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на тему:

**Motivation as a key factor of satisfaction and attrition risk management**

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## ACRONYMS

TAG	Talent Acquisition Group
TL	Team Lead
ERR	Employee Risk Reduction
EES	Employee Engagement Survey
ESS	Employee Satisfaction Survey
B&G	Band and Grade
GL	GlobalLogic
HR	Human resources
HR BP	HR Business Partner
POC	Proof of Concept
Q1-Q4	Quarter of the financial year
FY	Financial year

## INTRODUCTION

Modern economic environment dictated its conditions to the companies. Tough competition is shown in everything: competition for customers, competition for markets, competition for resources among which there is a competition for personnel. People, employees – is the fundamental asset of any company. Their competency, skills determine the organization results.

It's not surprising that top management of any company is interested not only in searching and staffing, but also in engaging and retaining. There are a lot of factors that affect the tenure and satisfaction rate of the employees. Some of these factors are the company's responsibility such as system and processes, people management etc. But there is also such crucial factors as needs satisfaction and trust communicating them to manager. Attrition risk management's efficiency is basically depending on these two factors.

Motivation is fundamental to engaged and productive people asset of the company. Satisfaction of the personal and professional needs eventually leads to lower attrition rate (hiring cost reduction) and employee tenure.

*The relevance of the topic:* increasing the middle managers skill level by providing them with new and effective tools for people management will lead and result in organization stability and the flexibility in fast reaction in a rapid changing environment of IT industry. The old processes are no longer effective in engagement and attrition prediction. There is no right to fail, price of the managerial mistakes raises every day. Therefore it is important to bring the “new language” to speak to employees, get the needed information and minimize the possibility to make wrong decision.

Since the Management 3.0 becomes more popular only for a few years till now, there is no big amount of works and there is enough space for experimenting and flexibly change the tools according to current needs and the context.

**The primary source** is the work of Jurgen Appelo “Management 3.0: leading Agile developers, developing Agile leaders”, some basic studies on employees motivation.

**The object** of the research paper is talent acquisition group, internal strategic business service unit of the GlobalLogic Ukraine. **The subject** of the study is the employee risk reduction (attrition prediction) system of the company.

**The purpose** is to increase the efficiency of employee risk reduction system through implementing the tools to work with motivation from Management 3.0 and create new scope of tools grounding on it. As a result attrition prediction will be more accurate raising the possibility of risks mitigation through the work on satisfaction the employee’s needs.

**Connection to MAHROD.** During the work on this study I used a lot of knowledge gained while studying on MA program. “Business as a system” and “Strategic HR” gave me the knowledge about the companies as a system, about processes their effectiveness, connection between business strategy and the HR strategy. “Finances for HR” showed the added value of HR practices to the company and how it influences the financial state overall. Knowledge and instruments on internal communications helped in building the communication strategy and tactics, find ways of engagement for every stakeholder.

Talking about **methodology** that is being used in this work and during reaserch preparation it is important to note that the wide range of them was used:

- Philosophical – analysis, synthesis, generalizations, etc.;
- Surveys – to receive the first general incoming data that we could create hypothesis based on;
- Strategic and brainstorm sessions – as an effective way of a group work;
- Stakeholders analysis and influence matrix – gave the infprmation about the main stakeholerds, their interest and influence in this project

implementation, the opportunities of their engagement through communication

- Risk analysis – showed the possible projects hard points and gave the opportunity to find ways of their overcoming.

## CHAPTER I

### THEORETICAL REVIEW OF MOTIVATION FACTORS

The theoretical basis of employee's motivation, the difference in the definition interpretation and the newest view from Management 3.0 (that gathered other scientific and psychological approaches) with a practical tool for managers are shown in this chapter.

#### 1.1 Theoretical basis of employee motivational factors

At the present stage of society and organization development, managerial theory and practice are facing the problem of finding effective ways to motivate staff. Nowadays, progress in the socio-economic development of the organization directly depends on the competency level of its leaders, how he takes into account the individual typological personality characteristics of its employees when building the incentive system. This gives the reasoning for the need to research and develop theoretical foundations of the formation of individual work motivation systems. The solution to this problem is complex, as it requires an analysis of the results of psychological and socio-economic studies.

In particular, in psychological science, much attention is paid to the problem of studying the stimulating power of the vital activity of a person. Almost every most-known personality theories to one issue or another researches the problem of changing human behavior. This leads to standing out of the motivation psychology as a separate field of knowledge. The subject of motivation psychology is the research and study of causes and behavioral regulators explaining the behavior determination, to what extent behavior is determined by a person, and to what extent by situational factors, how a person and a situation interact with each other while determining behavior.

The concept of motivation is ambiguous in its interpretation. From one side this is psychological category which is connected to the process of a person's



awareness of his needs and the choice of a certain behavior model to satisfy them. From the other side, this is the category of management connected with the process of managing the employee's behavior through using various environmental factors (material and spiritual resources of the organization).

In the theory of motivation, the category "motivation" is considered in the broadest way. In its most general form, a person's motivation for activity is understood as a set of driving forces that motivate him to carry out certain actions. Important for understanding motivation is that these forces can be both inside and outside of a person. [1, p.39]

To understand the problem deeper, we should consider different approaches to the definition of the term motivation.

Motives are the perceived by an individual realized by an individual incentives for activity, connected with the satisfaction of certain needs, answering the question: "What is the purpose of this activity?" The motive involves knowledge of those material and ideal objects that are able to satisfy the need, and those actions that can lead to its satisfaction. Motivation, according to Stephen P. Robbins, is a person's willingness (desire) to do some specific work, due to the fact that it satisfies one or another of his needs. [2, p.176]

For the first time the word "motivation" was used by A. Schopenhauer in the article "Four Principles of Sufficient Reason" (1900–1910) [3]. Then this term firmly entered into psychological use to explain the causes of human and animal behavior.

Currently, motivation as a mental phenomenon is interpreted in different ways. In one case, as a combination of factors supporting and guiding, determining behavior [4, p. 3; 5, p.27], in the other case, as a combination of motives [6, p.24, 119.], in the third - as a motivation that causes the activity of the organism and determines its orientation. In addition, motivation is considered as a process of mental regulation of a specific activity [7, p.232], as a process of motive action and as a mechanism that determines the emergence, direction and methods of implementing

specific forms of activity [8, p. 211] as an aggregate system of processes responsible for motivation and activity [9, p.12].

Therefore, all definitions of motivation can be divided into two directions. The first considers motivation from a structural position as a combination of factors or motives. For example, according to the scheme of V. D. Shadrikov [10, p.139], motivation is determined by the needs and goals of the individual, the level of claims and ideals, the conditions of activity (both objective, external, and subjective, internal - knowledge, skills, abilities, character) and worldview, convictions and orientation of personality, etc. Taking these factors into account, a decision is made, an intention is formed. The second direction considers motivation not as static, but as a dynamic formation, as a process, a mechanism.

V. G. Leontyev [11, p.45-293] distinguishes two types of motivation: primary, which manifests itself in the form of need, attraction, drive, instinct, and secondary, which manifests itself in the form of motive. Therefore, in this case, there is also the identification of motive with motivation. V. G. Leont'ev believes that the motive as a form of motivation arises only at the level of the individual and provides a personal justification for the decision to act in a certain direction to achieve certain goals, and one cannot disagree with this.

Most authors consider motivation as external behavior. Motivated people work harder than unmotivated or demotivated people.

Before going into the levels and types of motivation let us gather all of the definitions and views on “motivation” definition that were mentioned above into the “Motivation process” scheme (Picture 1.1). This will describe the term “Motivation” from the components of the process. As we see on the scheme, motivation starts with the unsatisfied need and creates some tension (whether physical or emotional). Motive arises (incentives) to release the tension, so individual starts to search and chooses behavior to satisfy the need and release created tension.



### Picture 1.1. Motivation process

In many cases, psychologists (biologists and physiologists - constantly) by identifying the motivation mean a state of determination of behavior, therefore, external and internal motivation are distinguished. [12, p. 21-320]

In Western psychological literature, the question of two types of motivation and their distinguishing features is widely discussed: extrinsic (due to external conditions and circumstances) and intrinsic (internal, associated with personal dispositions: needs, attitudes, interests, drives, desires), in which actions and deeds are committed “by the free will” of the subject (a review of the works devoted to this discussion can be found in the book by H. Heckhausen [13, p.214]). In the 50s and in our country, there was a heated debate among psychologists about whether needs (as an internal factor) are the only source of motivation. G. A. Fortunatov, A. V. Petrovsky [14] and D. A. Kiknadze [15] answered positively to this question. This point of view was opposed by psychologists who studied the problem of will. V. I. Selivanov [16] (1974), along with others, believed that not all motives are caused by needs, that the impact of the world around us gives rise to many motives, and not related to current needs. He defended the point of view that various influences emanating from other people and environmental objects cause a person to respond in addition to his needs or even contrary to them. This corresponds to the ideas about the social conditioning of human behavior, the leading role of volitional regulation, the conditioning of human behavior with a sense of duty, an understanding of the need or expediency, etc.

This discussion was largely fruitless. Living in a society, a person cannot but depend in his decisions and actions on the influence of the environment. This dependence can be of several types.

Reference dependence is revealed when a person, without thinking, uncritically borrows attitudes, norms of behavior, lifestyle, hoping because of this to become like

“real people”, to be assigned to a certain circle, a specific reference group for him. Here the mechanism of imitation is triggered.

Improving social status (at least in one's own eyes) is an important motive for the behavior of many people. It is not surprising that many advertising methods are based on the fact that the advertised product is declared a favorite commodity of people with high social status. Wanting to join this category of people, the consumer will try to acquire external signs of high status - a car of a certain brand, a suit, a ticket to a fashionable resort, etc.

Informational dependence arises in those cases when a person, striving for some goal, does not have the necessary information. He is forced to uncritically use the information received from a person whom he considers more informed. Power dependence is the dependence of an individual on a person endowed with special powers or with high authority. Thus, motivation can experience strong external pressure and be externally organized.

As X. Heckhausen notes [13:2, p. 345], the description of behavior according to the principle of opposition as motivated either “from the inside” (intrinsically) or “from the outside” (extrinsically) has the same experience as the experimental psychology of motivation. Accordingly, criticism of such a tough contrast has a long tradition, since R. Woodworth [17, p.219].

Criticism was maximized in the 1950s when researchers began to attribute various internal drives (manipulative, research, and visual examinations) to various highly developed animals (from rats to monkeys), as opposed to D. Hall [18, p. 183] and B. Skinner [19, p. 109], who explained behavior exclusively by external reinforcements. X. Heckhausen notes [13, p. 112] that, in fact, actions and the underlying intentions are always conditioned only internally.

From my point of view, motivation and motives are always internally determined, but can also depend on external factors, prompted by external stimuli. In

fact, the authors are talking about external and internal incentives that encourage the start of the motivational process.

When talking about external motives and motivation, they mean either circumstances (current conditions that affect the effectiveness of activities, actions), or some external factors that influence decision making and the strength of the motive (remuneration, etc.); in particular, they also mean the ascribing by the man himself to these factors a decisive role in making decisions and achieving results, as is the case with field-dependent and with an external control locus.

In these cases, it is more logical to talk about externally stimulated, or externally organized, motivation, while realizing that circumstances, conditions, situations acquire significance for motivation only when they become significant for a person, to satisfy a need, a desire. Therefore, external factors must be transformed into internal ones in the process of motivation and widen the needs list of certain person.

There is also a positive and negative dimensions on terms of motivation.

V. G. Aseev [20, p. 32] believes that an important feature of human motivation is its two-modal, positive-negative structure. These two modalities of motivations (in the form of desire for something and avoidance, in the form of satisfaction and suffering, in the form of two forms of influence on a person - encouragement and punishment) are manifested in drives and directly realized needs - on the one hand, and in need - with other.

At the same time, he refers to the statement of S. L. Rubinstein [21, p.459] on the nature of emotions: “Emotional processes acquire a positive or negative character depending on whether the action that the individual performs and the effect to which he is exposed is in a positive or negative relation to his needs, interests, attitudes”.

Thus, we are talking not so much about the sign of impulse, motivation, but about the emotions that accompany the decision and its implementation.

It should be noted that the significance of anticipating decision making emotions as intermediate variables was shown by O. Maurer [22, p.346] in connection with clarifying the role of anxiety (fear). He sees fear as a signal of impending danger, as an unpleasant condition that encourages behavior that helps to avoid a threat. Much later (in 1960), O. Maurer outlined his concept of motivation, based on anticipated positive and negative emotions.

