

## Virtual and Traditional Organizations – Singularity of Personnel Motivation

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### Abstract

In today's business the Internet and telecommunications help to solve specific problems related to personnel management. Development of information technologies and their application in business create new challenges for business organizations. Exchange of information through e-mailing, participation in e-mail conferences become a common thing in business activity. Many people, not naming that, do their job insensibly joining certain virtual groups, organizations. Work under new conditions of information technology' development has not only advantages but also causes certain problems as well as new conflicts within an organization.

As an analytical object of personnel management problems a virtual organization, which appeared under the influence of information technologies development and globalization has been chosen. Due to particularity of information technologies new personnel management problems are faced. The article discuss the question how to eliminate emerging problems in business organizations, how to motivate the personnel under new conditions bringing it together for the implementation of common goals. The research can be one of the ways to obtain detailed and reliable information necessary to identify means that motivate the employees in virtual organizations. The results of research presented in the article can help virtual organizations develop a good personnel motivation system.

**Keywords:** virtual organization, information technologies, globalization, planning, motivation of personnel.

### Introduction

In these years it is possible to find some examples of research in scientific literature which examine virtual organizations as a new qualitative organizational structure, however, management and motivation of the staff of such organizations comparing to other forms of organizations have not been explored

enough. In the business world the issues of personnel management and motivation become more relevant because of an increasing number of employees who work in virtual organizations.

**Research problem and relevance.** In today's society present rapid changes in technologies and the process of globalization, initiative of the personnel, knowledge, skills and creativity arise as one of the most important features of a permanent competitive capability of the company. Since the human capital takes much more significance because it determines advantages in the business world the leaders of the company should pay more attention to factors which encourage their subordinates to do their job better as it forwards the whole productivity of the whole organization activity.

In order to guarantee success of the company it is important to search for and apply means which stimulate the employees to undertake initiative and achieve the best of work results of their ability. Unfortunately, this topic has not been discussed in Lithuania broadly that is why a number of scientific works is not big. Deeper research in this field would allow us understand better problems related to management and motivation of the personnel as well as the present gap in the scientific literature.

**Research object:** Virtual organization as a new form of labour organization in the conditions of the development of information technologies, the staff of a virtual organization.

**Research aim:** to evaluate a new form of organization, virtual organization, its adaptation and prospects, to explore and compare attitudes of the personnel who work both virtually and traditionally towards the main factors governing their motivation to perform work well and aspire implement set labour tasks by a business organization.

**Research tasks:** to analyze the origin of a new form of organization, its advantages and disadvantages mentioned in scientific literature; to evaluate results of research done on staff motivation: elements of employee motivation in virtual organizations aimed to implement the aims and plans of the organization.

## Theoretical framework

In the theory of organizations the concept of a virtual organization is a relatively new notion and yet has not been analyzed properly enough. However, more and more attention is given to research on a virtual organization and its activity because of the process of economy globalization and development of information technologies. Both T. Ishaya and L. Macaulay (1999) state that one of the reasons which causes creation of virtual organizations is varied conditions of organizational activities in the process of globalization. A global virtual market, mostly functioning computer networks, has removed limits between markets in different states in the virtual space, because of supply of products and services in a physically non-existing space a possibility to connect their users in different geographical points as well as suppliers and producers.

In order to determine the limits of a virtual organization, what belongs to virtual organization and what does not it is suggested to use the reciprocity criteria of organization characters (Saabeel, 2002). The reasons which rally the character of a VO are: general idea of trade (Wüthrich, 1998; Mertens et al., 1998), inter-assurance (Wüthrich, 1998), information technologies (Byrne, 1993; Mertens et al., 1998; Venkatraman and Henderson, 1998). As a part of a virtual organization Shao names purpose, consolidation, technologies and certain limits (Shao et al., 1998). The purpose is named as the force which unifies the members of a virtual organization and helps to keep different components together at least for some time. Consolidation is described by the level of cooperation when both physical and material resources, intellectual property and markets are unified (Venkatraman and Henderson, 1998).

