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Coaching as Method to Increase Non-Monetary Motivation and Personnel Performance

Abstract. *This article describes the study of innovative approaches in management, in particular, coaching as a method to unlock the inner capacity of employees and increase the intrinsic motivation of staff.*

Along with a literature review, the authors present an analysis of an in-depth two-stage interviews conducted both in 2020 and 2022. Sixteen representatives of central public agencies and 7 employees of local administration, including human resource managers and ethics commissioners attended the research. The main goal of the research was to explore how using coaching or its elements in their work can influence on decreasing number of conflict situations. Based on the interviews' results, a statistical model with the Wald-Wolfowitz series criterion was constructed. It showed that using coaching technologies influences the reduction of conflicts, through the development of internal motivation, personal accountability both level of management supervisors and staff; organizational units and the state agency.

Finally, the paper concludes that applying elements of coaching in the aforementioned group of civil servants' work can ultimately have an impact on employees' motivation and then affect their performance.

There are a number of limitations related to sampling and the limited number of studies conducted in this area in the public service of Kazakhstan, given by the authors. Thus, they also recommend conducting further research in aforementioned area.

Keywords: *motivation, non-monetary motivation, coaching, civil service, civil servants, personal accountability, public administration*

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Introduction

Employee motivation always has its relevance both in the private sector and in the civil service as well. The latter is particularly important in the light of the current reforms in Kazakhstani civil service.

There is a task to establish a new state that 'hears' the voice of the people, put by Kazakhstani President Mr. K.Tokayev. This means the transformation of public agencies and civil servants.

Therefore, there seems to be significant changes within the public service system such as a different level of demands on employees, personal effectiveness development, and the ability to constantly improve skills of the staff. Thus, the professional and personal motivation of an employee jointly can lead to the changes set by the President as one of the main objectives in the strategic documents.

Following this position, managers and human resources departments face the issues of introducing managerial innovations, developing employees, unlocking their inner capacity, and internal, non-monetary motivation.

In order to explore that issue this paper examines the theoretical aspects of motivation, focusing on intrinsic, non-monetary one as well as the methods for increasing the staff motivation. The purpose of the study is to analyze the impact of coaching its elements on strengthening employee motivation and hence the staff performance.

The objects of the study are, therefore, the public servants examined. The subject of the paper is the coaching as an innovative method for increasing personnel's motivation and employee performance.

Considering aforementioned the paper focuses on the main research question: "To what extent can the coaching improve motivation and performance of the public service staff?"

Literature review

Public service motivation, which has its origins in public administration science [1], was first mentioned to address the public administration crisis in the US in the 1990s [2]. At the same time, the literature on public service motivation [3] argues that public servants should have a unique set of values and competencies that would significantly distinguish them from employees of private companies. Public service motivation can be seen as a predisposition to respond to motivations based primarily or exclusively in public institutions and organizations. J. Perry and A. Hondeghem believe that the main goal in developing the motivation of civil servants is the willingness to serve the public to the best of their ability [4]. That means that motivation in public service is the source of actions aimed at achieving results. Vandenberg, W. argues that public service motivation is directly related to the beliefs, attitudes and personal responsibility that motivate public servants to serve society despite personal interests and benefits [5]. However, this requires the application of methods to enhance the abovementioned intrinsic beliefs and intrinsic motivation of employees. Non-monetary motivation is not related to financial rewards or financial benefits. It can be related to satisfying needs for recognition, self-actualization, social belonging, personal development, etc.

Research in the field of management and social management since the second half of the twentieth century has already sparked discussions on the question whether personnel motivation in the public sector differs from personnel motivation in the private sector and whether the motivation theories developed for private organizations can be applied in the public sector?

Some scholars lean towards A. Maslow's theory of needs, focusing on satisfying human needs that must be met in order according to a hierarchy: physiological needs (food, water, sleep, warmth, etc.); security needs (life, health, property); social needs (communication, love, group membership, social support and recognition); respect needs (self-esteem, respect from others, achievement and status); self-actualization needs (self-expression, self-development, creativity, etc.).

