
**CAREER ANCHOR "AUTONOMY / INDEPENDENCE (AU)" - AN OPPORTUNITY
FOR OPTIMAL CORPORATE MOTIVATION IN BUSINESS ORGANIZATIONS**

(Without motivated collaborators, each company is doomed)

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Abstract: One of the reasons for the many tips and scientific approaches to motivation lies in the differences between people. Some people are motivated by material incentives, others by personal recognition, others are mostly interested in interesting work. It is important for practitioners of HR managers to know the specifics of their employees in order to be able to motivate them adequately. A major contribution to the theory of motivation is the eminent scholar Edgar Shane - the creator of the term "corporate culture." He believes that there are 8 core values in the work of collaborators, which he calls "career anchors." Each "anchor" has its own type of motivation. What are the anchors? This is a classification of eight types of determinations of what can lead a career in a person. Affiliation / self-determination / orientation to one or the other anchor depends mostly on our personal:

- Values and priorities;
- Concrete beliefs on topics such as what career success is, what is work, work, contribution, satisfaction, etc. ;
- The orientation of our motivation - what we personally motivate, motivate, enthusiastically.

Self-sufficiency differs from independence. In business organizations, employees can be both self-sufficient and happily interdependent with others. The sense of self-reliance of employees has a proven impact on both personal achievements and attitudes, as well as those of the company.

Empowering employees to work on side projects during working hours can not always be easily traversed in the everyday routine of customer service, freight forwarding and problem solving. But they become imperative in an economy that requires non-routine, creative, conceptual abilities.

Promoting autonomy in business organizations should not be perceived as a discouragement of responsibility. Employees should be responsible for their work. Many companies believe that independence is a way to circumvent the responsibility. However, the new notions of autonomy start from another assumption. It implies that employees want to be accountable and that if they are given control over their task, time, method and team, it is a path leading in that direction.

Moreover, different employees will find different sides of autonomy. Some may wish for self-reliance, others may prefer self-respect to the team. Research has shown that the sense of control is an important component of somebody's happiness. What, however, the employees want to have control varies, so I do not think there is an aspect of self-sufficiency that is the most important in all respects. Different people have different wishes, so the best strategy for business organizations would be to judge what is the most important thing for each individual employee.

Keywords: HR managers, autonomy, employees, business organizations

One of the reasons for the many tips and scientific approaches to motivation lies in the differences between people. Some people are motivated by material incentives, others by personal recognition, others are mostly interested in interesting work. It is important for practitioners of HR managers to know the specifics of their employees in order to be able to motivate them adequately. A major contribution to the theory of motivation is the eminent scholar Edgar Shane - the creator of the term "corporate culture." He believes that there are 8 core values in the work of collaborators, which he calls "career anchors." Each "anchor" has its own type of motivation. What are the anchors? This is a classification of eight types of determinations of what can lead a career in a person. Affiliation / self-determination / orientation to one or the other anchor depends mostly on our personal:

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Which are the "anchors"?

Technical / Functional Competence (TF)

- People with a leading anchor strive to be truly good at one thing and will do their utmost to become an expert / guru in it;
- They like challenges in which they can use their expertise and skills, doing the job correctly and much better than everyone else.

General Managerial Competence (GM)

- These people would like and usually aspire to become leaders;
- They like solving problems and interacting with / managing others;
- The more responsibility they assume (they are voted), the better they feel.

Autonomy / Independence (AU)

- These people have a basic need - to define themselves the rules of their work. This includes the freedom to choose when and how much they will do;
- They usually prefer to work alone (for themselves) or on their own if they are part of a company / team;
- Avoid any form of long-term commitment that would limit their sense of personal freedom.

Security / Stability (SU)

- These people aspire to a career that is characterized by minimal changes and risk taking;
- They usually look for a large, trustworthy employer and stay with him for as long as possible;
- Very diligent in working on behalf of not having to leave her. Sometimes they turn to side-replacing efforts to ensure they remain in work.

Creative Entrepreneurship (EC)

- For these people the key need is diversity in combination with the start / creation of something. This depends on their motivation because they are quickly bored and "sleepy" in the same type of tasks;
- They usually target project-oriented activities;
- Have the necessary enthusiasm to embark on unfamiliar and new ventures that will develop their capabilities. Learn on the move.

Sense of utility / Purpose of cause (CV)

- Key needs - meaning and personal contribution from their work. It is important to know that they work for something worthwhile and to see their own contribution to the whole;
- Seek organizations that fit their own values. They would leave the employer if they were forced to criminalize their value system, ie. they are loyal to their values, not to the company;
- The sense of usefulness and contribution to something of value is a source of enthusiasm for them.

Clean Challenge (CH)

- These are people who usually seek continuous incentives and difficult issues to get involved with;
- It is important for them to have a sense of competition, to measure the results of all and to give the necessary according to what has been achieved;
- Such people will change their work if they become dull (no "thrill"). Their careers are usually very diverse as separate professions to which they choose to head.

