

# Motivation in Today's Environment

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## ABSTRACT

A motivation system existing in the organization is one of the most effective tools to ensure proper performance of work. The article describes the author's position concerning modern views on staff motivation. The results of studies of the students' motivation to attend classes in the educational organization, held over the years, are presented. The attitudes of students (future employees) regarding modern motivation are also discussed such as what type of motivation is the most preferred from their point of view, what can interest a modern employee and turn his/her focus towards achieving better performance results.

**Keywords:** *motivation, motivators, demotivators, student surveys results*

## 1. INTRODUCTION

At the present time, the so-called time of innovations, time of digital economy development, a huge number of various researches are carried out. Emergence of new sub-branches in an existing branch is studied, for example, the necessity of separation of transport medicine in the public health care is under consideration in connection with the demand for medical support of passenger transportation services [1]; the prospects of evolution of existing branches of industry in the present-day conditions, for example, the prospects of Russia's coal industry in the conditions of transition to the new energy structure, are investigated [2]. The branches that are highly topical for the economy are developing actively, for example, such branches as science-intensive and high-tech branches [3, 4]. The requirements to present-day workforce and, accordingly, to the graduates of educational organizations, are being updated. The present time is the time of trans-professionals and innovators.

In this connection, the issues of motivation to high-quality performance of work become especially important.

It is worthwhile to note that the problem of motivation is topical at any time.

The problem of motivation has been a constantly topical issue. There are many different theories of motivation that are still being studied and are quite effective (A. Maslow, F. Herzberg, V. Gerchikov, and others). However, at the present time, it would be necessary, perhaps, to move on to individual motivation subject to personality and demands of a particular individual. For example, some companies draw up the so-called motivation menu: payment of travel costs, payment for telephone calls, lunch, reimbursement of expenses for gasoline, training (advanced training), etc. And now one can offer to draw up such motivation menu

only for each individual employee, using a certain set of 'benefits'. However, for doing so, surveys of employees are to be conducted on a regular basis.

As to the new motivators, the terms 'benefits' (additional privileges and compensations) and 'bonuses' (reward, incentive for successful completion of the assigned task) sound familiar. However, nothing new has been offered as motivators in terms of these words, except for the words themselves.

There are many different instructive examples of employee motivation in well-known companies: flextime (Google, Yandex), 15% of the time can be spent on studies using the company's equipment (3M), feedback from employees on the work of their colleagues (Second Life), transformation of non-prestigious jobs into prestigious ones (Walt Disney, and a good example is that at Auchan there is a job of 'hôtesse de caisse' rather than that of a 'cashier'), etc. Strange as it may seem, there are huge companies in which the director, summing up the company's performance results, shakes hands with his employees in public, and this is a good and effective motivator for them.

At the present time, there are companies that welcome a healthy lifestyle of their employees and pay bonuses to those who live such healthy lifestyle. There are companies that take care not only about their employees, but about their families as well. For example, they pay for the vacation packages for their employees to trip abroad, and their family members get the same at a 50% discount. In modern companies, it is popular to arrange joint trips to play sport.

The conclusion is obvious: there are no new motivators yet; we just need to study our employees well and build up a motivation system subject to their demands. But the main thing is that there are some rules of motivation: appreciate your people in public and criticize them in private. Based on personal experience, we can say that many modern managers do not adhere to this rule and do just the

opposite.

It is also important to consider individual features of the person when motivating. One needs to be scolded a little to motivate while the other just needs to be told what he did wrong. However, there are managers (professors, teachers) whose managerial style is to constantly scold everyone (even they do not deserve it), because they believe that by doing so they set a person down and hold him at bay, without letting him relax, so that he would think that he failed to please the teacher and have to do more than his best. In the author's opinion, this is not a correct but somewhat 'unhealthy' motivation; it can rather be attributed to the demotivating factors. The lack of information on the work is also demotivating. Some managers believe that employees themselves should get the information they need (e.g., administrative orders etc.). Knowing the demotivators and refusal to use them (rejection thereof) is a motivation too.

