

DEPARTMENT OF PSYCHOLOGY

***Motivation Among Client-service Employees
in Poland and in Sweden
- a phenomenological research***

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Abstract

“Social workers” play an important role in people’s everyday. There is a significant influence of motivation on how the employee perceives his or her job and hence on the quality of work. The aim of the research was to investigate and compare live experiences of Polish and Swedish administration employees, nurses and doctors. Several aspects of motivation like “goal setting”, “sense of competence” and “feeling of freedom” were also considered. A phenomenological approach (Meaning Constitution Analysis) was applied. Nurses, doctors and administration employees from Polish and Swedish middle-sized towns and were asked to answer an open-ended question about their work and relations with their clients. The MCA-Minerva Software was used for the text analysis. The results seem to indicate that Polish doctors speak more often about people in general and Swedish doctors are more often focused on a specific client. Polish doctors express themselves more often with negative affect. Polish administration employees seem to be concerned about the future, speaking much more than Swedish administration employees in negative-prospective mode. Polish nurses speak more about nurses and clients while Swedish nurses use more often constructs like I, we and people.

Motivation Among Client-service Employees in Poland and in Sweden

- A Phenomenological Research

In everyday life we are involved in an interrelated network of social connections. Nobody is self-sufficient. When we go to the shop, school, office or to the hospital, we meet people, whose work is directed towards us. But those people also need other's work and so on. We can stop for a moment and think what encourages all those people to do their job. When we do this, we are in fact reflecting about their motivation.

According to the dictionary (Pearsall, 1999) motivation is "the reason or reasons one has for acting or behaving in particular way; the general desire or willingness of someone to do something". We will further on see that it is not always the case. The concept of motivation seems to be much broader. The aim of this study is not only to present some of the theories, which can make this concept more familiar, but also to discover aspects of motivation as expressed by specific groups of people. People usually do not think about their motivation in everyday life. They do not need to be aware of it, although it exists in everything they do. Being aware of the factors influencing motivation, it would be possible to make people's lives more colorful and help them to activate themselves into, for themselves and others, more profitable behaviors and ways of acting. Knowing and understanding the processes, which motivate people's behavior, one can also become more tolerant in our own daily relations with others.

Motivation is a great domain of psychology. It is usually oriented around action but it is not always that motives direct our behavior (HersHKovitz, 1980). Sometimes it happens that we are not able to do something, although we are motivated to it. Also, not every duty or order is fulfilled by us, despite of the fact that we can feel strong motivation, caused by

external factors. On the other hand, there are a lot of activities that we do not because of our inherent interest or pleasure in them, but for reasons originating in the environment. Some people say that they work only because they need money; some other wouldn't leave their job even if they were rich enough. And it is only a small and general example of differences in motivation. Consequently we can say, that there is a distinction between intrinsic and extrinsic motivation. It is exemplified in Self-Determination Theory by Deci and Ryan (1985). Intrinsic motivation refers to a behavior that has its source in our likes and dislikes. The connection between this kind of motivation and action is coming from our inside. There are several kinds of motivation as far as extrinsic motivation is concerned. It is not only the level of it that is considered, but extrinsic motivation itself can be qualitatively differentiated. It depends on how much the person's will is engaged in the activity (Ryan & Deci, 2000). Taking into account the above statement it is not enough to say that somebody is externally motivated. One can do something, because he or she is fostered by the environment to do it even if the activity is not satisfying itself for the person. On the other hand one can treat the external goal as one of his or her own goals and feel comfortable participating in certain activity. This division is quite important from the point of view of a manager. One of their most important tasks within organization these days is that organizational goals should become employees' goals. It would be profitable for the organization as well as rewarding for the employees to know how to shift from one side to another on the scale of extrinsic motivation, how to create certain attitudes and goals.

The interest of this research is particularly in client-related professions such as nurses, physicians and administration employees. These groups have been chosen especially because of the importance of our day-to-day contact with them. Also cultural including acculturation aspects (acculturation meaning here the mutual interactive changes among people of two different cultures living together for an extended period of time) were deemed of a special

interest in trying to reach to a deeper understanding of the meaning constitution of motivating processes. So, Poles working in Poland, Poles working in Sweden and Swedes working in Sweden were focused on, the low proportion of Swedes working in Poland being a reason not to study them too. It is the intention to explore the attitude towards work, and the subjective description of the work environment displayed by Swedish and Polish client-service employees. I would like to see their lived experiences in this aspect and compare groups of different nationalities and occupations. It is well known that a lot of Polish people, mainly nurses and physicians emigrate because of better conditions offered abroad. It is a fact that there are not enough Swedish people occupying client-service jobs in Sweden (Lundsten & Johansson, 2004). This study is striving towards discovering the reasons of that state of matter, asking people to speak freely about their job conditions and satisfaction about it. The research was carried out with the intention of finding a kind of solution or at least a guideline for those who want to make their employees' or their own working life better hence increase the level and quality of life in general.

Methodological background

One aspect in doing research is to choose the right method, based on a specific methodological approach. We have a lot of theories about motivation (Deci & Ryan, 2000; Hershkovitz, 1980; Pintrich, 2000; Schunk, 2000; Thomas, 2000), many experiments have been conducted in this field (Boyatzis, 1982; Deci & Ryan, 1985; Lundsten & Johansson, 2004), and many explanations on human behavior have been offered, so that we can use specific terms and theories to describe the purpose of this study. The references shown above differ among each other as far as the methodological approach is considered. Despite of that all of them were used to develop the topic of this study. It is possible to check some hypothesis emerging from the theories and interest of the researchers or state the assumptions to check it further, as it is done in the positivistic approach. But all of that would be still

centred on the theoretical and abstract level (Lundsten & Johansson, 2004). It is not the aim of this study to precise anything special to “check”. It focuses on motivation to work, which is a broad term. This, what is expressed by the participants depends on their feelings and thoughts. As it is in all researches in general, even this study has a special field of interest, namely short and long-term goals, sense of control and free will, which will be described further. It was important for the purpose of this research not to focus on these factors during the methodological procedure. Otherwise, it would be the way “from top to bottom” in which we aggregate our beliefs about the environment and we go to the source to find out, if it is as we stated. It would be, as suggested by Kant, determinant judgement (Sages, 2003). In some cases, especially when the world as perceived by the researcher differs a lot from the world perceived by the person participating in the research, it is not appropriate to apply the way “from top to bottom”. The person answers on “researcher’s questions” without being asked, on what kind of questions would he or she like to answer. It would be a kind of suggestion and pointing the direction, what should the person speak about. There is a high risk that the participant can interpret certain words from the questionnaire in different ways that it was meant by the researcher, and it is therefore not possible to create a perfect questionnaire (Shaughnessy, Zechmeister & Zechmeister, 2000). Making the questionnaire, very important things can be skipped or overemphasized due to the researcher’s own “point of view”. Consequently it can colour the reality as it is perceived by the individual, and bring up a deformed result. The respondent, as the one in which meaning is constituted, should be the sole source of knowledge for us and our interference into creating meaning by the person can end with loosing the access to this source. In other words, putting into a research the context perceived by the researcher and not waiting for respondent to show this context by himself/herself will falsify the answer. Some positions in the questionnaire could be misunderstood by the respondent because his or her “point of view” differs a lot from researcher’s, without

anyone of them being aware of it. The reason is, that the only choice, which he or she made, was for example putting the cross at Yes or No answer, and no other explanation was desired.

The intention of the researcher is to see the pure state of matter, how it is seen, lived up by the people under study. In that case, the questionnaire is not an appropriate tool. However it can be useful in further steps of the research, when the pure, undetermined knowledge will have already been gathered from the respondents. In this way a questionnaire, free of researcher's assumptions, can be created on the base of people's life experiences.

