

The Efficiency Of Personnel Management using Motivation Modern Methods



Marina Bugaeva, Stepan Buryakov, Ksenia Vassilieva, Ekaterina Zaytseva-Savkovich, Tatyana Satsuk

Abstract: The article presents the main methods of increasing the efficiency of personnel use using motivational tools. The main task of the head of any enterprise is to inspire its employees to perform production tasks, achieve the main goals of the enterprise. In addition to incentives, bonuses, bonuses, non-material incentives for personnel are also used, which is an equally effective tool. The effectiveness of managing enterprises and organizations largely depends on the state and effectiveness of the motivation system for their employees. The formation and development of the motivational system in the enterprise will significantly reduce the level of conflict in the team, increase the level of self-organization and self-government, and, consequently, increase the overall effectiveness and profitability of the enterprise. The goals can be achieved through the formation and progressive improvement of the system of motivation for the personnel of the enterprise, focused on ensuring a high quality of working life of people, which determined the relevance of the chosen topic of work.

Keywords: Incentive, motivation, methods, assessing, motivation.

I. INTRODUCTION

The effectiveness of managing organizations largely depends on the state and effectiveness of the motivation system of their employees. The formation and development of the motivational system in the enterprise will significantly reduce the level of conflict in the team, increase the level of self-organization and self-government, and, consequently, increase the overall effectiveness and profitability of the enterprise. The goals can be achieved through the formation and progressive improvement of the system of motivation of the personnel of the enterprise, focused on ensuring a high quality of working life of people.

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II. MATERIALS AND METHODS

The object of research in the work is the motivation system in the enterprise. Subject of research - the current system of motivation of staff in the organization and ways to improve it. The main objective of the study is to increase the efficiency of the enterprise on the basis of improving staff motivation.

The hypothesis of the study is the assumption that a systematic analysis and reorganization of the personnel incentive system, in accordance with the needs of the enterprise and taking into account the specifics of its work, will lead to an increase in the efficiency of both managerial and production activities of the enterprise.

The theoretical foundations of the study were the scientific works of Russian and foreign researchers, data from electronic resources of the Internet, analytical materials on the research topic, and reference resources. During the study, the results of qualitative and quantitative indicators were used. Methods used: analytical, historical, abstract-logical, economic-mathematical, method of forecasting and modeling.

III. RESULT AND DISCUSSION

Issues of increasing labor efficiency continue to be relevant. At many commercial enterprises, employers use material incentives for workers without using intangible methods. The experience of many companies suggests that the methods of non-material motivation of employees are much more effective and significant. They act as an addition to the material types of incentives, contribute to the formation of an atmosphere within the team, building friendly relations with the leader.

Under the motivation of the staff mean the verbal moral push of the staff to activities with the final result of achieving the strategic goals and objectives of the enterprise. Competent staff incentives contribute to the growth of the efficiency of the individual employee and the enterprise as a whole.

There is a wide variety of theories of motivation. One of the common theories is the theory of A. Maslow, in which he presented a pyramid of needs in a hierarchical order: from lower needs (physiological) to higher (development of personal qualities) [1]. The theory of "X" and "Y" D. McGregor is to consider human motivation from two sides. The first was the theory of "X", consisting in the consideration of man as a sloth by nature and preferring to control it.



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Subsequently, D. McGregor, in the course of his research, considered motivation as a complex phenomenon, depending on many factors, and introduced a new theory - the "Y" theory, introducing a person as active and ready to take responsibility, the task of managers is to help show him these qualities. The purpose of the research of the American psychologist F. Herzberg is to find the basis for satisfaction and dissatisfaction of a person with activities, to identify the causes of growth and decrease in labor productivity. To this end, a study was conducted of two hundred engineers and employees of a large organization working in the field of coatings. They needed to imagine moments of life when there was absolutely no desire to work, and there was a feeling of dissatisfaction, and vice versa, I wanted to work with positive emotions [2].

Herzberg showed the dependence of job satisfaction on its internal and basic characteristics and the dependence of job dissatisfaction on the external characteristics of the work and its components. All factors affecting human activity in industrial situations were distributed according to hygiene (factors of dissatisfaction) and motivated (satisfied).

In modern personnel management, material and non-material motivation are popular. Material motivation is to pay salaries, bonuses, bonuses.