He explained all behavior, on the one hand, by induction of attraction - when behavior has punishable consequences (which leads to the consolidation of the anticipated emotion of fear: fear is taught, that is, once again in this situation, the person begins to fear it), and on the other hand, reduction of attraction - when behavior has encouraging consequences (which determines the consolidation of the anticipated emotion of hope: the learning of hope occurs).

O. Maurer also speaks [22, p.217] of anticipatory emotions of relief and frustration. Relief is associated with a decrease, as a result of the reaction, of the emotion of fear (reduction of attraction); disappointment - with a decrease, as a result of the reaction, of hope (induction of attraction). According to the author, these four types of anticipating positive and negative emotions (fear and relief, hope and disappointment), depending on the increase or decrease in their intensity, determine which behaviors in this situation will be chosen, implemented and learned (reinforced).

Thus, anticipating emotions of expectations allow a person to adequately and flexibly make decisions and control their behavior, causing reactions that increase hope and relief or reduce fear and frustration.

But let us return to the hypothesis of V. G. Aseev about the two-range of motivation, using the ideas of O. Maurer about the anticipated emotions of expectation [20, p.576; 22, p.211].

In the case of predicting the possibility of satisfying the need for attraction, positive emotional experiences arise, in the case of planning activities as an

objectively given need (due to harsh circumstances, social requirements, duties, volitional efforts), negative emotional experiences may arise.

V. I. Kovalev believes that motive as an incentive is single-mode [23, p.190]. One can agree with this (motive - motivation). But motive is not only an incentive. It expresses the attitude to what a person has to do. And the ratio is bimodal. Thus, the construction of the motive and, therefore, the motivational process can be accompanied by both positive and negative emotional experiences that persist during the activity.

## **1.2. Moving motivators as a tool from Management 3.0 concept**

At the same time other scientists and psychologists continued their work on the exploring the nature of people's motivation.

Management professor Douglas McGregor devised a model of motivation he called Theory X and Theory Y 4 [24, p.524]. Theory X says that people in general prefer not to work.

Theory X says that money, managerial controls, and the proverbial carrots and sticks are the best ways to get people to do their jobs; and even more of the same is needed to have them do their jobs well. It holds that a certain amount of extrinsic motivation is needed to make people operate at peak performance.

External motivation in the form of financial benefits, such as merit raises, incentive pay, and bonuses, can sometimes work. For example: stock options among employees can, occasionally, work well for startup companies with little funds [25, p. 95-116]. And nonmonetary rewards are another well-known form of extrinsic motivation.

Praise and compliments are an even more subtle form of motivation but also extrinsic in nature.

Different authors have jointly identified multiple, dangerous side effects of extrinsic motivation. These include sub optimization of key processes, destroyed intrinsic motivation, addiction to extrinsic stimuli, reduced performance in problem solving, and unintended competition between colleagues [26, p. 317; 27, p. 65; 28, p. 12].

The Theory Y-part of Douglas McGregor's model of motivation assumes that people enjoy their mental and physical duties, and that they think work is as natural as play. This part of McGregor's model is all about intrinsic motivation, and people's innate desire to do well, and their eagerness for self-control and self-direction in accomplishing objectives [24, p. 78]. Individual is wishing to carry out an activity for the sake of the activity itself, and not in the hope of obtaining external rewards. Extrinsic motivation can inhibit creativity or even be fatal to it [29, p. 521].

Furthermore, researchers have found that creativity, that crucial link between knowledge and innovation, is best served by intrinsic motivation, not by extrinsic motivation.

Coming back to previous chapter, two-factor theory 8 (or Motivator-Hygiene theory), is a model proposed by psychologist Frederick Herzberg, who found that satisfaction and dissatisfaction are independent of each other [30, p.288]. The things that motivate people on the job are different from the things that demotivate them. Bad environments, low salaries, and bureaucratic rules are examples of things that make people unhappy. People are motivated by other things, such as increased responsibilities, their ability to do a good job, the opportunity to make their own decisions, and the sense of belonging to a group.

Herzberg makes a distinction between motivators and hygiene factors:

- Motivators: Challenging work, achievement, personal growth, recognition, responsibilities, and so on.
- Hygiene factors: Job security, salary, status, working conditions, policies, fringe benefits, and so on.



Herzberg used the name “hygiene factors” because, like hygiene, these factors don’t make people healthier or happier. It is their absence that can cause deterioration of health or happiness.

To investigate what intrinsic motivation is made of, starting with Self-determination theory.<sup>9</sup> Self-determination theory is a general model of intrinsic motivation that differentiates between three main intrinsic needs. These needs are universal, innate, and psychological [31, p. 14-235]:

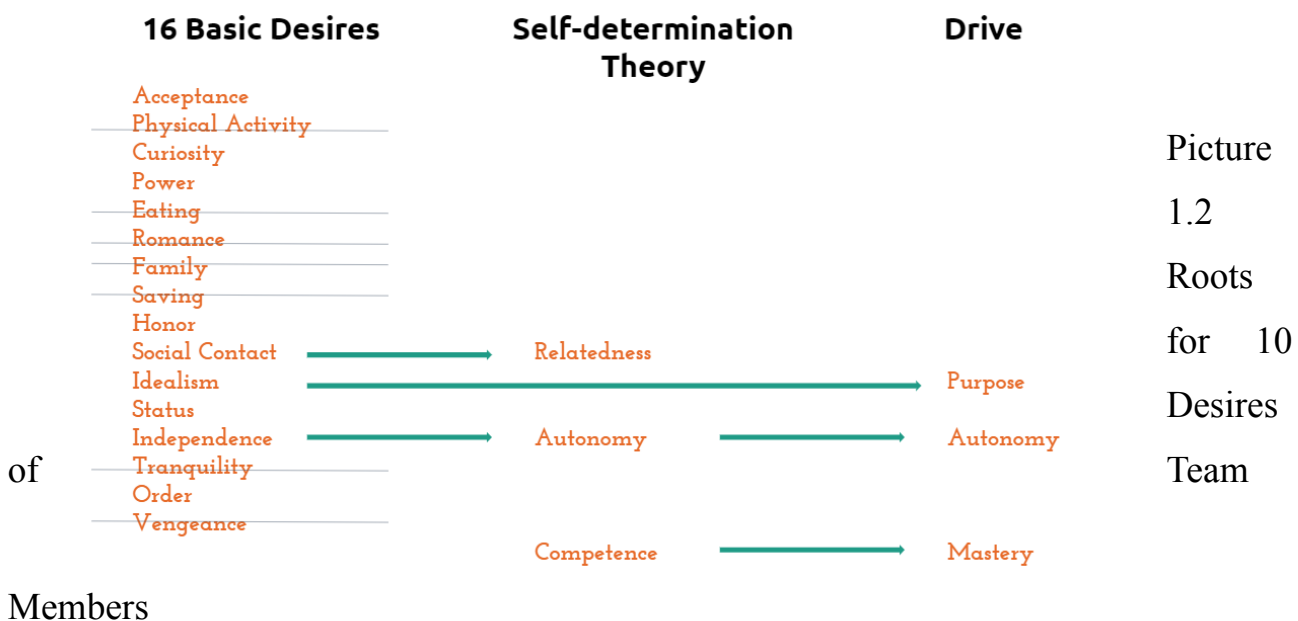
- Competence: The need for a person to experience oneself as capable in coping with the environment;
- Autonomy: The need for someone to actively participate in determining one’s own behavior, with autonomous choice of actions;
- Relatedness: The need to care for and be related to others, and to be involved in the social world.

Professor Steven Reiss proposed a similar theory [32, p. 427]. He found that 16 basic desires guide nearly all human behaviors.<sup>10</sup>:

1. Acceptance - The need for approval
2. Physical Activity - The need for exercise
3. Curiosity - The need to think
4. Power - The need for influence of will
5. Eating - The need for food
6. Romance - The need for love and sex
7. Family - The need to raise children
8. Saving - The need to collect
9. Honor - Being loyal to a group
10. Social Contact - The need for friends

- 11. Idealism - The need for purpose
- 12. Status - The need for social standing
- 13. Independence - Being an individual
- 14. Tranquility - The need to be safe
- 15. Order - Or stable environments
- 16. Vengeance - The need to strike back

Both self-determination theory and the 16 basic desires, also including the work “Drive” of Daniel Pink [28], can explain how we can motivate people. Jurgen Appelo in Management 3.0 concept combined these three works (Picture 1.2.) and turn these theories into the 10 Desires of Team Members [33]. That’s how Motivating Factors were created.



1. Make sure that people **feel competent** at what they are doing. Give them work that challenges their abilities but that is still within their grasp.
2. Try to let people **feel accepted** by you and the group. Compliment them on their achievements (but only if you mean it).

3. Make sure that their **curiosity** is addressed. Even though some activities can be boring, there should always be something new for them to investigate.
4. Give people a chance at satisfying their **honor**. You must allow teams to make their own rules, which team members will follow happily (or sometimes grudgingly).
5. Infuse the business with some **idealism (purpose)**. You're not just there to make money. You're also making a (small) contribution to make the world a better place. (Note: Be careful with this one. It is often abused by top management in an attempt to obfuscate its real purpose, which is simply to make money.)
6. Foster people's **independence (autonomy)**. Allow them to be different from other people, with their own tasks and responsibilities. And compliment them on their original and interesting hair style.
7. Make sure that some level of **order** is maintained in the organization. People work better when they can rely on some (minimal) company rules and policies.
8. Make sure that people have some **power or influence** over what's happening around them. Listen to what they have to say and help them in making those things happen.
9. Create the right environment for **social contacts (relatedness)** to emerge. There's usually no need to venture into the romance area, but friendships can easily arise, provided that managers take care of a fertile context.
10. Finally, it is important for people to feel that they have some **status** in the organization. They shouldn't feel like dangling somewhere at the bottom of a big hierarchy.



### Picture 1.3. Motivating factors Management 3.0

Let's look closer to every motivating factor.

**Curiosity.** Curiosity is the first of 10 meaningful motivators that can help to take employees from merely (extrinsically) motivated to (intrinsically) engaged by the work, the people, the organization. Curiosity is about the joy of learning what is true or false and understanding how things work. Laboratories, research centers, and universities are the kind of organizations that thrive on people's innate drive for exploration. For such organizations, curiosity is the reason they exist. Human beings are inquisitive creatures. Curious employees will show up at work to learn stuff, no matter they are rewarded for it or not. The knowledge they acquire is their reward. Manager can you this motivator in the organization by ensuring that discovery and invention are the essential part of everyone's job. Manager can get people try new tools, experiment with different processes, and invent their own solutions to their team's problems.

**Honor.** Religious institutions and military are typical examples of organizations known for their sense of honor. Honor is about loyalty to a group of people and integrity of one's behaviors according to a moral code or a system of values. We all have stories of conflicting priorities in our personal lives, where we have to balance values such as honesty and friendship, rationality and kindness, or ambition and tranquility. Self-discipline is often mentioned as a requirement for a person to keep a sense of honor. To apply this motivator in the organization (or a team) manager can develop and grow a clear code of conduct or values system. This will motivate people who see their own values reflected in the organization's values.

**Acceptance.** While researching the need for acceptance it came clear there is a main theme is people's intrinsic need for self-esteem and positive self-image. Is is something that all of us share. As children, we need it most from our parents; later in life, we need it from our partners and peers. Interestingly, the need for acceptance is

often associated with people who are lacking in their sense of self-worth. It is said that such people are motivated to purposefully avoid conflict and criticism. They fear rejection and will do anything to seek the approval of parents, partners and peers. For such people acceptance functions as a demotivator and not as a motivator, It is the lack of it that drives them toward certain behaviors. However, we don't need to refer to clinics and self-help groups as the primary examples of organizations that have acceptance built into their system. It is insufficient only to repair people's self-esteem. We can also boost it and strive to have a diverse group of people feeling great about themselves, regardless of their background and their physical or mental nature.

**Mastery.** Consultancy companies full of specialists come to mind when thinking of organizations driven by mastery. But one could also think of law firms, art schools, IT companies and other organizations that, in order to survive, depend on growing people's level of competence in certain disciplines. It is interesting to note that Professor Reiss considers mastery to be a part of the need for power in his 16 basic desires theory because power motivates effort to pursue challenges, ambitions, excellence and glory. However, Professors Deci and Ryan consider competence such a crucial human need that they promoted it as one of the only three motivators in their self-determination theory. Management 3.0 prefers a position in the middle. Mastery is about the challenge behind the work that people do. Some people are perfectly happy with easy tasks that come with good compensation, others have the need to feel challenged so that they grow their skills and make progress toward excellence. Manager should make sure that repetitive and boring tasks are stripped from the business model and either automated or handed over to another business where people know how to thrive on that kind of work. Manager is responsible for offering people work that feels challenging to them but still within their abilities.

