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Constant Progress Indication *Motivating individuals at work*

Amin Javadi
Master of Science in Economics in Management
Università della Svizzera italiana
Lugano, Switzerland

Abstract

The study by Locke and Latham (Locke & Latham, Goal Setting-A motivational technique that works, 1979) showed that employees would perform better if a specific difficult goal is assigned to them rather than if they are asked just to do their best. This study also approves such conclusions; the survey performed by this study showed that a clear goal that is fun and interesting as well could make the employees able to benefit from progress principle and its motivating effects.

The employee's engagement at work is one of the core activities of the HR departments' in modern organization. Work is not "just business" anymore, it is personal, and it is life. Considering all advances in communication technologies, people's feelings and thoughts at work are directly affecting their personal life. Even it is not anymore limited to the life of the employees themselves and their family, but also the whole network of friends and acquaintances. People share their feelings immediately after the event on their Facebook, twitter or more professional on LinkedIn. Employees write reviews and comments on Glassdoor about companies, their working atmosphere and their salaries. Employee's annual income is not a secret number anymore, but it is a common knowledge. So, business is personal in this era and as a result HR departments need to control and manage their employee's feelings about their work and their company.

Employee's needs for inner work life, not only effects on employee's performance but also on company's reputation. These effects are on both internal and external environments of organizations. To control and manage employee's feelings and thoughts, they need to feel important, respected, and valued at work. Track and trace the employee's progress at work and mapping this progress can help managers to deal with a wide range of issues in modern organizations including employee's engagement at work. The managers would be able to catalyze or nourish the employee's inner work life and at the same time manage the overall progress of their section towards organizational goals.

On the employee's side, they would be able to benefit from positive inner work life effects caused by experiencing progress at work. Having progress towards goal creates a good feeling and positive

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emotions, which results to good inner work life and better performance in the workday. However, a positive inner work life is not an daily-independent event, managers should have in mind that employee's inner work life experience is a process and forms during the time. Employees keep a record of their inner work life events every workday and interpret the new events based on their past experiences and biases. Managers need to consider this trend and try to affect employee's emotions based on this fact.

Keywords: The progress principle, organizational behavior, human resources, performance appraisal, inner work life experience.

Introduction

High-quality and high-performance *employees at work* (this combination is aimed to show the importance of both the employee and the work and their relationship for defining the word **job** within this study) keep the world in progress. The jobs that free the energy and creative potential of employees, in every organization, are playing the key role in this progress. Jobs that make the employees be proud of themselves and their organization, jobs that enable employees to apply their "strengths" in the way that contribute to the objectives and excellence of organizations, industries, and in a broader view the entire societies.

According to a recent study (GALLUP CUNSULTING, 2011)of employees' level of engagement among more than 47,000 employees in 120 countries around the world, only 11% of workers worldwide are engaged at their work. In other words, only one out of nine employees in worldwide organizations are emotionally connected to their work and feel they have resources and support they need to succeed. The majorities of employees worldwide are "not engaged" at work and are subject to leave their job or organization. The last group is the "actively disengaged" group of employees who have negative view over their organization and work and are "liable" to broadcast this negative view to other employees or even outside environment.

However, a major problem with this situation is the waste of resources caused by "underperformed tasks" done by "not engaged" and "actively disengaged" groups of employees. Also the negative effect on employees personal and social life and the broader effects on the society should be considered. On the other hand, the researches and discussions for introducing new motivating tools and techniques have increased during the past years in business world. Some companies like Google care so much about the elements at work place such as, the design of their offices or the facilities provided for employees. Other high-tech, innovation-based companies are trying to make flat structure with *cool and friendly organizational culture*.

The idea behind this study started with a personal journey of the author in the world of motivation. In this path the first finding was that the level of motivation is not stable during the different periods of an individual's life, so what is really missed in this field is a comprehensive tool and technique to track the people's motivation -towards a specific goal-and help them to stabilize the level of their motivation in a long-term base. Of course the author of this study is aware how complicated would be such a tool and this fact that a master thesis is not sufficient to support the theoretical background for such a tool, but this study is hopefully the beginning of a work in larger scale to reach the mentioned objectives and improve the work life of the people.

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This study begins with reviewing the theories and concepts related to *the progress principle* that is the core theory discussed in this study. Of course as of the limits of this study the progress principle will be reviewed in a summarized way by discussing the key features and offerings of the theory. Further references and readings are available for more details on experiments and analysis done by the team of Harvard Business School. Then we will discuss the methodology of this study. Designing and implementing a survey that would be able to link the techniques used in video games with the concepts of work motivation and the progress principle, was the main goal of the methodology of this study. The next part of second chapter is dedicated to a quick review over the results of the survey. The last but not least is conclusions and suggestions.

