



When money  
is not the key motivator.  
Motivation research  
2019-2020



# Introduction

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What is motivation? Viewed from a purely scientific the perspective of natural science, one could claim that motivation does not exist. You cannot observe or touch it, or understand when it is present or absent. Motivation is a hypothetical construct (a supposed or imaginary phenomenon) created by psychologists to explain the causes of human behavior. A considerable amount of research has been written on this topic, which can be summed up as follows: as true motivation is not perceived by the individual, it is extremely difficult to study this construct. The findings of surveys of employees and candidates can in no way be considered reliable information, as people in response to the question “What motivates you?” select from the menu that tends to be proposed by the organization. It goes without saying that salaries and other material incentives always rank highest in such surveys, whereas we know in practice that salary increases per se do not automatically increase work efficiency.

Motivation is a type of unconscious substance that prompts a specific behavioral response to a specific incentive. Moreover, the same stimuli can elicit different reactions. Working conditions, the substance of the actual work and various organizational factors can serve as such incentives, and act as both motivators and demotivators. A motivator is a factor enabling an individual to perform better and more efficiently at work. A demotivator is a factor leading an individual to lose interest in work and as a result perform less effectively. Depending on an individual’s traits, the same factor can be both a motivator and a demotivator, or may have no impact at all.

Detech has conducted research into employee and candidate motivation on two occasions: in 2016-2017 with 10,544 participants and in 2019-2020 with 6,200 participants. The most recent research presented here confirmed the results of the first project, but also enabled us to collect new useful information that will help our customers adopt more informed decisions and increase the efficiency of their organizations.

# Methodology

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In total 6,200 people participated in the research: candidates for office positions and the employees of Russian and international companies, of whom 3,512 were women and 2,688 were men aged from 16 to 65.

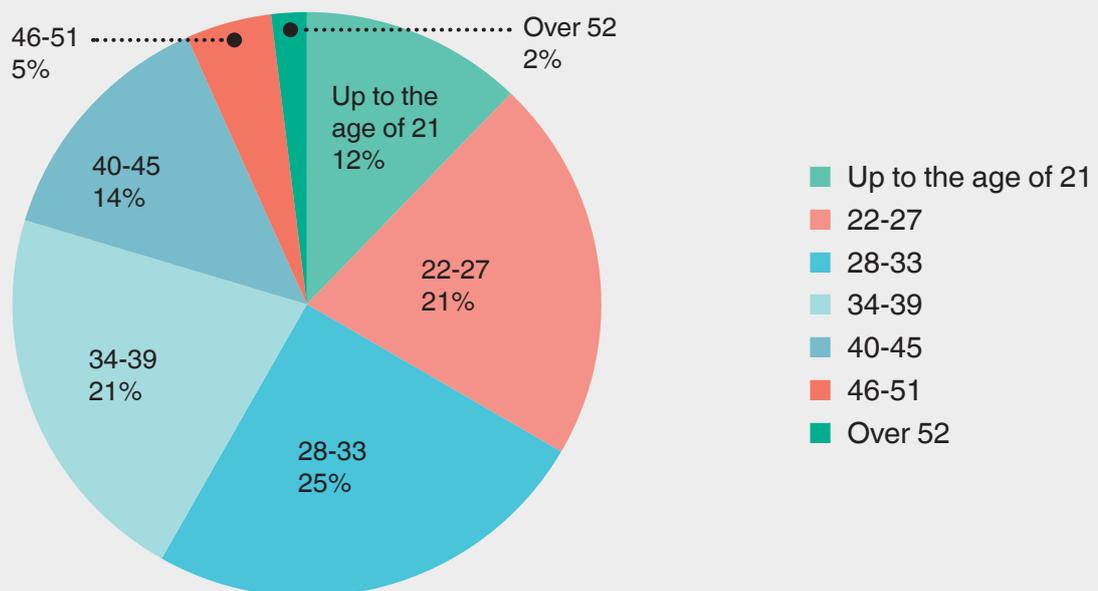


Diagram 1. Age of the participants

All the participants completed the DEEP Drivers Motivation Questionnaire and the DEEP Personality Questionnaire.

The DEEP Drivers motivational questionnaire is designed to identify factors that influence an employee's motivation at work and stimulate him to do the utmost to perform his duties. Thanks to the questionnaire, a hierarchy of employee motives can be identified.

DEEP Drivers consists of 55 groups of questions, broken down into three statements which describe different organizational factors. When answering a question, the candidate must select from the three statements the one that suits him the most and the one that suits him the least. As a result, various aspects of work are ranked from the perspective of their impact on employee motivation. All these aspects are collected into 15 scales, and the leading motivators and demotivators at work are identified for each individual. The 15 scales are combined into five key blocks:

1. Achievements — how important it is for an individual to see directly the results of his/her efforts, constantly improve their performance, feel positive changes and progress.

- a. Career,
- b. Outcome,
- c. Professionalism.

2. Work — the quality of the work process which corresponds to the human personality (creative, analytical, mechanical work, etc.); the specifics of tasks and alternative ways of resolving them.

- a. Awareness,
- b. Diversity,
- c. Creativity.

3. Respect — the role in motivation played by aspects of human ambition: the renown of the company, “status” of the position, a sense of involvement in an important business.

- a. Status,
- b. Recognition,
- c. Participation

4. Connections — the extent to which communications with other people are significant: starting with interaction with colleagues and ending with control over people and work processes.

- a. Relations,
- b. Teamwork,
- c. Influence.

5. Conditions — the extent to which material working conditions and stability are of fundamental importance.

- a. Money,
- b. Comfort,
- c. Stability.

The DEEP psychological questionnaire enables you to carry out a comprehensive assessment of an individual’s personality traits according to 33 parameters and can be configured to assess any competencies and values. DEEP consists of 272 questions and makes it possible to evaluate potential, leadership, self-development, lines of thought, responsibility, sociability, innovativeness, teamwork, sales ability, career guidance, etc.

The DEEP questionnaire makes it possible to evaluate the “20 Dimensions” model of management competencies. These are twenty key competencies that successful leaders in the corporate environment should possess. The model was developed on the basis of large-scale studies conducted in 2006, 2009 and 2014.

# Results

## Motivator rating

The histogram depicts the rating of motivators and demotivators that we obtained, after calculating the average motivational profile of all the research participants (6,200 people) according to the scales of the DEEP Drivers questionnaire.

A 100-point scale is used to assess these motivational factors, and the average for the entire sample is taken to compile the rating —  $50 \pm 5\%$ , in other words, the interval is 55-45%.

A motivator is a working condition or the quality of the work, which if increased or enhanced raises the individual's motivation to work and enhances performance. A demotivator, on the other hand, is represented by the working conditions or the quality of work, whose absence adversely affects an individual's motivation. For example, if Professionalism is the leading demotivator for an individual, this means that any constraints on professional development, and the inability to acquire new knowledge and skills at work, will demotivate him.

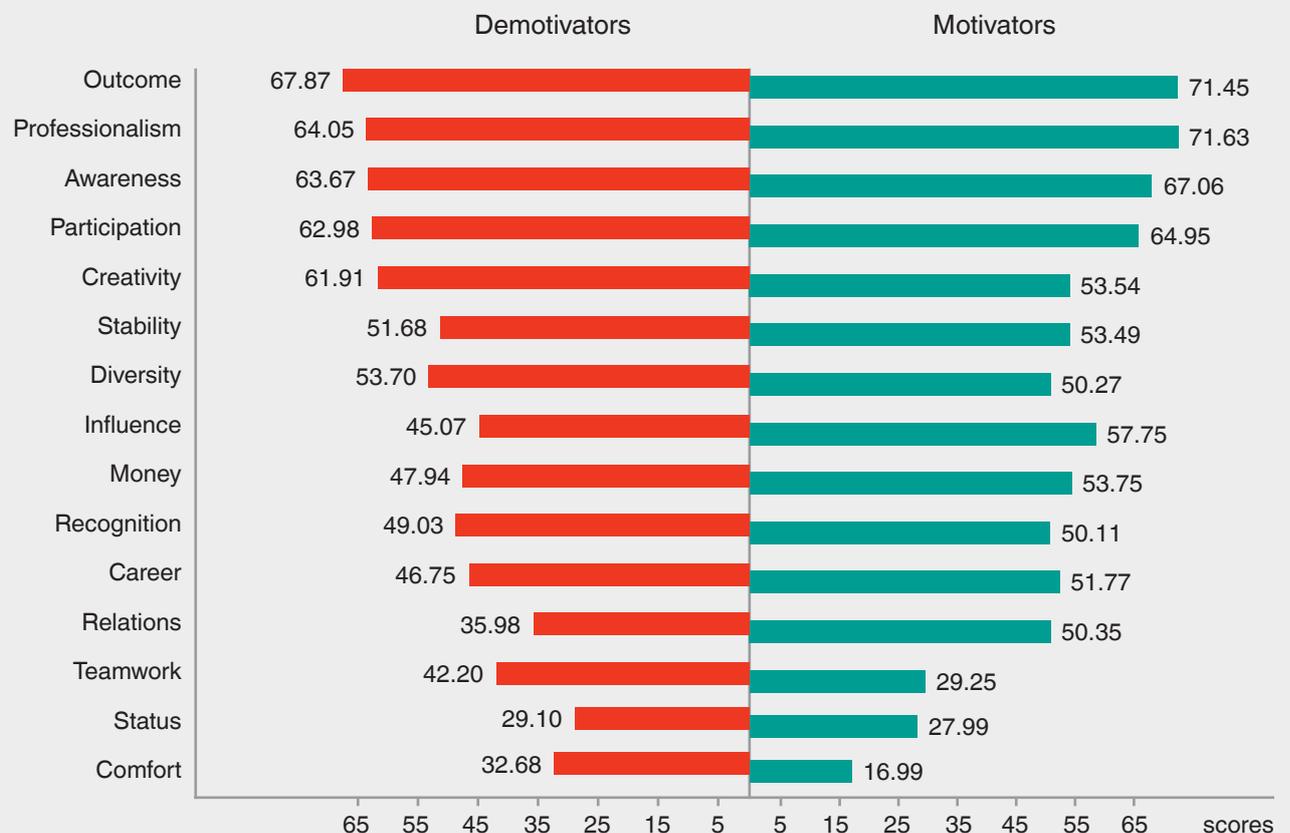


Diagram 2. Motivators rating

We can see from the histogram that the leading motivating and demotivating factors are Outcome, Professionalism, Awareness, Participation and Creativity. Let's consider them in more detail.

**Outcome (71.45)** — this represents an opportunity to see the results of an individual's performance and the practical benefits of their work.

**Professionalism (71.63)** — this represents an opportunity for professional development and the acquisition of new knowledge, skills and experience.

**Awareness (67.06)** — clarity of the assigned role, understanding of one's place in the organization and understanding of assigned goals.

