Abstract
The paper bases on the practical and theoretical researches concerning the problems of social capital developing (motivations and incentives) at the farm produce converting enterprises in Lithuania. The integral approach to the consideration of the main drawbacks of motivation which hamper the establishment of the social capital development rational model is expounded. The authors determined that individual’s motivation traits, affect not only the process of decision-making, i.e. motivation, which is stipulated by a person’s individual character, but the process of behaviour itself. The above-mentioned facts prove to the existence of the various modeling principles. The considerable attention is paid to motivation models. The authors suggest a systems model whose structural elements are the application of abilities, wages, information, decision-making, professional training and value orientations.

Key words: social capital, motivation, behaviour.

Introduction
Implementation of Lithuanian economical self-sufficiency requires the solution of new tasks connected with the level of the economic employees` labour usefulness. The leaders of Lithuanian enterprises have not accumulated the experience of many years standing on the subject of employees` motivation in the Republic. Work motivation is connected with the following question: why people do something (or refrain from actions), and motivation process includes the choice of alternative actions in order to achieve the desirable result. Understanding other persons’ work motivation and motives is influenced by employees’ attitudes and regulations.

The aim of investigations is to analyse employees` motives and motivation and to prepare model under the changing market conditions. Tasks to be solved are as follows: to investigate motivation aims and activity motives of leading and executive employees; to determine the main elements of motivation model. The object of investigation – Lithuanian enterprise employees’ motives.

Investigation methods
Investigation methods are as follows: the analysis of scientific and publicist literature while investigating motivation, behaviour and motivation methods of separate periods of time; the analysis of primary and secondary sources while clearing out the influence of separate factors for motivation and efficiency of measures offered; the method of quantitative investigation was applied while carrying out the main practical investigation; the method of collision situations while creating investigation instruments and their projects.
Theoretical and practical scientific solutions concerning employees’ motivation are accumulated, however, it is not clear if above mentioned solutions are reliable under the conditions they should be applied to. The question is, which solutions found in foreign literature should be applied in Lithuania. It is generally accepted that employees’ motivation depends on particular society. Therefore, country’s peculiarities should not be ignored. Variety of these peculiarities is the conceptual expression of motivation process depending on the actually fixed components of this process, i.e. on society’s desires. During the investigation, it has been tried to evaluate motivation of Lithuanian enterprise employees from three positions while applying the method of triangulation investigation. Main positions are as follows: interests of leading workers, interests of executive workers and neutral attitude towards the compatibility of these interests.

While analysing the motivation of Lithuanian enterprise workers, activity motives (society’s aims) and information addressees (leading and executive employees) have been defined. Each of these components has been qualitatively evaluated and differentiated. The conceptual variety of motivation process is analysed in three-dimensional vacuum, i.e. sources of activity motives and behaviour, activity motives of leading and executive workers. Variants (chosen by the investigated ones) of activity motives and behaviour have been foreseen in the questionnaires. Thus, variants of activity motives and behaviour evaluation were used for the perceiving of the deeper personality position, when respondent reasoning, the character of valuable self-determination is analysed.

**Employees’ motivation**

From the beginning of the 19th century employees’ motivation passed through many historical and conceptual development stages, where one or another scientific idea predominated. In the eighth and ninth decades of the 20th century, after the formation of content and procession motivation directions, country’s scientists paid more attention to the analysis of the development of motivation theories. Practical creation of motivation models, their functioning and evaluation required more comprehensive investigations and studies (Marcinkevičiūtė, 1998).

Western theories of employees’ motivation and behaviour have been tried to adapt in the enterprises not taking into consideration basic cultural and economical differences of Lithuanian enterprise workers in comparison with other countries, which theories have been tried to be applied. Western elements (USA, Japan and others) of motivation and behaviour models as well as methodologically different management conceptions have been transferred mechanically into employees’ motivation systems of the Republic. Lithuanian enterprise employees were forced to face new foreign management conceptions having not yet assimilated the old ones.