Theoretical basis of research

The Progress Principle

The progress principle is a theory offered in recent years by two Harvard business school professors, T. Amabile and S. Kramer, mainly discusses about the importance of employee's engagement at work. Their study starts by reviewing and analyzing 12,000 individual diary reports written by the individuals working in teams of different industries and different companies within those industries. During these analyses they found out about the importance of *inner work life* experiences of the *employees (not managers)* and in more specific about the crucial effects of "human stories behind inner work life". They have been trying to answer this main question: "what happens to people's thoughts, feelings, and drives as they try to solve complex problems inside companies?" (Amabile & Kramer, 2011)

They have asked the employees to fill the daily questionnaires about their thoughts, feelings, and motivations as they did the daily tasks at work. They used open questions like this one: "Briefly describe one event from today that stands out in your mind", To give the respondents freedom in expressing their true feelings and thoughts about an event in the workday. The event had to be relevant to the work but in a broader context the employees were able to write about other positive, negative or neutral feelings about their work, colleagues, management, and even outside environment. The results of these daily questionnaires revealed the importance of *inner work life* of the employees that was less discussed in the past academic researches on work and employee motivation.

What the Harvard team found was that when people's *inner work life* is positive, they perform better. The most important driver that could result to a positive inner work life experience though, is making meaningful progress at work (See Figure 1). Hence, they have found a simple but very important relation between progress at daily work with improvement in individual's performance at work, which as mentioned before is the most important concern within the topics related to organizational behavior. The team also found that the progress should not necessarily represents a big step towards goal, but surprisingly the results of *small wins* at work can make the positive feeling of progress and improve the performance in long-term.

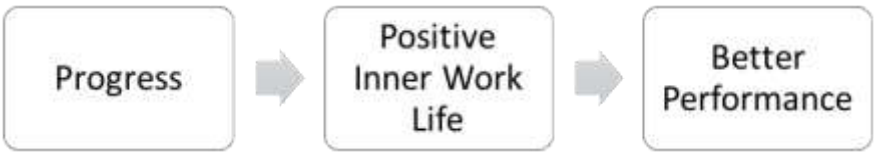


Figure 1- From Progress to Performance

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The other important aspect of this study is the negative effect of losses towards goal on inner work life of the employees. The team also realized that the effect of negative inner work lives is stronger than the positive ones and may result to significant setbacks for employees. The research also suggests that people can harness the progress at work by making small changes in their schedule like: overcoming the time pressure by focusing on their work, and keeping track of their small wins. Then the research team discuss about the management's supportive and constructive role to improve the employee's inner work life. The managers are asked to support their employees by providing these factors: catalysts, autonomy, resources and human support (Amabile & Kramer, 2011).

Inner Work Life

Inner work life is the confluence of perceptions, emotions, and motivations that individuals experience as they react to, and make sense of events of their workday (Amabile & Kramer, 2011). The experiences and interpretations are specific for every individual and must be analyzed and treated as a unique case. The concept of inner work life brings a new approach to the individual's feelings and thoughts at work as it put all these together and views them as a whole. In this regards this research approaches to the issue using a systemic view and tries to discover the dynamics of inner work life experiences in interaction with the individual's experiences in general.

***Inner Work Life* is**

Inner, because it is about the inside feelings and experiences of each person. Although it focuses on people's experience during the workday, but it can also "hide from view" as people may hide it from others. Most of the organizational cultures are against showing strong emotions or expressing strong opinions, so people may hesitate in expressing their opinion or feelings during the normal work events or even in sharing their thoughts with their colleagues.

Work, because it is about what happens at people's work and also about those reactions that they show at work, so it both happens and shows at work. For example, an argument with your spouse in the morning can have a negative effect on your mood and your performance at work that same day. Conversely, your negative inner work life can ruin your evening party with friends.

Life, because it is an "ongoing, inevitable" part of people's experiences, almost every day, during the most significant period of their life. It happens in people's workday, which forms a significant time of people's life. Many people dedicate their life to work and try to find the concept of success and happiness by doing their work in the best way and reach the highest rank at their work. So if they believe that their work life is going well and they are successful then their lives would go well. On the other hand, feeling bad about the results of their work would negatively affect their feelings about their general situation and success.

Inner work life is difficult to see, but analyzing 12000 diaries revealed the facts about employee's inner work life to the research team and they could catch it "in the wild". it is important to know that, "inner work life refers fundamentally to workday reactions to on-the-job events" (Amabile & Kramer, 2011). The other finding of the research done by Harvard team is that most people's inner work life change over time as a result of the events they experience.