Individual authors such as W. H. Davidow and M. S. Malone (1993), S. L. Goldman and others (1995) notice that the main advantage of a virtual organization is division of knowledge, experience and expertise. Unlike traditional groups these virtual teams work disregarding space, time and organizational limits, they use connections which are strengthened by networks of communication technologies (Lipman and Stamps, 1997). Virtual organizations help to use the advantages and benefits of an international division of labour, and this is one jump on usual classical organizations. To have excellence against competitors of traditional industrial or service organizations they have great expenses for communication security among different subdivisions of the organization as well as using most of resources in an organization. Employee trips from one place to another or traveling from one subdivision of an organization to another one expends

time and this increases expenses of the organization and limits its possibility to take the most useful chance to be present in the market at a particular time.

The members of a virtual organization are located in geographically different places. In order to carry out research whether the final product is prepared or produced, it is important for the people who take part in the project to communicate (Galegher, 1990). Intercommunication carried out via information technologies because of a distance and difference in time. The members of the organization meet irregularly, in communication via information technologies the majority of informal, personal and tactical aspects of communication is being lost (Hinds, Kiesler, 1995), but these are often necessary to achieve common denominators, agreements or study inside the organization.

According to Whiting and Readon (Whiting, 1996), geographical division of organization members increases satisfaction with work due to timetable flexibility. However, satisfaction with work due to physical isolation and lack of social environment which is typical for a traditional work place, decreases. Galegher (1990) thinks that informal communication is very important dealing with indefinite and ambiguous questions which require a certain determination in decision making. Every organization faces innovations, unexpected situations, uncertainty which arise even in routine procedures. Moreover, with disappearance of a certain work place partisanship and commitment to the organization disappear as well. And to ensure effective work in a group and to achieve the same aims, as L.K. Sproull (1991), J. Galegher and others (1990) state, it is simply necessary for people to meet and discuss various points. The above mentioned authors imply that it is particularly important to communicate informally and that not only verbal but also un verbal contact is significant in such communication.

Body language can show whether the person is motivated and how he / she understands one or another question as well as what is going on in the organization. This un verbal contact is rather limited because communication is via information technologies when geographical division of socializing people is present.

T. Ishaya and L. Macaulay (1999), who name the differences of the virtual organization and a traditional organization, notice that the members:

- 1) do not have a common labour place;
- 2) communicate via information technologies primarily;
- 3) very often have not seen each other physically;
- 4) can speak different languages and have different cultural backgrounds;
- 5) can have individual character features which other

members of the organization do not know about.

Inside the virtual organization a lack of loyalty to the organization itself can be seen because of the above mentioned differences. The members of the virtual organization are employed for a certain period of time for accomplishment of a certain task. Often these members can be employed from other labour places, basic labour place or partner organization. That means that they take a temporary stand in the virtual organization and have a position somewhere else. Therefore the problem of priorities or loyalty to their work place can arise. It can be difficult to combine two different jobs, projects or aims. Also the aim of the virtual organization can not be consistent with the aim of the person or the company where the member of the organization works.

The identified problems obviously show that the virtual organization faces the same problems as the traditional one: they are set up on the grounds of personnel suitability (members of the virtual organization) for the organizational structure as well as their ranking in the structure. Rallied compound will bear fruit if the members who have proper intellectual, material or other required the sources to implement a particular aim would group together. Relevant decision on arise problems in business: motivation of the personnel, minting them to reach common aims. It is important to carry out research which would help to compose a model of motivation which would help the organization to pursue set tasks.

## Research methodology

A questionnaire survey was selected for the implementation of the research. An attempt was made to collect dual information: a) identity of internal motivators; b) evaluate the employee's opinion about the present situation. 45 questions were included in the research questionnaire. The questions were divided into the following blocks: satisfaction with job; work conditions; evaluation of stress; personnel training; assessment of team spirit; work in a team; efficiency of management; assessment of the front office staff; problems of fairness; possibility of promotion; functions of communication; work with clients policy; effectiveness of the payment system.

