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# Х А Б А Р Ш Ы С Ы

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**ВЕСТНИК**

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## **CHARACTERISTICS OF MOTIVATION IN THE SELLERS' PROFESSION**

**Abstract.** The research target is to reveal peculiarities of sellers motivational profile.

The research was carried out in “Kego-S” ltd in Almaty city. There have been sellers and founders of “Kego-S” ltd involved in research. The total volume of choice amounted to fifty people. There have been three men and forty-seven women among them. An average age of tested was 33. To research peculiarities of sellers motivational profile we applied the following methodic: Motivation profile of Ricci Martin, Psychological typology of leading roles identification of Meredit Bellbin, Definition of labor motivation type of V.I.Gerchikov, “Constructiveness of Motivation” methodic of O.P.Eliseyev. The recognition gain from other people is leading, i.e. in people around appreciated merits, achievements and various means: from oral gratitude to material encouragement that says about the prevailing factor of non-monetary motivation of the trade personnel. The received arithmetic-mean indicators of sellers role features in a section of Belbin test results correspond to a standard profессиogram of the seller, implementers and diplomats on the role qualities correspond to this professional identity. The seller with the prevailing role of the diplomat, is adjusted on cooperation, a susceptibility, diplomacy and prevention of friction, has a high need for closer contacts with others for establishment of rules and directives of work performance and for a comfortable surrounding situation. As the conclusions drawn by results of research, authors state about need of "actions" system for introduction of not monetary motivation. The main effect reached by means of similar stimulation is an increase of loyalty level and interest of employees in the company.

**Key words:** motivational profile, non-monetary motivation, role features of profессиogram.

**Introduction.** Consequences of financial crisis influenced the world can be seen now throughout the globe. Majority of enterprises in many regards are now suffering from negative impact of crisis and being unable to resist against current conditions fell down into hard financial and economic situation. At the present circumstances during transition from the stage of crisis to the stage of economical growth it is necessary to find a rational and effective approach to solve the problems which enterprises and companies face with. Labor is not now an incentive but became a means to survive. In such conditions no a word can be said about highly productive and effective work, or professional development of employees, or stimulation of initiatives, or producing a strong labor enthusiasm.

Practice shows that unsuccessful people and those who try to avoid difficulties find nothing or a little activity sphere where they could have realized their potentials. Recreating activities by means of building situation of success can provided a change in labor motivation, thus, the main task of a manager of any levels consists of promoting moral inspiration in a staff as a whole and high motivation of every employee in particular [1].

High motivation of staff is the most important condition for an enterprise success. No company can succeed without high intention of employees to work efficiently, without high level of devotion to their responsibilities, without employees' interest in final results and without their striving to remarkably contribute into achieving the goals. That is why the interest of managers and researches, who are involved in management, to the study of reasons, which make people to work with full potentials for company's interests, is so high. Retention of key-workers is one of the main concerns in the conditions of crisis and to

reach this goal it is important to realize adequate system of motivation and to inform staff in time. Mentioned above conditioned the urgency of research.

Questions of motivation are reflected in many scientific researches at the interface of disciplines: organization management, personnel management, labor economics, psychology and sociology of labor. Among the most important and useful in the theory and practice of motivational management in fundamental research there are: the theory of hierarchy of needs Maslow an individual, two-factor theory of F. Herzberg (Herzberg et. al., 1959), theory X and Y D. McGregor (McGregor, 1960), acquired needs theory D. McClelland (Mc Clelland, 1971.), the model needs categories K. Alderfer, (Alderfer, 1972.), V. Vroom (Vroom, 1983) expectations theory, a theory of justice John. Adams and comprehensive procedural model of Porter-Lawler (Porter & Lawler, 1968).

In terms of methodology contemporary Russian scientists' works the most thoroughly investigated are questions of material forms of motivation and stimulation of employees.

The research target is to reveal peculiarities of motivation profile of sellers.

Characteristics of choice of tested. The research was carried out in "Kego-S" ltd in Almaty city. There have been sellers and founders of "Kego-S" ltd involved in research. The total volume of choice amounted to fifty people. There have been three men and forty seven women among them. An average age of tested was 33.