When we want to know the reason for certain actions of people, the context in which certain behavior occurs and which emerges from their life experience, we should turn towards the phenomenological approach. Husserl is the "father of phenomenology". He asserts that what we see, feel, remember, judge, evaluate is constituted by meaning bestowing psychic acts (noetical processes). Each kind of awareness is awareness of "something" (consciousness' intentional aspect) and is for us valid as such, as it has been constituted by us in our daily, intersubjective praxis (Sages, 2003). Applying this assumption in the research, the living truth is possible to obtain (Sages, 2003), because the source of it is a conscious life. Sages (2003) underlines two aspects of validity connected to this point: contextual validity and the ethical one. It concerns the freedom, which the individual experiences expressing himself or herself while answering on the question and their engagement in the project, which is obtained by assent to participation and acknowledgement with the topic of the project.

Because the method of the research should fit to the object of the research and its purpose, the phenomenological approach was chosen in this study. The phenomenological approach is turned towards discovering things. It gives a basis for further exploration of the topic (Maykut & Morehouse, 1994; Karlsson, 1995), and focuses on the subjective, meaning constitutive side of the world-subjectivity correlation (Sages, 2003). Some theories and

statements grown on positivistic approach are also going to be used in describing the phenomenon.

The experience of some client-related job employees concerned their work, work environment and the life-world in general, seen from their perspective is to be unveiled. It is the way “from bottom to top”. It means that the main interest is on the person as the very first source of knowledge. A free answer, without being influenced by any theory is to be obtained. The primary interest is in creating meanings by the person, because it is the only truth that exists for this person, that is his or her way of perceiving the world (Moustakas, 1994). “The fundamental thought in phenomenology is that the way an object is given to consciousness, its manner of appearing, contains the major, categorical characterization of its meaning” (Sages & Lundsten, 2001). This way there is a possibility to get to know e.g. about nurse’s working environment, their relations with clients, positive and negative aspects of their occupation, why did some of them choose this working-path in life, what keeps them there, and what would they like to change, if they could, and all of this from their own, subjective point of view. The aspects of work, which the respondent describes, depend on him or her. It can show us their relative importance in their life, which is maybe the main advantage of not asking questions about any particular aspect of work and instead, make the respondent feel free about formulating the answer. This knowledge can be useful for people, who may want to and are able to improve the area of client-related job in the future, and this will also benefit clients and patients.

As we considered going “from bottom to top” it is important to add that the opinions of certain people from specific regions like central Poland and southern Sweden, bigger hospital and smaller clinic, administration office in town and in the bigger city are studied. Consequently, it is not the purpose of this study to generalize the results for the whole population of Polish and Swedish nurses, doctors and administration employees. The purpose

is in finding out the generalization and classification just above the individual level, which is possible by careful analysis of meaning that is constituted by their intentional objects (Sages & Lundsten, 2001), especially what this constitution says about their interactions with their environment. When we find some indications for generalizations in this specific areas and time, we are able to proceed our knowledge further into some other areas and time, checking if certain states of matter occur there too. Here we meet an example of Kantian reflective judgement (Sages, 2003), when the particular can have exemplary value for a more general situation. The quantitative method can then be used, although everything depends on the subject – the method of a research is on the second place (Sages & Lundsten, 2001). When the environment of the participant is very complex and in this case the organization is developing and changing its structures, traditional methods are inadequate. People's way of thinking and perceiving is not a stable state, the constitution of meaning is a process, it changes across as time runs and new situations take place, so the positivistic approach in these circumstances is not appropriate to use, because it would be creating the whole questionnaire for the purpose of research in one place and one time, giving an illusory impression of generalisability. However the information emerged from the 'individual level' in a couple of places and a different time can be used further for creation of a good questionnaire, not based on our assumptions but on people's own expressions. Turning our attention towards the time perspective, we can consider two perspectives according to Valsiner (2000): one, in which time is not an inherent feature of the object and is useful to describe only for the purpose of this object's location, and the other one, in which the object with its development is inherently dependent on the time. In both we can observe, whether we assume dependence of the object on the time or not, that this object is strongly connected to a certain time in space. In other words: "location" of the object in time describes one of its characteristics. Considering the meaning constitution, we speak about ever changing process

(Sages & Lundsten, 2001). This process changes across the time, among different people and in different places. Phenomenological investigation leads us from the certain appearance of the person as she or he exists here and in present, backwards to reach the source of ones being in time and space, one's roots of creating meaning in connection with ones environment, which also forms of development across time. In other words the goal of this approach is to obtain the picture of ones life-world (Sages, 2003). Phenomenology when looking at the life-world of the individual does not state time-boundaries. Its purpose is to see the person across his or her spatio-temporal structure (Karlsson, 1995), which means localization of the experience of this person in time and space. As far as time is important for the individual and his or her life-world, it becomes abstract and devoid of ecological validity to generalize it on to other times and places. Such theoretical generalization of knowledge is independent of empirical work (Valsiner, 2001), but the solution for it is that we can observe certain state of affairs in one place and one time, which can give us some indications for a first step generalisation in some other context. An example for this can be asking nurses from the hospital in Warsaw in the time before Christmas in the year 2004 about their point of view on their work, and relations with patients. We can then say, after the analysis of their answers, what kind of attitude is the mainstream among those nurses in that hospital in that time. The mainstream can be defined as a repeated issue by more than 50 percent of respondents. One can also suppose that this common state of matter could occur in other hospitals, but to be able to say that it occurs for sure, one should talk with nurses from the other hospitals too. But now there will be clear motives to choose which hospitals to proceed with, hence an example of purposive sampling (Maykut & Morehouse, 1994). Results from a phenomenological research are something in-between of extemporary and generalized knowledge. It is worth to underline that this knowledge comes from a deep and pure source of interest. It concerns 'I-in-my-world', and the separation between I and some entity in the

world (not here and now), which can be a part of the experience of this „I” (here and now) by some action (Hershkovitz, 1980). This division can be observed from the perspective of the language used by individuals with a focus on their experience and existence aspects.

In this study, the general analysis and discovering of meanings expressed by people who describe their work is the prior aim. Additionally the search for its several aspects will be conducted. These aspects will be described here and referred to constructs already existing in different theories in an effort to avoid any kind of ‘concept misunderstanding’ which can be encountered due to lack of appropriate discussions of definitions in every science, also among motivation constructs (Schunk, 2000).

It is one of the interests in this research to see if the specification of goals in short-term and long-term ones influences motivation towards work among employees. Are there any differences in employees’ motivations, depending on the way they see their tasks as short-term goals or long-term ones? The theory of goals is quite broad and one can find a lot of different kinds of goals in the literature (Pintrich, 2000). There is the distinction, among others, on target goals or achievement ones. The “goal orientation” has a compound structure and is applied to describe achievement goals. It contains people’s beliefs, purposes, success, ability, effort and competency (Pintrich, 2000). In this research the division of goals can be compared more to target goals, because the interest of this study focuses only on the goal’s termination, and not on general orientation to the task. When we connect “free will” or ”sense of competence” with the goal construct in this research, we surely come closer to the achievement theory of goals. This theory also states that goals must be conscious for the person to talk about goals at all (Pintrich, 2000), and it is consistent with the paradigm of consciousness in phenomenological approach. As **short-term goal** was labeled that kind of task, which is not very compound and the results of it are expected to show up in a short time. One task can be similar to another, but are separated and so characterized as short-term goals.

