



Instrumentation Organizational and Economic Support of Labor Motivation of Employees

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ABSTRACT

The problem of motivation of employees is a top priority in a number of organizational and economic problems of the modern enterprise. The willingness of the staff to do their work is a key factor in the success of the enterprise. Each manager is interested in the fact that a worker taken separately and the team as a whole worked more effectively. Mechanical forced to work cannot give a high positive. The path to the formation and development of effective management of the enterprise worker is through the understanding of its work motivation. Establish and develop an effective system of forms and methods of employee motivation can only know that he is motivated by what is the motive for his activity, what motives lie at the heart of its actions. Then must understand how there are certain motives, in what way the latter can be operated, how the motivation of employees. To increase the effectiveness of work is possible through knowledge of the structure of motives and needs of employees; specific measures for loyal perception of the company's management and promotion of the significant results; improving the quality of the information structure and decision-making structures by optimizing the communication.

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JEL Classifications: D6, E2

1. INTRODUCTION

In the XXI century stage of development of labor economics in the Russian Federation is characterized by the rapid growth of interest in the problems of motivation of professional activity. Theoretical generalization of the first chapter of the research allow us to understand and to offer his solution to the problems of motivation activities, taking into account all the events and trends of 2010-2015. In the course of several studies specifically attentive to wages, as the authors suggest that the basic rate should be made to non-material labor motivation of employees (owing to the global financial crisis and a stagnation in the development of socio-economic systems after 2008-2009 In Code). Stimulating the objective function of wages, virtually destroyed by the crisis of the labor market. However, if we consider the single enterprise,

the function and purpose of the wages may be recovered under the following conditions:

1. Quantification of wages depends on the personal contribution of each employee on the results of its operations, from the professional competencies;
2. The performance evaluation of employees and employees of the enterprise are set depending on the complexity and quality of work;
3. Take into account the specific features of tight employment of the employee;
4. Identified in the company's competitiveness perfect wage (given the circumstances of each profession) in the Krasnodar Territory and the comparability of his salary depending on the results of the employee;
5. A clear structuring and differentiation in pay work, i.e., you

must respect the “gap” in the payment of employment between the most highly paid and the lowest paid workers, it should not exceed 30:1, or there is the advantage of a critical mass that will lead to a social crisis in the company.

2. MAIN PART

To build the perfect economic model of labor motivation of employees and staff of the enterprise in the study are invited to consider the following aggregated blocks motivational model (Hutabarat, 2015):

- Economic - sources of funding, salaries;
- Organization - the conditions of work, schedule running professional duties, performance qualification requirements;
- Social - pensions, health insurance benefits, child care, paid maternity leave, social protection of young workers, the ability to freely access the session (for those who are trained in absentia in SSUZ and universities).
- Moral and psychological - to maintain morale in the workplace, the choice of the correct and appropriate leadership style, good value for rewards and punishments.

The study highlighted the basic elements of the model of development of system of motivation of individual employees and staff of the enterprise as a whole; the place of the motivation system in the development of employment as a factor in the behavior of intra-enterprise workers. To achieve the desired intermediate and final results of the enterprise necessary to create a model of the formation and development of the motives of workers.

In our vision, the system of motivation is complex purposeful external and internal influences on the steps of the activities of employees and the entire staff of the enterprise. The structure of the system of motivation can be determined as a landmark decision by the governing body decisions about the motives of managed entities to commit the required action. For the development of, for example, the creative activity as a factor in the behavior of the intra-company employee’s incentive system is crucial. Its impact on the growth of creative activity is determined using the methods of performance management to create a stable relationship of strategic priorities for enterprise development and performance of its key employees (the second part of the classic example of “carrot and stick”).

At the heart of creating a system of motivation may apply the following principles:

- Continuous improvement of the results achieved by the labor of workers;
- Evidence and measurability of results of work of employees;
- Evaluation of the 10-point scale, which will separate the weak, medium, strong workers and encourage them accordingly;
- Presence of feedback, the opportunity to discuss the results of the evaluation to the general manager.

The work to improve the overall performance of the company offers a structural-functional model to improve the system of employees’ motivation of employees, as reflected in Figure 1. In general, the model is endowed with the following features:

Integration, allowing different people to work within the same enterprise; learning that shapes workers skills most effective work; adaptable, i.e., contribute to the rapid incorporation of new employees in the organizational processes. Our proposed structural-functional model of improving the system of motivation of employees consists of consecutive blocks:

Block 1 – “Formation of strategy of motivation.”