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The three components of inner work life

There are several psychological processes that an individual may experience during the work life, but this research focuses on three major processes that influence employee's performance: *perceptions(*also called *thoughts* or *cognitions), emotions(*or *feelings), and motivation (*or *drive)* (Amabile & Kramer, 2011).

Emotions

Emotions are reactions to the events at work or more general feelings like good and bad moods. Emotions vary based on two dimensions: level of "pleasantness" and level of "intensity". The fact of inner work life is that people cannot turn off their emotions. There may be differences in the level of the emotions experienced or in showing it to outside world or not but this is absolutely part of the employee's experiences at work. This fact shows the importance of efforts to recognize and manage the employee's emotions at work and their effects on individual and team's performance. However, emotions are only one factor of inner work life and managers should consider the other factors as well in order to improve the employee's performance.

Perceptions

"Perceptions can range from immediate impressions to fully developed theories about what is happening and what it means". They are varied from simple observations about an event at work, or in depth judgments about the organization and its employees and their performance. Perception is a process that employees are usually unaware of it, this process starts with sense-making and finishes with the understanding of an event. This understanding would be the base for future reactions to an specific event. The other factor that is important here is people's "backstories" within their work lives, as every person interprets events at work based on her own backstories.

Motivation

"Motivation is a person's grasp of what needs to be done and his or her drive to do it at any given moment". Motivation is a combination of an individual's desire to do something, readiness to make effort in doing it and "drive to persist" on doing it. Three most important sources of motivation are: *intrinsic motivation*, which is also related and linked with people's engagement at work, *extrinsic motivation*, and *relational or altruistic motivation*. In this part of the study we focus more on the *intrinsic* motivation of the employees.

The inner work life effect

Every moment of the work, employees are under the influence of their inner work life. This effect could be as the work pressure and stress that employees experience in a workday or the good feeling of enjoying their job. Many studies show that as long as an employee enjoy the work, she can boost her performance at work. In other words, working with pleasure and positive inner work life can result to higher performance comparing to work under stress for earning an offered incentive at the time it is finished*. For example Barry Staw and his colleagues performed an study by focusing on emotions and found that "employees who express more positive emotions in their workplace at one point in time received more favorable supervisor evaluations and larger pay increases at a later time" (Staw, Sutton, & Pelled, 1994).

Hence this study calls the above results as the inner work life effect, "people do better work when they are happy, have positive views of their organization and its people, and are motivated primarily by the work itself" (Amabile & Kramer, 2011). The other important element here is the time period in which

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employee's performance is observed and measured. In other words, it is possible to see people performing better under the high pressure and stress in short term, but in a long term analysis it is very important for the employees to have positive inner work life about their work and organization studies also show that people's personality or other demographic characteristics, do not change the effect of positive inner work life in a significant way.

The effects of positive inner work life on employee's performance are best observable in long-term as stable improvements in performance need ongoing problem solving and deep engagement at work. In modern organizations that people need to work together in order to be able to solve complex problem, performance has four dimensions: creativity, productivity, commitment, and collegiality. Positive inner work life is the key to manage these dimensions and improve them during the time by creating the sense of self-efficacy using the self-report and self-supervising mechanisms.

Influencers on Inner Work Life

There are three categories of events that influence the employee's inner work life. The first category of course hast the most significant effect, so this category is referred as *principle* and the next two categories are *factors.* The Figure 1-5 summarizes the characteristics of each category; within next pages of this research each category is described in depth, with more emphasis on the first category, which is about progress and setbacks.