They are not connected to form one bigger task as far as “short-term goal” is considered. After one task, which is a short-term goal, we can say that a part of the job has been already finished. When we talk about **long-term goal**, the result of the work is supposed to occur farther into the future (e.g. half of the year; it can be understood a little bit differently by every speciality) and it consists of many different activities, connected with each other, leading the person to its completion. In general it is better when the goals are concrete and well-defined, not vague, hence short-term goal seems to be more attractive (Thomas, 2000), and may be even difficult but still not beyond reach. It can also be assumed to be preferable to have one’s own goals rather than goals that are set by somebody else. This brings us to another interesting feature which this study will investigate – “free will” at work (division on work strictly organized by rules or creative one), in other words: sense of control. A **“free will” or a sense of control at work** was considered as inferable from the level of invention and creativity, which one is allowed to use in his or her work. Can one make one’s own way of solving certain problems without his or her work leader interfering (high sense of control), or does the direction strictly state the work procedures that the employee should follow (low sense of control)? It can also be understood as autonomy and a degree of freedom, which contains responsibility for the process and the outcome of the job. Due to changing fashion in managing, middle management positions have been eliminated. “Instead of complying with detailed rules, workers are now asked to be proactive problem solvers” (Thomas, 2000, s.4). Making innovations, adjustments, initiating changes and coordination seems to be the average worker’s task in a modern organization. Thus identification of employee with the goals of the organization is now a main objective. The other important thing about “sense of control” is that when one feels that his or her point of view, ideas and propositions matter, then this person feels also as a grown up one, and as somebody responsible. When we can make choices, we can open our mind for the task and engage into it more than when we are

not free to choose (Thomas, 2000). When the individual itself can make choices, these choices are always more interesting for this person than other possibilities, because it reflects his or her preferences and hence incites intrinsic motivation. On the other hand, with too much freedom involved, the need for a leader reveals itself (Fromm, 1969). Feeling free in deciding and making choices in the organization can also be stressful, and make the person anxious when goals are not clearly stated. The “sense of choice” may be then changed in the “sense of lost”. Freedom can bring independence and rationality, but can also make the person feel isolated. When a man cannot bear with this isolation and is not able to fulfill the realization of positive freedom, the solution for him or her is a submission and dependence through which he or she feels limited but secured (Fromm, 1969).

The sense of competence has also its part in motivating people. It increases for example when the employee takes part in some courses or workshops arranged by the organization. A **sense of competence** grows with knowledge, ease of fulfilling duties, and also in receiving positive feedback, challenge (the lack of challenge decreases person’s engagement in the activity). How does it influence motivation of this person if it influences it at all? Can we improve motivation to work by increasing one’s sense of competence? How can we increase it? Will it appear only among participants of certain occupations? “If you are performing a service, the feeling of competence may show up as a sense of responsiveness and handling the events and conditions you encounter” (Thomas, 2000, s.77). Fulfilling our duties at work we can encounter tasks, which are very well performed by us and we can feel proud of what we are doing, because we can see that we do it, as we would like to do, and that means we feel competent in it. To comprehend one’s behavior “ability” and “will”, complexes of information are necessary (Hershkovitz, 1980), because when we are able to do something we have a feeling of competence about it, we have also a will to do it. On the other hand, if we want to do something, we increase our abilities more willingly. In other words,

both ability and will can be perceived as very close to motive. The sense of competence increases when one encounters positive feedback (for example from the clients). The activities should not be boring and mechanically made, because even when one feels very competent in what he or she does, if activities are no longer challenging, because of easiness of performance, his or her motivation declines (Thomas, 2000). A reference to goals stating can be made here. According to Thomas (2000), goals should also be considered as challenging ones. Boyatzis (1982) describes the job competencies as something generic and observable in many forms of behavior. He (Boyatzis, 1982) concludes that it is not an independent factor but rather something, which underlines other characteristics, and can be revealed in different actions, which depends on organizational environment and job's demands. Considering competencies at work we can talk about traits, motives, skills, social roles that certain person posses (Boyatzis, 1982). When we ask about competencies we can state the question – what somebody can do, not what does all the time but rather what is able to do in general. It refers to abilities. To define a person's competencies we should know a lot of factors, which accompanies his or her action, e.g. work environment, interactions with others, the place of action and the action itself with previous and following behavior (Boyatzis, 1982). It should be distinguished that feeling of competence is something different than competences itself, but also both have a lot of in common. A trait can be considered as competency. In other hand, trait influences our feelings or thoughts. The main difference between competence and feeling of competence is that the last one is subjective. Ryan and Deci (2000), when describing intrinsic motivation presented the Cognitive Evaluation Theory (CET) and stated that interpersonal events that conduce towards feeling of competence can facilitate motivation. But what can be taken into account, is the later statement (Ryan & Deci, 2000) that previously described facilitation of motivation can occur only when it is accompanied by a sense of autonomy. We can see that these factors are connected to each

other, but what motivates our participants? Are these factors important for them to write about in connection with work? What motivates people working in the client-related occupations?

Method

The aim of this study was to look for and unveil the opinions and feelings of respondents from 1) Polish people working in Poland, 2) Polish people working in Sweden and 3) Swedish people working in Sweden. Every person works in client-related job. The following occupations were chosen for research: nurses, physicians and administration employees (e.g. administration at the court, bank or office) who serve for clients or patients.

Each person received the description of the research project with one open-ended question about their work to answer freely (see Appendix A). They were informed about anonymity and were asked to answer within a two-weeks time. There was also a box to mark if anybody was interested in getting the results from the research. The question was carefully formulated not to contain any assumptions and to make the respondents feel free answering on any aspect referring to this question. Some of the respondents were asked to send back their answer and some of them to leave it at the reception or to meet the researcher, who was collecting it from them. It occurred that the first method (with sending back) was the most ineffective one. From 30 Polish people, who were asked to answer the question, 20 people responded. Two of the answers were discarded – one person wrote theoretical definitions of interactions among people and the definitions of motivation and the other one was a nurse not interacting with patients, whereas research concerns the client-related jobs. From 30 Swedish people, 13 responded. The most difficult was to gather the answers from Polish people working in Sweden, due to difficulties both in finding them and their resistance in answering. From 20 Polish people living in Sweden, who were asked for answer, only four responded

(three administration workers and one nurse). These answers will be treated as separate cases to make use of for indications about possible comparisons, but not studied as a group. It was decided to form three groups of Polish people containing four respondents each by randomizing, so four Polish nurses, four Polish physicians and four Polish administration workers participated in the research. These steps were undertaken to make a sample comparable in size to Swedish people (where only 13 people responded). It seems also that people are used to answer questionnaires more than open-ended question, which they evaluated as a more difficult form (despite of the freedom in responding on it), although some of them were happy to have the opportunity to express themselves freely and were very interested in the results of the research, as they said during the meeting with me.

All answers were analyzed with MCA-Minerva, a software constructed by Sages (1996-2002). It is based on Husserlian philosophy and has a phenomenological theoretical foundation. The researcher should suspend all preconceptions, both common sense and theoretical, in trying to reach at the pure answer of the respondent. Of course it is not possible to understand another person when we do not have any, at least partly, comparable experience, as if we wanted to reach an understanding of somebody's life as a 'tabula rasa researcher', as if the person could have no preconceptions. This could be compared to visiting another country for the first time and being deaf and blind, with tied hands, and then trying to describe this trip to a friend. Here one should open his or her eyes, hear and touch but try not to refer to visual and sensual experiences of his/her own everyday life, in one.

