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SELF-REGULATION OF LABOR ACTIVITY: THE MEANS OF PSYCHODIAGNOSTICS AND THE ROLE IN MOTIVATION

The paper characterizes the levels and the means of psychodiagnostics of labor activity regulation: an intrinsic self-regulation or motivation, which assumes the interest and enjoyment during the activity, and an extrinsic regulation (identification, introjected and external regulation), which requires the external regulation of labor activity. The standardization of “Self-regulation of Labor Activity Questionnaire” and its validity and reliability are shown. The components of labor activity motivation have been studied, namely: aspiration to perfection in internal self-regulation of professional activity, which includes the hubristic aspiration to perfection, the motives of activity and self-realization, identification, career orientation to professional competence, serving, intrinsic motivation, career intuition, cognitive motive; business interest, which contains career orientation to entrepreneurship, challenge, management, integration of life styles, an intrinsic motivation; aspiration to superiority in autonomy career orientations, which assumes the hubristic aspiration to superiority, autonomy, acceptance motive, cognitive motive, management; introjected regulation in a work stability orientations, which includes the combination of the stability of work and residence with introjected regulation; career motivation, which contains career stability, involvement and intuition; and external regulation of life, which includes external regulation and the motives of living.

Keywords: *self-regulation of labor activity, intrinsic self-regulation, identification, introjected and external regulation, hubristic motivation, career orientation, professional motives.*

Introduction

The issue of psychodiagnostics of self-regulation of labor activity seems particularly relevant in connection with the need to ensure the success of a professional, the psychological support of his/her professional functions.

According to the self-determination theory competence requires succeeding at optimally challenging tasks and attaining desired outcomes (Skinnerian theory [10]), autonomy requires experiencing choice and feeling like the initiator of one's own actions (R. deCharms [5]; E. Deci [6]); and relatedness requires a sense of mutual respect, caring, and reliance with others (R. Baumeister [4]). Self-determination theory considers different ways of activity regulation, the first of them is an intrinsic self-regulation or motivation, which assumes the interest and enjoyment during the activity, on the opposite side there is an extrinsic regulation, which requires the external values of activity.

Intrinsic motivation is defined as the doing of an activity for satisfaction not for the results. It refers to doing something because it is inherently interesting or enjoyable. When intrinsically motivated a person is moved to act for the fun or challenge entailed rather than because of external prods, pressures, or rewards [9]. According to American research this phenomenon was first acknowledged within experimental studies of animal behavior, where it was discovered that many organisms engage in exploratory, playful, and curiosity-driven behaviors even in the absence of reinforcement or reward [11].

Another kind of self-determined motivation is an extrinsic regulation. The extrinsically motivated behaviors that are least autonomous are referred to as externally regulated. The aim of its purest type of extrinsic regulation – external regulation – is to satisfy an external demand or obtain an externally imposed reward contingency. External regulation is a type of motivation focused on by operant theorists (Skinnerian theory), and it is external regulation that was typically contrasted with intrinsic motivation in early laboratory and field studies [9].

A second type of extrinsic motivation is labeled introjected regulation. It involves taking in a regulation of activity but not fully accepting it as one's own. Introjection describes a type of internal regulation that is still quite controlling because people perform such actions with the feeling of pressure in order to avoid guilt or anxiety or to achieve ego-enhancements or pride. Put differently, introjection represents regulation by contingent self-esteem [9]. The one of the forms of introjection is ego involvement [8], in which a person performs an act in order to enhance self-esteem and the feeling of worth. Ego involvement is a relatively controlled form of regulation in which behaviors are performed to avoid guilt or anxiety or to attain ego enhancements such as pride [9].

The third form of activity regulation is regulation through identification, which is more autonomous, or self-determined. Identification reflects a conscious valuing of a behavioral goal or regulation, such that the action is accepted or owned as personally important. The person has identified with the personal importance of a behavior

and has thus accepted its regulation as his or her own [9]. An architect who memorizes buildings at the streets because he sees it as relevant to his work, which he values as a life goal, has identified with the value of this working activity.

