

Using Communication Services to Remotivate Employees Belonging to the Internet Generation

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ABSTRACT

This article presents an overview of scientific approaches to personnel development goals from the point of view of the organization, employees, and society. It discusses potential and actual motivational inhibitors, including those characteristic of young managers from large and medium-sized businesses. It highlights four demotivating factors that influence business processes. The authors propose some initiatives that can be used to remotivate employees of the Internet generation.

Keywords

Motivation, remotivation, Internet generation, communication services.

1. DEVELOPMENT GOALS AS A VECTOR AND CATALYST FOR ACTION

According to the Encyclopaedic Dictionary of Philosophy “development” means a continuous movement, evolution, and transition from one state to another [1]. Jean Piaget defines development as a progressive expansion in behaviour, sophistication of methods, and the emergence of new patterns. I. Kant, not without a reason, viewed development as “a risky adventure of the mind” because many other areas, such as organic nature and the heavens could not be conceived as developing.

According to modern scientific approaches those “adventures of mind” can be studied in terms of intergenerational transformation (Table 1).

Table 1. Most prominent memories of the youth and accompanying technologies

Generation	Age	Youth experiences	Key technologies
“Silent” post-war	1945-1955	Economic revival (economic miracle)	Telephone
Baby boomers	1955-1965	Social changes (feminism movement, civil rights movement, the “Hands off Vietnam” movement), Space exploration	Television
X	1965-1975	Social instability (high divorce rates, environmental pollution)	Automobile
Y	1975-1985	New technologies	Digital Technologies
Z	1985-1995	Pisan-Schock, Facebook	Internet Generation

An employee’s development level can be understood as a combination of competency and involvement. Competency, in its turn, is a mix of knowledge and skills acquired as a result of education and work and life experience.

Involvement is a combination of self-assurance and motivation. Logically, a decline in one of the elements of the system is likely to trigger risks, which can affect the organization, the employees themselves, and society as a whole [3].

Organization. When an employee is shaping his policy of dealing with personnel, he normally takes into consideration the “field of tension” or the source of conflict between economical goals (pursued by the company) and social goals (expected to be achieved by employees). On the one hand, the balance of goals ensures the implementation of the business strategy. On the other hand, it helps the employer to keep competent, job satisfied, and motivated employees. A lack of balance disrupts innovation and undermines the assurance that new strategies imposed by the market economy can be fulfilled. It leads to a deterioration of the company’s image on the labour market due to increased staff turnover caused by employees either resigning or being dismissed.

Table 2. Employer’s goals regarding personnel development

Description of employer’s goals
<i>1. Increased competitiveness</i>
1.1 Satisfying the need for qualified personnel and providing the necessary specialist and senior management staffing
1.2 Increased performance
1.3 Decreased staff turnover
1.4 Gaining competitive advantages on the labour market due to attractiveness of the organization and its positions
1.5 Enhanced adaptability to the changing situation on the product (services) market and the labour market
<i>2. Increased flexibility</i>
2.1 Teamwork
2.2 Ability to innovate due to employees who do not resist change and are open to innovation
<i>3. Increased motivation and integration</i>
3.1 Achieving a higher level of job satisfaction
3.2 Fostering a positive influence on the production environment among employees
3.3 Promotion of identification with a company’s business goals
3.4 Contribution to increased integration of employees in the enterprise
<i>4. Ensuring employees are qualified and can adapt to changing external and internal conditions</i>
4.1 Utilizing the potential of employees and their development
4.2 Enhancement of professional and social competency
4.3 Assistance in providing the organization with young specialists for the mid-term and long-term perspective
<i>5. Taking into account the capabilities and expectations of individual employees</i>
5.1 Avoiding inflated requirements
5.2 Increased job security
5.3 Keeping the company’s performance expectations in line with the employee’s development expectations
5.4 Ensuring equal opportunities with due consideration of the key criteria determining if the profession is suitable for the job

Employee. The formula for employee suitability has changed over the years. For post-war generations, it was determined

as “suitability of the person for the job”, then it altered to “the suitability of the job for the person”, and now it is “mutual suitability”.

