

EXTRINSIC META-PROGRAMS WITH INFLUENCE ON WORKERS MOTIVATION

Bogdan - Alexandru FURDUESCU

“Valahia” University of Targoviste, Romania

Abstract: *The aim of the research within this article was to identify the relationships between NLP metaprograms specific to extrinsic motivation typology and the motivation of employees within a public research institution. Metaprograms have been tested through a questionnaire-based survey applied to a sample of 95 people. The results of the research have highlighted that the predominant metaprograms are integrated regulation (work is a fundamental part of a person), positive introjection (the feelings of pride and of success) and identified regulation (the role of the workplace in achieving personal goals). Based on the results, the following measures have been proposed to increase extrinsic motivation: organizing training, a pleasant and friendly work environment, fascinating and interesting work activities, adapting activities to the level of expertise, providing instructions and procedures, working conditions and non-discriminatory promotion conditions, correlation of personal and professional goals with the organization's development strategy, positive feedback system (constructive observations, recognition), fair wage packages.*

Keywords: *NLP; metaprograms; questionnaire-based survey; extrinsic motivation*

1. INTRODUCTION

In 1959, F. I. Herzberg created the two factor theory of motivation: (1) hygiene factors (extrinsic, context) and (2) motivational factors (intrinsic, content). according to this theory, intrinsic factors certainly lead to job satisfaction, while extrinsic factors do not always have that purpose. In this context, since the 80s (Hise, 1994), most studies have focused on the implementation of questionnaires concerning job satisfaction; these questionnaires have often highlighted that staff is unmotivated in organizations that offer very good working conditions and many material benefits.

Extrinsic motivation is the motivation generated by external elements of the personality of the individual and which can be suggested or imposed by others (benefits, reprimand, punishment, etc.). In other words, extrinsic motivation implies engagement in work due to *other people's rewards, recognition or orders* (Amabile *et al.*, 1994).

It is classified as follows:

- external regulation - the employee's behavior is determined by external factors: getting rewards, avoiding a punishment, etc. (external control);
- regulation by introjection – a part of external regulation is taken over by the individual's interior,

motivation being a direct consequence of self-imposed internal pressures: shame or guilty in case of failure, pride and self-esteem in case of success (inside control);

- regulation by identification - behavior is valued by the individual through the feelings of importance or relevance to one's own person: achieving a task after establishing its value in accordance with one's own thinking;

- regulation by integration - the work done at the workplace becomes an integral part of the person - activities are carried out to achieve results in accordance with their own values but not as pleasure as in the case of intrinsic motivation

2. MATERIALS AND METHODS

The aim of the research within this article was to identify the predominant metaprograms in evaluating extrinsic motivation. The questionnaire-based survey achieved for this purpose on a sample of 95 persons (within The National Institute for Research and Development in Informatics – ICI Bucharest), was conducted between October 2017 and april 2018 in six departments (D1-D6). The affirmations for quantification of extrinsic motivation have resulted in 21 metaprogram parameters centralized in 5 categories: external regulation, identified regulation,

integrated regulation, (positive) introjection, (negative) introjection.

Table 1. Extrinsic motivation - metaprograms

Affirmation	Metaprogram	Metaprogram category
I want to succeed in my work activities: because the others provide me with a better job security if I make enough effort	Safety	External regulation
I want to succeed in my work activities: because the others will reward me financially only if I make enough effort	financial reward	External regulation
I want to succeed in my work activities: because I risk losing my job	Safety	External regulation
I want to succeed in my work activities: to avoid being criticized by others	Criticism	External regulation
I want to succeed in my work activities: to have the approval of others	approval	External regulation
I want to succeed in my work activities: because the others will respect me more	Respect	External regulation
I want to succeed in my work activities: because I want my work to have a positive impact on others	Personal satisfaction	External regulation
I have this job because: of the promotion opportunities it offers	Professional importance	External regulation
I have this job because: it allows me to earn money to support myself	Necessity	External regulation
Analyze the following statements: I execute job duties because I have to	Obligation	External regulation
Analyze the following statements: I want other people to find out how good I am	Personal satisfaction	External regulation
I have this job because: this type of work offers me safety	Safety	External regulation
At work it is important: to have someone set up my	Subordinate	External regulation