**Participation (64.95)** — sense of personal involvement in a major project, a significant event. An opportunity to leave one's mark in history.

Participation is a type of ideological component. For example, when volunteers work for free, they do so out of belief in some cause, and some meaningful and important event. During the preparation of the Sochi Winter Olympic Games, the volunteer movement in Russia was in its infancy, and no one believed that people would come from different parts of the country to work for free. However, once the word was put out, 200,000 candidates responded, necessitating a selection process. The same thing happened during the hosting of the 2018 World Cup and other major sporting events. People want to be part of something meaningful, this factor alone can motivate them.

**Creativity (demotivator 61.91)** is the freedom of self-realization, the ability to display initiative, contribute ideas and make them happen. Creativity is a key demotivator. In other words, if people are not allowed to display initiative, if nobody is interested in their ideas, then their involvement and interest in work falls, and they become demotivated.

According to this rating, the least significant factors are **Comfort (16.99)** and **Status (27.99)**, which also act here as demotivators.

Comfort means comfortable working conditions, a work/life balance and the convenience offered by an office. Many companies invest in the renovation of office premises, are proud of them and take candidates on tours of the office to attract them. However, this factor is selected the least, i. e., it does not affect employee motivation.

Status — improvement in your image of yourself due to the status of your position, the prestige of the company and brand. People invest a significant amount of money in the brand and attach great importance to this issue. In actual fact, however, this is not appreciated by the employees working at companies with big names. This factor per se does not boost performance.

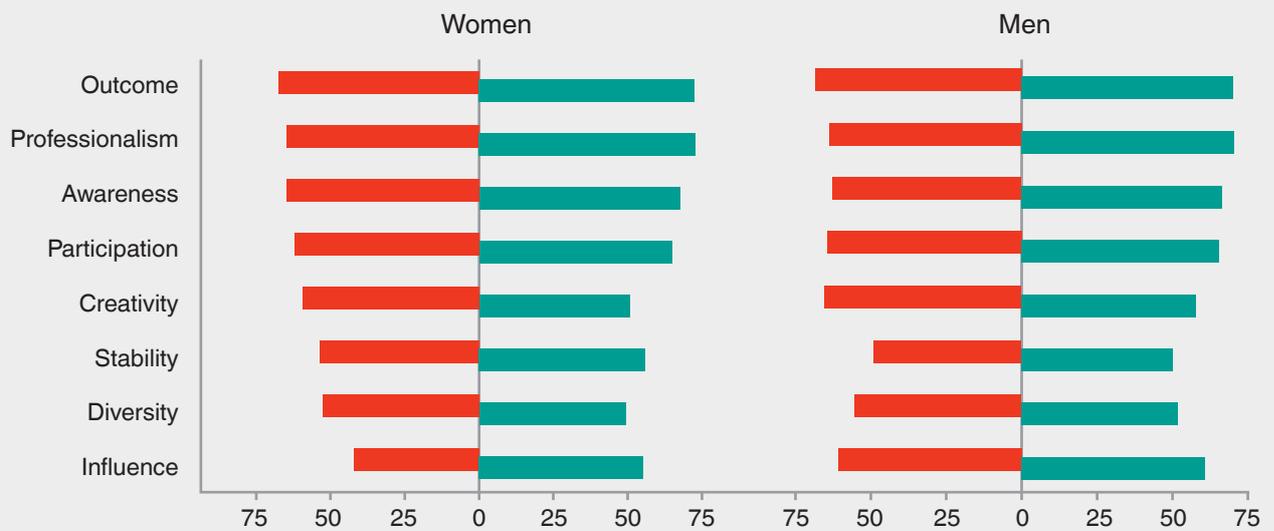


Diagram 3. Comparison of men and women

Are there any differences between the motivators and demotivators for men and women? The following chart presents the average scores of the motivational profiles of men and women.

These diagrams show that the main motivational factors have not changed. However, there are slight differences in such factors as Stability and Influence.

**Stability** — this means the guarantees provided by a company regarding long-term prospects, salaries, social programs, etc., which makes people feel confident about the future. We can see that in general this factor is not significant for men. However, Stability is almost on a par with leading motivators for women (55.79). Influence is more important for men (60.75), but is also significant for women (55.34). Influence is the ability to control processes, situations and other people. Men appreciate this a little more than women. Moreover, men also tend to perceive the inability to influence a situation and control work processes as a significant demotivator (60.75).

To see how the motivational profiles of different generations differ, we divided the sample into seven age groups: 16-21, 22-27, 28-33, 34-39, 40-45, 46-51 and over the age of 52.

Comparing the most contrasting age groups (up to the age of 27 and over 45), we noticed differences in motivators and demotivators. However, the same factors were registered at the top of the rating.

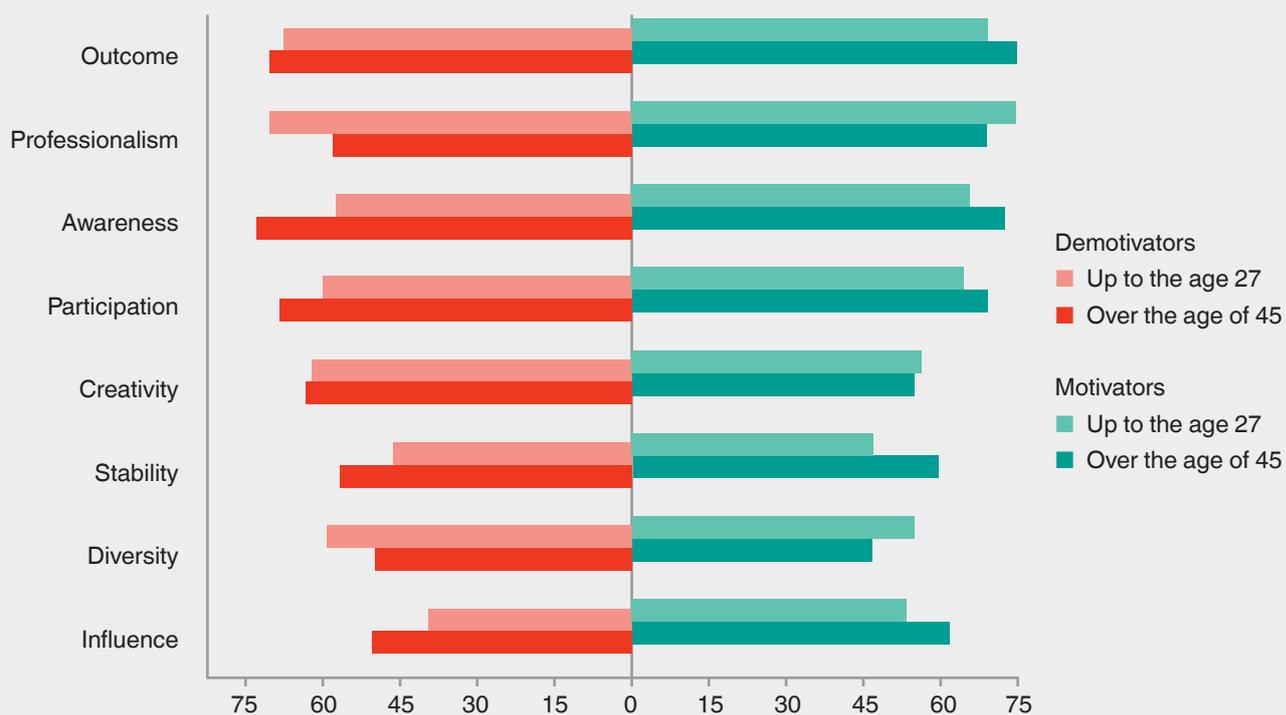


Diagram 4. Comparison of generations: up to the age 27 and over the age of 45

In diagram 4 we see the same group of leading factors in both motivators and demotivators: Outcome, Professionalism, Awareness, Participation and Creativity.

## Age dynamics of motivators and demotivators

Now we will consider the age-related dynamics of changes in the significance of motivators and demotivators. Hereinafter, motivators are shown in green and demotivators in red in the diagrams. The age groups are displayed below, starting with the youngest and ending with the pre-retirement age group. We took the lowest value of this indicator among all ages as ground zero. As a result, one can observe the extent to which the indicator increases or decreases relative to itself.

The diagram below shows that the importance of Professionalism, in other words, the desire to achieve professional growth, decreases with age. Older people are not so keen on development, whereas this factor is more pronounced among the young. At the same time, however, as a rule professionalism is a leading motivator even among the oldest age group (52+).

Moreover, the lack of any studies affects young people more than its presence, in other words, professionalism is more of a demotivator than a motivator. For example, if a company organizes one, two or three training courses for employees, this will have less impact on efficiency than if it did not deliver any training courses.

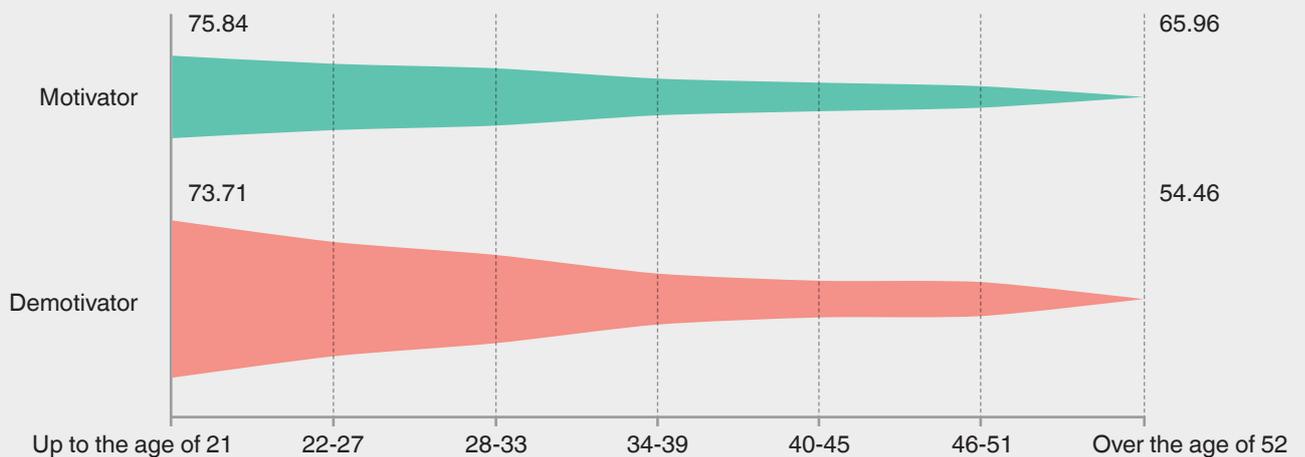


Diagram 5. Professionalism as a motivator and demotivator

Awareness — understanding of one’s role in an organization. With age, the need for such understanding increases. This leads to the conclusion that people acquiring experience crave more and more clarity and understanding of the boundaries of their responsibility. As diagram 6 shows, the lack of clarity of a task has an adverse impact on motivation and the desire to invest in work.