Many managers believe that the best motivation for the employee is material incentives. But material incentives for labor in the form of higher wages at some point become ineffective, ceasing to give returns. According to experts, wages cease to be a motivating tool in three months. If the wage is artificially high, then its effect on the employee is the opposite of motivation - a demotivating effect. It does not make sense for the employee to carry out his work qualitatively if, without making great efforts, the wage does not become less.

In addition to financial motivation, each manager should use intangible motivation techniques in the personnel management company. There are many of them, and often they are much more effective than material rewards. Intangible motivation does not mean "free". Intangible motivation means a certain management style with incentives in intangible form. Intangible motivation consists of a set of social activities, as a result of which certain goals are achieved "Fig. 1".

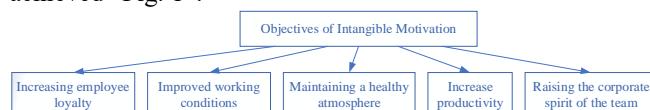


Fig. 1. The main goals of intangible motivation

Considering social benefits, you can see that in most cases they are considered as a tool for motivating intangibles. This is explained by not receiving cash by the employee, but the company donates its funds to social payments (additional pension, medical insurance, travel, meals, mobile communications, etc.).

Corporations carry certain material costs in the enterprise, although it is an intangible motivation.

Non-material incentives have a positive effect on employees: incentives in the form of verbal praise of an employee at colleagues, in holding contests "The best employee of the month, quarter, year, etc.", posting

photographs on the Honor Board, rewarding with diplomas.

Sometimes it is very difficult to determine the right motivation tool. So, praise confirms the value of the work performed and the value of the employee himself. Otherwise, the employee may have an opinion about the futility of his work. The competitive component in the work also has an effective motivating value in the activity, sometimes the honor board is not enough, you need another incentive - some kind of prize.

Career growth is a motivational tool with which an employee grows in the ranks. The incentive in this situation may be a separate office, high salaries, a team of employees subordinate, authority, etc.

Motivation tools include employee training. Using this approach to employee motivation correctly, it is possible to increase employee productivity, rally the team, and increase employee literacy and professionalism.

According to the target component, training can be in the nature of personal, group and collective training. Depending on the material capabilities of the enterprise, training can be paid personally by an employee or an enterprise, the training is conducted by an enterprise specialist or invited from outside. Western managers put employee training in first place in company management. Having staff members using the address by name, congratulations on his birthday, holiday, presenting symbolic gifts for the wedding day, anniversary, anniversary of work at the enterprise. The friendly, friendly attitude of management towards employees can increase the commitment of employees to the enterprise in which they work.

Creating comfortable working conditions allows you to improve the atmosphere, but require material investment. You can achieve this with minimal investment - a cozy sofa for relaxing, coffee with cookies for employees from the company, at the lunch break, chess, table tennis, etc. The traditional forms of motivation that many companies use: corporate events, joint sightseeing trips, sporting events allow to unite employees who previously had conflicts.

A flexible work schedule at some enterprises is a powerful incentive to carry out their workload faster and better, sometimes outside the office space. Also, with high-quality implementation of an important task for an enterprise, an employee can be thanked with an additional day off. Another tool is the employee's freedom of action, when the manager provides the right to choose to complete the task in compliance with safety standards. Each employee's labor productivity may be different depending on the current situation: one needs privacy and tranquility, another needs a rush. The priority task of management should be the creation of comfortable working conditions for employees, strong stimulating factors. Among the methods of non-material motivation used, methods that can be combined into a system of non-material methods have gained recognition.

The professional development of the employee contributes to the quality of work, the systematic updating and acquisition of modern information in the professional production field. These can be lectures and seminars with the participation of experienced specialists of the enterprise.

During such classes, employees have the opportunity to acquire new techniques.

Description of the work performed. Uniform types of work cause the employee to be reluctant to faithfully carry out his assignments. It is necessary to organize the work process in such a way that the employee has no time to "get bored" at the workplace. Workers can change the objects of one task. The performance of various functions motivates employees more than the performance of a uniform work throughout the day. Feedback. Each employee must be given the opportunity to discuss and comment on changes that affect the results of the activity and the social well-being of the team. It is important for the employee to know the degree of satisfaction with his work. It is necessary to hold meetings with discussion of problems in work and possible changes for the better.

