The Improvement of Labor Activity Motivation of Workers in the Process of Their Socialization in the Organization: The Influence of Organizational Culture

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Abstract

The article considers organizational culture as the basis for a system of managing motivation of workers' labor activity. It is the control of labor motivation of workers taking into account the features of organizational culture that enables to successfully solve the task of multidimensional and diversified disclosure of human potential in the organization. The authors developed recommendations for improving the motivation of workers' labor activity in the process of their socialization in the organization that contribute to activation of labor behavior of personnel. In the course of the research the set of basic principles of collective motivation of labor activity of workers formed under the influence of established organizational culture was determined. Possible mechanisms for motivating the labor activity of workers are suggested that is hierarchical, clan, market, adhocratic in accordance with the type of organizational culture. The study specifies the directions of socialization of workers in the organization that are determined by the influence of organizational culture on the development of labor motivation. Alternative models of arranging interaction between workers for the purpose of their socialization in work collective of the organization are presented, considering such types of interaction as competition and cooperation. Practical use of the recommended mechanisms for motivating labor activity will enable organizations to develop effective systems for workers' stimulation, to optimize the process of their socialization taking into account the peculiarities of organizational culture.

Keywords: Motivation, Organizational culture, Types of culture, Socialization, Labor activity, Personnel, Interaction between workers.

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1. Introduction

The success of managing any socioeconomic object depends to a large extent on the effectiveness of existing system of motivating labor activity of workers. On the one hand, well developed system of personnel motivation is a basis for economic prosperity of the organization; on the other hand, it serves as a basis for psychological stability of employees at a sufficiently high level of productivity.

Labor motivation is subject to the influence of diverse factors which, in our opinion, include organizational culture that plays a specific role. It is through the managing labor motivation of personnel and basing on the characteristics of organizational culture that the task of multidimensional disclosure of human potential in the organization can be solved.

The system of motivation is considered as a process possessing a certain dynamism that includes the change in the forms, methods and means used in the process of motivation of an employee, that are caused by changes in environment and work conditions. Hence it can be claimed that the system of motivation is the result of mutual adaptation of an employee and organizational environment, during which an employee's socialization occurs.

From our point of view, socialization is a process of assimilation of social norms and cultural values of society (organization) carried out by an employee during his work in the organization.

In other words, socialization is a process in which an employee learns to manifest such a type of labor behavior and assimilate such values, concepts and needs that are inherent in organizational culture of the given social environment, and that correspond to the system of values adopted in the given social environment as well. On the other hand, an employee learns to reject everything that contradict the given system.

In its turn, with regard to the organization, socialization can be characterized as a continuous, bilateral process of interaction between a worker and the organization, which leads to mutual changes in culture, role models and methods of labor activity that are inherent in both an employee and the organization.

The process of socialization is closely related to the receiving, analyzing and synthesizing information concerning the development of the organization and employees, the examination of working and living conditions of personnel, the assessment of economic and social efficiency of implementation of personnel policy, improvements achieved in economic and social environment of the organization, etc.

A combination of these circumstances determines the complexity of research and evaluation of socialization as a factor of workers' labor motivation.

2. Methodology

The methodological basis of the research consisted in dialectical approach to the cognition of phenomena and patterns of social and labor relations in their interrelation and interdependence while managing organization's personnel. The research is based on the theory and methodology set forth in the fundamental works of domestic and foreign scientists on the problems of labor motivation and organizational behavior.

The use of theoretical approaches and motivation concepts in combination with the principles of cultural and causal approaches enabled us to investigate the problem of labor motivation in the process of socialization of workers in the organization at the sufficiently deep scientific level.

The methodology of system analysis is implemented in the research, which included the use of a set of general scientific methods (system, complex, dialectic, induction and deduction, analysis and synthesis), as well as methods of morphological analysis (management by objectives), logical modeling.

3. Results

Practical recommendations on the improvement of workers' motivation of labor activity in the process of their socialization in organizations promoting growth of labor activity of personnel are offered.

In the process of research the main principles of collective motivation of workers' labor activity are defined including the principle of efficiency of interpersonal relations development, the principle of clear awareness of the purpose of a work collective, the principle of forming a high degree of responsibility, the principle of creating conditions for professional growth and personal development, the principle of reducing the motivating role of the head of organization; the principle of leading rivalry.