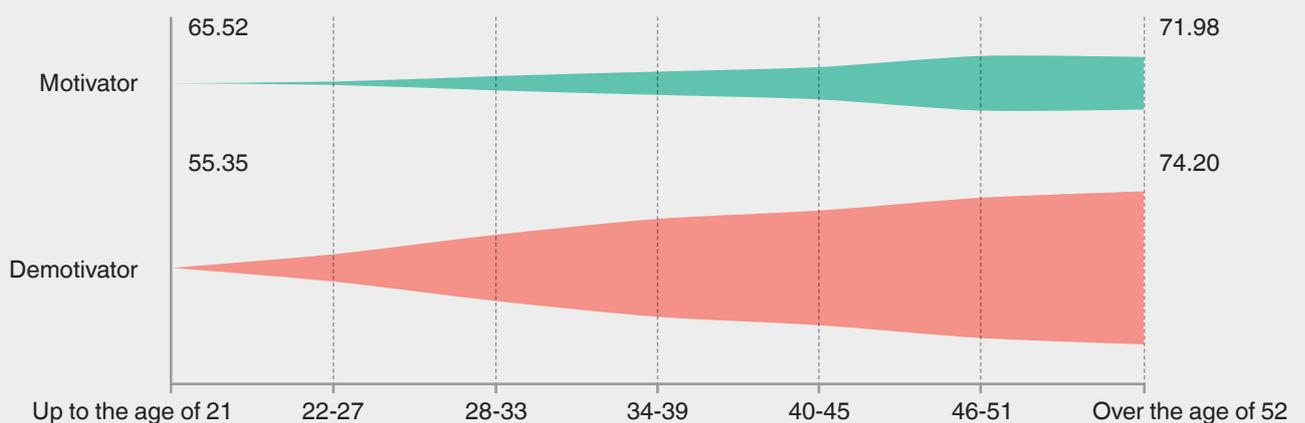


Diagram 6. Awareness as a motivator and demotivator

Influence — the desire to control a situation and manage other people and processes — as diagram 7 shows, this also increases with age. This may well be attributable to the specifics of the actual sample: older people are more likely to hold leadership positions.

Obviously, if an individual has certain personality traits that enable him or her to control other people, then he or she will seek power. The level of motivation decreases when such power is limited. This demonstrates that there is a link between motivators and personality traits, which will be discussed later.

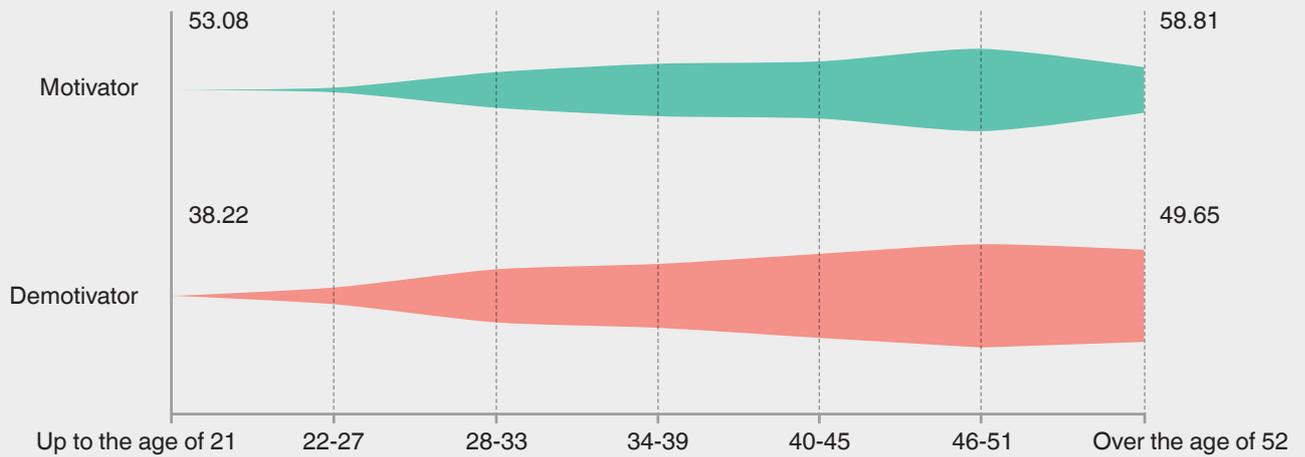


Diagram 7. Influence as a motivator and demotivator

Diversity - the desire of people for a dynamic environment, for a change in areas of activity and for the solution of new problems. There is a stark difference in age groups. Diagram 8 shows that young people who are only at the start of their careers have a pronounced desire to learn and try something new and challenging. This desire gradually subsides with age. Nevertheless, even though Diversity is not a leading factor, it is still a very important motivator for young people.

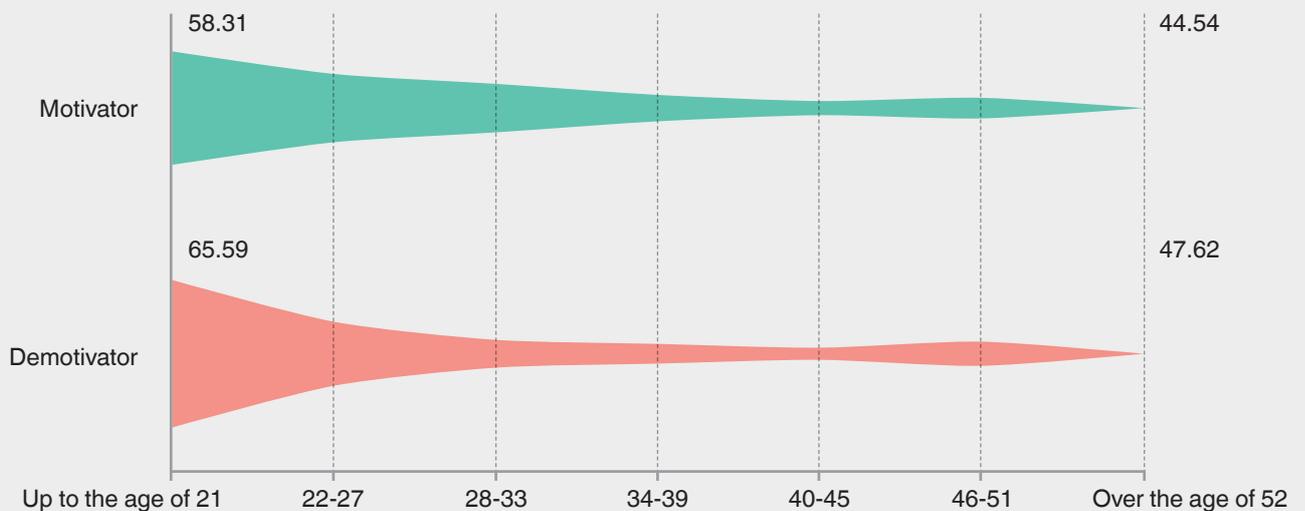


Diagram 8. Diversity as a motivator and demotivator

Stability — guarantees provided by a company regarding work for a protracted period of time. It is not a leading quality, but it has a strongly pronounced age dynamic. With age, people begin to value stability far more. In the case of the young and people up to the age of thirty, this is not a significant factor. However, after thirty, stability becomes very important. It is highly likely that this is because by this age people have their own families, get into debt, take out loans, mortgages, etc.

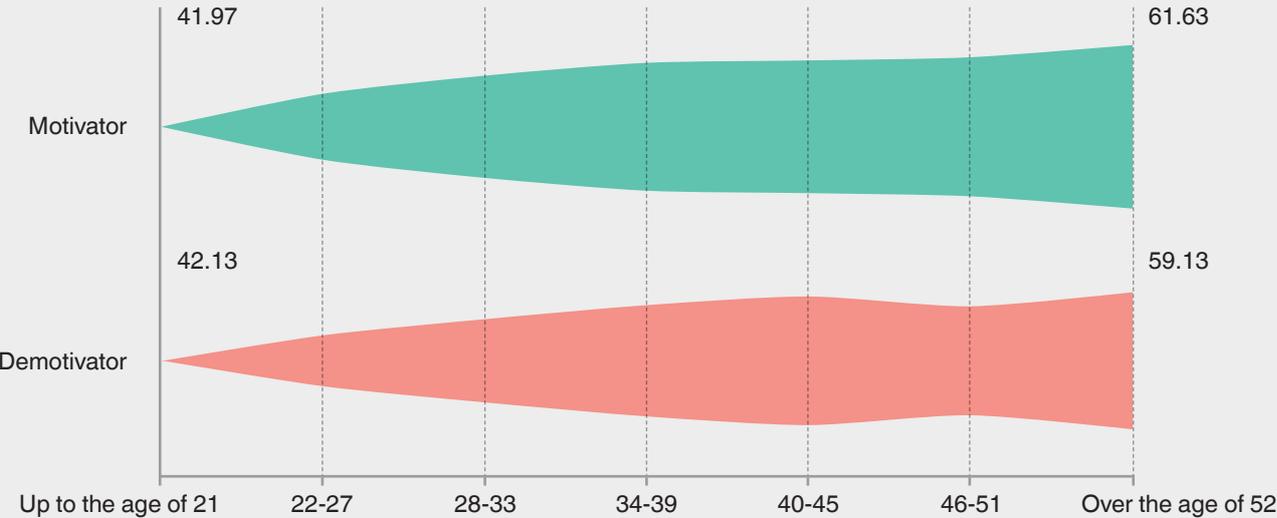


Diagram 9. Stability as a motivator and demotivator

Recognition — the receipt of positive feedback on work, public recognition of achievements. With age, people begin to appreciate rewards in the form of awards or certificates more and more, whereas young people don't care if they have them or not. However, if young employees are not incentivized, are not praised, then they feel unnoticed, and this demotivates them. Older people don't need compliments. However, if they are recognized for achievements and this is stressed, they flourish and their performance improves.