The self-determination theory which considers four main forms of self-regulation can be applied to labor activity. According to fig.1 we consider professional

(labor) motives for each form of self-regulation: 1) striving for rewards and avoiding punishment from the supervisor (external regulation); 2) considering job as a source of self-esteem maintenance (introjected regulation); 3) considering job as an important life value (identification); 4) considering job as a source of enjoyment and interest (intrinsic motivation).

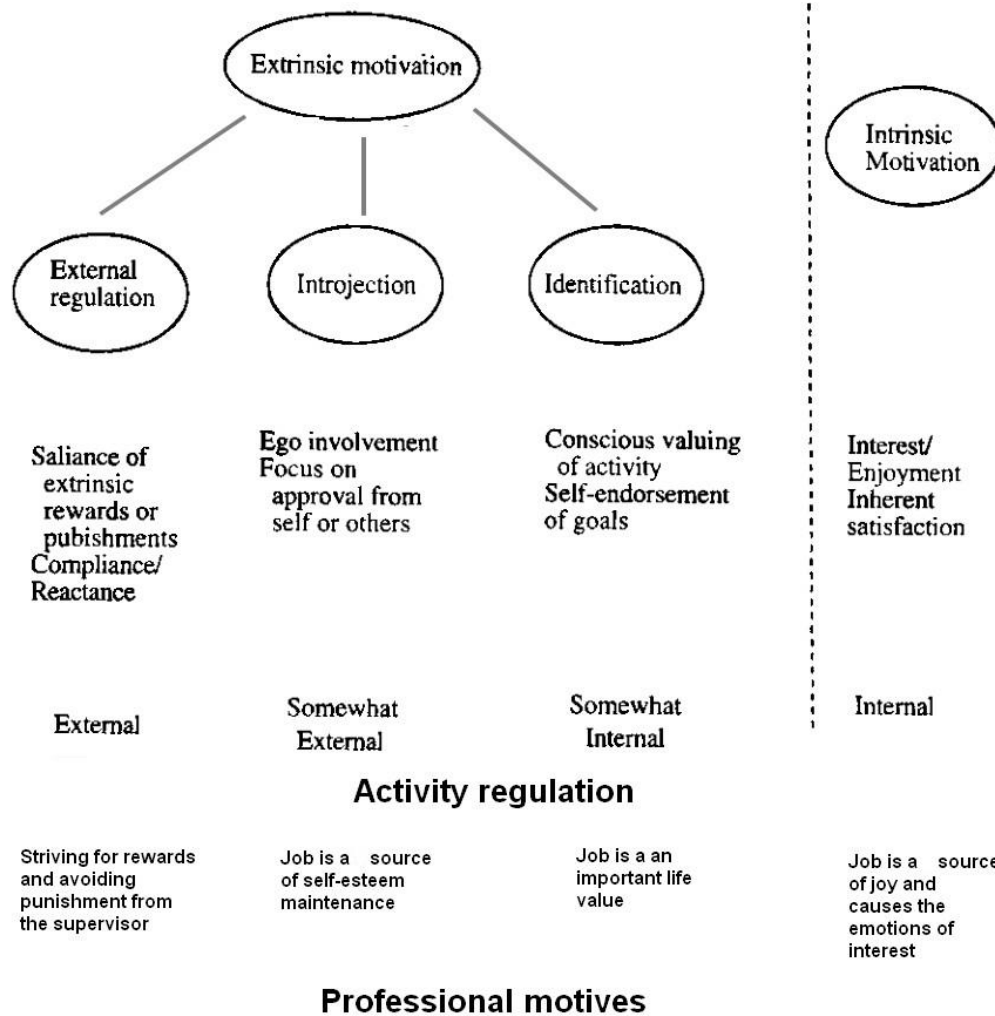


Fig. 1. Taxonomy of Human Motivation Applied to Labor Activity

The **purpose** of the article is to determine the possibilities of diagnostics of self-regulation of labor activity and its role in professional motivation. According to the research aim, the following **tasks** were set:

- 1) to create an original questionnaire of labor self-regulation and check its validity and reliability;
- 2) to determine the structure of the motivation of the labor activity, taking into account the role of the self-regulation of the labor activity in it.