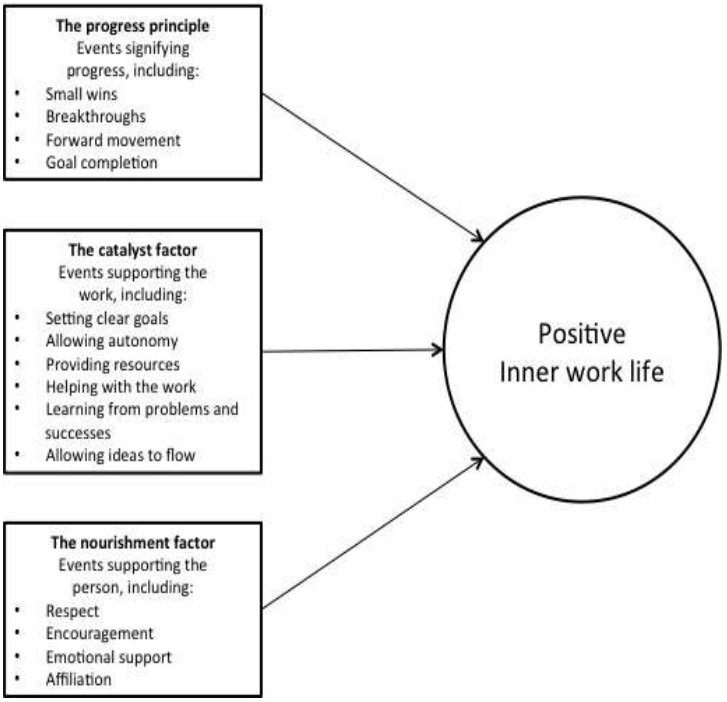


Figure 2- the key three influences on inner work life

The Progress

The progress in this research is working as a loop, the "self-reinforcing" process in which progress at work and individual's inner work life "fuel" each other. To define what progress exactly is, it is helpful to

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consider it simply as a slight forward movement towards goal. This forward movement should happens in the "meaningful work" that is the main event can boost the employee's inner work life. "But just as progress is the biggest stimulant to inner work life, *setbacks* are the biggest downer" (Amabile & Kramer, 2011). Unfortunately, there are setbacks in meaningful work as well as progress and this is why people need to get ready for dealing with both kinds of events. The other way to define the forward movements or setbacks is refer them as; *small wins*, which surprisingly improves the inner work life experience of and employee and *small losses*, which negatively affect the inner work life.

To draw the importance of progress and setbacks in the workday events, this research benefits from the study done by Harvard team. The Harvard team also compared the importance level of different events at work and found that the effect of progress and setbacks are significantly higher than the other drivers. Here is paragraph from the book that best shows the approach of the Harvard team:

"How important are progress and setbacks in the ongoing stream of all events that happen at work? When our participants wrote about the "event of the day" in their journals, they mentioned dozens of positive events across the diaries-not only progress in the work, but also getting help in the work, finding an important piece of information, gaining access to necessary resources, being recognized for an accomplishment, receiving encouragement, and many others. All of these positive triggers were associated with good inner work life; in general, they made for "good days" at work. Conversely, the journal narratives mentioned dozens of negative events-not only setbacks in the work, but also being micromanaged, having a resource request rejected, finding out that someone else's action had harmed the project, being ridiculed, being ignored, being overly pressured, and much else. All of these negative triggers were associated with poor inner work life; in general, they made for "bad days" at work." (Amabile & Kramer, 2011, p. 79).

The studies showed that most of the managers are not aware about the power of supporting the employee's progress towards goal. This fact can explain the reasons why there are fewer literatures about this topic in academic studies as well. The progress is very powerful factor in motivating people; nowadays work is even more personal than it was before. So having a good feeling about work itself and having progress towards its goals is more important than it used to be. There are also other factors supporting the theory of importance of progress at work like; self-efficacy: a person's belief that he or she is individually capable of planning and executing the tasks required to achieve desired goals (Bandura, 1997). At work, people develop an increasingly strong sense of self-efficacy each time they achieve a goal or make a *progress* towards their goals. This behavior is a very accepted reaction and feeling from mentally healthy people among psychologists (Fitch, 1970).

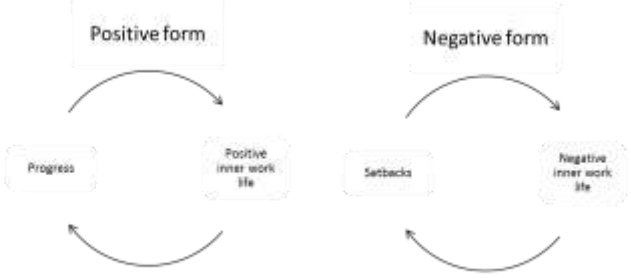


Figure 3- The progress loop

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The main effect of progress is on inner work life of the employees. As it is showed in Figure 1-6"progress and inner work life feed each other" or as it is called by mathematicians, they make a positive feedback loop with each other (Amabile & Kramer, 2011, p. 98).

The other important key point about the importance of progress is its effect on videogame players. Although many of the managers are unaware about the role of progress in motivating people, videogame designers know very well about it. Maybe one of the reasons why videogames are among most addictive entertainment activities is the secret of constant progress monitoring in these time of games. The Harvard team found that there are two elements that make the videogame players addicted to the game: "*constant progress indicators* and *achievement markers*, which both leverage the progress principle" (Amabile & Kramer, 2011, p. 88).The videogame players constantly check a feature called "progress bars", which show the player how close is to accomplish the objectives of current level and reach the next level of the game scenario. This feature is what an effective manager use to create the sense of progress for employees at work. This interesting finding by Harvard team is the basis of this study's survey and a part of the final suggestion. this research found the "sense of progress" in videogames as a more tangible experience for young generation and as a result more feasible way to examine the effects of the progress principle on motivating people.

