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THE KANO MODEL IN STUDYING OF THE WORK MOTIVATION STRUCTURE

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Abstract

The purpose of this work is to determine the structure of work motivation factors with the Kano model and their possible impact on the performance of employees of project-oriented small and medium-sized enterprises (SME's). This is one of the first articles in which the Kano method is applied to study the work motivation structure of employees (members of project teams) of project-oriented enterprises.

Keywords: work motivation, work motivation structure, employee satisfaction, Kano Model, project-oriented enterprises, project teams.

Behavioral Economics claims that people, given their constraints and preferences, can make rational decisions by effectively weighing the benefits and costs of each option accessible to them (Kenton W., 2017).

It is known that a type of motivation defined as "work motivation" is one of the critical factors in the effectiveness and performance of employees [1]. Many factors are involved in the formation of work motivation of employees in enterprises, which are divided into two groups: internal (based on employees' desires and needs) and external (motivation, stimulation). Their totality is "the system of motivation".

The theoretical aspects of motivation and, mainly, external factors of employees' motivation, are well studied. In particular, the influence of external factors of motivation (for example, salary increase and other kinds of material compensation) on the state of the work motivation and employee productivity were investigated [5]. The research studies are mainly done based on examples of large enterprises and transnational corporations. In practice, these data are extrapolated to SMEs, which is not correct.

The work motivation factors, which are based on the desires and needs of employees, the intrinsic motivation, work motivation structure investigated relatively less. In particular, there is not so much data related to the work motivation of employees (members of project teams) of project-oriented SMEs and their impact on performance [7].

At the same time, SME development is one of the critical elements that contribute to the competitiveness of the economies in the majority of countries of the world. In developing countries, SMEs have a larger share than in developed countries. SMEs are also responsible for driving innovation and competition in many economic sectors.

The study was attended by employees (project team members) of project-oriented three small and medium-sized enterprises (according to the "EU recom-

mendation 2003/361", LLC. The original study involved 68 respondents (project team members) in total, including 14 experts. The accuracy and reliability of expert assessments were determined by their professional competence, which was evaluated comprehensively.

Leaning on the research of Kano (1996), appealing motives for the employees with a time may turn into obligatory ones for the company, meaning further investments in the employees which would lead to increased satisfaction and loyalty, and even could affect its decreasing in the future (since the satisfaction of the range of employees' needs decreasing its motivational value, with the exception of needs in self-realization, respect and self-esteem). Thus, in the process of motivation, it is necessary to use and take into account the monitoring of satisfaction, loyalty and efficiency of the employees [4].

The important factor for project-oriented enterprises is a well-selected and effective project team. In this study, the members of the project teams were offered Kano questionnaires, on the basis of which the work motivation structure of employees (project team members). In a study [4] Matzler K. et al. (2004) demonstrated the applicability of the Kano Model to enterprise employees.

Understanding the employee's role as an internal customer is the basis for applying the Kano Model to employees [2]. Qualitative assessment of the structure of work motivation was carried out according to Kano (1984). In accordance with the Kano Model [3], the following parameters of the work motivation structure were distinguished: "M", "A", "O", "R", "I" and "Q".

General attributes of the parameters of work motivation structure according to Kano Model [3]:

"M" ("Must-bees") – mandatory (basic) attributes. Provision of characteristics "M" is mandatory for employees. Their presence or its change for the better is not felt by the workers, but the absence and changes for the worse are felt immediately and can have a negative

impact on the motivation system. Providing the enterprises with basic attributes of motivation is a priority, without it, the improvement of other aspects is meaningless.

"A" ("Attractive") – attractive attributes: "it attracts, motivates". Attributes "A" are attractive to employees, their absence is not felt, but the presence contributes to raising their levels of satisfaction, loyalty, engagement, staffing capacity, productivity and lowering the level of personnel turnover.

"O" ("One-dimensional") – linear attributes: "the more – the better". The more represented or expressed the characteristics of "O", the better the motivational system of the enterprises is organized.

"R" ("Reverse") – reversing attributes: "the more – the worse". The more represented or expressed attributes of "R", the slower the enterprise implements the

system (program) of motivation. Their presence impacts on decreasing the levels of satisfaction, loyalty, attractiveness and trustworthiness of employees, staffing capacity, labor productivity and increased staff turnover.

"I" ("Indifferent") – indifferent attributes. Characteristics of "I" are not subjectively perceived by workers and therefore do not have a fundamental significance for them.

"Q" ("Questionable result") – doubtful result. It takes place in contradictions in the responses of employees. In this case, the result is questionable and is not taken into account (there is a need for a re-determination, refinement).

Experts identified the 30 most significant attributes of work motivation structure and the respondents assessed them [6], (Table 1).