**Methods.** In order to research peculiarities of motivation profile of sellers we applied the following methodic;

1. Motivation profile of Ricci Martin (Richie., Martin 2004),
2. Psychological typology of leading roles identification of Meredit Bellbin. (Samoukina, 2008).
3. Definition of labor motivation type of V.I.Gerchikov. (Samoukina, 2008).
4. "Constructiveness of Motivation" methodic of O.P.Eliseyev. (Shahova, Shapiro, 2006).

**Results.** A correlation analysis of the motivation type's interdependence of Gerchikov with dominating demands of Ricci was carried out. We used coefficient of linear correlation of Kendall. Correlation analysis was carried out with applying SPSS 16.0 program. Obtained data are presented in tables. For understanding data in tables only valuable correlations are given, the other indicators are not given, as they do not have required information for analysis.

Consider the results obtained.

Table 1 – Correlation links of motivation types of Gerchikov with dominating demands of Ricci Martin

Demands	Type of motivation				
	Instrumental	Professional	Patriotic	Managerial	Lumpish
Demand in friendly relations	-0,304**				
Demands in socializing	-0,274**		0,275**		
Demand in clear structuring of work		-0,282**			
Demand in authority and power				0,257**	
Demand in targeting	0,211*	0,238*			
Demand in recognition	0,214*				
Demand in sense of being required		0,186*			
Demand in development	0,232*	0,270**			
Demand in high payment		-0,242*	-0,234*		0,204*
Demand in being creative	0,188*	0,231*			

As it seen in the table, the instrumental type of motivation is correlating with the following demands:

- Demand in friendly relations -0,304\*\*
- Demands in socializing -0,274\*\*
- Demand in targeting 0,211
- Demand in recognition 0,214\*

- Demand in development 0,232\*
- Demand in being creativem 0,188\*

Out of which: four – positive and two – negative links.

That is – the more a man considers work as only a source of earnings and other benefits received as payment for work, the more he is self-motivated to achieve higher and promising targets. The more willingness for independence, self-sufficiency and self-perfection the more demand in being respected for merits, achievements and accomplishments and higher apt to demonstrate curiosity and inquisitiveness; and less demand in closer relations with others and less credibility with colleagues.

On the contrary, the less man thinks of work as only source of earnings and other benefits received as payment for work - the less he is self-motivated to achieve difficult and promising targets; the less wish of self-sufficiency, independency and self-development, less demand in respect by surrounding people for his merits, achievement and success and lower inclination to demonstrate curiosity and inquisitiveness; and higher demand in closer relations with others, are investigated. Probably, that happens due to a man with such qualities is self-sufficient and within the frameworks of the environment cannot find a necessity in closer relations.

Professional type of motivation correlates with six pairs of the stated following dominating scale of demands:

- Demand in clear structuring of work 0,282\*\*
- Demand in targeting 0,238\*
- Demand in sense of being required 0,186\*
- Demand in development 0,270\*\*
- Demand in high payment 0,242\*
- Demand in being creative 0,231\*

The four are positive and the two are negative correlating links among them. That is the more a man appreciates in work its content, a chance to realize himself and demonstrate (not only for surrounding people but also for himself) that he can cope with difficult task, which is difficult for others. The more willingness for independence, self-sufficiency and self-perfection; the more he is self-motivated to achieve difficult and promising targets; the higher apt to demonstrate curiosity and inquisitiveness. The stronger is demand in work full of sense and meaning with the element of societal usefulness. Additionally, the lower is demand in rules and directives to work and lower demand to have a work with a sufficient social packet.

Opposite, the less man appreciates in work its content, a chance to realize himself and demonstrate (not only for surrounding people but also for himself) that he can cope with difficult task, which is difficult for others; the less wish of self-sufficiency, independency and self-development; the less he is self-motivated to achieve difficult and promising targets; the less apt to demonstrate curiosity and inquisitiveness and lower demand in work full of sense and meaning, with element of societal usefulness. Furthermore, the higher is demand in rules and directives to work and higher demand to have a work with a sufficient social packet. Probably, that happens due to workers distinguished by developed professional dignity towards established rules that often are posed to them with a certain sense of irony. It is a matter of honor for them to work perfectly whatever is the payment. It is typical for them to be mobilized and concentrated on achieving the targets.