Style / Living Standards (LS)

- For these people, work is part of their lives and they usually expect it to fit and contribute to the rest, not to make compromises in its name;
- Look for a balance between work and privacy. One of the main roles of work for them is to provide them with the standard of living they want;
- They prefer long vacations and vacations in which to fulfill their personal wishes (excursions, holidays, entertainment, time with family, etc.).

We will look at the Career Anchor (AU) in detail. Traditional management ideas are great if business organizations want servility. But if they want engagement, self-direction works better.

An example of this statement is business organizations of the ROWE type. ROWE is the work of Kali Reseller and Jodi Thompson, two former Human Resources employees of the US Best Selling Trade Chain. The workplace of this type of organization has no schedule. Employees come and go when they want. They are not obliged to appear in the office at a certain time. They just have to do my job. How they do it, when they do it, and where they do it depends on them. It should be made clear that this type of work environment organization is only applicable to business organizations whose employees carry out creative activities. It is not suitable for algorithmic tasks and activities - those that depend on following an existing formula to its logical outcome.

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For example, researchers at Cornell University surveyed 320 small businesses, half of which provided workers with self-reliance, and the other half employed top-down orders. The self-reliant firms registered four times more growth than the control-oriented firms and had one-third of their turnover⁴⁴.

Management still revolves around supervising "if-it" rewards and other forms of control. For example, according to British economist Francis Greene, lack of freedom of action in work is the main explanation for productivity decline and satisfaction with work in the UK⁴⁵.

A very striking example of the power of autonomy as an internal motivator is the two Australian graduates Scott Farquar and Mike Cannon-Brooks Software Company Atlasian. Combining excellent computer programs with ingenious business practices, Atlasian now generates about \$ 35 million a year and has nearly 200 employees at its offices in Sydney, Amsterdam and San Francisco.

Like any good entrepreneur, however, Cannon-Brooks lives under the cloud of eternal dissatisfaction. He saw successful companies fall into a standstill and wanted to avoid this fate for his company. In order to spark even more creativity in his team and make sure Atlasian programmers enjoy their work, he decided to encourage them to spend one day working on any problem they want, even if they are not part of it of their usual tasks.

This unusual free day has created several ideas for new products and numerous patches and patches for existing ones. So Cannon-Brooks decided to turn the practice into a permanent part of the company's culture. Over the years, this unusual approach has produced a whole bunch of software fixes that would otherwise not have appeared.

According to Cannon-Brooks, if business organizations do not pay enough to their employees, they can lose them as creative units. But then money is not a motivator. What matters is other factors. And, as found by future business organizations, one of these essential factors is self-sufficiency - and in particular self-reliance on four aspects of work: what do the employees do (the task), when they do it (time), how they do it with whom they do it (the team).

What do the employees do?(the task)

The practice of Atlasian has a solid tradition and well-known contemporary expression. Its prime source is the US company "3M". They introduced a new policy: 3M's technical staff could spend up to 15% of their time on projects of their own choice. The practice has reaped great success, one of the fruits of which are the self-adhesive leaves. The idea occurred to Art Fry not during one of his regular activities, but during his 15 percent time. Nowadays self-adhesive sheets are a great business: 3M offers over 600 products of this type in over 100 countries. According to the former head of research and development at 3M, most of the inventions that the company relies on today are born in that 15% time⁴⁶.

Surprisingly, a small number of other companies, however, take that in spite of the proven results. The most famous company that sees it is "Google". There, they encourage engineers to spend one day a week on a side project. In a typical year, over half of the new Google offers were born before this period of complete independence. For example, the scientist Krishna Bharat, dissatisfied with how difficult it is to find news stories online, created Google News. The site now has millions of visits every day. Former Google engineer Paul Buhay created "Gmail" -

⁴⁴ Paul P. Baard, Edward L. Deci, and Richard M. Ryan, "Intrinsic Need Satisfaction: A Motivational Basis of Performance and Well-Being in Two Work Settings", *Journal of Applied Social Psychology* 34 (2004).

⁴⁵ Francis Green, *Demanding Work: The Paradox of Job Quality in the Affluent Economy* (Princeton, N.J.: Princeton University Press, 2006).

⁴⁶ James C. Collins and Jerry L. Porras, *Built to Last: Successful Habits of Visionary Companies* (New York: HarperBusiness, 2004).

one of the most popular e-mail programs at the moment. There are similar stories about the creation of many other products, including Oregat (Google's social networking software), Google Talk (instant messaging application), Google Sky (an application that enables users , love astronomy, view images of the universe) and Google Translate (online translator)⁴⁷.

Self-sufficiency as an important aspect of corporate motivation is not only applicable to technology business organizations. At Jarditown University Hospital in Washington, for example, nurses have the freedom to conduct their own research projects, which in turn have changed many hospital programs and policies⁴⁸.

Self-imposed measures can be applied in many areas and offer a promising source of innovation and even institutional reform.

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When they do it (time)

I think hourly payment is somewhat out of date. It has some meaning in routine tasks because there is a close connection between how much time is spent and how much work it has been earned. If the prerequisite of business organizations is that people are "clinging", supervising their time may push them into rails.

