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Управление мотивационным профилем государственных служащих

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Аннотация: В статье представлено описание инварианта профиля персонала государственной службы, а также разработаны варианты мотивационного профиля для персонала Департамента образования Ивановской области с учетом уровня ответственности принятия управленческих решений. Формирование высокопрофессионального и компетентного кадрового состава – одна из важнейших задач совершенствования государственного управления. Задача, требующая внедрения новых технологий, стимулирующих гражданских служащих к долгосрочной деятельности, ориентированной на достижение конкретных результатов. Одним из значимых элементов системы управления кадрами государственного органа является мотивация гражданских служащих, на которую оказывает влияние множество факторов, связанных с прохождением гражданской службы. В статье представлена авторская классификация мотивационных типов государственных гражданских служащих, разработанная на основе положений концепции управления мотивацией Ричи и Мартина, а также обозначены конкретные процедуры реализации управления мотивационным профилем персонала государственной службы в Департаменте образования Ивановской области. Отмечается, что особую значимость приобретают инструменты управления мотивацией, сочетающие монетарные и немонетарные методы, а также изменяющие саму структуру мотивационной сферы.

Ключевые слова: мотивационный профиль персонала, потребностно-мотивационная сфера, мотиваторы, мотивационный тип, инструменты мотивации, монетарные и немонетарные методы мотивации

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MANAGING PERSONNEL MOTIVATIONAL PROFILE AS A TOOL FOR MOTIVATING CIVIL SERVANTS

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Abstract: The article describes the invariant profile of the civil service personnel, as well as prospects for developing a motivational profile for the personnel of the Department of Education in the Ivanovo region considering the level of responsibility for making managerial decisions. The formation of highly professional and competent personnel is one of the most significant tasks for improvement in the field of public administration. This requires the introduction of new technologies that motivate civil servants to long-term activities focused on achieving particular results. A significant part of the personnel management system of a public authority is the system for motivating civil servants, which is influenced by many factors related to the civil service field. The author presents a classification of motivational types of civil servants, which was developed based on the concept of motivation management by Richie and Martin, and also outlines specific procedures for implementing the management of the motivational profile of civil service personnel in the Education Department of the Ivanovo region. It is noted that motivation management tools that combine monetary and non-monetary methods, as well as change the very structure of the motivational sphere, are acquiring special significance.

Keywords: motivational profile of personnel, need-motivational sphere, motivators, motivational type, motivation tools, monetary and non-monetary methods of motivation

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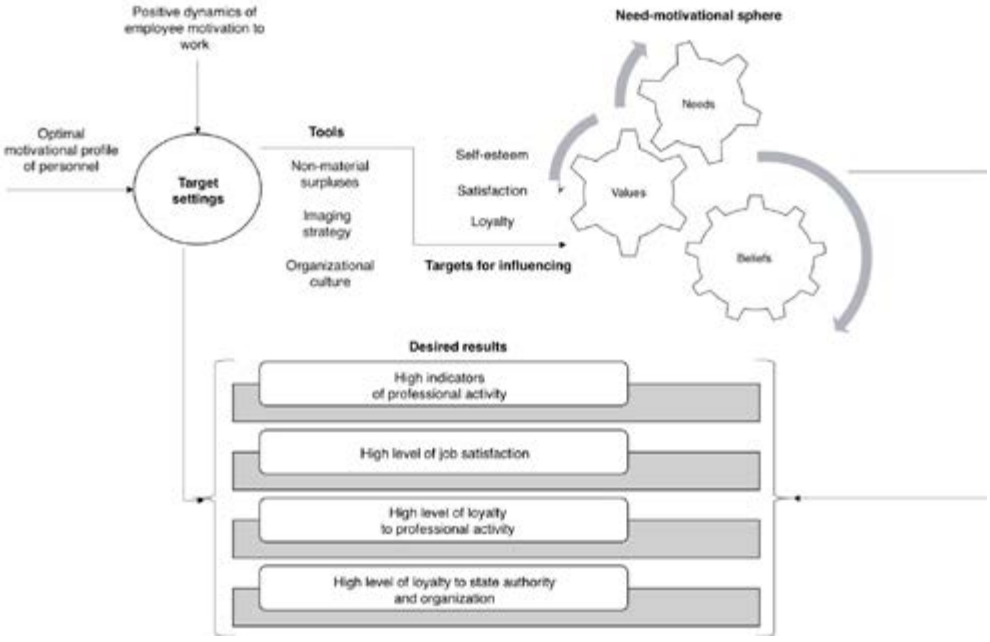
Introduction