work goals		
Analyze the following statements: I execute job duties because my manager wants me to do that	Subordinate	External regulation
I have this job because: of the incomes it guarantees	Pecuniary importance	External regulation
I have this job because: It allows me to reach a certain lifestyle	Pecuniary importance	Identified regulation
I have this job because: It allows me to reach my career goals	Professional importance	Identified regulation
I have this job because: It allows me to achieve important personal goals	Personal importance	Identified regulation
I have this job because: Work has become a fundamental part of my own person	Personal integration	Integrated regulation
I have this job because: This job is an important part of my life.	Lifestyle integration	Integrated regulation
I have this job because: This job defines me	Full integration	Integrated regulation
I want to succeed in my work activities: Because this makes me feel proud of myself	Pride	Introjection (positive)
I want to succeed in my work activities: Because I want to be successful in life like other people	Success	Introjection (positive)
I want to succeed in my work activities: Because otherwise I would feel guilty	Guilt	Introjection (negative)
I want to succeed in my work activities: Because otherwise I would be very disappointed	Disappointment	Introjection (negative)
I want to succeed in my work activities: Because otherwise I would be very ashamed of myself	Shame	Introjection (negative)
I want to succeed in my work activities: Because I have to prove myself that I can	Fear of failure	Introjection (negative)

3. RESULTS AND DISCUSSIONS

Extrinsic motivation is dominated by metaprograms that are specific to integrated regulation (integration of personal life and work) and positive introjection (the feelings of pride and success) (Table 2). Identified regulation (pecuniary and personal benefits) hold the third place, while external factors are on the last position. Thus, the overall average score was 0,789 showing a position between neutrality and agreement on the statements describing extrinsic motivation.

Table 2. Extrinsic motivation – average score per categories of metaprograms and global average score (Sources: own calculation)

	Total	D1	D2	D3	D4	D5	D6
External regulation	0.596	0.806	0.860	0.645	0.202	0.468	0.488
Identified regulation	0.760	0.933	1.070	0.789	0.643	0.571	0.190
Integrated regulation	1.038	1.289	1.035	0.825	1.048	1.048	1.000
Introjection (positive)	0.922	0.967	1.158	0.711	1.000	0.738	1.000
Introjection (negative)	0.628	1.000	0.737	0.408	0.339	0.631	0.714
Extrinsic motivation	0.789	0.999	0.972	0.675	0.646	0.691	0.679

If we look at the situation analyzed by departments, we identify the following: people in department D1 demonstrate a high level of identification with the work done, as well as elements of negative introjection (desire for success because of the fear of failure); employees in D2 department have a high opinion of the categories of (positive) introjection, integrated and identified regulation. This implies an agreement with the affirmations about: pride or success gained through the work done, the high importance of job in ensuring career goals, the importance of work in personal life.

The situation is similar in other departments, too, although other employees do not have a very strong opinion.

The analysis of external regulation category points out the following important elements (Table 3): the answers of D2 department employees highlight their involvement in work activities of the need to receive approval or to avoid criticism from other people, focusing on promotional opportunities and the money needed for their support; employees in D2 department are also focused on professional satisfaction, safety and the need to conduct work out of obligation; holding the

second position in terms of external regulation, the employees of D1 Department are focused on promotional opportunities, performing job duties out of obligation and partly for the financial reward, requiring respect from others; the employees from D4 department are least motivated by external regulation, working in general out of obligation or to demonstrate how good they are.

