

# Labor motivation as a condition of professional development of penal officers in correctional institutions

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**Abstract – The article reveals the significance of the labor motivation for penal officers’ professional development. The extreme nature of work with inmates influences greatly on penal officers as well as has a negative impact on their professional activity. Knowledge of psychological conditions that determine the professional development of the identity of the officer in the correctional institutions is necessary for improving productivity of their professional activity that depends much on their labor motivation. The results of our research have shown that one third of respondents have reported external positive motivation, internal motivation and one fifth of respondents have reported external negative motivation; a little number of respondents has reported all types of labor motivation at an equal extent. Comparing the penal officers’ motivation structure with various types of dominant motivation has revealed some significant differences. Key components of the labor motivation structure differ with all groups of respondents. The officers having external negative motivation are characterized by the least level of all indicators in the labor motivation structure in comparison with other groups, and the officers having external positive motivation are characterized by the maximum meanings almost in all motivation indicators. The results of the research have shown that the motivation sphere is of greatest importance for the penal officers’ professional development. It is necessary to determine the vector in the psychological work with each group of penal officers to optimize their labor motivation.**

**Keywords – labor motivation, a person’s motivation structure, professional development, a penal officer of the correctional institution.**

## I. INTRODUCTION

Social and economic changes that take place in the society make new demands concerning specialist’s personality. The ability to be the subject of one’s own professional development and find sound decisions of socially and professionally important problems under the current rapidly changing reality are of top priority nowadays. The modern development of science and technical progress, the expansion of professional activity’s spheres, emerging new types of organizations and changes of social and

economic relationships in the society arouse an interest in the problems of professional activity and its psychological studies. The awareness of the complexity in achieving successful staffing, teaching, managing people who are doing any kind of professional activity took place as well as realization that a scientifically based system of knowledge used for providing effective organization and management of this activity is required.

Not only professional knowledge and skills that are acquired at educational institutions and are further developed in the process of actual work with inmates are in great demand in the professional activity in the system of correctional institutions. The professional activity also requires personal qualities of officers who conduct a complex job included into the word combination “execution of punishment”. Service in the penal system belongs to professions that include a person into extreme situations. The extreme nature of work with inmates influences greatly on penal officers as well as has a negative impact on their professional activity. Knowledge of psychological conditions, which determine the professional development of the identity of the officer in the correctional institutions, is necessary for improving productivity of their professional activity that depends much on their labor motivation, its orientation and contents. Labor motivation can also be considered as one of the principal conditions of the penal officers’ professional development in the correctional institution.

Motivation is one of the key determinations of a person’s behavior. The choice of a profession, a place of job, occupation, goods or services, success in studies or labor activity are connected with a person’s motivation sphere to some extent. One can hardly predict or correct peoples’ state and behavior without knowing their needs and motives. Besides the contents and the structure of a person’s motivation have always been important indicators and factors of health and adaptation level.

## II. RESEARCH REVIEW

A great number of motivation theories within the field of foreign and domestic psychological researches have been developed, numerous experiments have been conducted, a lot of facts and patterns concerning personal, situational and cognitive motivation factors, motives of various kinds and needs’ contents

(Z. Freud, G. Murray, D. McClelland, K. Kcheckhousen, K. Levin, B. Skinner, A. Maslow, R. de Charms, A. Desy, V.N. Myasishev, D.N. Uznadze, A.N. Leontev, E.P. Iliin, etc.) have been established and systematized. The connection between motivation and activity success, the possibilities of realizing needs, motives and relations have been studied at a lesser extent.

Labor motivation has been studied in numerous researches in both foreign psychology and management. These reviews' researches are presented in textbooks and manuals on organizational psychology and management.

K. Zamfir who had been trying to join B. Skinner's and D. Macgregor's conceptions, figured out the following components in the structure of labor motivation – internal motivation, external positive motivation and external negative motivation [1]. Internal motivation should be taken into consideration when the activity in itself is important for a person. If the motivation of professional activity is based on intention to satisfy other needs that are external towards the activity's contents (social prestige motives, salary, etc.), external motivation takes place. Internal positive motives are more effective than internal negative motives from all points of view.

The motivation of the staff's organizational behavior can be normative, forcible and stimulated. Normative motivation is inducement of a person towards definite behavior by means of ideological and psychological influence, such as persuasion, suggestion, informing and others. Forcible motivation means using authority and threats to worsen the employee's needs satisfaction in case of failure corresponding demands by him. Stimulated motivation is not a direct influence on a personality but external circumstances via favors – impetuses that induce an employee towards definite behavior [2].

