

## Motivational Types of Professional Retraining Programme Attendees

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### Abstract

Demand for education is consistently high in Russian society. Apart from basic higher education, various retraining programmes account for a large share in service sector. The main goal of the retraining programme on Managerial Personnel Training for National Economy (the President programs) is to teach people having primarily engineering education how to manage a modern company. The article examines basic motivational types of retraining programme attendees. Knowledge of motivational types and ways of defining them are required for education programme design, however, this problem is currently neglected, which results in poor education quality..

**Key words:** motivational type, entrepreneur, demand for education, behavior peculiarities, education peculiarities.

Focus on market mechanisms in Russian economy is a factor that indicates radical changes in public life and shapes new understanding of civic position in psyche of people, i.e. the role of an active player in the economic activity. Over the years, the author of the current research has studied the motives to choose business activity instead of dependent employment [1]. The work as a management consultant, educator in MBA programmes and the Presidential Management Training Programme (training of managerial personnel for the organizations of national economy), and business trainer contributed to regular interactions and information exchange between entrepreneurs of Tyumen and Tyumen region (the study involves the data on Tyumen and Tyumen region). The frontier of the research is 6 years (2010-2016).

The respondents are primarily from Tyumen Petroleum University, most of them having higher education and being in need for management retraining.

Respondents' characteristics are listed in Table 1.

Motivational theory of Gerchikov was taken as a basic method of the research [2, 3]. The Motype test created by V.I. Gerchikov, observation method and diagnostic interview were used. Initially, there was no purpose to provide classification of entrepreneurs of Tyumen region. The test was conducted to familiarize the programme attendees with the opportunities of motivation methods. Only in the third year of the research, we noticed the regularity in respondents' responses and motivational types. Therefore, we started conducting the same test almost in all groups of programme attendees.

Motivational theory of Gerchikov suggests two mutually exclusive motivational types: achievement and avoidance. People of the first motivational type work in order to achieve the set goals that may be money (instrumental type), professional growth (professional type), independence in choosing work performance tools, duties

Table 1. Characteristics of respondents-attendees

№	Indicator	The number of persons	The number, %
1.	<b>Industry:</b>		
1.1.	Civil engineering	43	12
1.2.	Production of consumer goods	21	6
1.3.	Transport service	29	8
1.4.	IT-service	57	16
1.5.	Service for business sector (juridical, tax, marketing consulting, ad services)	32	9
1.6.	Medical service	36	10
1.7.	Oil, gas and petroleum product production and selling	53	15
1.8.	Telecommunications	18	5
1.9.	Bank and finance services	14	4
1.10.	Wholesale and retail trade	25	7
1.11.	Food services	21	6
1.12.	other	7	2
2.	<b>Business size:</b>		
	small	133	37
	mid-sized	198	56
	large	25	7
3.	<b>Trainee status</b>		
	business owner	78	22
	hired director, a stockholder	64	18
	hired director having no share in business	153	43
	head of department	32	9
	work performer	25	7
	other (unemployed)	4	1
4.	<b>Sex</b>		
	male	258	72
	female	98	28
5.	<b>Age</b>		
	up to 30 years	42	12
	31-35	68	19
	older than 35	246	69
	<b>Total</b>	<b>356</b>	<b>100</b>



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and applied efforts (host type), and affiliative orientation (patriotic type).

The employees of the second type do not want to work and consider work as a punishment. The main motives are horror and avoidance of horror. V.I. Gerchikov characterized this type as lumpen one. As a rule, pure motivational types are rare, therefore, our purpose was to identify the predominant type and the difference between the types combined in a personality.

At the first stage of the research, it was revealed that host motivational type prevailed in the attendees who are the owners of mid-sized business in real sectors of economy (civil engineering, transport, production of consumer goods). It was obligatory followed by instrumental type. The combination of these two motivational types was registered in 91 % of cases. The lumpen and patriotic types were almost absent (2-3%). Other motivation types were also registered.

Table 2 presents the averaged motivational type of an entrepreneur.

For convenience, we use abbreviated names of the motivational types:

(I) – instrumental type, motivation is material side of reward;

(P) – professional type, the motivation is interest in professional activity. The work which is not interesting is done with low efficiency;

(H) – host type, motivation is freedom in goal setting, with goals are not necessary coinciding with the goals of a company;

(Pat) – patriotic type, motivation is recognition, sense of purpose, efficiency of combined efforts and work;

(L) – lumpen, motivation is comfort, avoidance of punishment, the main value is to get settled in life.

The combination of the first types is of particular interest. The more obvious combinations are as follows: HI (host – instrumental), HP (host-professional), PI (professional-instrumental), IPat (instrumental-patriotic), HPat (host-patriotic), IL or LI (instrumental-lumpen), and etc. The described types are most common.