Table 1

Attributes of the work motivation structure

№	Attributes of the work motivation structure	C
1	Personnel orientation towards achievement of the strategic goal	M
2	Providing the company with skilled employees	M
3	Development and implementation of training and development programs for personnel	O
4	Development and implementation of training programs for staff	A
5	Development and implementation of non-material incentive programs	A
6	Support for staff stability	I
7	Development and implementation of programs to increase employee loyalty	A
8	Development and implementation of personnel reserve programs	I
9	Development and implementation of career planning programs for employees	A
10	Development and implementation of programs to improve conditions and quality of work	A
11	Rise in the level of satisfaction and loyalty of employees	A
12	Ensuring a favorable moral and psychological climate	M
13	Providing feedback between employees and top management	M
14	Ensuring a high level of quality of working life	I
15	Creating conditions for increasing staff productivity	O
16	Creating conditions to increase staff loyalty	O
17	Creating conditions for keeping leading employees	O
18	The existence of conflicts of interest among employees	R
19	The existence of cases of losing the best employees to competitors	R
20	Providing an effective system of material incentives	M
21	Increase in the staff potential	I
22	Elimination and prevention of conflicts between employees	O
23	Reduced productivity	R
24	Reduced employee satisfaction and loyalty	R
25	Growth of personnel turnover	R
26	Reduce in the level of personnel potential	R
27	Regulation of the motivation system and definition of responsibility centers	M
28	Formation of corporate culture and its development program	I
29	Ensuring staff compliance with the requirements of the enterprise	O
30	Creating promotional opportunities	I

Explanations to the table: C – category of work motivational attributes, M (must-bees) – Basic (mandatory) work motivational attributes, A – Attractive work motivational attributes, R – Reverse work motivational attributes, I (indifferent) – Indifferent work motivational attributes, O – One-dimensional (linear) work motivational attributes, Q – Questionable result.

With the Kano Model, the key consideration for any attribute is how much it will satisfy employees [4].

In the studying process of the main attributes of work motivation structure, it is determined that the obligatory (basic) characteristics of the "M" (must-be) of work motivation structure are:

- the orientation of the employees on the strategic corporate goals achievement;
- the provision of an effective system of material motivation;
- the provision of qualified personnel for the company;

- the provision of a favourable moral and psychological microclimate;
- the provision of feedback between employees and top management;
- the regulation of the personnel motivation system and definition of responsibility centres.

Provision of attributes "M" is mandatory for employees of enterprises. Employees do not feel the presence of these characteristics or changes for the better. However, the absence and changes to the worst are felt immediately and can have a negative impact on the motivation management system by reducing satisfaction, loyalty, employee engagement, staffing capacity, work productivity and increase in staff turnover.

The permanent provision at the enterprises of the basic attributes "M" is a priority, without this satisfaction of other needs, the implementation of other aspects of motivation will be too complicated and meaningless.

One of the important "M"-attributes is the regulation of the personnel motivation system and definition of responsibility centres. For this purpose, the Responsibility Matrix was constructed in the enterprise motivation system ("RACI" method) [6].

To the attractive "A" (attractive) attributes of the work motivation structure should be added:

- the development and implementation of non-material incentive programs;
- the development and implementation of programs to increase employees' loyalty;
- the development and implementation of programs to improve conditions and work quality;
- the development and implementation of staff training programs;
- the development and implementation of career planning programs for employees;
- the increase in the level of satisfaction and loyalty of employees.

Attributes "A" are attractive to employees, their absence is not felt, but the presence contributes in raising employees' level of satisfaction, loyalty, engagement, staffing capacity, productivity and lowering the level of personnel turnover.

One-dimensional (linear) "O" attributes of the work motivation structure determined:

- the development and implementation of training and personnel development programs;
- the creation of conditions for increasing personnel work productivity;
- the creation of conditions for increasing staff loyalty;
- the creation of conditions for keeping the leading employees;
- the insurance of staff compliance with the requirements of the enterprise;
- the elimination and prevention of conflicts between the employees.

The more represented or expressed attributes of "O", the better the motivation system is implemented in the enterprises.

Reversible (reverse) "R" attributes of the work motivation structure are:

- the reduction of employee satisfaction and loyalty;
- the reduction of work productivity;
- the reduction of personnel potential;
- the existence of conflicts among employees;
- the existence of cases of losing the best employees to competitors;
- the growth in staff turnover.

The more represented or expressed the attributes of "R", the slower the enterprises implement the motivation processes, within ensuring the needs of employees. The attributes presence is felt by employees and can have a negative impact on motivation.

To the indifferent "I" (indifferent) for employees attributes of the work motivation structure can be included:

- the support of employees stability;
- the development and implementation of personnel reserve programs;
- the creation of career opportunities;
- the rise in the employees' potential;
- the insurance of a high level of working life quality;
- the formation of corporate culture and its development program.

The employees of enterprises do not subjectively perceive attributes of "I", and therefore, they do not have a fundamental significance for them.

Attributes "Q" (questionable result) are doubtful results. In the process of this study was not defined.

Defining the main attributes of the work motivation structure is necessary in order to understand what factors are primarily needed to be improved in the process of optimizing the motivation system in enterprises.

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