Among the three kinds of labor, motivation mentioned above the normative motivation will have the most positive meaning for the employee's professional development. The normative motivation can be considered as internal one; that means that the person formulates the significance of labor activity on his own and achieves it in forms of real goals and labor results. Other kinds of motivation are referred to external motivation, which also influences the professional's personality formation but this impact's vector does not necessarily have a positive result and may lead to professional stagnation and even deformation of the subject's personality.

Nowadays there are a lot of various methods to motivate the staff. Choosing and applying a definite method depend on the motivation system in each particular organization and the way it has been developed (Fig.1).

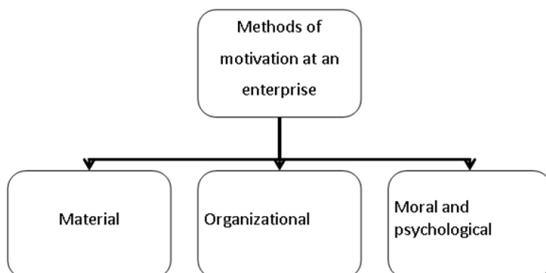


Figure 1. Motivation scheme

The most widespread stimulation method is the financial individual premium. It is reasonable to pay it out once a year to avoid its becoming a stable salary and the stimulating effect will be lost [3]. The financial incentive system is unable to take into

account all the characteristics of an employee, such as personal contribution into the work, complexity of the activity. A huge number of labor functions are not defined in normative acts and job descriptions.

Employees' needs are very changeable, so motivation that is effective today may not work tomorrow. The process of personal development gives an impulse to self-expression and the employee's possibilities are growing [4]. The way of meeting the person's demands will make the motivation process endless.

Besides the employees' financial stimulation, methods there are non-economic methods, for example, organizational, moral and psychological. Organizational methods of motivation involve employees' participation in organization's activity and acquiring new knowledge and skills as well as enriching labor contents (career growth, more interesting work). Moral and psychological motivation methods reveal themselves in realization of conditions for assuming individual responsibility for the job, professional pride; competing effect; certificates of honor, valuable gifts, mentioning in the Hall of Fame; setting far reaching goals, orientation on the effective activity; creation of trusty and respectful relations in the organization.

Career growth and rank promotion are multipurpose motivation methods. However, they are internally restrained because of limited number of high-level ranks so further rank promotion requires costs for re-training [5].

According to S.B. Kaverin, the work must, at first, ensure sufficient finance to restore expended energy to provide high level of labor motivation, at second, correspond to the person's qualification, his abilities; at third, be guided by appreciation of employee's achievements and provide his independence, participation in managerial decisions, possibility to show initiative, freedom in choosing ways of fulfilling tasks. The author analyzes in detail the reasons of labor motivation's losing and destruction, describes the following widespread de-motivators – directives, control, sanctions and dismissal [6].

In practice, sets and combinations of methods are used for effective realization of motivation process. The most productive will be using of all the three methods at once. Using of financial stimulations only will limit the personnel's creative potential in reaching the goals. The best result is possible in case while using spiritual motivation [7].

### III. RESEARCH METHODOLOGY

Among the leading methodological principles of our research are the following – the principle of unity of consciousness and activity and psychological determinism principle. Labor motivation is being formed during the professional activity while being its regulator at the same time. Labor motivation is both the key factor of success in the organization management and a component that determines the personnel's relation and behavior in work, reactions to specific job conditions. Besides, labor motivation is an internal condition for the labor subject's professional development.

### IV. GOAL AND TASKS

In order to organize the functional process of fulfilling labor tasks correctly, one should know the specific features of officer's motivation structure. In our research, we studied the personnel's labor motivation as an example of penal officers. The purpose of our research is the study of specific features in the motivation structure of penal officers' having various kinds of labor motivation. The following key tasks were defined – to determine the dominant type of penal officers' motivation; to describe

specific features of motivation structure of penal officers having a definite leading type of labor motivation and to compare the received motivation structures.

In order to reveal the dominant kind of labor motivation the method of K. Zamfir (in A. Reans modification) was used; in order to define the motivation structure B. Gerbachevsky's questionnaire of a person's motivation structure was used.

**V. RESEARCH PARTICIPANTS**

The research was conducted with the participation of the 36 duty shift officers in security department of the Correctional Institution #3 of the Administration of the Russian penal service in Yaroslavl region.

The responsibility of the duty shift officers in security department is both supervision of inmates and maintaining the penal regime at the correctional institution. Duty shift officers serve inside the correctional institution's regime zone and their work is characterized by constant contact with special contingent. Within the framework of responsibilities the officers of security departments make searches, inspection of inmates, rooms and territory, participate in urgent investigations, suppress the inmates' opposition to the correctional institution's administration and have every day close contact with inmates, therefore the officers are greatly influenced by stressful factors.