Non-material motivation ceased to be effective at one time, but now it is reviving. Many employees value letters of commendation and certificates of appreciation and even collect them, so to speak.

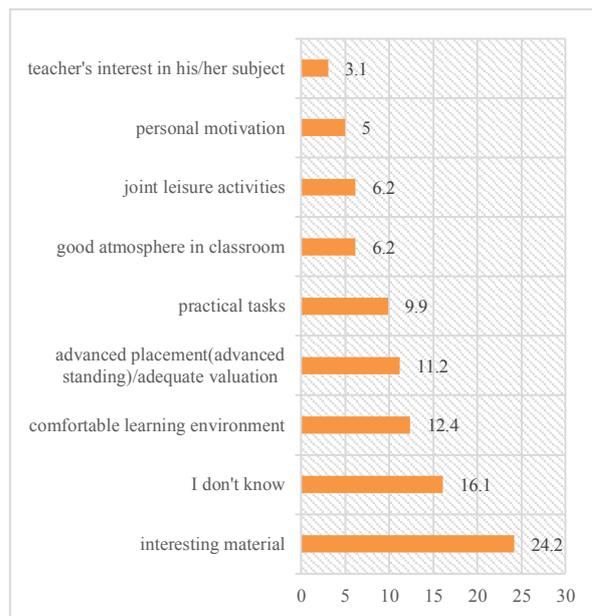
A good team is a very effective motivation to carry out professional activities. All too often, the place of employment is the second home and people spend more time at work than with their family and friends

## 2. METHODOLOGY

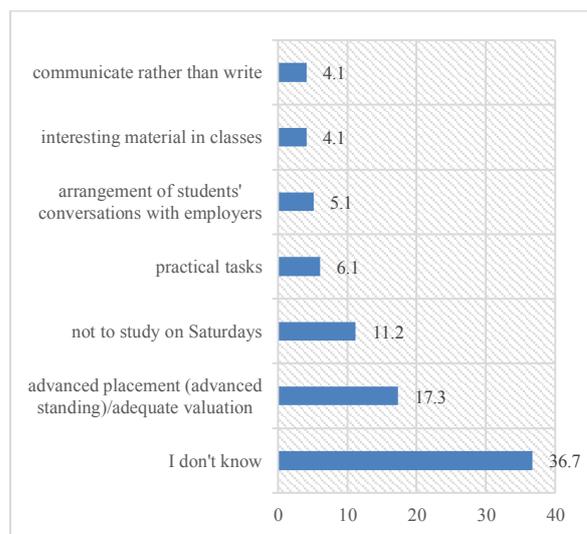
For many years, a survey had been conducted among all year students in order to identify the factors that motivate them to attend classes in an educational organization. In 2009-2010, 161 respondents were interviewed, in 2011 – 91 respondents, in 2012 – 104 respondents, in 2013-2014 – 52 respondents and in 2015-2016 – 77 respondents. In 2019, an oral survey of first and second year students of Russian Technological University (RTU MIREA) was conducted. 102 respondents took part in the survey.

## 3. RESULTS AND DISCUSSION

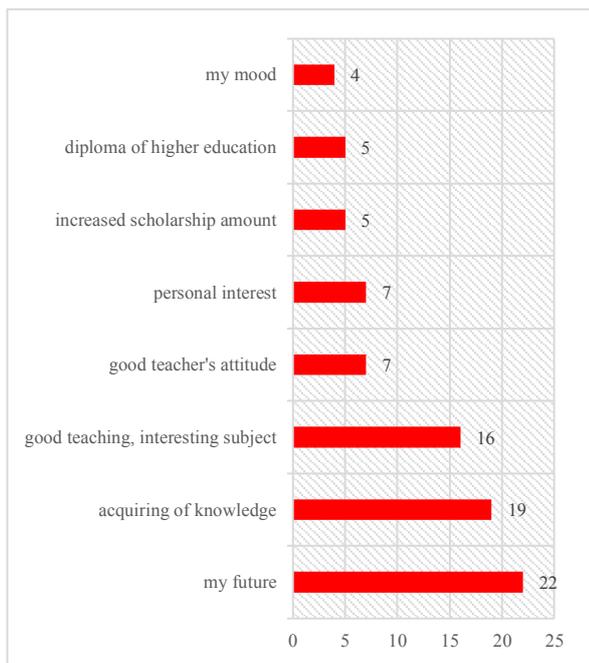
The obtained data on the students' motivation show how different results can be (Figures 1 to 5).