According to Maslow, a person can only begin to satisfy higher needs after he or she has satisfied the more basic needs. The Maslow's theory is important for understanding human motivation and behavior. It helps to understand why people strive for certain goals and what needs motivate their actions. The application of needs satisfaction theory is equally relevant to civil servants and workers at private sector [6].

As always in such situations, academic positions divided some scholars into two diametrically opposite positions - some argued that there were significant differences in approaches to motivation, while others believed that there was no meaningful difference. However, Rainey H.'s position became a 'reconciling' point of view, where the American scholar suggested that the motivation of civil servants was a unique challenge, for which general motivation theories should not be forgotten while adapting them to civil service. This could lead to improved performance of public service employees. This position is also held by a number of other foreign scholars. For instance, B. Wright believes that the public sector does not need its own theory of motivation. In his opinion, the mainstream theory of organizational behavior is sufficient. However, he notes that distinctive features of sectors matter when interpreting and applying any motivation theory. P. Durand, R. Kramer et al. believe that motivation theories

are quite relevant for application in the transforming public sector [7]. However, a number of differences should be considered, because the public service is more administrative in nature and more bureaucratic and routine than the private sector. However, the value structure of the civil service is also less susceptible to socio-cultural change because of the rigid hierarchy of the civil service and the bureaucratic system than in the private sector, including manufacturing enterprises.

In Kazakhstan, the issue of bureaucratization of the state apparatus is one of the important tasks set by the Head of State K. Tokayev [8]. One of the principles of this document is the formation and maintenance of the organizational culture of the state apparatus, which will reduce bureaucracy. At the same time, the President of the Republic of Kazakhstan has set the task of enhancing the motivation of personnel both in the civil service and in budgetary organizations [9].

Since July 1, 2020, Kazakhstan introduced a factor-point scale (hereinafter referred to as FPS), which assesses the level of performance of civil servants. According to the Civil Service Agency of the Republic of Kazakhstan, the most important advantage of the FPS is the ability to evaluate employees according to their efficiency, volume and complexity of work performed. According to the civil servants themselves, this scale will increase the motivation of civil servants [10].

However, we believe that this approach is only an extrinsic motivation and is aimed at obtaining additional rewards but lacks the intrinsic motivation and personal responsibility of the employee for the decisions taken. The effectiveness of increasing financial incentives is also questioned. Thus, according to S. Saduova, this system does not solve the problems of effective use of motivational mechanisms of civil servants' activity to a large extent [11].

According to the best international practice, one of the modern approaches to work with increasing human capacity, including the development of motivation of employees themselves can be coaching. J. Whitmore believes that coaching helps to unlock the inner capacity of an employee and improve performance [12]. This position is also held by other foreign and Kazakhstani scholars [13], suggesting considering employees of an organization as unique creative individuals who are able to make decisions independently, take responsibility and develop their inner capacity.

Coaching is thought to have originated in the United States at the end of the last century in the preparation of athletes for competition. The main purpose of this direction is to help a person get high performance, develop responsibility and inner confidence. W. Gallwey, the author of the "Inner game" concept, managed to effectively use coaching method not only in sports, but also to transfer them to the development of organizations [14]. In the last decade, coaching as a management and consulting style has been used in Russia and then gained popularity in Kazakhstan, but mostly in private sector due to the need to build highly effective management systems in a highly competitive environment, increasing the efficiency of employees of organizations. It can have a positive effect at various HR stages, including staff selection [15].

Therefore, coaching can be considered as a system of active listening techniques, techniques for asking effective questions aimed at unlocking the inner capacity of employees and getting the "right" feedback without hurting a person's ego. This approach can be innovative and effective and lead to a change in the nature of management not only in private organizations but also in government agencies.