Research Methods

The following techniques were used in the study: 1) The original technique of psychodiagnostics of hubristic motivation [3]; 2) The Career orientations Questionnaire “Career Anchors” (by Edgar Schein) [1]; 3) The Career

motivation Questionnaire (by A.W. Noe, R.A. Noe, J.A. Bahhuber, adapted by E. Mogilovkin) [1]; 4) Motives of Professional Activity Questionnaire (by T. M. Frantseva) [2]. The study also used the original questionnaire of self-regulation of labor activity, standardization of which is described below.

The sample included 603 people (421 women and 182 men). The age of the subjects varied from 18 to 62 years.

Discussion

According to the self-determination theory we create our original questionnaire aimed at self-regulation of labor activity research. The first task of the study involves the standardization of the questionnaire, in particular, its

reliability, constructive, discriminatory and convergent validity, and test-retest reliability.

Reliability of the questionnaire. The first step in processing the raw data received was to check the internal consistency of the questionnaire. The Cronbach's alpha statistics were calculated for a scale that includes all 32 items. The value of the Cronbach's alpha for a scale of 32 items was 0.631, which is below the acceptable level of 0.7.

According to the results of the analysis of the indicators of Cronbach's alpha for each item of the questionnaire it was established that the 9th "In order for the boss did not break into me (did not shout)", the 13th "It fascinates me", the 21st "In order to understand: whether I am right or not" worsen the psychometric index of reliability. In addition, for these points, the values of asymmetry and excess indicate a significant deviation from the normality of distribution. These items are not highly differentiated and can be excluded from the final version of the questionnaire. Removing these items led to an increase the Cronbach's alpha to 0.709, which is acceptable for internal consistency of the questionnaire. After this procedure, it was determined that the 18th item also worsens the reliability of the questionnaire, and its deletion led to an increase of the Cronbach's alpha to 0.714.

Constructive validity of the questionnaire. The factor analysis was used to detect the internal structure of the questionnaire, excluding the items 9, 13, 18, 21. As a result of explorative factor analysis (with angular rotation) four factors that were not correlated with each other (0,011-0,016) were found.

Factor 1 (20,11% of dispersion) created by the items: the 8th "It is important for me to perform job assignments" (0.897), the 11th "I want to learn something new about my profession" (0.745), the 16th "It is important for me to be involved in the labor process and to work productively" (0.651), the 5th "I try to be successful at work" (0.523), the 30th "It is important for me" (0.476), the 23^d "It is important for me to try to solve complex labor issues" (0.431). The statements of this factor indicate that it can be designated as a factor of the *identification* in labor activities.

Factor 2 (16.37% of dispersion) includes items 7 "I like to work" (0.801), 15 "I like to work productively" (0.651), 3 "I like my job" (0.604), 27 "I like to be successful" (0.532), 19 "I like to solve complex problems at work" (0.472), 22 "I am satisfied with the effective solu-

tion of complex problems" (0.409). The psychological content of the points that formed this factor reflects the *intrinsic motivation* of labor activity.

Factor 3 (13.17% of dispersion) presented by the following items: 1 "I would like the boss to think that I am a good worker" (0.711), 4 "I feel bad when I do not do what I have to do" (0.688), 12 "I will be ashamed if I do not go into work" (0.653), 10 "I would like the boss to think that I am a good worker" (0.583), 14 "Activity at work is a norm" (0.555), 29 "I am ashamed if I do not try to be productive" (0.434), 17 "I would like my colleagues to perceive me as a competent specialist" (0.423), 31 "I will be proud of myself if I am productive at work" (0.390), 26 "That the authority perceived me as a good worker" (0.386). The psychological content of the statements that formed this factor reflects an *introjected regulation*.