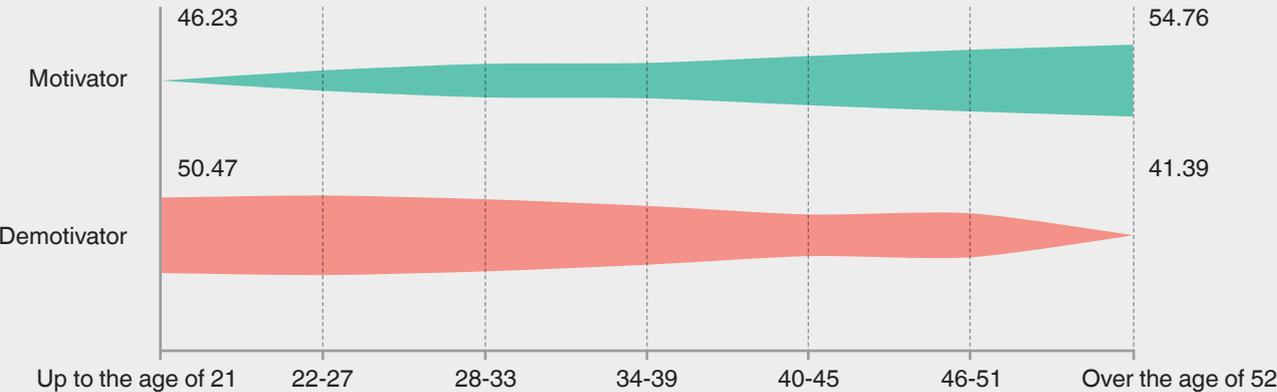


Diagram 10. Recognition as a motivator and demotivator

While money is not a leading factor in the ranking of motivators, this factor occupies a serious position in the middle of the rating. With age, people begin to value Money more and more. This factor acquires increasing significance to a greater extent as a motivator, than as a demotivator. Diagram 11 also shows that a certain decline is observed after the age of 40.

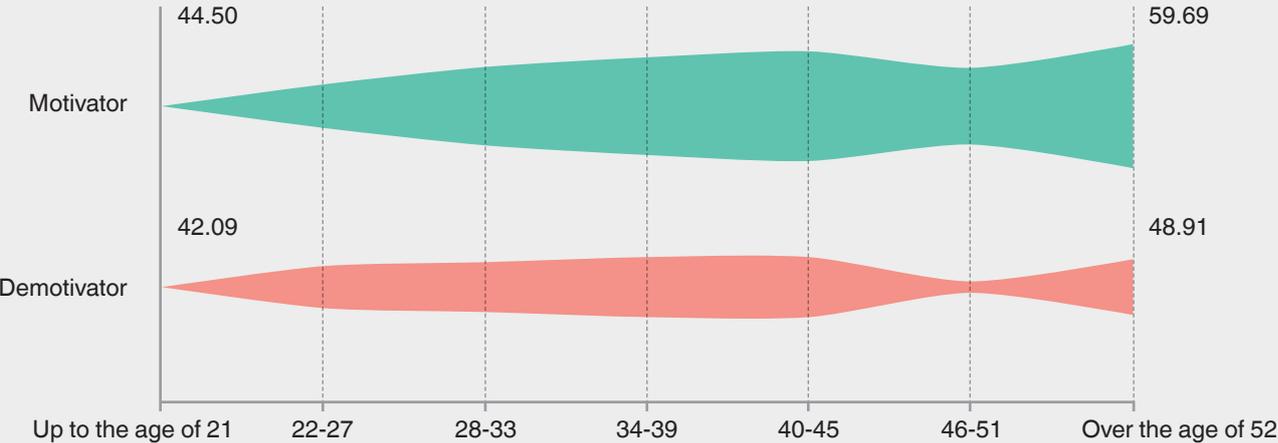


Diagram 11. Money as a motivator and demotivator

So what happens to people at this age? After all, this is the period when they are at the peak of their career, and maximizing their earnings. The answer to this question can be found in the dynamics of another factor — Achievements — which is the leader in the rating of motivators. According to diagram 12, this factor remains virtually unchanged, only increasing slightly with age. However, in the age range of 45-51, there is a sharp jump after 40. It is probably at this point that people, after accumulating funds, earning status and acquiring a certain position, are ready to sacrifice their material wealth in order to do something important and see the specific result of their work. For example, this can be seen in the public and civil service when people exit business to work in public service at a lower salary, because they want to do something material, influence society somehow and see the results of their work.

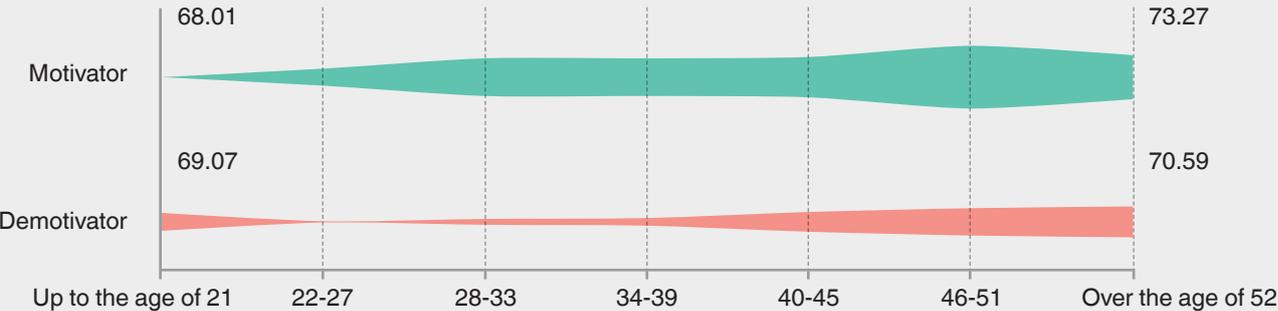


Diagram 12. Achievements as a motivator and demotivator

Career — namely career development prospects and career planning — represents a significant motivating factor for young people and is one of a number of key motivators for age groups up to the age of 33, but its influence weakens over time. If we analyze all the aforementioned qualities, taking into account their place in the ranking, first and foremost companies need to realize that young employees need diverse jobs and different tasks, so that they are able to learn something and move up the career ladder. With age, this desire decreases.

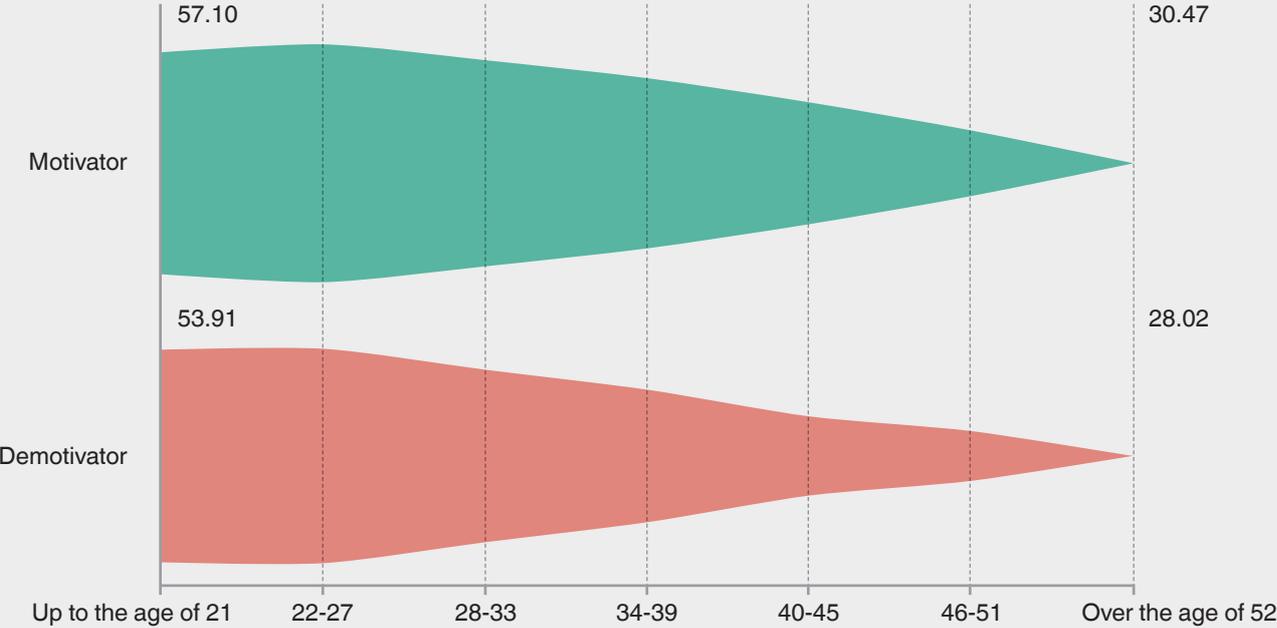


Diagram 13. Career as a motivator and demotivator

And finally, Comfort — comfortable working conditions. Proceeding from diagram 14, it could be said that this factor is slightly more valuable for the young. However, this difference is insignificant and subsequently, the difference between age groups evens out. Comfort, which ranks last in the rating, is the factor that forces an individual to improve their performance and become involved in work tasks.

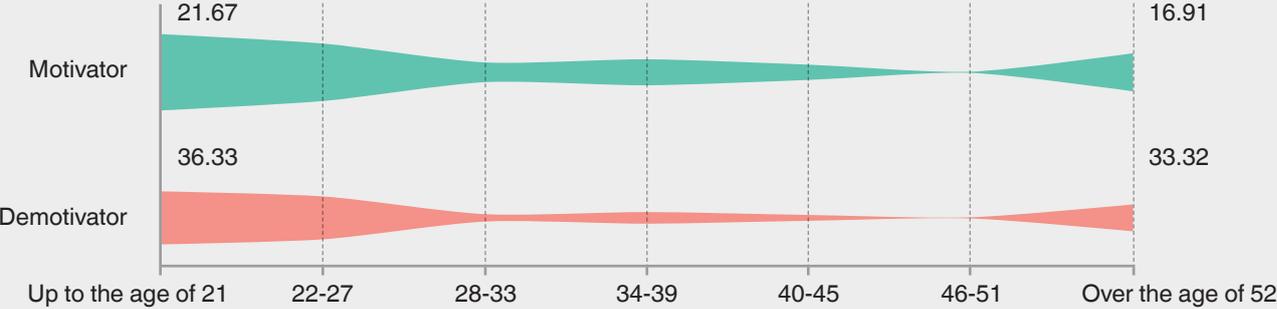


Diagram 14. Comfort as a motivator and demotivator

## Relationship between personality traits and motivators

Analysis of the results of the DEEP questionnaire, combined with DEEP Drivers, demonstrated that there were strong links between motivators and personality traits. This refutes the theory that motivation is exclusively situational in nature and changes under the influence of external circumstances. The results of our research indicate that it is highly likely that people with certain personal characteristics will be motivated by specific working conditions and the nature of work, regardless of the external situation, as personality traits are constant for a considerable period of time (several years) and do not change due to the impact of circumstances. This means that if a company wants to attract people of a certain type and keep them, then it needs to have in its arsenal motivators that are significant for these kinds of people. Let us consider this relationship in more detail.

Dominance is the personality trait responsible for the desire of individuals to manage others, the tendency to control others and influence the behavior of other people. Dominance is a key quality that leaders must have. Diagram 15 shows that this quality positively correlates with such motivators as Influence, Career, Creativity, and negatively correlates with factors such as Stability, Awareness, both among motivators and demotivators. People with pronounced Dominance traits, a desire to assume responsibility for the work of the team and tell people what to do, so-called born leaders, want the organization to provide them with an opportunity to display this quality and progress up the career ladder. They strive to ensure that they have both a formal and an informal opportunity to manage others, so that people report to them. Recruiting young employees with a pronounced Dominance trait, who actively display initiative as a result, managers should give them an opportunity to influence. This is necessary because Influence is a key motivator and demotivator for such employees.