The questions were rated on a ten mark scale where one out of ten figures had to be chosen, except questions 1 and 2, where given parameters were ranked. Respondents answers are further summarized in the article.

## Research results

To achieve work results it is necessary to find out what factors have influence on the personnel mo-

tivation in a virtual and traditional organization, and what essential differences between different forms of organizations are. *The main aim of the research:* to study and compare attitudes of the employees employed virtually and traditionally towards the main factors which determine motivation and encourage to fulfill work well, as they are set work tasks for the implementation of the plans of the business organization. To achieve this aim empiric research was carried out. Because relevant research has not been performed for virtually working employees in organizations or necessary material on such issue has not been collected, initial data was collected for the research, much research was done on the personnel of traditional companies related to their motivation, therefore it is possible to compare available data with presently collected research data.

There are not many virtual companies in Lithuania for comparison, many people do not use this term, although they work somewhat virtually. Purely virtual companies have teams for virtual projects organized for the implementation of a certain project.

Many partially working organizations are in the field of qualified services: services setting up information systems and electronic business, business consultations, promotion, public relations, etc. Electronic business, retail in particular, has not made progress. Due to these reasons available experience is not rich.

There were 121 respondents who answered to the questions. „Excel“ programme and SPSS 15 software was used to process data. With the help of SPSS Spearman's rho rate of rank correlation was calculated. After correlative analysis reliability analysis of the research tool was done. Reliability evaluation can be assigned to means of objective evaluation as strict statistical methods of calculation were used. For the evaluation of research reliability Cronbach alpha coefficient was calculation (Chwalow, 1995). Cronbach alpha of all summarized factors of the research is 0,898, i.e. reliability of internal test consistency is very high and satisfactory.

An interesting and stimulating job, additional interest and a possibility for perfection would motivate virtual employees most of all, and in comparison to employees in a traditional organization data does not differ much – their priority would be interest and the factor of motivation remains in second place, i.e. an interesting and stimulating job as well as a possibility for perfection and skill improvement.

A more important factor of motivation among virtually working employees (4) is independent decision making, those working traditionally place this factor in a seventh place out of ten. Such factors as responsibility for fulfilled work (VO – 5 and TO – 4),

possibility of promotion (VO – 10 and TO – 9) and appreciation of colleagues and front officers (VO – 6–7 and TO – 8) are rated similarly among virtually and traditionally working employees because they are very important in making a career.

In comparison with those working traditionally virtually working employees are more motivated by communication with others, and employees in a traditional organization feel being motivated when they have an aim to be achieved and good working conditions are created as this helps them to do set tasks. Thus we can see that different factors of motivation stimulate employees in virtual and traditional organizations differently.

Table 2 shows structured survey data on the attitude of surveyed employees towards appreciable things in their type of organization. From the viewpoint of all respondents reaching of results (1) is rated most highly in traditional and virtual organizations because every organization seeks that their employees working in that organization aspired for collective aims set by the whole organization.

Reliance (2) and constant perfection (3) are more characteristic for new form organizations because

a virtual organization could not exist without reliance as it is one of conditions for successful functioning of an organization, and such values take accordingly 5 and 6 places of importance in traditional organizations.

Virtually working employees think that attitudes towards clients and openness to innovations are also important values because working virtually it is particularly important to use modern technologies because with their help a virtual organization can survive and compete in the market and their clients guarantee that. Traditional organizations value attention to the client more, such value follows reaching results by importance.

Speaking about working and acting independently this is more valuable in new type organizations because the nature of their work obliges them to perform all work independently, however, traditional organizations value independence of their employees too.

Organizations of a traditional type give preference to team work and respect of other people, more attention is paid to these factors; and for new type organizations they were of less important values.