**Power.** When to think of power, the first types of organizations that come to mind are political parties, secret service agencies and government departments. In literature, power is often associated with dominance behavior, leadership and

imposing one's will on others. Supposedly, the need for power is intrinsic to humans and animals because of our desire to survive. Researches have even linked the craving the power to other addictive behaviors. Management 3.0 prefers to see power as the need to have influence in the world which feels a more positive and enlightened description. Power is about being able to change things around oneself and make a difference in the world. It is no coincidence that the word power is encapsulated in the word empowerment. Manager can set up the environment in such a way that people feel empowered to take responsibility and become leaders and change agents, without having to ask someone's permission. A stifling hierarchy and bureaucracy will be demotivating for people with a high need for power. In a social network, people are empowered by being connected to the network. Power as empowerment means facilitating this connectedness.

**Freedom.** Without a doubt, start-ups and other entrepreneurial organizations are among the best examples for the motivator of freedom. The culture and business processes in such companies make people feel free. Independence and autonomy are well-known motivators for many people in the world. It's just a hunch, but introverts are more likely to be motivated by independence than extraverts. People who are motivated by freedom usually dislike being dependent on others. They don't want assistance to get thing done and would rather do everything themselves. Like power, freedom is closely connected to empowerment of employees, In a hierarchical setting, there is an implied dependence of employees upon management in which employees feel they need authorization for just about anything they wish to do. Freedom is also about empowerment in the network. People must feel free in self-organized teams in which they are working. When some team members insist that all decisions are made collaboratively and that rules are necessary to keep order in the team, those who are motivated by freedom may feel that their environment is suffocating them.

**Relatedness.** If freedom is appreciated by introverts, then relatedness is surely one of the main motivators among extroverts. Some people thrive on social contacts with other people. They need family or friends to chat, play and have a good

time together. Do not confuse means and ends when people like hanging out with others. There are those who socialize with peers mainly because of the effect it has on their position in the social network. Such people could be motivated by power of status, not by relatedness. With relatedness management 3.0 clearly refers to those who like socializing for the sake of not being alone. One could say that every organization lends itself to having this motivator built in because every organization consists of people working together. However, motivator might be more difficult for virtual companies compared to traditional ones. And remote, distributed teams will find it harder for their team members to socialize than collocated ones. What can manager do? Management's 3.0 thinking is that social interaction between employees happens easily, unless it is somehow blocked by the environment. Likewise, manager could take care that the work environment does not stop at the exit but that there is plenty of opportunity for people to engage beyond the company's office walls. And with the remote teams, there are also many options for chat and play.

**Order.** All human beings need sense of order and certainty. There's a reason that managers and leaders often complain about employees resisting change – people mostly like to keep things the way they are. (Conservatism is the political ideology based on this intrinsic human need). The typical organizations that we may associate with certainty and stability are fast-food chains and traditional factories. Any organization that needs to run like a clock, where employees know what is going to happen when and who is responsible for what, is an organization that thrives on order. In an agile context, with organization facing accelerated change and more frequent disruption, it is not easy to offer people a sense of certainty. With the average lifetime of companies shrinking every year, nothing is certain for anyone. The solution for manager is in the details, Job security is an illusion but we can still achieve a bit of certainty in other ways, For example, many people don't like working at a different desk every day, so manager can give them an option to have preferred desk if they so desire. Many people don't like variable pay, so offer them a monthly income that is stable (even with freelancers). Many people dislike not knowing what is expected of

them, so make sure you agree on a work profile or job description, preferably that they created themselves. The future of the company might be uncertain, but manager can work to decrease the number of unpleasant surprises that people are confronted with every day.

**Goal.** Charity organizations. Those are the first groups that come to mind when we think of motivator of goal and purpose. Many people want more out of their work than just a job or a career. They would like their work to be part of their calling. This nicely coincides with Maslow's hierarchy of needs, which says that self-actualization is the fifth and highest level of intrinsic motivation. The first two levels, physiological and safety needs, corresponding to having a job, while the third and fourth levels, belonging and esteem, correspond to having a career. An ordinary job or an exciting career may be what people had before they found their calling. Not only charity organizations have idealism woven into their *raison d'être*. Great organizations can have an inspiring purpose that goes beyond making money and pleasing stockholders, customers, or other stakeholders. If you can't define the why of your company the rest doesn't really matter. Manager can motivate his employees by clarifying what the company stands for and what it tries to achieve in the world. People appreciate recognizing that their personal goals are reflected in the work they do.

**Status.** When to think of status, it is easy to think of sports, fashion, royalty and exclusive networking clubs. And being listed on the Top 50 leadership lists. There is a good reason many people want to decorate themselves with awards, titles, badges, brand names and golden medals. It increases their social standing. The pursuit of wealth is in many cases an indicator of someone's desire for status, but there are other ways of earning status, too. Privilege, recognition and exclusivity come in many forms. The vertical structure of traditional organizations is an obvious candidate: those at the top decide who else is allowed to climb higher on the corporate ladder. The desire for status leads to a long job titles, favored parking spaces, spacious corner offices, and sometimes even a special elevator for senior



managers. But we can find status in social networks as well. Apart from climbing upwards in hierarchies, people also enjoy accumulating connections in network. As a manager, one can nurture people's need for status by offering them opportunities to make progress in the directions that matter to them. But one should aim for company-wide recognition of people's achievements in a fair and transparent way. The social standing of employees should correlate to their capabilities for productions and innovation, not their talent at playing political games.

Managers must seek ways for curiosity honor, acceptance or any of the other intrinsic motivators to become systemic properties of the company. That means, even when you're not paying attention to the system for a while, the system's properties are still affecting the engagement and behavior of employees.

### **1.3 Moving Motivators as a practical tool**

The moving motivators exercise is the practical gamification tool for managers that is used during the 1x1 meetings. It is played by arranging ten motivational cards in order of importance (from a personal perspective) and then moving them up or down depending on a person's context, usually the work environment. By shifting cards to the left or to the right, the player indicates that specific motivators feel either more or less important than others. By moving cards up or down, the player indicates that a change in the environment is having either a positive or a negative effect on motivation.

For example, employee considers freedom, status and curiosity to be the most important motivators, while he finds acceptance and relatedness the least important. When he quits his daytime job, his freedom and curiosity motivators (important) went up, because he became independent and was able to explore a new work life. His relatedness motivator (less important) went down, on the other hand, because he left many nice colleagues behind. Still, the net effect was positive overall. It was a good decision.

The moving motivators game can be played:

- By one person, as a personal reflection tool;
- By two people, in one-on-one setting;
- By a team of peers, as a part of retrospective or team-building exercise.

There are some benefits of using moving motivators game in people management:

1. There is no right or wrong in this exercise. Some people are motivated by freedom, others by relatedness. The benefit of the game that it reveals these differences and makes people aware that we often misjudge each other by assuming that everyone is just like us.
2. There is often some disagreement about terminology, even the scientists didn't agree on the one definition of motivation. The meaning of each motivational factor can have slightly different interpretation of words for each person. What is more important is that cards help us explain how we feel and what we need.
3. Many things are context-specific. Prioritization of motivational factors can show the overall attitude towards work of the concrete employee, when he brings to cards all his working experience from different companies and his roles. But moving them up or down gives the opportunity to show the influence of the context here and now, for past week-month-year, gives the understanding of influence, which was made by the recent changes in the team, role, company or a country in general etc.
4. The importance of the motivators may be different depending on whether work environment or personal life is the context of the exercise. For example, in work place the most important could be the team (relatedness), but in personal life is the space for creativity and hobbies, so the most important things there are freedom and curiosity.

5. Because the results among the players are always different, the game highlights diversity and alternative perspectives for manager in the team.

The moving motivators game makes it a lot easier for managers to ask the question, “What motivates you?”. For many people, this question is itself too vague and abstract to answer. But when they have 10 cards on a table, with nice pictures on them, and they are asked to move them around spatially, left to right and up and down, a discussion about motivation suddenly becomes a lot easier.

The goal of the organization is to engage people for productivity. As a result manager can boost employee’s need for curiosity and exploration with celebrating grids, satisfy the sense of honor with value stories. A feeling of acceptance can be achieved with personal maps, while mastery could be nurtured through feedback or a metrics ecosystem. To increase power, freedom, and order, manager can obviously introduce delegation boards (another instrument from Management 3.0), while relatedness and status may be satisfied through the use of a kudo box. These are just some suggestions, which can be used for the whole teams and the system context. Also manager can come up with set of tools for individual approach to satisfy the need of each employee.

Moving motivators game also offers a great opportunity to assess the impact of an organizational change. How do people feel about an upcoming merger, a change of department, a job promotion, a new business strategy, or a new team of colleagues? With moving motivators manager can find out how the change affects people’s intrinsic motivation. In many cases the result will be mixed, some motivators go up, others go down.

The game itself motivating. It triggers people’s need for curiosity, relatedness and order. Beyond the team manager could even consider including stakeholders and other management if possible. And no matter the exact layout of the cards on the table, people usually find the discussion during and after the exercise the most valuable.

## 1.4 Conclusions to the chapter

The working world is developing in a rapid way, shifting from different business models to a new ones. But still there is a question that has no common answer – employee’s motivation. It makes the work of managers tough when it comes to people management, attrition prediction, engagement and productivity.

If we want to make this processes effective – we need to find ways how to deal with the motivation, stepping away from monetary extrinsic motivation, which results in raising the cost and descent marginality of projects.

In Ukrainian IT companies, where we have spoilt candidates market (as a result of monetary war for talents in a past decades) on the one hand and still the middle level of bureaucracy in processes on the other, we have chance to try newly developed tools for people management and continue raising the flexibility.

Even if there is no one single view on the definition of “motivation”, the easier way to understand this category from the side of “Motivation process”: motivation starts with the unsatisfied need and creates some tension (whether physical of emotional). Motive arises (incentives) to release the tension, so individual starts to search and chooses behavior to satisfy the need and release created tension.

Both self-determination theory and the 16 basic desires, also including the work “Drive” of Daniel Pink, can explain how we can motivate people. Jurgen Appelo in Management 3.0 concept combined these three works and turn these theories into the 10 Desires of Team Members and created a tool of “Moving motivators game”. It can became useful tool in managers everyday activity in people development, that can bring important inputs even for managing the system and making people organism effective toward the goal of productivity, when the “Win-Win” strategy is realized: people feel that their tension and needs are satisfied, manager receives engaged team that is ready to achieve company’s goals.



## CHAPTER II

### COMPANY DESCRIPTION AND PROJECT BACKGROUND

In this chapter there is an overview of the GlobalLogic Company, Talent Acquisition group and its impact as the strategic business unit. Also there is an overview of Employee Risk reduction process for attrition prediction.

#### 2.1 General information about the company and TAG department

GlobalLogic is a Digital Product Engineering Services company that was founded in 2000 and is headquartered in San Jose, California. It is a privately held company funded by Partners Group and CPP Investment Board. GlobalLogic provides software product development services, including experience design, complex systems engineering, content engineering, and self-contained engineering labs. The company specializes in software engineering for cloud platforms, embedded software, Internet of things, Automotive, mobile applications, and security. Number of consultants and employees is 16000 people worldwide.

In Ukraine GlobalLogic as a company appeared in 2006 after the acquiring Bonus Technology an offshore software R&D services firm based in New Jersey with operations in Kyiv and specializing in mobile and telecommunication technologies.

Currently there are 4600 consultants work with GL in Ukraine, 2600 are in Kyiv office, it makes GL one of the largest engineering companies in the country.



Figure 2.1. Company presence in Ukraine

In Ukraine core industry competencies are:

- Healthcare (Medical Devices, Healthcare Information Systems).
- Media & Entertainment (Content Creation, Media Asset Management).
- Enterprise Technology (IT Management, BPM).
- Communications Industry (OSS/BSS, Network Infrastructure, Gateways).

There are two types of organizations in the structure of GlobalLogic Ukraine: delivery (business unit that delivers business value to customers) and internal services (that have delivery as the main customer).