Changing market conditions, difficult economical situation, constant threat of bankruptcy, weak base of laws, the absence of knowledge of life under market conditions, the low activity of trade unions and workers as well as their insufficient influence on state management have caused trouble and limited the opportunities of the application of rational motivation models in Lithuania (Marcinkevičiūtė, 2003). State’s leaders, adopting other countries’ experience, start to use the elements of
foreign countries’ motivation models, however, not everyone succeeds because of insufficient knowledge and lack of practice. State’s workers mechanically or absolutely ignore the application of motivation models without insufficiently comprehensive analysis. The lack of knowledge and practice while implementing motivation models in Lithuanian enterprises is one of the main business management problems.

While acting under market economy conditions and seeking to more effectively use professional abilities of the workers in the process of integration into international business, enterprise leaders should evaluate work, cultural and social aspects of their workers (both leading and executive), which is often difficult to measure, having significant influence on motivation, though. It is important to evaluate workers’ attitudes towards motivation and to foresee development perspectives. Lithuanian workers’ motivation is a new and important direction of scientific researches orientated towards stimulation of social, cultural and economical progress. Motivation investigations are necessary while seeking to determine and evaluate workers’ behaviour at work as well as motivation expression, interaction and influence on enterprise activity. In order to create rational models of workers’ motivation, certain logical analysis and consistency must be kept to, because creation of models requires large spadework, i.e. evaluation of present condition of workers’ motivation and determination of the constructs of investigation instruments.

State’s enterprise workers should constantly make up their mind in choosing direction of their behaviour and in motivating it. Confidences become motives of everyday behaviour. They ensure steady and solid behaviour, harmonize ideas and feelings. The main thing is that the worker seeking benefit for oneself should not break established requirements or harm others. Those respecting the aims and individuality of others easily reconcile their own interests. According to the investigation data of authors, 55 per cent of Lithuanian enterprise leaders affirmed that they are fully or partially satisfied with the qualification level of their subordinates workers, however, they don’t want to delegate their powers while carrying out more important tasks (Marcinkevičiūtė, 2003).

The main reason of the unwillingness of the leaders to delegate powers was named as the low professional preparation of subordinate workers, however, while characterizing their qualification level, there was already no place for dissatisfaction. One of the reasons due to which Lithuanian enterprise leaders do not want to delegate powers to subordinate workers, could be the absence of traditions for delegation of powers. The other reason could be the absence of social culture. During the investigation the leaders named as ideal ones the following features of the workers: work knowing, technical sophistication, discipline, diligence. The perspective factors for the transference to higher position have been named as the following ones: good work, experience and knowledge; higher education and good getting on with superiors. The investigation data shows that subordinate workers are not satisfied with theoretical and practical knowledge because of the unwillingness of enterprise leaders to trust them more complex works. Leaders themselves wish such workers with high work experience, technical sophistication and higher education; however,
they themselves do not give such opportunities for the workers (Marcinkevičiūtė, 2003).

Employees with pleasure would extend their practical and theoretical knowledge, because they are interested in realizing their abilities and raising their professional qualification level. It is generally accepted that regularity of work power depends on technologies as well as on investments into education and science. Investments for education and science should depend not only on person’s financial possibilities and personal initiative, but should be part of national development strategy where the main attitude is paid to economical development based on high qualification of work power and implementation of technologies. Leaders, who think about future perspectives, taking into account environmental conditions, intrinsic factors of the enterprise, should form an individual qualification raising and retraining strategy in enterprises (Alport, 1999).

Understanding the role of the perfection of qualification and considering financial resources, the level of workers’ preparation as well as other reasons, enterprise leaders should create one or several (for different groups of workers) individual training strategies. The workers which were unsatisfied with the size of work salary, accentuated in their responses that they set to such works which do not ensure long employment, constant incomes, health and pension insurance. 65 per cent of the respondents affirmed that the size of work salary is too low in accordance with the importance of the work fulfilled; 35 per cent affirmed that the size of work salary corresponds to the importance of work (Marcinkevičiūtė, 2003).