The Catalyst Factor

"**Catalyst** is anything that directly facilitates the timely, creative, high-quality completion of work" (Amabile & Kramer, 2011). This definition has two main elements; the support of a catalyst factor is a *direct support,* so it includes a person or a group who is in direct contact with an individual and provides him/her supports to complete the assigned tasks. The other factor is the dedication of the catalyst factor to the quality of the work, so the catalyst is contributing to the work as well as the employee. This element is important in the sense that makes it clear for the managers or other members of the organization that playing the catalyst role for other colleagues is not a waste of time but can be defined as job responsibilities as it is in some positions within every organization.

"Inhibitor" (Amabile & Kramer, 2011) is the situation of absence or negative form of a catalyst. Just as setbacks are the opposite of progress, inhibitors are the opposites of catalysts. While catalyst plays a supportive role for progress at work, Inhibitor makes the progress slow or even cause "setbacks" (Amabile & Kramer, 2011).

The effects of catalyst and inhibitors may start very soon even before affecting quality of the work itself. For example, when employees feel that they have a clear goal and a well-designed plan at their work they will start feeling safe and comfortable and it affects their emotion and motivation to do a valuable job. On the other hand, it's just enough to feel that there is no clear goal for the work they are supposed to do in future (via talking with colleagues or listening to rumors) and it makes them pessimist about the work even before starting it.

Figure 1-6 shows the effects of catalyst factor, we can divide its effects to direct and indirect. The direct effects cause an immediate positive change in the inner work life of the employee. The indirect affect works via making a progress at work, which results to a positive inner work life. Because the progress loop continues unless interrupted by some negative event, catalysts can have continuing positive effects on inner work life. Unfortunately, with the same mechanism, strong inhibitors can have continuing negative effects on employee's inner work life.

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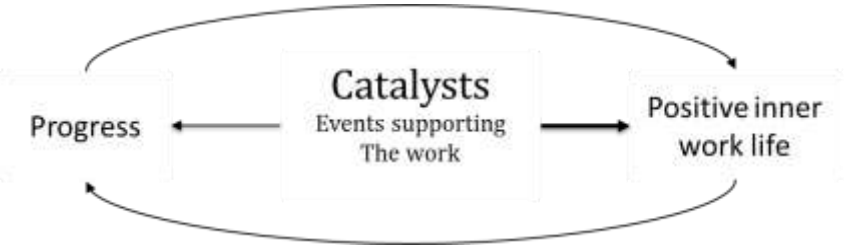


Figure 4- The effects of catalysts on inner work life

The organizational culture and catalyst/inhibitor affects

The organizational culture forms the behavior of members of an organization as well as their norms and expectations at work. These norms and standards are the base of all further interactions at work and affect both the catalyst and inhibitor events of employee's inner work life. "Climate spawns the specific events that unfold within the organization; over time, similar specific events reinforce the climate". For example, in Google's early years, its climate was known as hardworking and fun loving. The innovative and revolutionary changes was made by these groups of employees spending most of their workdays in playing rooms, but of course considering the company goals and their specific responsibilities. In contrast, for years IBM's organizational climate considered to be a conservative environment, employees wearing dark blue suits, focused on serving large corporate customers. This research investigates the role of three cultural forces, which shape the specific catalyst and inhibitor events happening inside an organization:

- *Consideration for people and their ideas*
- *Coordination*
- *Communication*

The Nourishment Factor

The **Nourishment** factor is referring to a concept, which is highly valued by recent trends in organizational behavior: "Human Connection". Supervisors can nourish the inner work life of their subordinates when they recognize or encourage the subordinates' good work. Nourishing people's inner work life may also happen via simple introduction of people to each other, support "interpersonal connections", or let employees to have some fun at work. The nourishment factor is highly valued in recent years, while the human society is getting more complex and managing people's emotions and feelings become part of the supervisor's tasks. As humans, employees want others to respect, recognize, care for and enjoy them. These needs are even stronger in employee-leader relationship and affect more on inner work life. Nourishers, indirectly influence work progress by influencing all three components of inner work life; perceptions, feelings and motivation.

The **Toxin** is the kind of interpersonal interaction that affects the "inner work life" in a negative way. "When nourishers are lacking or worse, when people feel disrespected, underappreciated, or abused - inner work life sours" (Amabile and Kramer 2011).