Table 1

**Values of personnel in virtual and traditional organizations**

<b>Factors of motivation</b>	<b>Average of answers of virtually working employees</b>	<b>Average of answers of traditional organization employees</b>
Work in team	6,19 (8)	6,13(4)
Openness to innovations	6,86 (5)	5,31 (8)
Respect of people	6,33(7)	6,27 (3)
Authorization to act independently	6,81(6)	5,48 (7)
Consideration of clients	6,90 (4)	7,56 (2)
Competing/intention to win	4,57 (9)	5,24 (9)
Achievement of results	8,48 (1)	8 (1)
Spending leisure time together	2,52 (10)	2,74 (10)
Continual perfection	7,10 (3)	5,97 (6)
Confidence	8,24 (2)	5,98 (5)

All questions given in the questionnaire were grouped to make it, to identify which motivation factors have the greatest influence on employees in their work. The following results of the survey show that the most important and significant for virtual employees are the following blocks of the questionnaire, groups of motivation factors: *Policy of working with clients* (arithmetic average 8,70), *Efficiency of management* (arithmetic average 8,59), *Evaluation of team spirit* (arithmetic average 8,52), *Front office appreciation of employees* (arithmetic average 8,38), *Satisfaction with job* (arithmetic average 8,15), *Functions of interaction (communication)* (arithmetic average 8,00), *Labour conditions* (arithmetic average 7,90),

*Personnel trainings* (arithmetic average 7,84), *Team work* (arithmetic average 7,05).

Arithmetic average of those block questions ranged from 7,05 to 8,70, Standard deviation (SD) (dispersal) is not big, from 0,00 to 0,84. The results of traditionally working employees show (see Table 2) that the most important are the following blocks of the questionnaire: as virtually working employees they also firstly appreciate policy of dealing with clients 8,73 (SD 0,59), working conditions 8,52 (SD 0,17), personnel trainings 7,93 (SD 0,70), satisfaction with job 7,60 (SD 0,28), evaluation of team spirit 7,49 (SD 0,40) and efficiency of management 7,01 (SD 0,46).

For both, virtually and traditionally working employees, the policy of dealing with clients (8,70) is very important but labour conditions are more appreciated by traditionally working employees (8,52) because it is not important for virtual employees considering the fact that they do not have a real work place. The efficiency of management is more appreciated by virtually working employees (8,59), whereas employees working in traditional organizations put it to the last place according to significance (7,01).

With reference to research results all blocks were examined more properly further. The results of *Satisfaction with job* were as follows: most of virtually working employees were satisfied with their work performance 27% of them gave 8 points, 21% – 9 points and 28% of respondents gave the highest evaluation of 10 points.

Loyalty to work in a virtual organization, team or project directly depends on the pride of this type of a company. Employees were proud of working in a virtual company (8,57 points) because their positive results were always noticed by their managers, their payment corresponded to their qualification so even if a similar job was offered in a similar organization they would still stay in their own one. Traditionally working employees were less proud of working in a traditional organization compared to VO employees (7,33 points), though they were involved in decision making on problems and questions, quite often they found out about events in the company directly from their managers. Moreover, they were not very satisfied with payment for their work, therefore this influenced their less satisfaction with the job.

Also research results show that satisfaction of virtual employees with their work performance depended both on recognition by front officers (8,14 points) and effective distribution of work by managers (8,14 points) as well as a possibility to learn and gain knowledge from their colleagues and co-workers. Moreover, the satisfaction was also determined by awareness of adopted changes in a virtual company, and this gave a feeling of safety.

If virtual employees were offered similar work in a similar organization they would still stay in their because they were proud of working exactly there, they had means necessary to perform their work, work policy and procedures were applied to all employees and this shows that there is no any big discrimination in virtual organizations where everybody is complimented or penalized in spite of the taken position. But if that was offered to traditionally working employees, they would also take a the possibility to stay in the same place as they thought their co-workers were very friendly and the manager distributed work rather effectively without burdening them with additional work.