Specific mechanisms for motivating labor activity of workers which are used within a particular type of organizational culture are suggested in order to coordinate the needs of the organization and the motives of employees.

The process of socialization of an employee in the organization is conditionally divided into three stages (employment, adaptation, interaction) and, in accordance with these stages, the main directions of socialization are identified, determined by the influence of organizational culture on the development of labor motivation.

The use of alternative models of arranging interaction of workers for the purpose of their socialization in the work collective, based on such types of interaction as competition and cooperation, are recommended.

4. Discussion

Socialization depends on both the personal characteristics of an employee and on the characteristics of organizational environment, which are adjusted or modified as a result of socialization.

In case of absence of such mutual changes in the process of socialization the problems of interaction between an employee and a work collective (organizational environment) may arise, the reasons of which are conditioned by the basic postulates of expectation theory, namely, the discrepancy between an employee's expectations and ideas on organizational environment and his own place in it; the discrepancy between the organization's expectation towards an employee and his role in a work collective (Kaprov, 2005).

In our opinion, there are two possible approaches to establishing the correspondence of the role and place of an employee in the organization in order to eliminate the above mentioned reasons: 1) based on the priority of the role in establishing such correspondence (an employee is selected to perform certain labor functions, to fulfill a certain role in the organization); 2) based on the priority of an employee and his potential role to perform roles (such work is selected for an employee that suits best his abilities and claims to a certain place in the organization).

It goes without saying that the socialization of employees in a working community depends on their labor behavior as a sphere of realization of motives for work. At the same time, this dependence also has a reverse direction: the workers' labor behavior has a significant impact on the effectiveness of the process of socialization (Glaz & Glaz, 2009).

Generally speaking, the socialization of personnel consists in the recognition of existing organizational culture by employees.

We believe that if we consider organizational culture as a system, we should single out an activity-labor complex in it, which, in our opinion, is the main complex of organizational culture among other complexes: social, spiritual, moral, educational, etc. This is due to the fact that the organization itself as a business entity is created for the purpose of arranging joint labor activity of workers to create a product, provide services, and perform work in the process of which the organizational culture emerges, forms, develops and strengthens.

The activity-labor complex of organizational culture is understood by us as a set of values and norms regulating the labor behavior of employees and forming motives for their work. At the same time such values and norms will be manifested in workers' relation towards joint work, in their reactions to the impact of motivators of labor behavior and in the mutual control of the process of labor activity and its results.

We consider in this regard that in the process of socialization of workers organizations should prioritize not individual, but collective forms of motivation, in which the influence of organizational culture will be manifested when individual values of workers are being coordinated in particular.

Taking the above mentioned into account, it is necessary to single out the main principles of collective motivation of labor activity of workers, formed under the impact of organizational culture (Figure 1), and to disclose their content.

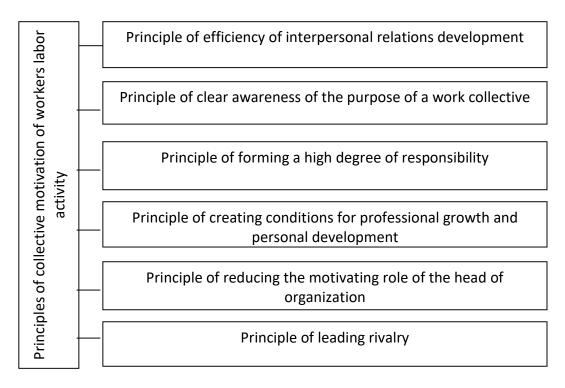**Fig. 1.** The basic principles of collective motivation of labor activity of workers, formed under the impact of organizational culture

According to the principle of efficiency of interpersonal relations development the overall efficiency of organization is determined not only by the results of labor activity, but also by the system of relations between workers that develops in the process of this activity.

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A well developed system of mutual relations presupposes mutual sympathies in a labor collective, alongside respect, support and a clearly expressed desire of workers to develop these qualities, i.e. their motivation for recognition.