Patriotic type of motivation correlates with two pairs of stated dominating scale of demands:

- Demand in social relations 0,275\*\*
- Demand in high salary -0,234\*

That is the more a man is persuaded in his usefulness for organization, based on high moral, religious, ideological principles, the higher is a demand in communication with a large number of people, close relations with colleagues. Besides, the lower is demand to have a work with a sufficient social packet.

On the contrary, the less a man appreciate in work its content, a chance to realize himself and demonstrate (not only for surrounding people but also for himself) that he can cope with difficult task, which is not easy for others; the less wish for self-sufficiency, independency and self-perfection. The less he is self-motivated to reach promising targets; the less apt to demonstrate curiosity and inquisitiveness; the less demand in work full of meaning and sense with elements of societal usefulness. Additionally, the higher demand in established rules and directives for performing work and higher demand in having work with sufficient social packet. Probably, that happens due to workers distinguished by developed



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Demand in social relations	0,275**
Demand in high salary	-0,234*

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On the contrary, the less a man is persuaded in his usefulness for organization, based on high moral, religious, ideological principles, the lower is a demand in communication with a large number of people, close relations with colleagues. The higher is demand to have a work with a sufficient social packet. Probably, it is related to satisfying demand in communication to collect and use information for individual purposes. An individual, weak in self-assertion, is compensated by belonging to a group (contact), providing by that to himself a feeling of safety, using mechanism of identification to valuable surrounding. Importance of social communications between co-workers can be explained, as a demand in understanding everything happens around. Without that an employee feels expelled from relations [2]. This fear causes a certain way of adaptation to situation, as a rule – non-functional (blackmail, manipulations, conflict situations).

Managerial type of motivation correlates with one pair of stated dominating scale of demands:

Demand in authority and power	0,257**
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The more a man voluntarily takes on full responsibility for performed work without any more directions and constant control, the higher is his persistent insistence for power. Opposite, the less a man voluntarily takes on full responsibility for performed work without any more directions and constant control, the less is his persistent insistence for power.

Demand in power and authority, is related to emotional maturity, quietness and self-confidence. Such employees are not afraid of looking to the face of difficulties, do not give in to occasional hesitations of mood, does not get upset over trifles and have a rich imagination and non-trivial thinking. That, probably, is related to the aspiration to escape control.

Lumpish type of motivation correlates with one pair of stated dominating scale of demands:

Demand in a high payment	0,204*
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The more a man has a very weak motivation to effective work and low qualification, the more he tries to avoid a work related to individual responsibility, the higher is his wish to have a work with sufficient social packet.

Seemingly, his aspiration to minimize working efforts to the level, acceptable for his direct manager, who can be quite satisfied with such comfortable for him situation. Such on employee can be given a work, which can be rejected by workers with other type of motivation, he agrees to leveling and agrees to rather low payment but if only the others had been paid less than he; he is extremely dependent on his manager and takes that dependence as something due.

Thus, if a man is more characterized by instrumental type of motivation, he is self-motivated to reach difficult, promising targets; he is self-sufficient, curious, inquisitive and has a demand in appreciation of his merits, accomplishments and success by others.

When a professional type of motivation is realized the wish for self-sufficiency, independence and self-perfection, high level of self-motivation, apt to curiosity and inquisitiveness can be observed. Demand in work full of sense and meaning with element of societal usefulness is dominating.

Managerial type of motivation demonstrates a man who voluntarily takes on full responsibility for performed work without any more directions and constant control and demonstrates a persistent aspiration for influence.

At lumpish type of motivation we can observe a high aspiration for having a work with sufficient social packet.

Further, figure 2 is described. It shows correlations of motivating strategies by O.Eliseev, and with stated dominating demands by Ricci Martin.