"The primary way in which *nourishers* fuel inner work life and progress is by infusing the work with greater meaning" (Amabile and Kramer 2011). There are four broad categories of nourishment factors that can directly impact the inner work life of customers:

1. Respect,

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2. Encouragement
3. Emotional support,
4. Affiliation,

A considerable amount of literature has been reviewed in this research. The Maslow's theory was the very first try to organize people's motivation factors. Further researches revealed the interconnections between employee's motivation and performance. Nowadays, it is accepted by the scholars and professionals that the quality and quantity of employee's motivation have an outstanding effect on employee's performance and as a result on overall performance of the organizations.

Taken together, these investigations suggest that a trend exists in the organizational behavior and the field of motivation, which today is more focused on tools and techniques for improving the employee's performance. The pace of life is much higher today comparing to the past century's organizations due to the revolutionary changes in communication techniques. People in organizations are looking for tools and techniques to increase the effectiveness of their selected theoretical approaches, the approaches in organizational behavior that they have chosen in order to improve the employee's performance.

This literature review has also thrown up many questions in need of further investigations. The key question is about the effects of progress indication on employee's motivation, which is the question of this research. For answering this question, this study benefits from the results of literature review, survey and the author's professional and scientific experiences. The final suggestion of this study is also a suggestion to link the employee's inner work life experiences with analytical modeling of their performance at work. This suggestion is designed as MIS software that provides the progress measurement tools for employees and indicators of employee's progress, catalyst and nourishment factors for managers to enable them to control their subordinate's performance.

Research methodology

The population, sample and sampling

To outline the strategy of this research and the methodology used to aggregate the data, will discuss the research's significance comparing to the similar works. Then will explain the innovative idea behind this study and will be finished by the way this research approaches the main question.

Research Strategy

This research is based on the author's professional experiences and the main question of this research is:

"What are the ways and techniques to keep the people's work motivation in a certain level that does not affect negatively their journey towards goals?"

The studies for answering this question started by reviewing the motivation theories and more specifically theories related to "need for achievement" and "self-efficacy". The insightful researches by Harvard's team on "progress principle" made an invaluable contribution to author's understanding of the topic and to the efforts for drawing the road-map of this research.

The data aggregation source selected based on a suggestion in the book, the progress principle (Amabile & Kramer, 2011), for comparing the power of "constant progress indication" on the persistence of videogames players in pursuing the game scenario and achieving the top levels. The feelings and experience of affecting by this motivating technique was quite tangible for the author himself, so this idea

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very soon became the first choice for aggregating practical and realistic data about the effects of "the progress principle" and "achievement indication" on people's motivation.

Although the idea of comparing the motivating techniques in videogames industry with motivating tools and techniques in organizational behavior is taken from the Harvard team, but efforts to link these two fields and bringing the findings to practice are very less and this research is considered to be one of the first organized academic works in this regard. The innovating tool suggested, as the final outcome of this research is also one of the first contributions to the field and can be subject to further studies and developments in the Ph.D. levels or in R & D departments of the companies active in MIS industry and solutions. Of course developing an innovative motivating tool by the author of this study was limited by several factors like time constraints and the capacity of a master thesis, thus the author believes this work is just meant to trigger a longer and more professional work in the future.

To date various methods have been developed and introduced to measure people's motivation. These methods varies from simple multiple-choice questions to more complex and professional questionnaires such as; "quick work preference inventory", which has been one of the most popular questioners in recent years. The comparative study of motivation surveys showed some common characteristics among them that has been used in designing the questionnaire of this research. The aim of this research methodology was to measure the effects on people's motivation while they get updated with their latest distance from the targeted goal. It is important to know that this research aimed to measure the people's both intrinsic and extrinsic motivation without separating them.

Research Method

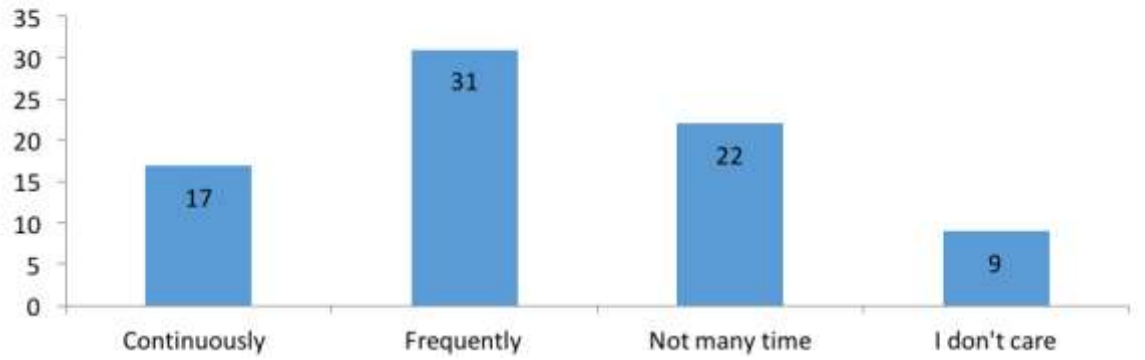
Data aggregation methodology of this study is based on a questionnaire that has been distributed among respondents in 10 different countries[*], either in hard copy or via online platform. A total number of 136 respondents answered the questionnaire, which 80 of them have filled the questionnaire accurately and without skipping any question. The questionnaire designed by the author using a comparative literature study and link the characteristics of motivation surveys with entertaining nature of the videogames. The questionnaire has been tested by five different respondents[†]from different demographic groups before uploading it to the online platform.