Factor 4 (10.13% of dispersion) combined the following items: 2 "I do not want to have trouble because of a backlog" (0.676), 6 "Because I have to do it" (0.543), 20 "Other people expect me to do my job" (0.521), 32 "I can get a reward for successful work" (0.512), 25 "This is what others expect from me" (0.507), 24 "I would like the boss to praise me" (0.441), 28 "I do not want to have trouble because of bad work" (0.398). The psychological content of the points that formed this factor reflects the *external regulation* of labor activity.

Thus, the final version of the questionnaire "Self-regulation of Labor Activity Questionnaire" is represented by the scales – intrinsic motivation, identification, introjected regulation, external regulation of labor activity. The developed technique meets the modern requirements for psychometric substantiation of personal questionnaires.

Test-retest reliability of the questionnaire. Repeated testing of the same sample (120 people) was conducted in two weeks. The correlation between the results of the first and second tests was at the level of $r = 0.673$, which indicates a sufficiently high test-retest reliability of the questionnaire.

Normative scale. In table 1 the descriptive statistics of "Self-regulation of Labor Activity Questionnaire" are set. Dividing into three intervals the marginal values of the norm for the indicators of the first two scales are 13-23 points, for the next two scales – 25-35 points and 15-27 points.

Table 1.

Descriptive Statistics of "Self-Regulation of Labor Activity Questionnaire"

Indicators	Mean	Min	Max	Std.dev
Intrinsic motivation	19.39	6.00	30.00	6.32
Identification	21.35	6.00	30.00	5.25
Introjected regulation	32.93	9.00	45.00	10.20
External regulation	23.84	7.00	35.00	8.89

Convergent and discriminant validity of "Self-regulation of Labor Activity Questionnaire" was checked

out by identifying the correlation between the indicators of self-regulation of labor activity and the indicators of

the hubristic motivation (based on original tool), career orientations and career motivation (convergent validity), and motivation of the professional activity (discriminant validity).

There is a positive correlation between self-regulation in work activity and a *hubristic motivation*: between the indicators of aspiration to perfection and internal motivation ($r=0.41$, $p < 0.0001$) and identification ($r = 0.35$, $p < 0.0001$), and also between aspiration to superiority and internal motivation ($r = 0.17$, $p < 0.0001$) and identification ($r=0.23$, $p < 0.0001$). Introjected regulation is negatively related to the aspiration to superiority ($r= -0.15$, $p < 0.001$), and there is a positive correlation between external regulation and aspiration to superiority ($r=0.20$, $p < 0.0001$). Consequently, the autonomous self-regulation of labor activity, due to the internal motives of labor activity and identification, is associated with the aspiration to perfection and improvement of skill, as well as the desire to be better than others. External regulation of work involves an employee's desire to be better than others.

There are correlations between the indicators of internal motivation, identification and such *career orientations* as professional competence ($r=0.52$ and $r=0.39$, $p < 0.0001$), management ($r=0.37$ and $r=0.34$, $p < 0.0001$), autonomy ($r=0.17$, $p < 0.0001$ and $r=0.15$, $p < 0.0001$), service ($r=0.25$ and $r=0.47$, $p < 0.001$), challenge ($r=0.32$ and $r=0.30$, $p < 0.0001$), the integration of lifestyles ($r=0.20$ and $r=0.22$, $p < 0.0001$) and entrepreneurship ($r=0.48$ and $r=0.39$, $p < 0.0001$). Interest in professional activity, assignment of norms and rules of labor activity provide career orientations to mastering professional competence, management in an organization, autonomous business activity, service to the goals and mission of a chosen profession, assistance to people, acceptance of professional challenges and competition, the desire for self-development in different spheres of life and business.

