

## Секция 2

УПРАВЛЕНИЕ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ.  
ДЕМОГРАФИЧЕСКИЕ И МИГРАЦИОННЫЕ ПРОЦЕССЫ

## SIGNIFICANCE OF PSYCHOSOCIAL FACTORS IN EMPLOYEES' MOTIVATION

*Iluta Arbidāne, Dr.oec., prof.,  
Iveta Graudiņa, M.soc.sc., lecturer,  
Dairis Arbidāns  
Rezekne Academy of Technologies, Latvia*

**The research problem.** Personnel management is one of the most important functions of company management. This is especially important for small businesses. In small companies, an entrepreneur often has limited opportunities to hire a large number of employees, so the existing ones have to perform not only their direct job responsibilities, but also have other additional duties. Owner-manager as well is often responsible for managing all resources of the business, including human resources. The number of employees in SMEs is small enough that the owner-manager can have direct contact with everyone, to develop individual approach and motivation to each of the employees, to notice problems and to carry out preventive measures to avoid risks. Currently, the major risks at workplaces are related with the psychosocial and emotional factors. Democracy as a corner value of our society allows us to discuss and turn towards uneasy and uncomfortable issues as psychological violence, sexual harassment at workplace, health problems due to work related stress, and others. The challenge for the small business manager is to develop emotional intelligence competences and to apply them in his/her everyday communication with employees. Applying them could help creating safe work environment that motivate the employees to continuously improve their performance.

**The research aim** is to study what are the psychosocial and emotional factors that affect employee motivation in small and medium-sized companies in Latvia.

**The research tasks:**

- 1) to study the psychosocial factors affecting employees' motivation;
- 2) to analyse existing surveys on psycho-emotional risks of the work environment;
- 3) to carry out the survey on the psychosocial and emotional factors affecting employee motivation in small enterprises of the Latgale region.

In order to achieve the aim, the following **research methods** were used: monographic analysis, statistical research – grouping, comparison, analysis, ranking, graphical method, sociological research method (survey). The area of empirical study – Latgale region.

**Psychosocial factors and safety at the workplace**

European Agency for Safety and Health at Work (EASHW) stresses that psychosocial risks and work-related stress are among the most challenging issues in occupational safety and health in the 21<sup>st</sup> century. They affect significantly the health of individuals, development

of organisations and national economies. New emerging challenges regarding occupational safety and health have to be addressed in all levels – from the human resources departments of the companies up to the national level enhancing understanding of the impact of the psychosocial and emotional factors on the health of workers.

The expert forecast on the emerging psychosocial risks related to occupational safety and health that was published by the EASHW in 2007 provides the top 10 emerging psychosocial risks revealed by the experts. These relate to five main topics: new forms of employment contracts and job insecurity, the ageing workforce, work intensification, high emotional demands at work, and poor work–life balance [1]. **New forms of employment** contracts include, for example, taking into account tendency to use outsourcing, especially by SMEs, to conclude precarious contracts (e.g. temporary or on-call contracts) with employees. Workers in these types of contracts are more vulnerable than, for instance, permanent workers. **The ageing workforce** has to be reviewed as a consequence of both the ageing population and the higher retirement age. Older workers are more vulnerable to poor working conditions than young workers. The growing amount of information to handle at work as a result of the introduction of new information and communication technologies (ICT) into the workplace undoubtedly has led to **work intensification** (high workload and work pressure). Thus, larger volume of functions and tasks is divided among fewer employees, and also becomes a stress factor at work. **High emotional demands** at work is a factor that the employees could tend to hide due to unhealthy attitude from the public and due to the fear of possibly being fired and risk losing the job. Burnout syndrome, depression, bullying, violence, sexual harassment are among widespread factors that unfortunately up to nowadays has unspoken signature of shaming in the eyes of public. Consequently, the negative emotions being oppressed becomes the factors affecting health of workers and, hence, work performance. Good and optimal **life-work balance** is more and more often considered as the necessary element of the healthy life. Moreover, the well-known companies, for example, Google demonstrate that this factor is not only the individual’s responsibility, but the company is able to provide its lasting and efficient input in the form of healthy environment, psychological support, mindfulness approach promoted and exercised as the part of organizational culture.