Block 2 – “Study of the current level of effectiveness of the motivation of the enterprise.”

Block 3 – “Analysis of the best areas of formation and development of system of motivation of the enterprise.”

Block 4 – “Identification of possible methods of stimulation and motivation.”

Block 5 – “Proposal of measures to improve and adapt the system of motivation.”

The result of the adoption and implementation of structural and functional model of improving the system of motivation of employees is expected to become adapted to the changes to the particular conditions and a particular company, the system of motivation of employees, and, as a consequence, improve the basic performance of the company, as we have established that the motivation of workers depend key indicators of the effective operation of the enterprise.

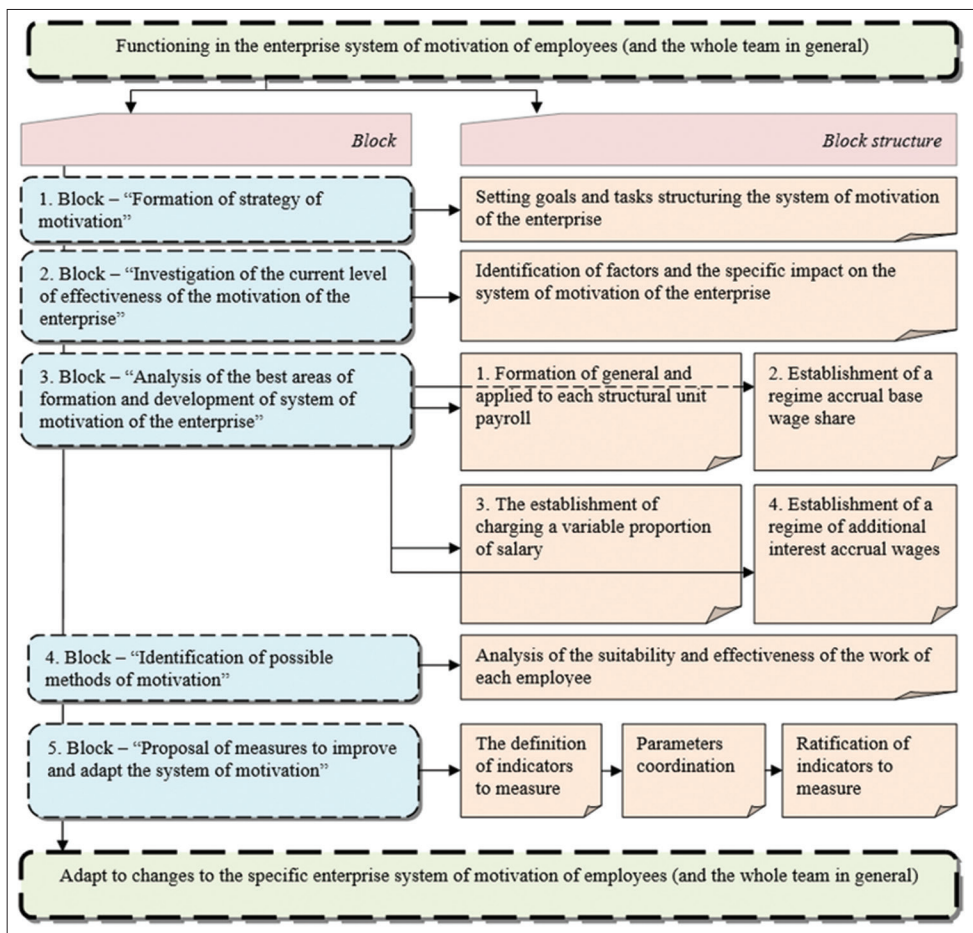
However, noting the importance and primacy of non-motivation, we cannot lose sight of the financial motivation. In order to base the size of the individualization of motivation (wage workers), in this thesis the necessity of determining the size of a personal job wages. To this end, the base wage increases the personalized set installed on the basis of the rating level of progress of the work, combined with the levels of achievement of the strategic objectives of the enterprise.