There is a negative correlation between the indicators of introjected regulation and the orientations to management and entrepreneurship ($r=-0.27$ and $r=-0.21$, $p < 0.0001$), as well as positive ones – with a focus on stability of work ($r=0.62$, $p < 0.0001$) and a place of residence ($r=0.42$, $p < 0.0001$). External regulation is associated with management orientation ($r=0.20$, $p < 0.0001$), a stable place of residence ($r=0.31$, $p < 0.0001$), challenge ($r=0.21$, $p < 0.0001$), the integration of lifestyles and entrepreneurship ($r=0.18$ and $r=0.19$, $p < 0.0001$). The partial assimilation of norms and rules of labor activity, the tendency to feel shame because of labor failures are related to the desire to have a stable job and place of living. The regulation of work through the system of awards and penalties for an individual involves orientation towards management, a stable place of residence, the desire to combine various life tasks and to have business.

There are correlations between self-regulation and *career motivation*. Internal motivation and identified regulation are positively correlated with career intuition ($r = 0.36$ and $r = 0.31$, $p < 0.0001$) and career involvement (r

$= 0.26$ and $r = 0.33$, $p < 0.0001$). Consequently, autonomous self-regulation of labor activity is inherent in workers who really appreciate their career prospects, are able to rely on the intuitive understanding of their strengths and weaknesses in relation to professional and promotional advancement, ready to work with maximum returns in order to achieve the goals of the organization and capable of a sufficiently long period of time to work overtime and free of charge. In addition, there is a positive relationship between identification and career stability ($r=0.21$, $p < 0.0001$). Consideration of labor tasks as important and necessary is inherent in employees who are easily adaptable to changing labor situations and are able to cope effectively with the difficulties and problems that arise in the course of their professional activities.

Introjected regulation is negatively related to all indicators of career motivation: career intuition ($r=-0.18$, $p < 0.0001$), career involvement ($r=-0.19$, $p < 0.0001$) and career stability ($r=-0.18$, $p < 0.0001$). External regulation is negatively related to career intuition ($r = -0.15$, $p < 0.001$). Thus, the external orientation in self-regulation of labor activity involves low career motivation.

There is no statistically significant relationship between introjected regulation and the *motives of professional activity*, except for the acknowledgment motive ($r=-0.15$, $p < 0.001$), which suggests that the desire for honest performance of professional duties is related to the desire to get recognition and glory. External regulation is positively related to the motive of livelihood ($r = 0.44$, $p < 0.0001$) and the motive of acknowledgment ($r = 0.18$, $p < 0.0001$), thus the focus on punishment and rewards envisages the desire to provide material life and to receive praise and acknowledgment.

The internal motivation and identification have positive correlations with the cognitive motive ($r=0.22$ and $r=0.19$, $p < 0.0001$), the motive of activity ($r=0.34$ and $r=0.30$, $p < 0.0001$) and the motivation for self-actualization ($r=0.23$ and $r=0.20$, $p < 0.0001$). The identification positively correlates with the acknowledgment motive ($r=0.16$, $p < 0.0001$). Autonomous self-regulation involves interest in professional activity, internal readiness for interaction, realization of the needs and interests of the individual in professional activities.

The next task of this study was to determine the structure of the motivation of labor activity. The use of factor analysis has shown that there are 6 factors that reveal the structure of the motivation of the person's work activity.

Factor 1 (16.5% of dispersion, 3.95 factor loading) created by indicators: aspiration to perfection (0.774), career orientation on professional competence (0.754), the motive of activity (0.688), the motive of self-realization (0.647), identification (0.634), serving (0.600), intrinsic motivation (0.597), career intuition (0.471), cognitive motive (0.424). The content of the indicators that formed the first factor indicates that it can be designated as a factor of the "Aspiration to perfection in internal self-regulation of professional activity". It combines hubristic

aspiration to perfection, the mastery of professional competence and skill, professional motives of self-realization and activity at job, career orientation towards serving people and dedication to the goals of the profession, high level of career motivation with interest in labor activity, which acts as its internal regulator.