Management skills represent a block of competencies, which includes planning and organization, Leadership, the Development of others and Management of others (model "20 dimensions"). Diagram 20 shows that Management skills are best correlated with Creativity. Moreover, if there are none, then there is no freedom of expression, the freedom to choose how to achieve results, then this is a great demotivator for people with Management skills. A negative correlation is also perceived between Comfort and Money. So-called managers are less concerned about money and terms and conditions than freedom of creativity, and also the ability to influence.

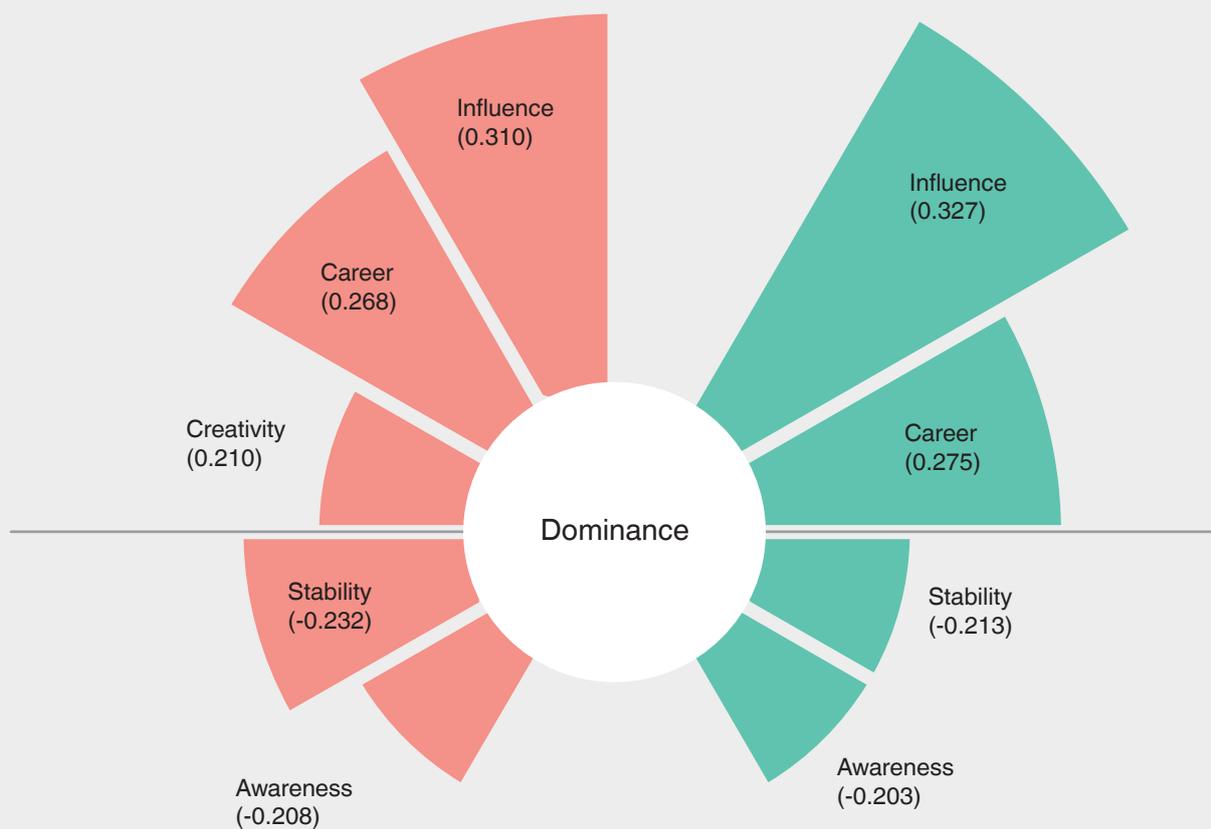


Diagram 15. Link between the scale “Dominance” and various motivators and demotivators

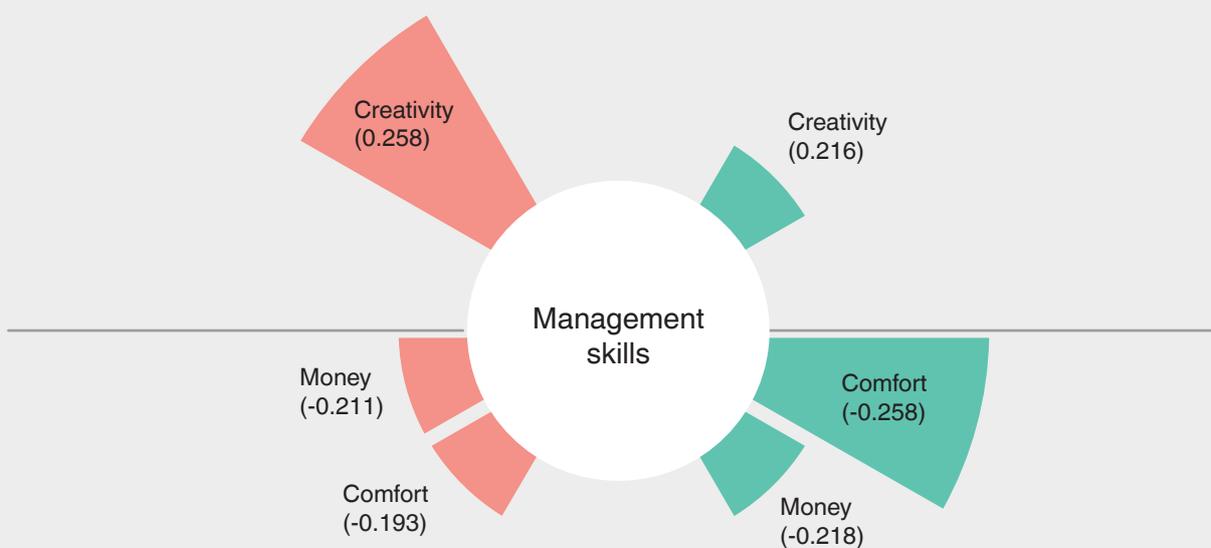


Diagram 16. Link between the competency “Management skills” and various motivators and demotivators

Staff development — this is a competency where an individual contributes to the development of other people, by setting an example, takes into account the personal and professional qualities of employees and their career aspirations, tracks the development progress of subordinates, shares skills and knowledge. This competency has a positive correlation with Participation and negative correlation with Money. Let us consider the example of manufacturing companies, where mentoring is a very important component in the personnel management system. It is a well-known fact that additional payments are common in mentoring. Money is not a motivator for people who naturally want to educate others and have a talent. A negative correlation can be observed in diagram 17. Consequently, mentoring itself is an incentive for people. At the same time, there is a positive correlation with Participation, in other words, people want to do something important, and their ability to transfer knowledge to other people inspires them.

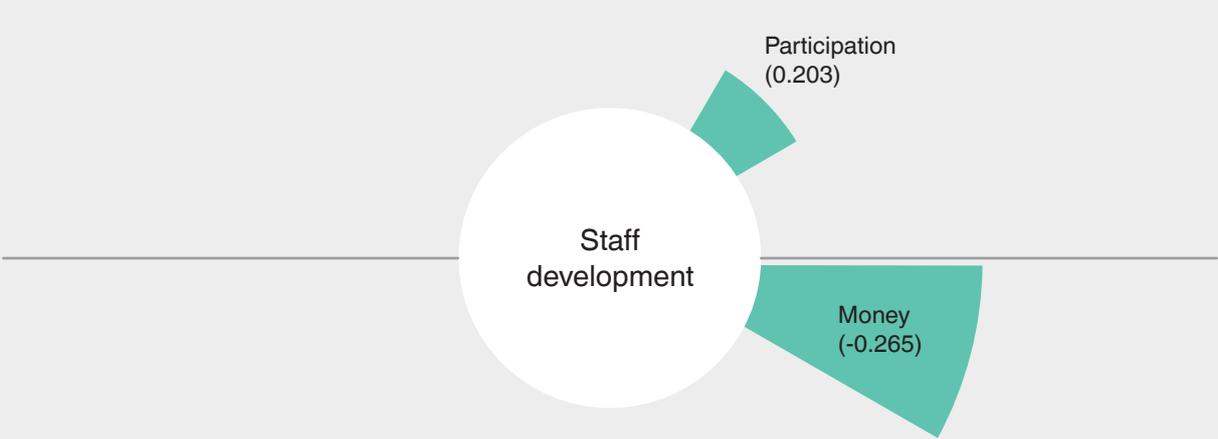


Diagram 17. Link between the competence “Staff development” and various motivators and demotivators

Here, one can cite the example of teachers. After all, teachers have always been paid a modest salary, but did not leave school because they performed a certain mission — they taught children. And people who worked or work at universities, like doing this and sometimes are not paid for their lectures. However, they turn up to share their knowledge simply for the sake of the idea, because they like communicating with students, doing something good and transferring knowledge.