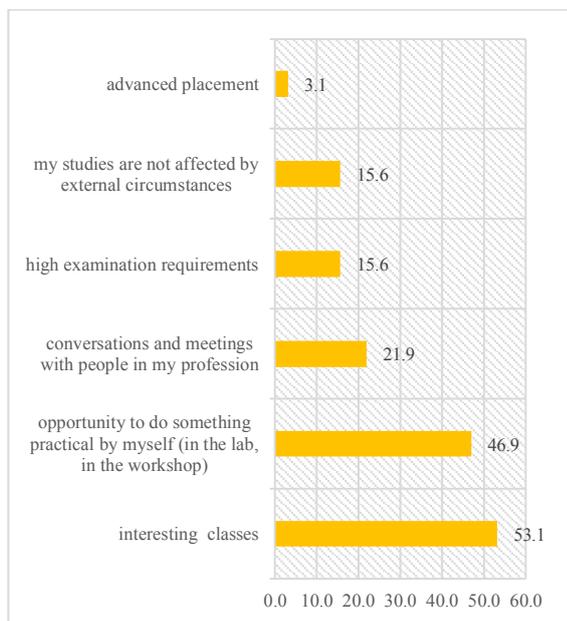
**Figure 1** Distribution of students' answers (Survey 2009 – 2010, 161 respondents, in % of the total number of respondents)



**Figure 2** Distribution of students' answers (Survey 2011, 91 respondents, in % of the total number of respondents)



**Figure 3** Distribution of students' answers (Survey 2012, 104 persons, in % of the total number of respondents)



**Figure 4** Distribution of students' answers (Survey 2013-2014, 52 students, in % of the total number of respondents)

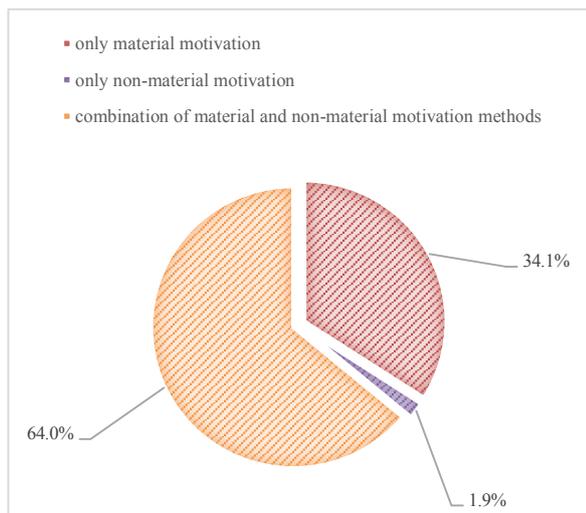


**Figure 5** Distribution of students' answers (Survey 2015-2016, 77 participants in the Survey, in % of the total number of respondents)

Basically, with the exception of the data of the survey conducted in 2011, the leading answer is “interesting classes”. And quite a popular answer is “advanced placement (advanced standing)”. The expression “interesting classes” means obtaining knowledge, skills and abilities necessary for future work, up-to-date (not outdated) information, interesting practical tasks, and development of one’s own projects. According to the received data, the survey conducted in 2012 differs. In this survey, the answer that got the most votes (22%) is “my future”, and the opportunity to get new knowledge motivates some students to attend classes (19%).