Factor 2 (13% of dispersion, 3.11 factor loading) includes career orientations to entrepreneurship (0.752), challenge (0.723), management (0.656), integration of life styles (0.561), intrinsic motivation (0.421). The psychological content of the motives that formed this factor reflects the “*Business interest*”, which means the domination of a career orientation to entrepreneurship, management in the organization and the acceptance of challenges, accompanied by the interest in work and the desire not to limit one’s life to a certain area of activity.

Factor 3 (12.7% of dispersion, 3.03 factor loading) presented by the aspiration to superiority (0.802), autonomy (0.777), acknowledgment motive (0.625), cognitive motive (-0.529), management (0.424). The psychological meaning of the motives that formed this factor reflects an “*Aspiration to superiority in autonomy career orientations*”, because the factor explains the combination of aspirations of the employee to be independent of organizational rules in career promoting, to achieve recognition and fame, to be better than others, to manage people.

Factor 4 (9.8% of dispersion, 2.34 factor loading) combined the stability of work (-0.838), introjected regulation (-0.800), stability residence (-0.751). The psychological content of the points reflects “*Introjected regulation in work stability orientations*”. It reveals the desire for diligent performance of professional duties, adherence to labor standards along with orientation to stability in work.

Factor 5 (7.9% of dispersion, 1.89 factor loading) combined career stability (0.766), career involvement (0.748), career intuition (0.654). The psychological content of the indicators that formed this factor reflects the “*Career motivation*” namely the ability to find career perspectives, the understanding of the strengths and weaknesses in relation to professional and job promotion, the willingness to work with maximum returns for

achievement, perseverance in overcoming obstacles and career problems in professional growth.

Factor 6 (10.13% of dispersion, 1.65 factor loading) combined external regulation (0.832), the motive of livelihoods (0.732). The psychological content of this factor reflects the “*External regulation in livelihoods*”. It reflects the combination of the motive of material provision with the dependence of regulation of labor activity from awards and punishments.

Conclusions

According to self-determination theory we consider four ways of labor activity regulation: an intrinsic self-regulation or motivation, which assumes the interest and enjoyment during the activity, and an extrinsic regulation (identification, introjected and external regulation), which requires the external values of labor activity. The results of the Self-regulation of Labor Activity Questionnaire standardization has shown its validity and reliability.

The components of labor activity motivation have determined 1) the motives of “*Aspiration to perfection in internal self-regulation of professional activity*”, which includes the hubristic aspiration to perfection, professional competence, the motive of activity, the motive of self-realization, identification, serving, intrinsic motivation, career intuition, cognitive motive; 2) the motives of “*Business interest*”, which contains career orientations to entrepreneurship, challenge, management, integration of life styles and intrinsic motivation; 3) the motives of “*Aspiration to superiority in autonomy career orientations*”, which suggests the hubristic aspiration to superiority, career orientation to autonomy, acknowledgment motive, cognitive motive, career orientation on management; 4) the motives of “*Introjected regulation in a work stability orientations*”, which involves combination of career orientation to the stability of work and residence, introjected regulation; 5) the motives of “*Career motivation*”, which contains career stability, career involvement, career intuition; 6) the motives of “*External regulation in livelihoods*”, which includes external regulation and the motive of livelihoods.

The prospect of further research is the study of the motivation structure of labor activity in various age, sex and professional categories.

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APPENDIX

Self-Regulation of Labor Activity Questionnaire (final version)

Опитувальник трудової саморегуляції (кінцева версія)

Інструкція: оцініть, будь ласка, у балах кожне твердження: 1 – не важливе, 2 – не дуже важливе, 3 – трудно відповісти, 4 – досить важливе, 5 – дуже важливе.