The application of coaching technologies in state agencies will develop the internal motivation and personal accountability of managers and employees (executive coaching); structural units within the organization (team coaching) and the law enforcement agency as a whole (organizational coaching).

Research Methods

The study reviews the literature on the development of internal motivation and the use of coaching techniques to improve the performance of civil service employees.

The research empirically supported interviewing strategy aimed at exploring of using of coaching or its elements in civil servants' activities as well as its' influence on their performance.

Based on the results of the expert interviews, a statistical model with the Wald-Wolfowitz series criterion was constructed.

Sampling and Interview Conducting

To ensure the most relevant and meaningful results, it was necessary to balance the feasibility of conducting interviews by including in the sample civil servants whose functions included outreach and conflict resolution. With the support of the Academy of Public Administration under the President of the Republic of Kazakhstan, it was possible to conduct interviews at both central and regional levels.

The interviews have been conducted twice in 2020 and 2022 accordingly. Twenty-three respondents from the public organizations participated in the interview. Among their terms of references were conflict resolution and community outreach. The respondents were selected by the following criteria: professional and public service experience for at least 3 years. Along with that, the interviewees were represented at both central and regional levels: 16 representatives of central state authorities and 7 employees of regional ones. It should be noted that respondents were asked the same questions with a difference of two years.

Research Analysis and Results

Taking into account the best international practices of using innovative technologies in the management system, such as coaching, the respondents were asked questions related to their use of these technologies in their work before (2020) and after (2022). In this study, the authors present positive dynamics before and after the use of coaching elements by civil servants in their work.

In 2020, when asked the question 'Do you apply innovative methods in your work', seventy-eight per cent of the respondents said that they did not see a need for this because their work is quite regimented; in 2022, ten experts described the use of 'active listening' and effective questioning techniques in their work and other innovative approaches in their view.

To the question "Do you plan to expand your competencies, skills, and knowledge related to your function," in 2020, more than half (52 per cent) of respondents indicated that they want to engage in self-education (reading books on psychology, HR management, communications, conflict resolution, watching training videos), 35 per cent plan to attend training (professional development, group training, personal work with a coach), 13 per cent gave a negative answer, citing their busyness and lack of need for skill development in this field.

After the completion of the survey, a follow-up survey was conducted after a two-year gap. Ten respondents out of twenty-three had used individual, team and organizational coaching techniques to varying degrees. The indicator chosen as an indicator of the effectiveness of the use of coaching technology was the (+) decrease/ (-) increase in the number of conflicts in the public authority October 2022 compared to the same period in 2020. The impact on the indicator of the use of coaching elements by the Ethics Commissioners in their practical work was studied. Based on the interviews, the authors obtained the following data on the change in the number of conflicts in state bodies by employees using elements of coaching (Group 1) and not using them (Group 2) (Fig. 1).

