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Classification of employee types in a company through the analysis of the direction vector of their activity motivation

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Abstract

The article is dedicated to the analysis of existing classifications of employee types in the organization, based on the assertion that human resources are the most valuable asset of a company. Thus, the analysis and optimization of a company's employee classification system are key processes that enable the company to optimize the recruitment process, thereby increasing its own productivity. This work pays special attention to the classification of employee types based on the moral component, which is responsible for the directional vector of employees' motivation. Having studied the existing models of employee classification, revealed that they do not consider employees from this vector's perspective. Taking this characteristic into account will allow managers to recruit employees whose activity goals are most in line with the company's mission, thus improving the quality of the organization's production and communication processes. The aim of this research is to develop a classification of employee types based on the analysis of their psychotypes with consideration of the moral component. The theoretical and methodological basis of the research in this work is the theoretical analysis of existing methodologies for classifying types of employees in the company. Based on the studied and analyzed information, a new qualification format for employees can be developed, based on the vector of outgoing communication direction in conjunction with the individual's degree of autonomy.

Introduction

As part of optimizing the business processes of companies, human resources is a key and most valuable factor for any organization [Laloo, 2022]. Thus, the analysis and optimization of the company management system from the perspective of human resource management is a key factor that allows companies to increase their own productivity.

Concentration on optimizing human resource management leads to modern company management models focusing on increasing the level of psycho-emotional comfort of employees [Dale, Kadzhemi, Kovalski, 2007; Knysh, 2019; Laloo, 2022; Reshetnikov, www], as well as improving the communication model within the team to achieve maximum efficiency in the communication process.

During the analysis of current employee classification models [Avolio, Bass, Jung, 1999; Berens, www; Classic leadership styles: authoritarian, democratic, laissez-faire, www; Dale, Kadzhemi, Kovalski, 2007; Hersey, Blanchard, 1982; Knysh, 2019; Laloo, 2022; Levin, 2000; Rational and intuitive styles of thinking: adaptation of S. Epstein's questionnaire, www; Reshetnikov N. DISC model: description and characteristics of personality types of employees, www; Theory of generations by N. Howe and W. Strauss. Practical application opportunities. 2015, www; Troshkin, Rassolov, www; Vechniakova, 2022], it was found that these models do not address the moral component that determines the direction of employees' motivational activities. Taking this characteristic into account will enable managers to recruit employees whose activity goals are most aligned with the company's mission, thereby improving the quality of the production and communication processes within the organization.

The scientific significance of this work is manifested in the development of a new classification of employees, taking into account the moral component. Considering this characteristic will allow managers to recruit employees whose activity goals are most aligned with the company's mission, thereby improving the quality of the production and communication processes within the organization.

In this research the theoretical and methodological basis serves as the theoretical analysis of existing classifications of types of employees in a company. These classifications include:

– classification according to B. Bass and B. Avolio – transformational, transactional, and non-transactional leadership [Avolio, Bass, Jung, 1999; Dale, Kadzhemi, Kovalski, 2007];

– formal and informal leadership [Troshkin, Rassolov, www];

– 3 leadership styles: democratic, authoritarian, laissez-faire [Classic leadership styles: authoritarian, democratic, laissez-faire, 2015; Levin, 2000];

– classification of employee types by P. Hersey and K. Blanchard [Hersey P., Blanchard, 1982];

– DISC personality typology [Knysh, 2019; Reshetnikov, www];

– MBTI typology [Vechniakova, 2022];
– William Strauss and Neil Howe's theory of generations [Theory of generations by N. Howe and W. Strauss. Practical application opportunities. 2015, www];
– classification according to the thinking style of Seymour Epstein [Rational and intuitive styles of thinking: adaptation of S. Epstein's questionnaire, www];
– Linda Berens' theory of temperaments [Berens, www].

The goal of the research is to develop a classification of employee types based on the analysis of their psychotypes, taking into account the moral component.