The principle of a clear awareness of the purpose of a work collective was brought forth, due to the acknowledged fact that a clear awareness of the purpose of work is one of the most important factors in the efficiency of organization. At the same time, we believe that understanding of the goal alone is not enough to ensure the stability of growth in efficiency in future. For the long-term motivation of labor activity of workers, it is essential that the goal of a work collective coincide with the individual needs of each participant.

Thus, the implementation of this principle of collective labor motivation will help an employee develop a motivation to achieve goals.

The principle of forming a high degree of responsibility consists in creating conditions for employees to understand the responsibility for assigned work, in fulfilling specific functional duties, and in forming a common result of work activity of a collective. While implementing this principle, employees will develop motivation both to recognize (when an employee is rewarded for a high level of responsibility) and to avoid (when an employee is punished for a low level of responsibility).

 The principle of creating conditions for professional growth and personal development is based on the awareness by employees of their professional, spiritual, moral, intellectual self-improvement, expansion of outlook and, as a result, increasing motivation for recognition and communication. In our opinion, the expansion of delegation of authority, which in itself is a powerful stimulus to work, can serve as a practical means of implementing this principle.

The principle of reducing the motivating role of the head of organization is based on the fact that the head itself can produce a motivating effect on employees only in the short run. To create collective motivation for the long term, the head must arrange the work of a collective in such a way that the latter itself motivates their members to work, developing their motivation for recognition and communication.

This principle fulfills a specific role of integrating all previously considered principles of collective labor motivation and, in turn, acts as a basis for realization of the principle of leading rivalry.

The principle of leading rivalry is manifested in the desire of a work collective as a whole to take the leading positions in comparison with competitors or in comparison with similar organizations with which this organization co-operates and competes. The implementation of this principle in practice will contribute to the formation of clearly expressed motivation for employees to achieve goals.

It should be noted that the principle of leading rivalry is currently being implemented in practice in organizing various types of economic competition.

We believe that the use of the suggested principles in the activity of modern organizations will enable to increase the efficiency of collective motivation of workers and to use the advantages of organizational culture more completely.

Organizational culture has its own distinctive features depending on the specifics of organization. The typology of organizational cultures developed by K. Cameron and R. Quinn (2001) is of great practical interest in terms of personnel motivation management, taking into account the type of organizational culture. They suggested the following types of organizational cultures: hierarchical, clan, market and adhocratic. We consider appropriate to disclose the mechanisms of collective labor motivation used by the four classical types of organizational culture (Table 1).

Thus, the labor behavior of workers being, on the one hand, a consequence of their motives for work, and, on the other hand, a cause of these motives, is a controlled process the management of which occurs when the worker is being socialized in the organization under the influence of organizational culture (Lazareva, 2007).

It should be emphasized that socialization is not an instantaneous process (for example, when an employee seeks employment in an organization); it occurs both when the employee enters the organization, learns and adapts to the organizational culture, and when a work collective interacts with an employee in the process of work.

On the basis of this premise, we believe that the process of socialization of an employee in an organization can be conditionally divided into three stages (employment, adaptation, interaction); in accordance with these stages the main directions of socialization can be identified which are determined by the influence of organizational culture on the development of labor motivation.

Table 1. Recommended mechanisms for collective motivation for work depending on the type of organizational culture

Type of culture	The needs of organization	Motives for labor activity of workers	Mechanisms of labor collective motivation used in organizational culture for coordinating the needs of organization and motives of workers
1	2	3	4
Hierarchical	Stability, work rhythm, inner support, coordination and control, reliability of supplies, long-term and prospecting forecast of activity.	Long-term predictability of one's own employment, guarantee of employment, aptitude for regulated and structured labor, responsibility within the limits of labor functional and duties, position in a collective.	Control and monitoring of labor processes and indications of activity, strict report system; rewards for results of activity re not individualized. Penal system for violation of regulations and the system of rewards for following regulations. Assessment of employees by the head. Audit of health protection and labor safety. Long-term employment.