Table 2 – Correlations of motivating strategies by O.Eliseev, and with stated dominating demands by Ricci Martin

	Bear	Tiger	Panther
Demand in friendly relations	-0,242**		
Demand in influence and power	-0,170*		
Demand in targeting			0,177*
Demand in recognition	0,216*		
Demand in being required		-0,310**	
Demand in high earnings			-0,178*

Figure 2 shows that motivating strategy of Bear is correlating with three pairs of stated dominating scale of demands:

Demand in friendly relations	-0,242**
Demand in influence and power	-0,170*
Demand in recognition	0,216*

Out of them, one is positive and two are negative correlation links. That is the more man is inherent to the motif of internal and external mutual negation of the negative, which determines the stability and balance of a certain thorough, unhurried development of the individual, the more is demanded in appreciation of his merits, achievements and success by surrounding people; the less is demanded in a close, trustful relationships and the lower is demanded in persistent desire for competition and influence.

Conversely, the less a person is inherent in the motif of internal and external mutual negation of the negative, which determines the stability and balance of a certain thorough, unhurried development of individuality, the less is demanded in appreciation of his merits, achievements and success by surrounding people; the more is demanded in close, trustful relationships and higher is demand in persistent aspiration for competition and influence.

Probably, this is due to the inherent motivational profile of mechanism of “adaptation” (by K.Tomath) to the customs of other people and to his own habits, which provides a certain stability of existence. This correlation reflects the social orientation of individuality lying in the framework of partnering, belonging and, probably, compensates failure in the area of productivity (the inability to self-realization and self-assertion).

Motivation strategy of Tiger negatively correlates with one pair of stated dominating scale of demands:

Demand in being required	- 0,310**
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That is, the more individuality is inherent to motif of denying internal to external, not only to himself but also to others: all have to follow formally certain idea, so to say, rule-norm; the lower is demand in work which is full of meaning and sense and with element of societal usefulness.

Conversely, the lower is inherent to motif of denial internal to external, not only to himself but also to others: all have to follow formally certain idea, so to say, rule-norm; the higher is demand in work, which is full of meaning and sense and with element of societal usefulness.

Perhaps this is due to the inherent motivational profile mechanism of wish to “competition” (by K.Tomath), on the basis, which the self-education and self-assertion of the individual in outward. Motivational strategy Panther, correlates with two pairs of stated dominating scale of demands:

Demand in targeting	0.177 *
Demand in high earnings	-0.178 *

One positive and one negative of correlation links among them.

Thus, the more man is inherent to motif of interaction – “yes – no”, that is motif of the reconstruction unity of achievement motivation and motivation of relationship, when self-actualization is realized in communication rather of mind than the heart: the higher he is self-motivated to reach difficulties, promising targets and the lower is demanded to have a work with a sufficient social packet.

Perhaps, it is more important to test himself in solving difficult situations but not to have a sufficient social packet.

So, on the basis of the data obtained, if a seller has prevailing motivational strategy Bear, there is a demand to be appreciated for his merits, achievements and success; and demand in a close and trustful relationships and demand in persistent aspiration for competition and influence.

When motivational strategy Tiger is dominating, the staff has reduced demand in work, filled with meaning and sense and with element of social usefulness.

At Panther motivational strategy, the higher a person is self-motivated, the less is demand in having a work with a sufficient social packet.

Table 3 shows correlation links of roles by methodic of Bellbin and types of motivation by V.Gerchikov.

Table 3 – Correlation links of roles by methodic of Belbin and types of motivation by V.Gerchikov

	Instrumental	Managerial	Professional	Patriotic
Implementer	0,181*		-0,175*	
Coordinator			0,296**	
Creator		0,224*		-0,185*
Researcher	0,207*			
Diplomat			-0,268**	

In the figure, it can be seen, that instrumental type of motivation is positively correlating with two managerial roles

Implementer	0,181*
Researcher	0,207*

That is, the more an employee is considering a job only as a source of earnings and other benefits received as a reward for work, the more he is disciplined, reliable, conservative and practical; he often turns ideas into actions and the more a man is focused on the development of new fragments of ideas suggested by others.