Leadership style. The main motivating factor for an employee is his direct supervisor, who can use his words and concrete actions to light his employee for high efficiency and, on the contrary, reduce his motivation. Support in a difficult situation, help with advice, attention, an undetected mistake is the art of managing employees. In the period of loss or not started feedback, labor motivation disappears even among the most loyal and efficient employees. From the level of mutual influence of the employee and the leader, one can judge the further effect in the work: the independence of the employee's actions, his initiative, creativity in carrying out assignments. Setting clear goals. Non-specific requirements may demotivate an employee. The employee must clearly understand the required amount of work, deadlines, form of implementation. Head approval. Most people need attention and personal recognition from other workers and management. Many are pleased to hear words of approval for conscientious work. The value of encouragement can be found in the sense of emotional satisfaction that people experience when they reach their goal. For most workers, the realization that they are valued is often more important than other factors (salary, convenient schedule, proximity to home, etc.). The main way to recognize the merits of an employee is to express gratitude, especially in the presence of colleagues. This is the most important and strong motivation for a person's moral state, because sincere words of gratitude can work real miracles. To reinforce the words of gratitude, the following techniques can be used: favorable working conditions; appeal to the employee for advice; partial payment for meals; transfer to and from work; gifts for the holidays (New Year, March 8, February 23), birthday. An essential sign of non-material incentives for employees is their attitude towards them. The human attitude to the employee allows management to count on effective work (recognition of merit, praise for the work done, understanding of the difficulties and problems encountered in its implementation, it is possible to help neutralize any difficulties).

Depending on the size of the enterprise, the specifics of the activity, the number of employees, and the composition of the personnel, various individual, specifically for this enterprise, methods of non-material incentives for personnel are used. Considering a company with young active personnel, the most effective non-material motivation will be joint outdoor activities (hiking, picnic, sporting events, various corporate

events). An enterprise with older employees prefers trips to a sanatorium, a trip or a trip to the theater, and extra days off. We can distinguish a number of effective methods of non-material incentives for personnel that are used in enterprises, organizations, small and large companies. The advantage of the above methods is a generalized result, the impact of the methods extends to most employees of the enterprise, thereby producing greater efficiency for the enterprise itself, in contrast to the material motivation of the most successful employees. The motivation of employees can give the maximum effect with systemic action. Corporate culture should include a perfectly functioning system of intangible motivation of personnel. An ideal system is a system that allows employees to clearly see the amount of support for loyal personnel. When developing a system of non-material incentives, it is possible to obtain the real most effective tools for influencing the productivity of workers. When applying intangible motivation, an enterprise incurs certain costs. Together, these measures have a greater effect than the cost of cash payments of premiums. An additional factor in the successful functioning of the enterprise is the selection of employees with internal self-motivation, who themselves strive for maximum efficiency and high loyalty of the company. The main task of personnel policy lies in the development and functioning of a clearly structured system of staff incentives. The success of any enterprise includes the presence in the team of energetic, active and initiative workers. An effective end result consists of many components, starting with the development and approval of an intangible personnel motivation system in an enterprise. For the success and profit of the enterprise using non-material incentives for employees, the existence of such factors as: the interest of management in building and developing an effective system; attracting qualified and experienced HR specialists with extensive experience in developing and improving the incentive system; open company policy on staff incentives. The simpler the intangible motivation of staff, the more perfect the system itself. This is easily achieved by making the system understandable for employees, applicable in a single enterprise, taking into account real working conditions. This effect is easy to achieve with successful feedback. One of the feedback methods is to interview employees, not excluding management with questions aimed at changes in the personnel policy, suggestions for its improvement. The results of such surveys are discussed in the form of discussions, recorded in writing in an updated system of intangible motivation of staff [3]. No less common way to increase the labor efficiency of individual employees of the enterprise is the material motivation of the staff, which, perhaps, is effective for almost all categories of workers [4].

IV. CONCLUSION

Having examined the essence and basic concepts of personnel motivation, formulating and clarifying the definition of motivation and methodological foundations of the analysis of the personnel motivation of an organization,



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it can be concluded that various methods of personnel motivation are used in organizations and enterprises in order to increase the efficiency of personnel use in organizations.

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