*Groups of working conditions in the company and stress at work.* Most of respondents in virtual companies stated that working conditions in their organization were good as they had enough means and tools to work well. Employees continually improved their skills and learned new things useful in the future to perform jobs or working, matters related to them were also discussed. Working conditions also have strong relation with satisfaction with present front officers as this creates good working atmosphere for employees when they do not feel any tension dealing with the front office. Results for traditionally working employees showed that they also felt safe working in their work places (8,35 points) (see Annex G, S), therefore, everybody thought there was no need to worry about safety and, thus, their all energy could be given to keeping good relations with the clients who are important for an organization as a source of benefit. Employees were supplied with necessary means and tools to perform their job, that is why they undertook work which they did not have to, additional, traditionally working employees were subject to perfection therefore they were skillful enough to perform one or another task.

Both virtually and traditionally working employees were sure that what they were doing was meaningful. The managers encouraged independence of working people, they always informed them about changes in the organization and thought that the main thing was to maintain the quality of service as this was the aim of the organization because the clients they served or supplied with any service brought them benefit and profit. Also traditionally working employees thought that learning from colleagues or co-workers directed them to right direction performing job in the work place. Virtually working employees dealt with tasks quite well because they were skillful enough meetings with colleagues help them to perform their job better and by all means they were satisfied with friendly co-workers in the organization. Whereas traditionally working employees also coped with assigned tasks because they were recognized at work for knowing how to fulfill work best, and they always did that, and if sometimes they needed some new knowledge or skills to perform one or another task they always learned.

In respect to the future employees in both types of organizations were optimistic and strong, working virtually employees thought that they were able to make a career, however, they would like to have more possibilities to improve their skills, to learn and make a career, and traditionally working employees stated that they could achieve something better that they had at present as they felt appreciated in their present job.

*Personnel training, team spirit and questions on working in a team.* Virtually working employees stated that they had enough knowledge to fulfill their work and they thought that this knowledge should be used to keep good relations with the clients. Employees improved their skills by learning via communication, from co-workers and colleagues. A friendly team, meetings with co-workers and managers as well as knowing that all efforts were joined to reach the aim helped them learn and perform their as well as make a career. The results of the research on traditionally working employees showed that they had enough knowledge to fulfill job in the organization (8 points) and, considering that there were enough means, tools and possibilities in the company to fulfill a job best, allowed the management of the organization be satisfied with work results.

Research showed that opinions of virtually working employees was heard at virtual meetings (8,16), and they stated that exactly dealing with collective helped to perform their work better. They felt recognized by their co-workers (8,14), and this resulted in better work results.

As most virtually working employees stated that the team was very friendly (8,86), therefore everybody had a possibility to learn from colleagues, co-workers, and good work results were always noticed by the front office. Although the team was friendly but there were some virtual employees who knew the ones who did not fulfill their work fully. Traditionally working employees also thought that their team was friendly, so they stated that they would not leave their organization, though a similar job in other company of the same type would be offered to them, and this fact that everybody's opinion was heard in meetings by the team about a particular problem discussed encouraged them to cooperate. When the team is good then a career becomes a pleasant goal of working activity without any stress.

Research showed that half of respondents working traditionally thought that they could perform their job on their own, mean while the other half stated that their work results could be better working in the team, than working alone. However, knowing that somebody did not perform one's job reduced trust working in the team but still everyone tried to perform tasks together, organize meetings where everybody could share his/her opinion and tried to learn from colleagues in order to reach the aim.

*Efficiency of management, fairness and questions on employee evaluation.* Virtually working employees were satisfied with their present front office: stimulated independence, always noticed good results, involved them in decision making, offered help and advice needed, distributed work efficiently. These factors were considered by employees as recog-

nition at work. Traditional working employees would plan their further career in the company because they were satisfied enough with the present management thought that they could reach much in the future as the front office encouraged their independence and tried to inform about the events in the company. Employees could apply for help to their managers when they had some questions related to work, for instance, how to maintain the quality of service which should be one of the main parts of organization strategies. The front office tries to distribute work well, inform everybody and create a favorable employable environment traditionally working employees. Value and appreciation at work by the front office was understood by virtually stated working employees as involvement in decision making as well as offer giving. Appreciation at work was understood by employees as satisfaction with their work performance. The front office stimulated independence employees, and this was a very important factor for them because their work nature obliged them to perform all work independently.

