The motivational potential of work: modern practices of influence

Tsareva Natalia Aleksandrovna, candidate of political sciences, associate professor of the department «Economic and Management»
Vladivostok State University of Economics and Service
(690014, Russia, Vladivostok, st. Gogolya, 41, e-mail: natsareva@mail.ru)

Abstract. Modern economic conditions push to restructure the conventional norms and rules, involving the employee as the rethinker of his work (job crafting) and a co-developer of personnel management programs. A new trend has become the involvement of the employee in the personnel management process through his active participation in the development and implementation of personnel development programs, well-being programs, job crafting intervention. The theory of work design by R. Hackman and G. Oldham contains the key characteristics of work that determine the level of employee motivation. As part of the study, the motivational potential of work was identified by diagnosing the degree of personnel autonomy, receiving feedback, and understanding the importance of the work of employees of service enterprises. Low degree of implementation of these key operation characteristics employees at the enterprise hinders the satisfaction of their basic psychological needs, which leads to constant psychological tension and, as a result, burnout. The article discusses tools that have a positive effect on the key characteristics of work, such as well-being programs with elements of gamification, assistance to rethinking work (job crafting), the implementation of which will increase employee motivation and achieve the company's strategic goals.

Keywords: motivational potential of work, key characteristics of work, staff involvement, well-being concept, job crafting

1. Introduction

Over the last few decades, scientists have studied the ways to increase labor productivity and employee satisfaction. Motivation is a process that awakens, activates, directs, and supports the labor behavior of employees, determines the growth of labor productivity (Luthans, 1998). This is the internal state of the employee, prompting him to act to achieve a certain efficiency in performing tasks. Motivation can be seen as the source of employee overperformance in the workplace. Work is a set of tasks and work relationships that are grouped together and assigned to an individual. Scientists have long been studying the way of organizing work, choosing conditions to create, and motivating an employee. Research in effective human resources management has traditionally been based on the basic assumption that managers design workplaces for employees bottom up, which puts the latter in a relatively passive role in performing their functions. In modern economic conditions, active involvement of employees in the development and implementation of various efficiency improvement programs is the only thing to ensure the company's success and productivity growth.

The objective of the research is a theoretical justification, the development of a set of measures for the motivational potential of work, contributing to the growth of personnel efficiency. Based on this goal, it is necessary to perform the following tasks: study the relationship between the components of the motivational potential of work, develop a methodological basis for studying the motivational potential of work, and propose recommendations for the development of key characteristics of the work of employees.

2. Methodology

Starting with the theory of scientific organization of labor by F. Taylor, researchers focus on ways of organizing work and try to ensure maximum productivity. As a representative of the "school of scientific management", F. Taylor proposed conditions for more efficient labor activity:

the dependence of an employee's wages on the quantity and quality of his products (Taylor, 1911). Motivation, usually driven by a need for achievement, disappears as soon as this need is satisfied. Herzberg's two-factor theory of motivation suggests that the main determinants of employee motivation are factors inherent in the work performed (i.e. recognition, approval of work results, responsibility, promotion, professional growth opportunities) that are motivators (Herzberg, 1966). "Hygienic factors", such as working conditions, wages, social and psychological climate, do not lead to an increase in employee motivation but are necessary prerequisites.

The most popular theory of work design by R. Hackman and G. Oldham (Job Characteristics Model (JCM)) includes five key characteristics of work, i.e. autonomy, skill diversity, task identification, job relevance, and feedback, which determine how satisfied employees are with their work and are motivated to perform highly efficient activities (Hackman & Oldham, 1976, 1980). R. Hackman and G. Oldham explain that job characteristics are a set of variables that link the nature of work with the conditions that determine the work behavior of employees (Hackman & Oldham, 1974). Job characteristics can lead to a full awareness of the importance of work, an awareness of responsibility for the results of labor, knowledge of the real results of work through a built-in positive feedback from the management (Prameswari, 2019). The mathematical equation developed by the researchers for assessing the motivational potential of work (Motivation potential score (MPS)) determine not only the components that motivate the employee to perform tasks but also to influence certain key job characteristics, enhancing the motivational potential of the work. Evaluation and follow-up activities to increase the motivational potential of work influence the level of engagement (Oldham, Hackman, 2010).