The phenomenological way to proceed is formulation of the "epoche" which according to Husserlian philosophy, are to suspend a 'natural attitude' so to speak the spontaneous pre-comprehension of the researcher during the careful analysis of the text (Sages & Lundsten, 2000; Sages, 2003). The "phenomenological reduction" is then applied in order to lead back to the life-world experiences of the respondent, to re-constitute the

meaning constitution of his feelings and opinions. The aim of this research is to see the work, environment and relations with clients/patients, and the motivation to work of certain groups of people from their own perspective – the way in which they constitute the meaning of these components. Phenomenological reduction allows the researcher to study the individual's way of expressing and creating meaning. It proceeds by the partition of the text. With the MCA-Minerva software we can partition somebody's speech into meaning units – the smallest parts of the text that represent some meaning. It makes the analysis more clear and leaves less room for our presumptions so our interpretation is under control. It makes our analysis also more clear for other researchers to repeat or check these results. The way in which respondents' answers are divided into meaning units depends on the researcher. This process should be done systematically through all protocols to have the possibility to compare them and to make any conclusions after the analysis. This process should also be described to make the opportunity for others to be able to repeat this procedure. In this research, the division into meaning units was proceeded according to the grammatical correctness, so that the one meaning unit contains one verb and the group of words connected to this verb. One more rule was applied, when there were a couple of adjectives following each other. Then each adjective represents the separate meaning unit, mainly because of the possible emotional text diversity, which will reveal farther in the description of the modalities. From each meaning unit we distinguish partial intentions, what gives us the tentative view on how an individual would constitute the meaning. Each meaning unit has assigned to itself a set of modalities. These can be modified by the researcher for the purpose of the study. In our research, the original modality structure from MCA was applied. Through modalities we enter the next level of understanding the questioned person, we can go deeper to the constitution of meaning and see not only "what" is expressed by the person but also how he or she experiences his or her life-world. In Husserlian constructs we call it creating noema (meaning

structure of the intentional object - an object that describes things, which he or she is conscious) by noesis (psychical acts of the individual).

Seven modalities were used for the purpose of this research, that is the original composition of the MCA: Affect, Belief, Function, Property, Subject, Time and Will. Some of these modalities were treated as the priority in analysis like Affect Modality, because what people feel leads them in a certain direction in their acts. We distinguish positive-prospective (oriented towards the future), positive-retrospective (oriented towards the past), neutral, negative-prospective and negative-retrospective Affect Modality. Also Time Modality [present, past, future, always-recurrent, empty, pres-past, pres-future] and Function Modality [perceptive, signitive, imaginative, perc/sign, sign/perc, sign/imag, imag/sign, perc/imag, imag/perc] were more focused at, because everything that concerns us happens in a certain time and place –what happened in the past has some effects “here and now” but also in the future. Future, on the other hand, is something for which we strive. Through Function Modality we can see in what kind of terms, more general or concrete, does the person express himself or herself. As perceptive are considered those meaning units, which are expressed in concrete terms, and when the person speaks about something that cannot be considered in different way that she or he perceives it. A signitive type of Function Modality points general and not precise expressions. There is a possibility to ask a lot of questions about the expression when it is considered in a signitive Function Modality, whereas a perceptive Function Modality does not leave this possibility, because the sense of the expression is clear there. We can compare two examples of expressions. When the respondent says: “The table is green”, we are sure about the meaning of this expression and no further explanation is needed to understand it. When the respondent says: “There are some tools”, there are still a lot of questions that we could ask to understand the exact meaning of this expression. The former sentence considers perceptive type, and the latter one considers signitive type of Function

Modality. The expressions, which are considered as situations that can have place in the future and can differ from the situation that exists in the presence are labeled as imaginative. There is also Property Modality [my, your, his, her, its, our, your, their, others, unspecified], Subject Modality [I, we, one-all, none] and Will Modality [engagement, aspiration, wish-positive, wish-negative, unengagement, unspecified] in which the researcher puts the main focus on my, I and we, and engagement or aspiration. Analyzing Belief Modality [doxa-affirmation - somebody is sure about something, doxa-negation – somebody does not know about something, possibility, probability, question] we can assume in what kind of style the person speaks about something – is she/he sure about it or states questions, etc. Modalities indicate the attitude of the person towards expressed meaning (Sages & Lundsten, 2001). To formulate the complete noema we distinguish entities (meanings that every partial intention contains) and predicates (how, in what words, the meanings are expressed). The next step is formulating the horizon, which is the comprehension of certain situations or places from the respondent's point of view (e.g. work environment, work values). Here we can more clearly observe the individual's experiences which took place in the past and what the person thinks "here and now" hence we can also suppose something about somebody's future, e.g. in organizational words: what can be expected from a certain employee.

Results and discussion

In a phenomenological study it is often difficult to present pure results without stating discussion about it. Often the result is tidily connected with the discussion. Most of the time it is not only exemplifying the occurrence of certain state of matter but also a necessary part of discussion itself.

To state the conclusion about a group of people we need to analyze the life-world (Sages & Lundsten, 2001) of each person separately and look for some common trends. Even

if there is no common trend, it is possible to describe the tendency of the group members and point to some significant individual exceptions. An example of how the researcher analyzed each individual is as follows:

What stands out at the first look on Figure 1 is that Person 24 speaks in 100 % with doxa -affirmation Belief modality. We can observe the dominance of neutral Affect modality (52 %), Property and Subject are mainly unspecified (87%) and (70%). It is interesting that Person 24 does not refer any part of the speech towards future. She speaks in always-recurrent Time modality (43%) and empty Time modality (35%) and uses also present time (17%) and present-past time (5%). There is no special diversity as far as Function modality is considered – Person 24 speaks in signitive mode (35%) or perceptive mode (17%) or mix those two styles, where perc/sign is 26% and sign/perc is 22% of the speech. There is no will in 78% of the speech, 17,5% is expressed with engagement and 4,5% with aspiration Will modality.

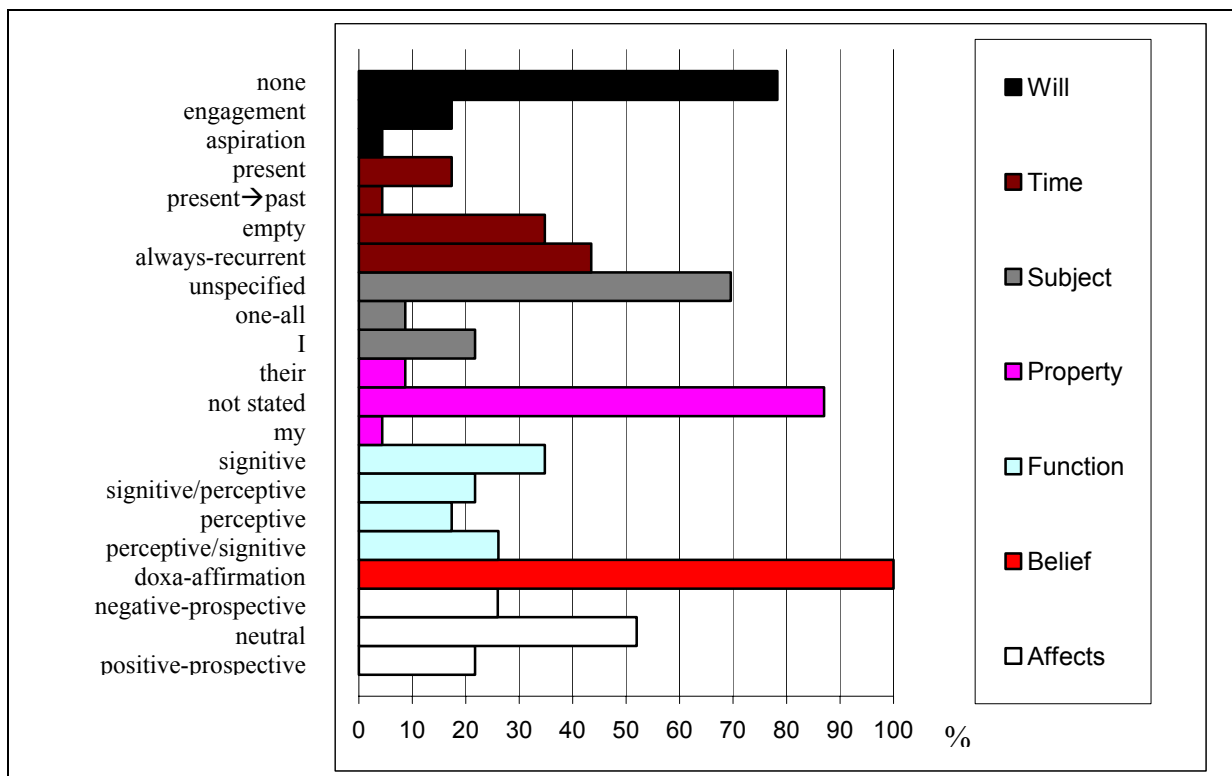


Figure 1. The example of the frequency of each modality type in the respondent's answer.