Table 3. External regulation – average score on metaprograms and average score on category (Departments) (Sources: own calculation)

	Total	D1	D2	D3	D4	D5	D6
approval	0.323	0.400	0.737	0.368	-0.071	0.095	0.143
Criticism	0.542	0.600	0.842	0.526	0.071	0.381	0.857
Professional importance	0.823	1.267	1.158	1.000	0.286	0.571	0.429
Necessity	0.542	0.800	0.842	0.579	0.286	0.333	0.143
Obligation	1.031	1.133	1.105	1.053	0.643	1.143	1.143
financial reward	0.318	0.633	0.474	0.342	0.000	0.286	0.214
Respect	0.596	0.806	0.860	0.645	0.202	0.468	0.488
Personal satisfaction	0.542	0.367	0.947	0.447	0.607	0.238	0.643
Safety	0.493	0.644	0.754	0.544	0.071	0.413	0.190
Subordinate	-0.344	-0.700	0.026	-0.079	-0.393	-0.524	0.571
External regulation	0.596	0.806	0.860	0.645	0.202	0.468	0.488

As stated before, employees in D2 and D1 Departments are focused on promotion and career advancement; these items are almost unimportant for those in D6 Department.

Table 4. Identified regulation – average score on metaprograms and average score on category (Departments) (Sources: own calculation)

	Total	D1	D2	D3	D4	D5	D6
Pecuniary importance	0.646	0.667	1.053	0.842	0.202	0.429	0.143
Professional importance	0.792	1.000	1.105	0.684	0.643	0.571	0.286
Personal importance	0.844	1.133	1.053	0.842	1.048	0.714	0.143
Identified regulation	0.760	0.933	1.070	0.675	0.789	0.571	0.190

Most employees profile integrates into the workplace. *Personal motivation* is very high in D6 and D1 and moderate in D2. The employees from D1 and D5 consider that their job is an important part of personal life, while the employees from D2 almost completely agree that their job defines them.

Table 5. Integrated regulation – average score on metaprograms and average score on category (Departments) (Sources: own calculation)

	Total	D1	D2	D3	D4	D5	D6
Personal integration	1.208	1.467	1.105	1.053	1.286	1.095	1.429

Lifestyle integration	1.125	1.333	0.895	1.000	1.143	1.333	1.000
Full integration	0.781	1.067	1.105	0.421	0.714	0.714	0.571
Integrated regulation	1.038	1.289	1.035	0.825	1.048	1.048	1.000

In terms of introjection, employees are generally governed by the metaprogram of professional pride; only those in D2 also pursue life success.

Table 6. Introjection – average score on metaprograms and average score on category (Departments) (Sources: own calculation)

	Total	D1	D2	D3	D4	D5	D6
Pride	1.250	1.400	1.316	0.947	1.286	1.190	1.571
Success	0.594	0.533	1.000	0.474	0.714	0.286	0.429
Introjection (positive)	0.922	0.967	1.158	0.711	1.000	0.738	1.000
Guilt	0.427	1.067	0.474	0.158	0.143	0.476	0.429
Disappointment	0.573	1.133	0.632	0.158	0.357	0.571	0.571
Shame	0.563	0.733	0.632	0.526	0.143	0.667	0.571
Fear of failure	0.948	1.067	1.211	0.789	0.714	0.810	1.286
Introjection (negative)	0.628	1.000	0.737	0.408	0.339	0.631	0.714

However, negative introjection is also present, because they are also governed by the fear of failure (the affirmation: *to prove myself that I can*). The employees of D1 Department are also governed by the feelings of guilt or disappointment (*I want to succeed in my work activities: Because otherwise I would be very disappointed/ I would feel guilty*).

4. CONCLUSIONS & ACKNOWLEDGMENT

The results obtained allow us to conclude that although intrinsic motivation is less important to employees than the extrinsic motivation, not material benefits are important to them, but metaprograms related to the integration of work

with one's own person and those associated with feelings such as pride or success.

The most important categories of metaprograms specific to extrinsic motivation, which were identified, are:

- integrated regulation – personal integration (work is a fundamental part of a person);
- positive introjection – the feelings of pride and success;
- identified regulation – present in half of the departments, it pursues the role of the workplace in achieving personal goals.

The improvement of motivational climate requires:

- to create non-discriminatory promotion conditions, to correlate personal goals with the development strategy of the organization, to ensure a management feedback system that responds to the need for one's work recognition, self-esteem increase, and promotion of constructive criticism of work;
- to ensure the achievement of personal goals and career promotion goals in an impartial manner, to ensure fair wage packages that allow integration into a particular lifestyle;
- to maintain these feelings of workplace integration.

The author take full responsibility for the contents and scientific correctness of the paper.

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