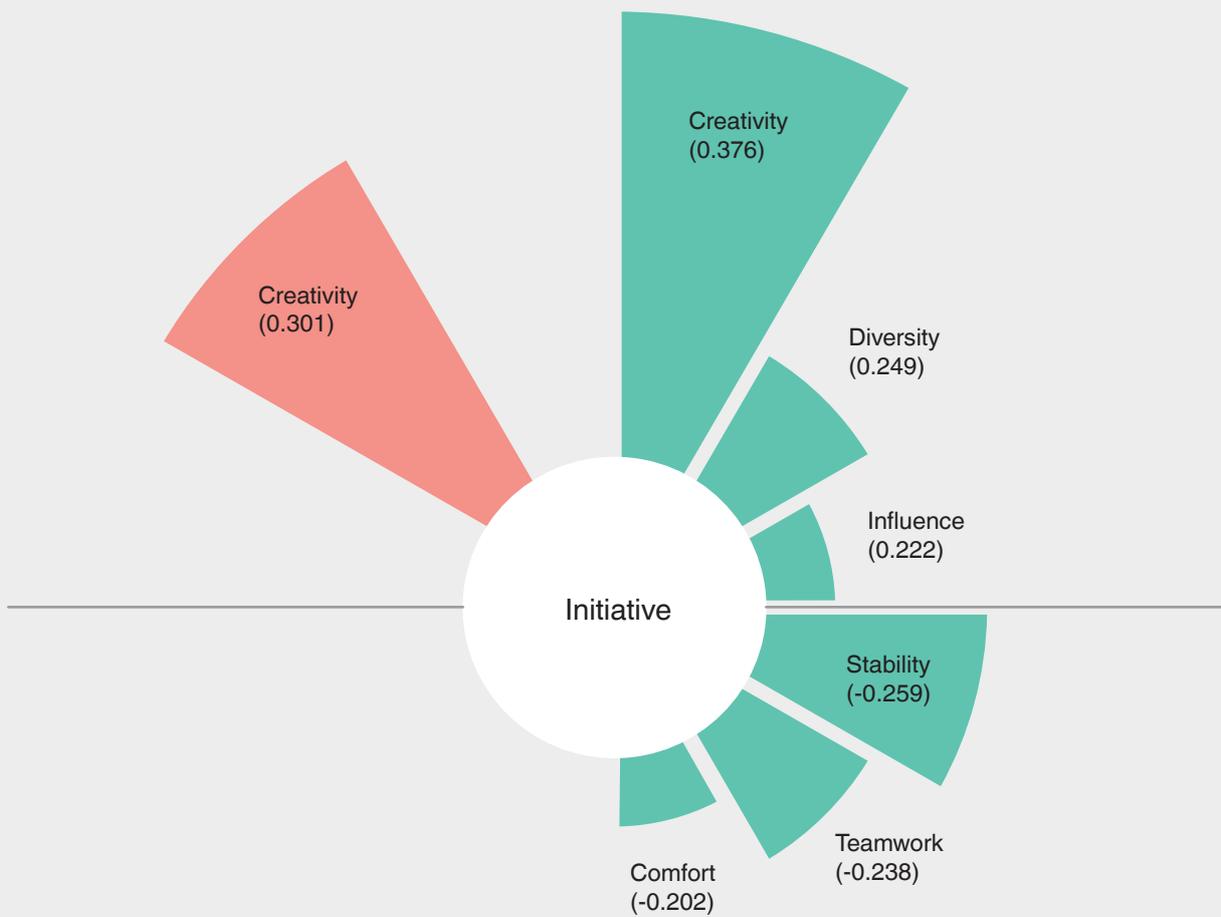


Diagram 18. Link between the “Initiative” competency and various motivators and demotivators

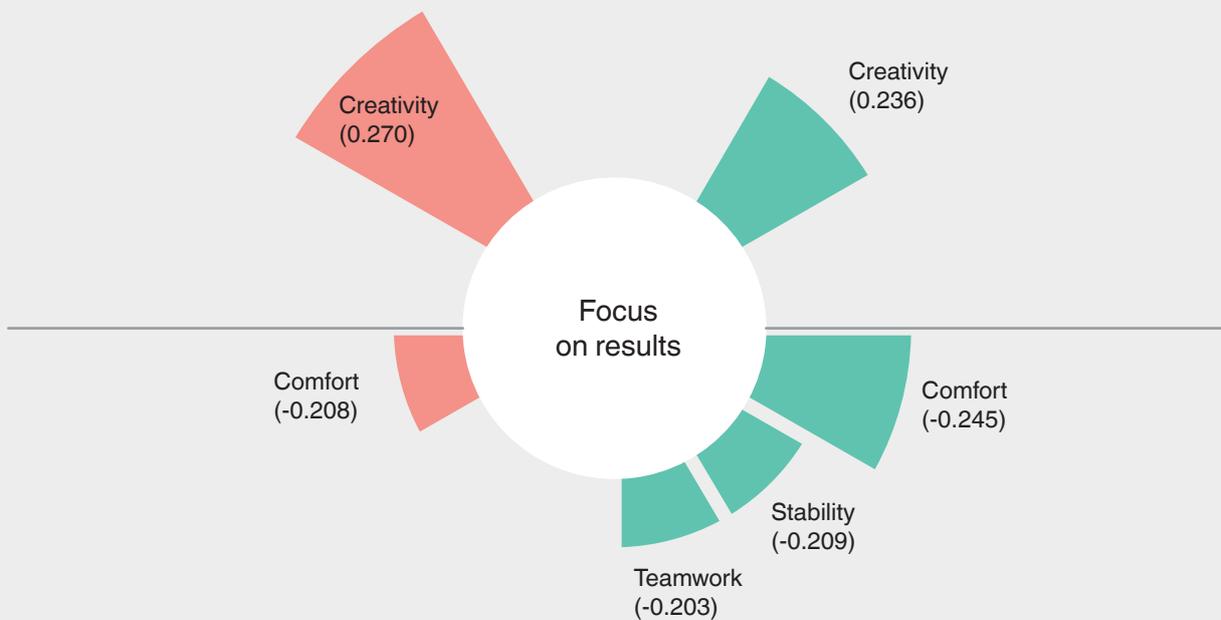


Diagram 19. Link between the competence “Result-oriented” and various motivators and demotivators

Initiative is displayed when an individual proposes ideas and solutions aimed at improving performance, pioneers actions, invests additional effort, transcends functional responsibilities to proactively influence the situation. It can be concluded from diagram 18 that most of all such proactive and enterprising people need the freedom of self-expression. They are interested in different tasks, and want to influence other people. At the same time, they are not concerned about the stability of a company, Comfort or Teamwork (as they find it difficult to build relationships, and don't perceive any need for close relations in a team). A similar picture can be observed in the competence Results-oriented - the desire of an individual to hit ambitious targets that he has set for himself and his team, and a display of perseverance when confronted by obstacles.

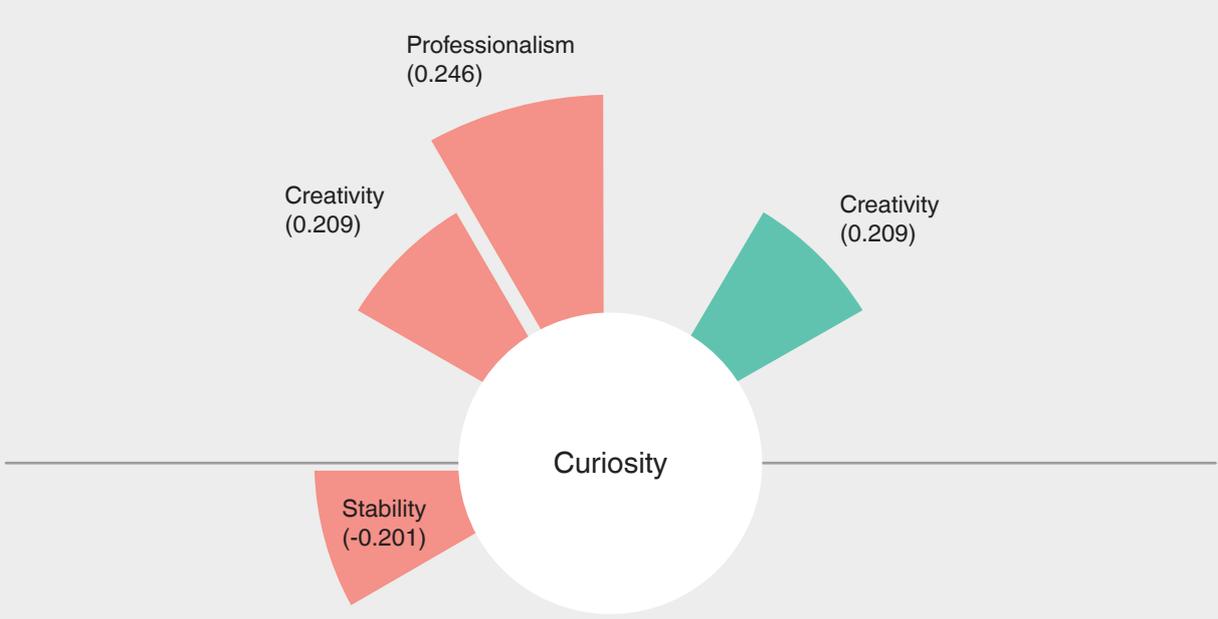


Diagram 20. Link between the “Curiosity” scale and various motivators and demotivators

Curiosity represents an individual’s desire to acquire new knowledge and expand areas of expertise. Diagram 20 shows that they are driven by learning opportunities and the ability to improve their expertise at a company. Creativity is also a significant factor, while Stability is not important.

Open-mindedness represents a readiness for change, a willingness to try new methods and approaches in work. This quality is one of the most common and in demand when candidates are selected for an organization’s internal talent pool. People with this quality prioritize the freedom to be creative, strive to perform different tasks, and are not that concerned about Stability and Money. This means that big companies and corporations

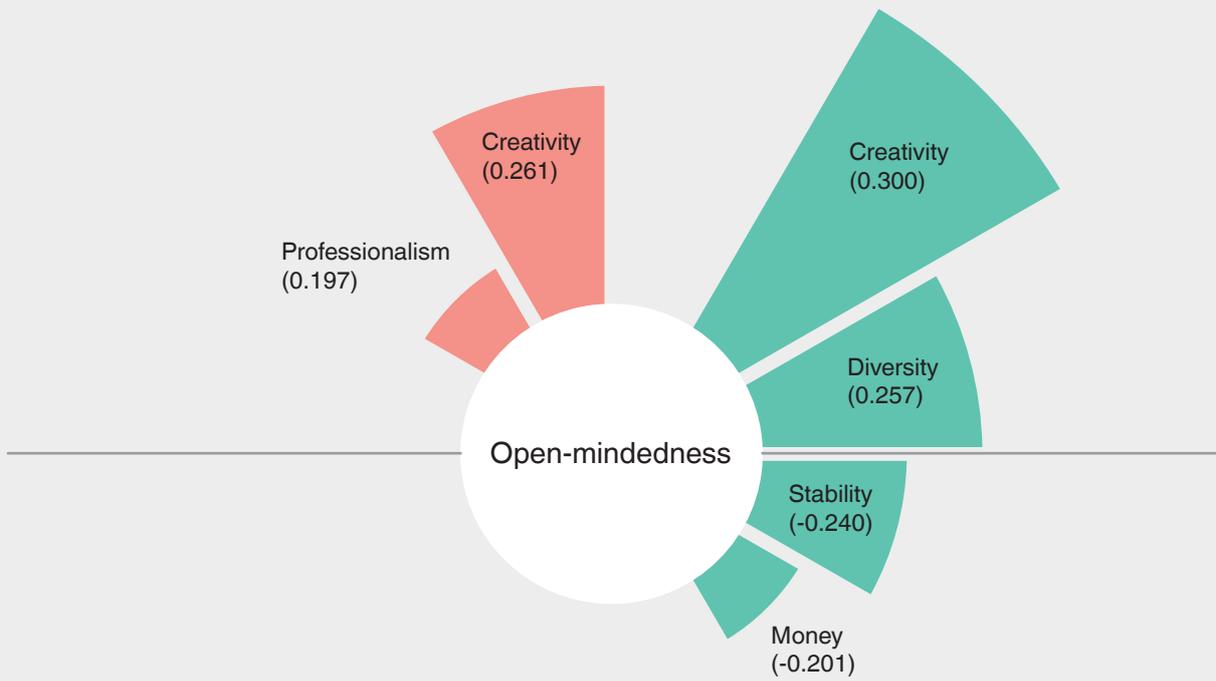


Diagram 21. Link between the “Open-mindedness” competency and various motivators and demotivators