Analysis of the entities in the most important modalities:

Entity	Modality	Predicate
ja		
Affects		
neutral		kto istnieje
positive-prospective		kto istnieje
positive-prospective		m: odczuwam jako psychiatra satysfakcje +c (gdzy moge zdiagnozowac choroby psychiczne u pacjentow)
positive-prospective		kto istnieje
positive-prospective		m: moge zdiagnozowac choroby psychiczne u pacjentow
neutral		kto istnieje
neutral		l: w pracy korzystam zarowno z wiedzy psychologicznej jak i neurobiologicznej
positive-prospective		kto istnieje
positive-prospective		m: lubie pisac
negative-prospective		kto istnieje
positive-prospective		kto istnieje
positive-prospective		m: zachecam do konstruktywnej dyskusji publicznej
leczenie		
Time		
present		kto istnieje
present		kto istnieje
present		m: odczuwam jako psychiatra satysfakcje +c (gdzy moge zdiagnozowac choroby psychiczne u pacjentow)
always-recurrent		kto istnieje
always-recurrent		m: moge zdiagnozowac choroby psychiczne u pacjentow
always-recurrent		kto istnieje
always-recurrent		l: w pracy korzystam zarowno z wiedzy psychologicznej jak i neurobiologicznej
always-recurrent		kto istnieje
always-recurrent		m: lubie pisac
present		kto istnieje
present		kto istnieje
present		m: zachecam do konstruktywnej dyskusji publicznej

Figure 2. Example of ‘working table’ with certain entity viewed in the context of MCA.

Looking at the entities and predicates expressed in the negative-prospective affect we can see that Person 24 sees as a problem: not enough finances designed for psychiatric care, frustration about that state of matter, lack of room for patients in psychiatric department and lack of time for patients in the open psychiatric treatment. In positive-prospective affect Person 24 expresses her satisfaction psychiatrist when she can diagnose patient’s mental diseases and ensure them an appropriate treatment, which leads to improvement of their state.

Results from the analysis of entities and predicates, which are important semantically (with the respect to the topic of the research):

To make the analysis of entities in connection with predicates we pick up the most frequent and significant entities and all predicates that seem to be informative. That kind of composition is shown Table 1.

Person 24 orients herself towards people in her work and underlines that in her speech. She expresses her interest in people and in their lives through her job (this job gives her this possibility – as she speaks). She points that her work is responsible (speaking about fast and good decision-making) and demands high ability to cooperate with other people (clients and colleagues). This person is engaged in her work also through additional acting - like trying to make public in the society a discussion about values of the actual psychiatric care and its way of functioning. That kind of analysis may be also provided with a help of “working table” (see Figure 2) tool in MCA-Minerva (Sages, 1996-2002), where suitable entities can be filtered and showed with appropriate modalities and predicates.

Table 1.

Frequency of the most often used or described entities by Person 24.

<i>Person</i>	<i>Entity</i>	<i>Frequency</i>	<i>Predicates</i>
24	I	14	I like to express myself in the style reach in nuances I like to ensure them an appropriate treatment I use both psychological and neurobiological knowledge at work I like to write I can diagnose patient's mental diseases I feel satisfaction as the psychiatrist when -c. I encourage to constructive and public discussion.
	work	7	as a doctor as a psychiatrist gives me a possibility to express my interest in people requires a big ability of cooperation with other people
	time	5	for the patients is hard to find for the patients in open psychiatric treatment is longer and longer
	decisions	5	it is necessary to be able to undertake fast must be substantiated on the paper it is necessary to be able to undertake good justified ones good justified
	cooperation	5	with other people with colleges with the personnel in the hospital
	this	4	I do not like that psychiatry gets less and less financial support leads to never ending frustration
	discussion	4	Constructive about values of the functioning psychiatric care

Polish people working in Poland:

Looking at the set of significant and most often used entities, as chosen by us, due to their occurrence in the texts of almost every respondent of this group, and their semantic importance as presenting a mainstream in Polish people speeches (see Figure 3) we can see that the priority is here the entity „I” and „work” is on the second place, on the third place we

can put together “client/patient” and “people” entities. We can observe that the distribution of those entities is quite the same for each profession. What can be puzzling is that nurses spoke generally less than administration employees and physicians – we can assume it from the number of entities used by them, and it is confirmed by the source material. The biggest difference in frequency is seen at the “I” entity. It seems from the Figure 3, that physicians used it most often and nurses most rare, but the additional explanation of the researcher is needed here, because from the source material we know that the distribution of the “I” entity among physicians was very unstable. In the speech of one was found 68 „I” entities and the other one didn’t use it at all.

Figure 3 can be used also for further clarification of the general picture.. We see also indications of some differences among occupations, although we cannot state, if it is significant just watching Figure 3. We could make a statistical analysis for this purpose, but it is not the aim of this, explorative and meaning constitution oriented research. Our assumptions can refer for example to “salary/money” entity, which is used most often by physicians comparing to other professions. Also, they speak much less about “clients/patients” entity. It is seen that they use a lot of times “we” and “I” in comparison to others.

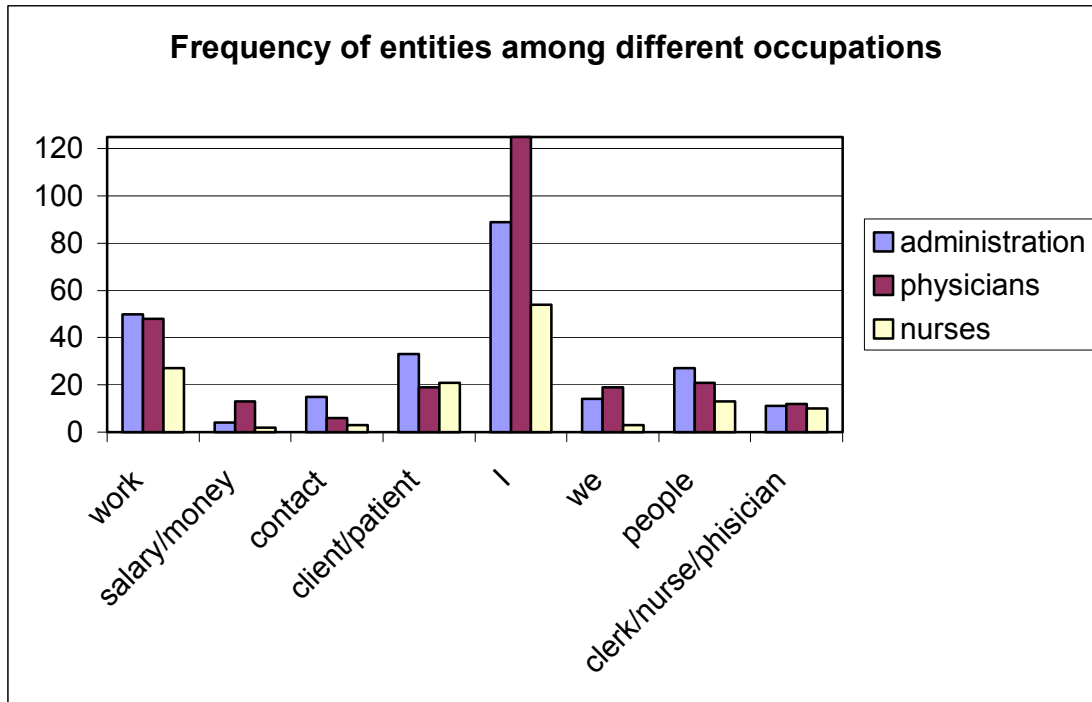


Figure 3. The comparison of frequency of the entities in different occupations among Polish people’s answers.