Conversely, the less an employee considers work only as a source of earnings and other benefits received as a reward for work, the less he is disciplined, reliable, conservative, practical; less turns ideas into actions and less he is focused on the development of new fragments of ideas suggested by others.

Perhaps, this shows an adequate assessment of his capabilities and demands, where there is willingness for self-assertion in professional activity; and at a low intellectual productivity there are dominating compensatory aspirations focused on social approval [3].

Managerial type of motivation positively correlates with a command role of Creator.

The more an employee voluntarily takes on full responsibility for work without requiring any additional instructions or continuous monitoring the more he is energetic and courageous in overcoming obstacles.

Conversely, the less an employee voluntarily takes on full responsibility for the work performed without requiring any additional instructions or continuous monitoring the less he is energetic and courageous in overcoming obstacles.

This fully corresponds to motivational profile. Naturally feeling the owner, a man realizes inherent qualities to this role.

Professional type of motivation correlates with three team roles:

Implementer	-0.175 *
Coordinator	0.296 **
Diplomat	-0.268 **

Of these, one is positive and two are negative correlations.

That is, the more the employee values work in its content, opportunity to prove himself and prove (not only to others, but also to himself) that he can cope with a difficult task, which is not feasible for others. The less a person is disciplined, reliable, conservative, practical, the less he turns ideas into practical actions; the less he is focused on cooperation, sensitivity, diplomacy and prevention of conflict situations.

Conversely, the less an employee values its content in work, opportunity to prove himself and prove (not only to others, but also to himself), that he can cope with a difficult task, which is not feasible for others; the more a man is disciplined, reliable, conservative, practical; more often he turns ideas into practical actions and the more he is focused on cooperation, sensitivity, diplomacy and prevention of conflict situations.

Of full corresponding to motivational profile, a professional, as a rule, is oriented to the result, and it is not important for him to have background in the form of loyal charged environment or liberal leadership.

This correlation reflects the orientation of employees on the development in the long-term perspective, the willingness to invest in professional development, ensuring the competitiveness and increasing the rate of his value on labor market. It can serve as a ground for commitment to the organization, which creates conditions for the maintenance and development of both professional skills and career development.

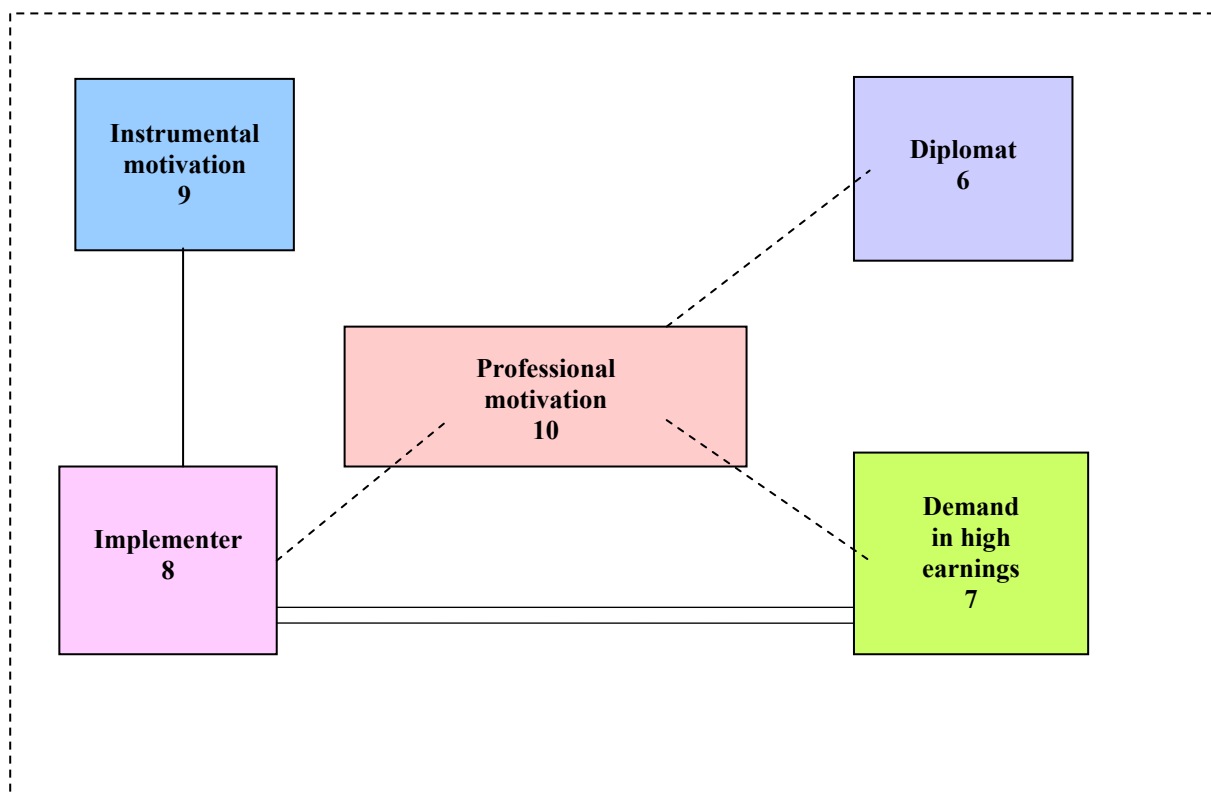
Patriotic type of motivation negatively correlates with one command role of Creator