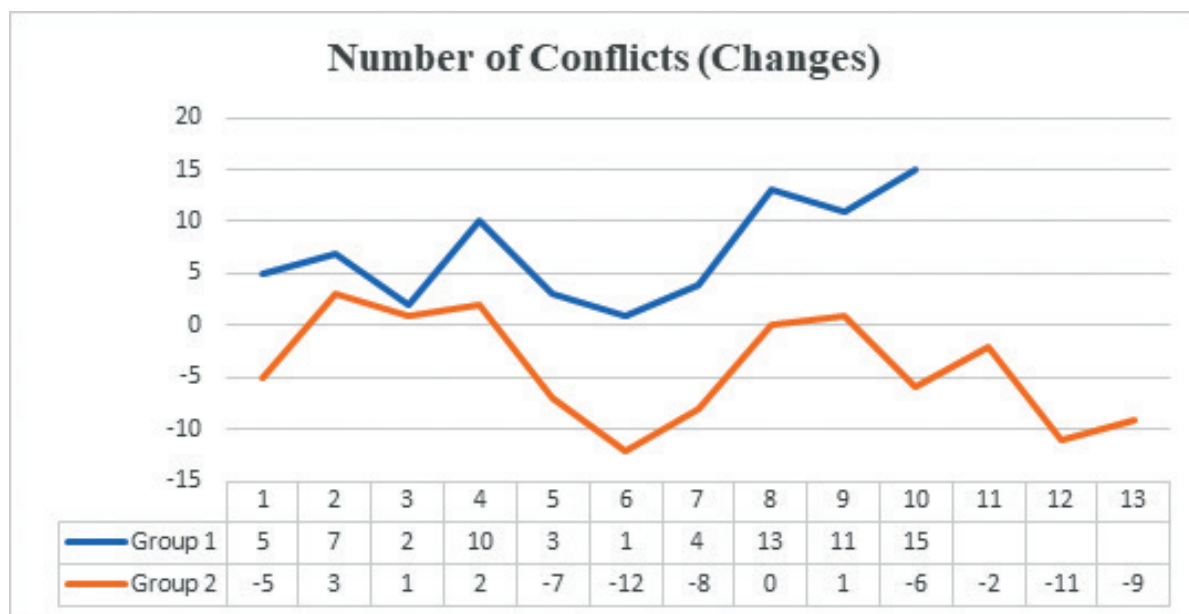


Figure1: Changes in conflicts’ numbers in Group 1 (coaching used) and Group 2 (coaching unused)

Note – compiled by the author on the basis of the conducted survey

To test the effect of using coaching technology on the number of conflicts, we use the Wald-Wolfowitz series criterion. It is a non-parametric criterion and does not require any assumptions about the shape of the distribution from which the data are drawn. It assumes that the variables in question are continuous and measured on at least an ordinal scale. The hypothesis 0 is that both samples are drawn from the same population, i.e., the data are homogeneous. It is used to test the hypothesis that two independent samples are drawn from two populations that differ significantly from each other in some way; in other words, they differ not only in the mean, but also in the shape of the distribution.

The Group 1 uses elements of coaching technology. $n_1 = 10$. The Group 2 - none; $n_2 = 13$, where n_1 and n_2 are the number of participants in the groups. By applying a serial criterion, we fix whether the differences in the change in the number of conflicts in the groups under comparison are statistically significant. Then the row of numbers were put in order of increasing as follows: -12;-11;-9;-8;-7;-6;-5;-2;0;1;1;1;2;3;3;4;5;7;10;11,13;15.

The hypothesis 0 is that changes in the number of conflicts in the groups are not statistically significantly different. Consequently, the use of coaching technologies in employees’ work affects the reduction of conflicts, through the development of internal (non-monetary) motivation, personal accountability of managers and employees; units within the organization, the state body as a whole.

Conclusion

The study concluded that among up-to-date management tools, coaching can be a rather progressive method, so there is a need for more in-depth and long-term research on its effectiveness for good governance at both levels of management top and middle, including increasing personal accountability of employees and, consequently, to develop internal (non-monetary) motivation of civil service personnel.

Therefore, it can be recommended to use coaching technologies or its elements in personnel work not only in private sector, where coaching has proved to be positive in the light of increasing employee motivation and performance, but also in government agencies. Additionally, the introduction of special educational program on coaching and increasing personal accountability

for managers and public service staff can be recommended to be included at professional development centers and Academy of Public Administration under the President of the Republic of Kazakhstan.

However, the authors also understand the limitations related to research methods chosen. Limited data were collected using the best fit sample (staff working with conflict resolution), so some bias may have occurred. Therefore, it is recommended continue to examine the coaching effect on motivation and performance of the personnel, considering other staff terms of references.

Another limitation may be due to such studies have not been previously conducted in Kazakhstan. The authors believe that such an analysis in the longer term can demonstrate a more objective picture of the impact of innovative technologies in management, such as coaching. Thus, the authors also recommend constantly conducting such measurements. This approach would allow a deeper understanding of the effect of new management technologies on improving the efficiency of employees.