Before the general conclusion, I would like to present “work” and “I” entities specified in details with their predicates in certain groups (Table 2). It will provide the necessary information for the reader, how the entities connect with and complement each other, and make the reader’s view broader. These two entities were used to make the example in Table 2, because of their significance for this study and also because of their frequent occurrence. Other entities will be described further in the general summary about the group.

Table 2.

The “work” and “I” entities with predicates among different occupations of Polish people.

Entity	Predicate
<u>Work(nurses)</u>	Is very hard Is with ill people Psychically demanding To which I have different attitude Gives me a lot of personal satisfaction Very interesting My Is not appreciated by the society
<u>Work(physicians)</u>	Is not easy in Poland Demands discipline Demands endurance Is over ones strengths My Is treated as a service by others On several vacancies Is to give support for living Is to give mental development Is a way of living Of a doctor
<u>Work(administration)</u>	Is mine Of clerks Is based on a contact with client Is hard Needs self-control and discipline Is according to work code Is not the lightest Administrational Is very monotone Is not easy, nice and light Our Would be boring
<u>I (nurses)</u>	like to develop like to learn like patients ready to cooperation like when patient notices and appreciates my professionalism would like to have better salary am trying to by nice and polite would decrease the number of hours have my own life

Table 2. Continuation

Entity	Predicate
<u>I (physicians)</u>	<p>like very much the nurse occupation must confess that it's hard like contact with patient am fascinated with this occupation</p> <p>Am proud that I am a physician Am not going to change occupation Regret that it is being treated as a service Work in a hurry Do not have any moment for rest Am satisfied Support my family Would like to get better salary Want and have to work Do not think that this occupation is any kind of scarification Treat people Will do my job independently on political affairs</p>
<u>I (administration)</u>	<p>Can serve with my help Try to be nice, polite and concrete Try to be for clients Like concrete people Like smiling people Cannot let the client feel that „I” have a bad day Have never had a talent to serve clients</p> <p>Like when the client is prepared to talk with the clerk Hate inappropriate behavior Don't like when clients are conceited and to self assured Want to say that society is nervous and aggressive</p> <p>Work with the norms of efficiency Coming closer to the ideal place of work Could make more complicated things I know that „I” can do more Need to work in more demanding environment in the future Need to work on a better position in the future Am going to increase my qualifications</p> <p>Make my job Encounter special situations Feel safe at work Have a lot of private time Have nice atmosphere thanks to my colleagues</p>

All of that kind of description by the predicates can be grouped thematically to make the analysis clearer as it was done with “I”(administration employees) in Table 2.

In the group of Polish administrative workers one can observe that they speak about clients mainly in negative terms. They complain on the behavior of clients and their having to high and broad expectations from them. They complain that people are rude and do not want to cooperate. The main conclusion revealed by them is that relation among people got worse in general. One of them speaks about her attitude towards clients (that she is trying to be nice, competent and helpful) and contrasts it with egoistic, non-emphatic and demanding attitudes from clients, from whom she doesn't get any positive feedback. A lot of things depends on the attitude of the client, when he is e.g. concrete and smiles, cooperation is going in the right way and respondents are satisfied working with such people. Two of them speak about the lack of challenge in their work. One of them expresses it in words: “I need to work in more demanding environment in the future”, “they do not use my skills”, the other one: “this work would be boring and monotone if not some unexpected situations” (see also Table 2).

Polish nurses have a similar attitude towards patients as administration workers. They speak about patients as arrogant, aggressive, and impatient. They underline that their profession is not appreciated, and it is difficult to get any positive feedback, or at least an understanding for their job from the patient, who is often too self-assured and not ready to cooperate with the nurse. Most of them like their job and have satisfaction from it, but they describe it as a very hard and demanding work. What makes this work especially hard is the lack of understanding from the patients. One of them suggests that the number of hours should be decreased dependent on the situation and that each nurse should have a limited number of patients to care of. Nurses try to treat the patient well not paying attention on their own mood (see also Table 2).

There is a big difference in attitude towards work among Polish doctors (called further on physicians in general) responding on the research question. Two of them (both men, eight years in this occupation) have negative attitudes, but from different perspective. One of them perceives his working environment and work colleagues in a much unfavourable and even hostile way, the other one complains on working system and organisation, e.g. lack of time at work and for personal life, bad conditions like working many hours in a hurry without lunch, low salary, but underlines that he is a “born doctor” and that he is proud of his profession. He also states that this kind of working conditions for physicians are typical for Poland nowadays. Two other physicians speak rather in neutral or positive way although one of them complains on low salary very much, especially in connection to his formation as physician, and speaks also about details, which can “demotivate” person at work like the lack of free meal for night working doctors. They speak about patients as people expecting professionalism and compassion from the doctor but also people who “delete you in their memory when they do not need you anymore”.

Swedish people.

Figure 4 shows the frequency of entities used by Swedish people. The entities are shown in a similar way to the previous graph (Figure 3).

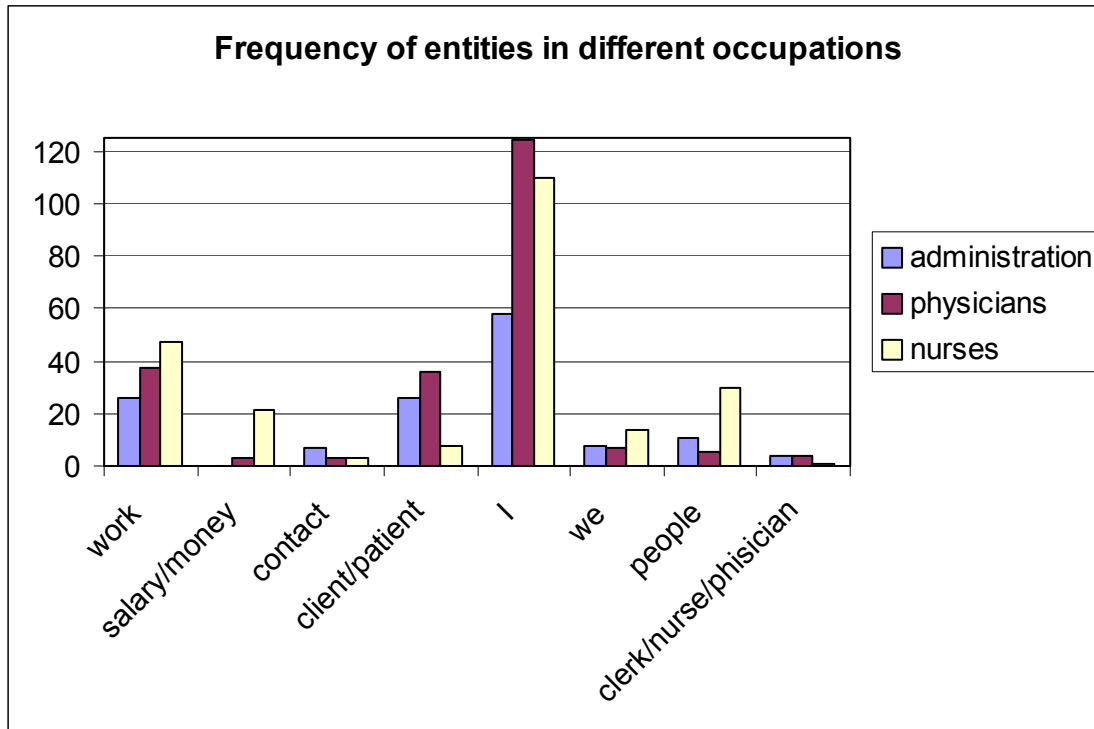


Figure 4. The comparison of frequency of the entities in different occupations among Swedish people's answers.