The State Labour Inspectorate of the Republic of Latvia (SLI) has recently carried out the survey to have the empirical base for the large national level campaign on the psycho-emotional risks of the work environment. Currently the results available at the SLI website shows the following picture [2]. About 5000 respondents have responded to the electronic questionnaire, and the survey is still opened to those who want to share their answers on the topic. The questionnaire includes 30 questions, asking to mark if the respondent have ever been exposed to the specific risk factors related to the psychological, emotional stress or poor work organization and environment. The data of Latvia’s SLI survey corresponds to the conclusions of the report of the EASHW experts. 58% of respondents claim they always or sometimes have to work more hours at their workplaces, 56% certainly (14% sometimes) indicate that their workload has increased during the last year, and 58% assures that always and 31% - sometimes have to work under pressure of short deadlines or very intensively. To add the fact that 95% of the respondents have always high feeling of responsibility towards their work – we get

the clear risk factors in front of us. Most of the respondents haven't experienced emotionally and physically violent behaviour or attitude from the colleagues or the management. Although, in this case, even low percentage of the negative responses could indicate to the harsh situation for some of the individuals. And, in the case when, for instance, bullying is indicated as present in 10% of cases (24% - sometimes) – these are more than 500 persons, individuals that are harassed at the workplace! 2% of sexual harassment experienced – these are almost 100 persons who have experience that! The quantitative study can illustrate with number the tendency, it doesn't provide picture of the fates and destinies that could be broken even in some cases. Thus, the campaign of the Latvian SLI has to be considered as very important to focus the society's attention to the current problems. 38% of the respondents answer "Yes" (27% "Sometimes") to the question if they have observed the worsening of their health that could be related with extra workload. The authors of this article, particularly, wants to pay closer attention to the high emotional demands at the workplace.

#### **Study of small enterprises**

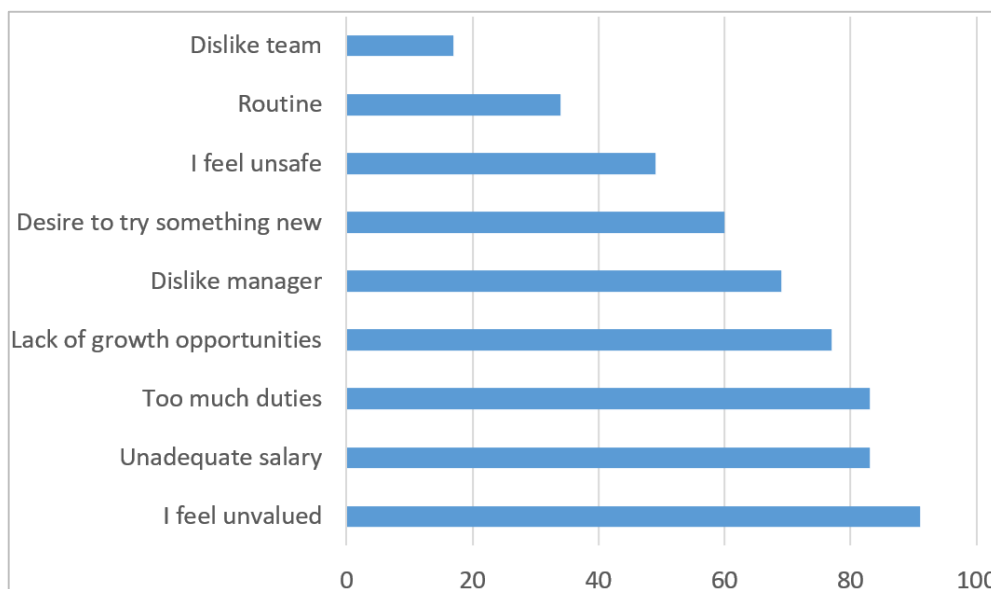
Importance of strategic human resource management for small and medium-sized enterprises is growing. Many small firms encounter serious human resource problems, while at the same time these human resources play a vital role in developing and sustaining their competitive advantages. In human resource management literature specific issues concerning small firms are rarely addressed.