Among business owners and hired directors-stakeholders, the host-instrumental type is predominant. Such entrepreneurs prefer having their own business to dependent employment as the latter can hardly provide them with the required income. Activity areas are as follows: wholesale and retail trade, civil engineering (100% of entrepreneurs demonstrate this type), transport service, food service (this type prevails). The peculiarity of the HI type is favoring short-term profit over strategic development. Due to this peculiarity and owners' interests, investment projects with long-term payback period are a rare case in these spheres.

The host-professional type dominates in the following spheres: medicine, bank and finance service, IT-services, services for business. This type of entrepreneurs significantly differs from the other ones. Business is set up for the purpose of self-fulfillment as dependent employment is not interesting. The most common phrase of such type of entrepreneurs is: "I do not want to do silly job and execute unnecessary orders". The entrepreneurs of this type like to learn, introduce innovations often even to the detriment of income. They do not perfectly work in a team (business games) and do not understand opinions of other participants. This type of business owners is prone to conflicts working in joint projects even despite the obvious benefits of various points of view.

The analysis of hired directors having no share in business has revealed that professional-instrumental and even instrumental-lumpen types are the most common in oil, gas and petroleum product production and selling. The main motivation of PI type is an opportunity for self-fulfillment and satisfaction of material needs. People who do not want to take risks and are ready to suffer certain limitations from business owners in order to have interesting and well-paid job are more often become hired directors. In a case of type change depending on the relation towards the property, the behavior of the hired

Table 2. Basic motivational types of entrepreneurs

№	Industry	295 resp.	Business owner		Hired director, a stockholder		Hired director having no share in business	
			Motivational type	Intensity, %	Motivational type	Intensity, %	Motivational type	Intensity, %
1.	Civil engineering	33	HI	100	HI	100	IH	85
2.	Production of consumer goods	19	HI	84	HI	100	IP	76
3.	Transport services	23	HI	89	HI	77,8	IH	60
4.	Services for business sector	27	HP	100	PH	75	PI	77
5.	Medical service	33	PH	100	HI HP	60 40	PI	69
6.	Oil, gas and petroleum product production and selling	34	–	–	–	–	IL	59
7.	Bank and finance services	12	PH	100			PI	75
8.	Wholesale and retail trade	23	HI	100	IH	78	–	–
9.	Food service	21	HI	75	HI	67	PH	72,7
10.	Telecommunications	10	HP	75	–	–	PH	100
11.	IT-service	57	PH	62	PI	67	PI	83,3
12.	Other	3	–	–	–	–	IP	100

directors who are frequently work to the detriment of the company becomes clear. Firstly, directors of this type seldom take risky decisions (otherwise he would work "for himself/herself"); secondly, they make a choice on an "interesting-uninteresting", "useful-useless" scales. In our opinion, it is the root cause of conflict between business owners and hired directors, which results

in desire of business owners to lead their companies by themselves.

The instrumental-lumpen type among hired directors work in oil and gas production and selling sector accounts for 59 %, which is the evidence of demand for certain supervisors' attributes in this market sector. These attributes include: conservatism, abundance by a certain order (even out-date

one), strict subordination, unconditional obedience. These attributes are of great use in well-predicted environment, however, in modern conditions they contribute to low innovation development and imitation of innovation activity. Vocational programme attendees who work in this field do not differ from work performers. The exceptions are directors of fuel-filling stations. They are open to any kind of innovations, especially

in the service sector.

At the second stage of the research, test results and analysis findings carried out among the selected attendees (department heads and work performers) were examined. The comparison of the results has revealed that motivational types of business owners and employees significantly differ. The averaged motivational type of department heads and work performers is given in Table 3.

**Table 3. Motivational types of attendees who do not belong to the category "entrepreneur"**

№	Industry	61 per.	Department head		Work performer		Other	
			Motivational type	Intensity, %	Motivational type	Intensity, %	Motivational type	Intensity, %
1.	Civil engineering	10	IPat	62,5	IL	100	-	-
2.	Production of consumer goods	2	-	-	IL	100	-	-
3.	Transport services	6	IP	67	LPat	100	-	-
4.	Services for business sector	5	-	-	PI	80	-	-
5.	Medical service	3	PI	100	IP	100	-	-
6.	Oil, gas and petroleum product production and selling	19	IL	94,4	LI	100	-	-
7.	Bank and finance services	2	IP	100	-	-	-	-
8.	Wholesale and retail trade	2	-	-	LI	100	-	-
9.	Food service	-	-	-	-	-	-	-
10.	Telecommunications	8	-	-	LI	87,5	-	-
11.	IT-service	-	-	-	-	-	-	-
12.	Other	4	-	-	-	-	PI	75

It was surprising to find out that lumpen type (L) is frequently registered among work performers, including lumpen-instrumental (LI) and lumpen-patriotic (LPat) ones. The exception is service sector where people are often rather enthusiastic and not oriented to high salary in comparison with those working within other sectors.

The most common motivational type in oil, gas and petroleum product production

and selling is the lumpen type, heads of departments accounting for 94.4 %. The revealed fact definitely requires empirical evidence and additional studies. However, the difference in motivational types is significant and partially explains moderation of innovative development in production branches of the national economy.