**VI. RESEARCH RESULTS**

The results of our research have shown that one third of the security department's officers have external positive motivation as a dominant type of labor motivation (33.3%), the second place takes internal motivation (19.4%) and external negative motivation (19.4%), a little number of officers under test (8.3%) have revealed all types of labor motivation at an equal extent. The results may be considered rather worried because only one fifth of officers under test have shown positive resources available for their professional development. Internal positive motivation is quite a good indicator for the potential professional development but still can be characterized as unstable resource. As soon as the labor's positive stimulation changes and becomes lesser, the dominant motivation will also may change and become negative. The administration should take into account the dominant type of labor motivation while setting current tasks to personnel and that will create at the penal institution conditions for the officers' professional growth.

The characteristics of a person's motivation structure pointed out by V. Gerbachevsky were grouped into four sections; each of them contains the analysis of the dominant motivation indicators. The table below shows the motivation structure indicators of the officers' who have various types of labor motivation (Table 1).

Table 1. Indicators of the motivation structure of the officers' with various types of labor motivation (average indicator)

Scales according to V. Gerbachevsky's questionnaire		Leading type of motivation according to K. Zamfir's method			
		Internal motivation	External positive motivation	External negative motivation	All types of motivation that are alike
the motivation	Cognitive motive	10.3	9.16	9.3	8
	Avoidance motive	14.57	12.66	11.6	10.3
	Internal motive	12.14	12.66	12.5	12.3

	Competing motive	10.83	11.83	10.6	11.6
	Changing activity motive	13.7	13.08	13.16	12.66
	Self-respect motive	9.86	13.43	10.83	12.33
of rather complex goals concerning	Giving personal significance towards activity's results	14.86	13.71	14.17	13
	Level of task's complexity	11.7	10.1	10.5	9.7
	Showing will's efforts	10	10.57	9.67	11.3
	Assessment of the achieved results' level	4.7	7	5.2	6.3
of life assessments of the	Assessment of one's own potential	9.29	10.86	9.67	9.33
	Intended level of efforts mobilization necessary for reaching activity goals	9.29	12.86	9.67	10.67
	Expected level of activity results	5	5.86	5.83	6.3
	Naturally determined results	9.29	10	8.5	8.33
of the	Initiative	8.43	10	8.67	10

Officers with internal motivation in the first section "The core of the motivation structure" are characterized by the dominant avoidance motive that means the fear of reaching bad results in activity and the following punishment. Meanwhile, officers with external positive motivation have the prevailed motive of self-respect that means the wish to set more complex goals in ordinary activity. All the rest officers in the groups under test have changing activity motive as the dominant that shows the officers' willing to change constantly their activity, they do not like to do a monotonous, of the same type activity.

Despite of motivation type in the second section the giving personal significance towards activity's results comes forward as means of reaching rather complex goals concerning the current state of affairs. However, the assessments of the achieved results' level indicators are presented at the least extent, therefore, the officers in the group under test are indifferent to the way they are assessed by the people around them; the most important thing for them is the way they assess the effectiveness of their activity themselves.

The predicted level of the officers' efforts mobilization necessary for achieving activity goals prevails in the third section "Predicted assessments of the subject's activity". The present indicator is strongly pronounced by the officers having external positive motivation. It means that the group of officers under test know what to do to perform this or that kind of activity despite of prevailing definite motives in the labor motivation structure. This fact is probably determined by some algorithm and precision demonstrated by penal officers while following their job descriptions within professional activity.

The penal officers having various types of labor motivation have revealed different indicators presented in the fourth section "Causal factors of the corresponding activity". For example, officers with internal motivation have shown the appropriateness of results as the dominant factor that is revealed through seeing the possibility to reach the goals set before. The penal officers with

external negative motivation (section “All types of motivation that are alike”) are characterized by initiative, readiness in solving professional tasks set for them. The following fact should be also taken into consideration – both given indicators have the same meanings in the group of officers having external positive motivation.

## VII. CONCLUSION

Internal motivation has been the most effective one to the point of labor satisfaction and its productivity. The officers having external negative motivation are characterized by the least level of all indicators in the motivation structure in comparison with other groups, and the officers having external positive motivation are characterized by the maximum meanings almost in all motivation indicators.

The type of motivation may influence not only the effectiveness of the duty activity but also the penal officers' personality. Internal motivation is the source of person's development and stimulates the further development of professional skills, while external motivation gives an orientation towards personal interests (goals) only and does not stimulate professional development; labor is turned out into activity that is done under the pressure of external necessity. The role played by negative motivators is extremely destructive for penal officers'

personality because it leads to conformism, narrow-mindedness, passiveness and irresponsibility.

The motivation sphere is of greatest importance for the penal officers' professional development. The motivation will surely help to improve the effectiveness of the penal institutions' activity, while a well-stimulated officer will perform the duties effectively.

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