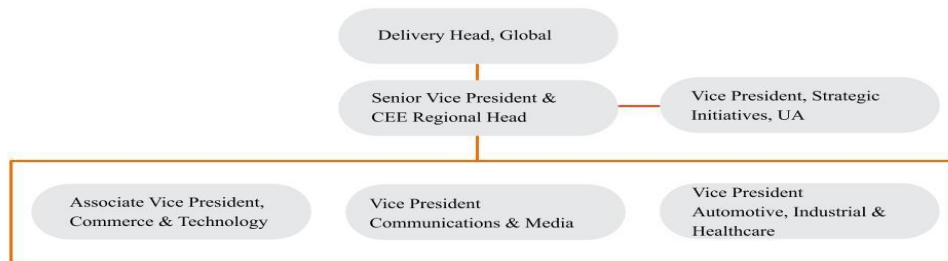


Figure 2.2. Delivery structure GL Ukraine

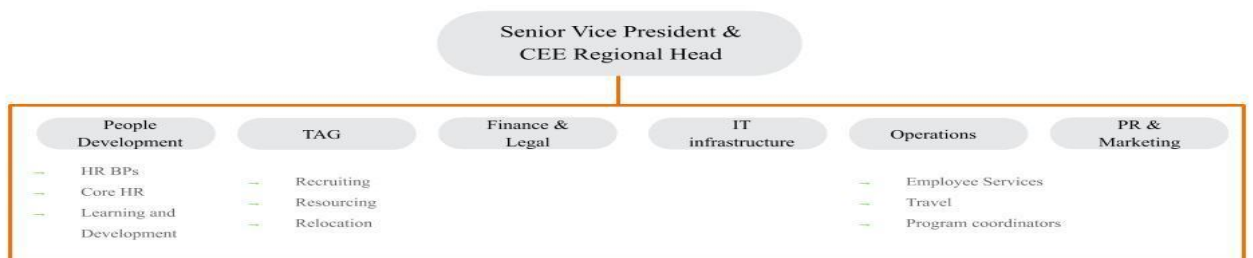


Figure 2.3. Internal services structure GL Ukraine

## 2.2 Talent acquisition group overview

Good recruitment is vital for every organisation - finding the right people for the right roles at the right time. It ensures that the workforce has the relevant skills and abilities for the organisation's current and future needs. Effective resourcing is not just about filling an immediate vacancy but about having an impact on the long-term success of the business, using workforce planning data to understand what skills are needed for organisational performance. So the economic efficiency of the outsourcing company is directly dependent on the quality and speed of staff recruitment.

According to CIPD Report “Recruiting and developing talented people for SME growth” [34], Hiring the right people isn’t just about hiring the people who have the technical abilities you need; it’s about finding those people who will enable your business to succeed.

Talent Acquisition Group (TAG) is a strategic business unit even though are the part of internal services of the company. TAG is the division of the company that has high impact on the company itself and a lot of business processes and results. Every circumstance inside of the team affects wide range of stakeholders.

The main business value of TAG is to bring and coordinate relevant talents to fulfil the qualified technical expertise to all delivery business units.

TAG consists of three directions which cover different scope of talent acquisition process: recruiting, resourcing and relocation.



Figure 2.4. TAG functional structure



Recruiting team has functional responsibilities in following processes:

- Full recruitment cycle on the opened vacancies;
- Pre-On-boarding process;
- Joining at the first day;
- Pre-sales support;
- Internal staffing;
- Rotations from projects;
- Predictive hiring;
- Trainee hiring.

Resourcing team has functional responsibilities in following processes:

- Pool budgeting;
- Resources management;
- Skills expertise of consultants;
- Talent & Trainee programs;
- POC Resourcing Processes;
- Strategic pool.

Relocation team has functional responsibilities in following processes:

- EU On-site staffing;
- Relocation assistance;
- Work legalization support.

Except functional classification TAG is also divided by Ukrainian location and is represented in every GL office, what makes structure is more complex.

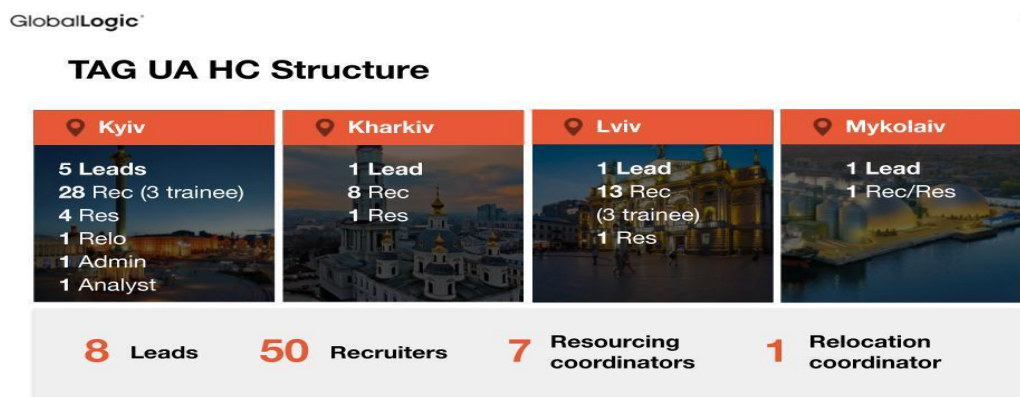


Figure 2.5. TAG Ukraine headcount structure

Peculiarities of recruiting team organization development and structure is based on delivery structure and location specifics. It has evolved in dedicated teams that reflect delivery structure (dedicated teams to each division and dedicated squads to Program Directors' project portfolio) in Kyiv and locations teams in Lviv, Kharkiv and Mykolaiv.

### 2.3 Current state of employee risk reduction process

The Employee Risk Reduction (ERR) process in the company was created for managers and people development function to proactively measure the employee satisfaction level at regular interval. Underlying intent is to work together with employee and addressing the areas of concerns in possible ways.

The purpose of this process is:

- to forecast attrition level and minimize impact of it on the projects;
- to provide simple and standardized way of current attrition risks identification;
- to ensure that proper formalized Retention action plans are developed to reduce attrition risks;
- to ensure that proper Replacement action plan is developed to ensure that the contractor leaves the project with proper replacement and expertise transfer.



Figure 2.6. ERR process

There are four roles (manager, manager supervisor, HR BP, function head) currently involved in the ERR process that has monthly cycles. Each role has specific responsibilities that are shown in Table 2.1.

Table 2.1

### Roles and responsibilities in ERR process

Role	Responsibility
Manager	<ul style="list-style-type: none"> <li>• Provides output (ERR status update (at least once a month) and Retention/Replacement Plan) according to the deadlines in the policy</li> <li>• Acts according to Retention/Replacement plan to avoid impact to the project</li> </ul>
Manager Supervisor	<ul style="list-style-type: none"> <li>• Provides output (ERR of the direct reportees and ERR of their whole hierarchy in Manager absence (reportees subordinate also)</li> <li>• Monitors status of whole hierarchy</li> </ul>
HR BP	<ul style="list-style-type: none"> <li>• Provide Manager with recommendations according to the specific team members by request</li> <li>• Review the ERR submitted by the Manager</li> <li>• Conduct HR meeting with person if needed</li> <li>• Whole process monitoring and support</li> </ul>
Function (Delivery Head)	<ul style="list-style-type: none"> <li>• Monitors consolidated information</li> </ul>

ERR status is expected probability of GL's consultant/employee leaving the company within the next 1 month. ERR status is primarily determined based on the person's next level manager's point of view. ERR status could be determined as one of the following:

High Risk Probability (Red Zone). This status can be assigned to the person in the following cases:

- Plans to leave company within the nearest month and does not conceal the fact of seeking other opportunities
- Person is in the state of active job searching (consider job offers/post CV on external job-sites), though doesn't speak about this openly.
- Strongly dissatisfied with some work conditions (salary, project, team, communication etc.). Issues ultimatum to Manager.

LRP Low Risk Probability (Yellow zone). This status can be assigned to the person in the following cases:

- Person is partially dissatisfied with some conditions of work: salary, responsibilities, career growth, project, relationship in team/Manager etc. Thus, he is ready for negotiations, is not categorical.
- Person is highly underpaid he can easy get a higher salary proposition.

NRP No Risk Probability (Green zone). This status can be assigned to the person when he/she is in a comfort zone.

Project Impact - level of negative impact for the project in case of the person's dismissing. Project impact implies to the following risks: Delivery, Schedule, Team performance, Loss of Special Knowledge, replacement which take more than 1 month, etc. To specify the impact level please use following groups:

- High Project Impact – in case if schedule (release date) and customer relationships comes at risk (money penalties, position closure or even contract termination); person has high influence to all team members behavior
- Medium Project Impact – short-term effect on overall team performance and customer dissatisfaction
- Low Project Impact – easy to replace and/or position going to be close very soon and we have no opportunities in GL for this person

Role Played shows how important and valued this person is for the company, client and/or the project. Persons assuming more responsibilities and ultimately responsible for project success will have higher rating.

The table 2.2 below illustrates the possible roles with appropriate explanation for each value:

Table 2.2

### Project importance

Value	Description
Easily replaceable	Person doesn't play a significant role on the project and can be quickly replaced. Finding and training a replacement can be done in less than a month
Known, yet replaceable	Person is known to client team, but doesn't carry any unique or highly important responsibilities and can be replaced during the project.
Known, good player	Person is an important contributor to the project, has earned respect and trust from the client team, but is not a key person and can be replaced, preferably after project ends
Key player	Key person on the project who earned trust and respect from the client, who carries unique and most important responsibilities on the project. Replacing this person may have serious negative effect on the project and on client relationship. Training a replacement usually takes a lot of time and requires a high performer. Client will normally object replacing this person even between projects.

Action Plan – it is a list of action items aimed to change the person's ERR status to green zone (for some cases from red to yellow) to avoid his/her resigning for

at least one year period of time. As an action plan we might have one of the following plans:

- Retention Action Plan;
- Replacement Action Plan;
- Rotation Action Plan (as part of Replacement Action Plan).

Retention Plan is prepared in cases when manager would like to keep person on the project. We take following items into consideration: ERR status, Project Impact, Importance for Project. Retention Plan should contain the list of concrete actions that should be undertaken by the Manager to keep the person in a comfort zone. Below is the list of example actions that might be used:

- Provide travel on customer side;
- Change track in scope of project;
- Additional functions/responsibilities in scope of projects;
- To be a mentor for juniors;
- Provide company credit;
- Promotion to another positions;
- Personal development plan;
- Etc

To make the Retention Plan Manager could contact HR BP for consulting and support. The action plan can require the next level manager's approval (Function/Delivery Head). In case if it is easier to replace the person than to keep him from project/division point of view, Manager should develop the Replacement Plan. In case of open position availability within the company, the person can be rotated to another project/division. In this case the Resourcing organization will be responsible for Rotation Plan development.

Replacement Plan is a list of actions to be undertaken for the person's replacement to avoid attrition impact on the project and save the billing. Replacement Plan should be created with the help of recruiting and resourcing and support of HR BP. This plan should contain the target dates for vacancy closure and responsibilities transfer.

Rotation action plan. In case if GL is interested in employee that would not like to work on current project but ready to stay with company we initiate rotation procedure. The rotation process is controlled by resourcing.

No Action required in following cases:

- If person is in green status (NRP ERR Status);
- If position has been canceled by customer and consultant decides to leave the company.

## **2.4 Strategic need for increasing efficiency of ERR process**

As it is shown from the ERR process overview there are several bottlenecks in its current state:

- In the monthly 1x1 meetings with consultants two roles are involved – manager and HR BP (to make additional inputs);
- Overload of operational work (1x1 marathons) of HR BP, because average headcount for each HR BP is 300 consultants;
- There is no common measure for ERR status. It is based on the subjective opinion of manager and HR BP;
- ERR status can be easily influenced by the personal attitude and relationship factors;
- ERR process doesn't cover personal level of satisfaction and motivation of a consultant;
- Action plans that are developed as a result of the monthly ERR cycle brings responsibility about the consultants satisfaction to his manager, not including the one's responsibility about career, growth and motivation satisfaction;

In TAG the ERR process didn't show efficiency in the scope of 2019 financial year. This conclusion can be reached after ERR and attrition statistics analysis.

As we can see from the Figure 2.7 Year to Date voluntary annualized attrition for TAG in 2019 financial year is 25% with the spikes in Lviv (Q1) and Kyiv

(Q2-Q3). (Annualized turnover is essentially a projection of annual turnover. To calculate Year to date annualized attrition metric we need to multiply the monthly attrition rate by 12 months of the year and divide by the number of the month it is calculated for) Main dismissal reasons of this cases were Work dissatisfaction, Career Development and Personal reasons.

Comparing this data to the ERR Statistics (Figure 2.8) for FY'19 it is hard to trace the pattern of consultants dissatisfaction and attrition risk because of any reason. None of all attrition spikes were predicted with the help of ERR system.