The motivational types always affect performance efficiency. In addition,

**Table 4. The preferred motivational types depending on the occupied position and expected results**

№	Peculiarities of working conditions	Expected results	Position (example)	Motivational type
1.	Emergency cases related to vehicle breakdown, weather conditions, subordinates' attributes	Contract conclusion, search for activity areas	Owner of motor transport enterprise	HI
		Contract execution in a cost effective manner	Head of motor transport enterprise	PI
2.	Stable and effective work, female competition, dependent on location	Customer attraction, brand recognition increase, low operation cost	Head of fuel-filling station	PI
3.	Legal limitations, need to speak "common language" with various people	Customer attraction, brand recognition	Head of pay-hospital	PPat
4.	Severe competition, constant search for new customers	Customer attraction	Business representatives	I
5.	Stress, need to satisfy requirements of various customers (authority, students)	Performance of the planned amount of work on time and with the required level of quality	Teaching staff	PatP
6.	Legal limitations, work within the time lines, accuracy	Performance of the planned amount of work on time and with the required level of quality	Accountant	LPat

working conditions are often very important. For example, the lumpen type can be rather effective in stable conditions and strict hierarchy.

Table 4 illustrates preferred motivational types depending on the occupied position and expected results.

The use of motivational types in labor-management relations is typical for personnel management. It is reasonable to advance the current research by analyzing the desired motivational types and/or their selection at the stage of education. While testing students, it has been revealed that motivational types fully develop by the end of the third year of education. The motivational type affects student's success and attitude towards education.

A student of host motivational type is striving to follow his/her learning path and build partnership relationship with an instructor. A student of professional type demonstrates good academic performance only in the disciplines that are interesting, and this type is the most sensitive to

innovative teaching techniques. Students of the lumpen type demonstrate the worst academic performance and quite often negatively respond to innovative teaching techniques. This type is not likely to change. Any type could evolve to the closest one. For example, the lumpen type will never become the host one, however, the latter could demonstrate the attributes of the former under certain negative conditions.

Motivational theory of Gerchikov might be applied for resolving a wide range of tasks which are not necessary related to personnel management. As the studies of the motivational types, especially their combinations, were not finished by V.I. Gerchikov, the empirical research in this sphere is relevant and urgent. In our opinion, research aimed at revealing peculiarities within certain market sectors, especially in real economy where motivation is neglected in comparison with engineering competencies and skills, is of particular interest.

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## Popularity of Engineering Professions: Results of Sociological Survey

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#### Abstract

The article discloses an analysis of the current state of school students' interest in scientific and engineering majors – a comparative analysis of the popularity of engineering professions and university majors among youth based on the results of sociological surveys and informational and analytical materials of higher educational institutions efficiency monitoring.

**Key words:** sociological survey, majors, engineer, engineering specialties, interest.

Engineering education today is one of the priorities of the governmental policy in the sphere of education, which reflects the need for technological upgrade of Russian production industry and development of corresponding workforce for the industry.

Nowadays, attraction of high school graduates to receiving engineering education is one of the most topical tasks for modern Russia.

It is evident that in the current conditions there is a need for analyzing the issue of students' interest in scientific and engineering majors, which can permit development of actions for qualified satisfaction of both, the demand of the youth interested in engineering education, and the need for resourcing of Russian industrial sector with highly qualified specialists.

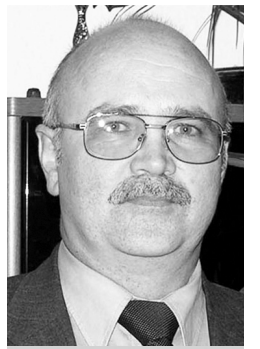
According to the data of various sociological surveys, graduates of Russian high schools tend to choose engineering and technical specialties with an increasing frequency, whereas before the higher interest was shown towards law and economics. These results have been discussed on various national meetings of executive agencies managers in the sphere of education of the Russian Federation constituent entities [1].

For instance, a sociological research has been conducted by Saint-Petersburg State Budgetary Institution "Center for Promotion of Employment and Professional Orientation of the Youth "VECTOR" in 2015 among 18459 students of 9th and 11th grades from 272 general education institutions of Saint Petersburg. The following results have been received (Fig. 1).

At the moment 6 graduates of 9th and 11th grades of general schools knowingly choose engineering and technical area; the proportion of this choice is almost equal to the choice of Social Sciences.

Modern-day students neither want to get higher education simply for the purpose of a diploma, nor do they want to "suffer on labor market while looking for an unwanted job" [3]. At least, this is the conclusion made by the researchers of State Unitary Enterprise "Saint-Petersburg Information and Analytical Center" [3].

Thus, in the result of the 2015 poll, according to the high school students' perceptions the top among well-paid professions is the profession of an engineer. Every fourth young person believes that it is the engineering diploma that will ease the process of finding a worthy job in the



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