Results of the Questionnaire

The demographic distribution of respondents is shown in the blow graphs. The defined preference in selecting the respondents was young (between 15-35) men, but in order to prevent any sort of inaccuracy resulted from gender discrimination, the female respondents were also welcome to fill in the survey.

[*] Switzerland, Iran, Germany, Bulgaria, U.S., Canada, Australia, Malaysia, Russia and Azerbaijan.
[†] Three Ph.D. and two master's students

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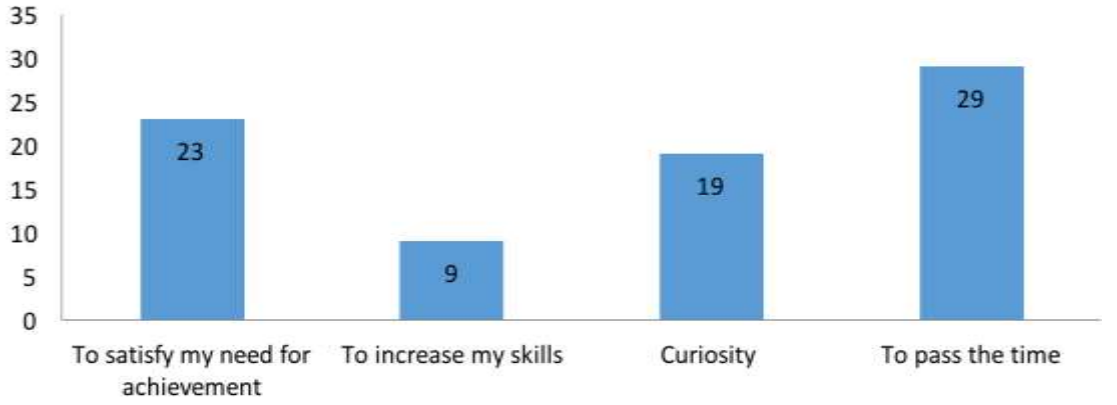


The other important characteristic of respondents was that how often they play a video game. Base on the characteristics of our target respondents, 32% of them are clustered as *frequent players* and the remaining 68% are *occasional players*. Although the data from both groups shows similar distribution in some of the questions but in some key questions there is relationship between the respondents playing frequency and the effects they receive from specific factors. In this regards, the aggregated data from each of the two groups are considered, in the analysis, with different weights and the opinion of frequent players would count more as they have been involved more with this topic.

The result shows the interesting results of the survey's question about objectives of playing videogames. The choices in this question have been selected in a way that all of them show best the goal of the players. The results reveals that 23% of the respondents are playing videogames to satisfy their "need for achievement", which is a subject of motivation studies and declares the relevance of the results coming from this survey to the organizational issues and topics.

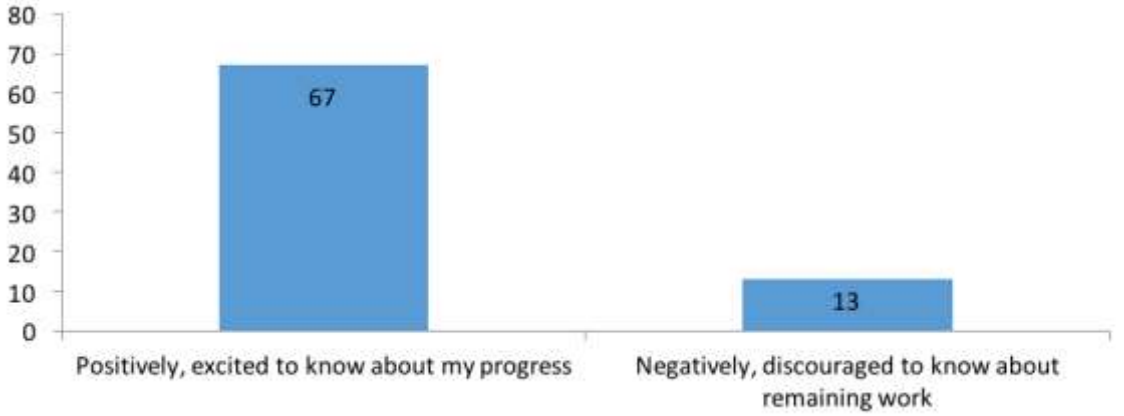
It shows how often, the respondents check their progress status by looking at progress indicators. Except the group of people who do not care about their progress level the other groups that count for 87% of participants, have shown their interest in following their achievements via progress indicators.