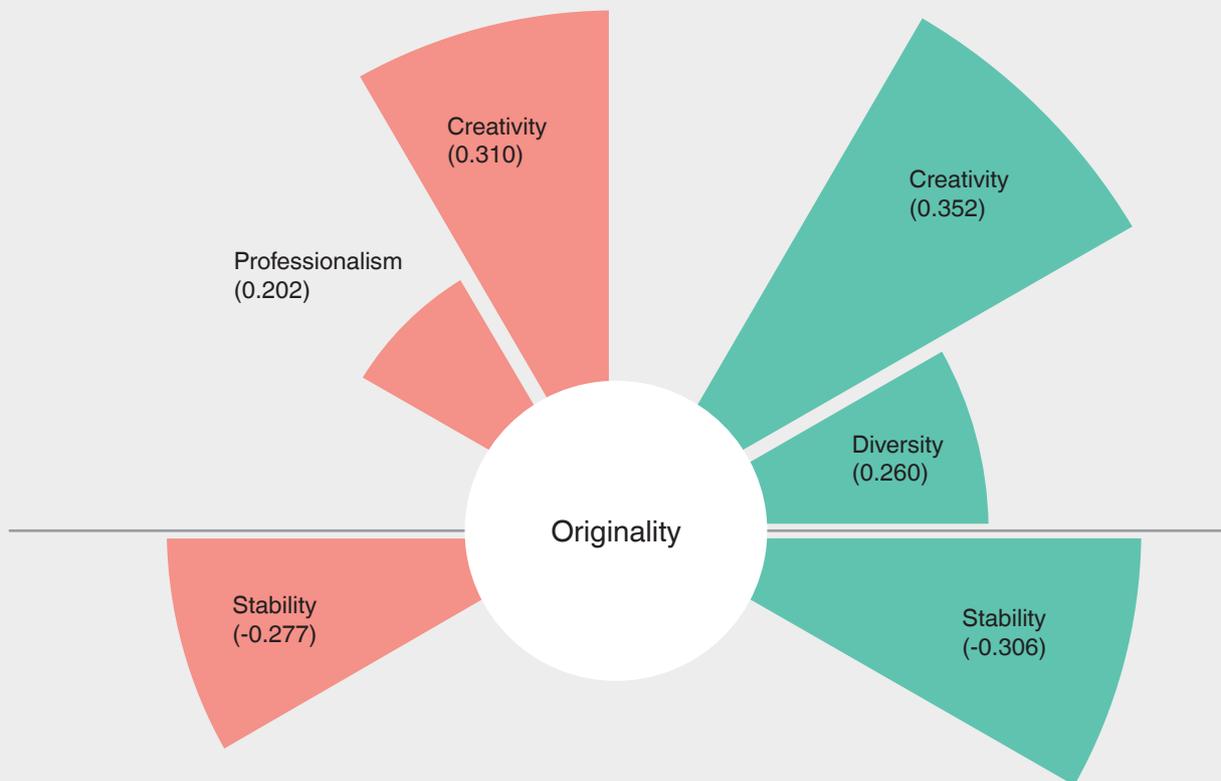


Diagram 22. Link between the scale “Originality” and various motivators and demotivators

find it extremely hard to retain succession candidates, as existing antiquated processes fail to provide employees with an opportunity to implement their ideas. Meanwhile the culture of such organizations “repels” the very individuals they select so carefully and try to attract, and on whom they invest heavily on training and development.

Very similar links can be observed regarding Originality — the tendency to propose out-of-the box ideas and implement innovative methods in the work process. One can also observe a positive correlation with Creativity, Diversity, Professionalism and a negative correlation with Stability.

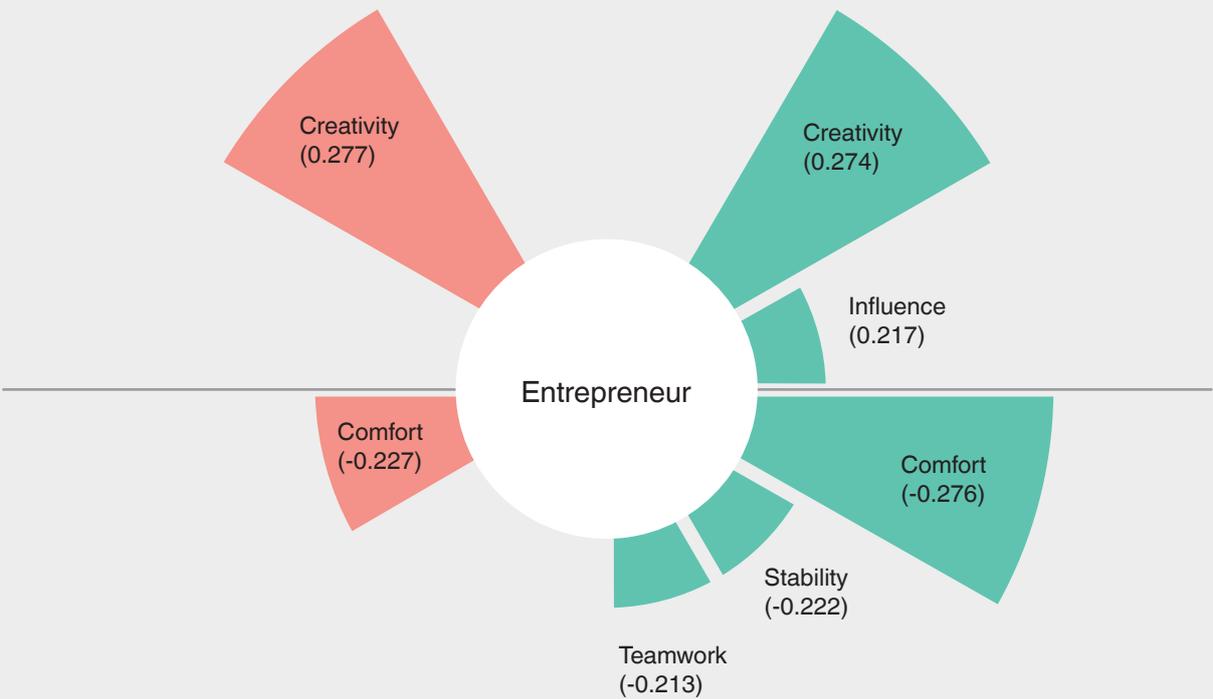


Diagram 23. Link between the “Entrepreneur” profile and various motivators and demotivators

Recently some companies have started to foster an entrepreneurial culture and attract employees with an entrepreneurial mindset. As a rule, such companies, in an attempt to stress the importance of the creative environment, modernize and decorate their offices, striving to create the most comfortable environment for their employees. As we can see in diagram 23, however, entrepreneurs do not value Comfort at all. They prioritize the freedom to be creative and the ability to influence people and processes.

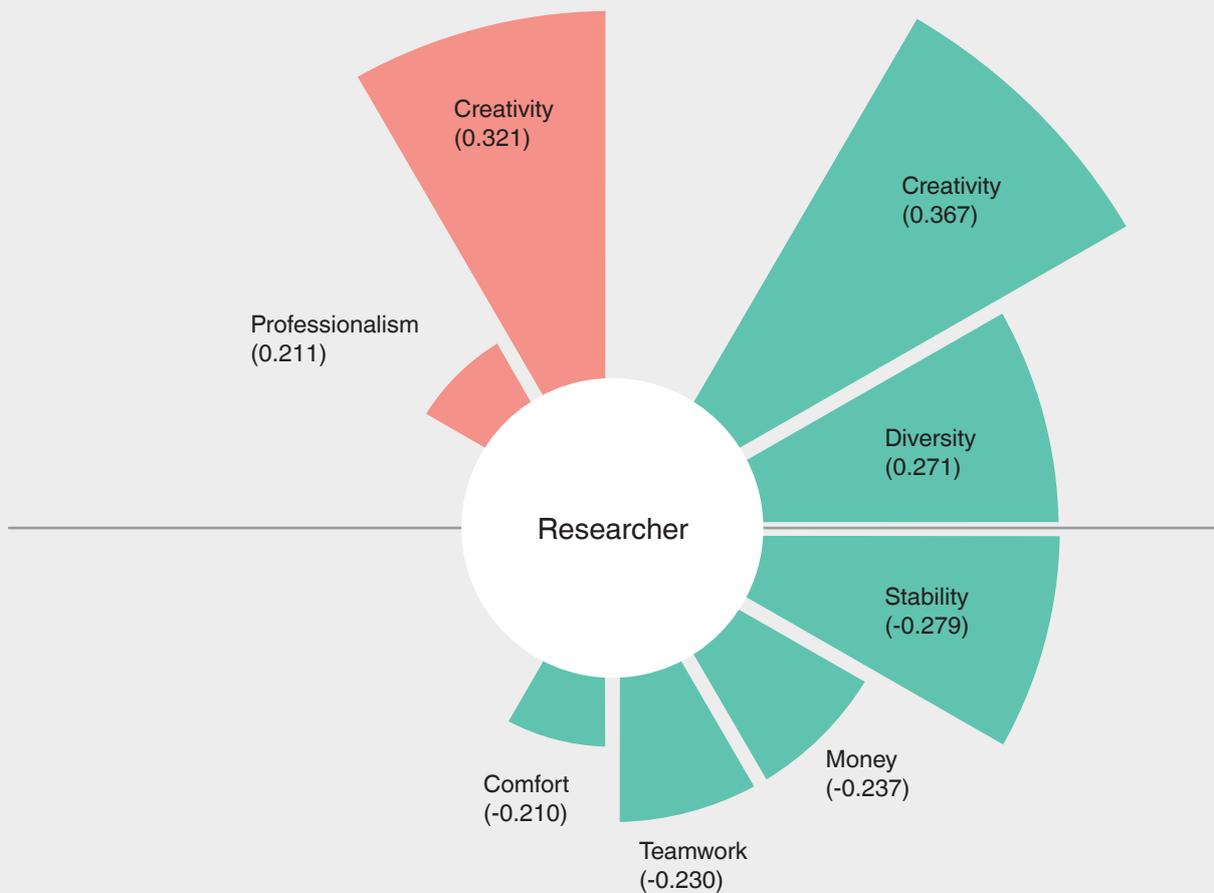


Diagram 24. Link between the “Researcher” profile and various motivators and demotivators

This is also common in people with a research mindset, who are inclined to study and create something new, and people with an analytical and scientific outlook. Creativity and Diversity are key for them. At the same time, Comfort, Stability, Money and Teamwork negatively correlate with the pronounced nature of these qualities. That is why scientists tend to feel uncomfortable and push back when confronted by the need to calculate the profitability of their research. Financial incentives per se are not a motivator, as they are driven first and foremost by an idea and its possible implementation.