Main part

Analyzing the theoretical and methodological basis of the research [Avolio, Bass, Jung, 1999; Berens, www; Classic leadership styles: authoritarian, democratic, laissez-faire, www; Dale, Kadzhemi, Kovalski, 2007; Hersey, Blanchard, 1982; Knysh, 2019; Laloo, 2022; Levin, 2000; Rational and intuitive styles of thinking: adaptation of S. Epstein's questionnaire, www; Reshetnikov, www; Theory of generations by N. Howe and W. Strauss. Practical application opportunities. 2015, www; Troshkin, Rassolov, www; Vechniakova, 2022] of existing classifications of employees in a company, it was noticed that these models do not address the moral aspect, which is responsible for the vector of the motivational orientation of employees' activities. This decreases the efficiency of the production and communication processes in the organization. Thus, a new model of employee classification (fig. 1) was developed, based on a combination of the vector of outgoing communication orientation together with the vector that determines the level of individual autonomy. Taking into account this characteristic will allow managers to recruit employees whose goals align most closely with the company's mission, thereby enhancing the quality of the communication process within the company.
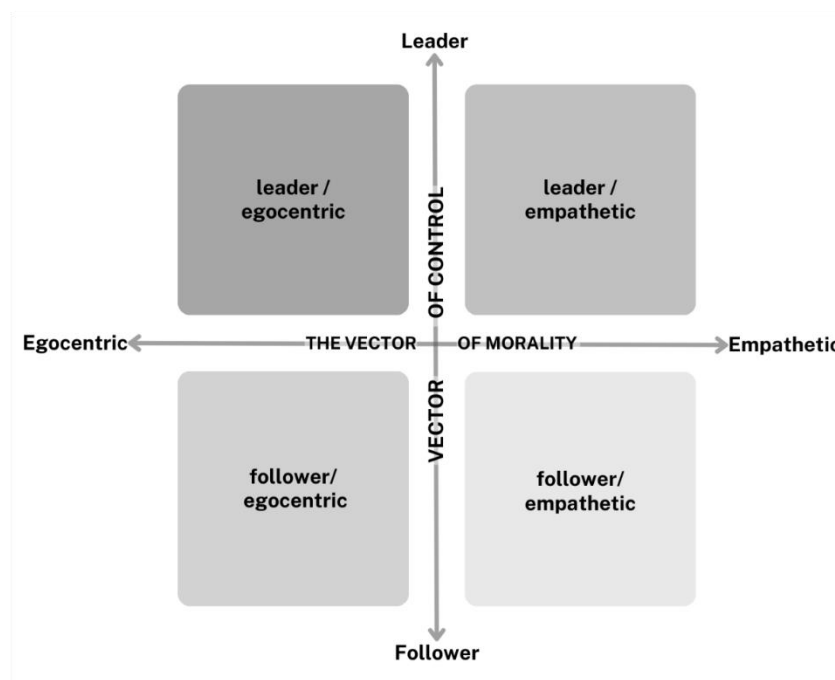

Figure 1 – Matrix of the orientation of employees' activity motivation

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This model is presented in the form of a matrix, where the x-axis corresponds to the degree of influence of the moral component in the communication contacts of the individual, where the two polarities of the vector are subdivided into characteristics: "empathetic" and "egocentric".

At the same time, the y-axis corresponds to a characteristic related to the employee's ability to make independent decisions in conjunction with leadership qualities and includes characteristics such as "leader" and "follower". Let's take a closer look at the characteristics of the matrix.

Empathy is a characteristic that is classified by an individual's desire to establish positive and effective communication contacts. An individual characterized as "empathetic" possesses a high level of emotional intelligence (hereinafter – EI) and is able to categorize people into different categories in order to increase the efficiency of the communication process. Therefore, employees with this skill are capable of not only adjusting their communication model to increase adaptability to changing conditions but also modifying their behavior to better fit the communication recipients for achieving the best results in the communication process and enhancing the quality of work performed among all stakeholders of the communication process.

An individual characterized as "egocentric" also possesses a high level of emotional intelligence and is capable of categorizing communication objects into different categories. However, they are not interested in a comprehensive improvement of the quality of the communication process, unlike individuals with the characteristic of "empathetic". Thus, the egocentric personality type acts solely for personal gain and is only willing to change their own communication model if it aligns with their interests. It is also important to note that this personality type is not willing to take moral responsibility for the psychoemotional state of communication objects and does not strive to enhance the efficiency of all stakeholders in the communication process.

An employee characterized as a "leader" possesses the skill of deep analysis of cause-and-effect relationships within the established communication process. A key characteristic of this personality type is the performance of deliberate actions aimed at achieving the individual's pursued interests. The individual in question is willing to take responsibility for structuring the communication process and for the consequences of modifying their own behavior model in order to achieve set goals. Moreover, this individual is capable of influencing the communication subject towards the desired direction.

An individual characterized as a "follower" is unable to deeply analyze cause-and-effect relationships within the established communication process and take responsibility for the consequences associated with making decisions on choosing an appropriate communication model. Therefore, this type of employee is ready to follow the communication model proposed by the communication subject characterized as "leader" or "follower" with a higher level of emotional intelligence. Moreover, this personality type does not aspire to occupy key positions in the communication process within the company's activities associated with decision-making if a more competent communication subject is present in the model under consideration.

Next, let's take a closer look at the combinations of the characteristics described above.