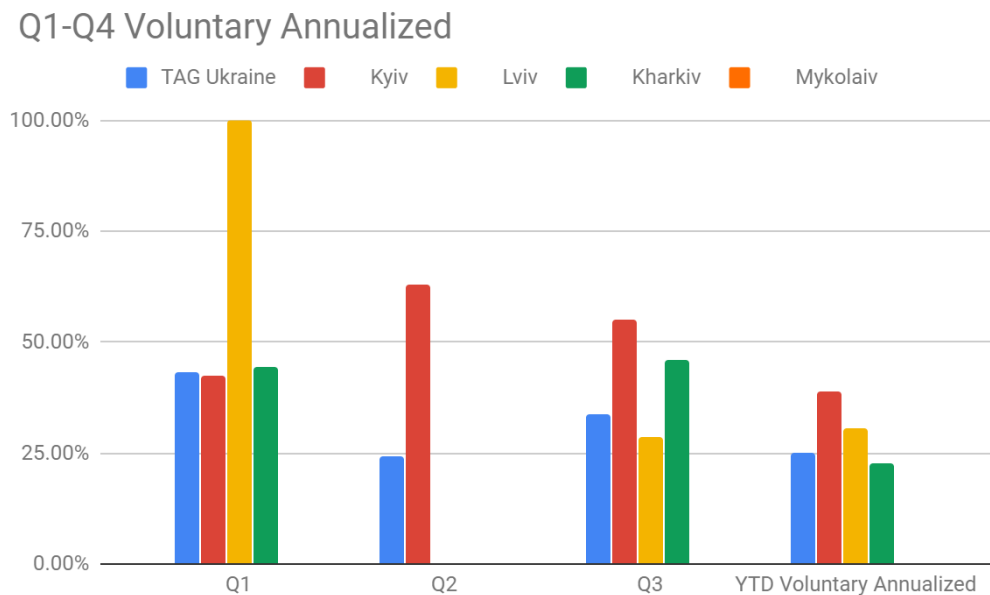
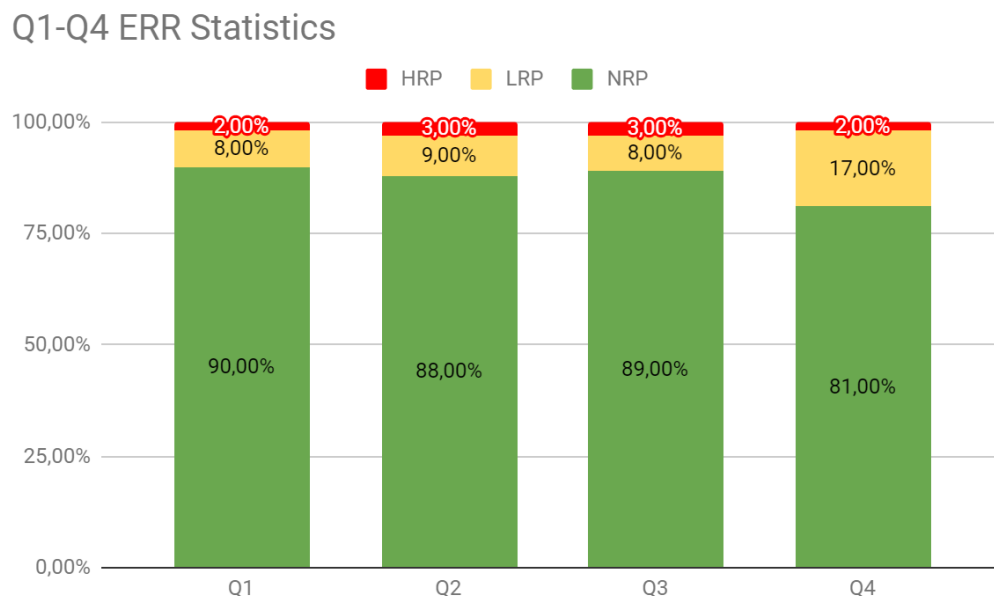


Figure 2.7. Attrition Statistics





## Figure 2.8. ERR Statistic

High attrition rate (25%) has several consequences:

- Impact on the team atmosphere, while changing teammates;
- High cost of replacing the recruiters;
- Time cost of the recruiter spent on replacing non-delivery vacancies;
- Time cost of onboarding of a new recruiters;
- Image of the team in communication with stakeholders (e.g. delivery hiring managers) and time cost to build the new relationship and trust.

So it is highly important to solve some of ERR process bottlenecks to rise the efficiency of the process, make the attrition risk analysis more accurate and collect the relevant data.

At the same time there was Employee Satisfaction Survey conducted during the financial year that showed team satisfaction rate in TAG at the point 74%. The survey was conducted for the first time. Comparing to ERR statistics the satisfaction rate is more applicable and representative for attrition prediction, but it is impossible to use on the monthly basis because of the cost of its conduction and complexity.

Also there is a productivity metric that shows the efficiency of current recruiters' team at the point of 3.7 (planned is 4.0). It could tell about several things:

- Attrition and team change impacts the productivity (newcomers are not productive first 3-4 month in the company);
- Recruiters don't fulfill their expectations from work and productivity dipped.

HR BP initiated and proposed to start the "Motivation project", starting with implementation of the moving motivators game from management 3.0 into 1x1 meetings with line managers to increase the efficiency of attrition prediction and relevance of ERR tool information on statuses. After the main stage of moving motivators some derivative projects appear:

- Motivational portraits of the team;

- Toolbox for TL's to work with different motivational factors;
- Tool for rating the ERR status based on 1x1 meeting inputs using the moving motivators game.
- Etc.

The table below shows the SWOT analysis of implementing the “Motivation project” and moving motivators gamification as the main stage of the project in TAG at GlobalLogic Ukraine. Other derivative projects inside the “Motivation project” will be analyzed in the next chapters.

Table 2.3

### **SWOT analysis for Motivation project**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>● Meaningful and regular inputs with using the new tool to attrition prediction</li> <li>● Clear picture of employees and teams motivation and engagement</li> <li>● Process is gamified, more engaging and more effective</li> </ul>	<ul style="list-style-type: none"> <li>● Time cost to develop the whole program, communicate and train TLs</li> <li>● Some tools that make the TLs experience more accurate and effective are complex</li> <li>● Subjectivity and TL's personality influence</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>● Improve the teams engagement, performance and loyalty</li> <li>● Overcoming barriers of the poor communication between employees and their TLs</li> <li>● Self-evaluation on motivation and engagement during the regular meetings with TL can increase personal responsibility for one's</li> </ul>	<ul style="list-style-type: none"> <li>● Resistance to implement the new tool from the TLs side if the communication and selling stages failed</li> <li>● Lack of engagement of employees if TL will perform the new tool poor</li> <li>● If not done right, the moving motivators game can cause a negative experience both for employees and</li> </ul>

- development and needs TL. Proper preparation and training  
satisfaction will minimize this possibility
- Defines the weak points in motivation process, highlights the possible solutions and gives the chance to track the dynamics

For GlobalLogic TAG Team Leads “Motivation project” can bring the new clear way to effectively track the motivation and engagement of the teams, show the weaknesses of the processes and people management. It will help to create the effective workflow on the one hand and easy and interesting tool to be aware of the problems and strong area in work life.

For employees, it will give chance to build the trust in communication with a manager, to take more responsibility for the work engagement and satisfaction, to have tool for clear and independent sense of the topics about the work and performance during 1x1 meetings. Also this tools will create the new point of view on the routine and things they might stack in personal growth and professional development, to understand what factors in every day work influence their behavior and how to bring it to the effective performance.

## **2.5 Conclusions to the chapter**

For 20 years of the GlobalLogic development it came to the stage, when the Talent Acquisition group became the strategic business unit, even though it is a support function. TAG came through the growth and development along with the company’s development, including quantitative and qualitative growth of the unit. Peculiarities of recruiting team organization development and structure is based on delivery structure and location specifics.

Recruiting team is the main asset that insures the company’s growth. The main task for HR and management team to build a system that will make teams more

valuable, empower their development and bring the teams to results through improving the performance. But it is hard to reach with unmotivated and dissatisfied employees. Also there is a goal to help managers as much as possible to understand their teams, their needs and the ways to satisfy them on the work place through trust and making people management process for flexible.

Disengaged employees do not stay with the company long, loose their loyalty and become toxic for the group and performance. This leads to attrition raise. GlobalLogic has the Employee Risk Reduction tool, which helps to predict attrition and identify risks on the early stages. But it turns that the main bottleneck of the system is in the communication between the employees and their team leads.

The new “Motivation project” and moving motivators game is the tool for managers to decrease the attrition rate, increase the performance of their teams. It will benefit both sides: for manager to make people management easier, ERR tool inputs more valuable, understand the system from the employee’s side; for employees to build trust with manager, be able to see the weak points of one motivation and influence of the environment that leads to higher performance.

## CHAPTER III

### RESEARCH AND ANALYSIS AS THE BASIS OF PROJECT

In this chapter the diagnostic of the employees satisfaction was made, that highlighted the areas for further improvement. It was made with ESS survey. Later on the global EES survey also gave inputs that helped to actualize and calibrate the plan implementation. Also there is stakeholders and risks analysis to give wider understanding of the project plan.

#### **3.1 Employee satisfaction survey as the main method of analysis**

The main method of the need analysis and project basis was the Employee Satisfaction Survey. It is important to note, that the survey took place for the first time and there is no data to compare, so we only can make hypothesis comparing to other metrics.

Surveys is the best method for collecting the information and data on the specific topic or issue, when it is needed to minimize the contact influence between the respondent and the researcher.

The main goal of conducting the ES Survey was to collect the essential data from the employees that would show their attitude and satisfaction in job. It also gave the additional information that we could compare with metrics that are not effective: performance (productivity), attrition (including reasons research) etc.

The ESS developed by HR BP earlier for delivery units of the company, and adjusted to cover the TAG needs. Main part of the questions is made to bring it to numeric metrics, so there is a scaling method used (from “strongly agree” to “strongly disagree” and from “Completely satisfied” to “Completely dissatisfied”) with even amount of answers to avoid the neutral answers (that have no information in it, only the avoiding behavior). It also gave the opportunity to minimize the influence of personal interpretation of the question while answering the survey and

decoding the information as the outcome. Each section included the open question for comments.

The questionnaire included the following topics:

- Role (I am able to apply my experience and knowledge; I feel valued for my talents and for the contribution I make; I am allowed to take decisions when relevant; I clearly understand my tasks; I feel that in my current role I have the opportunity to improve my skills)
- Processes (We do things efficiently and well; I clearly understand the goals and workflow; I have all the needed tools and equipment to perform my job well; My initiatives to improve the workflow are taken into account)
- Management and Team (I have confidence and support in my Team Lead; Our communication with the delivery is effective and helpful; I receive timely and constructive feedback from my supervisor; My managers value and encourage new ideas; I can rely on my teammates; The atmosphere in my team is positive and supportive; I have enough of efficient communication with other TAG teams)
- Project (I enjoy being a part of TAG team and my delivery division; I understand the roadmap and short term goals on projects I work with; Would you consider changing the role or team within the TAG; Considering everything, I am satisfied with my job)
- GlobalLogic (I enjoy being a part of GlobalLogic; I would recommend GlobalLogic to my friend)

The questionnaire was anonymous and was sent through the “Google Forms”. It was sent to 69 employees from TAG from Ukraine. We received 59 answers that gave the 85,5% participation rate. This level of indicator is enough to

count the results valid for the whole team, taking into account people who were on vacation, sick leaves etc.

To deepen the analysis we researched the answers in several splits:

- Tenure with GlobalLogic
- Team
- Seniority level (B&G).

The results of ESS showed the problem of overall work dissatisfaction for the first time and highlighted the Role and the Processes sections. We can see in the table 3.1 to correlated 66,22% (processes) and 69,91% (role).

Table 3.1

### Aggregated results – ESS TAG Ukraine

	<b>Strongly Agree</b>	<b>Agree</b>
<b>Role</b>	29.31%	65.86%
Satisfaction rate	<b>69.91%</b>	
<b>Processes</b>	19.83%	66.38%
Satisfaction rate	<b>66.22%</b>	
<b>Management and Team</b>	38.42%	56.90%
Satisfaction rate	<b>77.22%</b>	
<b>Project</b>	32.18%	63.22%
Satisfaction rate	<b>72.37%</b>	
<b>GlobalLogic</b>	45.69%	56.03%
Satisfaction rate	<b>83.05%</b>	
	<b>74.58%</b>	

The aggregated result showed the need to look at the splits concentrating on these two sections to find out more and pay more attention on groups of employees and the questions that lead to dissatisfaction.