What factors correlate with Money and Comfort? Comfort correlates with such personality traits as Concern, Indecision and Introversion. Meanwhile Money, in turn, correlates with Indecision.

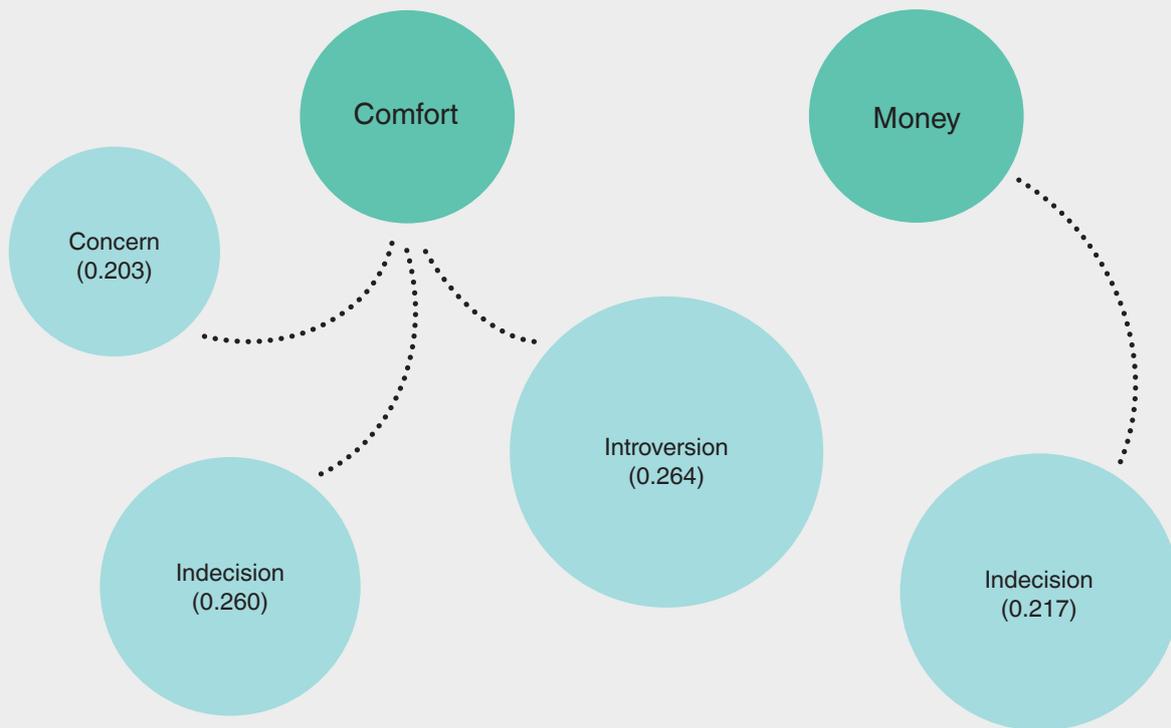


Diagram 25. Link between various personality traits and the motivators “Comfort” and “Money”

## Fostering innovation in organizations

In 2012, we developed a so-called Innovativeness Index, consisting of three components to provide organizations with opportunities for innovative breakthroughs: Innovation Leaders, Innovators themselves and the Innovation Environment. The development of all these factors is contingent on the availability of people who are able to generate ideas and promote them; people who are able to manage creative teams and bring new ideas to fruition; and an environment open to such innovation.

We calculated the total profiles of Innovator and Innovation Leader, consisting of several competencies. Innovators are primarily motivated by Creativity, the presence of Diversity and the ability to exert an Influence. In other words, they want their ideas to change processes somehow. They are not at all concerned about Comfort, Stability or Teamwork. Similar correlations can be found in the profile of the Leader of Innovation, while Money is added to the list of negative correlations.

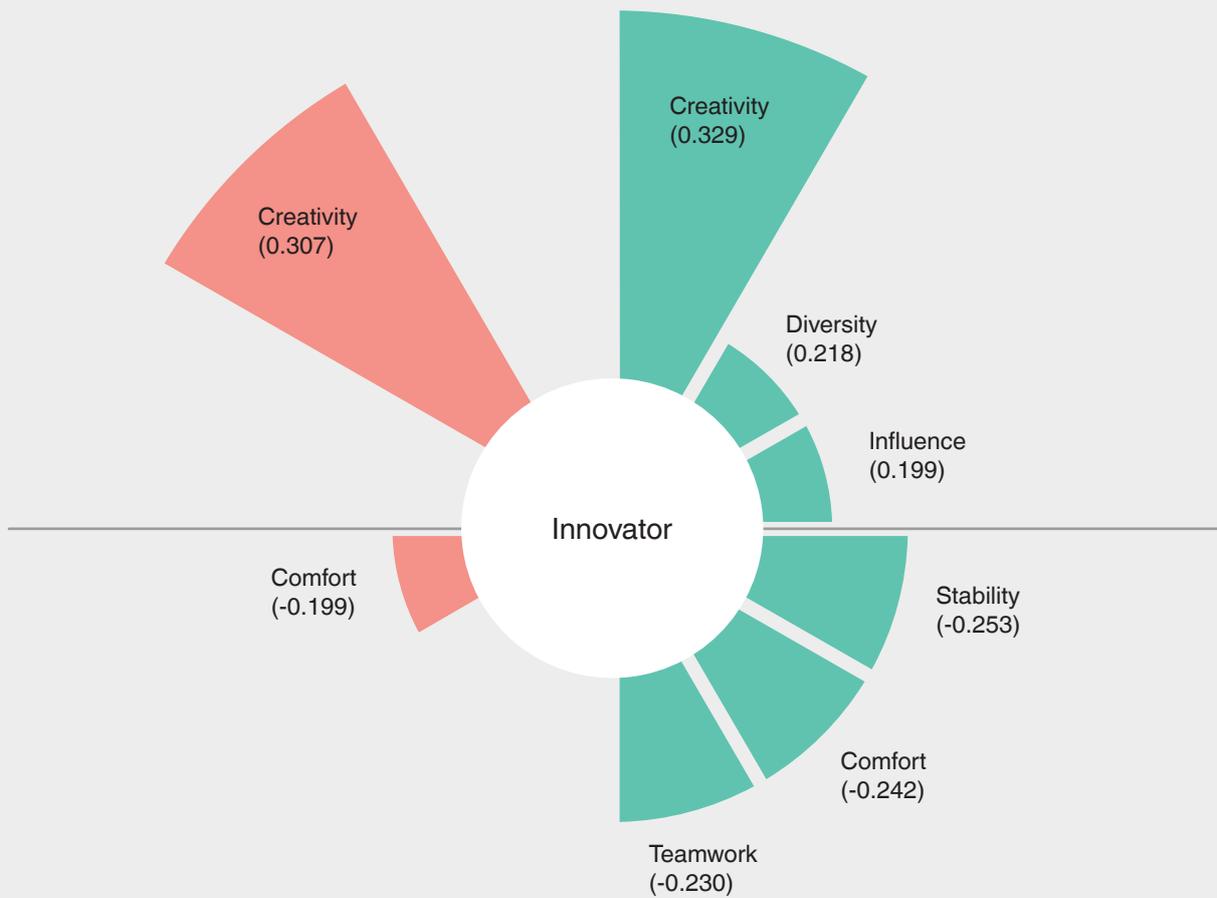


Diagram 26. Link between the “Innovator” profile and various motivators and demotivators

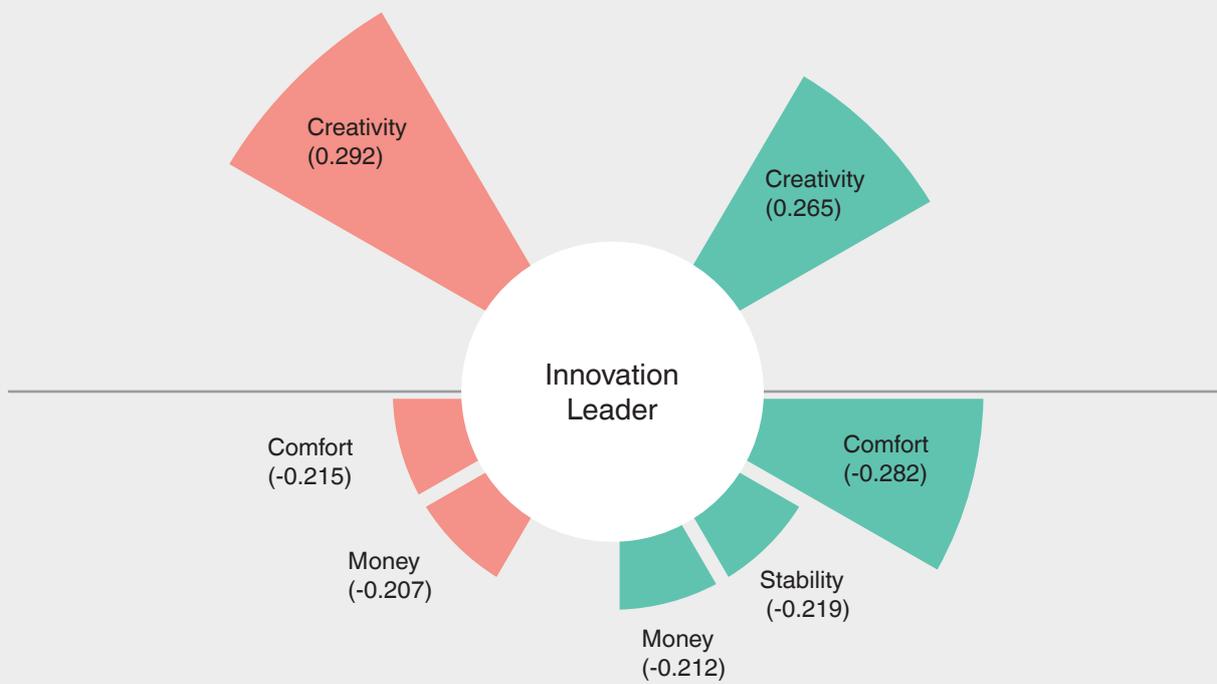


Diagram 27. Link between the “Innovation Leader” profile and various motivators and demotivators

# Conclusions

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1. On average, Outcome, Awareness, Professionalism and Participation are the key and most important motivators for people, regardless of age. As these motivators have practically no correlation with personality traits, they can be effective for people of different types and professions.
2. Some motivators can be utilized, but they are in the middle of the rating, such as Money, Career, Stability, Recognition, Relations, and some at the end (Teamwork, Status and Comfort).
3. Motivators such as Influence, Diversity and Creativity are important depending on the specific type of people and their qualities that a company wants to attract and retain. People with an entrepreneurial mindset, who are able to manage others, enterprising and proactive, results-oriented and open-minded, prioritize the motivator Creativity, in other words, freedom of expression.

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