An employee characterized as "leader – egocentric" possesses a high level of emotional intelligence, is willing to take responsibility for making decisions aimed solely at achieving their own goals without considering the emotional state of communication subjects and without striving to achieve a positive outcome of the communication process for all parties involved. Thus, this type of personality is not interested in building long-term and effective collaboration with their communication targets, and tends to change their behavior paradigm based on their orientation towards personal

comfort and self-interest. Therefore, this type of personality only applies leadership qualities in situations where it contributes to the achievement of their personal goals.

An individual characterized as "leader - empathetic" also possesses a high level of emotional intelligence; however, the responsibility for decision-making is taken with the goal of creating the best and most efficient communication process. At the same time, a communication subject with this characteristic considers their own psychoemotional comfort and aligns their interests with the interests of the group they are communicating with. It is also worth noting that this type of personality may switch to an egocentric thinking pattern in case of negative influences from external or internal factors in their environment. Communication in this type of interaction is aimed at successful long-term collaboration with communication subjects, as communication using an egocentric model cannot be beneficial for long-term cooperation.

A personality type characterized as "follower - egocentric" does not possess a high level of emotional intelligence and, in the process of communication, they focus on stakeholders in a leading position within a group. This is due to the fact that an individual with this characteristic is not willing to take responsibility for decision-making and is not interested in comprehensive improvement of the quality of the communication process, as they solely concentrate on personal comfort within the specific group. This personality type is willing to support the leading subjects of the communication process in decision-making only if the outcomes align with their own needs and interests.

Based on the information provided above, it can be concluded that in case the direction of decisions made by the leading subject of the communication process shifts, this type of employee may lose interest in maintaining effective communication process productivity, as it does not correspond to the interests of this personality type.

The "follower-empathetic" thinking type is characterized by a focus on internal psychoemotional comfort, which is maintained by fostering positive interactions with the external environment aimed at minimizing conflicts with communication subjects. This thinking type does not involve taking responsibility for decisions made within a group, nor does it entail possessing leadership qualities. At the same time, individuals with this thinking type do not have a sufficient level of emotional intelligence that would allow them to consciously influence the psychoemotional environment and their own states, due to a lack of awareness of causal relationships within the communication process, leading to adopting a thinking paradigm towards general consensus.

Conclusion

In conclusion, considering the data discussed above, it is important for a manager to take into account the characteristics mentioned above when selecting employees and to relate them to the candidates and job responsibilities in order to improve the efficiency of production processes and maintain the necessary psychoemotional atmosphere within the team. This is due to the fact that the psychoemotional environment within the team also significantly influences the further development of an employee's thinking paradigm and is likely to change the direction of the employee's activity motivation.

Furthermore, it is essential for a manager to consider the possibility of a shift in the thinking paradigm among employees under the influence of certain positive or negative factors and to track these changes through conducting high-quality research, using informal interviews.

When compiling a classification of employee types, it is also necessary to consider the subjectivity

of the data obtained, which is conditioned by the qualitative research method where the characteristics of the same employee may vary depending on the trend direction in the team. Here, the trend line is based on the characteristics of motivation vectors and the level of control by team members on the constructed matrix described above. Therefore, the same employee in one team may have parameters below the trend line, while in another team, the employee's vector can significantly exceed the defined line. Based on this, when selecting an employee for a specific team, the manager should consider in which direction they need to guide the already established trend line within that team.

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Классификация типов сотрудников компании посредством анализа вектора направленности мотивации их деятельности

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Аннотация

Статья посвящена анализу существующих классификаций типов сотрудников в организации, базирующихся на утверждении, что человеческие ресурсы являются самым ценным ресурсом компании. Таким образом, анализ и оптимизация системы классификации работников компании является ключевым процессом, позволяющим компании оптимизировать процесс подбора персонала, за счет чего увеличить собственную производительность. В данной работе особое внимание уделяется классификации типов сотрудников на основе моральной составляющей, которая отвечает за вектор направленности мотивации деятельности сотрудников. Изучив существующие модели классификации сотрудников, было выявлено, что они не рассматривают сотрудников с точки зрения данного вектора. Учет данной характеристики позволит руководителям набирать сотрудников, цели деятельности которых наиболее согласуются с миссией компании, что повысит качество производственного и коммуникационного процесса в работе организации. Цель исследования заключается в разработке метода классификации типов сотрудников на основе анализа их психотипов с учетом моральной составляющей. В данной работе теоретико-методологической основой исследования является теоретический анализ существующих методологий классификации типов сотрудников в компании. На основе изученной и проанализированной информации можно сформировать новый формат квалификации сотрудников, основанный на векторе направленности исходящей коммуникации в совокупности со степенью самостоятельности индивидуума.

Ключевые слова

Менеджмент, психология управления, управление человеческими ресурсами, психоэмоциональные особенности сотрудников, классификации типов сотрудников, мотивация сотрудников, эмоциональный интеллект.

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