Based on the analysis of different approaches to the variable part of remuneration allocated total combined scheme of variable pay, which includes participation in the scheme of increasing income and profitability of the company and participate in the aims and objectives of the enterprise. Participation of employees in the implementation of the objectives and making a profit can be both collective and individual. An important feature of bonuses for individual results of the work is to determine the size of the monthly premiums, in accordance with the integral indicator of the employment of the employee - rated on the basis of activities, such as the reporting year. The main problem areas have been identified in the course of the analysis of existing systems of motivation to study enterprises represented by the following positions:

1. Each work activity must be adequately remunerated; “Equal pay for equal labor activities” - such a rule does not always act in the conditions of market relations;
2. Functioning model of labor system motivation should serve adequate and optimal employee motivation to work;
3. The system of motivation of labor activity should serve adequately the employee to self-determination among his professional tasks; model of motivation should encourage such employees, which is valuable to the company.

In practice among Russian companies still are of the opinion that it is sufficient to develop a standard provision of labor motivation

Figure 1: Structural and functional model to improve the system of motivation of employees



of employees - and demand on the paper model of the system of motivation will work. In fact, the most time-consuming and determining the success of the whole process is the stage of immediate implementation of the system of motivation, which occupies about 70% of labor costs (Strategy for effective motivation, <http://www.kadrovik.ru/modules.php?op=modload&name=News&file=article&sid=3517>). When designing a system of motivation, it is important that it is set to the strategic objectives of the enterprise and strategic development of all employees. It is necessary to revise the annual incentive program employees: Take into account the shortcomings, errors, new goals and objectives, changes in the internal and external environment, etc. (Reznik et al., 2003).

Indeed, modern economic system needs innovative developments in the field of modern enterprise management of reserves, which in turn would enable the company to provide high efficiency, competitiveness, sustainability and reliability.

Russian peculiarities of realization of the labor potential of workers and collectives in the enterprises of the Russian Federation we have identified the following blocks.

1. A large number of valuable workers in the Russian Federation are considered normal working mainly for reasons of self-actualization, the importance of their work, and so on. N., Referring to the second material factor. With such workers facing business leaders constantly, for example, among

teachers, doctors, scientists and experts of other professions intellectual and creative environment. Historically it formed a respectful attitude to the ideological component of the work on trade and production (construction) companies (Shkurkin et al., 2015). This fact underlines the importance of non-financial motivation to work in the Russian Federation and includes a mandatory individual approach to employees in the development and implementation of the intangible motivation. The most effective non-motivation, based on attention to the individual employee and the recognition of his professional success (Hedlund et al., 2016; Miragaia et al., 2015).

2. The traditional Russian culture is very important informal communication, friendship between workers workforce. Particularly susceptible to diverse aspects of relations in enterprises by women (Kobersy et al., 2015). They take greater account of the emotional climate, so when working with female motivating the workforce intangible should pay particular attention.

The study proposes a means of instrumentality organizational and economic support of labor motivation of employees and the workforce divided into the following groups:

1. Economic: Economic instruments are determined mainly by cash payments of wages and cash bonuses. In this group we include awarding trips to rest individual workers, their families and the whole team. However, it is necessary to specify two-sidedness of such funds. On the one hand, it is immaterial

motivation to work, as the worker does not spend money for the trip, on the other hand, this material motivation, because of the budget of the company spent financial resources. Model of material (economic) ways to promote and material (economic) will be offered in the following sections of the research (Parizi et al., 2014).

2. Social: Social media of motivation identified mainly intangible resources. We will discuss them below in this section, for example, an interesting job, or professional orders, public recognition, leisure time intervals of “freedom” in the workplace, information and free information field on the premises, whether as a statement of personal views and suggestions of rationalization measures (Pogosyan, 2012). Presents an interesting form of social motivation defined in case number 1 “Methods of non-financial motivation of employees for business development, in a limited time, financial and human resources” contest “HR of the year” - the professional competition among the managers of the management and motivation of employees and labor collective (“HR of the year” - the professional competition among the managers of HR. http://sup.pro-personal.ru/contest/o_konkurse/).
3. Organizational and legal means defined by the regulations and instructions that adequately reflect the freedom and the will of the worker, his basic priorities of work, regulation of labor, working hours, etc. The complex of such provisions and regulations, taking into account fully the interests of the workers and the labor collective, national trends in the field of labor economics will only help motivate employees before starting work at the plant, in the first day of every employee in the enterprise and beyond every day (Kobersy et al., 2015).

In our work we give more attention to it immaterial labor motivation (otherwise known as “social security”). In our opinion, non-motivation of work is especially relevant due to the crisis in many businesses, we have chosen as the object of applied research. In view of this particular updated immaterial labor motivation during the global economic depression and the Russian post-crisis period 2009-2014.