Чому я виконую трудові обов'язки?		Балл
1	Я хотів би, щоб начальник думав, що я хороший працівник	
2	Я не хочу мати неприємності через невиконану роботу	
3	Мені подобається моя робота	
4	Я погано себе почуваю, коли не виконую те, що маю робити	
5	Я намагаюсь бути успішним на роботі	
6	Тому що я маю це робити	
7	Мені подобається працювати	
8	Для мене важливо виконувати робочі завдання	
Чому я включаюсь у робочий процес?		
9	Я хотів би, щоб начальний думав, що я хороший працівник	
10	Я хочу дізнатись щось нове про мою професію	
11	Мені буде соромно, якщо я не буду включатися в роботу	
12	Активність на роботі – це норма	
13	Мені подобається продуктивно працювати	
14	Мені важливо включатися у трудовий процес і продуктивно працювати	
Чому я намагаюсь вирішувати складні робочі проблеми?		
15	Я хотів би, щоб мої колеги сприймали мене як компетентного фахівця	
16	Мені подобається вирішувати складні проблеми на роботі	
17	Від мене цього очікують інші	
18	Мені приносять задоволення ефективне вирішення складних проблем	
19	Для мене важливо пробувати вирішувати складні робочі питання	

20	Мені хотілося би, щоб начальник мене похвалив	
Чому я намагаюсь бути успішним у трудовій діяльності?		
21	Це те, чого від мене очікують інші	
22	Щоб керівництво сприймало мене як хорошого працівника	
23	Мені подобається бути успішним	
24	Я не хочу мати неприємності через погану роботу	
25	Мені соромно, якщо я не намагатимусь бути продуктивним	
26	Для мене це важливо	
27	Я буду пишатися собою, якщо буду успішним на роботі	
28	Я можу отримати винагороду за успішну роботу	

Ключ: Зовнішнє регулювання: сума балів за пунктами 2, 6, 17, 20, 21, 24, 28.

Інтроєктоване регулювання: сума балів за пунктами 1, 4, 9, 11, 12, 15, 22, 25, 27.

Ідентифіковане регулювання: сума балів за пунктами 5, 8, 10, 14, 19, 26.

Власне спонування: сума балів за пунктами 3, 7, 13, 16, 18, 23.

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САМОРЕГУЛЯЦІЯ ТРУДОВОЇ ДІЯЛЬНОСТІ: ЗАСОБИ ПСИХОДІАГНОСТИКИ І РОЛЬ У МОТИВАЦІЇ

Стаття характеризує рівні та засоби психодіагностики регуляції трудової активності: внутрішньої саморегуляції або мотивації, яка передбачає інтерес та задоволення в процесі діяльності, а також зовнішнє регулювання (ідентифікація, інтроєкція та зовнішнє регулювання), що вимагає зовнішньої регуляції трудової активності. Показана стандартизація методики «Опитувальника саморегуляції трудової діяльності» та її валідність та надійність. Досліджено компоненти мотивації трудової діяльності, а саме: «Прагнення до досконалості у внутрішній саморегуляції професійної діяльності», що включає в себе губристичне прагнення до досконалості, кар'єрну орієнтацію на професійну компетентність, мотив активності, мотив самореалізації, ідентифікацію, служіння, внутрішню мотивацію, кар'єрну інтуїцію, пізнавальний мотив, «Бізнес-інтерес», який містить підприємництво, виклик, управління, інтеграцію стилів життя, внутрішню мотивацію, «Прагнення до переваги в кар'єрних орієнтаціях на автономію», що свідчить про цілеспрямоване прагнення до переваги, автономії, мотив прийняття, пізнавальний мотив, управління, «Вплив регулювання в орієнтаціях на стабільність роботи», що передбачає поєднання стабільності роботи, інтроєкції, стабільності резиденції, «Кар'єрну мотивацію», яка містить кар'єрну стабільність, кар'єрну інтуїцію, кар'єрну включеність, і «Зовнішнє регулювання життєдіяльності», що включає в себе зовнішню мотивацію та мотив існування.

Ключові слова: саморегуляція трудової діяльності, внутрішня саморегуляція, ідентифікація, інтроєкція та зовнішнє регулювання, губристична мотивація, кар'єрна орієнтація, професійні мотиви.

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