It is worth considering why Swedish doctors do not say anything about salary or money, when nurses mention this subject above 20 times. We could ask about working hierarchy here, if it has any influence on money that these people get and on what kind of circumstances does it depend? Nurses speak more about "people", but speak less of clients. Does it mean that they see their clients less as clients but more as people? That would be worth looking further at. In an unpublished study made in spring 2002 by Sages & Lundsten, (Sages, personal communication), nurses working in an elderly care home, with very low salaries, mostly overworking and with negative contacts with their work leaders, stated that the main reason for them to remain in their jobs was the psychical importance they knew they

had for the elderly people they took care of. The positive feedback they got from them was their main motivating factor. It seems that administration employees speak a little bit more about contact than others. Nurses use more often “we” entity but fewer times “nurse” entity – we could suppose that they identify themselves more with their occupation than other employees but we cannot state such a thing because everything depends on the context (some of them, for example, used “we” entity speaking about their marriage). In comparison to physicians and nurses, the entity “I” is rather rare used by administration workers.

In the group of Swedish doctors we can observe that most of them get satisfaction from working with patients and are focused on helping people “I like to ensure them an appropriate treatment” (see also Table 2), “I would not change my job even if I won a lot of money”. It is common that they speak about responsibility in their job “I have to state boundaries”, “I have to be emphatic”, “I have to be constructive”, taking several steps to improve their care – like broadening their medical knowledge, additional meetings in a day free of work. The relation with patients has a big influence on them “I feel disappointed when they lie to me”, “when they feel well, my job gives me emotionally a lot”. One of the respondents feels unappreciated because of lack of positive feedback from the patients “there is no saying ‘thank you very much’”, and this feeling manifests itself in lower engagement. The other person emphasizes the opportunity to control her own working hours and intellectual challenge, which her job ensures her. Most of them speak about “general treatment system” as not functioning well, which can lead to frustration “I do not like that psychiatry gets less and less financial support”-“it leads to never ending frustration”, “I can see that the system functions bad”, “working place has activities that are unnecessary and only take time”.

Swedish nurses speak much less about the patients and more about their work, which “is important to have”, “is a livelihood”, “is very valuable”, and “gives a lot of pleasure and

love”. We can observe that they strive towards improving their service but mainly not because they will serve better the patients but because “I am afraid to make a mistake”, “I feel bad not being able to give a suitable treatment”, “the competencies of the staff should be increased”. One of the nurses doesn’t speak about patients at all; she speaks about her job as a livelihood and even advices to work in general to everybody, because it is “more healthy to do anything than to do nothing”. A problem of status was also touched on: “this job should be more attractive and prestige”, “taking care of somebody should give more money”. They do not seem to have much influence on the system – how does it function: “In our department there is a problem with mixing almost healthy with ill people”, “competencies of the staff should be increased”, “they change some things that should not be changed”. The question of lack of time also occurs but is not stressed much “I am afraid to make mistake because of lack of time”, “it takes unnecessarily time for the work”.

Administration workers in Sweden seem to be satisfied with their work, mainly because of their opportunity to create their own time schedule and own managing of their duties (“I like to be self-reliant”, “I decide about my time of work”, “I decide about planning of my work”) and also good relations with clients which they mainly worked out by themselves.

We can compare Polish and Swedish people, considering the modalities in which they were answering the research question. As Affect Modality showed to be very important, the same was taken as basis for this comparison.

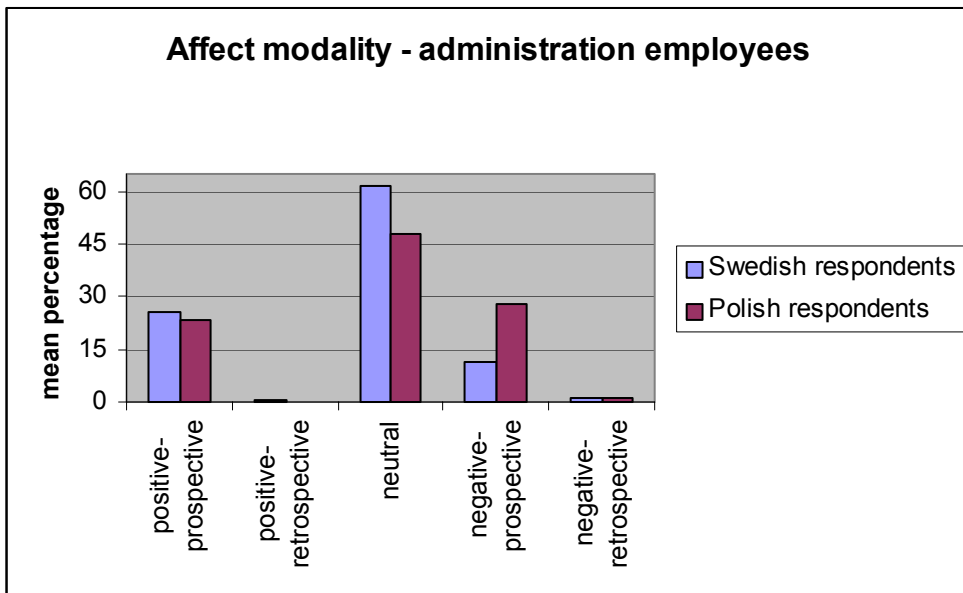


Figure 5. Comparison of Affect Modality components among Polish and Swedish administration workers.

Swedish administration workers speak more in neutral way than Polish workers, but the last ones lead in speaking in negative-prospective mode, what can be a premise to think that the perspective of working life for Polish administration worker is perceived by him or her as less optimistic than it is with Swedish administration worker.

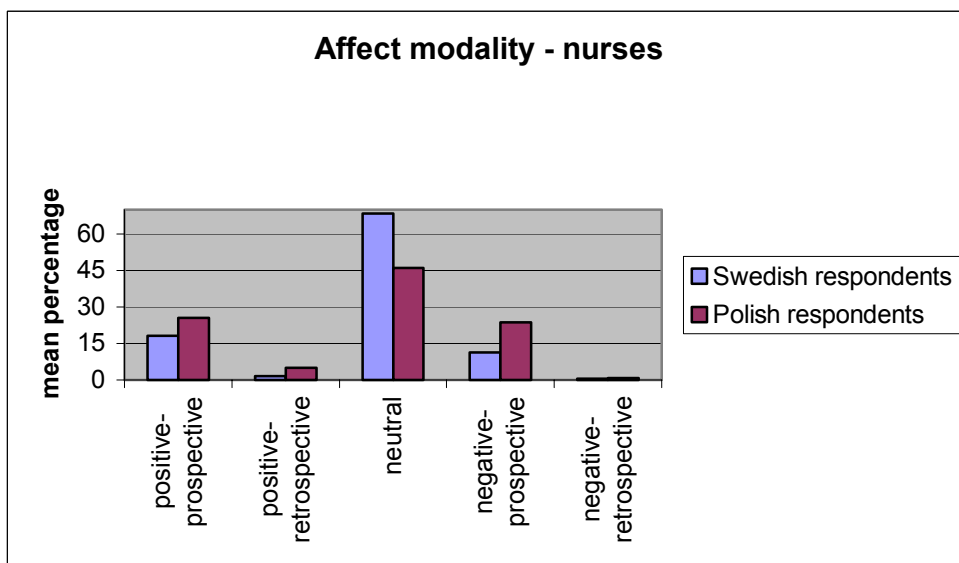


Figure 6. Comparison of Affect Modality components among Polish and Swedish nurses.

The attitude of Polish nurses is a bit more determined and turned towards future than the attitude revealed in Swedish nurses' answers (Figure 6) – we could state that kind of conclusion because of the Polish answers in majority by the positive-prospective and negative-prospective component of Affect modality. There is also a leading neutral mode in Swedish answers.