For non-routine tasks, the relationship between how much time employees spend and how much they produce is ambiguous and unpredictable. If business organizations want employees to work better, then they have to let them focus on the job itself rather than the time it takes to finish it.

If hourly payment has its antithesis, then it's the result-oriented work environment of the type that Jeff Garner has introduced to its companies. The first large company that went to ROWE was "Best Bai" (not the stores but the company offices). The company was renowned for its heavy working hours and compulsive bosses. Today, there are fewer people in the company's offices who work on fixed-term work than those who work with ROWE non-fixity. And while consumer electronics is a fiercely competitive industry, Best Bai maintains its position both in the market and in the search for talent. By telling ROWE the company's results in Harvard Business Review, Tamara Eriksson writes: "Employees report better relationships with family and friends, more loyalty to the company and more focus and energy. Productivity has increased 35% and volunteer turnover is 320 basis points lower than in teams that have not introduced this change."⁴⁹

How do they do it (the method)

This aspect of autonomy aims to encourage the growing movement to restore some degree of personal freedom to professions known in principle to lack of one. For example, while many business organizations export offshoring jobs to low-cost suppliers abroad, some companies turn the trend by starting a so- homeworking or homework. Instead of making the customer service staff appear at a large call center, they are directing calls to employees' homes. This reduces staff travel time, removes physical oversight over people and gives them greater autonomy in the way they do their work.

An example of such a business organization is the American airline JetBlue. She is one of the first to try this approach. Ever since its inception in 2000, the company has been relying on staff to serve customers from home. Since its founding, JetBlue has ranked in serving its customers far ahead of their competitors. Productivity and job satisfaction are generally higher in homework than in typical types of organization - partly because employees feel more comfortable and less supervised at home, but also because this self-centered approach draws on a deeper reserve of talent. Business organizations such as Alpine Access, Pitch Hawthorne and Lewons, who manage customer service across a wide range of companies, report that after adopting this method, their recruitment costs have fallen almost to zero. Jobseekers themselves were looking for them.

Who does it (the team)

Achieving self-reliance with the team is a difficult mission. Though not yet typical, some business organizations discover the merits of giving people some freedom with whom to work.

⁴⁷ Erin Hayes, "Google's 20 Percent Factor", *ABC News*, 12.05.08

⁴⁸ V. Dion Hayes, "What Nurses Want", *Washington Post*, 13.09.08

⁴⁹ Tamara J. Erickson, "Task, Not Time: Profile of a Gen Y Job", *Harvard Business Review*: 19.

In the organic food chain "Hood Foods", for example, appointments are not made by the people who formally heads the different departments. This task belongs to the employees of the department. Once the candidate has worked for a 30-day trial in the team, his potential colleagues vote on whether to hire a person for an open-ended contract. In the "Double Gore And Associates" (producer of Gore Tex), anyone who wants to rise in the hierarchy and lead a team must gather people who want to work with him⁵⁰.

These initiatives are usually in conflict with the organizational structure and connect people who have a common interest if not a department. According to Bharat Mediratta of Google, if the business organization seeks a more systematic change, self-reliance on the team is very important. He has formed a team to encourage engineers across the company to implement a more efficient way to test computer programs. This team, built independently without the "top" instructions in his words, "slowly turned the organization around its axis."⁵¹

Although the team's autonomy is the least developed of the four elements, the booming power of social networks and the rise of mobile applications now make this type of independence more easily achievable, and in ways that go beyond the boundaries of the individual organization. Open-source projects in which ad hoc teams are collected by themselves to create a new browser or better server software are a compelling example. Again, science reaffirms the value of what traditional businesses are slowly starting to adopt. Numerous studies have shown that employees working in self-organized teams are more satisfied with those in legacy teams⁵².

Promoting autonomy in business organizations should not be perceived as a discouragement of responsibility. Employees should be responsible for their work. Many companies believe that independence is a way to circumvent the responsibility. However, the new notions of autonomy start from another assumption. It implies that employees want to be accountable and that if they are given control over their task, time, method and team, it is a path leading in that direction.

Of course, since most business organizations are still "pierced" by the preconceptions of old understanding, the transition to independence is gone, and often and can not happen so quickly. If we get people out of a controlled environment, and they know nothing else, and leave them in ROWE or in a situation of complete independence, they will resist. Business organizations must provide, as expressed by Professor Richard Ryan of the University of Rochester, "scaffolding" to help each employee find their support to make the transition.

Moreover, different employees will find different sides of autonomy. Some may wish for self-reliance, others may prefer self-respect to the team. Research has shown that the sense of control is an important component of somebody's happiness. What, however, the employees want to have control varies, so I do not think there is an aspect of self-sufficiency that is the most important in all respects. Different people have different wishes, so the best strategy for business organizations would be to judge what is the most important thing for each individual employee. As Professor Richard Ryan asserts, the course of human history has always moved towards greater freedom, and that's because it is in our nature to strive for it.

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