The role of the employees in the successful operation of a company is repeatedly emphasized in some scientific research. Tobassi express the opinion that the staff capacity plays an important role in the organizational success of a small company. The researchers prove that the greatest contribution to success is made by training, motivation and team spirit [3]. In his research, Acker expresses the opinion that the employees, starting to work in the company, enter not only into an employment contract, but as well in kind of psychological contract, which will determine the employee's performance, loyalty and motivation [4].

Jorfi emphasizes motivation, effective communication and emotional intelligence as the most important basis for the organization's success in small companies [5]. The most known definition of the emotional intelligence by Peter Salovey and John Mayer declares that Emotional Intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth. Five components of emotional intelligence emphasized by Daniel Goleman are self-awareness, self-regulation, internal motivation, empathy, and social skills. That shows the direction for the managers what competences shall be developed in order to succeed with HRM in their companies, and, consequently, to improve the performance via employees' satisfaction and safety at work considering emotional demands of the employees at their workplace.

Within the framework of the bachelor research of one of the authors of the current article, 57 employees of small enterprises in Latgale planning region (Eastern part of Latvia) were surveyed. One of the questions asked the respondents to name factors that could affect the employees hypothetically to change their job (Figure 1). The most common reason noted by the employees was that they do not feel valued (91%), followed by inadequate remuneration (83%) and too many duties/ big workload. Another important reason for possible leave

was the lack of growth opportunities (77%), dislike of the manager's behaviour (69%), and desire to try something new (60%). As shown by the results, the reasons are largely related to evaluation and communication problems. An interesting fact is that employees do not leave because of the team relations. Most often, small businesses form sufficiently friendly links, which is not a reason to leave.



**Figure 1. – Reasons why the respondents hypothetically could wish to change their job,% (N=57)**  
(Created by authors, based on the survey)

A group of Taiwanese professors have shown that inspiring and valuing an employee can have a very strong effect on their motivation and loyalty, which has a significant impact on overall performance [6]. Small business leaders would need to find time to communicate with their employees, considering their number is small, focusing on aspects of their intrinsic motivation. In small company, individual approach and motivation could be found to each employee. Owners-managers have to provide regular feedback on the performance. It can be both positive and negative, but constructive, analysing performance rather than the individual's personality. Otherwise, a person's self-esteem may be significantly decreased. The emotional intelligence competences certainly could help to carry out that.

In addition, the respondents of the survey were asked to evaluate, to what extent each of particular motivation elements affect their motivation at their workplace (Table 1).

**Table 1. – Assessment of motivational elements (employees' opinion), % (N=57)**  
(Created by authors, based on the survey)

Motivator	Motivates	Doesn't motivate	Hard to say
1	2	3	4
Opportunity to receive evaluation and recognition for a job well done	95	2	3
Positive atmosphere in the workplace	91	9	0
Manager 's attitude	89	2	9

End of the table 1

1	2	3	4
Stable salary	89	0	11
Friendly, cohesive team	84	12	4
Pleasant working environment	84	7	9
Adequate salary	84	2	14
It is possible to receive additional allowances (bonuses, allowances for night work, etc.)	80	18	2
Adequate working hours and work schedule	75	16	9
Possibility to receive other benefits (car, telephone, insurance)	72	26	2
Performance affects pay	68	16	16
An interesting job	67	18	16
There is sustainability and a sense of security at work	63	19	18
Clear job responsibilities and outcome	58	37	5
Fear of punishment or dismissal	42	49	9
Career development opportunities	41	48	11
Opportunities to learn	28	21	51

Data in the table shows the significance of psychosocial and emotional factors. Stable and adequate salary being, undeniably, high on the list, allows "Opportunity to receive evaluation and recognition for a job well done" (95%), "Positive atmosphere in the workplace" (91%), "Manager 's attitude" (89%) be in the top of the list, following by "Friendly, cohesive team" (84%) and "Pleasant working environment" (84%).