To solve the problem of motivation for civil service personnel, it is necessary to develop new tools to ensure that the level of efficiency in the professional activity of civil servants corresponds to the level of satisfaction and profit during the performance of their duties. The preamble to the "Methodology for the Non-Material Motivation of Civil Servants of the Russian Federation", approved by the Ministry of Labor and Social Protection of the Russian Federation, notes that "the effectiveness of state regulation largely depends on the stability of functioning of the state institutions", and "achievements in the activities of state bodies are direct a consequence of the results of the intellectual work of civil servants, in connection with which the formation of professional staff is among the priority tasks for improving public administration".[1] Article 13 of the Federal Law No. 79-FZ of July 27, 2004 "On the State Civil Service of the Russian Federation" (as amended on December 16, 2019), speaks of the relevance of the formation of highly professional personnel: "a civil servant performs his/her official activities in civil service positions under the act of appointment to the post and with a service contract and receives a salary from the federal budget or the budget of a constituent entity of the Russian Federation".[2]

The issues of personnel training were discussed in detail in October 2020 at a meeting between the President of the Russian Federation Vladimir Putin and the rector of the Russian Presidential Academy of National Economy and Public Administration Vladimir Mau; the conversation focused on the significant aspects of work of the academy and ways to improve personnel training for the Russian public administration system.[3]

However, the preparing highly professional personnel for the public administration system takes time; therefore, we should think about the need to use motivational tools oriented into the future. Motivation management tools are of particular importance since they allow not only to effectively use monetary and non-monetary methods of stimulation but also make it possible to change the very structure of the need-motivational sphere of employees. Using the motivational profile of civil servants can help in solving this problem.

Figure 1. Model for managing the motivational profile of the personnel of the Department of Education in the Ivanovo region (Compiled by the author)



Motivational profile of civil servants in the Ivanovo region

In the Department of Education of the Ivanovo region, the management of the motivational profile of civil servants is a process of influencing the need-motivational structure of employees to change it in a given direction. The process is implemented through the management system of the need-motivational sphere of employees.

The model for managing the motivational profile of personnel (**Figure 1**) includes the following elements: target settings, desired results, the structure of the need-motivational sphere of personnel, tools, and targets for managerial influence.

The "Public Declaration of Goals and Objectives of the Department of Education in the Ivanovo Region" of March 2, 2019, states that "the projected motivation system for employees of the Department in the Ivanovo Region is aimed at achieving such goals as ensuring positive dynamics of employee motivation to work and creating an optimal motivational profile of personnel".[4]

The author developed the unique classification of civil servants' motivational types based on the typological model of motivation by Gerchikov V. I. [Litvinyuk, 2019. P. 63] and the provisions of the motivation management concept by Sheila Ritchie and Peter Martin [Ritchie, Martin, 2004],

1 https://rulaws.ru/acts/Metodika-nematerialnoy-motivatsii-gosudarstvennyh-grazhdanskih-sluzhaschih-Rossiyskoy-Federatsii/

2 http://www.kremlin.ru/acts/bank/21210/page/2

3 http://www.kremlin.ru/events/president/news/53898

4 http://www.iv-edu.ru/content/about/declaration

Table 1. Classification of civil servants' motivational types depending on the dominant factor of motivation

Dominant factor	Motivational type
High salary and material incentives	Pragmatic
Working conditions	Hygienic
Clear regulation of work (Structuring)	Performance
Social capital (Social contacts)	Status
Social support (Relationships)	Affective
Social recognition and approval	Patriotic
Self-realization (Striving for achievements)	Ambitious
Authority	Owner
Diversity and changes	Innovative
Creativity	Creative
Self-improvement	Progressive
Content of the work (Interesting and beneficial work)	Professional

which is presented in **Table 1**.