Let's consider some of the key characteristics of the work. Autonomy is defined as the degree of control in the workplace. The autonomy granted as the management trust and respect to the employee allows developing the employee's feelings of affinity to the organization. Research on autonomy (and control) has shown positively association of autonomy with productivity and job satisfaction (Humphrey et al., 2007). The growing diversity of skills at work can lead to greater competence among employees, while eliminating the monotony arising from repetitive work activities. In terms of the identity aspects of tasks, understanding the integrity of the workflow will also increase employee productivity and job satisfaction. As for the significance of the task, when employees believe the work they perform is especially significant for the organization, they feel responsibility for what they do (Hackman, Oldham, 1974, Akhmetzhanova, Stepanko 2018). When employees receive feedback on how successful they are at their work, they feel respect and recognition from management, which motivates them to work better (Arnaut, Mitrofanova 2018, Masilova, 2020). An increase in the motivational potential of work prevents the spread of such phenomena as absenteeism, stress, and burnout.

Recent decades of research have shown that burnout is often the result of high work demands, i.e. aspects of work that require sustained physical, emotional, or cognitive effort (Demerouti et al., 2001). After prolonged exposure to high work demands, employees become chronically depleted and psychologically distant from their work (Xanthopoulou et al., 2007). When there is lack of resources such as feedback, autonomy and a variety of skills, work begins to lose its meaning and interferes with the satisfaction of basic psychological needs (Bakker, Demerouti, 2017). According to the theory of self-determination (Deci, Ryan, 1985), basic psychological needs include the need for competence, autonomy, and relations with other people. When employees lack autonomy and regular feedback and cannot grow professionally, they lose interest in their work and develop negative attitudes (Bakker, Demerouti, 2018, Bakker, 2020). Job resources weaken the link between job demands and burnout as they facilitate effective and healthy coping with job demands (Yakimova, Tsareva 2019). According to E. Deci and R. Ryan, internal motivation is inherent not only in the feeling of independent choice (autonomy) but also in satisfaction, joy from the performed activity. As a result, there is a link with achievement and a negative correlation with anxiety (Ryan, Deci, 2000). Work resources are the means the basic human needs are met through: self-determination, involvement, competence (Deci, Ryan, 2010). Employee autonomy becomes a motivational component that provides employees with the opportunity and the information they

need to make changes to their job characteristics based on their individual abilities and needs (Tims, Bakker, & Derks, 2013).

3. Results and discussion

Based on the works of the authors who studied the problems of motivation for work, we tried to identify the motivational potential of work: the degree of personnel autonomy, feedback, understanding of the importance of work, as well as burnout contributing factors. The methodology for measuring the satisfaction (loyalty) of A. Zenirova's personnel was taken as a basis using the 5-point Leukert scale (Zenirova, 2014). Key points the employee's satisfaction with some of aspects of work was assessed are enterprise prospects, management style, psychological climate, working conditions, the content of the work performed, the possibility of self-fulfillment, and career growth. The respondents were also asked questions to determine the degree of psycho-emotional stress at work from the "Resources and Job Requirements" questionnaire (Bakker, Demerouti, 2017).

The respondents were two groups of employees of Russian service companies. The grouping criterion was the type of interaction with customers - direct (front office) or mediated (back office). The back office included employees who perform administrative, service management functions of the business. The sample of empirical research consisted of 152 respondents: 51.3% - back office employees, and 48.7% - front office employees. The age range of the respondents is 23-47 years old. The sample is dominated by women (73.7%). The research is focused on identifying the general job satisfaction for different categories of employees and analyzing individual characteristics of work: the degree of autonomy, feedback, the importance of work, and a variety of skills (Table 1).

Table 1. Research on key job characteristics

Employees	Autonomy	Feedback	Variety of skills, identification of the task, and job relevance	Psycho-emotional stress
Front office	3.17	2.36	2.86	2.8
Back office	3.01	2.56	2.85	2.72

Front office and back office employees exposed to a severe psycho-emotional stress have shown a low level of feedback organization and autonomy. The majority of employees answered 'yes' to the question "Does your work require constant stress of alertness?" (mean - 4.1). Burnout factors are an unbearable workload, a vaguely defined area of responsibility, poor feedback, and tight deadlines. Rethinking the changes, the employees make to work (job crafting) broadens the perspectives of workplace design, including changes that employees make to their work functions (Wrzesniewski, Dutton, 2001). Wrzesniewski and Dutton identified three motives for employee rethinking of work: the need to control their work, the need to create a positive self-image, and the need to stay in touch with others (Wrzesniewski et al., 2013). Rethinking one's work refers to the active adjustments people make to their tasks, attitudes, and cognitions to make their work more meaningful and less stressful.

