on corrections. Uploading final data.	Technical
Survey Programmer II	M	Millennial	Single	Programming surveys using questionnaires from clients, using survey software; arranging survey	Technical

				hosting. Testing surveys, working on corrections. Uploading final data.	
Project Manager (RU/UA/BY)	F	Transition	Married	Working with clients of setting, the projects, quoting, setting the survey with programmers, survey testing, data processing, final report, user crediting, monitoring fraudulent panel activities, respondent support.	Technical
Project Manager (MULTICOUNTRY)	F	Transition	Single	Working with clients of setting, the projects, quoting, setting the survey with programmers, survey testing, data processing, final report, user crediting, monitoring fraudulent panel activities, respondent support, working with advertisers on panel recruitment.	Technical
Graphic Designer	F	Millennial	Married	Updating website designs, advertising creatives pack, landing pages, assistance in report visualization.	Creative
System Administrator	M	Early X	Single	Monitoring technical system functionality, mail servers, maintaining system architecture, ordering parts and technical tools.	Technical

Survey Everyone G IT Employee Motivation Package

	Motivation Package		
Employee	Basic		Work process organization
Developer front-end Male Millennial Single	Medical insurance, Sport Club Membership, "Healthy Box" Food delivery to	Loft-School, Otus paid online courses of choice two times a year; Subscription to IT bulletin of choice,	Communication via Slack messenger, Brainstorming in a team when launching new panels or functionality,

	the office based on preferences, Covered mobile expenses with a plan including Mobile Data Plan. Salary indexation once a year, Bonus once a year at the end of the year based on general results	Day off for 3 IT conventions a year by choice.	Experience exchange, Jira Service Desk Implemented to Ensure fair task distribution and monitor task fulfilment remotely without unnecessary control and pressure from the management
Developer back-end Male Transition Single		Loft-School, Otus paid online courses of choice three times a year; Oracle remote courses once a year, Subscription to IT paid bulletin of choice, Four IT conventions a year: 3 in Latvia, 1 in EUR covered up to 3000EUR	
Cyber-Security Manager Male Millennial Married		Loft-School, Otus paid online courses of choice three times a year; Oracle remote courses once a year, Subscription to IT paid bulletin of choice, Convention on Data Security 2 times a year, Training with Security Auditor one a year	
Survey Programmer I Female Transition Married		Courses from Software Producers three times a year	
Survey Programmer II Male Millennial Single		Courses from Software Producers three times a year	
Project Manager (RU/UA/BY) Female Transition Married		Market research Congress 2 times a year, visit to clients for experience exchange	
Project Manager (MULTICOUNTRY) Female Transition Single		Market research Congress 2 times a year, visit to clients for experience exchange	
Graphic Designer Female Millennial		Courses 2 times a year, Convention twice a year	

Married			
System Administrator Male Early X Single		Subscription to IT bulletin, Course from Software producers twice a year	