For the pragmatic type of civil servant, money is the main motivator.

The hygienic type of a civil servant is focused on working conditions, such as regime, climate, equipment, etc.

Performance-based staff needs clear criteria for the results that are expected from them.

The status type of a civil servant is characterized by a desire to form useful social ties.

The affective type of civil servant is focused on establishing long-term warm relationships with colleagues.

Civil servants of the patriotic type are ready to work on a general idea and fully devote themselves to the implementation of the plans of the leadership.

Civil servants of ambitious type strive for individual professional results.

Civil servants of the owner type are interested in the opportunity to influence other people and the work process in the organization. As a rule, they take maximum responsibility for the functions entrusted to them and are ready to work with full dedication for the proper performance of their duties.

The innovative type of civil servants needs constant changes in his/her professional activities.

Figure 2. Ideal motivational profile for the personnel at strategic decision-making level (Compiled by the author)

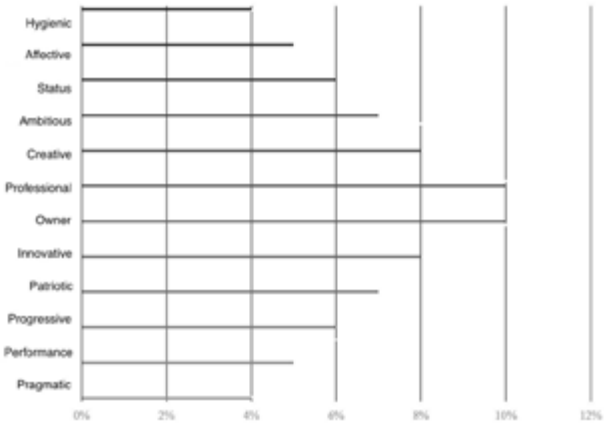
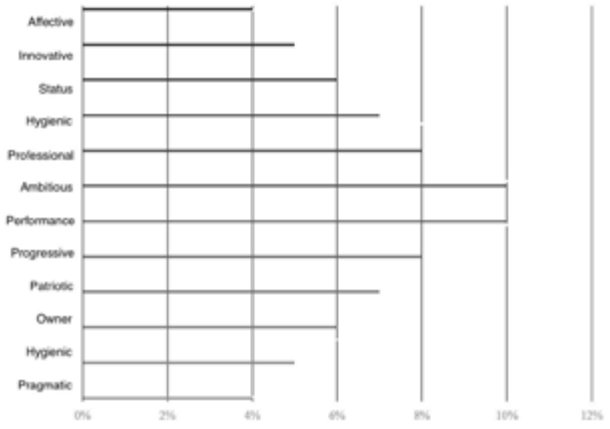


Figure 3. Ideal profile of civil service personnel at the tactical decision-making level (Compiled by the author)



The creative type of civil servants needs the ability to present and implement non-standard ideas.

Opportunities and conditions for self-development, both personal and professional, are characteristic of the progressive type of civil servants.

Civil servants of professional type value the content of work, the feeling of its usefulness to society.

All the motivational types above are found among employees of institutions and organizations working in the public administration system, and the proportion of these types constitutes the motivational profile of public service personnel.