Mental well-being can be defined as an asset or resource that provides positive states of well-being and empowers people to reach their full potential (Koren et al., 2020, Yakimova, 2020, Tsilitsky et al. 2021). Mental health is considered as "a state of well-being in which a person is aware of his/her abilities, can cope with stressful situations, be productive and contribute to his/her community" (WHO, 2016). The Global Wellness Institute's report on the future of well-being at work indicates that evaluating employees' perceptions of their company as caring for their health and wellness (37%) led to significant improvements in overall employee health and engagement/satisfaction (Global Wellness Institute, 2016). More and more companies have been using the well-being concept and developing comprehensive well-being programs subject to the following components: physical, mental, financial, social and public well-being (health). Recognition programs, maintaining the balance of family and work, facilitating employee initiatives to plan their professional development, measures to reorganize workplaces, building a corporate culture based on the key characteristics of work ensure high labor efficiency.

Conclusion

The previously routine organizational interventions, i.e. top-down management initiatives that target the entire organization or teams, do not provide the expected effect in today's environment. Only considering the individual initiatives of employees for changing the key characteristics of the work can bring success. Examples are the introduction of new methods of human resource management (Varkulevich, Beloglazova, 2018, Titova, Terentyeva, 2020, Nedoluzhko et al., 2016). Formation of proactive behavior of employees, growth of motivational potential of work ensure an increase in the share of involved employees. The involved employees are loyal to the company, participate actively in its promotion, and put more efforts to achieve the company's goals. Other positive effects of employee engagement are increased employee productivity and organizational commitment. All work resources that are part of the motivational potential of the work are located in opposition to the requirements of the work. In this ratio, the more the company strengthens the key characteristics of the work, the less likely there will be psycho-emotional burnout of employees. The work on strengthening the key characteristics can proceed in several directions:

involvement of an employee in planning tasks,

involvement of an employee in planning professional growth and development,

stress management trainings,

online recording of stressful work moments with mobile application,

job crafting intervention,

promotion and implementation of the well-being concept,

the use of elements of gamification, virtual reality in teaching interaction with clients.

The key job characteristics have had and will have an impact on increasing the internal motivation of the employee, job satisfaction, the involvement of personnel, and reducing the employees' psychological stress, turnover, and absenteeism.

Arnaut M.N., Mitrofanova T.V. (2018). Personnel management: essence, approaches to interpretation, models. Azimuth of scientific research: economics and administration. Vol.7. No. 1(22) P. 22-25.

Akhmetzhanova G.V., Stepanko A.A. (2018). Training of a future teacher for work under the conditions of inclusive education: motivational aspect. Baltic Humanitarian Journal. Vol.7. No. 1(22). P. 181-184.

Bakker, A.B., Demerouti, E. (2017). Job Demands–Resources theory: Taking stock and looking forward. Journal of Occupational Health Psychology, 22(3), 273–285.

Bakker, A.B., Demerouti, E. (2018). Multiple levels in job demands-resources theory: Implications for employee well-being and performance. In E. Diener, S. Oishi, & L. Tay (Eds.), Handbook of wellbeing. Salt Lake City, UT: DEF Publishers. DOI:nobascholar.com

Bakker A.B., J.D. de Vries (2020). Job Demands–Resources theory and self-regulation: new explanations and remedies for job burnout, Anxiety, Stress, & Coping. 34:1, 1-21.

Demerouti, E., Bakker, A.B., Nachreiner, F., Schaufeli, W.B. (2001). The job demands–resources model of burnout. Journal of Applied Psychology, 86(3), 499–512.

Deci, E.L., Ryan, R.M. (1985). Intrinsic motivation and self-determination in human behavior. New York: Plenum.

Deci, E.L. and Ryan R.M. (2010). Self-determination. John Wiley & Sons, Inc.

Global Wellness Institute. (2016). The future of wellness at work. New York, NY: Global Wellness Institute.