The most informative split was the B&G that gathered the dissatisfaction in a demonstrative way (Table 3.2)

Table 3.2

### ESS results split by grade

	Agreement Score 2019				
	Grade 02-04	Grade 06	Grade 08	Grade 10	Grade 12
<b>Role</b>	77.95%	69.40%	66.20%	72.00%	69.47%
<b>Processes</b>	71.47%	49.50%	62.00%	70.38%	63.25%
<b>Management and Team</b>	81.82%	63.79%	78.21%	78.14%	69.33%
<b>Project</b>	74.63%	68.83%	71.67%	71.67%	69.78%
<b>GlobalLogic</b>	91.50%	66.00%	74.50%	83.00%	77.33%
<b>Total Average</b>	79.47%	63.50%	70.52%	75.04%	69.83%

As it shown in the Table 3.2 there are two sagging groups – Grade 06 (middle specialists) and Grade 12 (team leads). This discovery made the relevance of project implementation higher and brought the added value to engage the TL's group itself and develop useful tools for their work.

And the final unwrapping stage is to look closer at the questions of each section (Table 3.3 and 3.4). This analysis helped to come up and define the problem and the target category of employees – Grade 08 (senior specialists) on the role section and Grade 06 (middle specialists) and 08 on the processes section. As we can see trainees and junior specialists are still excited with the opportunities for their career growth and are satisfied in general. One more point that came up – that the satisfaction with the role is lower for people who are 3 years in the company and not



relevant for newcomers and those who are loyal and stable in their tenure more than 6 years.

Role section has two areas with the lowest scores – “I feel valued for my talents and for the contribution I make” and “I am allowed to take decisions when relevant”.

Table 3.3

### Role section ESS TAG

№	Questions	B&G					Years with the team		
		2-4	6	8	10	12	0-1	3	6+
1	I am able to apply my experience and knowledge	83.33%	75.00%	66.67%	75.00%	77.78%	83.33%	66.67%	83.33%
2	I feel valued for my talents and for the contribution I make	85.71%	66.67%	50.00%	75.00%	66.67%	75.00%	66.67%	75.00%
3	I am allowed to take decisions when relevant	85.71%	66.67%	50.00%	75.00%	66.67%	75.00%	66.67%	75.00%
4	I clearly understand my tasks	85.71%	66.67%	83.33%	70.83%	61.11%	75.00%	62.50%	79.17%
5	I feel that in my current role I have the opportunity to improve my skills	95.24%	75.00%	83.33%	66.67%	77.78%	83.33%	75.00%	75.00%

Table 3.4

### Processes section ESS TAG

№	Questions	B&G					Years with the team		
		2-4	6	8	10	12	0-1	3	6+
1	We do things efficiently and well	70.83%	50.00%	66.67%	75.00%	66.67%	70.83%	66.67%	75.00%
2	I clearly understand the goals and workflow	79.17%	66.67%	83.33%	66.67%	66.67%	79.17%	66.67%	75.00%
3	I have all the needed tools and equipment to perform my job well	70.83%	25.00%	50.00%	66.67%	55.56%	70.83%	66.67%	50.00%

4	My initiatives to improve the workflow are taken into account	66.67%	58.33%	50.00%	75.00%	66.67%	66.67%	66.67%	66.67%
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Processes section has the lowest scores in: “We do things efficiently and well” and “I have all the needed tools and equipment to perform my job well” that create the satisfaction with work-place conditions and the context.

Based on the ESS results we have two hypothesis:

- Motivational portrait of employees of Grade 06 and Grade 08 don't match the motivational portrait of Top performers
- Grade 06 – is the highest attrition risk zone based on dissatisfaction on the most priority motivational factors.

The ESS survey gave the basic and first data we can work with. Further research based on the received information was held during the interviews (1x1 meetings with HR BP and regular 1x1 meetings with TL), pulse-checks etc.

In 6 months there was global EES survey (GLINT survey). The overall results (Figure 3.1 and 3.2) confirmed the data and conclusions that we received earlier.

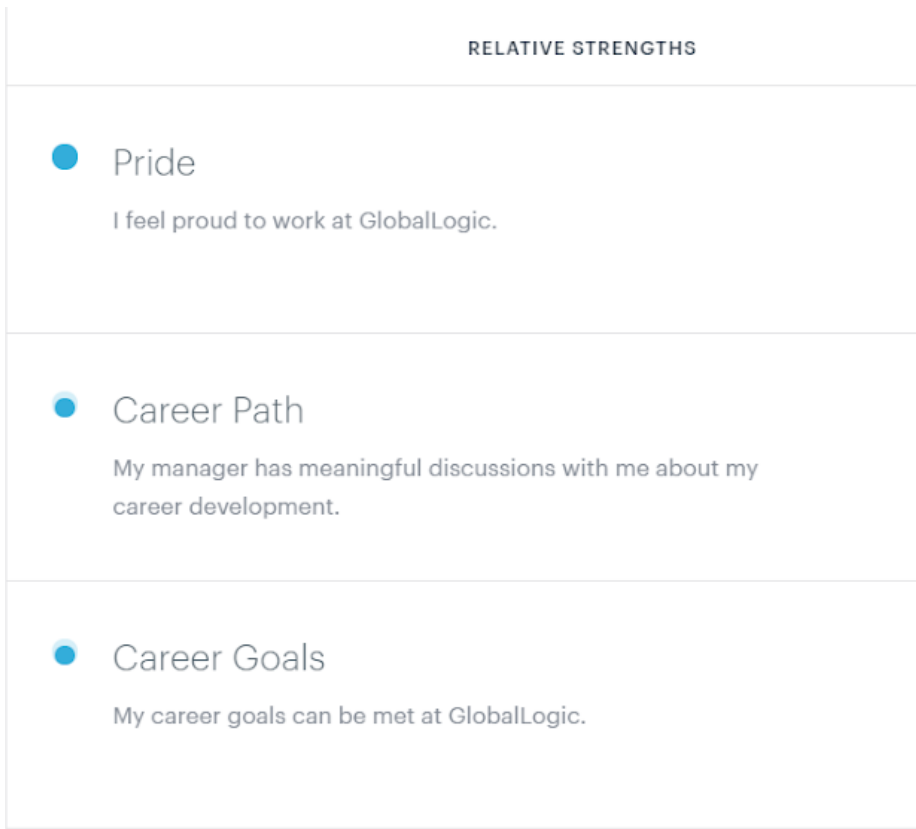


Figure 3.1 EES results – relative strength

In the relative opportunity we can find the Role category and Retention that correlate with our attrition metric.

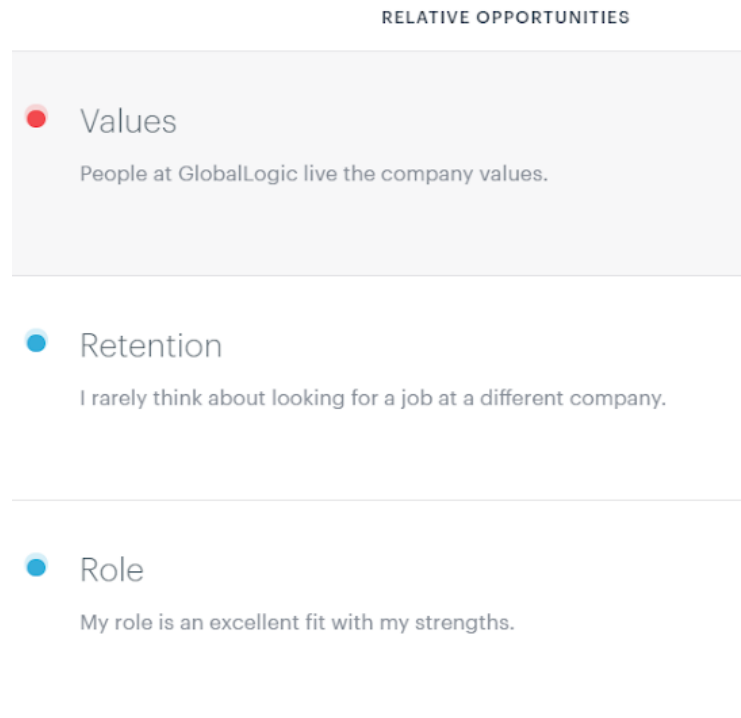


Figure 3.2 EES results – relative opportunities

The opening was the Values sections that also is a relative opportunity. This results in action item for the TAG strategy for next FY.

### 3.2 Stakeholders analysis of the TAG motivation project

One of the key stages during the project planning and creation is the defining of the range of interested people and positions in the company, stakeholders, which have different influence and impact on the project's success. Cooperation with main stakeholders (High interest, High influence) can influence on the flow, terms and results of the project.

A stakeholders analysis is important because:

- It showed potential risks and issues of the project;
- It focuses target audience for the communication strategy of the project;
- It gives the opportunity to engage key stakeholders.

There were three main stages during the stakeholders analysis:

1. Identifying stakeholders – we took into account all internal departments and delivery according to company structure and business processes.
2. Evaluation of stakeholders – we analyzed the level of their impact and possibility to influence the project on one hand and the influence of the project on the stakeholder on the other.
3. Creation of the engagement strategy.

Results of the analysis you can find below in the table 3.5.

Table 3.5

### Stakeholders analysis

Stakeholder name	Impact	Influence	What is important to stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
Top Management	High	Low	Business growth and stable performance at a high level. No escalations from the customers.	Praise the milestone results would give additional recognition to business unit	Block or cancel the project.	Demonstrate intermediate milestones results, show the numbers, refer to company's goals
Head of TAG	High	High	Reaching all business unit metrics, minimization of escalations, decreasing	Support and promotion of the project idea among team leads.	Block or cancel the project, lack of support and importance communication to team leads, lack and	Show and emphasize the importance of each stage of the project. Involve in practical use,

			attrition rate through the teams. Correspondence of the GL processes inside the Unit.	Make time investment during the strategic sessions, all-hands meetings. Making the project – a priority.	unclear understanding the importance of the project and its influence	brain storm sessions, show the dynamics in numbers of midterm EES and ESS.
TAG Team Leads	High	High	Engaged and satisfied teams. Opportunity to achieve positive changes in team development. Feeling the importance of their role. More trust from the employee’s side and improved level of understanding.	Involvement in project implementation, using the new tools and coming up with new ideas of its development. Cooperation with other stakeholders and HR BP.	Resisting the changes that are being implemented. Not the proper emotional signals to their teams. Reluctance to learn new tools. Not putting any effort to the project implementation.	Create importance of the need for the new tools implementation, involve through co-creating these tools. Give the advantage of a change agent role they play in their teams and in the company. Constantly raise their interest. Provide the proper training and support.
Delivery managers	High	Low	Timely staffing with a high quality. Less escalations from the customer side on staffing issues. Higher quality of communication with dedicated recruiters.	Praise the milestone results would give additional recognition to business unit	Not providing the feedback about positive changes. Not being flexible that the process settlement is worth the time invested.	Ask and listen to feedback at every stage of the project. Show the result and the benefits that they get.
HR BP	High	High	Satisfaction and engagement rates are growing, decreasing of	Creating the project plan implementation,	Not providing the proper training and support for TLs, not measuring	Communicate the opportunity to play strategic role in creating

			attrition. More strategic and consultation role in the process of transition from People Partner to HR business partner. Higher trust to competency from the other stakeholders. Visibility.	development of tools for TLs. Communicating the importance of the project. Clear training for team leads. Further support of TLs and process and tools improvement.	intermediate progress, failing in communicating to stakeholders the importance at the beginning and during the project implementation, not being flexible for project changes during the implementation and not being opened to facilitate the whole project.	the new way, process and culture inside the valuable business unit.
Recruiters	High	Mid	Satisfying the personal and professional needs with the work they do and chance to influence the context in which they operate. More trust with managers. Clear roles and career path. Motivation and involvement.	Be open and curious about the new tools of communication with their manager about own needs. Taking responsibility and proactive position in creating the satisfying context of their work.	Resisting changes, being reactive towards own responsibility in work performance and waiting from company and managers to make them happy and grow.	Communicating the importance. Giving training on work-life balance, EQ etc to start creating the proactive attitude. Give transparent plan and benefits from the project. Make their experience using the gamified tools most effective and easy.
Candidates/ Newcomers	Mid	Low	Communication with company representatives, image about the company overall. Contact point at first day.	Feedback form on company image and interview experience.	-	Adding questions to feedback form after adaptation process. Creating feedback form after the interview.
Clients	Low	Low	Continues growth, filling the	-	Overload of the vacancies in work	Through receiving

				vacancies with the needed specialists (performance). Time and quality of stuffing process		can shift estimated timeline	feedback from the customer about the TAG work satisfaction.
Competitors	Low	Mid	-	Indirect: use the experience	-		Knowledge sharing

To sum up the stakeholders analysis we've created a stakeholders influence and impact matrix (Figure 3.3)