That is, the more a man is convinced in his usefulness to the organization, the less a man is energetic and courageous in overcoming obstacles. Conversely, the less a man is convinced in his usefulness to the organization, the more a man is energetic and courageous in overcoming obstacles.

Perhaps, in this situation, patriotism is only a screen, justifying his passivity as an employee. Though, based on professiogram, we believe that a man, who shares values of company, put the social interests above those of his own.

Thus, on the basis of the above analysis, it is clear that a seller, who shows the instrumental type of motivation is disciplined, reliable, conservative, practical; he more often turns ideas into practical actions and is focused on development of new fragments of ideas suggested by others.

A seller with managerial type of motivation voluntarily takes on full responsibility for work without requiring any additional instructions or continuous monitoring; he is energetic and courageous in overcoming obstacles.



---- negative correlation ( $p \leq 0,05$ ); — positive correlation ( $p \leq 0,05$ )

Correlation pleiad of seller's motivation profile

A man with prevailing patriotic type of motivation convinced in his usefulness to organization; he is less energetic and courageous in overcoming obstacles.

Analyzing tables 1-3 we built up a correlation pleiad which represents professionogram of sellers.

Figure shows that the basis of the hierarchy is a factor of "professional motivation", having the largest number of correlations and that namely this factor will identify four other factors: instrumental motivation, implementer, demand in high earnings, a diplomat.

**Discussion.** Thus, the study carried out let reveal peculiarities of motivational profile of sellers. It was found that the more a man is disciplined, reliable, conservative, practical; the more often turns ideas into practical actions, the more an employee considers a work only as a source of earnings and other benefits received as reward for work; the more is his desire to have work with a sufficient social packet. It is important to note that there is no direct links between diplomat factor, focused on cooperation, gentleness, sensitivity, diplomacy, ability to listen, to build and to prevent conflict situations and the implementer factor with its qualities of discipline, reliability, conservatism, practicality. Figure 1 shows that they are negatively related through an additional variable professional motivation with which an employee appreciates its content, the ability to realize himself and prove (not only to others, but also to himself) that he can cope with difficult task which is not feasible for others.

Additional negative correlation can be observed, the following tendency can be visible: the less people like to work as a team and prefer to receive money for their own efforts, the less they value in work its content.

In our case, construction of the pleiad is one of the steps of motivational audit, as it demonstrates information about the peculiarities of motivational structure of personnel in modern trade organization.

