

IT-Training Demotivation Risks among Older Employees

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ABSTRACT

The article presents the scientific understanding of the risks in working with staff, the causes of potential and real employee's demotivation. The technology of reducing the demotivation to IT-training is described, which includes the following steps: 1) risk recognition; 2) risk measurement; 3) direct impact on risk, 4) subsequent risk supervision. The model of approaches to IT-training implementation into organizational culture for older workers was proposed.

Keywords

IT-training, risk measurement, older employees, personnel management.

1. SCIENTIFIC UNDERSTANDING OF THE RISKS IN PERSONNEL MANAGEMENT

The literature review shows that the likelihood of risks associated with this function of the business increases steadily with the increase in the rate of personnel management technologies' transformation. Some scholars distinguish the main potential causes of risk, which are industrial espionage, economic crime, the dominant directive management style adopted in the organization; lack of HR management competencies from the heads of departments and personnel services.

According to practice, the listed risks' causes often become the basis for generating other causes that might be represented by the following groups:

1. The dismissal of personnel from the organization, which constitutes its main composition. Minimizing this risk is possible through a two-step activity. Firstly, groups or individuals focused on leaving the organization might be revealed through constant staff monitoring. Secondly, the retention of those who are at risk of mobility. The retention approach involves the development and implementation of internal staff marketing activities, aimed at increasing job satisfaction.

2. The shortage of key workers and specialists, which arises due to systematic excess of demand for them over supply. There are functionally-differentiated shortage, or 'demand gap', and personnel-differentiated shortage, or 'potential gap'. The personnel deficit is replenished in two ways. Firstly, from an internal source — training of a competent employee from the among of those already working in the organization. Secondly, from an external source — attracting people employed in other organizations, but having a desire to move out of them, temporarily unemployed, including women on maternity leave, graduates from educational institutions.

3. Organizational errors made during training. Compliance or non-compliance risks are provoked due to the acquisition of competences that do not correspond to the workplace. It might be possible to avoid dismissal through targeted employees retraining.

4. Weak motivational mechanism can cause an internal emotional burnout of employees, which leads to demotivation and a desire to quit.

2. SCIENTIFIC IDEA OF PERSONNEL DEMOTIVATION

The term 'demotivation' can be defined as a restriction, block or lack of motivational energy / effective working behaviour due to any motivational barriers.

The research was conducted on a sample of respondents from Austria, Germany and Sweden, aimed at identifying motivational barriers. Below is the characteristic of respondents:

-reached an average of 35 years of age;

-working as middle managers in medium and large enterprises.

The survey was conducted in the classroom for postgraduate programs. In addition, the revealing and detection of both potential and current motivational barriers was included in the research program. Potential motivational barriers (Table 1) are based on the employee's possible reactions that occur during demotivation.

Table 1. Potential motivational barriers

Rank	Motivational barriers	Total mention, sample size - 193
1	Work content	103 (42,9)
2a	Relationship with the immediate superior	46(19,2)
2b	Relations with colleagues	46(19,2)
2c	Impact on privacy	46(19,2)
3a	Acknowledgement	40(16,7)
3b	Organizational structure	40(16,7)
4	Identification - Motivation	37(15,4)
5	Perspectives	35(14,6)
6	Responsibilities	27(11,3)
7a	Organizational and personnel policies	17(7,1)
7b	Other barriers (private life factors, economic situation, external relations)	17(7,1)
8	Resources	15(6,3)
9	Salary	13(5,4)
10	Labor coordination	12(5,0)
11	Attitude towards senior management	8(3,3)
12	Completing of the work	6(2,5)
13	Relationship to other divisions or departments	5(2,1)

According to the Table 1, the work content has become the strongest motivational barrier for the respondents. The in-depth interview conducted with them for the purpose of detailing has shown that this happens if the work is not challenging, meaningless, or does not bring satisfaction. Furthermore, the barriers caused by the relationship between management, colleges, and the lack of a balance between work and private life turned out to be significant. The brake for motivation was the lack of the employees' acknowledgement in the organization. Current motivational barriers (Table 2) indicate real problems.

Table 2. Current motivational barriers

Rank	Motivational barriers	Average score, sample size - 251
1	Labor coordination (job coherence)	3,04
2	Organizational structure	2,97
3	Impact on privacy	2,83
4	Resources	2,79
5	Completing of the work	2,76
6a	Relationship with management	2,72
6b	Organizational and personnel policies	2,72
7	Perspectives	2,64
8	Relationship with the immediate superior	2,58
9	Salary	2,54
10	Labor outcome / acknowledgement	2,52
11	Responsibilities	2,42
12	Identification / motivation	2,37
13	Work content	2,35
14	Relations with other departments (divisions)	2,33
15	Other barriers (private life influences, economic situation, external relations)	2,31
16	Relations with colleagues	2,17
Rating on the scale: 1 - the absence of the phenomenon, 2 - slight manifestation, 3 - average manifestation, 4 - strong manifestation, 5 - very strong manifestation		

Finally, it turned out that uncoordinated work, or the lack of job coherence, was the most powerful factor in the assessment of demotivation, caused by conflict of goals, rank wrestling, etc., as determined from anonymous interviews.