Ideal motivational profile of civil service personnel

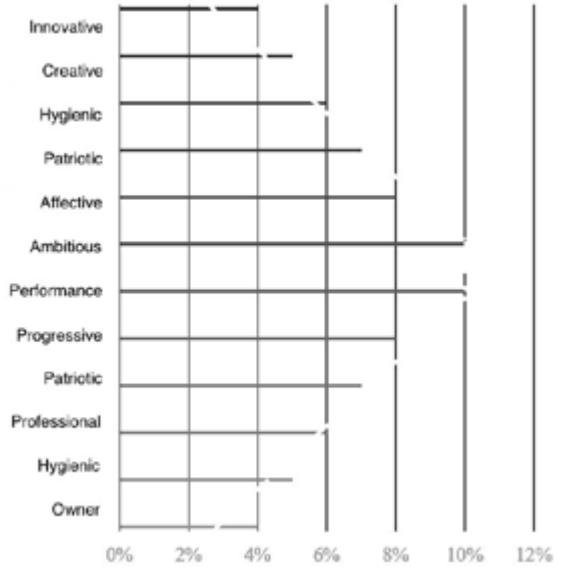
The system for analyzing and assessing the motivational profile of civil service personnel involves comparative analysis of the real and ideal profiles. For personnel at different management levels – strategic decision-making, tactical decision-making, and operational (technical) decision-making levels – there is an ideal (optimal) profile. The ideal profile of civil service personnel at the strategic decision-making level is shown in **Figure 2**.

A strategist is an abstract thinker who develops solutions to the challenges of the surrounding reality, taking into account available and potential resources. That is why the content of the work, the feeling of its usefulness to society, and the ability to inspire others to do the work more efficiently is necessary for the civil servant at the strategic level.

The ideal profile of civil service personnel at the tactical decision-making level is shown in **Figure 3**.

The tactical level of managerial decision-making is focused on achieving goals set at the level of tactical management. As a rule, civil servants, making decisions at the tactical level, are engaged in resolving problems that arise here and now, ensuring the removal of obstacles and the effective implementation of management decisions in practice. Therefore, the effectiveness of the general idea, public recognition of personal participation, the ability to

Figure 4. Ideal motivational profile of civil service personnel at the operational decision-making level (Compiled by the author)



formulate and present non-trivial ideas, as well as to develop options for achieving the goals are important for a civil servant at the tactical level.

The ideal motivational profile of civil service personnel at the operational decision-making level is shown in **Figure 4**.

Operational management is mainly associated with the executive activity; therefore, the main motivators of civil servants at this level are the ability to have specific parameters of the desired results of their work and the ability to have their own achievements.

The tools for achieving goals are the system of non-material incentives (awards, public recognition), the strategy for forming an image, and organizational culture.

Their application is aimed at forming appropriate self-esteem of employees, increasing their job satisfaction and professional and organizational loyalty.

The object of management is the need-motivational sphere of the employee's personality, in particular, its three main elements – needs, values, and attitudes.

Conclusion

The use of the model for managing the motivational profile of personnel in the Department of Education of the Ivanovo Region will increase the efficiency of professional activities of employees, their level of job satisfaction, and ensure loyalty to both the profession itself and to the government body they represent.

The introduction of the model for managing the motivational profile of employees in the Department of Education of the Ivanovo region involves the implementation of the following stages: information support of the model; instrumental support of the model; functioning of the model.

The information support of the model should include:

documents, regulating the goals and desired results of the motivation management system for employees in the Department of Education of the Ivanovo Region, principles of motivation management, types, forms and methods of motivation, competencies of motivation management subjects;

information about the state of employees' motivation;

information about motivation management practices with positive results.

The document regulating the functioning of the employee motivation management system can be the Regulation on the motivation of civil servants in the Department of Education of the Ivanovo region.

The instrumental support of the model involves the development of tools for managing the motivation of employees in the Department of Education of the Ivanovo Region, the main of which are non-material incentives, the strategy for forming an image, and organizational culture.

Non-material incentives for the professional activity of employees in the Department of Education of the Ivanovo region can include high self-esteem, job satisfaction, the possibility of self-realization, social status – the feeling of elitism.

The functioning of the model is ensured by the orders of the head of the Department, information support of employees, competent organization of work, as well as the effective control system.

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