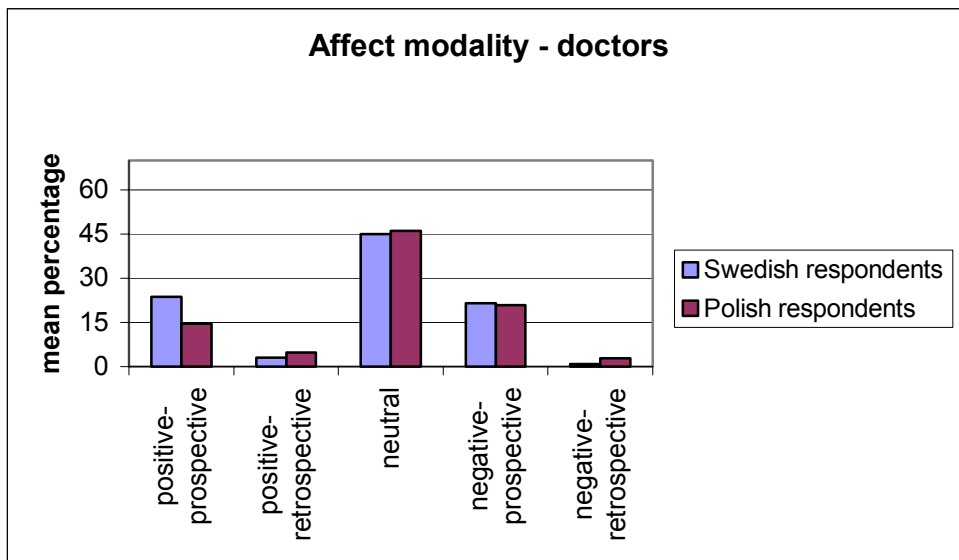


Figure 7. Comparison of Affect Modality components among Polish and Swedish doctors.

Swedish doctors speak more in positive-prospective mode than Polish doctors. We can also observe there is a tendency to speak more in negative way in Polish group and in Swedish group it is opposite.

A “group” of Polish people working in Sweden express themselves only with both-prospective and neutral Affect modality and none of them used any-retrospective Affect modality.

To summarise the analysis of Modalities, which the reader can find also in the description of the groups and entities expressed by them, the main trend which reveals in peoples' answers can be underlined. Most of them spoke with neutral Affect modality, doxa-affirmation in Belief modality, Will modality was expressed as “none” or “engagement” by them, leading Time modality was always-recurrent, in Subject modality we can observe domination of “I” or “unspecified” and Property modality is mostly “not stated”.

Final comments

If we look at the source material, we can find there a lot of references to such constructs as “feeling of competence”, e.g.:

Predicates:

I could make more complicated things

I know that “I” can do more

Need to work in more demanding environment in the future

I am going to increase my qualification

I appreciate that the work is an intellectual challenge

I still develop my skills to be helpful

I am afraid to make mistake

Parts of the text:

“I feel bad when I am not able to give a suitable care”

“The competences of the staff should be increased”

“The clerk has to solve every problem of the client”.

– said in the context that the competences of this person are limited.

Most of the respondents wrote about their contacts with clients. In many cases it referred also to the “feeling of competence” – respondents felt unappreciated when they

didn't get any positive feedback or when the patients did not treat them as authority, hadn't prepared for the talk with clerks, were acting, as they knew everything about medicine etc. When they did not experience the "feeling of competence" for a longer time some of them felt helpless, some were disappointed and discouraged.

Such construct as "sense of control" was revealed also in quite obvious and direct way: "I like to be independent", "I can plan my work duties", "I have the opportunity to plan my work hours by myself" (mainly administration employees). We can find this construct more easily in the Swedish group – it seems that these people are given more sense of control than Polish people. One person speaks not only about advantages of certain schedule planning, but also about disadvantage due to her feeling that there is always something more to do even when she finishes her work the certain day. It reminds one as not the best way of using freedom (Fromm, 1980). We could also observe that in some answers, mainly in nurses' answers telling about the medical care system etc., we could read about the failures of this system, but we couldn't find in those texts any forms of solutions, like their own ideas – we can assume that when one do not have a sense of control, it is harder for this person to engage in work and work change processes. It was much harder to find any references to long or short-term goals in the answers of respondents. Some of the indications were stated by the individual directly, but they referred more to the personal goal and not to the goal stated at the work place, although the impact of personal goal on the work behavior can be observed. One person, for example, said that he works too much, but the goal is to have a longer vacation. This goal is a kind of postponed gratification, and it is not connected directly with the action. It is a goal stated by an individual himself, hence it is more engaging, because of intrinsic motivation (Ryan & Deci, 2000). If we look at the context of the answers, we can also suppose that increasing the earlier mentioned competencies is aimed in leading an

individual to a certain goal, as for example, improving medical knowledge leads to a better ability to put concrete and good diagnosis.

The purpose of this research was to explore and try to unveil, how employees from public client-service jobs are motivated, and what do they think and feel about their work and cooperation with clients. This study can be also hopefully used for further exploration, as the knowledge originating from the individual's life-worlds, from the "living truth" (Sages, 2003) was presented here, and this source can still be used for other studies, conclusions and comparisons, or even for the purpose of creating a questionnaire, which being free from our assumptions and preconceptions, would be directed toward the same environment from which this questionnaire would have been formed. In my opinion, the questionnaire should be built around main entities, this time to check for eventual correlations between specific factors, which can be revealed from this material, in specific work places. Suggestions of respondents should not be omitted – we can use them for instance to the formulation of three or four phenomenological questions. The other aspect to focus on could be the affect, in which people from different countries express themselves in certain situation. This study assumes that the reason for the expression in a certain affect is the situation, which is described by the person and his or her attitude toward it. Nevertheless, there could be some cross-cultural differences in general expressing. As the indication for further researches one can also refer to the theory presented by HersHKovitz (1980) and analyze the answers according to the "experiential relations" where we turn our way of thinking towards the terms: "want", "must", "ought" and look for the level and quality of choice being given to the individual or rather as perceived by the individual and set by him, and to the "existential relations" when we analyze material according to the terms: "have", "do", "be". Turning to this perspective, researchers would be able to observe a dimension of change - from positional to dispositional and the action reference – from object to self (HersHKovitz, 1980).

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Appendix A

Hello,

My name is Agnieszka Ostaszewska. I am a student of Psychology at Warsaw School of Social Psychology. Now, I am on my scholarship in Sweden, at Lund University. I am preparing my Master Degree project here. Psychology of work and organization is my main interest. I am going to become a social psychologist and focus on motivation to work.

I would like to make a research in phenomenological approach. Phenomenological approach means that a person is treated subjectively and his/her point of view and life-experience is analyzed. The main difference between this approach and the traditional one is that the phenomenological approach is a qualitative method and the traditional approach a quantitative method. Every single person, who participates in this research and his/her perspective and unique way of thinking are very important for me. I would like to see what motivates people to certain activities among different occupations. Comparison of Polish and Swedish employees seems very interesting for me. I believe that knowing some mechanisms that influence people's motivation to work, we can improve working environment and satisfaction of employees.

On the next page you will see the question. Try to answer to this question in your own words. It depends on you how much you write and what. Most important is to express yourself as you feel it. I do not pay attention to grammatical correctness.

Please write your data at the bottom of this page (only for my knowledge and statistical database of the research). I guarantee anonymity for you.

Please send the answer to me on the e-mail address: agnieszkaostaszewska@o2.pl.

I am going to present the results of this research at the university in the middle of January 2005 and I can send it to you in February

(put the cross at the bottom of this page if you are interested in the results and leave your e-mail address or post address).

Gender: woman man

Age:

Occupation: for how long working in?.....

I want to get the results of this research:

My name and address/e-mail:.....

Could you describe me please all your ideas, feelings, thoughts and associations about your job, relations with your clients, your likes and dislikes?

(nobody will judge you, everything what you write is anonymous and needed only for the purpose of the research; try to express your thoughts as good as it is possible-how it is in real; I don't care about grammatical correctness, usage of certain vocabulary also depends on you).

.....