According to the latest approach, the development goals for employees are updated taking into consideration HRM's expectations regarding this function (Table 3).

Table 3. Development goals for employees

Description of development goals for employees
<i>1. Increased competitiveness</i>
1.1 Harmonisation of the qualification level and job (position) requirements
1.2 Further training
1.3 Increasing opportunities to take on more job related responsibilities and to solve more challenging tasks requiring a higher level of qualification
<i>2. Increased flexibility</i>
2.1 Use of knowledge and abilities, which have been so far used insufficiently or totally unused
2.2 Manifold and varied tasks
2.3 Guarantee of or an increase in interorganizational or professional (individual) mobility
<i>3 Increased motivation and integration</i>
3.1 Increasing opportunities for income growth
3.2 Growing status and prestige
3.3 Motivation in relation to career promotion and advancement, for example, by implementing managerial tasks
3.4 Fulfilling the development needs of employees
3.5 Increasing self-appreciation and self-esteem
3.6 Transparency of decisions taken and business processes
<i>4 Ensuring employees are qualified and can adapt to changing external and internal conditions</i>
4.1 Timely updating of job (position) requirements
4.2 Assistance with the development of qualifications (acquisition of competencies). Development of qualifications to match prospective (proactive) professional and organizational requirements
4.3 Guarantee of a more prominent position or job
<i>5 Taking into account the capabilities and expectations of individuals</i>
5.1 Risk mitigation due to technological and other changes in the organization
5.2 An improved system of remunerative incentives and pay rise
5.3 Satisfaction of individual training and development needs

The goals of the society in relation to the personnel development are focused on the following: 1) its long-term employment, which can be secured by relevant knowledge and skills; 2) increased job search and employment chances for prospective employees on the labour market; 3) sustainable and efficient distribution of labour resources; 4) granting individuals the right to personal development; 5) securing equal opportunities and social mobility [4].

2. INSIGHT INTO THE REASONS FOR AND THE NECESSITY OF REMOTIVATION OF YOUNG SPECIALISTS IN AN ORGANIZATION

If we understand development level as the competency and involvement of the employee into the working process and its result and involvement, in its turn, as self-assurance and motivation, we can assume that a decline in the latter will lead to changes in the leadership behaviour of the organization management.

Delegating leadership style is impossible in case of poor or a lack of employee motivation. It means that the management cycle becomes extended and the senior manager does not have the time to outline development prospects for the organization and its structural subdivisions and to specify strategic tasks.

Restrictions, disruptions, or a deficiency in high-performance work, a shortage of motivational energy due to motivational inhibitors are known as demotivation [5].

Table 4. Potential and actual motivational inhibitors for young managers in large and medium-sized businesses

Rank	Potential motivational inhibitors	Rank	Actual motivational inhibitors
1.	Scope of work	1.	Concurrence of actions (work coordination)
2a	Relationships with immediate superiors	2.	Organizational structure
2b	Relationships with team members	3.	Influence on private life
2c	Influence of private life	4.	Resources
3a	Acknowledgement	5.	Job accomplishment
3b	Organizational structure	6a	Relationships with the management
4	Identification motivation –	6b	Organizational policy and HR management
5	Opportunities	7.	Opportunities
6	Responsibility	8.	Relationships with immediate superiors
7a	Organizational policy and HR management	9.	Compensation
7b	Other inhibitors (resulting from private life, economical situation, and external relationships)	10.	Output/acknowledgement
8	Resources	11.	Responsibility
9	Compensation	12.	Identification/motivation
10	Work coordination	13.	Content of job
11.	Attitude to senior management	14.	Relationships with of their subdivisions (departments)
12	Job accomplishment	15.	Other inhibitors (private life, economical situation, etc.)
13.	Attitude to other subdivisions	16.	Relationships with team members, colleagues

A survey of managers under 35 years old showed a discrepancy between the potential and actual motivational inhibitors to their working style. Among the most crucial actual inhibitors to their work are poorly coordinated work, an unsustainable organizational structure, work technologies, etc. The calculation of the correlation dependence showed that, for example, poorly coordinated work is closely interrelated with unclear responsibilities and depends on direct management.