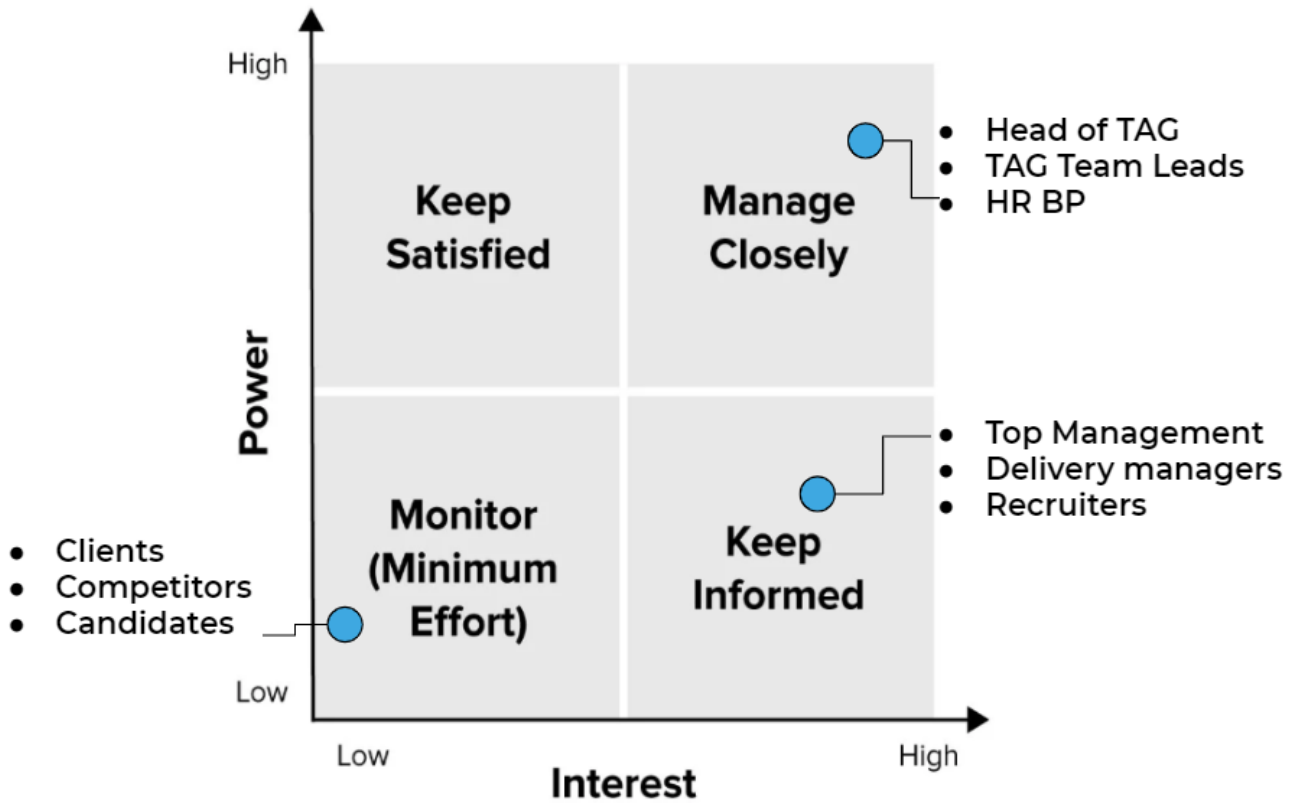


Figure 3.3 Stakeholders influence and impact matrix

If the right communication strategy is there to support the project the big group of promoters (Head of TAG, TAG Team Leads, HR BP) among the stakeholders can provide successful project implementation.

### 3.3 TAG motivation project risks analysis

While planning the project implementation we cannot ignore to analyze possible challenges, risks and threats of the project. The process of risk analysis has is important and can prevent unwanted and unnecessary consequences such as losing time, money, key personnel. It helps to manage potential issues that could affect or fail the project. Getting to know and planning risks ahead gives the opportunity to plan the reactions and make the managerial decisions more effective.

We've chosen the following risk groups for analysis:

- Organizational risks
- Social risks
- Managerial risks
- Financial risks

The result of risk analysis you can find in the table 3.6. There is also mitigation plan and assessment of risks.

**Table 3.6**

**Project risks analysis**

Risk	Risk assessment			Reason	Prevention Steps
	Probability	Impact severity	Level		
<b>Organizational risks</b>					
Prolongation of project implementation terms	Medium	Medium	<b>Medium</b>	Unexpected and unpredictable situations in business development. Violation of estimations. Mistakes during the planning stage.	Keep the midterm progress. Use agile methods in implementation. Make retrospectives after the each stage.
Overload of key personnel	High	Medium	<b>High</b>	Time consumption during the strategic sessions, brain-storms, discussions and work in working groups additionally to work load.	Clear and efficient time-planning, estimation, avoiding the unnecessary meetings, plan properly to stick to time bounds.



Lack of communication	High	High	<b>High</b>	Not sticking to the communication strategy. Lack of communication, clear messages, referring to trusted sources.	Engaging in co-creation at every stage. Collect the feedback and communicate action items and results.
Social risks					
Burnout of the Team Leads	High	High	<b>High</b>	Emotional state and the negative attitude of TL. Reactiveness, not understanding the goals of the project.	Creating positive image of changes and supporting positive atmosphere. Turn the most energized and engaged team leads into change agents. Start with test team to show the result. Celebrate short-term wins.
Resistance to change from the TLs and recruiters	Medium	High	<b>Medium</b>	Lack of understanding the project importance, influence and benefits. Fear of new. Uncertainty and lack of stability during the implementation. Not clear vision of the goal.	Communicate the benefits and maximize the informing. Speak the languages of fear: stability, prognoses, engage in co-creation.
Managerial risks					
Different background and experience level of TLs	Medium	Low	<b>Low</b>	Different experience and level of trust inside the teams.	Cover the gaps through coaching.
Managerial mistakes	Low	Medium	<b>Low</b>	Lack of management and leadership skills. Failing the cooperation with HR BP.	Management training, leadership program if needed. Support from HR BP/
Incorrect goals of the project	Low	Medium	<b>Medium</b>	Goals of the project cannot be reached, failed hypothesis.	Agile implementation with the ability for flexible goal improvement.
Financial risks					

Increasing the total cost of the project	Medium	Medium	<b>Medium</b>	Failing the financial estimation for project implementation.	Accurate budget planning. Include the percentage for deviation.
Failing to achieve financial goals	High	High	<b>High</b>	Negative impact of projects metrics on financial benefits. (Metrics of engagement and satisfaction level, attrition rate, productivity increase, positive feedback from stakeholders)	Keeping the measuring the midterm milestones results. Dynamics analysis of needed metrics. Act to implement changes if the negative progress is noticed.

### 3.4 Conclusions to the chapter

Making the chapter conclusion we can note:

- ***Employee Satisfaction Survey analysis*** showed that there is an issue with the level of satisfaction mainly in Role and Processes section. Target risk groups are the employees of Grade 06 (middle specialists) and Grade 08 (senior specialist), who has 3 years tenure in the company.
- The previous findings were confirmed with the results of global ***Employee Engagement Survey*** that highlighted the three main opportunity areas of the TAG team: Values, Retention and Role.
- There was the ***stakeholders analysis*** made, assessing their impact, influence on the project implementation. As a result engagement strategies were defined for each stakeholder. The stakeholders matrix was created.
- There was also the project ***risk analysis*** conducted (probability of unwanted and unexpected issues arise, that are potentially can have negative influence on the project implementation and results). The mitigation actions were created for every group of risks.

## **CHAPTER IV**

### **TAG MOTIVATION PROJECT IMPLEMENTATION**

In this chapter you can find the detailed plan of project implementation and financial grounding. Also there are some midterm results and achievements. We think that it necessary to underline the influence of COVID-19 situation on the project implementation.

#### **4.1 TAG motivation project objectives and planned results**

In the previous chapters there are a bunch of reasons for project development and implementation appeared. We've gathered the result came in front of three questions:

1. How effective is our expectation management?
2. "What people are effective?" Do we have the right team?
3. Is the current way of attrition prediction is reliable?

The main purpose of the project is to implement the "Motivation" variable into people management and create clear and useful tools to work with it. It will result in:

- Increasing the satisfaction and engagement rates;
- Increase the attrition prediction accuracy through improving the ERR tool usage;
- Decreasing the attrition rate;
- Increasing productivity;
- Decrease the involvement of HR BP in 1x1 meeting and shift the role to managers support.

#### **4.2 Plan of the TAG motivation project implementation**

The project itself has 6 stages and milestones that were time estimations (Figure 4.1) made on. The project itself has no deadline because it aims to become a process improvement change and the basic part of the new culture. That is why the final stage is the analysis and retrospective of the first time period of the full change implementation.

The main milestones of the project are:

Stage 1. Project plan creation

Stage 2. Training for TLs

Stage 3. Colleting the initial data for the sub-projects

Stage 4. Launch of the new tools on the test teams

Stage 5. Project adjustments and scaling

Stage 6. Retrospective and the first period results analysis

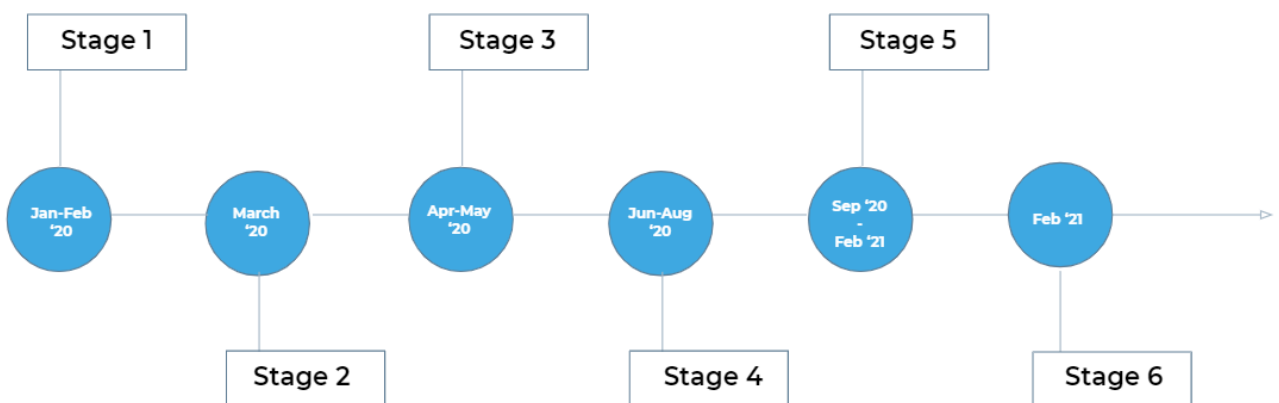


Figure 4.1 Estimated project implementation timeline

The primary estimations were made in January 2020, when the idea of the project appeared based on the need and the researches. Research stage is not included to the project implementation plan. A detailed plan is presented below.

## Project implementation plan

Stage name	Description	Time period	Involved persons	Success criteria
<b>Stage 1. Project plan creation</b>				
1.1 Presenting the research findings and the project idea to stakeholders	Gather all the research findings; create hypothesis; present the idea and align it to the hypothesis.	January 2020	HR BP;  Head of TAG (as the approver of the project idea)	The idea of the project is approved by Head of TAG
1.2 Project plan creation	Project planning session	January – February 2020	HR BP;  Focus group from TAG leads and TAG analyst	Project plan is created  Time estimations are set
<b>Stage 2. Training of Team Leads</b>				
2.1. Preparation of the training on moving motivators tool and the pitch of the project	Create a practical training program for teaching the moving motivators game;  Create a pitch presentation to sell the project to TL and maximize their engagement	February 2020	HR BP	Training program is created;  Pitch presentation is created
2.2. Training TL during the strategic session	Hold the training and pitch presentation	March 2020	HR BP;  Head of TAG;  TAG Team Leads	TLs played moving motivators game during the strategic session;  They are excited and motivated about the project
2.3. Brainstorm facilitation session to create inputs for motivation toolbox	Facilitate the 3h brainstorm session on toolbox for motivation factors	March 2020	HR BP - facilitator;  Head of TAG;  TAG Team Leads	Inputs are collected

### Stage 3. Collecting the initial data

3.1. Developing the data base to collect information	Create a structure for data collecting; Create a useful and easy form	April 2020	HR BP; TAG analyst	The database document with the informational structure is created
3.2. Moving motivators game	Conduct the Moving motivators game during the cycle of regular monthly 1x1 meeting with employees	April – June 2020	Team Leads. HR BP ensures support	The information about every employees motivational factors is collected to data base
3.3. Creating a tool for motivation influence ERR rating status	Developing the formula that measures the influence of the level of primary motivation factors satisfaction on the ERR status	April – June 2020	HR BP; TAG analyst	Document that automatically counts the ERR status after the inputs about motivational factors state
3.4. Finalize the motivation Tool Box for managers	Based on the inputs from brainstorm session create a handbook for managers where there are possible ways to satisfy each motivational factor at work are gathered	April – June 2020	HR BP; Focus group from TAG leads	Hand book “Motivation toolbox for managers” is created (e-version)

### Stage 4. Launch of the test teams

4.1. Defining of the test teams	Defining the teams that will test the changes in a short-term period	May 2020	HR BP; Head of TAG	There are 3 teams were chosen for the test period
4.2. Presenting ERR helping tool to TLs	Conduct the support session on “How to use the tools” to answer all the	June 2020	HR BP; TAG team leads	One “How to” session is conducted

	questions and remind the tools			
4.3. Monthly cycle of 1x1 meeting and ERR status	Each TL during the monthly 1x1 meeting uses the moving motivators tool;  Trying to use ERR status tool;  Using “Motivation toolbox” to raise the motivation satisfaction	June – August 2020	TAG team leads of the test teams;  Recruiters in the test teams	Three times information was collected;  Three times other tools were used
4.4. Feedback from all stakeholders	Gather the feedback from involved people and observations feedback from other stakeholders	August 2020	HR BP;  Stakeholders	The feedback form is developed;  Feedback is collected.