Employers are interested in getting the best available profit while economizing expenditure of labour force. Sometimes it is done while hiding the part of work salary, paying it through “black” cash, developing work salary with deposit interests or dividends. Large labour force expenditures do not encourage to accept for a job additional workers (demand for work decreases) and encourage avoiding taxes, thus narrowing society’s social security possibilities. 50 per cent of the respondents affirmed that such inducements in enterprises are not applied. It has been accentuated that with the decrease of production and with the increase of enterprise idle times, the main work salary sometime is late for 3-4 months, therefore, nobody talks about inducements. It is often thought that while analysing the necessities of material inducement system the best way of its application is to offer workers material award (premium, hire salary for the sincere work). Thus, it is possible to achieve the certain result. While investigating the efficiency of material inducement system in Lithuanian enterprises, the author has defined that 73 per cent of the respondents are not satisfied with the above mentioned systems.

The structure of employees` motivation model in Lithuanian enterprises

In order to rise from the hard economical situation and begin to compete with developed countries’ enterprises Lithuanian enterprises should find ways to increase the employees’ motivation using their labour potential. Workers’ motivation is a complex phenomenon; therefore, many motivation theories and concepts have been created for its explanation. All of them are correct, but not all can be put into practice in our country. It is clear that society transformation processes going on in the
direction of democracy and progress, determine the appliance of up-to-date motivation theories in enterprises, however, it should be understood that motivation is connected not only with the evolution of society, but is conditioned by national culture as well. In order to adapt Western motivation theories in enterprise management, basic cultural and economical differences of Lithuanian enterprise workers should be taken into account.

Lithuanian enterprises have accumulated yet neither enough knowledge about motivation nor experience how to do it. Hard economical situation, constant bankruptcy threat, legal base, the lack of experience under market conditions, the low activity of trade unions and working people as well as the low influence on enterprise activity harden and limit motivation models’ implementation opportunities in Lithuanian enterprises. It could be explained that the main reason of worker’s behaviour is conditioned by motives and situation, where it turns up under certain conditions and in some time. According to the investigation data insufficient attention is paid to the workers’ motivation models in Lithuanian enterprises. At best, separate motivation measures are tried to be used in country’s enterprises for the stimulation of workers.

Having analysed motivation theories of foreign scientists and having evaluated results of practical investigation in Lithuania, it has been determined that motivation base of Lithuanian enterprises is each worker’s (both leading workers and executive ones) motives, directed towards desirable results, and workers’ behaviour is a conscious achievement of these results. One can affirm that the sense of motivation is the change of workers’ behaviour and activity in the desirable direction of employer. For the validity of this proposition, motivation model for Lithuanian enterprise workers has been created (under changing market conditions). The following structural elements make the motivation model of the employees in Lithuanian enterprises (Fig. 1).

According to the data, investigation employees’ motivation models in Lithuanian enterprises are not applied so far, however, in economically developed countries, for example in Sweden, Norway, Finland, Switzerland, employees’ motivation enrichment conceptions have been started to create using similar models.

Starting to apply the above suggested employees’ motivation model, enterprise leaders should fulfil practical investigations of work motivation in their own enterprises, trying to determine which work and behaviour motives (self-expression, respect, moral and material) predominate between employees and what motivation measures (work salary or wish to get real repayment from independent work) are more important to subordinate workers. Summing up one can affirm that the aim of motivational activity of the leaders should be to notice in time and evaluate the change of employees’ motives while choosing enterprise employees’ motivation model.

According to the investigation of theoretical conceptions, foreign states’ motivation models and Lithuanian work motivations, behaviour, as well as employees’ motivation, it has been defined that general motivation regularities’ characteristic to Lithuanian enterprises do exist. They are defined by the elements of motivation models chosen differently by enterprise leaders and employees. Enterprise
employees’ motivation models should include such motivation elements, which are characteristic to the leaders and employees of particular enterprise.

Conclusions
1. The sense of Lithuanian enterprise employees’ motivation is the change of employees; behaviour and activity in the desirable direction of employers.
2. Exact and particular hierarchy of motivational activity opportunities help the leaders to subdue mechanisms-motives of personality for the good of enterprises and workers themselves.
3. General motivation regularities characteristic to Lithuanian enterprises do exist. They are defined by motivation models’ elements chosen differently by enterprise leaders and workers. Enterprise leaders’ motivation models should include such motivation elements, which are characteristic to the leaders and workers of particular enterprise.
4. Starting to apply employees motivation models, enterprise leaders should carry out practical work motivation investigations in their own enterprises, seeking to
define, which work and behaviour motives predominate among workers and which motivation measures are more important to subordinate workers.

References