Clan	Collective labor activity, favorable social psychological climate, inner support, concern for improvement of others and for interests of consumers.	Social focus on work in a collective, adaptability, solidarity, complicity, support, preparedness to use delegated authority, absence of propensity for conflicts and aggression, pleasure of communication in a collective.	Programs of workers' participation in the organization's profit, delegation of authority, rewarding for the results of work of the organization. Employment benefits, moral stimulating, monitoring of satisfaction with labor, career prospects. Assessment of the head's activity by employees.
Market	Competitiveness, stimulating labor activity of workers, workers' orientation towards leadership, external focus on improving service for customers.	Competitiveness, aggressiveness in achieving goals, activation and mobilization of reserves and abilities, preferred orientation towards the result, market and professional mobility, development of skills and proficiency.	Management of goals, rewarding for specific results of labor activity. Rewarding for the results of work of the organization, department, or employee. Introducing quality management system. Assessment of the workers' activity by consumers. System of commission rewards, participation in profit.

Adhocratic	Strategic management of continuous development and innovative processes. External focus combined with high flexibility of management and individual approach to workers.	Self-realization, self-development, orientation towards oneself and one's own needs, striving for creativity and ingenuity, orientation towards constant improvement, flexibility, self-improvement, constant idea generating.	Management of goals, projects and tasks, which can be flexibly adapted depending on external circumstances. Rewarding for individual initiative and achievements. Constant professional training and retraining according to basic principles of organizational innovation. Rewarding for implementing ideas, gifts and insignias to best employees.

At the first two stages of socialization (employment and adaptation), the organization must solve at least three basic tasks: 1) to destroy the old behavioral stereotypes of an employee (or create such stereotypes in the case of primary employment); 2) to get an employee interested in work in this organization specifically taking into account the peculiarities that have developed in it; 3) to help an employee develop new norms of labor behavior in a specific organizational environment.

The content and requirements for the adaptation of an employee in the process of socialization in a work collective are presented in Figure 2.
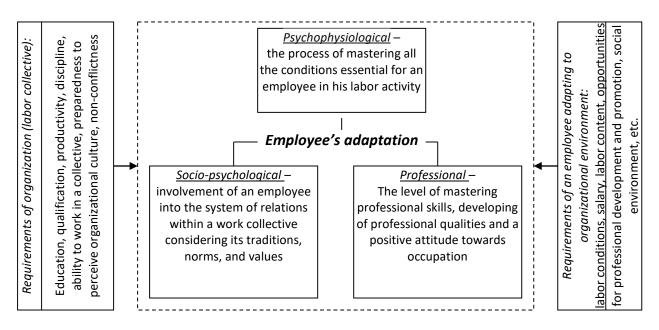

Fig. 2. Content and requirements for the adaptation of an employee in the process of socialization in a work collective

It should be noted that if an employee shares the values of existing organizational culture, at the third stage of socialization (interaction) this will be manifested through the role aspect of worker's labor behavior, reflecting his motivation for work in the given organization.

On the one hand, the role aspect will manifest itself in the role of an employee in a work collective, in the connection of his labor activity with the goals and tasks of the organization, as well as in the content of the work and the quality of its performance, whereas, on the other, it will be manifested in preparedness to consciously fulfill the role assigned to him by labor duties and by attitude of the members of a work collective.

In our opinion, the process of socialization in this case (if the motivation of an employee is directed to consolidating his position in a work collective) will be short-term.

On the contrary, if an employee does not share the values of existing organizational culture, at the third stage of socialization when interacting with other members of a work collective conflict situations may arise, that can be caused both by organizational (from the part of a work collective) and personal emotional factors (provoked by worker's behavior).

In this case, the organization should adjust the role of an employee (perhaps, transfer it to another position or to another structural unit, department, etc.), analyze the causes of the conflict and choose appropriate measures to resolve it. For instance, it is advisable to provide an employee with the opportunities for professional training and development, to eliminate the material basis of conflicts (ensure constant resources supply), to improve labor organization, to change the bonuses system, to make structural changes, etc.

Thus, the process of socialization of an employee at its third stage (interaction) increases in time, which is depended on the adjustment of motives for labor activity.

That is why the stage of interaction is considered by us as a main stage in the process of socialization.

We are to consider the specifics of the interaction in greater detail.

According to the conducted research, in the modern scientific literature there are two basic types of interaction between people in the process of labor activity: competition and cooperation (Ashirov, 2009).