The influence of employee demotivation on business processes is shown in Table 5.

Table 5. An example of the influence of the four factors of demotivation on business processes

Influence on			
The individual	The relationships with colleagues, senior managers, suppliers, and other external representatives	The enterprise	Society
Decreased	Social stress,	Increase in	Increased

performance and concentration on the working process, decreased ability to solve problems, mistakes and injuries in the workplace	role conflicts, mobbing	figures regarding workplace absence, absenteeism, injuries, disease rate, staff turnover	mobility of young specialists moving abroad
Overwork, sense of self-dissatisfaction	Illusion of harmony	Slowdown in performance (by qualitative and quantitative indicators)	Deficit of innovation-oriented labour force on the labour market.
Fear, anger, apathy, depression	Waiver of peaceful co-existence and cooperation	Lack of flexibility and innovation	Deterioration of physical and psychological health of the population
Stress, psychosomatic disorders, disease	Transfer of negative experiences to other people as a form of defence	Decreased performance, increased expenditures	
Family problems	Lack of tolerance and trust, tension, suspiciousness, proneness to conflict	Poor commitment	
Desire to quit the job	Work coordination issues due to lack of flexibility	Deterioration of working environment, relationships with customers, sabotage	

3. ACTIVITIES AIMED AT THE REMOTIVATION OF INTERNET GENERATION EMPLOYEES

Remotivation is an attempt to restore (regenerate) the weakened or lost motivational energy of employees by direct or indirect action aimed at decreasing motivational inhibitors.

Characteristics of an average Internet generation representative: fixation on realism, priority of private life bundled with work, decision-making based on suggestions and advice from friends, information received mostly via online channels (Table 6) [6].

Table 6. Communication services (*Dienst*)

	Use several times a day	Use once a day	Use once a week	Use rarely, like a passive user	Never use
WhatsApp	88.7	7.6	0.8	0.9	2.0
Facebook	41.7	31.7	4.9	12.0	9.7
Instagram	25.4	17.3	4.3	7.5	45.6
SnapChat	16.4	13.8	5.9	9.0	54.8

Google plus	2.7	5.2	3.7	18.5	69.9
Skype	1.8	4.0	15.3	47.8	31.1
Twitter	2.1	2.6	3.4	10.2	81.6
Jodel	10.1	11.1	7.7	12.7	58.3
Tumblr	0.8	1.1	2.7	5.8	89.7
Pinterest	1.7	5.1	10.1	13.4	69.7
Xing	0.7	2.4	10.0	16.0	70.9
LinkedIn	0.6	2.2	6.1	9.8	81.3

Possible activities aimed at mitigating motivational inhibitors are shown in Table 7.

Table 7. An example of activities aimed at mitigating motivational inhibitors of the Internet generation (by functions of personnel management)

	Human resource management functions	Activities
1	Human resources marketing	Using mobile applications. The number of Google search queries with the term "work" is growing by 15-16% each year. What is more, every fourth query is done via a mobile device.
2	Headhunting	-Using social networks and mail lists as an efficient channel to attract candidates. -Using gamification to learn about the psychological characteristics and interests of candidates. Later, game mechanisms can be introduced into non-game scenarios.
3	Adaptation in the workplace	- Development of electronic guides for newcomers - Using communication services to monitor the adaptation process and its efficiency
4	Personnel development	- Providing an opportunity (for example, by coaching) to independently choose the method and the place for further training
6	Motivation	Using the most efficient motivators: challenging jobs, opportunities for development, state-of-the art techniques, a shift from standard working conditions.
7	Building corporate culture	Corporate policy, including intergeneration mentoring programmes, such as "the young teach the old", team building events, and events aimed at enhancing individual capacities for teamwork.

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