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Коучинг қызметкерлердің уәждемесі мен тиімділігін арттыру құралдарының бірі ретінде

Аңдатпа. Мақала басқарудағы инновациялық тәсілдерді, атап айтқанда коучингті қызметкерлердің ішкі әлеуетін ашу және қызметкерлердің ішкі уәждемесін арттыру әдісі ретінде зерттеуге арналған.

Әдеби шолу жасаумен қатар, авторлар 2020 және 2022 жылдары жүргізілген терең екі сатылы сұхбаттың нәтижелерін ұсынды. Зерттеуге орталық мемлекеттік органдардың 16 өкілі және өңірлік мемлекеттік органдардың 7 қызметкері, оның ішінде персонал бойынша менеджерлер мен әдеп жөніндегі уәкілдер қатысты (олардың функцияларына персоналмен жұмыс, оның ішінде жанжалды жағдайларды шешу және халықпен өзара іс-қимыл саласындағы жұмыс кіреді).

Зерттеудің негізгі мақсаты өз жұмысында коучинг элементтерін қолданудың жанжал жағдайларының санын азайтуға әсерін зерттеу болды.

Сұхбат нәтижелері негізінде Вальд-Вольфовиц серияларының критерийі бар статистикалық модель құрылды, ол коучинг технологияларын қолдану ішкі уәждемені, басшылар мен қызметкерлердің жеке жауапкершілігін, ұйым ішіндегі құрылымдық бөлімшелердің және тұтастай алғанда мемлекеттік органды жауапкершілігін дамыту арқылы жанжалдарды азайтуға әсер ететінін көрсетті.

Коучинг элементтерін өз жұмысында қолдану нәтижесінде қызметкерлер жұмысының тиімділігіне әсер етуі мүмкін.

Сондай-ақ, авторлар Қазақстанның мемлекеттік қызметінде осы салада жүргізілген зерттеулердің іріктелуіне және шектеулі санына байланысты бірқатар шектеулер келтіреді. Осылайша авторлар осы саладағы зерттеулерді жалғастыруды ұсынылады.

Түйін сөздер: уәждеме, монетарлық емес уәждеме, коучинг, мемлекеттік қызмет, мемлекеттік қызметшілер, жеке жауапкершілік, мемлекеттік басқару.

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Коучинг как один из инструментов повышения мотивации и эффективности сотрудников

Аннотация. Статья посвящена изучению инновационных подходов в управлении, в частности, коучинга как метода, позволяющего раскрыть внутренний потенциал сотрудников и повысить их внутреннюю мотивацию.

В дополнение к обзору литературы авторы представили результаты глубинного двухэтапного интервью, проведенного в 2020 и 2022 годах. В исследовании приняли участие 16 представителей центральных государственных органов и 7 сотрудников региональных государственных органов, включая менеджеров по персоналу и уполномоченных по этике (в функции которых входит работа с персоналом, в том числе в области разрешения конфликтных ситуаций и взаимодействия с населением).

Основной целью исследования явилось изучение влияния использования элементов коучинга в своей работе на снижение количества конфликтных ситуаций.

На основе результатов интервью была построена статистическая модель с критерием серий Вальда-Вольфовица, который показал, что использование технологий коучинга влияет на уменьшение конфликтов через развитие внутренней мотивации, персональной ответственности руководителей и сотрудников, структурных подразделений внутри организации и государственного органа в целом.

Таким образом, применение элементов коучинга в своей работе может, в конечном счете, оказать влияние на эффективность работы сотрудников.

Авторы также приводят ряд ограничений, связанных с выборкой и лимитированным количеством исследований, проведенных в этой области на государственной службе Казахстана. Поэтому авторами рекомендовано продолжить исследования в этой области.

Ключевые слова: мотивация, немонетарная мотивация, коучинг, государственная служба, государственные служащие, персональная ответственность, государственное управление.

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