3. MANAGING THE DECREASE IN EMPLOYEE DEMOTIVATION IN IT-TRAINING PROCESS

Investigating the phenomenon of demotivation, scholars have developed a classification of its species. On the basis of the functions of personnel management they distinguish the training demotivation. For the employer, the problem of

demotivation in IT-training is becoming increasingly important, which turns out to be even more typical for older workers.

Managing the decrease of such functional demotivation, which is also the significant personnel management risk, includes the following four links in the general cycle:

- 1) risk recognition;
- 2) risk measurement;
- 3) immediate impact on risk;
- 4) subsequent risk supervision.

Recognition of the demotivation risk from the standpoint of ideas about generations. The study of the 'motivational energy' weakening is possible according to the following parameters.

Firstly, the employees' 'basic set-ups', which change with age. At younger ages there is a need for professional and official advancement. For its fulfilment, employees are more willing to learn and try to meet contemporary requirements.

Employers' personnel requirements are made up of a set of competencies that can be classified into 8 groups: theoretical knowledge; professional skills; methodological competences; language competences; ethical competences; intercultural competencies; social competences; and personal competences. The development of each of these competencies has unique features depending on the workers age [3, 4].

The data of Table 3 allows us to catch that the significance of the position's attractiveness varies in accordance with the status and age of the respondents. For example, the importance of improving qualification and retraining is higher among students than university graduates¹.

The career competition period does not correlate with the need for retraining among the older age employees. Mostly, they tend to believe that they have enough competencies to do the job properly. Thus, one of the reasons for demotivation caused by IT-training can be a psychological barrier: the difficulty of understanding that young employees surpass in the information technology skills acquisition.

Table 3. Workplace attractiveness requirements

Ideas about an attractive workplace and position	Significance level, %	
	Younger workers	Students
Positions with increasing significance level		
Activities that allow you to implement your potential and to succeed	89	85
Individual work	91	85
Leadership through collaboration / modern leadership style	87	82
Career / Responsibility	84	73
Attractive salary	80	73
Enterprise Reputation	73	60
Positions with decreasing significance level		
Training and qualification improving possibilities	82	83
Flexible working hours	61	74
Leisure time	53	65

¹ Adapted from [5] and [6]

Ideas about an attractive workplace and position	Significance level, %	
	Younger workers	Students
Positions with constant significance level		
Safety	66	66

Direct impact on risk. Reducing barriers to motivating IT-training might be possible using the following activities:

1) Identification of the intensity of use of communication services by older employees through a survey and filling in the results in Table 5 [7].

Table 5. The use of communication services (*Dienst*)

	More than once a day	Daily	Once a week	Passive user	Do not use
WhatsApp					
Facebook					
Instagram					
SnapChat					
Google plus					
Skype					
Twitter					
Jodel					
Tumblr					
Pinterest					
Xing					
LinkedIn					

2) Distribution of communication services' users on the basis of sex (Table 6).

Table 6. Distribution of communication services' users by sex (*Dienst*)

	Average index, women	Average index, men
WhatsApp		
Facebook		
Instagram		
SnapChat		

3) Evaluation of the possibilities of using smartphones and tablets in the training of older employees

Table 7. Evaluation of the use of smartphones and tablets in the training of older employees

	Respondents' evaluation, %				
	Always	Mostly	Sometimes	Rarely	Never
Smartphones and tablets bring new and reasonable possibilities to					

training.					
Smartphones and tablets, when planned for use, could improve and enrich training.					
Smartphones and tablets block the understanding of training, it is better not to use them.					

4) Determine the direction of changes in the organizational culture, which focused on older workers' IT-training.

Table 8. Layout of the possible implementation of various approaches to IT-training into the organizational culture

Respect culture	Cooperation culture	Discipleship culture
1. Values		
1. Respect for the competencies and experience of older workers	1. Inclusion into the objectives of the organization of the knowledge exchange between different age groups	1. Consolidation of all employees' training in organizational goals
2. The consolidation in the long-term personnel policy of the principle of equal opportunities in training, development and promotion of all age groups	2. Emphasis on open communication in personnel policy, ethical code, etc.	
2. Rules and regulations		
3. Development and specification of the cooperation rules with older employees	3. Development of cooperation rules in the communities of labor veterans.	2. Inclusion the employee obligation to regularly raise qualifications in the contract
3. Artifacts		
4. Rewarding with insignia (thanksgiving letters, medals, badges, gifts) worthy older workers	4. Presentation of mixed-age couples mentors in the company website or corporate magazine	3. Recognition of employees who underwent retraining on their own initiative, received additional, professional, relevant courses

Respect culture	Cooperation culture	Discipleship culture
	(newspaper)	
4. Behaviour		
5. Inclusion of the criteria “competence” and “experience” in the evaluation of employees in the organization	5. Implementation of intergenerational mentor programs (mentors)	4. Employee exemption from work for training and improving qualification
6. Conducting training for managers on age susceptibility (Age-Sensitivity)	6. Conducting team building trainings, as well as improving individual ability to work in groups	5. Conducting trainings to improve the ability of employees to learn in the field of IT-technologies

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