Fairness was understood by employees as payment corresponding to the functions, responsibilities, expectations, requirements, a reward for well performed work, payment they got met their needs.

Also a quite high indicator was that the policy and procedures in the company were often applied similarly to all virtual employees, rate of 8,00 points. Independence of employees was stimulated through the payment system in the company, a result based system.

Fairness in organizations was one of criteria on the grounds of which virtually working employees would continue their work even if they were offered a similar job in other companies.

From the viewpoint of traditionally working employees and speaking about justice in the company they stated that they knew who and when work was not performed, but they did not inform the front office about that, they thought it was unfair. The procedures and policy were usually applied to all of them without any exception, therefore all employees agreed with this question and valued that as a positive matter applied in the organization.

*Career of employees, functions of communication and work with clients.* Most virtually working employees thought that possibilities to make a career in the company were created they also knew that if some question arose they would always be able to rely on the front office. Respondents thought that they only would succeed in career in another organization; if they intended to do that they could do that in their present work place. Present payment did not fully correspond to their qualification but they thought that later having made a career they would be paid more.

Meetings and co-workers helped them to distribute work better and perform tasks in order to get best results.

With reference to the opinion of younger traditionally working employees they would be interested in a possibility of promotion, however, elder people already reached what they wanted, therefore rating of this question was about 6,81 points out of 10. Asked about promotion possibilities, their answers varied but did not imply that they were very good. The main aim of employed employees at present was promotion and a friendly team as a perfect help aiming at set tasks. All employees would willingly learn new things and skills to be used in their work dealing with assigned tasks.

Most virtually working employees stated that they liked dealing with clients when work was distributed by the managers, and when they were recognized for well done work, and this was the most important thing stimulating employees to work well. It was also important to maintain service quality and good relations with clients and virtually working employees thought that they had enough knowledge to do their work well, i.e. to maintain good level of service and relations with clients. Not only to maintain good service but also to maintain good relations with clients was important: traditionally working employees thought that it was important to feel safe at work, i.e. have enough means and tools to do work.

#### *Efficiency and fairness of the payment system.*

The payment system in the virtual organization was not satisfactory for all, however, arithmetic average of responses equaled to 8,14 points but the most strange thing was that traditionally working employees stated that the present payment system did not fully satisfy them: 6,67 points compared to the opinion of virtual organizations employees. Virtual respondents were asked if insufficient payment made them look for another job and all of them answered that it was not true; they were rewarded according to their experience.

Traditionally working employees also did not think that insufficient payment would make them look for another job because they were proud of working there, they got help when they needed it and were always informed and noticed.

With reference to research it is possible to state that answers divided to questions unequally whether virtual employees would prefer non-financial means of stimulation such as trips, tickets to events, sport clubs, etc. Some thought that this would not stimulate them, and gave least points, whereas others stated that it would be a very good means of stimulation, and gave maximum points. Answers of traditional employees showed that they would like to be stimulated by non-financial means (6,65 points) more, and aver-

age by virtual employees was only 5 points.

Virtually working employees stated that their payment corresponded to their experience, they were also satisfied with the held position, were recognized at work and always informed therefore they did not look for other jobs, but it obliges them to stay in the organization. Traditional employees thought that their payment did not correspond to their work experience very much (6,44 points), and they would like it to be a little higher to be more motivated to work and raise their qualification.