Hackman, J.R., & Oldham, G.R. (1974). The job diagnostic survey: an instrument for the diagnosis of jobs and the evaluation of job redesign projects. JSAC Catalog of Selected Documents in Psychology, 4, (148), (MS No. 810).

Hackman, J.R., & Oldham, G.R. (1976) Motivation through the design of work: Test of a theory. Organizational Behavior and Human Performance., 16, 250-276.

Hackman, J.R., Oldham, G.R. (1980) Job Redesign, Addison-Wesley.

Herzberg, F., (1966). Work and the Nature of Man. Cleveland: World Publishing Co.

Humphrey, S.E., Nahrgang, J.D., Morgeson, F.P. (2007) Integrating motivational, social, and contextual work design features: A meta-analytic summary and theoretical extension of the work design literature. Journal of Applied Psychology, 92: 1332–1356.

Koren, A.V., Bondarenko, T.N., Pustovarov, A.A. (2020) Human wellbeing as the main factor of economic growth. Universidad y Sociedad. 12 (5), pp. 172-177.

Luthans, F. (1998) Organizational Behavior. McGrawHill, Boston.

Masilova, M.G (2020) Internal outsourcing as personnel process optimization in a large company. Reice: revista electrónica de investigación en ciencias económicas Vol.8 (16) 543-555 p.

Nedoluzhko, O.V., Varkulevich, T.V., Baturina, O.A. (2016) Evolution of individual's intellect as basis for forming intellectual capital of organization. Journal of Advanced Research in Law and Economics, 7 (2), pp. 332-340.

Oldham, G.R. and Hackman, J.R. (2010). Not what it was and not what it will be: The future of job design research. Journal of Organizational Behavior, 31(2-3): 463-479.

Prameswari, G.A. (2019) The effects of job characteristics on work engagement RJOAS, 1(85), January 475 DOI 10.18551/rjoas.2019-01.58

Ryan, R.M., Deci, E.L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. Contemporary Educational Psychology, 25, 54-67.

Taylor, F.W. (1911). The Principles of Scientific Management. New York, NY, USA and London, UK: Harper & Brothers

Tims, M., Bakker, A.B., Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. Journal of Occupational Health Psychology, 18, 230-240.

Titova, N., Terentyeva, T. (2020). Principles of circular economy introduction in Russian industry. Universidad Y Sociedad, 12(5), 203-208.

Tsilitskii V.S., Mamylina N.V., Khabibullin F.Kh., Plotnikov A.Iu. (2021) Development of sustainable motivation for a healthy lifestyle in future teachers by personalization. Baltic Humanitarian Journal. Vol. 10. No. 2 (35). P. 194-197.

Varkulevich, T.V., Beloglazova, V.A. (2018) Organizational and methodological foundations of effective personnel policy of the state university. Azimuth of scientific research: economics and administration. Vol.7. No. 2(23). 43-47.

World Health Organization (WHO). (2016). Global Health Observatory (GHO) data. Geneva, Switzerland: WHO.

Wrzesniewski, A., Dutton, J.E. (2001). Crafting a job: Revisioning employees as active crafters of their work. Academy of Management Review, 26(2), 179–201.

Wrzesniewski, A., LoBuglio, N., Dutton, J.E., Berg, J.M. (2013) Job Crafting and Cultivating Positive Meaning and Identity in Work January. In book: Advances in Positive Organizational Psychology.

Xanthopoulou, D., Bakker, A.B., Dollard, M.F., Demerouti, E., Schaufeli, W.B., Taris, T.W., & Schreurs, P.J.G. (2007). When do job demands particularly predict burnout? The moderating role of job resources. Journal of Managerial Psychology, 22(8), 766–786.

Yakimova, Z.V. (2020) Emotional intelligence in employee activities internal affairs bodies. Azimuth of Scientific Research: Pedagogy and Psychology. Vol. 9. No. 4(33). P.412-418.

Yakimova Z.V., Tsareva, N.A. (2019). Commitment and psycho-emotional stress of employees. Azimuth of Scientific Research: Pedagogy and Psychology. Vol. 8. No. 4 (29). P. 393-398.

Zenirova A. (2014). Methods of measuring job satisfaction (loyalty). Personnel Management. No. 14 (July).