In the survey, the author have looked at the positive motivators, constructive psychosocial and emotional factors at work. However, both researches by European Agency for Safety and Health at Work [1] and State Labour Inspectorate [2] shows that it is necessary to look at the "shadow" side of the psychosocial and emotional work environment, paying attention to the destructive behaviour as, for instance, violence (physical or emotional) and bullying. The task of owners and managers of the small companies – to notice these risks (if they are not the source of unsafety themselves) and, using tools and competences of emotional intelligence, to take measures to prevent risks and to improve work environment.

**Conclusions:**

1. European Agency for Safety and Health at Work (EASHW) stresses that psychosocial risks and work-related stress are among the most challenging issues in occupational safety and health in the 21st century. They relate to five main topics: new forms of employment contracts and job insecurity, the ageing workforce, work intensification, high emotional demands at work, and poor work–life balance.

2. The State Labour Inspectorate of the Republic of Latvia (SLI) organizes the large national level campaign on the psycho-emotional risks of the work environment. The survey carried out to support the campaign evidences that safety and psychological health related issues are topical in Latvian companies.

3. Importance of strategic human resource management for small and medium-sized enterprises is growing, though in human resource management literature specific issues concerning small firms are rarely addressed.

4. Motivation, effective communication and emotional intelligence (EI) as the most important basis for the organization's success in small companies. Developing EI competences could indicated small business leaders how to improve the performance via employees' satisfaction and safety at work considering emotional demands of the employees at their workplace.

5. The survey of Latvian small companies shows that positive psychosocial factors are crucial for the employees' motivation and wellbeing. However, additional research is necessary to explore possibilities to identify and prevent risks related to negative and destructive behaviours and communication at the work environment.

### References

1. Expert forecast on emerging risks related to occupational safety and health [Electronic resource] // EU-OSHA – European Agency for Safety and Health at Work, Office for Official Publications of the European Communities, Luxembourg. – 2007. – Mode of access: <https://osha.europa.eu/en/publications/report-expert-forecast-emerging-psychosocial-risks-related-occupational-safety-and/view>.
2. Aktuālā kampaņa par psihoemocionālajiem darba vides riskiem [Electronic resource] // LR Valsts darba inspekcija. – 2020. – Mode of access: <http://vdi.gov.lv/lv/darba-aizsardziba/aktuala-kampana-par-psihoemocionalajiem-darba-vides-riskiem/>.
3. Tabassi, A. Effects of training and motivation practices on teamwork improvement and task efficiency: The case of construction firms / A. Tabassi, M. Ramli, A. Bakar // International Journal of Project Management. – 2012. – Vol. 30. – P. 213-224.
4. Acker, W. ProQuest Dissertations Publishing, 3216285 [Electronic resource] / W. Acker // University of Kansas. – 2006. – Mode of access: <https://search.proquest.com/openview/6780700f670c0f21fa39fca039f8fcf7/1?pq-origsite=gscholar&cbl=18750&dis=y>.
5. Jorfi, S. Relationships among Strategic Management, Strategic Behaviors, Emotional Intelligence, IT-business Strategic Alignment, Motivation, and Communication Effectiveness / S. Jorfi, H. Yacob, I. Shah // International Journal of Business and Management. – 2011. – Vol. 6. – No 9. – P. 30-37.
6. Yun-HwaChiang Core self-evaluation and workplace creativity [Electronic resource] / Yun-Hwa-Chiang, Chu-ChunHsu, Kuang-PengHung // Journal of Business Research, Vol. 67, Issue 7. – July, 2014. – P. 1405-1413. – Mode of access: <https://www.sciencedirect.com/science/article/pii/S014829631300310X?via%3Dihub>.