## **Conclusions**

1. In scientific studies analyzing personnel management problems not enough attention is given to the question how to motivate employees using the means of information technologies. Personnel management questions generally are studied assuming that employees work in the same premises or he/she is easily reachable by the supervising personnel.
2. Personnel motivation issues in the virtual organization are little analyzed therefore personnel motivation theoretical models and their application practice do not meet market requirements put by the outspread of information technologies.
3. Main problems arising in the virtual organization are as follows: compatibility of organization members, conformity of information communication means to the maintenance of connection, lack of activity coordination and informal intercourse as well as lack of loyalty to the organization itself; openness problems of participating partners in the organization are also stressed.
4. On the grounds of research it was identified determined that for virtual personnel the main and the most significant are the following groups of motivation factors: policy of dealing with clients, efficiency of management, valuation of team spirit, valuation of employees by the front office, satisfaction at work, functions of intercourse (communication), working conditions, personnel training, team work. Therefore, the front office of the virtual company should pay attention to the following factors of motivation and look for adequate means of motivation in order to get more productive work of the staff. Traditionally as well as virtually working personnel value the policy of dealing with clients, labour conditions, personnel training, satisfaction at work, valuation of team spirit and efficiency of management.
5. It was identified in research that employees of a new type of organizations would be mostly motivated by interesting and stimulating work, incentive payment and a possibility for perfection, for

employees of traditional organization the most important is interest and only then interesting and stimulating work, possibility for perfection and raise of qualification.

6. Independent decision making is a more important factor of motivation for virtual employees, for traditional employees it is more important to be responsible for the performed work. A possibility of promotion and recognition by co-workers and the front office are evaluated in both types of organizations similarly. Virtually working employees are more motivated by intercourse with others comparing to traditionally working ones, and employees of traditional organizations feel motivated when they have an aim.
7. Further research are necessary for the search of solutions of arising problems in virtual organizations. Successful problem solving of personnel management in virtual organizations would allow a wider use of virtual organizations in solving business problems arising under the conditions of globalization.

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## Virtualios ir tradicinės organizacijos – personalo motyvacijos ypatumai

### Santrauka

Informacinių technologijų plėtra ir jų naudojimas versle kelia naujų iššūkių verslo organizacijoms. Darbas naujomis, informacinių technologijų plėtros, sąlygomis turi ne tik privalumų, bet kelia ir tam tikrų problemų bei naujų konfliktų organizacijos viduje. Personalo vadyboje taikomų modelių ir šiuolaikinių rinkos reikalavimų neadekvatumas gali lemti verslo organizacijų konkurencingumo mažėjimą, galimų rinkų praradimą. Globalizacijos sąlygomis vykstant sparčiai informacinių technologijų plėtrai, verslo organizacijos gali pasiekti geografiškai nutolusius darbo išteklius, tačiau teorinių personalo motyvavimo modelių trūkumas neleidžia efektyviai jų naudoti didinant organizacijų konkurencingumą. Dėl informacinių technologijų specifikos susiduriama su naujomis personalo valdymo problemomis.

Straipsnis skirtas personalo valdymo problemoms spręsti virtualioje organizacijoje naujomis,

globalizacijos ir informacinių technologijų plėtros veikiamomis, verslo aplinkos sąlygomis. Straipsnyje, remiantis atliktais tyrimais, nagrinėjami virtualių ir tradicinių organizacijų personalo motyvacijos, įgyvendinant organizacijos tikslus, ypatumai, išskiriami panašumai ir skirtumai. Straipsnyje aprašyta virtualių organizacijų personalo motyvacijos tyrimo metodika, pateikiama tyrimo rezultatų analizė, formuluojamos išvados ir pasiūlymai. Tyrimo metu nustatytos virtualių organizacijų darbuotojų prioritetinės motyvacijos veiksmų grupės: vadovavimo efektyvumas, bendravimo funkcijų užtikrinimas, komandinis darbas. Straipsnio rezultatai gali būti panaudoti kuriant virtualių organizacijų personalo motyvacijos modelius.

**Prasminiai žodžiai:** virtuali organizacija, informacinės technologijos, globalizacija, planavimas, personalo motyvacija.