The basic component of immaterial labor motivation of employees, we believe adequate human treatment of employees - only in such circumstances is expected to count on the effective work of the staff and gratitude. Human relations - is a necessary recognition of merit approval and praise for the work, understanding the difficulties and problems encountered in its implementation and, if possible, help to neutralize these difficulties. Under the non-financial motivation of work, we understand the following items and offer encouragement in their work:

1. Interesting work or professional assignments: When workers cope with their tasks, as a variant of non-material incentives can be offered to transfer some of the responsibilities of the head of charge to employees over whom they would be interesting to work with. This guide will not cost much, but, at the same time, workers would have an incentive, because they will be able to develop their professional skills.
2. Public recognition: Every employee of a single enterprise wants to be encouraged and praised for a job well done. One

of the easiest and most effective ways to encourage employees without any cash outlay - a public expression of appreciation for their efforts. This can be achieved by reporting on their achievements at general meetings by sending an e-mail greeting messages for the excellent work (with copies to all other employees of the department or the company as a whole). These methods do not require a cash outlay; they are light and very effective.

3. Free time intervals of “freedom” in working time: Another important, does not require a cash outlay way to encourage employees - giving them free time. If you provide the employee free time or to output, it will be due to the possibility for a short time to leave the office to do their personal affairs.
4. The information and free information field on the premises: Head of the enterprise need to talk to employees about how the company operates and what it has in store for the future for both the company as a whole, and for the workers. By providing information to employees, it not only helps them to what is necessary to make more informed and better decisions, but also shows that the management appreciates them as people.
5. Establish feedback: Workers strongly as ever want to know how appreciated what they do in the workplace. The only person who can tell them how they work - is a leader. Note the stronger feedback in the activities, and the more guidance it provides, the stronger the ability of employees to meet the requirements management and requirements of the enterprise (Mathieu and Babiak, 2015).
6. Employee involvement in the process: It is necessary to involve employees decision-making process, especially those that concern them. By doing so, you can show your employees that you respect their point of view, as well as guarantee for themselves to obtain the most reliable source of information in decision-making. Involving employees to increase their commitment to the company and, at the same time simplifying the implementation of the new ideas of organizational changes. With this approach, the cost - minimal, but the impact of - the maximum.
7. Independence: Employees appreciate the freedom to choose the way of performance. Nobody likes a leader who is always behind the employee, reminding him of an orderly execution of the work, and who corrects him every time he makes a minor deviation. When you talk to employees that it is necessary to perform, provide the necessary training and then give them the opportunity to decide for themselves which way they will do the job. Thus, you increase the likelihood that they will do the work the way you want. In addition, employees who feel their independence will bring additional ideas, energy and initiative in their work (Gerhards, 2015).
8. The celebration of birthdays, anniversaries, enterprise, important industrial achievements (indicators of development, the anniversary buyer-customer) the highest average number of manufactured products, having held the longest safety record, and a lot of other events - an excellent opportunity to mark these manufacturing performance among employees. In this case, the guide shows the complicity with the team in the implementation of and interest in these indicators. Subordinates will appreciate the encouragement.

9. Flexible schedule: All employees appreciate the opportunity to receive a free schedule. Some positions, such as an office manager, a retailer, a security guard, accountant, of course, require a tight schedule and location of work. At the same time, other positions, such as a programmer, engineer, financial analyst, is not so much tied to the clock and set the workplace. By giving employees the opportunity to be flexible in determining their own working hours and workplace, can be very motivating them.
10. Increasing staff responsibility: The majority of workers are improved in the workplace. Perfection through the study of new features those are available to them, as well as a chance to learn something new and to gain work experience in the enterprise. Most workers are hoping to learn more, to be a member of a high-level decision-making and improve both their responsibility and their salaries. Therefore, the provision of workers to act, to learn and grow professionally - a strong motivator. It demonstrates to employees that they trust, respect them and take them.

To incentive program to be effective, you need to constantly figure out how to treat them workers, and make timely amendments (Work in Moscow: Search and Resume, <http://www.naim.ru/>). As a rule, companies that use the following feedback form:

- Regular (at least annual) employee satisfaction research workforce;
- Focus groups (usually formed on the basis of a representative sample of workers on standard criteria of gender, age, position, division, group for senior executives can be held separately);
- Structured interviews with workers, informal conversations;
- Open meetings with the leader to answer questions of employees;
- Lunches managers with subordinates;
- Blogs, the Internet, a mailbox for comments and suggestions;
- Interviews with laid off workers.