From the standpoint of labor motivation, competition is caused by motivation for leadership, while cooperation is caused by motivation for recognition and respect, but in any case, employees of the organization are in a state of competition between themselves for recognition of their labor achievements by company management, for receiving higher income, for promotion and professional growth, etc.

Therefore, we consider it possible to offer to modern organizations alternative models of arranging interaction between workers in the process of their accelerated socialization in a work collective, united by us for a number of generalizing features (Figure 3).
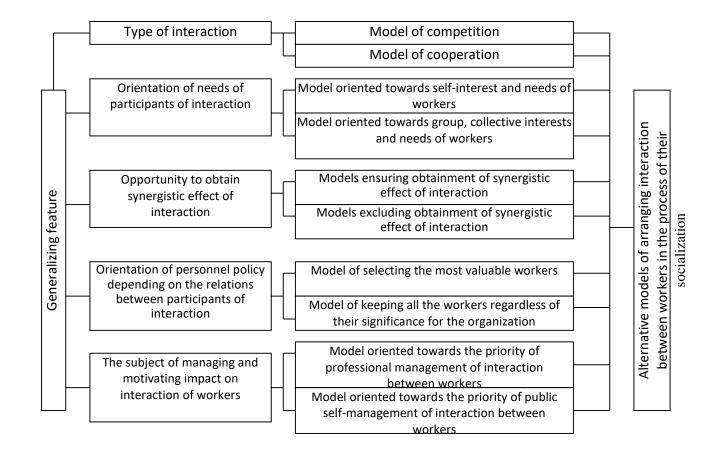
	Type of interaction	Model of competition
		Model of cooperation
	Orientation of needs of participants of interaction	Model oriented towards self-interest and needs of workers
		Model oriented towards group, collective interests and needs of workers
Generalizing feature	Opportunity to obtain synergistic effect of interaction	Models ensuring obtainment of synergistic effect of interaction
		Models excluding obtainment of synergistic effect of interaction
	Orientation of personnel policy depending on the relations between participants of interaction	Model of selecting the most valuable workers
		Model of keeping all the workers regardless of their significance for the organization
	The subject of managing and motivating impact on interaction of workers	Model oriented towards the priority of professional management of interaction between workers
		Model oriented towards the priority of public self-management of interaction between workers

Alternative models of arranging interaction between workers in the process of their socialization

Fig. 3. Alternative models of arranging interaction between workers in the process of their accelerated socialization in a work collective of an organization

We believe that the use of alternative models of interaction will help accelerate the process of socialization of workers in work collectives of organizations.

In our opinion, the organizations which main goal is to enable workers to cooperate to the full when forming a system of interaction between employees of labor collectives have much more chances to success than those which aim is competition.

5. Conclusion

In conclusion, it should be noted that the labor behavior of workers which, on the one hand, is a consequence of their motives for work, and, on the other hand, forms these motives, is a controlled process that is being managed when an employee is being socialized in the organization under the influence of organizational culture.

In the process of socialization of workers, organizations should prioritize not individual, but collective forms of motivation, in which the direct influence of organizational culture will be manifested. Application of the suggested principles of collective motivation of labor activity will enable modern organizations to increase the productivity of workers and to make the best use of the advantages of organizational culture.

It should be taken into account that organizational culture has its own distinctive features depending on the organization, and therefore it is advisable to use specific mechanisms of collective labor motivation that are acceptable for a certain type of organizational culture. The suggested specific mechanisms of collective labor motivation, used in a particular type of organizational culture, contribute to coordination of the needs of the organization and the motives of workers.

To accelerate the process of employees' socialization in a work collective, it is possible to use alternative models for arranging personnel interaction, united by us considering a number of generalizing features. Note should be taken that if the emphasis in the interaction of employees is made on cooperation, the process of socialization is carried out faster and without conflicts.

All in all, the changes in the system of personnel motivation that affect the organizational culture directly should be applied wisely, because with the incorrect shifting of priorities, an imbalance in the activity of the whole organization is possible. Establishing practical links between the system of personnel motivation management and organizational culture should be implemented step by step. It is necessary to carry out an analysis of the influence of organizational culture on the economic efficiency of the organization, on the level of contentment of its personnel, and on the adjustment of the parameters of culture to enable it to improve further.

Conflict of Interest

The authors confirm that the data do not contain any conflict of interest.

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