In 2019, an oral survey of the 1<sup>st</sup> and 2<sup>nd</sup> year students of the RTU MIREA was conducted. 102 students participated in the survey. The following questions were asked in the survey: 1) What methods can be attributed to material and non-material motivation of labor activity? 2) What kind of motivation is preferred? 3) Dilemma: good team or high salary — which is better?

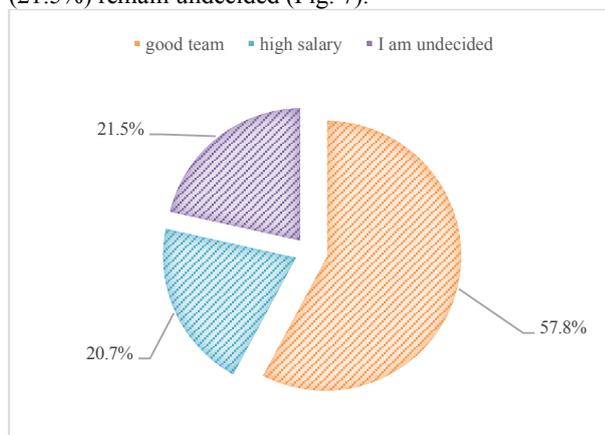
When answering the question about the methods, mainly salaries and bonuses were attributed to the methods of material motivation, and among the non-material motivation methods were such methods as: certificates of appreciation, employee status upgrading, approval by the team, career advancement, respect by the management and by the team, and just “thank you” for the work done. The majority of respondents (64%) have chosen the combination of methods of both types of motivation (material and non-material) as the answer to the second question about the preferred type of motivation. The results of answers to this question are displayed in Figure 6.



**Figure 6** Diagram of answers to the question: What kind of motivation at work is preferred by you?

The survey participants that preferred a non-material type of motivation (1.9%) were asked to give reasons for their preferences. And the answer was: “This is an advertising of myself, my abilities for the future”. Something like an on-the-job training or internship in a company, with no pay.

Then the students were offered a specific situation: after graduation from the university you have two job offers: 1) your salary is 100,000 rubles, but the team is such that you are experiencing stress all the time (they interfere with your work, conceal information, etc.); 2) your salary is 50,000 rubles, but the team is good (they assist you in your work, there is mutual understanding, etc.). Which option would you prefer? Most respondents have chosen job in a good team (57.8%), and 20.7% of respondents have preferred the salary to a good team (some of them explained their preference as follows: they would work a little and earn capital, and then they will leave and have a new job in a good team), and around the same number of respondents (21.5%) remain undecided (Fig. 7).



**Figure 7** Diagram of selection of the offered options

#### 4. CONCLUSION

Up-to-date professional qualifications, innovative thinking that should be developed in young specialists, as well as the ability to develop something new become today the most significant factors of economic and technical progress in the conditions of formation of innovative economy, i.e. knowledge-based economy. However, the main problem with the development of high technologies lies in the insufficient quality of available human resources and in the extremely poor implementation of the existing potential. According to Western specialists, with the current pace of scientific and technological development, most employees need to change their professions and qualifications at least 4 to 5 times during their work life in order to keep up with changes in production. According to employers, there is a significant gap between the desired and actual level of competence of young specialists. And among the obstacles to effective professional activity are as follows: “lack of ability to work independently”, “lack of experience of interaction with a real sector” (a gap of 1.5 times), insufficient “communication skills” (a gap of 1.4 times), lack of a broad contextual thinking and a comprehensive understanding of the industry, no understanding of the economic patterns of functioning thereof (a gap of 1.4 times) [5, 6]. The development of an effective system of motivation both in an educational organization (to attend classes and perform practical tasks) and at workplace can partly solve the above-enumerated issues as well. In conclusion, it is worth pointing out that modern motivation should be individual for each employee.

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