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### **САТУШЫ МАМАНДЫҒЫНЫҢ МОТИВАЦИЯСЫНЫҢ СИПАТТАМАСЫ**

**Аннотация.** Зерттеудің мақсаты-сатушылардың мотивациялық бейінінің ерекшеліктерін анықтау.

Зерттеу Алматы қ. "Кего-S" ЖШҚ-да жүргізілді. Зерттеуге "Кего-S" ЖШҚ сатушылары мен құрылтайшылары қатысты. Таңдаудың жалпы көлемі елу адамды құрады. Олардың арасында үш ер және қырық жеті әйел болған. Сыналушылардың орташа жасы 33 жасты құрады. Сатушылардың мотивациялық бейінінің ерекшеліктерін зерттеу үшін мынадай әдістеме қолданылды: Риччи Мартиннің мотивациялық профилі, Мередит Белбиннің жетекші рөлдерін сәйкестендірудің психологиялық типологиясы, В. И. Герчиковтың еңбек мотивациясының түрін анықтау, О. П. Елисеевтің "мотивацияның конструктивтілік" әдістемесі. Басқа адамдардың тарапынан, яғни, айналасына сіңірген еңбегі, жетістіктері мен әр түрлі құралдары бағаланған адамдардың мойындалуы көшбасшы: ауызша алғысынан материалдық көтермелеуге дейін, бұл сауда персоналының ақшалай емес уәждемесінің басым факторын білдіреді. Белбин тестінің нәтижелері бойынша сатушылардың рөлдік сипаттамаларының алынған орташа арифметикалық көрсеткіштері сатушының стандартты профессиограммасына сәйкес келеді, орындаушылар мен рөлдік қасиеттері бойынша дипломаттар осы кәсіби сәйкестікке дәл келеді. Дипломаттың басым рөлімен сатушы ынтымақтастыққа, сезімталдыққа, дипломатияға және кикілжің болдырмауға бағытталған, жұмысты орындаудың ережелері мен нұсқауларын белгілеу үшін және жайлы қоршаған жағдай үшін басқалармен неғұрлым тығыз байланыста болу қажеттігіне ие. Зерттеу нәтижелері бойынша жасалған қорытындылар ретінде авторлар ақшалай емес уәждемені енгізу үшін "әрекеттер" жүйесінің қажеттілігін көрсетеді. Мұндай ынталандырудың көмегімен қол жеткізілетін негізгі нәтиже-бұл қызметкерлердің компанияның адалдығы мен мүдделілігі деңгейін арттыру болып табылады.

**Түйін сөздер:** мотивациялық профиль, материалдық емес мотивация, рөл, профессиограмма ерекшеліктері

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## ХАРАКТЕРИСТИКА МОТИВАЦИИ СПЕЦИАЛЬНОСТИ ПРОДАВЦА

**Аннотация.** Цель исследования – выявить особенности мотивационного профиля продавцов.

Исследование проводилось в ТОО “Кего-S” г. Алматы. В исследовании принимали участие продавцы и учредители ТОО “Кего-S”. Общий объем выборки составили пятьдесят человек. Среди них было трое мужчин и сорок семь женщин. Средний возраст испытуемых составил 33 года. Для исследования особенностей мотивационного профиля продавцов применялась следующая методика: мотивационный профиль Риччи Мартина, психологическая типология идентификации ведущих ролей Мередита Белбина, определение типа трудовой мотивации В. И. Герчикова, методика “конструктивность мотивации” О. П. Елисеева. Лидирует признание со стороны других людей, т.е. в людях, вокруг которых ценятся заслуги, достижения и различные средства: от устной благодарности до материального поощрения, что говорит о преобладающем факторе неденежной мотивации торгового персонала. Полученные среднеарифметические показатели ролевых характеристик продавцов в сравнении результатов теста Белбина соответствуют стандартной профессиональной идентичности. Продавец с преобладающей ролью дипломата, настроен на сотрудничество, восприимчивость, дипломатию и предотвращение трений, имеет высокую потребность в более тесных контактах с другими для установления правил и указаний выполнения работы и для комфортной окружающей обстановки. В качестве выводов, сделанных по результатам исследования, авторы констатируют необходимость системы “действий” для внедрения неденежной мотивации. Основной эффект, достигаемый с помощью подобного стимулирования – это повышение уровня лояльности и заинтересованности сотрудников в компании.

**Ключевые слова:** мотивационный профиль, нематериальная мотивация, роль, особенности профессиональной идентичности.

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