As part of the need to clarify the impact of the material and immaterial labor motivation of workers, further reflected in Figure 2. Needless to say, Figure 1 contact is divided into left and right sides.

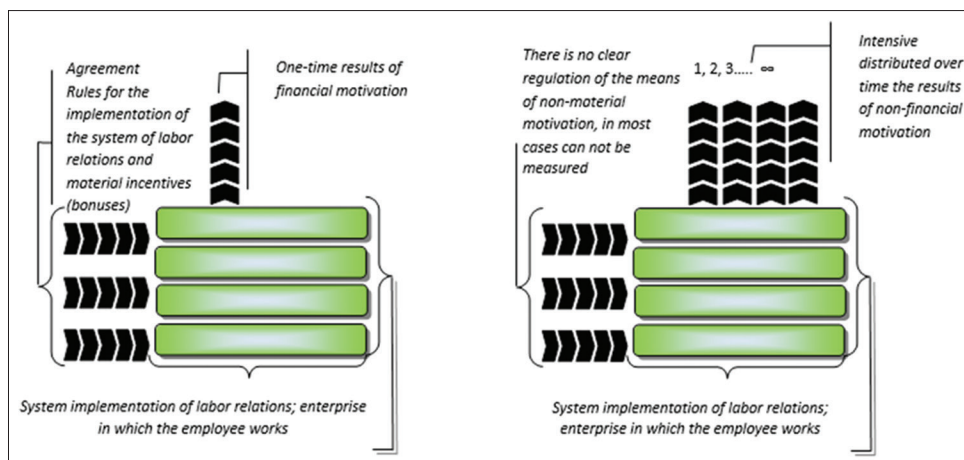
On the left side there are large-sized units “Agreement, the rules for the implementation of the system of labor relations and material incentives (bonuses), which aim to block system of implementation of labor relations; the company, which employs worker” in which the author sold on the idea of a system of labor relations or in general we can say - this is a functional enterprise, with all its infrastructures, fixed assets, labor groups, management system, etc. And the last block of “one-time results of financial motivation” is understood in the study as a short-term condition and intervals during which the worker, material incentives, implementing a reward. The right part of the figure gives an idea that there is no clear regulation of the means of non-material motivation, in most cases cannot be measured (top left box). The results of non-financial motivation presented at intervals of 1, 2, 3, ... ∞ - is intensive, distributed over time the value of social recognition and respect in the workplace, “alignment” to encourage his co-worker’s structural units, an unlimited time period.

3. CONCLUSIONS

Thus, summing up briefly, we note that in the current economic conditions, there is a specificity of the Russian material and immaterial labor motivation of workers and staff in general. Presented in the section group material and immaterial motivation to help enterprise managers more effective in motivating employees to understand, competently used to determine the position of non-financial motivation in a particular enterprise.

Path to the effective work of the enterprise worker is through understanding of his motivation. Develop an effective system of forms and methods of work an employee can only know what motivates them, what motivates him to activity, what motives underlie his actions. You need to know how there are certain motifs, as well as in what way the motives may be operated, how the motivation of employees. To increase the effectiveness of work is possible through knowledge of the structure of motives and needs of employees, through specific actions in the words of their manager and recognition to encourage the high results through better information structure, and the structure of decision-making by improving communication.

Figure 2: The impact of the material and immaterial labor motivation of workers



The effectiveness of labor activity of workers depends not only on unilateral demands and rewards, but also on the timely attention and partnership with the managers of the enterprise. Questions of motivation rather often have a central role in the life of the enterprise. Employees are motivated then, when the company benefited with joy, enthusiasm, willingness to perform the job and hobbies. The cost-effectiveness of any kind of human activity is largely determined by the objectives pursued, in their basis - the needs, interests, incentives, labor entities.

There are many different theories and models of motivation. Among them are the theory of needs Abraham Maslow's theory of expectations Victor Vroom, the theory of Douglas McGregor, the theory of two factors Frederick Herzberg and others. However, the heads of the enterprises do not look at these works of finished models and schemes for motivating employees, but, having learned for yourself their main provisions necessary to develop a program to motivate employees. It should also be understood that each company must have its own specific program, which would take into account all the peculiarities of the company.

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