It shows the participant's feelings about progress, 79% of the players feel positively when they know

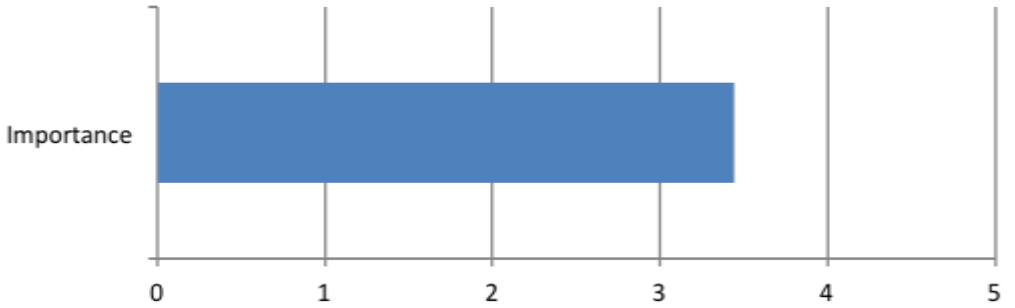


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about their progress towards goal. This result is one of the key findings of the survey, which show



people's feelings about progress. Based on "the progress principle" theory, positive feelings at work would result to the positive *inner work life* experience and as a result increase in employee's performance.



The result shows the main motives for participants to keep playing a videogame. Again, the feeling of achievement is a significant factor, but also discovering the next step that can represent the progress was the most selected choice. Having fun, is representing one of the key goals of playing a videogame.

The result shows the average score given by survey participants to the importance of defining a clear goal for videogame players. A clear goal is one of the key features in "the progress principle" and in employee's inner work life. The results show that most of the participants found it important to have a clear goal, even if they are playing this game just to "have fun" or "pass the time".

Next shows the average rate given by survey respondents to the importance level of continuous indication of player's achievements. This question designed to find out about the participant's evaluation of this technique by the end of the questionnaire. This survey showed that "constant progress indication" technique has been used in the videogames industry for a long time and every participant, whether a frequent or time-to-time player, were familiar with this technique.

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The overall result of the survey reveals that the participant's overall evaluation of this technique is positive, they expressed that it can have reinforcing effects on their motivation in continuing to play a videogame. The responds to the questions reveal people's desire of having a clear goal for every activity in their life even if this activity is meant to waste their time! Accordingly, we can consider a key role for defining and communicating the goals of the organization and groups to the employees. The next step in this process would be supporting the employees to focus on their goals and facilitating their goal achieving process with progress principle, and catalyst, nourishment factors. At the end of this chapter it would be helpful to remember that the idea of comparing organizational environment with videogames suggested by Harvard team, and this research could examine their idea by using this survey.

Conclusion

This paper presents the outcomes of a journey starting from the writer's personal *inner work life* experiences back in seven years ago that shaped the idea of studying in self-efficacy and later in "The progress principle". These experiences triggered this short but practical study. the results though are not only based on scientific studies but also benefit from the writer's ten years of experience in different industries and businesses.

Conclusion & further research suggestion

The theoretical findings of this research show the crucial role of employee's feelings, emotions or as it is called by the Harvard team (Amabile & Kramer, 2011), the employee's *inner work life* experiences on individual and group performance within the modern organizations. The aggregated data from the questionnaire reveals the positive effects of *constant progress indication* on player's emotions and motivation during the game. These positive effects are most seen in the participant's need for achievement. The increasing interest of respondents to discovering the next levels and their low interest to the offered incentives of the game can be interpreted as following;

"While using the same level of incentives, such as standard payments and benefits, the *inner work life* experiences play the more important and *even sometimes the key role* in employee's engagement at work".

This hypothesis can be proved by the participant's approach in selecting the main motivating factors. It could also become a topic for further studies in this field, an empirical study to perform in Swiss companies among employees who are receiving the base salary. The aim of such a study would be measuring the employee's main motivators at work considering the equality in offered incentives. The other area for further studies is; to investigate the empirical results of using the suggested management information system on employee's motivation and performance.

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