### ЗНАЧИМОСТЬ ПСИХОСОЦИАЛЬНЫХ ФАКТОРОВ В МОТИВАЦИИ СОТРУДНИКОВ

*Мотивация сотрудников – постоянная проблема на любом рабочем месте. Данные Европейского агентства по безопасности и гигиене труда свидетельствуют о том, что психосоциальные риски на рабочем месте связаны с новыми формами трудовых договоров и незащищенностью рабочих мест, старением рабочей силы, интенсификацией работы, высокими эмоциональными требованиями, плохим балансом между работой и личной жизнью. Государственная инспекция труда Латвии провела исследование, которое показывает значительное количество случаев психологического насилия и небезопасной среды на рабочем месте. Авторы приводят данные опроса малых предприятий в Латвии, указывающие на значимость психосоциальных факторов в мотивации сотрудников.*

Министерство образования Республики Беларусь  
Полоцкий государственный университет

**УСТОЙЧИВОЕ РАЗВИТИЕ ЭКОНОМИКИ:  
МЕЖДУНАРОДНЫЕ И НАЦИОНАЛЬНЫЕ АСПЕКТЫ**

Электронный сборник статей  
IV Международной научно-практической online-конференции

(Новополоцк, 26 ноября 2020 г.)

*Текстовое электронное издание*

Новополоцк  
Полоцкий государственный университет  
2020

**Устойчивое развитие экономики: международные и национальные аспекты** [Электронный ресурс] : электронный сборник статей IV Международной научно-практической online-конференции, Новополоцк, 26 ноября 2020 г. / Полоцкий государственный университет. – Новополоцк, 2020. – 1 электрон. опт. диск (CD-ROM).

Впервые материалы конференции «Устойчивое развитие экономики: международные и национальные аспекты» были изданы в 2012 году (печатное издание).

Рассмотрены демографические и миграционные процессы в контексте устойчивого развития экономики; обозначены теоретические основы, практические аспекты управления человеческими ресурсами; выявлены и систематизированы драйверы инклюзивного экономического роста в Беларуси и за рубежом; раскрыты актуальные финансовые и экономические аспекты развития отраслей; приведены актуальные проблемы и тенденции развития логистики на современном этапе; отражены современные тенденции совершенствования финансово-кредитного механизма; освещены актуальные проблемы учета, анализа, аудита в контексте устойчивого развития национальных и зарубежных экономических систем; представлены новейшие научные исследования различных аспектов функционирования современных коммуникативных технологий.

Для научных работников, докторантов, аспирантов, действующих практиков и студентов учреждений высшего образования, изучающих экономические дисциплины.

*Сборник включен в Государственный регистр информационного ресурса. Регистрационное свидетельство № 3061815625 от 23.05.2018.*

**№ госрегистрации 3061815625**

**ISBN 978-985-531-720-4**

© Полоцкий государственный университет, 2020



2 – дополнительный титульный экран – производственно-технические сведения

Для создания электронного сборника статей IV Международной научно-практической online-конференции «Устойчивое развитие экономики: международные и национальные аспекты» использованы текстовый процессор Microsoft Word и программа Adobe Acrobat XI Pro для создания и просмотра электронных публикаций в формате PDF.

Компьютерный дизайн обложки *М. С. Мухоморовой*  
Технический редактор *С. Е. Рясова, А. А. Прадидова*  
Компьютерная верстка *Т. А. Дарьянова*

---

Подписано к использованию 27.01.2021.  
Объем издания: 18,8 Мб. Заказ 019.

---

Издатель и полиграфическое исполнение:  
учреждение образования «Полоцкий государственный университет».

Свидетельство о государственной регистрации  
издателя, изготовителя, распространителя печатных изданий  
№ 1/305 от 22.04.2014.

ЛП № 02330/278 от 08.05.2014.

211440, ул. Блохина, 29, г. Новополоцк, Беларусь  
тел. 8 (0214) 53 05 72,  
e-mail: i.pozdnyakova@psu.by