#### Stage 5. Project adjustment and further scaling

5.1 Project adjustment	Based on feedback inputs and the previous stages successes and failures analysis	September 2020	HR BP;  Focus group from TAG leads	Adjustments to all tools were made;
5.2 Plan of scaling the project for the rest of the teams	Creating and actualizing the scaling plan;  Each TL during the monthly 1x1 meeting uses the moving motivators tool;  Trying to use ERR status tool;	September 2020 – February 2021	HR BP;  TAG team leads;  Recruiters	Plan of scaling is created (shorten version of current plan including the inputs);  6 months Monthly cycle of 1x1 meeting and ERR status for the whole team

Using “Motivation toolbox” to raise the motivation satisfaction

Stage 6. Retrospective and the first period results analysis				
6.1 Retrospective session	Hold the retrospective session	February 2021	HR BP; TAG team leads; Head of TAG	Findings made; Failures analyzed; Best practices and knowledge shared.
6.2 Measuring the results	ESS and EES conduction and comparing to the starting values;  Attrition rate analysis;  Productivity metric comparison	February 2021	HR BP; TAG analyst	The results of the project and impact were presented to stakeholders

According to the latest conditions of work and worldwide COVID-19 quarantine we see the need to highlight its influence on the project stages. There are two more stages were added:

- Creating the online 1x1 meetings and moving motivators game workflow
- Training Team leads on the new workflow and online tools, raising the importance of the project and communication during 1x1 meetings.

While the developing the project plan several sub-projects and tools were created as well (some of them are included in the main project implementation plan):

- Handbook for managers “Motivation toolbox” on how to manage the satisfaction of each motivation factor;



- ERR rating prediction tool with the formula based on motivational factors satisfaction counting wages of primary and secondary factors;
- Motivational portraits of: TAG management team, each team, top performers that can be used in recruiting of the new team members.

### 4.3 Financial cost of the project implementation

Cost planning and budgeting for this project was complicated, because there is no direct costs on buying or paying for services.

The whole project is being implemented by the employees of the company: HR BP, Head of TAG, TAG team leads and TAG analyst. All time costs of involving this people can be split on the following cost groups:

- Costs of meetings, brainstorm and strategic sessions;
- Cost on training;
- Cost on tools development.

Table 4.2

#### Project implementation budget

Cost item	Time	Sum
<b>Meeting</b>		
Strategic session	3h	2000\$
Presentations of the ideas and project plans	6h	500\$
Brainstorm session	3h	1000\$
<b>Total</b>		3500\$
<b>Training</b>		
Creating training programs	10h	500\$

Downtime of participants	40h	1800\$
Training fee	10h	500\$
<b>Total</b>		<b>2800\$</b>
<b>Tools development</b>		
Time of TAG analyst involvement	50h	600\$
<b>Total</b>		<b>600\$</b>
<b>Grand total</b>		<b>6900\$</b>

There is no direct influence from the project implementation on the financial state of the company. We can only assume the cost reduction on the following (Table 4.3):

- Hiring the new recruiters (hiring cost, adaptation, loss while the position is vacant);
- Increasing satisfaction and engagement will result in productivity raise, less attrition and raise the profitability on 20% according to State of the American Workplace;

Table 4.3.

Savings		1500 I
<b>Managers self-service in 1x1</b>		
Number of HR staff	1	67
Hours a month	35	
Cost of HR	20000	
Reduction	50%	
Savings		<b>4500 I</b>
<b>Increased managers productivity</b>		
Number of managers	7	
cost of manager	30000	
Hours per months	10	
Reduction	50%	
Savings		<b>6563 I</b>
<b>Increased managers productivity in attrition prediction</b>		
Number of managers	7	
cost of manager	30000	
cost of HR BP	20000	
Hours per months	7	
Reduction	50%	
Savings		<b>1094 I</b>
<b>TOTAL</b>		<b>45 156</b>

- Decrease the cost of involving HR BP into employees 1x1 meetings
- Increasing managers productivity in time spent on decision making regarding ERR status.

To make the decision if the project effective we made some calculations based on the budget cost and preliminary savings that will come after project's realization in 2 years period. All the benefits are indirect. Main metrics that will help to give more information are: ROI and PBP (Table 4.4).

Table 4.4

<b>BENEFITS</b>	<b>Pre-start</b>	<b>YEAR 1</b>	<b>YEAR 2</b>
Indirect		-	- 45156
<b>Total</b>			<b>0 45156</b>
<b>EXPENSED COST</b>	<b>Pre-start</b>	<b>YEAR 1</b>	<b>YEAR 2</b>
Meeting	3500	-	-
Training	2800	-	-
Tools development	600	-	-
<b>Total</b>	<b>6900</b>	<b>0</b>	<b>0</b>
Tax	0,18		
Cost of capital	4%		
Net CF	-6900	0	45156
Net CF after Tax	-5658	0	37028
<b>NPV</b>			<b>34 849</b>
<b>IRR</b>			<b>156%</b>
<b>ROI</b>			<b>405%</b>
<b>PBP</b>			<b>1,1528</b>

Based on the numbers that we've received after the calculations we can conclude that the project is effective 405% ROI (project will help to save \$4 from each \$1 invested in it). The payback period is 13 months.

#### 4.4 Preliminary results of the project

During the project planning and estimation we committed to be in the middle of third stage and beginning the 4<sup>th</sup>. The actual project implementation progress is shown in the table 4.3.

Table 4.3

#### Project implementation progress tracking

Stage name	What was done	Estimated time period	Status	Success criteria
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Stage 1. Project plan creation				
1.1 Presenting the research findings and the project idea to stakeholders	Gather research findings; created hypothesis; present the idea	January 2020	<b>Finished successfully</b>	The idea of the project is approved by Head of TAG
1.2 Project plan creation	Project planning created. Sub-projects appeared.	January – February 2020	<b>Finished successfully</b>	Project plan is created Time estimations are set
Stage 2. Training of Team Leads				
2.1. Preparation of the training on moving motivators tool and the pitch of the project	Created a practical training and a pitch presentation	February 2020	<b>Finished successfully</b>	Training program is created; Pitch presentation is created
2.2. Training TL during the strategic session	Held the training and pitch presentation. TAG management motivational portrait created	March 2020	<b>Finished successfully</b>	TLs played moving motivators game during the strategic session;
2.3. Brainstorm facilitation session to create inputs for motivation toolbox	Facilitated the 3h brainstorm session on toolbox for motivation factors. Inputs collected	March 2020	<b>Finished successfully</b>	Inputs are collected
Stage 3. Collecting the initial data				
3.1. Developing the data base to collect information	Created a structure for data collecting and the form	April 2020	<b>Finished successfully</b>	The database document with the informational structure is created
3.2. Moving motivators game	Mangers conduct the Moving motivators game with employees. Postponed start due to quarantine mode and the need for additional stages to adjust the flow to the new reality	April – June 2020	<b>In progress. Postponed start</b>	The information about every employees motivational factors is collected to data base
3.3. Creating a tool for motivation influence ERR rating status	Developed the formula that measures the influence of the level of primary motivation factors satisfaction on the ERR status	April – June 2020	<b>Finished successfully</b>	Document that automatically counts the ERR status after the inputs about motivational factors state

3.4. Finalize the motivation Tool Box for managers	Based on the inputs from brainstorm session created a handbook for managers. Involved consultations and knowledge sharing of teams already using in some way management 3.0 motivation tools	April – June 2020	<b>In progress</b>	Hand book “Motivation toolbox for managers” is created (e-version)
<b>Stage 4. Launch of the test teams</b>				
4.1. Defining of the test teams	Defining the teams that will test the changes in a short-term period	May 2020	<b>In progress</b>	There are 3 teams were chosen for the test period

Even with the delay of some stages start and adding few more stages caused with the quarantine situation, the deviation from the estimated timeline might be overcome with the engaged and highly motivated TL team.

At the same time there is a ERR process transformation workflow is already developed. You can see the old and the new process on the figures 4.2 and 4.3



Figure 4.2. Old ERR process

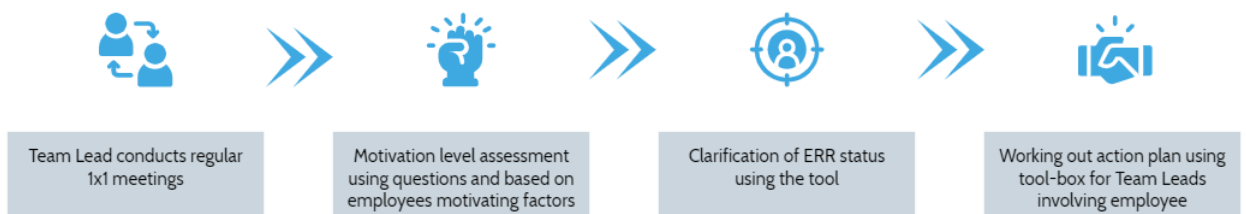


Figure 4.2. New ERR process

## 4.5 Conclusions to the chapter

In this chapter we've showed the following:

- Project objectives and the questions we wanted to answer at the beginning;
- Detailed implementation plan which consists of six main stages and time bounded with 13 months;
- Unexpected and unpredictable external risk that happened worldwide – COVID-19, quarantine and the new working reality state.

Overall project showed itself as an interesting initiative, which is engaging for managers, empowers their development and affects the quality of communication manager-employee. Also it has impact on HR BP engagement raising the work satisfaction trough changing the role to strategic manager's partner.

## MANAGERIAL CONCLUSIONS

The work with motivation, satisfaction and engagement to predict the attrition is the tough work and responsible. Studies in the field of employee's motivation still didn't reach the consensus.

During the whole paper we can notice that there is a correlation between motivational factors satisfaction, engagement rate and as a result – loyalty and lower attrition rate on the one hand and raise of productivity that lead to financial goals of

the company on the hand. The old systems and processes that are there at GlobalLogic continuously decreasing their effectiveness and have to be reestablished and updated.

My personal impact is reflected in the goals of the paper and the project plan implementation in each stage where there is a role of HR BP appears.

Overall I want to highlight the following conclusions and recommendations for projects on motivation:

- After the project implementation plan is realized there is still a space for further process efficiency increasing. Creating the implementation plans for such projects is only the education and launch. It has to become the part of the culture;
- TAG is the starting point for implementing the project. If results prove their impact there will be a new target group among the internal services or delivery, surely with changing and customising some aspects and workflows;
- Building the trust between employee and the manager is a crucial basic for satisfaction and the first step for feedback culture and effective performance management system;
- There is a need for leadership development, gaining skills of communication and people management;
- It is impossible to take motivation or attrition out of a complex system. There are too many correlations and corresponding, influencing and cross-collaborating processes. If we want to see the result we need continuously work on improving the system. That's why the next step would be one of the following: peer to peer recognition with Kudos or delegation as the tool of teams and employees development.



Attrition is a result of day to day work satisfaction of employees. Those categories (and all other mentioned during the study) cannot exist separately in isolation from either business processes or business strategy and goals.

So the change and improvement process is complex, systematic and long-termed. That is why it is important to constantly review the system, reach for findings and be flexible for changes and be opened for new – is a key to creating effective organization.

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